



# DEIB

Diversity

Equity

Inclusion

Belonging

# REPORT

# 2024

UZABASE

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Diversity

Equity

Inclusion

Belonging

REPORT

2024

UZABASE

# 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:

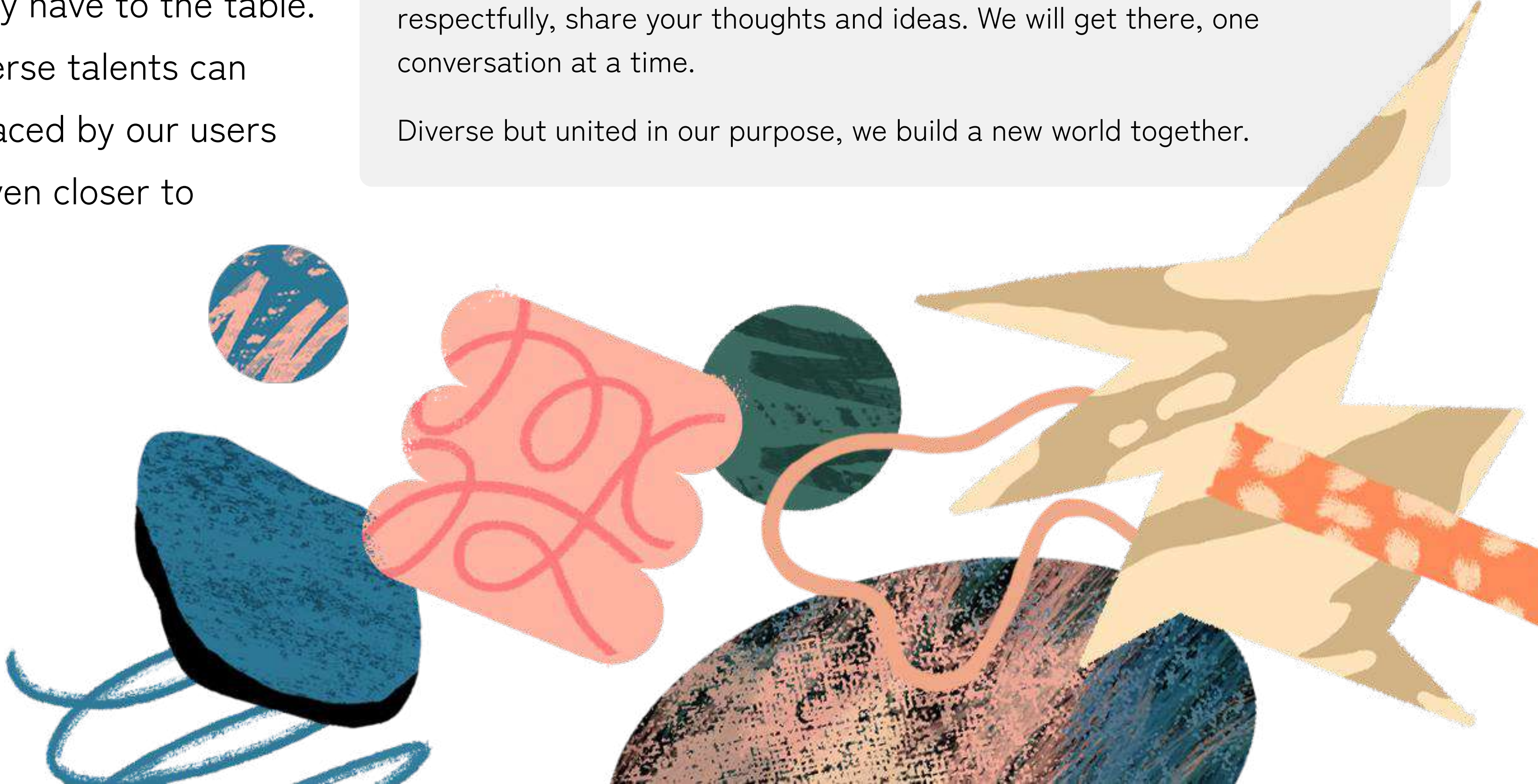
**“We need what you bring”.**

## *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.

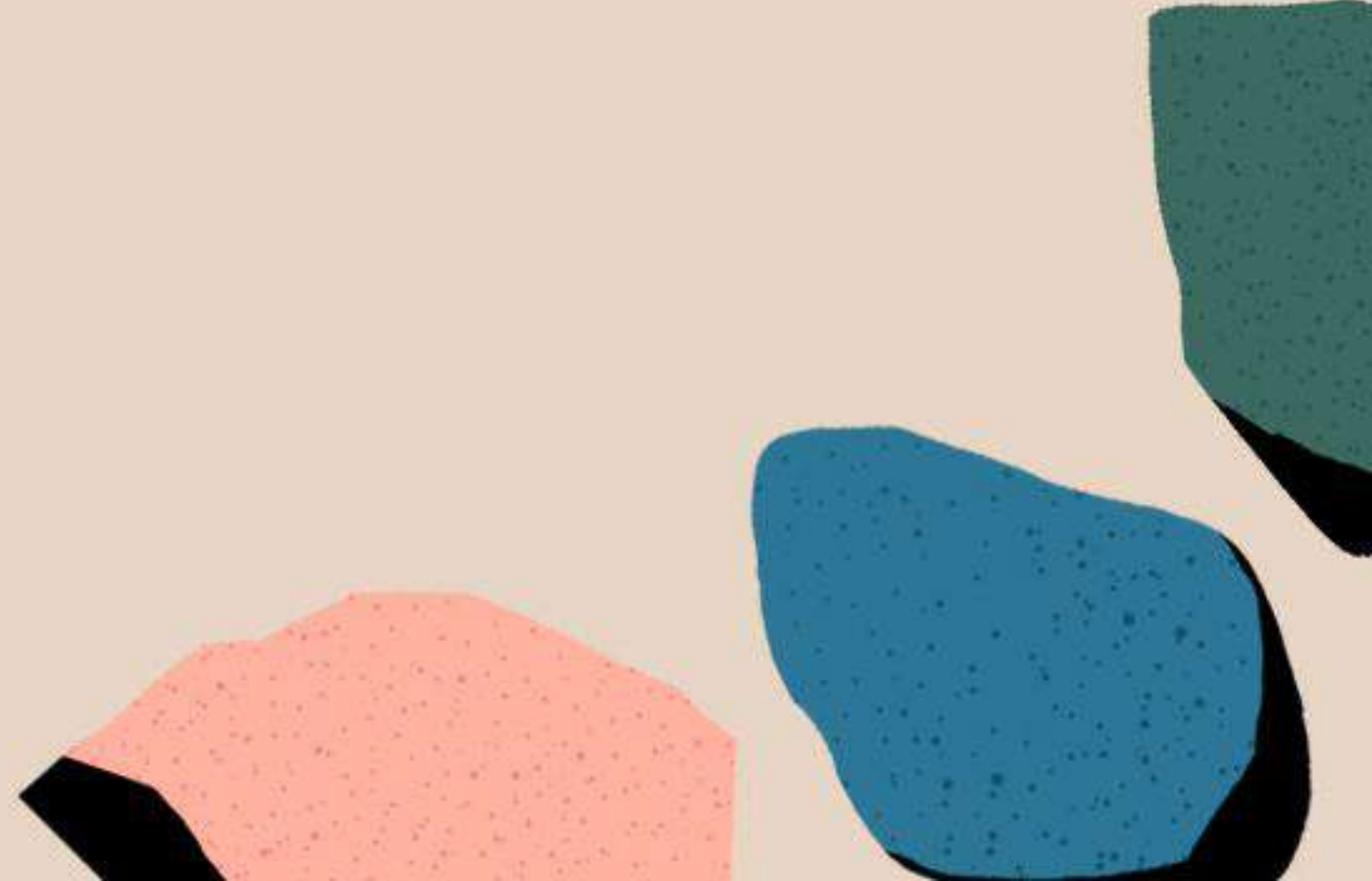
Diverse but united in our purpose, we build a new world together.



