



**D**iversity  
**E**quity  
**I**nclusion  
**B**elonging  
**REPORT 2023**

## Our Values

At Uzabase, we formulate our Purpose as such:

**“Awaken a world of play in business, with our insights”.**

To make this a reality, Uzabase needs a team of truly diverse individuals who would bring everything that they have to the table. We believe that only a combination of such diverse talents can create services that resolve the actual issues faced by our users and propel their creativity—thus bringing us even closer to fulfilling our Purpose.

This belief is reflected in one of our 7 Values:

**“We need what you bring”.**

## *We need what you bring*

We celebrate a diversity of values, race, nationality, ethnicity, religion, sexual orientation, diversability, backgrounds, and more. These differences make us stronger. Our strengths and weaknesses complement each other.

We communicate openly yet with empathy—speak your mind directly and respectfully, share your thoughts and ideas. We will get there, one conversation at a time.

Diverse but united in our purpose, we build a new world together.



# DEIB Committee in 2023

Uzabase has established a DEIB Committee to implement, monitor, and evaluate various internal initiatives related to DEIB.



## DEIB Committee Members


Executive Officer, DEIB Leader  
**Shinobu Matsui**

**Irena Inumaru**      **Kanako Ishikawa**

**Kaori Watanabe**      **Saki Ino**

**Yuhei Wataruse**      **Yuka Ota**

\*Names in alphabetical order  
The Committee includes over 30 other members participating on a voluntary basis

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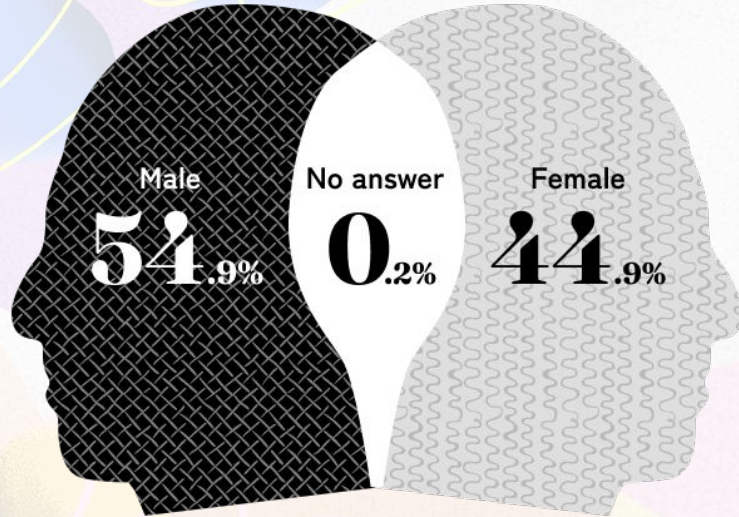
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# Diversity at Uzabase Group: Where We Are

# Diversity at Uzabase Group: Where We Are (1)

## Gender Ratio: All Members

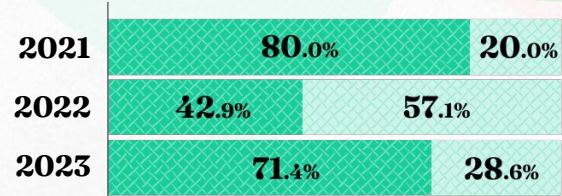


● Male ○ No answer ● Female

## Gender Ratio: New Joiners

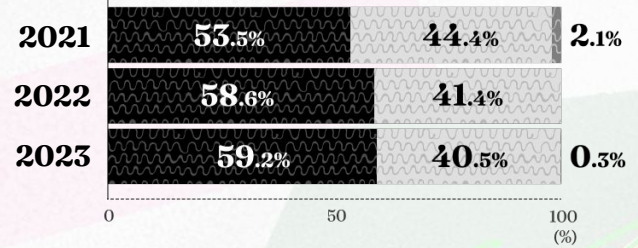
### Fresh Graduates

● Male  
 ● Female



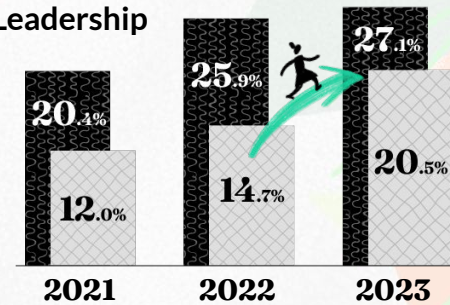
### Mid-Career Hires

● Male  
 ● Female  
 ● No answer



## Ratio of Women in Leadership

● All leaders  
 ● Executives



\*Data as of January 1, 2023 for all members, including part-time and outsourced workers, etc.

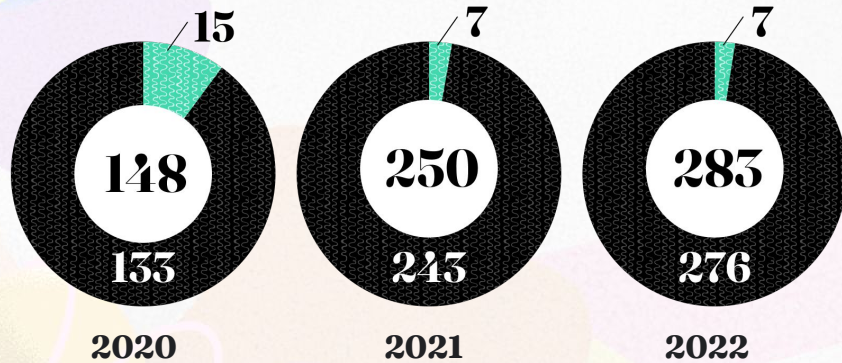
\*Gender as stated by members in the HR management system upon joining the company

\*Data as of January 1 of the respective year  
 \*\*“Leaders” includes team leaders and above

