

# 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 as 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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Mitsubishi UFJ Financial Group Diversity Report 2016

Mitsubishi UFJ Financial Group



# Message

## Nobuyuki Hirano

President & Group CEO  
Mitsubishi UFJ Financial Group, Inc.



## Broader Horizons: Flexible Career Paths Tailored to Each Life Stage

**The April 2016 Act on Promotion of Women's Participation and Advancement in the Workplace has prompted companies to encourage more women into management. How can we increase the number of female managers, and broaden the sphere of female engagement?**

MUFG has always encouraged women to challenge broader and more responsible roles, but we undoubtedly need to do more to ensure sufficient career development opportunities for women. We need to offer women more opportunities to shine and acquire the experience, skills and judgement needed for management. We think that would encourage more women into management positions.

Role models are also important, Japanese essayist Yoshida Kenko wrote in his *Tsurezuregusa* essay collection that, "Even in trivial matters, a guide is desirable." We should furnish role models to inspire women to carve their own career paths. In other countries, no one is surprised to see women in senior management positions. We need to achieve the same in our group.

Having said that, while men and women may have the same ability, sharp differences in childcare responsibilities can hinder career development. Outside Japan, female managers with two children would have interrupted their careers twice to have children. They still manage to pursue a management career thanks to effective social systems that make it easier to work and have children, support from the broader community, and individual determination. We should combine all three factors to help women progress.

We have female general managers of bank branches but all group companies should do more to expand and diversify career opportunities for women. While the company can contribute capacity development, women need to approach career building flexibly and proactively. At times, you may have to set specific private or work goals, but there is usually more than one way to achieve them. By adjusting career paths to suit certain life stages, such as taking a position that lends itself to working at home while looking after young children or elderly family members, women can build more valuable and rewarding work and private lives.

**The term "iku-boss" refers to an ideal manager who achieves business targets while considering staff work-life balance and career development. How should managers boost staff enthusiasm and commitment?**

First, they must embrace diversity. In other words, respect each individual in their own right. Managers must communicate sufficiently to ensure strong mutual understanding. We work in teams, so, to maximize performance, a manager must lead the team by helping pinpoint and develop each member's strengths. We need to set aside time to communicate properly with each other. Discussions often tend to focus on near-term problems, but we need to improve productivity and make time to consider the longer-term view. That's how to nurture a virtuous cycle where

careful and effective communication helps achieve work-related targets, giving everyone a sense of fulfillment and chance to grow, thus ensuring the pursuit of even more challenging targets and further boosting productivity.

Isoroku Yamamoto, a Japanese navy tactician, said, "To get people to do something, you show them, tell them, watch them do it and then praise them." In the same way, first, managers should show staff how to do things so they can learn to do things themselves. A manager who successfully inspires staff will have formed firm relationships with staff based on determined communication. Today, employees socialize less outside office hours so it is important to set aside 10 or 20 minutes to talk during office hours, or they could communicate via internal SNS or other IT tools.

## "Create a virtuous cycle by improving productivity to make time for ample and effective team communication."

Managers should encourage staff to speak freely, and staff should interact positively with managers. If you notice a mistake, speak out. Express clear opinions when there is a decision to make. To do that, staff need to be well informed. Individuals from various backgrounds pooling their experiences and skills, and suggesting solutions generates deeper debate and better conclusions. That's the best way to maximize organizational power.

It is also important for managers and staff to like each other. Everyone has their good points. We should identify and appreciate those attributes to help reinforce teamwork.

Finally, it is vital that managers and staff have a shared target. Whether it's the general manager of one of our business units, or a section manager, leaders have to set targets that their teams can identify with and get behind. That's a tough but vital leadership responsibility.



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

Diversity is all about embracing variety and individuality. Central government, local governments and corporations work daily to actively promote diversity.

## Japan's Plan for Dynamic Engagement of All Citizens will encourage diversity

The Japan's Plan for Dynamic Engagement of All Citizens, effective as from June 2, 2016, dovetails with corporate diversity through its commitment to create a society in which all citizens can participate fully, be they men, women, elder, younger or rehabilitated citizens, people with disabilities or intractable illnesses. The plan's review of agreements in Article 36 of the Labor Standards Act includes work-style reforms to rectify long working hours and boost labor quality, facilitate diverse lifestyles, and ultimately extend productivity. Improving childcare and family care environments should help ensure better childcare and care facilities, better treatment of existing personnel and training opportunities to foster a more diverse pool of nursery and nursing staff—all positive factors for companies seeking a better work-life balance.