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# DEIB: The Uzabase Way



# DEIB (Diversity, Equity, Inclusion & Belonging) Committee at Uzabase

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



## DEIB Committee

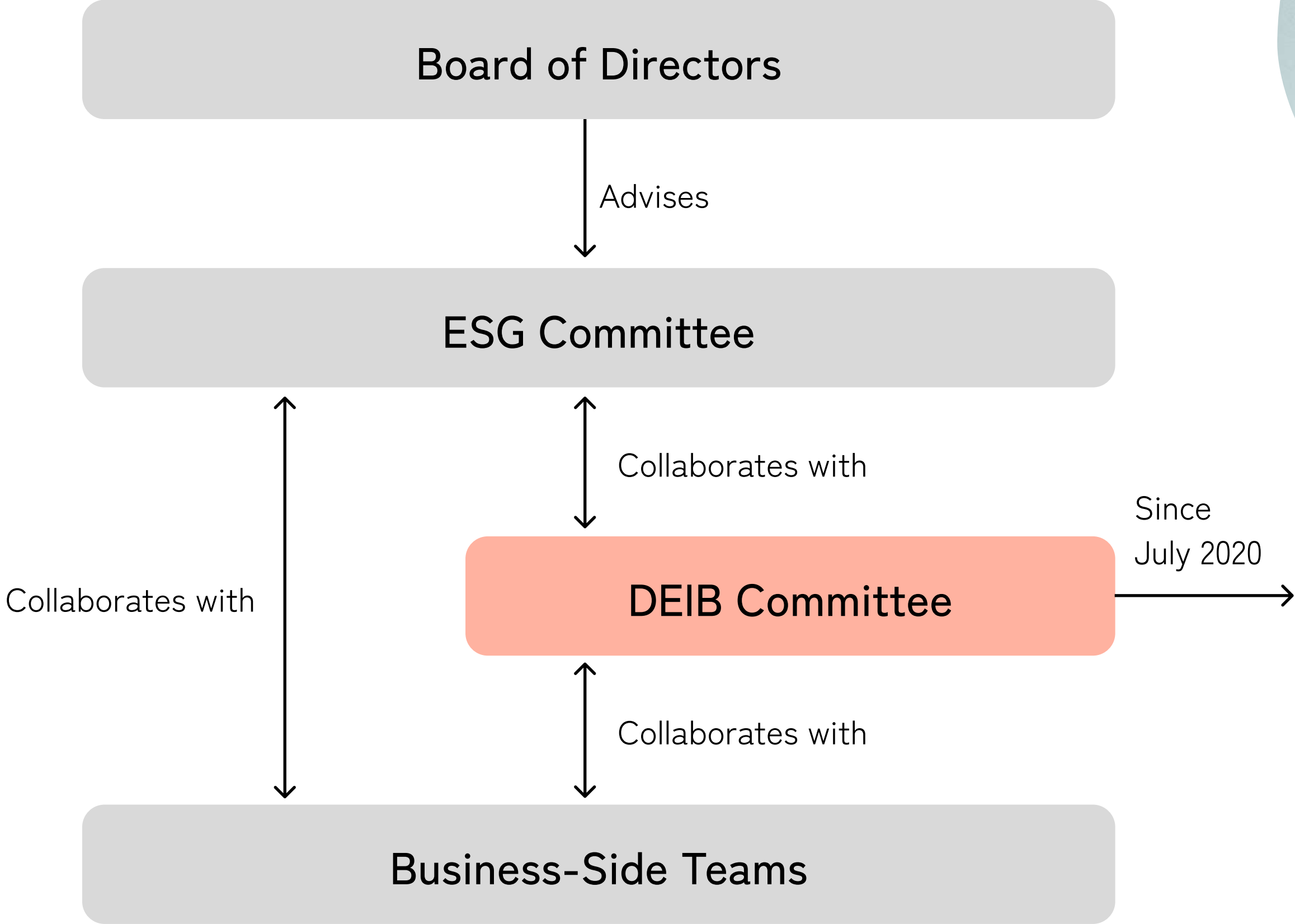
DEIB Leader / Uzabase Chief HR Officer

**Shinobu Matsui**

Approximately 40 members from various departments, all strongly committed to our DEIB efforts, are engaged in advancing the following subcommittees and initiatives:

- Fundamental research on DEIB issues to refine our understanding and application, including updating our Values and Promises
- Women’s leadership community
- Accommodations and inclusivity for Diversability members
- Various consultation support
- Next generation empowerment
- LGBTQ+ and Ally community
- Menopause community
- DEIB training programs
- Promoting diverse role models inside and outside the organization
- DEIB study groups in collaboration with other organizations
- DEIB innovation lab exploring new areas before pursuing them as full-fledged initiatives (neurodiversity, support for children with developmental differences, etc.)

.....and more!



(For detailed information on the initiatives, see P24 onwards.)

## DEIB Initiatives at Uzabase: Inception

In June 2020, the then CEO, Yusuke Umeda (founder of Uzabase) shared the following message with the entire company.

### “Is there real equality of opportunity in Uzabase?”

The Black Lives Matter movement in the United States provided the world an opportunity to stop and think about what diversity is all about.

As stated in the 7th Value of Uzabase, We need what you bring, we value diversity regardless of values, race, religion, gender or sexual orientation. We intend to be a company that ensures equal opportunity, and we believe that this is the way it should be.

But do we really live up to the ideals we have set forth? I would like to take this opportunity to re-evaluate the issue of diversity. Even the word diversity can be argued on many levels.

So my starting point would be: “Is Uzabase really a place where equality of opportunity is guaranteed?” I’d like to start by looking at whether we have done this right.



### “Is there real equality of opportunity in Uzabase?”

This message sparked an internal survey where Uzabase members were asked about their views on whether equal opportunities existed within the company. Around 30% of members responded “no”, a revelation that sounded alarm bells for management about the state of equality at Uzabase. This led to the initiation of the D&I (Diversity & Inclusion) Project.

## DEIB Initiatives at Uzabase: Current Progress

Three and a half years later, in February 2024, we conducted another internal survey, with the results showing that, across three scenarios, less than 6% of respondents felt that they had witnessed, personally experienced, or been part of a situation where equal opportunities were not provided, which marks a significant decrease from the previous survey in 2020.

Survey Results on Inequality of Opportunity at Uzabase

	Recruitment Process	Daily Work	Evaluation Process
2020	28.3%	28.3%	29.3%
	↓	↓	↓
2024	2.8%	5.5%	4.7%

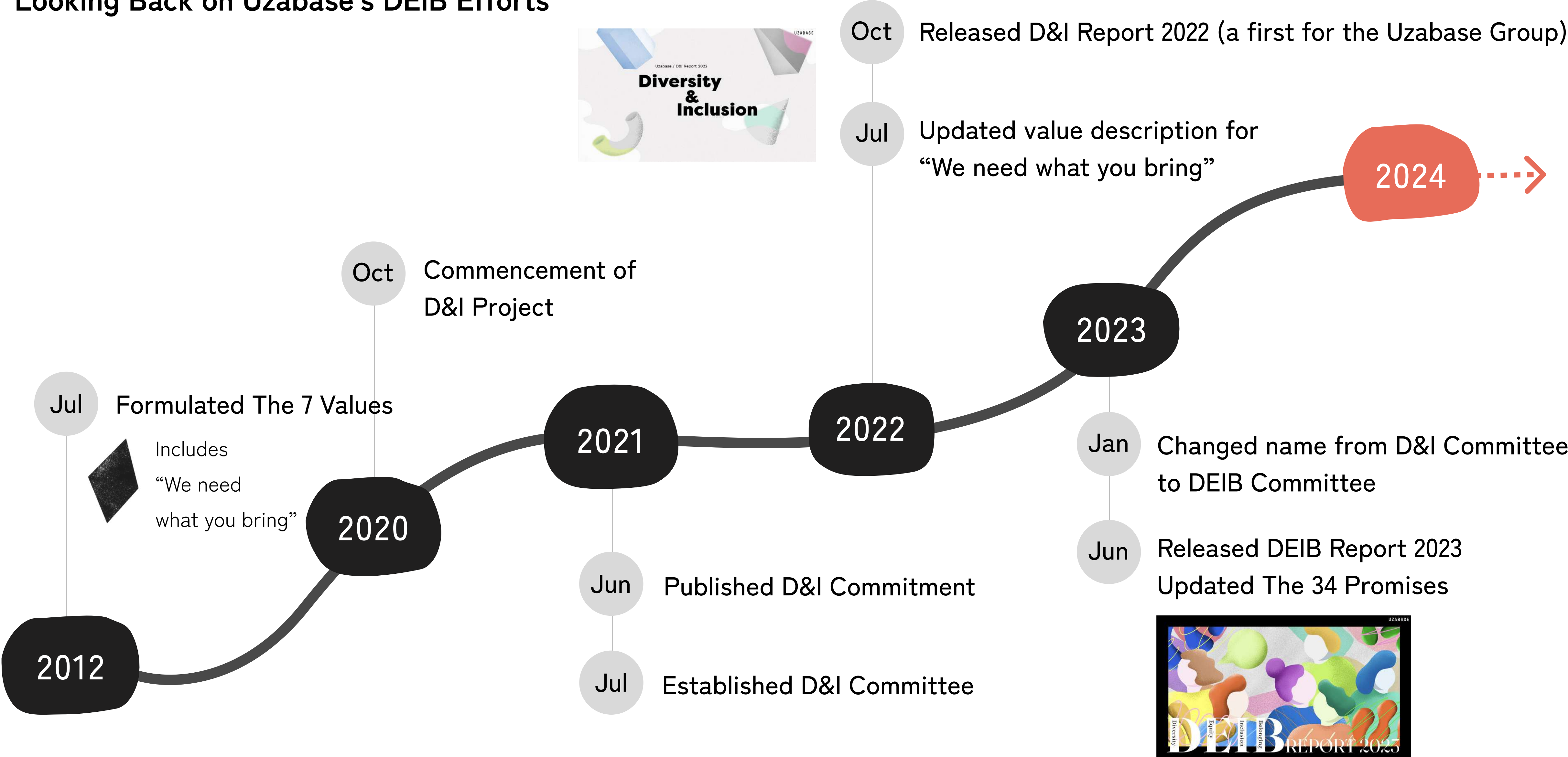
We see this progress as a result of our institutional development, including the formulation of company-wide Competency Criteria and the introduction of the Recruitment Handbook, alongside voluntary efforts to promote DEIB throughout the company.