## Diversity at Uzabase Group: Where We Are (2)

### New Joiners: Fresh Graduates vs Mid-Career Hires

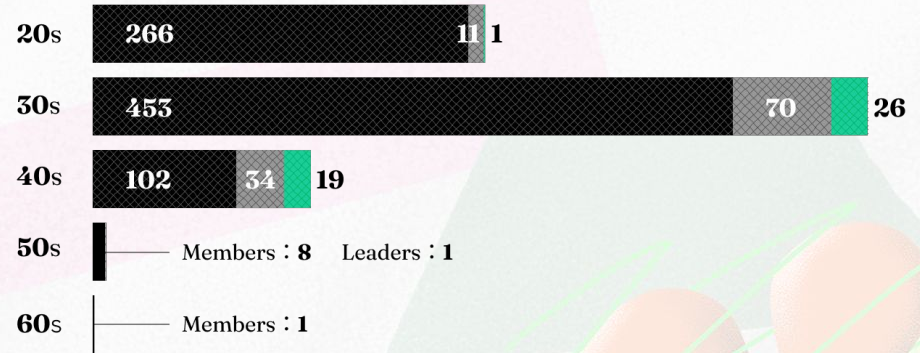
● Fresh graduates ● Mid-career hires ○ All new joiners



\*Members who newly joined between January 1 and December 31 of the respective year

### Age Distribution in Employees

● Members ● Leaders ● Executives



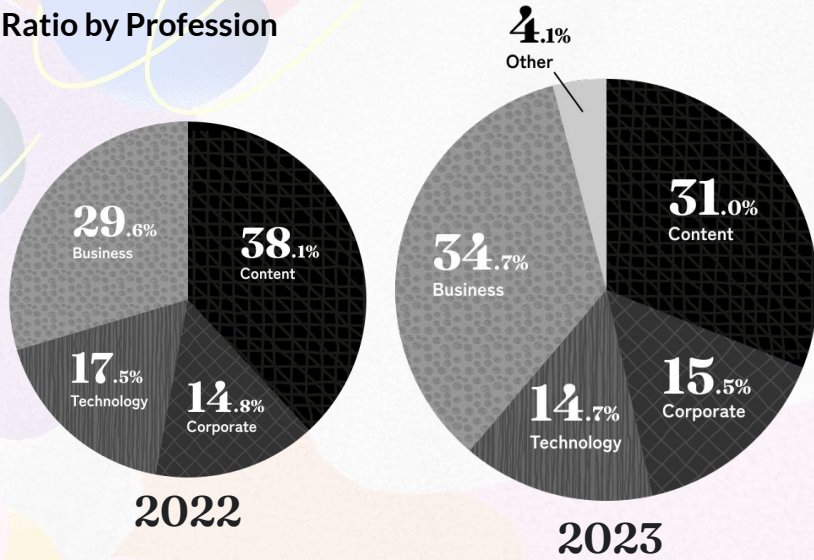
\*Data for full-time employees, contact employees and executives as of January 1, 2023

\*\*“Leaders” includes team leaders and above

\*Members who are both leaders and executives are included in the Executives count

# Diversity at Uzabase Group: Where We Are (3)

Ratio by Profession

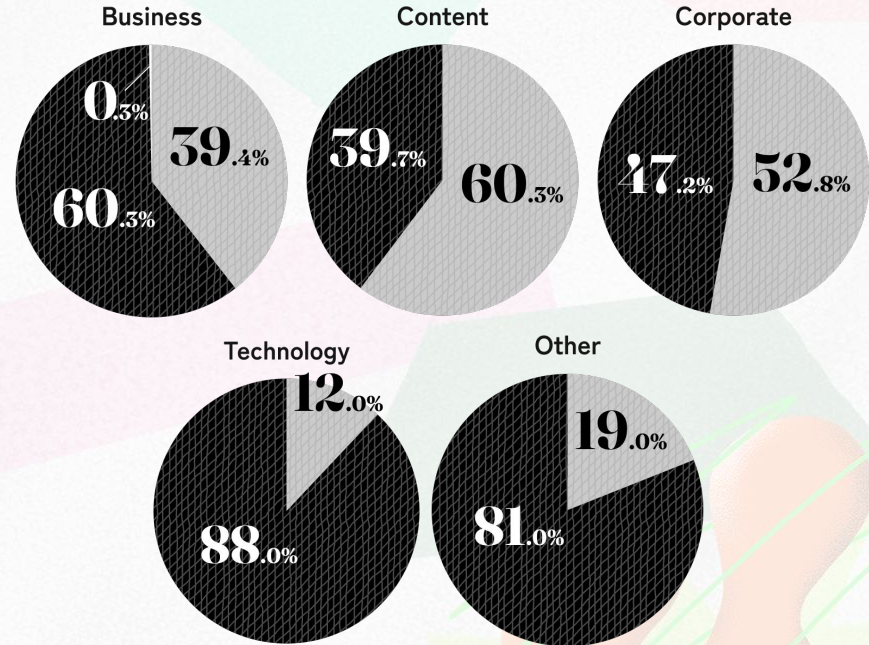


- Business** Sales, new business development, marketing, etc.
- Content** Designers, analysts, editors, translators, etc.
- Corporate** Legal, HR, accounting, financial planning, PR, etc.
- Technology** Engineers, programmers, etc.
- Other** Executives, etc.

\*Data as of January 1 of the respective year

Gender Ratio by Profession

● Male ● Female ○ No answer



\*Data as of January 1, 2023



# Diversity at Uzabase Group: Where We Are (4)

## Nationalities

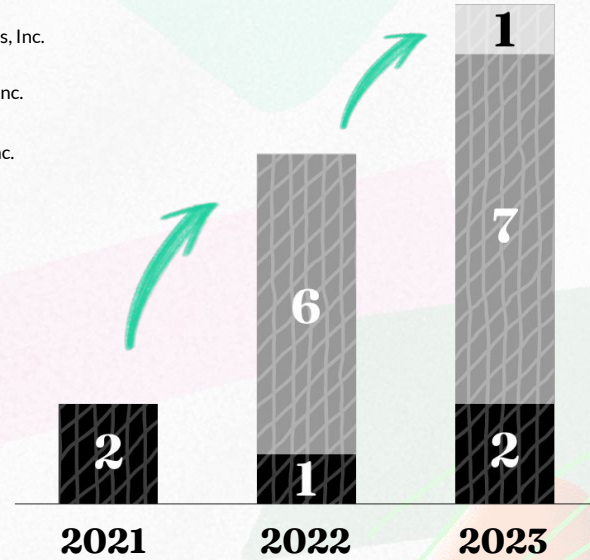


Japan, Sri Lanka, China, South Korea, USA, Singapore, Thailand, Taiwan, Vietnam, Russia, UK, Nepal, France, Philippines, Malaysia

\*Data as of January 1, 2023

## Progress in Hiring of Diversability Members (Members with Disabilities)

- NewsPicks, Inc.
- Uzabase, Inc.
- MIMIR, Inc.



