

Vol.1

Mentor Chairman, Keidanren (Japan Business Federation)
Chief Senior Advisor, Chief Senior Counselor, Toray Industries, Inc.

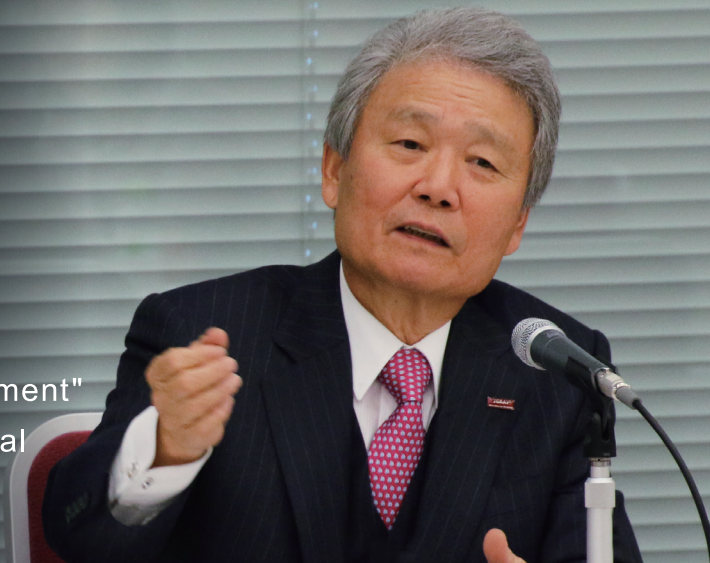


Sadayuki Sakakibara

Keidanren *Women's Executive Network*

Leadership Mentor Program

A change of "mindset" and "commitment" among the top leadership is essential for a company to change



Keidanren Women's Executive Network

Leadership Mentor Program Vol.1

November 30, 2015 Keidanren Kaikan, Otemachi, Tokyo

Promoting women's advancement is a corporate strategy for companies

Keidanren considers promoting women's active participation in the workforce an important corporate strategy that determines the survival of a company in the face of fierce global competition, as well as a critical growth strategy that enables the sustainable growth of Japan's economic society amid a declining birthrate and aging population. The transformation of companies requires a change in mindset as well as commitment by their top leadership. As an example, the member companies of Keidanren established voluntary action plans on the promotion of women to managerial and board positions and put forward highly ambitious targets. In addition, I understand that male-focused companies in industries such as construction are also proactively promoting women's active participation. While they are great leaps forward, Japan ranked 101st out of 145 countries surveyed in the World Economic Forum's latest Global Gender Gap index in 2016. There is room to continue to advance our efforts instead of being satisfied with the current situation. Moving forward, we should aspire to create a society in which people who wish to play active roles in society can do so without constraints, regardless of whether they are men or women.

Establishing an environment in which women executives can advance

All of you gathered here are top runners and are people who will become role models. There will be times that you will feel under various pressures, but I hope you will take confidence in the life you have led so far and continue to play active roles. I am committed to creating an environment in which all of you can participate actively in the workforce. The ideal vision of the future that I would like to realize is a society in which the advancement of women is a given, a society in which we can say, "Once upon a time, there used to be initiatives to promote the advancement of women."

During the exchanges of views that followed the lecture, participants asked questions regarding topics such as the qualities required of managers and the training of subordinates, to which Chairman Sakakibara provided powerful advice based on his previous experience.



Mentor Profile

Sadayuki Sakakibara

Chairman, Keidanren (Japan Business Federation)

Chief Senior Advisor, Chief Senior Counselor, Toray Industries, Inc.

Sadayuki Sakakibara completed a Master's Degree in Applied Chemistry at Nagoya University. He also received a Doctor of Humane Letters from University of Rhode Island (USA) and an Honorary Degree in Industrial Engineering from University of Perugia (Italy). He joined Toray Industries in 1967. He was named as President in 2002 and became Chairman of the Board in 2010. He has been Chief Senior Advisor and Chief Senior Counselor since June 2015. In Keidanren, Dr. Sakakibara has been Chairman since June 2014. Dr. Sakakibara has been a leading figure in the Japanese business community serving in a number of important posts including member of the Council on Economic and Fiscal Policy chaired by Prime Minister Abe.