Meanwhile, the survey revealed that ongoing inequality issues in the recruitment process mainly arise from factors such as gender and experience. In daily work, disparities are influenced by experience and physical, mental, and psychological differences. In the evaluation process, experience is again a significant factor. Addressing these areas will be the primary focus of our initiatives going forward.



# Looking Back on Uzabase’s DEIB Efforts



## 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.

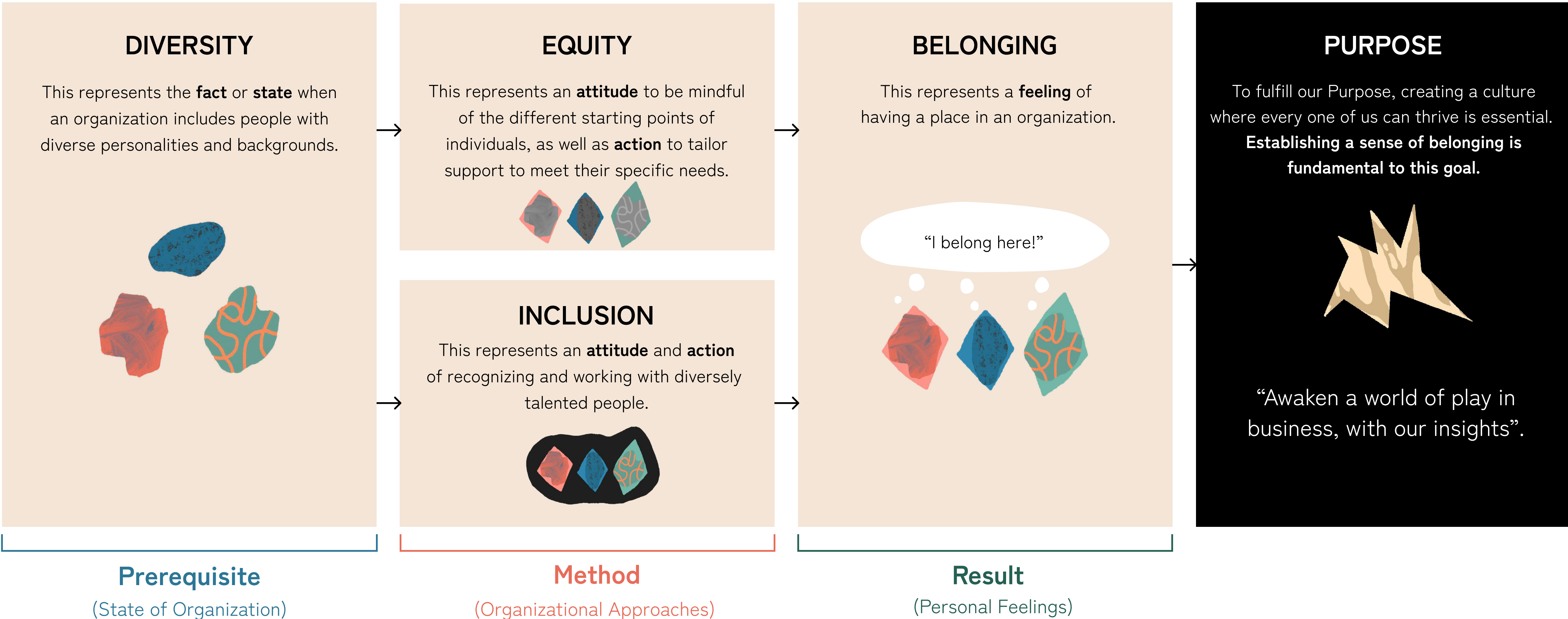
We want to make sure that everyone can feel that there is a place for their perfect imperfect selves at Uzabase. This allows them to show their unique personality and unleash their true talents, boosting performance and ultimately propelling business growth.

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

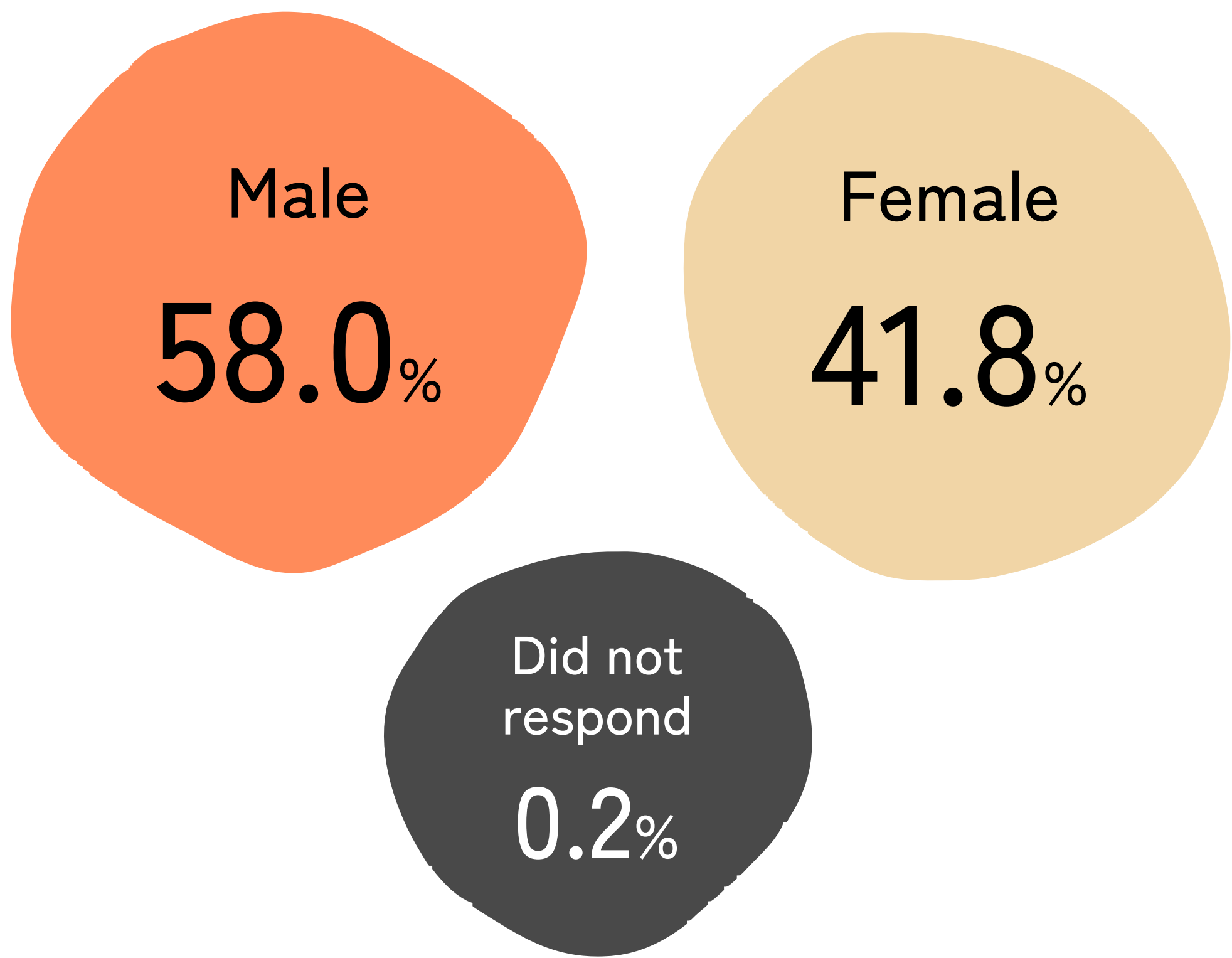
At Uzabase, we create an environment where everyone is encouraged to embrace their imperfections. This openness allows our members to fully unleash their unique potential and creativity, boosting individual performance and driving further business growth.