\*Data as of January 1 of the respective year

\*“Diversability” is a portmanteau word derived from “diverse” and “ability” and borrowed from the Diversability community which aims to reshape the image of disability and elevate disability pride through the power of community.

## Diversity at Uzabase Group: Where We Are (5)

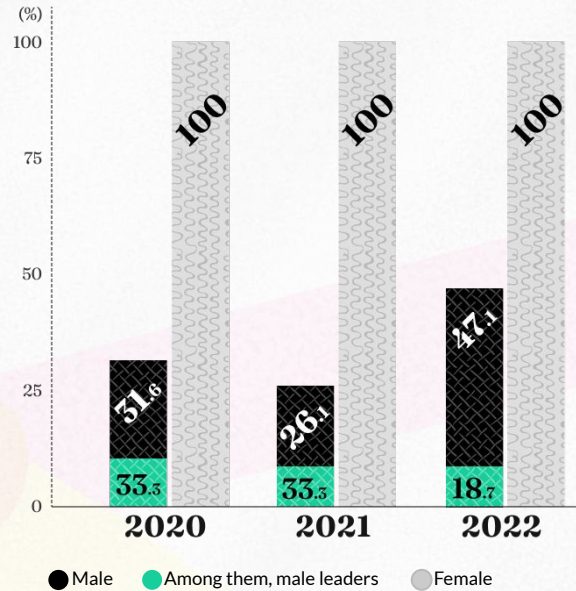
### Returned to Work After Maternal or Paternal Leave

100%



\*Data as of January 1, 2023 for members in Japan

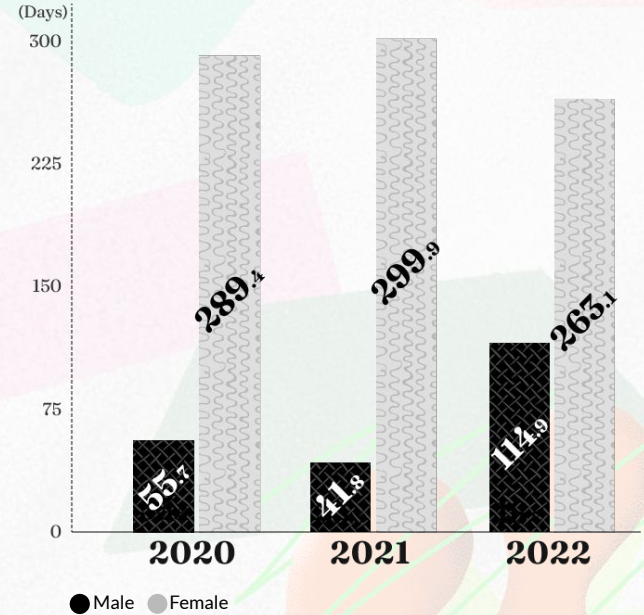
### Parental Leave Ratio



\*Data for members in Japan who started parental leave in the respective year

\*\*“Leaders” includes team leaders and above (position at the start of parental leave)

### Average Days of Parental Leave Taken



\*Data for members in Japan who started parental leave in the respective year (in case of members still on leave, calculated based on its scheduled termination date)

## Diversity at Uzabase Group: Where We Are (6)

### Average Overtime



Male

20h14min

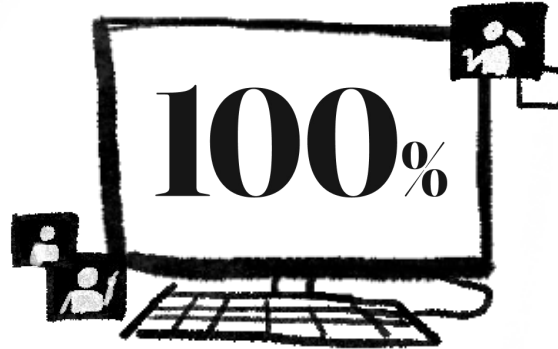
Female

15h29min

\*Average overtime hours in 2022 (overtime hours exceeding scheduled working hours, excluding bank holidays)

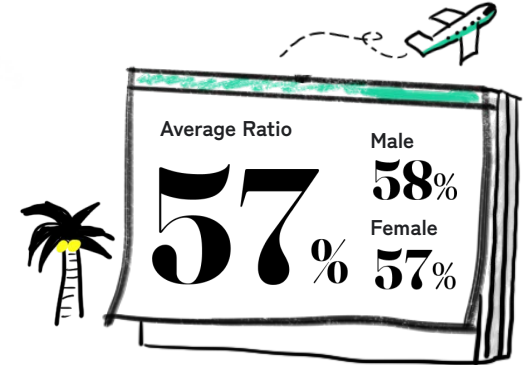
\*Data for members in Japan as of end-December 2022

### Flex Time & Remote Work Implementation Ratio



At Uzabase, we promote a super-flex time system with no set core hours. As long as it aligns with the policy of their organization or team, members can determine when and where they work.

### Ratio of Paid Leave Taken



On top of regular paid leaves, Uzabase members can take up to seven consecutive days of paid leave twice a year (the **Long Vacation (LV) system**). In 2022, 86.0% of members took LVs.

\*Data for all members in Japan employed as of end-December 2022 with paid leave granted during 2022.

\*Members who were on parental or other leave throughout the year are excluded.

\*LV acquisition rate excludes new joiners from October onward due to probation period.

## Diversity at Uzabase Group: Where We Are (7)

### Gender Pay Gap (Estimated Annual Income)

Average pay



**7,997,965** Yen

Gender pay gap



**-1,672,528** Yen

女性 : 7,003,697

男性 : 8,676,226

On average, female members at Uzabase earned 1,672,528 yen less in 2022 than males.

This gap is largely due to the fact that 70-80% of high-title positions, such as executives and leaders, are held by men (see P. 6).

The amounts here are based on estimated annual salary for each grade and may differ from the actual income including overtime pay.