The Act on Promotion of Women's Participation and Advancement in the Workplace, effective as from April 1, 2016, requires companies with 300+ employees to analyze female participation, and publicize clear, concrete targets and initiatives to help women advance at work.

MUFG has incorporated these developments into its strategy to build comfortable working environments for all employees.

## Targeting similar working hours to European nations

Japan's Plan for the Dynamic Engagement of All Citizens aims to bring Japan's working hours in line with European nations, given that long working hours make it difficult to balance work and family life, for women to build careers, and men to participate actively in household tasks.



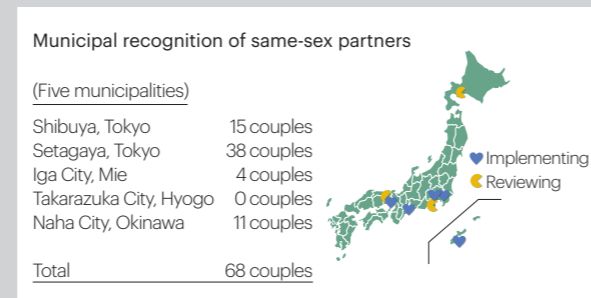
Source: Japan's Plan for Dynamic Engagement of All Citizens (Summary), Cabinet Secretariat of Japan

## Toward more inclusive society

To fully promote diversity, central and local government and corporations must clarify strategy, and create comfortable working environments for LGBT (lesbian, gay, bisexual or transgender) people. In November 2015, Tokyo's Shibuya ward approved a municipal ordinance to acknowledge same-sex partnerships and started issuing same-sex partner certificates. Tokyo's Setagaya ward, and the cities of Iga, Takarazuka and Naha swiftly followed suit. Companies are responding swiftly following the inclusion of gender discrimination against LGBT under sexual harassment guidelines in the Equal Employment Opportunity Law. Surveys suggest 7.6% of citizens, or one in 13, are LGBT, so society should work harder to broaden recognition and understanding of this significant social grouping.

## Municipal governments expected to deliver broader response

The number of same-sex partnerships recognized by municipal authorities, according to not-for-profit Nijiro Diversity (October 2016)



Source: Nijiro Diversity's official Twitter page (October 25, 2016)

## Laws to eliminate discrimination and promote employment of people with disabilities

A new Act to Eliminate Discrimination against Persons with Disabilities and a revised Act on Promoting Employment, etc. of Persons with Disabilities were enforced on April 1, 2016 to help eradicate discrimination on grounds of disability. Banning unfair treatment of customers or employees and forcing organizations to compile a rational response should make it easier for people with disabilities participate more fully in society.

# MUFG Diversity Promotion

MUFG shares its overall vision for promoting group-wide diversity, and encourages individual group companies to pursue a variety of activities to suit their type of business and stage of progress.

## MUFG group-wide activities

### Care seminars

As Japanese populations continue to age, combining work commitments with caregiving is a key concern for many group employees who are already trying to juggle the two, or who might have in the future. We hosted the first MUFG care seminars in January/February 2016, and a second round in September. Interest was high with 800 people from 34 group companies attending a total of five seminars (Tokyo: 3, Nagoya: 1, Osaka: 1). We invited Minako Takeya of Internet Infinity Inc. to give a lecture at the seminars on, "Long-term care fast response: Understanding the process and preparing the transition from hospital to homecare/facility care." The Q&A session yielded specific questions from those already juggling work and home care and Ms. Takeya closed the seminar with some valuable advice: Don't manage caregiving alone. It's important to enlist the help of care managers and care service operators, family, work and neighbors to help balance work and care responsibilities. One participant said, "The seminar helped me realize the importance of collecting information in advance and support from my local community in order to build a healthy work-care balance," while another said how it had "helped clarify the basis for care manager decisions and judgements." The seminar helped allay concerns about caregiving and

encourage a more positive approach to potential work-care needs.

### Seminar Program

1. Preparing for long-term care, and an overview of long-term care insurance
2. Understanding and preparing for hospitalization and shift to homecare/facility care
3. Overview of specialist care facilities and care in the home



Participants listen attentively to Ms. Takeya's lecture at the September 9 seminar, Tokyo

### Service release: Coping with work and care

All MUFG employees can access tailored specialist advice via our consultation desk, or search available online information via our web service. See our Values plus/Diversity page for more information.

### MUFG portal: Values plus

MUFG released an updated version of its Values plus portal in April 2016, and a global English-language version in May 2016. Our employees worldwide can access the Values plus intranet, which serves as a platform for communicating daily MUFG and group company information, disseminating the group's vision and code of conduct, and fostering group spirit.