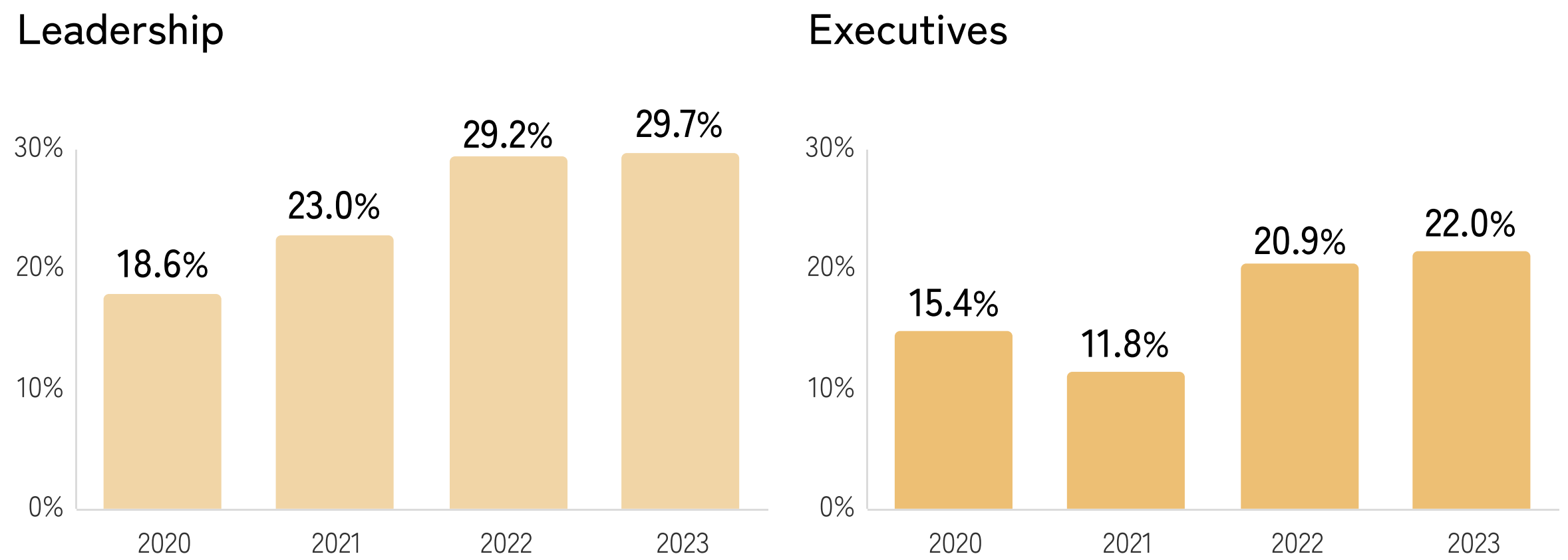
# Diversity at Uzabase Group: Where We Are

All data accounts for permanent employees (including executives) and contract employees unless otherwise noted.

### Employee Distribution by Gender\*1



### Women in Leadership\*2



At Uzabase, the percentage of women in leadership positions is 29.7%, notably higher than the Japanese national average of 12.7%, as reported by the Ministry of Health, Labour, and Welfare in 2023\*3. Furthermore, the percentage of female executives has increased steadily, standing at 22.0% in 2023.

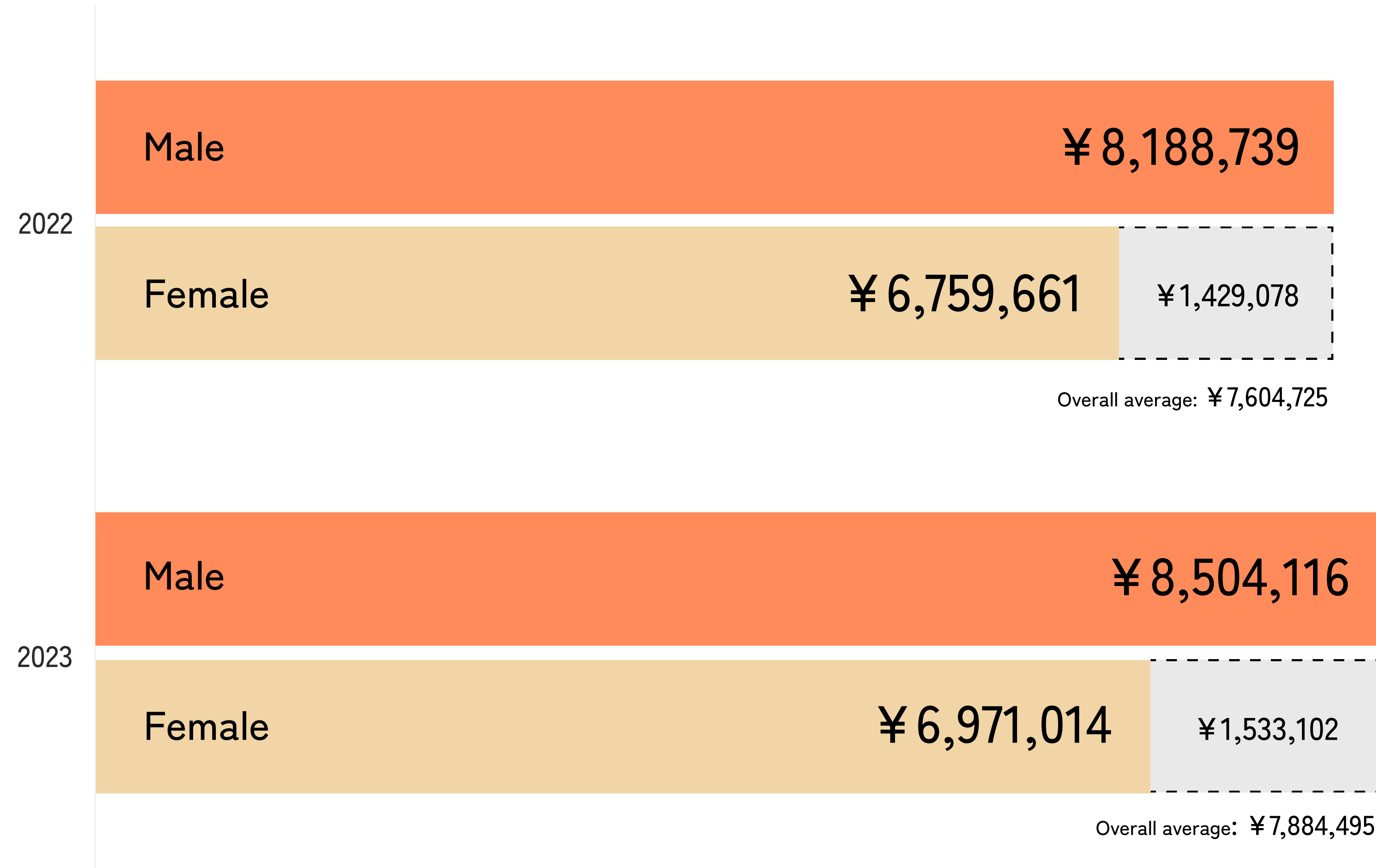
However, a disparity remains between the overall gender distribution of our employees and that within leadership roles. Looking ahead, our goal is to further narrow this gap and address the underlying factors contributing to it.

\*1 Data includes all employees as of December 31, 2023.

\*2 Data is as of December 31 of each year. "Leadership" refers to positions from team leaders upward, executives included.

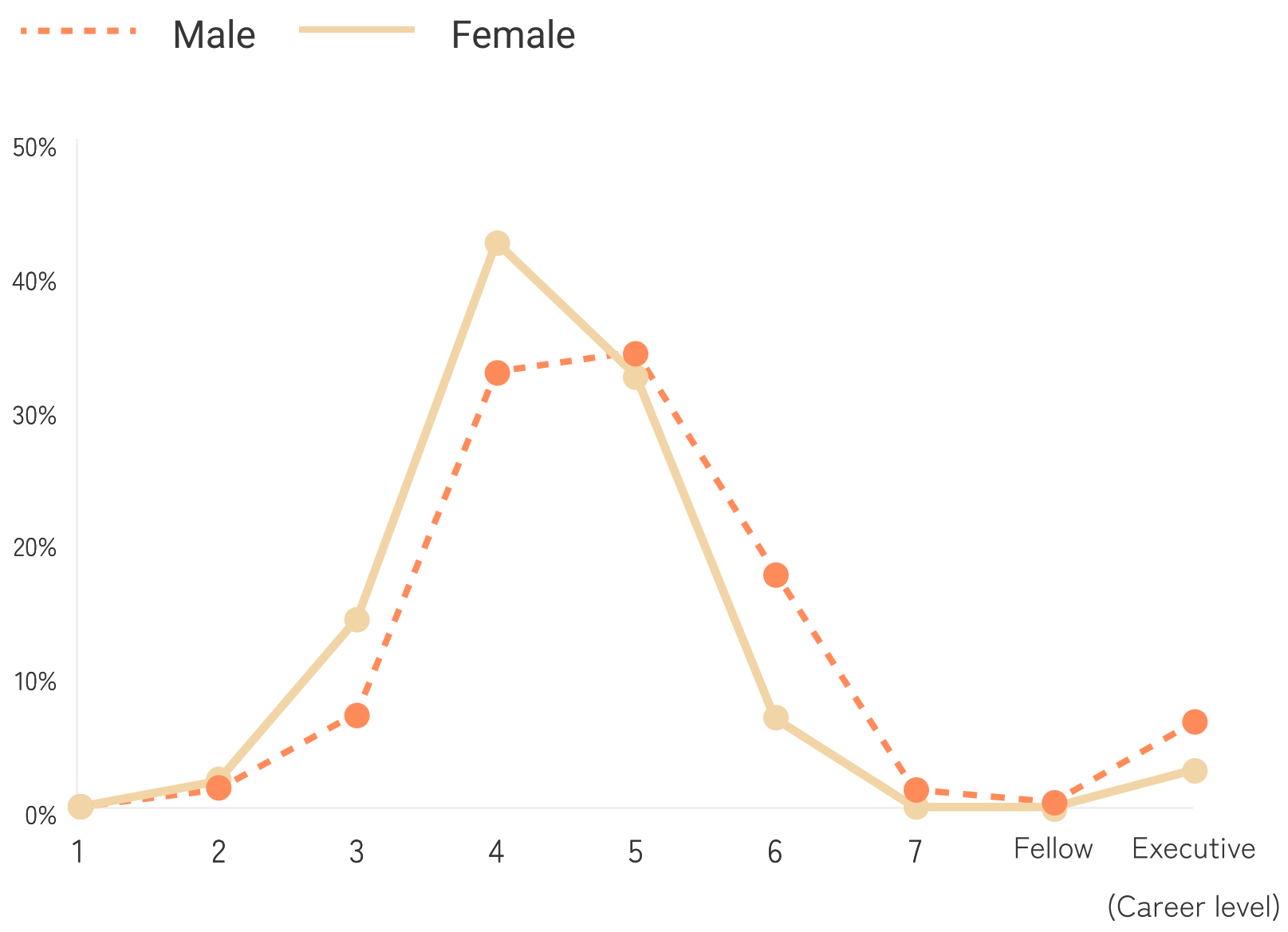
\*3 Ref: "Basic Survey of Gender Equality in Employment Management (P. 8)" <https://www.mhlw.go.jp/toukei/list/dl/71-r04/02.pdf> (available only in Japanese)