\*Estimated annual income for full-time and contract employees in Japan as of end-December 2022

## Diversity at Uzabase Group: Where We Are (8)

### Gender Gap in Employee Engagement Survey

Category	Uzabase Average	Male	Female	Gender Gap
Employee Engagement	82%	0	-2	2.1
Leadership	86%	0	-2	1.9
Growth Support	81%	+1	-1	1.9
Conviction of Evaluation	77%	+1	-2	2.3
Communication	87%	0	-1	1.0
Inclusion	87%	+1	-2	3.2
Improvement Cycle	82%	+2	-3	4.9
Health	82%	-2	0	-1.5

Response  
rate:  
**98%**

### Assumptions

“Inclusion” scored high across the entire company. While gender gaps are minor overall, the relatively big gap in “Improvement Cycle” might suggest challenges in DEIB promotion.

Among all major categories, “Inclusion” scored a high average across the company.

Overall, gender differences were within 5 percentage points, but there is a noticeable difference in scores by gender for “Improvement Cycle”, which may be indicative of hidden issues in the promotion of DEIB at Uzabase.

\*Data for full-time employees as of February 2023

# DEIB: The Uzabase Way

## Why DEIB and Not D&I?

Since 2023, we have shifted our focus from Diversity & Inclusion (D&I) to Diversity, Equity, Inclusion, and Belonging (DEIB) across our entire organization.

Our Purpose is to “Awaken the world of play in business, with our insights”. Since this implies a world of play not for certain people but rather for everyone, the key point for us is to achieve a harmonious integration between the company’s and the individual’s chosen paths, allowing each and every individual to perform at their best.

But how can they be integrated in harmony? We believe that the clue lies in “belonging”.



The way we see it, belonging is about the feeling of having a place within a group, community, or organization. First of all, it’s the sense of joy and confidence that your skills and experience are actually needed by the company. But it is also about recognizing and embracing your own perfect imperfections, about building trust with your colleagues and the company itself. All these elements come together to weave the very fabric of belonging—one thread at a time.

We want to make sure that everyone can feel that there is a place for their perfect imperfect selves at Uzabase. This allows them to show their unique personality and unleash their true talents, boosting performance and ultimately propelling business growth.

Our goal is to create such a positive cycle, to be a company that “Needs what you bring” and leverages this diversity to “Awaken the world of play in business, with our insights”. With these hopes in our hearts, we have decided to focus on fostering DEIB.

# DEIB, the Uzabase Way

To achieve our Purpose, we need to establish a culture that allows all of us to perform at our best. We need to establish the **sense of belonging**.

## Purpose

# BELONGING

This represents a **feeling** of having a place in an organization.

Empowered by diversity, driven by unity—creating the world we envision together.

**Result**  
(Personal Feelings)

# EQUITY

This represents an **attitude** to be mindful of differences in starting points, and **action** to offer the amount of support that a person needs.

&

# INCLUSION

This represents an **attitude** and **action** of recognizing and working with diversely talented people.

**Method**  
(Organizational Approaches)

The broader the scope of diversity, the greater the need for equity and inclusion.

# DIVERSITY

This represents the **fact** or **state** when an organization includes people with diverse personalities and backgrounds.

**Prerequisite**  
(State of Organization)



# Reviewing the Results of 2021-22 Commitments

## Reviewing the Results of 2021–22 D&I Commitments

In June 2021, we designated D&I as one of our company policies and announced our commitment to a number of related initiatives. The following pages provide a review of each of these initiatives and commitments over 2021–22.

**01**

**Ensure information transparency**

**02**

**Help people overcome hurdles arising from structural issues in society**

**03**

**Reduce the gender ratio disparity among regular employees and leaders**

**04**

**Set up a D&I Committee and disclose D&I-related metrics and policies**

# Reviewing the Results of 2021-22 D&I Commitments

**01**

Commitment

## Ensure information transparency

Assessment



Good Progress!

### Review of 2021-22

We have been implementing the following initiatives for internal information sharing before the official announcement of D&I Commitments:

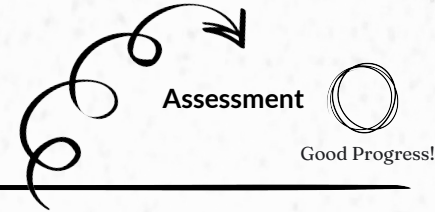
- **Sharing the minutes of Board of Directors meetings and other management meetings (excluding anything containing confidential and private information)**
- **Sharing the information about the executives' remuneration and employee salary tables**
- **Bolstered interpreting and bilingual support to eliminate language-based information gaps (see P. 45)**

# Reviewing the Results of 2021–22 D&I Commitments

**02**

Commitment

Help people overcome hurdles arising from structural issues in society

**Review of  
2021–22**

Since the official announcement of our D&I Commitments, we have been implementing the following initiatives:

- **New office design based around hybrid working styles**
- **New allowances for taking care of sick children and relatives**
- **Set up an external infertility treatment consultation service and held a number of seminars (see P. 40)**
- **Workplace vaccination for COVID-19 and special leave for COVID-19 patients (including for taking care of family members)**
- **Hired 10 Diversability members (people with disabilities) over 2021–22 and developed an internal structure to accommodate them (see P. 42)**

# Reviewing the Results of 2021–22 D&I Commitments

03

Commitment

Reduce the gender ratio disparity among regular employees and leaders

Assessment



## Review of 2021–22

We have implemented the following initiatives, which resulted in a steady growth of the ratio of women in leadership roles, however, the gender ratio disparity among employees and leaders is still tangible (see P. 6).

- **Published the Maternity & Paternity Leave Handbook**
- **Implemented a mentoring system for employees returning after a maternity/paternity leave**
- **Created a series of content introducing diverse role models, shared it both internally and externally**
- **Launched the NextWomanship Community within Uzabase**
- **Installed bathrooms in the office with considerations for DEIB**

At the same time, the number of male employees taking a paternity leave has notably increased:  
6 in 2020 → 6 in 2021 → 16 in 2022

## Reviewing the Results of 2021–22 D&I Commitments

04

Commitment

Set up a D&I Committee and disclose D&I-related metrics and policies



Assessment



Good Progress!