[https://mufgbrand.secure.force.com/index\\_en](https://mufgbrand.secure.force.com/index_en)

\*Due to environmental limitations, you may not have full Intranet access



# Group company activities

## CASE 1 Mitsubishi UFJ Trust and Banking

### Career advance lecture for women

In July 2016, the company held a seminar to encourage young female employees to consider their future career path. The seminar features lectures from executives at other firms, and a panel discussion with internal female executives.



## CASE 2 The Master Trust Bank of Japan

### Lunch meeting for staff on childcare leave

Just one of the company's many activities to encourage women, who are vital to our corporate network, to return promptly from maternity leave to continue their careers. Staff on childcare leave brought their children along and talked to women who had returned to work, helping dispel concerns and inspiring women to start working again.



## CASE 3 Mitsubishi UFJ Morgan Stanley Securities

### "The boss who encourages female advancement" training sessions

In April and May 2016, all 860 managers from chief manager upwards attended training sessions on how to nurture professional female employees. Through five role playing scenarios, they learned the right way and the wrong way to go about women in a variety of situations from career building while raising children to encouraging women with management aspirations.



## CASE 4 MUS Business Service

### We can all do it: Becoming a no-overtime company

By compiling easy-to-follow manuals to simplify and standardize work operations, the company strives to facilitate inter-departmental cooperation and keep companywide overtime to an absolute minimum, even during busy periods.



## CASE 5 Mitsubishi UFJ NICOS

### Thailand and Vietnam personnel exchange

We arranged personnel exchanges with group companies, Bank of Ayudhya Public Company Limited (Krungsri) in Thailand and Vietnam Joint Stock Commercial Bank for Industry and Trade (VietinBank) in Vietnam, to share local knowledge, boost networking and foster competitive personnel in our globalized economy.



## CASE 6 Mitsubishi UFJ Lease & Finance

### Encouraging paternity leave

The company encourages paternity leave by sending emails to new fathers and their bosses and posting related information on our internal portal. In fiscal 2015, part-paid childcare leave was introduced to help parents balance work and family life, and cultivate a comfortable working atmosphere.

	FY2014		FY2015		FY2016 (through September)	
	Take up (No.)	Take up (%)*	Take up (No.)	Take up (%)*	Take up (No.)	Take up (%)*
Paternity leave	0	0%	2	3.7%	25	55.6%

\*Take-up rate = Number of male employees who took paternity leave/No. of male employees whose partner gave birth during the fiscal year

## CASE 7 The Bank of Tokyo-Mitsubishi UFJ

### Global Inclusion and Diversity Forum (GIDF)

In order to foster diversity on a global basis, Inclusion & Diversity executives met in London in October 2016 to share strategies and ideas and discuss synergies and opportunities for future cooperation. Five Employee Networks have been launched and started new activities in EMEA with strong support from management.



## CASE 8 The Bank of Tokyo-Mitsubishi UFJ

### Helping women build a career

The company offers a variety of career-building support for women, including discussion meetings with executives, career-training sessions and mentoring support, all designed to reduce the gap between management and staff and help women picture themselves in management positions.



# D&I Topics

## MUFG working-style reforms

MUFG instigates radical change in working styles across group companies.

### The Bank of Tokyo-Mitsubishi UFJ

In October 2016, the company launched the second-stage Working-style Reform 2.0 under the slogan Open, Simple & Speedy. It reviewed stereotypical working practices, and introduced new systems to boost individual productivity and help balance work, childcare and family care responsibilities, such as the first Work at home system at a megabank, the Select flex-time system which allows employees to adjust hours on request, and the My Style card for visualizing employees' estimated leaving time.

In August, it encouraged a broader "iku-boss" concept in which managers boost productivity by encouraging individual employees in their professional life and also considering their private and family needs. Within two months, over 500 managers had proclaimed their "iku-boss" commitment to build workplaces that generate job satisfaction through inspiring and meaningful teamwork.

### Mitsubishi UFJ Trust and Banking

The company launched the Smart Work Project in 2015 to help simplify operations and regulations, improve systems and infrastructure, and encourage a radical shift in labor management. Following a companywide survey, it focused on eliminating excessive regulations and surplus operational procedures in 2016. Disclosure of all proposals, debate and progress has sparked a vigorous response, and boosted communication between individual branches and head office.

### Mitsubishi UFJ Morgan Stanley Securities

The company launched its Smart Challenge 10 initiative in July 2016 to help reduce long working hours and encourage employees to take more annual leave. It distributed the Work and Life Evolution: Helping us Progress booklet to all employees to illustrate ways to improve the common causes of overtime, and to suggest that taking paid leave is a great way to replenish energy.