# Gender Pay Gap: Annual Salary\*1



The pay gap between male and female members widened YoY, attributed to a lower percentage of female leadership and a general pattern of female members occupying lower career levels compared to their male colleagues (see chart below).

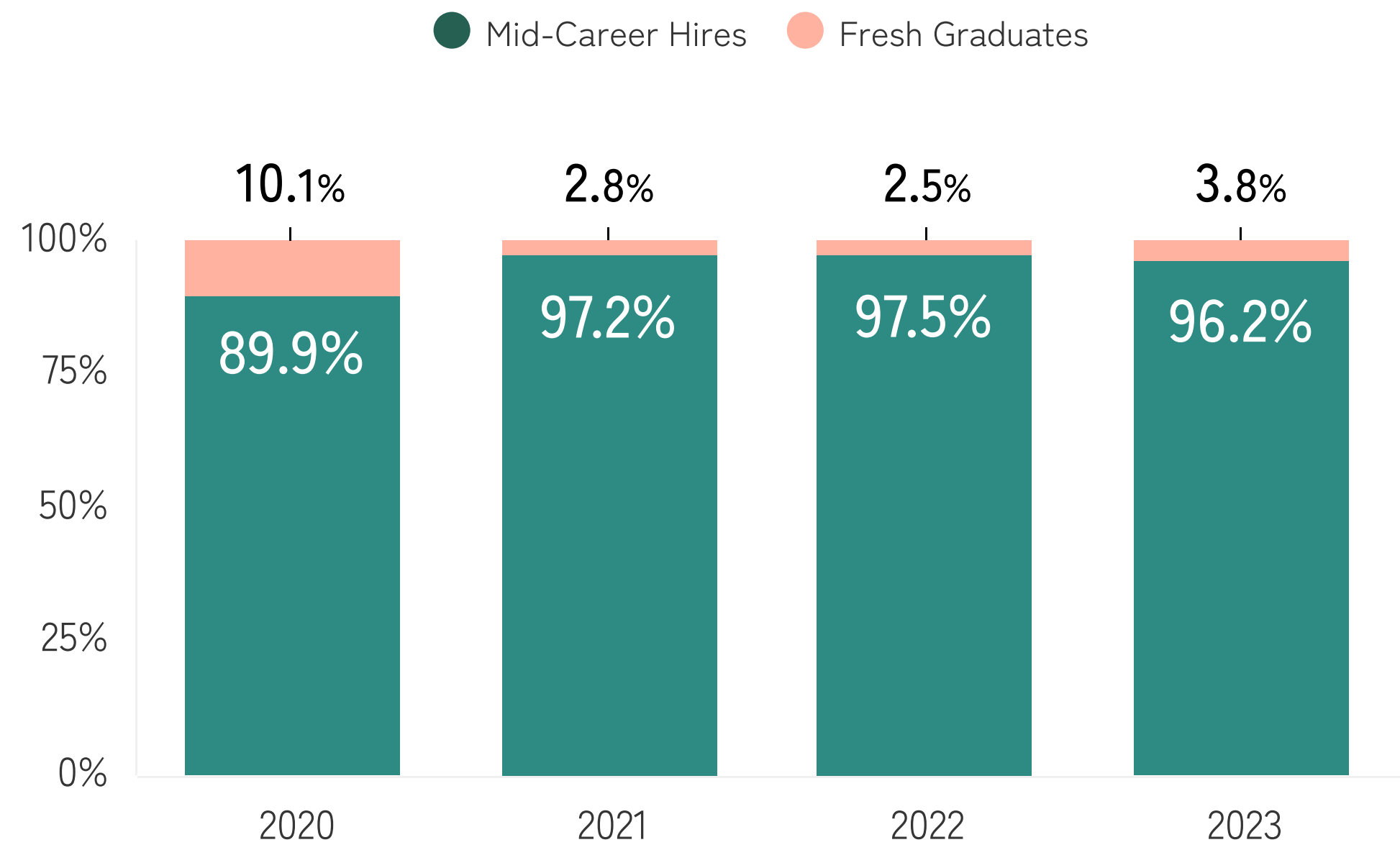
## Career Level Distribution by Gender (2023)\*2



\*1 Data accounts for the annual salary of employees based in Japan as of December 31 each year, covering overtime and other compensations. For those who joined partway through the year or took a leave of absence, the annual salary is estimated according to their career level at the end of the year.

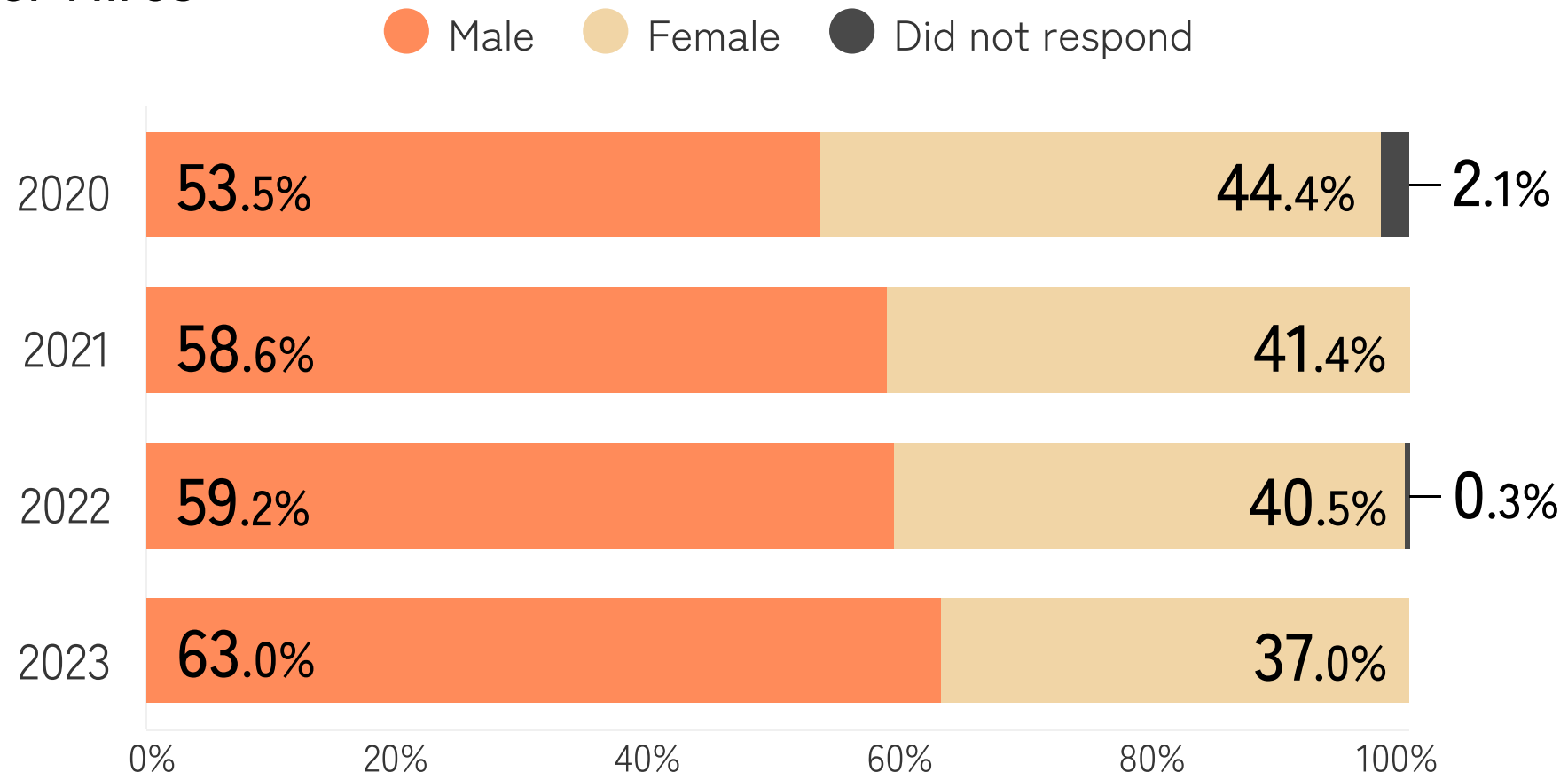
\*2 Data includes all employees as of December 31, 2023.