### Review of 2021–22

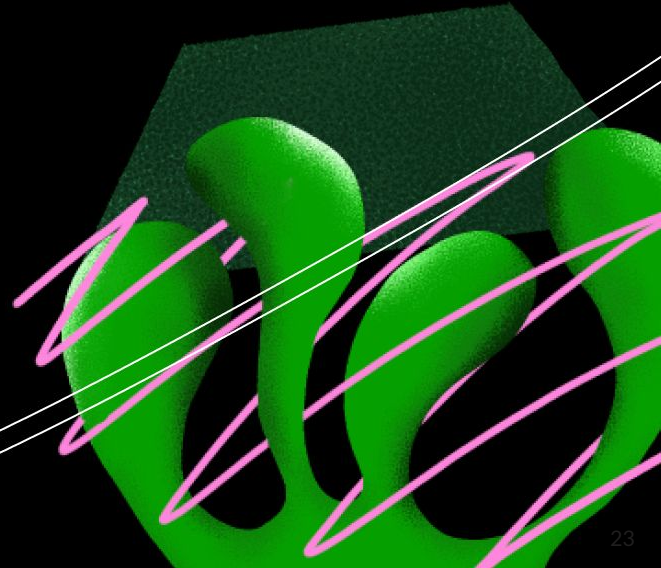
We launched a D&I Committee (now DEIB Committee), driving a large number of important, company-wide initiatives (see P. 23 onwards). With over 30 members participating on a voluntary basis, the Committee holds regular meetings twice a month and organizes working groups to tackle specific projects. Driven by the passion of its members, the Committee discusses the necessary steps to achieve its newly established mission.

#### DEIB Committee's Mission:

**Create a company where everyone can comfortably remove their own limitations and enjoy exploring the “unknowns” that each of us possesses.**

We also published our first [D&I Report](#) in 2022, disclosing various related metrics.

# Our Initiatives in 2022



## Initiatives by Category

- ★ Building a Foundation for DEIB (1)—(2)
- ★ Eliminating Gender Gaps (1)—(4)
- ★ Social Contribution (1)—(4)
- ★ Ongoing Initiatives Since 2021 (1)—(5)



## **Building a Foundation for DEIB**

## Building a Foundation for DEIB (1)

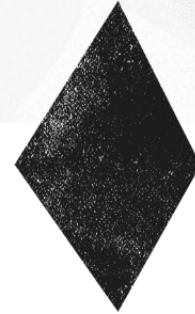
### Updating the 7 Values: “We Need What You Bring”

Ten years have passed since our business philosophy was born. Our company has grown over this decade, and we now find ourselves in a position where we need to have a higher level of social responsibility than before. We have embraced the diversity of personalities and approaches within the company—this, however, requires communication to establish a common understanding. When the DEIB Committee was first formed, there were many, many questions. We discussed whether DEIB was different from our “We need what you bring” value and whether we as a company should even be focusing on deepening our D&I commitments at this time.

Uzabase’s approach to DEIB is rooted in one of our 7 Values—“We need what you bring”. We decided to reinterpret the meaning of what this value represents and describe it in our own words. This is needed to create a firm common ground that we can fall back on when needed.

We took great care in designing a decision-making process that would encourage opinions from everyone in the company, including a discussion during one of our Town Hall Meetings (a company-wide all-hands) and a dedicated Slack channel for collecting further opinions and ideas. The expanded explanation of this Value provides a much clearer guidance for actions, with a statement of “We celebrate a diversity of values, race, nationality, ethnicity, religion, sexual orientation, diversability, backgrounds, and more”, and framing open communication into more concrete terms with “communicate openly yet with empathy” and “speak your mind directly and respectfully”.

# 07



## We need what you bring

We celebrate a diversity of values, race, nationality, ethnicity, religion, sexual orientation, diversability, backgrounds, and more. These differences make us stronger. Our strengths and weaknesses complement each other.

We communicate openly yet with empathy—speak your mind directly and respectfully, share your thoughts and ideas. We will get there, one conversation at a time.

Diverse but united in our purpose, we build a new world together.

## Building a Foundation for DEIB (2)

### Updated “We Need What You Bring” & New 34 Promises

Our 7 Values are the cornerstone of Uzabase’s culture. But sometimes we need more concrete examples of what constitutes our culture, so we broke the 7 Values down into a set of simple DOs and DON’Ts—the 31 Promises.

And since we have updated one of our values—“We need what you bring”—the 31 Promises also required an update.

Before the revision, most of the promises for “We need what you bring” were centred around improving open communication. However, the new Promises contain more specific examples in line with the update, and are structured in such a way that simply being aware of the Promises can naturally lead our members towards DEIB. As a result of this, 31 Promises have transformed into 34 Promises!



26. Recognize Diversity / 27. Recognize Differences in Position / 28. Adopt Perspectives (Be Fair)/ 29. Express Discomfort (Be Honest)/ 30. Communicate Directly (Be Direct)/ 31. Focus on Facts / 32. Bring Others into the Conversation / 33. Build Teams Based on Strengths / 34. Enjoy Diversity and the Unknown

These Promises verbalize more concrete steps (DOs and DON'Ts) towards making our Value of “We need what you bring” a reality.

## Building a Foundation for DEIB (2)

### Updated “We Need What You Bring” & New 34 Promises

#### DON'Ts

**26**

#### Assume you are free from prejudice

Age, gender, nationality... We all possess some form of prejudice in regards to others. If we remain unaware of this fact, it will color our perceptions of others, making it harder to recognize their potential.

**27**

#### Ignore differences in position

Authority is everywhere: leaders, experts, veterans... If you are ignorant of authority and assume that relationships are always flat, members may be unable to speak up when they want to or ignore the decisions made by leaders.

**28**

#### Assume the other person shares the same perspective

When we work with a diverse group of people, it's easy to forget the perspective of others. A disconnect can easily occur by not paying attention to what the other person is saying and by focusing only on our own viewpoint.

#### DOs

#### Recognize unconscious bias

We naturally have differences, no matter who we are. If we can't part from our bias, we should at least be aware it exists. Even if we share characteristics, our mindsets may not be the same, and even if we differ, we can always find a common ground.

#### Be aware of the pressure that results from authority and the burden that comes with leadership

Those with authority should not downplay the thoughts of others or make it harder to speak up. Those with less authority should consider the burden of responsibility carried by leaders and respect their decisions. A relationship of mutual support is the first step toward a team that truly has each other's backs.