## Activities at special subsidiary for people with disabilities

Many people with disabilities are benefiting from MUFG's three special subsidiaries which install appropriate working environment and systems to make their jobs easier.

### Ryoshin Data (Established 1979)

As the financial sector's first special subsidiary, the company primarily employs people with hearing loss who work with hearing employees on data input, computerizing documents and producing business cards for group employees. It held seminars on the Elimination of Discrimination against Persons with Disabilities Act and the amended Employment Promotion etc. of Persons with Disabilities Act introduced spring 2016 and, in turn, while employees with disabilities helped achieve a deeper understanding by preparing seminar documentation and giving lectures of their own.

### MU Business Aid (Established 1996)

The company aims to contribute to society by creating a workplace where people with disabilities can enjoy a full working life by fulfilling appropriate but challenging roles that boost job satisfaction and independence. We currently have over 130 staff who perform banking duties relating primarily to seal verification, direct mailing and the maruyu tax-free small-sum savings system.

### MU Business Partner (Established 2011)

The company dispatches its employees to teach sign language to the Bank of Tokyo-Mitsubishi UFJ branch-based employees through repeated practice of basic greetings and key banking vocabulary such as passbook and deposit. It helps promote understanding and improve the treatment of customers with disabilities who visit the bank branches for banking services.

Ryoshin Data



MU Business Aid



MU Business Partner





From the left/Ranjana Clarke, Mariana Ngan, Sachiko Ai, Kumi Hanaoka

### Ranjana Clark

Executive Officer, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU)  
Head of Transaction Banking Office Americas, MUFG Americas Holdings Corporation, Bay Area President for MUFG Union Bank

Ms. Clark is one of the first female Executive Officers of BTMU. Prior to joining MUFG, she held senior executive positions in global strategy, marketing and transaction banking at PayPal, Wells Fargo/ Wachovia, and The Western Union Company.

### Sachiko Ai

Executive Officer, Mitsubishi UFJ Trust and Banking Corporation (MUTB)  
General Manager, Corporate Consulting Services Division, MUTB

Ms. Ai joined MUTB in 1989. She began to serve on the front-line of corporate sales in her second year. After that, she was transferred to the Corporate Business Division of the Headquarters, and the Corporate Planning and Policy Division. She took a childcare leave for one year, and then, advanced into a managerial position in the division in 2004. After working at the Frontier Strategy Planning and Support Division that focuses on designing new products, she assumed a post of General Manager for Corporate Consulting Services Division in 2015, and the next year she was appointed as the first female director of a major trust bank in Japan.

### Mariana Ngan

Executive Officer, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU)  
Co-General Manager, Hong Kong Branch  
General Manager, Corporate Banking Office for Greater China

Ms. Ngan is one of the first female Executive Officers of BTMU and the first to be appointed from Asia. She has oversight for growing the bank's global business with corporations in and outside of Greater China.

### Kumi Hanaoka

General Manager, Corporate Communications Division, Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. (MUMSS)

Ms. Hanaoka joined The Bank of Tokyo, Ltd. in 1985. In 2002, she was transferred to Mitsubishi Securities Co., Ltd. and was appointed as the Chief Manager of Operations Division in the following year. Then, she held positions of General Managers of Derivative Business Administration Division, Operations Division and Transaction Business Administration Division. In 2015, she was promoted as the first female Senior General Manager (Rijii) of the company. She has held her current position since 2016.

## Diversity Roundtable Discussion

Four prominent female managers at MUFG discuss the significance and the true essence of diversity, both from an executive/senior management perspective, and as highly successful professional women in their own right.

### THEME 1

Executive/Senior Management Perspective on Diversity at MUFG

## Equal Opportunity, Fair Evaluation

**What are your views on MUFG's current approach to diversity, and the importance of promoting diversity per se?**

**Ranjana Clark:** Creating an environment where everyone feels they have a chance is both good for business and good for employees. In America, we always put a diversity lens on all people-related management processes. Great care is taken to ensure recruitment, performance assessment, promotion and salary decisions are unbiased. The important thing is to ensure that all people have an equal opportunity, regardless of their gender or race. This raises the game for everybody, and drives better results.

**Kumi Hanaoka:** I see the reason why Japan has lagged behind in women empowerment is that women had less working opportunities because entrenched Japanese social systems and traditional attitudes toward gender roles. Women have managed to take care of their children and old family members without enough support from society.