### New Hires: Fresh Graduates vs Mid-Career Hires\*

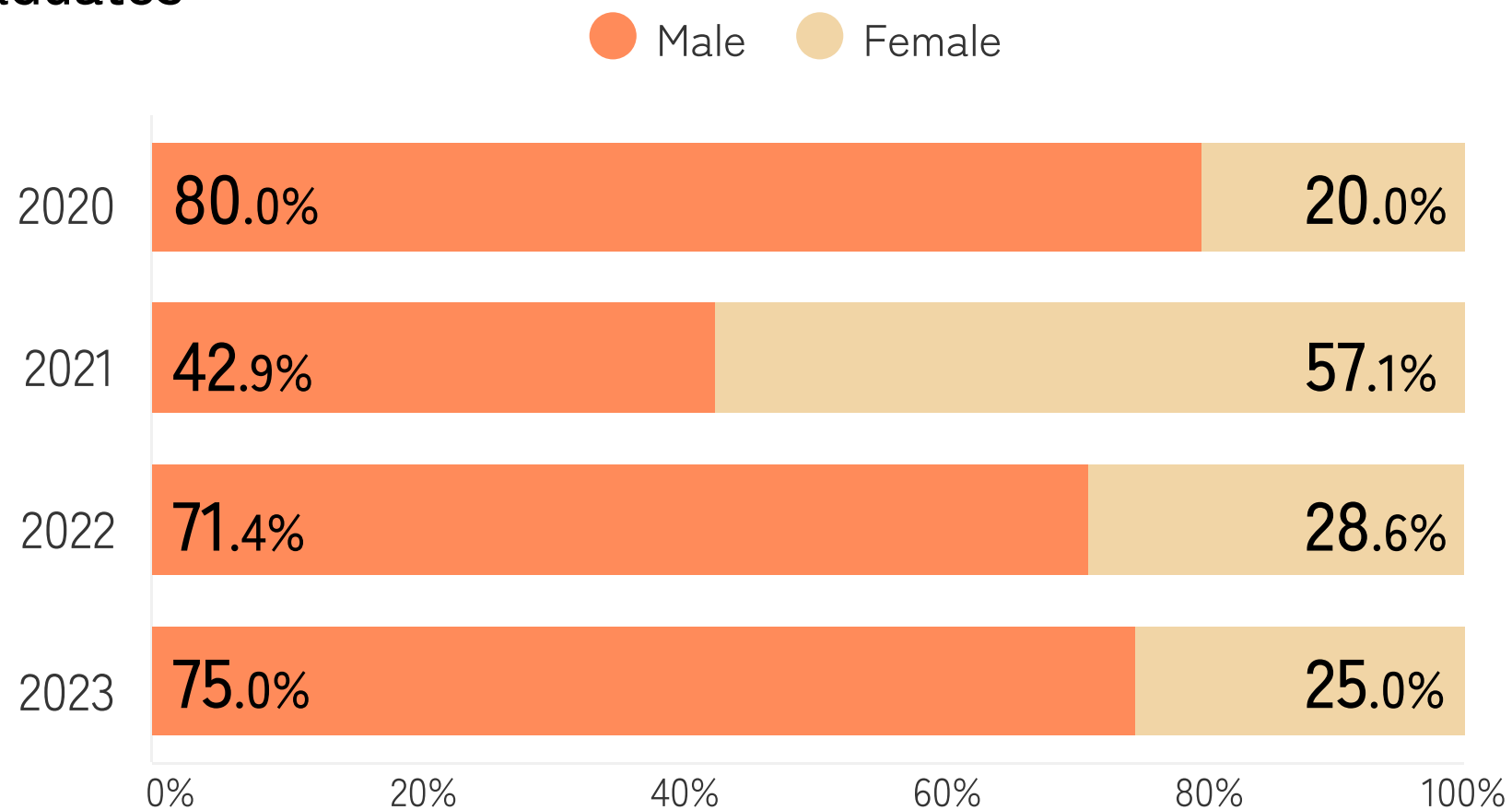


### Gender Distribution\*

#### Mid-Career Hires

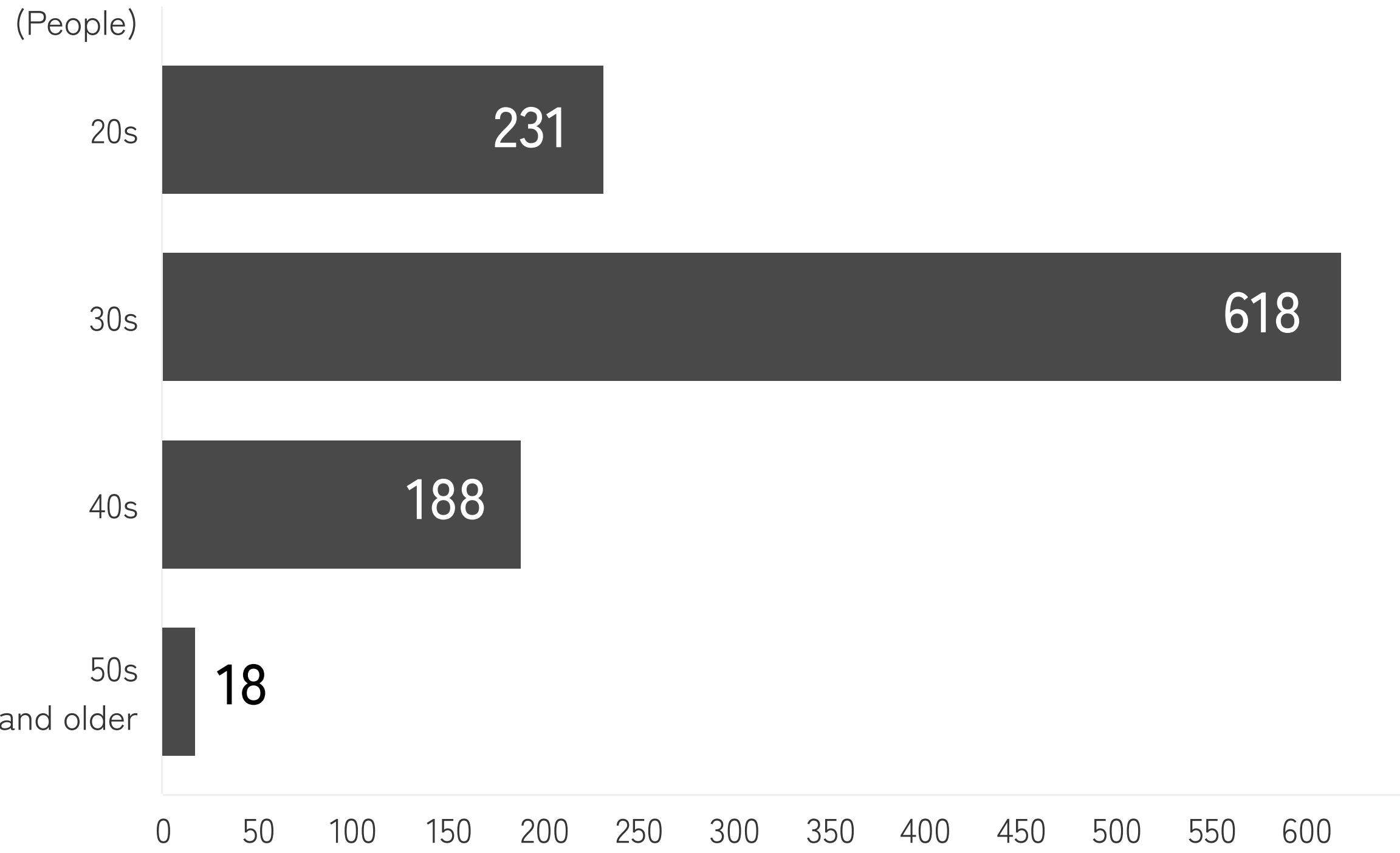


#### Fresh Graduates

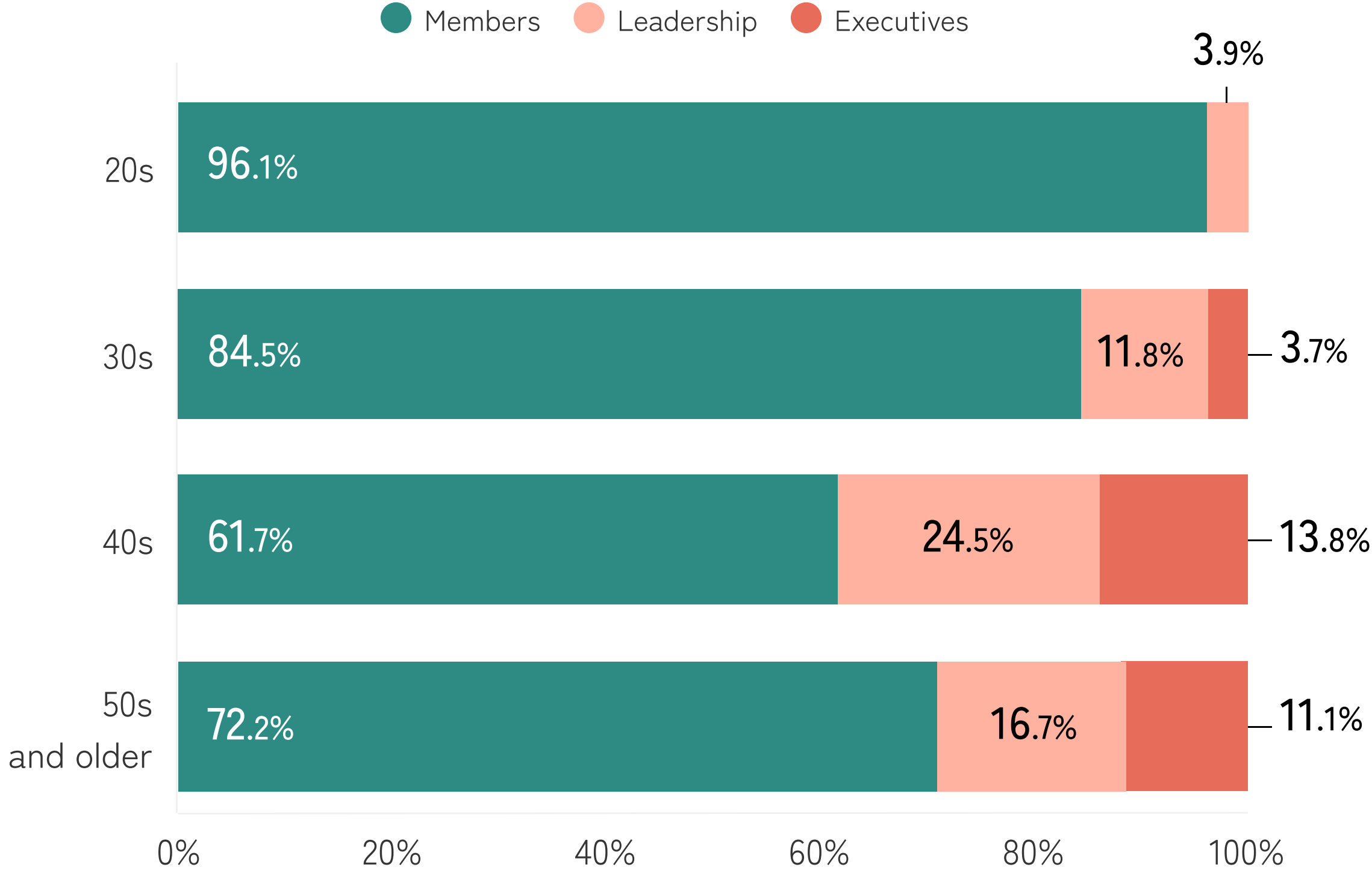


\* Data represents the number of new hires from January 1 to December 31 each year, covering both Japanese and international operations.