#### See the world from the other person's perspective

Be aware of preconceptions about our situation or position, and that we only have one perspective on the situation. By putting these aside and seeing things from the perspective of others, we might find the cause of the conflict or misunderstanding.

## Building a Foundation for DEIB (2)

### Updated “We Need What You Bring” & New 34 Promises

#### DON'Ts

**29****Put a lid on niggling doubts and troubles** /

You stifle your thoughts, and conform to your surroundings. When you can't say what you feel, stress accumulates and distrust grows, creating an environment of oppression.

**30****Complain behind people's back** /

Complaining behind one's back or blasting your assumptions of the other person or team without them knowing only hurts the relationship and leads nowhere.

**31****Spread anxiety using vague rhetoric** /

“Things were better back in the old days. It just doesn't feel safe here anymore. Everybody seems exhausted. You can't get your voice heard.” This type of vague rhetoric drains the energy of you and those around you, and doesn't bring you any closer to a solution.

#### DOs

**Be brave and speak up**

If you have niggling doubts or struggles, be brave and speak up. If you are on the receiving end, see this message as a gift, brought out of love. This is the path to true communication.

**Communicate directly and in good faith**

Instead of saying things behind one's back, make an effort to directly communicate with the person in good faith, even if what you have to say might be difficult for them to accept. If you hear someone talking behind one's back, encourage them to communicate directly and offer your help.

**Identify concrete issues and focus on solutions**

Agreeing with vague and negative rhetoric is easy. Make sure to identify a concrete issue before it spreads throughout the organization and puts a damper on everything. Who does this problem relate to? When? How? Focus on the reality and finding concrete solutions. When we work together, a solution is sure to come to light.

## Building a Foundation for DEIB (2)

### Updated “We Need What You Bring” & New 34 Promises

#### DON'Ts

**32**

#### Avoid difficult conversations /

Scared to speak up, not feeling like you will get your message across, or not having the time for it. Whatever the reason, if you are alone in your struggle and give up on dialogue despite having something to say, you will miss out on the joy of working with others.

**33**

#### Aim for perfection by yourself /

Teams are comprised of diverse values, experiences, and attributes. If you focus purely on you and your team's weaknesses, the strengths will never have time to blossom. Homogenization only breeds mediocrity.

**34**

#### Avoid those who are “different” /

Humans are instinctively wary of the unknown. You might feel that working with people you click with is easier and helps avoid conflicts. But this makes it harder for people who are different to speak up, and creativity slows down when people with similar perspectives get lumped in their comfort zones.

#### DOs

#### Ask for assistance in a difficult conversation

If you have something to say, it is best to address it directly; if you find it difficult to face it alone, ask for help from those around you. This provides a chance to learn new perspectives. Having several people involved may help in exchanging views in a more effective way.

#### Combine a team's strengths

Giving feedback to others helps them grow. At the same time, recognizing their edge helps paint a picture of what is truly possible. By making this clear, a team can truly realize its potential and achieve something special.

#### Celebrate differences

Ideas brew when the new meets the unknown. Celebrate the differences of your peers. If you get too cozy, step outside of your comfort zone. If you run into someone different, open up. Taste and enjoy the unknown, and you will find yourself awakening a world of play in business.

# Eliminating Gender Gaps

# Eliminating Gender Gaps (1)

## NextWomanship Community

We have always wanted to create a supportive space for women motivated to grow but in their own way. This idea has culminated in the creation of a community, which currently includes about 20 female leaders and pre-leaders.

This community serves to break down the barriers that women often face when attempting to take steps towards leadership, such as lack of confidence, fear of inability to complete all that is necessary, and hesitancy towards taking too much responsibility. Specifically, we have held a number of workshops with non-Uzabase speakers to discuss these topics and self-reflect, while also organizing discussions using video content from NewsPicks and other learning programs.

Our ultimate goal is to encourage more women to walk the leadership path in their own unique way.

UZABASE

2022/12/16 Fri 18:30-19:30

**How to Be a Leader Just the Way You Are**

by Next WomanShip Community

Gender & Leadership

<b>Stereotypical Male Leader</b>	<b>Stereotypical Female Leader</b>
Powerful, masculine	Gentle, focus on harmony

Female leaders strive to bridge the gap, hence they easily embrace transformational leadership.

\*1 アリス・イーガリー&マローズ・ファン・エンジェン, 2003, 『サイコソシカル・ブリテン』による男女のリーダーシップ分析

Copyright©2022 workshift institute

Yuko Kobayakawa (CEO of Work Shift Institute) giving a lecture on leadership as part of a Uzabase workshop



## Eliminating Gender Gaps (2)

### An Office Designed with DEIB in Mind

In July 2022, we relocated to our new Tokyo office in Marunouchi, which was designed to cover a diverse range of needs.

#### Bathrooms Not Bound by Concepts of Gender

An office for a diverse team of many different personalities and talents also needs bathrooms that respect the autonomy of its members and are not bound by gender preconceptions. We sent out a company-wide survey which showed that about half of our members were not comfortable with the idea of only having gender-neutral toilets, so we opted for providing more options: we now have two spacious bathrooms for men, two for women, and also two gender-neutral ones. In addition, we have created an accessible bathroom. Our team members are free to choose and use the bathroom they prefer, without making anyone feel like they have to be given any “special considerations”.

#### Multipurpose Rooms for Diverse Needs

Our office features nap rooms for anyone who would like to take a relaxing quick afternoon nap, as well as a traditional Japanese room with tatami mats. The latter can be used by:

- Uzabase members and guests with children for breastfeeding or changing diapers
- Members of various religious faiths who would like a private space for praying
- Anyone who would like to lie down but not in a traditional bed

From the perspective of neurodiversity, we are also considering creating a quieter area catering to the needs of members with auditory and visual sensitivities.