This situation has just started to change. Japanese government launched an initiative for women empowerment recently, and the systems and circumstances surrounding women are dynamically improving. Once companies and individuals also change their mindset, I believe these trends will permeate the whole society like twin engines of change. In a company, middle management needs to understand the benefits derived from having employees from various backgrounds. In a family, people need to support and understand the change.

**Sachiko Ai:** As our generation of women finally came to join the decision making process as senior management level, things should be a little smoother from here. We now have much better systems in place, so I would like female employees to think seriously about how to make the most of those opportunities and pursue active careers.

**Mariana Ngan:** There are many double-income households in Hong Kong and the government encourages the employment of foreign housekeepers to help in the home. Women enjoy equal employment opportunities. More and more women are pursuing active careers, and workforces are increasingly diverse. The big issue for management is to ensure the right person is assigned to the right job.

**Ranjana Clark:** I strive to be a good role model and mentor. I encourage diverse people of various backgrounds to make sure their opinions are heard and ensure they have equal opportunities to be successful.

**Sachiko Ai:** As a general manager, I too take great care to offer equal opportunities. I assign jobs depending on whether

I think a person will be able to achieve a certain mission or not, and I evaluate their performance based upon how well they achieved that mission. Gender doesn't come into it. Some people can lack confidence when faced with a difficult task. I tell those people they can surely succeed if they shed any restrictions and face the challenge head on.

### THEME 2

Career-minded Female Role Models in the Workplace

## Helping Women Enjoy the Great View

**How can women best build meaningful careers, and how can they incorporate different life stages into that career path?**

**Ranjana Clark:** There are three "Ps" that have been vital in helping me through various stages during my career: passion, partnership and perseverance. You need passion to maintain high levels of performance on a sustained basis. But there are limits to what you can do on your own, so a supportive partner is important. And you need to have perseverance through challenging times and still stay joyful. I would advise young women to keep learning, keep taking risks and keep making a difference. Personally, I learned a great deal from immersing myself in different environments, and I believe I am a stronger individual today as a result, both professionally and personally.

**Mariana Ngan:** I would tell young professional women not to restrict themselves. Be open to all ideas and opportunities, and develop your own vision. If you hit a wall, talk to senior colleagues and family. You have to proactively discuss issues to ensure your partner and workmates understand what you are going through. Also, don't complicate things. Consider simply, what is best for your job, or your staff.

**Sachiko Ai:** In reality, women today do shoulder a greater burden when it comes to life events. However, I would urge women not to decide straight out that they cannot work because they have a family, but to think what they can do to achieve a career and a family. If more women adopted this

**Kumi Hanaoka:** It is important to create an inclusive environment where diversity and opinions from different perspectives are respected. Regardless of their gender or titles, all employees are encouraged to share their thoughts, accept different opinions, and utilize their ideas so that we can create a better working environment.



approach, companies would likely offer women more equal opportunities and fairer appraisals. Someone once told me in an internal study session that work is like a spiral staircase. Even if you don't feel like you are getting anywhere, if you keep going, you will make sure progress. All of a sudden, your efforts will pay off and you will see clearly how far you have come. That advice proved invaluable to me in the past.

**Kumi Hanaoka:** I think career development is just like climbing mountains. If you keep on walking those shaded mountain tracks without giving up, you will suddenly reach the ridge and find an expansive view there. I would like many women to enjoy that beautiful landscape. The supporting programs for working women have been improved, but I think they could be regarded as a kind of medicine. It would be helpful if you take the one appropriately, but excessive use may bring harmful side effects. I would recommend that female employees select programs to use adequately, considering their future career.

# Transforming the Way I Work

MUFG houses various different companies with various different work styles. We asked eight people from eight companies how they shape their working patterns.



## Shohei Yamamura

Assistant Manager  
Advertisement Team,  
Business Planning Department  
ACOM Co., Ltd.

(Joined the company in 2016)

Yamamura used to work in an advertising agency but moved to ACOM, the top player in the industry, in search of a challenging environment



## Satoko Kinoshita

Assistant Manager  
Treasury Division,  
Markets and Global Business Unit  
Mitsubishi UFJ Trust and  
Banking Corporation

(Joined the bank in 2008)

Seconded to Japan's Cabinet Office to do economic analysis at the time of the consumption tax hike, Kinoshita is currently one of a select few responsible for companywide financing.



## Yoshiteru Suzuki

Senior Advisor  
Customer Support Division  
Mitsubishi UFJ Kokusai  
Asset Management Co., Ltd.

(Joined BTMU in 2002.  
Transferred to the above in 2009)

Retired at 61 after a varied international career in the financial industry. Currently conducting training and lecturing as a contract employee.