### Employee Age Distribution\*1



### Career Level Distribution by Age Group\*2

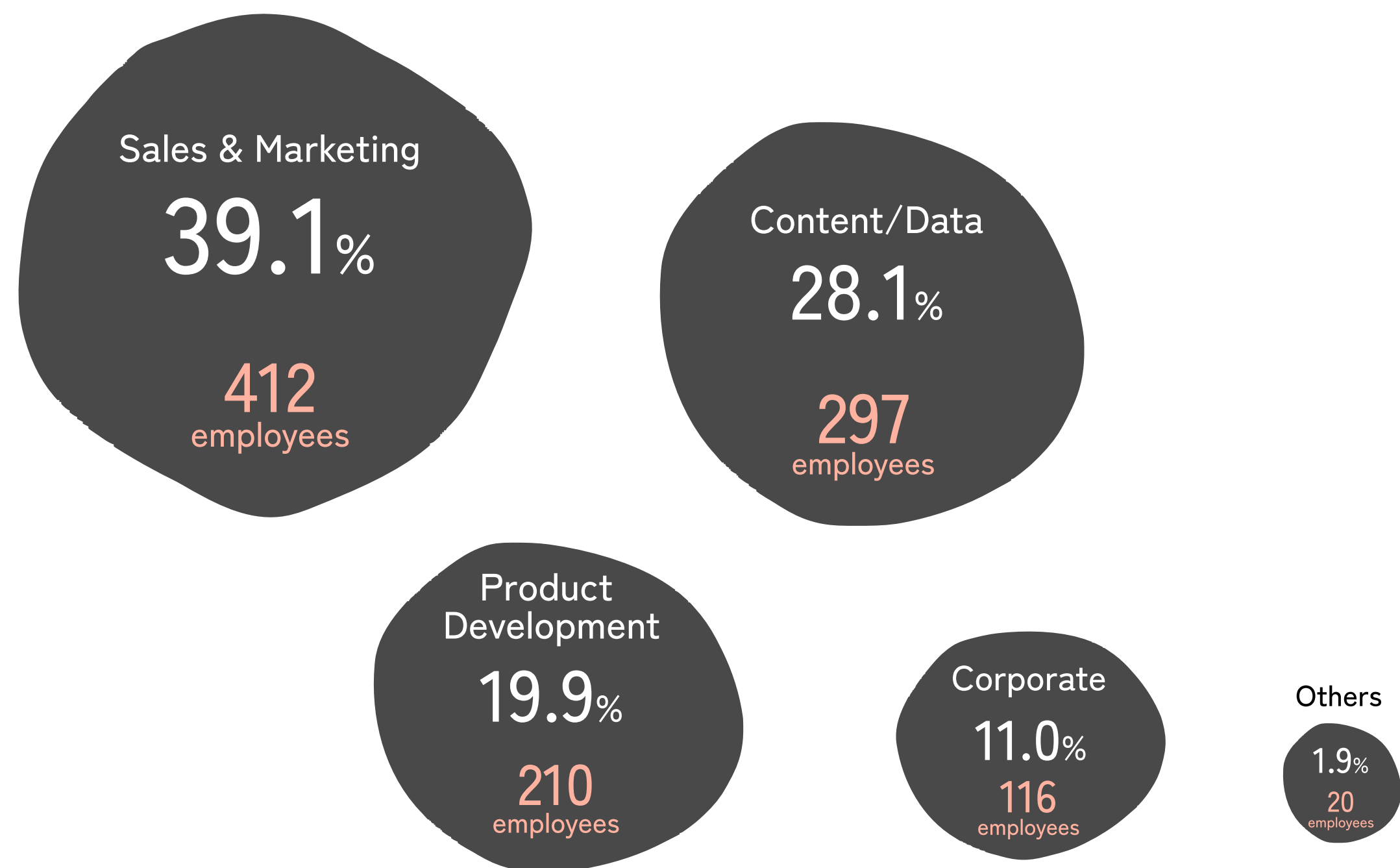


\*1 Data includes all employees as of December 31, 2023.

\*2 Data includes all employees involved in both Japanese and international operations as of December 31, 2023. "Leadership" refers to positions from team leaders upward, executives excluded.