Everyone



Women



Men



Accessible

## Eliminating Gender Gaps (3)

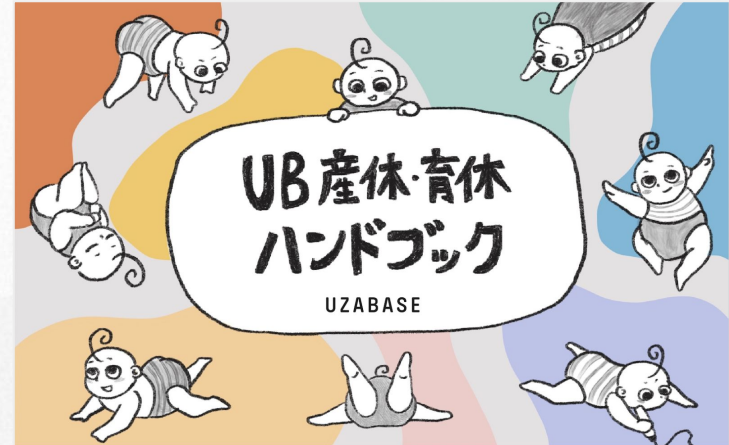
### Post-Parental Leave Onboarding

We have taken steps to alleviate concerns about parental leave, such as releasing the Maternity & Paternity Handbook for our non-Japanese offices (originally produced in 2021), releasing guidelines for procedures around the maternity & paternity leave, providing mentoring for those returning to work after such a leave, and holding seminars discussing maternity & paternity leave. In the case of the latter, employees who have taken a maternity/paternity leave in the past together their partner shared their experiences of the “realities of a parental leave”.

#### Maternity & Paternity Handbook

This Handbook describes the application process for maternity/paternity leave within the Uzabase Group, tips on how to communicate that within the company, interviews with employees who have taken such leave, and other useful information to help address any concerns or uncertainties.

The Handbook received an even better response than we anticipated, and a lot of our female and male employees reached out to the People Experience team to discuss these options. The reaction was particularly great from our male employees, many of whom expressed the desire to take a paternity leave in the future, even if they have no current plans to do so.



Articles (Japanese only)

[We Want Team Members to Feel Comfortable and Safe About the Future: How We Created the Maternity & Paternity Leave Handbook](#)

[Considering Each Others' Viewpoints Fairly: How We Created a Maternity & Paternity Leave Handbook for Our Overseas Offices](#)

## Eliminating Gender Gaps (4)

### Showcasing Diverse Role Models

At the launch of this initiative, women represented only 20.4% of leaders across the entire Uzabase Group, a ratio considerably lower than employee female representation. In reality, there is no lack of people, regardless of gender, who are eager to become leaders. The challenging part is that many of them struggle to take that critical first step towards realizing their ambitions.

We wanted to showcase how diverse leadership can be, and launched a “Diversity and Empowerment” series of articles in 2021. In 2022, we published 8 of such articles in the Uzabase Journal.

As a result of various initiatives aimed at eliminating gender gaps, the ratio of female leaders across the Uzabase Group reached 27.1% in January 2023.

[Uzabase Journal - Diversity & Inclusion \(Japanese only\)](#)



# Social Contribution

## Social Contribution (1)

### NewsPicks for WE

At the end of 2021, NewsPicks launched a community-focused project to assist and empower women in their career development.

- Launched a female leadership course together with IBM Japan
- Organized a DE&I research seminar together with Kyoto University
- Worked to create various opportunities for women to exchange opinions and share knowledge on their work
- Produced various content on female leaders who can serve as role models
- Held seminars on Corporate Governance Code and Act on the Promotion of Women's Active Engagement in Professional Life
- Introduced case studies of companies leading in D&I initiatives

Through these initiatives, we aim to increase the share of women in decision-making positions across various companies and in the business world in general, thus contributing to the achievement of the goal set forth for Japan: achieving at least 30% women in executive positions at TSE Prime market-listed companies by 2030\*.

\*Statement by Japan's Prime Minister Fumio Kishida at the Conference for Gender Equality held on April 27, 2023



【無料イベント】コーポレートガバナンス・コード改訂。なぜ「...



ライブイベントは「キャリアの壁」か? 働く私たちのお悩みサ...



【Podcast】働く女性たちの「ニュース&リアル」を語る音声番組



【ヒント集】リーダーを目指す女性は、どんな“モヤモヤ”に直面するの



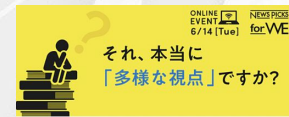
「誰でもコンサルを名乗れる」時代。最も必要とされる能力とは?



【ヒント集】リーダーを目指す女性は、どんな“モヤモヤ”に直面...



女性管理職が多い職場は「誰もが」働きやすい。成長する組織...



【無料イベント】「京大の知」が伝授。ビジネスにいける「多様...

## Social Contribution (2)

### Making DEIB More Relatable via Media Influence

Shinpei Inoue, our Editor-in-Chief of NewsPicks Publishing, strongly believes in harnessing the power of media to promote DEIB. Starting from December 2022, he has been regularly writing about his personal thoughts and experiences on NewsPicks Topics (entitled “The Weakness Theory”) and engaging in dialogue with his readers—all with the goal of making DEIB something more personal and relatable for everyone.

#### About “The Weakness Theory”

Talking about weakness in an age of strength. How do you live with weakness in an economy that constantly demands growth?

Shinpei Inoue, editor-in-chief of NewsPicks who launched the “NewsPicks Publishing” book label, was working very hard—until one day, when his body just refused to move. That was the beginning of his experience with bipolar disorder—the beginning of a life with an omnipresent uncontrollable factor.

For Shinpei, the definition of weakness is “not having any control”.

Throughout history, humanity has steadily improved its capacity for control. In parallel, modern age increasingly requires to control our inner self (emotions, physical condition, language), control the outcome (performance), and control others (management).



## Social Contribution (3)

### Cross-Company Learning Community

While more and more companies realize the importance of DEIB in business management and are starting to promote such initiatives, many are saying that they are not making as much progress as they would like.

To address this issue, we have launched the “DEIB Study Group”, a learning community for sharing information about the internal barriers felt by people on the forefront—and discovering ways to break through such barriers that one cannot find on the internet.

The first session was aimed at gathering a wide range of colleagues to exchange views on internal barriers to DEIB promotion at each company.

The second session featured guest lecturers from Mutant Wave, a trio of transgender ex-soccer players who are working to promote LGBTQ+ rights in Japan. This workshop was aimed at exploring the “Four Elements of Gender” based on their personal experiences and answering the difficult question of, “What do you do as a DEIB promotion officer when an LGBTQ+ employee joins the company?”



## Social Contribution (4)

### D&I Award Received in Large Enterprise Category

Uzabase is honored to be among the 17 recipients (out of 547 applicants) of D&I Award 2022 hosted by JobRainbow in the Large Enterprise category.