## Yumiko Kitagawa

Manager  
Osaka International Operations Office  
Osaka Corporate Banking Group  
The Bank of Tokyo-Mitsubishi UFJ, Ltd.

(Joined the bank in 1997)

Kitagawa spent time in Shanghai training personnel for branches in China. After returning to Japan, she began managing a team of approximately 40 female staff.

### Beware of stereotypes and preconceptions. Look for a better way to do things

I used to work late every night at my previous company, but here I get to do my work efficiently within the allotted time. I joined ACOM mid-career, so I am not bound by stereotype or preconceived ideas and can see things from a fresh standpoint. That is one of my strengths. I make a point of looking at other companies' advertising when I'm out and about.

### Learning to think for myself in a highly fluid working environment

At the Cabinet Office, most people were seconded from other companies or ministries. There is no tacit understanding in a highly fluid environment with different people coming and going within two years. I learned to question my own logic and consider the background for myself.

### Sharing is vitally important for obtaining pertinent information

The most important thing in any job is to share information. The market is always moving, so you have to get information at the right time. You should reciprocate when someone shares information with you. I currently only work from 9 through 4, but I'm often out so sharing information is key.

### China's strict work approach helped me realize the importance of setting clear goals

In the absence of any established training culture in China, things didn't go so well at first, but performance improved once I explained the significance and merit of training. I learned that the more senior you become, the more important it is to set clear goals, for yourself first.



## Naoko Suzuki

Assistant Manager (Expert Engineer)  
Global Transaction Banking  
Systems Department  
Mitsubishi UFJ Information  
Technology, Ltd.

(Joined the company in 2007)

Suzuki, having returned to work after a one-year maternity leave, currently works short hours and looks after a one-year-old daughter. She has set her sights on management.



## Kazuyuki Nishizawa

General Manager  
Nagoya Business Department No. 3  
Mitsubishi UFJ Lease &  
Finance Company Limited

(Joined the company in 1990)

In his middle management role, Nishizawa leads a team of 18 staff of varying gender, ages and positions. He is passionate about improving teamwork.



## Yumi Satou

Chief Manager  
Private Client Department  
Mitsubishi UFJ NICOS Co., Ltd.

(Joined the company in 1989)

A working mother with one daughter working and one at university, Satou now manages her own team at work.



## Satoshi Wakita

Senior Manager  
Global Business Strategy Division  
Global Markets Business Department  
Mitsubishi UFJ Securities Holdings Co., Ltd.

(Joined the company in 2009)

Wakita has two daughters, aged 5 and 1, and a wife who works. Every morning, he prepares breakfast and takes his kids to daycare.

### I tell colleagues what I am doing, and use my time well to boost efficiency

I never know if I am going to have to leave suddenly if I get a call from the nursery or something, so I make a point of telling my boss and fellow workers what I'm doing and what stage I am at. I use my time efficiently by sorting my mail by subject and sender and prioritizing the most important ones.

### When on the road, I try to create an environment where my staff can do paperwork and freely discuss problems

I make a point of driving when I go out on business with my staff so that they can do paperwork in the car. It is much easier to talk freely about work and private things in a car, so it facilitates communication. I always give people a chance to tell their story before passing judgement, and encourage my staff to report bad news straight away so we can discuss.

### Balance work and home life by prioritizing tasks. Work efficiently, not excessively

When I was busy at work and looking after young kids, I would prioritize what I had to do to get the budget through and leave what could wait. The key to work-life balance is to be methodical and not overdo it. Sometimes, my mother in law picked up the kids from daycare.

### I work speedily and efficiently so I can spend more time with my kids

I took five days paternity leave at year-end when we were less busy. I often talk about my family at work, and everyone is supportive of me taking an active part in raising my children. I always try to do my work swiftly and use my time effectively so I can respond to that unexpected call from daycare if I have to.

# Case Study

## NTT DOCOMO INC.



NTT DOCOMO is transforming itself from a mobile communications operator into a value co-creation company. To learn more about the company's diversity promotion activities, we sat down with Masako Moto, Kouichirou Masuda, and Mari Chikuzaki from DOCOMO's Diversity Development Office.

### Encouraging Employees to Own Responsibility for Diversity

#### How and why did you become involved in promoting diversity?

**Moto:** We launched the Diversity Development Office in 2006 because we felt we must create a more diverse organization to help improve the quality of our services, and we needed a dedicated department. Back then, female staff constituted a mere 15 percent of total employees and many of them were at a life stage for considering marriage and children. Helping female staff form a clear career path was a big issue for us. In 2014, we broadened the department's activities with a strong message from our president emphasizing the promotion of diversity as a significant management goal and positioning all staff as key players in creating more inclusive workplace. Aiming to further expand our new business areas, we will promote diversity more aggressively and actively utilize a diverse workforce to boost our competitiveness.

#### How do you best promote diversity across the group?

**Moto:** In 2014 the NTT DOCOMO Group was restructured, subsidiary companies were merged and staff distribution dramatically changed. We worked hard to promote diversity across the whole group to ensure employees from different subsidiaries with varying working norms and values could fulfill their individual missions. Our department at the head office has three staff, but regional offices and group companies are also encouraged to actively promote diversity. We appointed Diversity Promotion Managers to each region and group company, and organize several national conferences a year to discuss policy and activities. Initially, few understood the need to promote diversity and regional commitment was patchy, but gradually all offices and group companies have begun to take appropriate action on relevant issues. We don't want to promote all activities only with Diversity



Senior staff attend regular Diversity Promotion Working Group meetings to share activities

Promotion Managers, but instead encourage individual employees to develop their own sense of responsibility for promoting diversity in their daily actions. Any staff member can join our Diversity Promotion Working Groups, with 25 head office staff participating in fiscal 2016. We share information on activities with other regional working groups. Members are driven by an ambition to create a better company and contribute to a better world. All activities take place over a period of one year, so members work swiftly to set goals and produce positive results.

**Masuda:** Chikuzaki and I look after the four head office working groups that hold weekly lunchtime meetings. We check each working group's ideas coincide with our core diversity promotion policy, and help decide and implement actions to achieve specific working group targets.

**Moto:** Our initial concerns proved unfounded when we saw head-office personnel working tirelessly to fulfill working group objectives, while remaining fully committed to their main jobs. The working groups are inspiring and we really appreciate everything they do.

#### How are you encouraging women to proactively participate in the workforce?

**Moto:** We have separate initiatives for female employees at different levels of the company, all designed to help promote women's career advancement. For example, our Woman's Innovative Network in docomo, or Win-d, program urges young employees to consider career development early on, and encourages more experienced women to aim for Section Managers, and then Senior Managers or executive management positions. As part of our section manager program, we facilitate meetings between female staff and executives several times a year to help focused management perspective. General Managers of each Department also offer mentoring for female staff concerned about jobs and career building. By encouraging senior managers to cultivate and support female managers in this way, we hope to increase opportunities for women to exert management capabilities.

#### What about the sweeping changes in working patterns?

**Moto:** Employees can select from various systems to build a working pattern that suits them. Employees who need to do extra work outside regular hours can utilize the early morning work shift (priority work). Employees who need to leave work early to pick up children from daycare can customize shifts and come in early to make up their full-time hours (sliding working hours). Sliding working hours are available to all staff, not just for childcare but for care of elderly or sick family members as well. Recently, we have encouraged men to participate more actively in childcare in the belief that a broader experience of such daily activities and responsibilities is beneficial to the group. We have also subsidized ABC Cooking Studio lessons for group employees, arranged Daddies Lunch for male staff interested in childcare or paternity leave, and held Childcare Classes for Fathers and Mothers for employees currently raising children or of expectant parents. These weekend classes were always very lively, with 30 or so DOCOMO couples coming together to discuss childcare-related issues.

**Chikuzaki:** We promote flexibility on where and when



employees work. Thanks to our Telemarketing Promotion Month, departments that had never allowed staff to work from home started actively considering how to make such systems work for them. I heard some departments got staff who regularly work long hours to use the work-from-home system to learn how to work more efficiently. We pass these ideas on to other departments to help them review working patterns.

#### What do you want to focus on going forward?

**Moto:** Kazuhiro Yoshizawa, appointed President and CEO in June, declared "DOCOMO's mission is to continue to provide customers and society with ever improving value." Internally, he has stated that, "Promoting diversity is directly linked to improved value!" "Employees must be autonomous, responsible to produce results." "Managers must improve talent management to turn diversity into team power." The Diversity Promotion Office appeals the importance of diversity and staff autonomy, not just in terms of gender, but also LGBT, staff with disabilities, mid-career hires, and multinational staff. We also seek to raise middle managers' awareness on diversity. To offer customers and society ever improving value, staff need to be given the autonomy to display their skills, and managers need to recognize and nurture staff talent productively. Last year's employee survey revealed uneven management perceptiveness. Previously, the gender gap was a big issue, but now it's the generation gap. Promoting diversity is all about communication. To respond to rapidly changing markets and increasingly diverse customer needs, we need to prioritize organizational diversity over homogeneity, provide an environment where people can debate different opinions to generate a better outcome, and build a creative, rich and strong company.