Our mission—“Awaken the world of play in business, with our insights”—aligns well with the spirit of this award, which aims to promote diversity and inclusion in Japan. Our application for the award was driven by the hope that our endeavors, both successes and failures, could be transformed into valuable insights for the Japanese society.

We are deeply honored by this recognition and the opportunity it provides to share our experiences and learnings with a broader audience through the Award Report.



# アワード

アワード受賞企業

**D&I AWARD 大賞**

大企業部門  
株式会社ファミリーマート

中小企業部門  
平安神宮工業株式会社

地方企業部門  
株式会社ベントル

スタートアップ企業部門  
株式会社SAKURUG

**D&I AWARD 賞**

大企業部門  
西村あさひ法律事務所  
株式会社ユーザベース  
ラッシュジャパン合同会社

中小企業部門  
株式会社J&Kホールディングス  
(パルクホールディングスグループ)  
株式会社フラップジャパン  
Meltwater Japan

地方企業部門  
株式会社モリス  
株式会社神井建設  
株式会社百五町

スタートアップ企業部門  
株式会社iサポートホールディングス  
株式会社 mora  
READYFOR 株式会社

評価指標

INCLUSION	ジェンダー、LGBT、障害、多文化共生、介護 / 育児に関して、意識なくしレベルの高い取組みをしている。
INTERSECTIONAL	各マイノリティに対する個別の取組みだけでなく留まらず、ダブルマイノリティなど多様な多様性に対し、より総合的な問題に対しても取組みをしている。
COLLECTIVE	自社単独の取組みに限らず、行政や NPO、他企業や業界団体など、他のステークホルダーと連携をした取組みをしている。
IMPACT	社内のみならず社外に対しても D&I に関する活動、社会貢献活動をしている。

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## Ongoing Initiatives Since 2021

## Ongoing Initiatives Since 2021 (1)

### Diversability Hiring and Onboarding

At Uzabase, we refer to the employment of people with disabilities as Diversability Hiring. Our hope is that our future Diversability colleagues understand that we really do need what they bring, and are able to make the most of their strengths at our company, delivering new value to our users by looking at things from new perspectives which we perhaps could not see before. We also believe that it is important for us to fulfill our social responsibility as a company on our path towards a sustainable society.

We are also trying to update our onboarding system on a daily basis so that Diversability members who have just joined are able to fit in quickly and without any issues (specific initiatives are listed below).

- Created a Diversability Hiring Handbook (2021)
- Created a Diversability Onboarding Handbook (2021)
- Invited an independent specialist to work with Diversability members and the teams that they are part of (since 2021)

### Additional Initiatives Launched from January 2023

- Worked to create a more inclusive environment for Diversability members through the establishment of a team in charge of creating and maintaining one of Uzabase's core assets—data
- Implemented a fairer remuneration and evaluation system for Diversability members



Career Fairs held by Uzabase

## Ongoing Initiatives Since 2021 (2)

### Next Generation Empowerment Community

With this project, we have established a community uniting our younger members—mostly those under 25 years old or those in their first to third year of employment. Our goal is to create an environment for our younger members to support each other in the challenges that they tackle on a daily basis, and ultimately stand at the helm of the “One Uzabase” ship.

In 2022, we conducted a series of interviews with members of the community regarding the current issues with this initiative and used that information to improve it. For example, we held workshops exclusively for student interns to think about the future and the meaning of work, with our company's Purpose at the core of the discussion. We also held workshops geared more towards developing problem-solving skills, which also help participants to bond with each other even if they have never met before.

Furthermore, as the size of our own workforce and the number of our businesses increase, we intend to consider new HR strategies and organizational measures in addition to regular events in order to make it easier for our younger members to take on new challenges and make meaningful changes in the company in line with their own vision.



## Ongoing Initiatives Since 2021 (3)

### Fertility Treatment Counselling

As part of UB Care benefits, a counselling service for fertility treatment (“Stork Benefit”) was added in 2021. Many of our members have already used this service and shared positive feedback on its benefits from a psychological perspective. We also have organized a number of informative seminars not only regarding fertility treatment, but also general future lifestyle planning.

#### About UB Care

UB Care is a benefit program to assist people in various stages of their lives, in accordance with our value of “We need what you bring”. In life, there are times when we can hit the ball out of the park and times when we can’t. Various life events, such as pregnancy, childbirth, parenting, marriage, taking care of elderly relatives, or undergoing medical treatment, affect people in different ways. There are times when we can’t just do it all on our own—when we need someone’s help. And then there are issues stemming from the way society itself is structured. At Uzabase, we aim to be a workplace where our members can do their jobs with a peace of mind, even in trying times.



## コウノトリBenefit 利用マニュアル

### UZABASE

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## Ongoing Initiatives Since 2021 (4)

### Eliminating Information Gaps Due to Language Barriers

The Uzabase Group has offices in four countries, with over 100 of our employees working outside of Japan. In addition, the entire Group has employees of 15 nationalities. Yet, a large part of communication is still happening only in Japanese, which creates an information gap between members who speak the language and those who do not. To help bridge this gap, we are implementing a number of initiatives listed below.

- Company-wide Town Hall Meeting held in Japanese and English
- Separately organized an English Town Hall Meeting (once a month)
- Bolstered our interpretation and translation teams (simultaneous interpreters can be assigned virtually to any meeting)
- Minutes of the Board of Directors meetings and other internal documents shared in Japanese and English
- All important company-wide announcements made both in Japanese and English
- Implemented machine translation to facilitate communication in both languages on Slack

## Ongoing Initiatives Since 2021 (5)

### HR Handbook

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Our HR systems at Uzabase have been designed to reflect the company's Purpose and Values. This handbook visualizes the ideas behind all of our HR-related initiatives and serves to provide everyone with a deeper understanding of the concepts behind each of our systems and how they have been designed.

#### Background

In 2020, as part of the D&I promotion project, we conducted a company-wide survey to see if there is true equality of opportunity across the UB Group. One of the issues that came to light was a lack of common understanding regarding the background and details of the systems and programs in the company, leaving some employees unconvinced of their effectiveness or fairness. To address that issue, we created our [HR Handbook](#) in 2020 and made it publicly available from 2022.





# UZABASE

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