#### NTT DOCOMO, INC.

Founded by Nippon Telegraph and Telephone Corporation (NTT) in 1992. Employees: 7,616 (DOCOMO), 26,129 (DOCOMO Group in Japan). Eight regional offices in Japan. In addition to traditional communications, DOCOMO is expanding smart life technologies.

Diversity Development Office, Human Resources Management Department

Left Mari Chikuzaki, Assistant Manager  
Center Masako Moto, General Manager  
Right Kouichirou Masuda, Manager



# Taihei Hayashiya

Put your audience first, act with vigor and enthusiasm for the moment, and people around you will appreciate it

Profile: Rakugo storyteller and Rakugokyokai member  
Born in Chichibu, Saitama Prefecture in 1964. Graduated from the College of Art and Design, Musashino Art University. Became a disciple of rakugo storyteller Kompei Hayashiya. Promoted to shin-uchi, or star performer in 2000. Became an ogiri member on Nippon TV's famous Shoten entertainment program in May 2006. Completed a 100.5-km marathon for "24-Hour Television/Love Saves the Earth" charity program in 2016.

**Taihei Hayashiya is known for his innovative ideas and unique energetic "rakugo" story telling. A member of the much-loved Shoten TV entertainment program's "ogiri" rakugo panel, his 100.5-km marathon run in 2016 also made news. He shares some precious gems of advice, based on his comic experience, about encouraging diversity through solid teamwork and positive relationship building between managers and staff in the workplace.**

### What did you learn from Kompei Hayashiya as your master?

He taught me through his actions because that's his style. I was only ever assigned one story by Master Kompei because, in rakugo, you tend to get assigned more stories by other masters. Being a disciple basically means you get the chance to spend long hours in close proximity to your master. In other words, the chance to learn from your master's manner, words, actions and overall approach to life. To me, the perfect master acts more like a friend than a senior colleague, lives closely with his disciples, and doesn't act in a superior manner. A master needs to concentrate on the audience and not be distracted by someone else. If a master prioritizes the audience and puts his all into a performance, there is no better lesson for a disciple. I live by the motto, "Put everything you've got into the moment, right here, right now." If you focus all your efforts on a certain venue, people draw near, show interest and support you. You expand your circle of friends and influence by creating a magnetic center point.

### What excites you about being a Shoten ogiri member?

Rakugo is usually a solitary job, but ogiri is all about harmony, with a host quizzing a panel of fellow rakugo storytellers for funny, witty responses. Master Utamaru Katsura taught me about harmony when I first became an ogiri member. I was so nervous and shaking, but he said a single quiet voice could upset the sonorous harmony of the group, so I should be



grand and imposing on stage. After that, I slotted easily into the role. If harmony is key, you can't be putting yourself out there all the time. You have to add your own flavor to a collaborative effort, and help other members shine. We are a great team because we respect each other's individuality. Viewers can see that the ogiri members get on really well together. That onscreen rapport is built on close off-screen communication.

The Shoten program is recorded in front of a live audience at Korakuen Hall in Tokyo. We enjoy the noisy banter in the single dressing room before a show. It's a great warm-up, and we go on the stage smiling. I also felt the close bond between us when I ran the 24-hour marathon and other ogiri members rushed out to cheer me on at rest stops and the finish line.

### How can senior and junior colleagues form similar friendly relationships in a company?

You rarely come across people who are compatible in every sense. So instead of focusing on what you don't like about someone, try and find something that they do much better than you, or that you can really admire. It is easier to build closer relationships with senior colleagues you find hard to work with if you acknowledge their good points. You cannot choose who to meet and work with. You have to interact somehow, so wouldn't it be better to view "inescapable bonds" as opportunities to improve yourself and seek ways to enjoy spending time with people you have trouble liking? That would make it much easier for you to interact with others.

### How do you wind original witticism like rakugo taboo into your stories? In other words, what's the key to innovative creation?

I just think about doing everything I can, as Taihei Hayashiya, to make people happy. I draw on any skills or attributes I have to make people laugh. The satisfaction doesn't come in me finding a story funny, but when you see smiles on the faces of young kids, and elderly people in the audience. You might have to put your life on the line, but seeing a sea of smiling faces is reward enough. What are a few sore hands and feet, compared to that?

### How do you balance your work and private life?

You might not believe this but I'm really boisterous and enthusiastic at home as well. If I have the time, I do the cleaning, the dishes and the washing. I make people happy for a living, so I like to see my family smile. It's got nothing to do with being at home or at work. Whether on stage or off, I'm always me, Taihei Hayashiya.