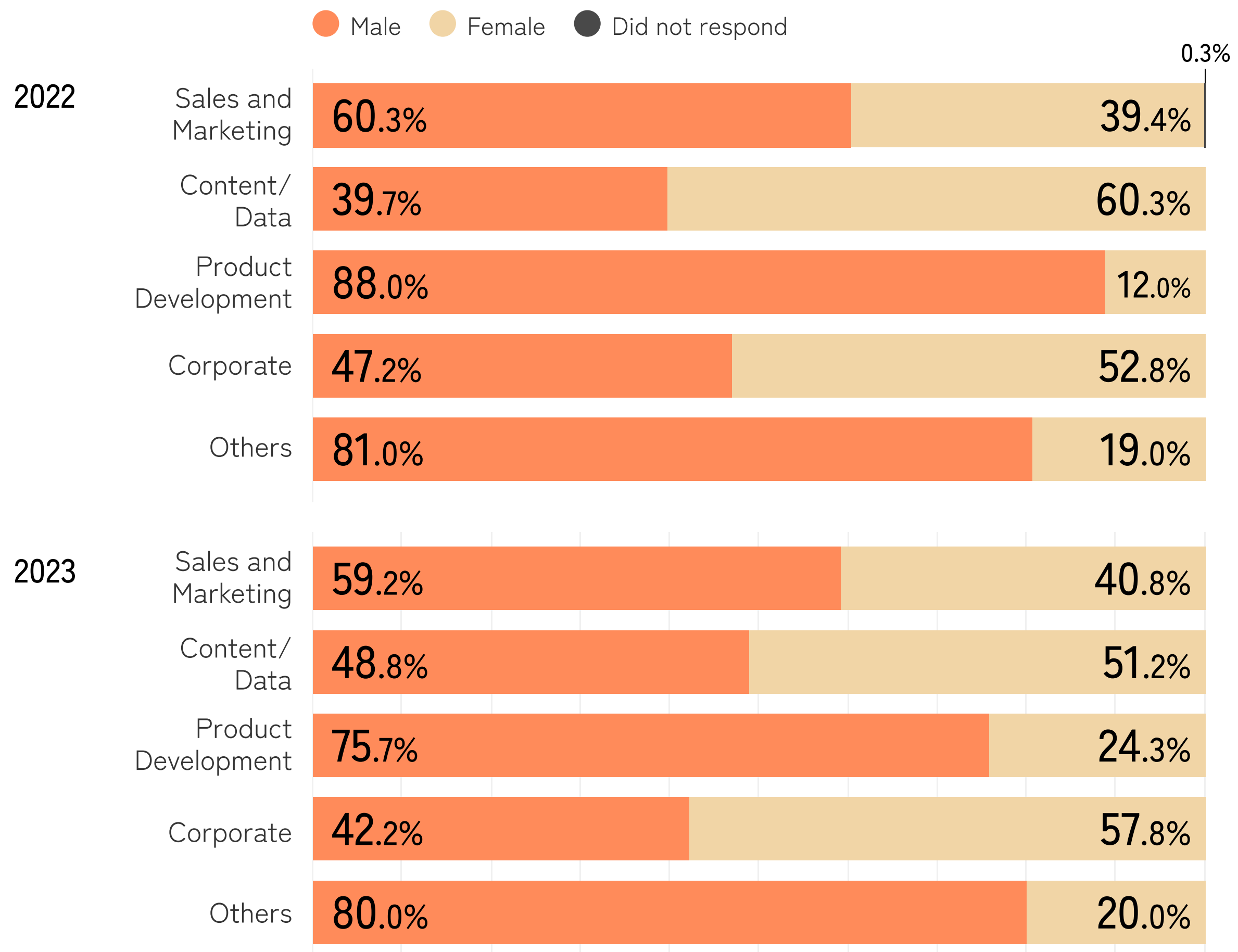
## Employee Distribution by Profession\*



### Breakdown of Professions

Sales and Marketing	Sales, new business development, marketing, etc.
Content/Data	Analysis, editorial, etc.
Product Development	Engineering, programming, design, etc.
Corporate	Legal, HR, accounting, finance, PR, etc.
Others	Executives responsible for areas other than the above

## Gender Distribution by Profession\*

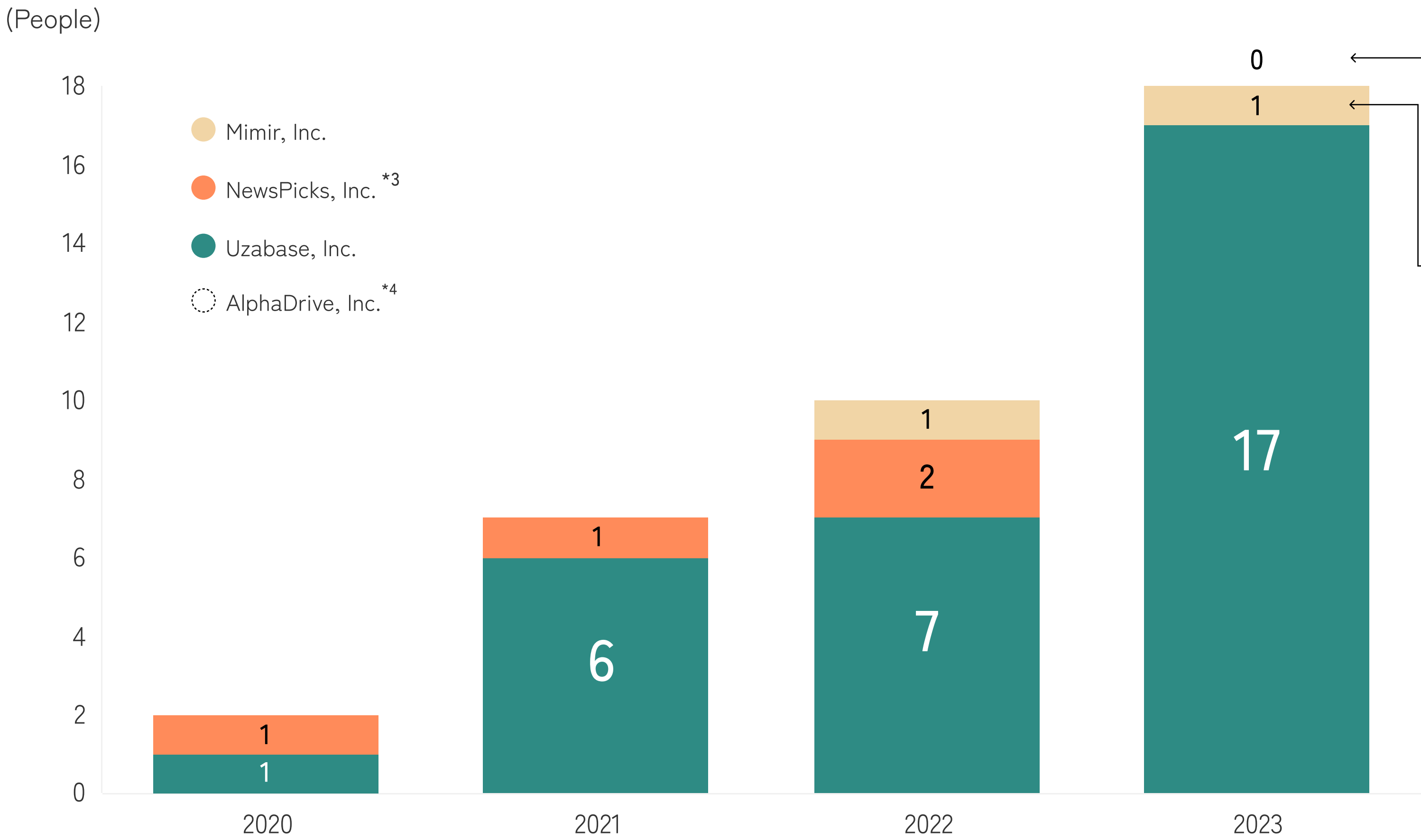


Compared with 2022, the gender distribution by profession has become more balanced, particularly within Product Development, encompassing engineers and related roles.

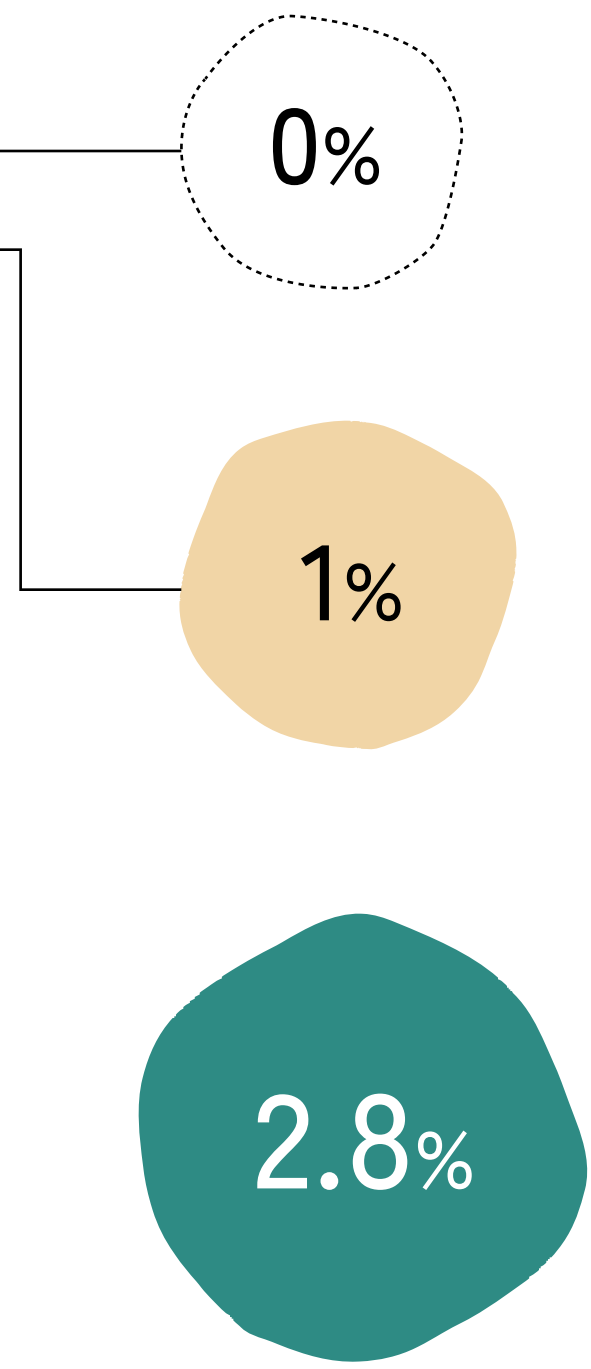
\* Data includes all employees involved in both Japanese and international operations as of December 31, 2023.

# Diversability Hiring\*1

## Overall Trends\*2



## Diversability Employment\*5

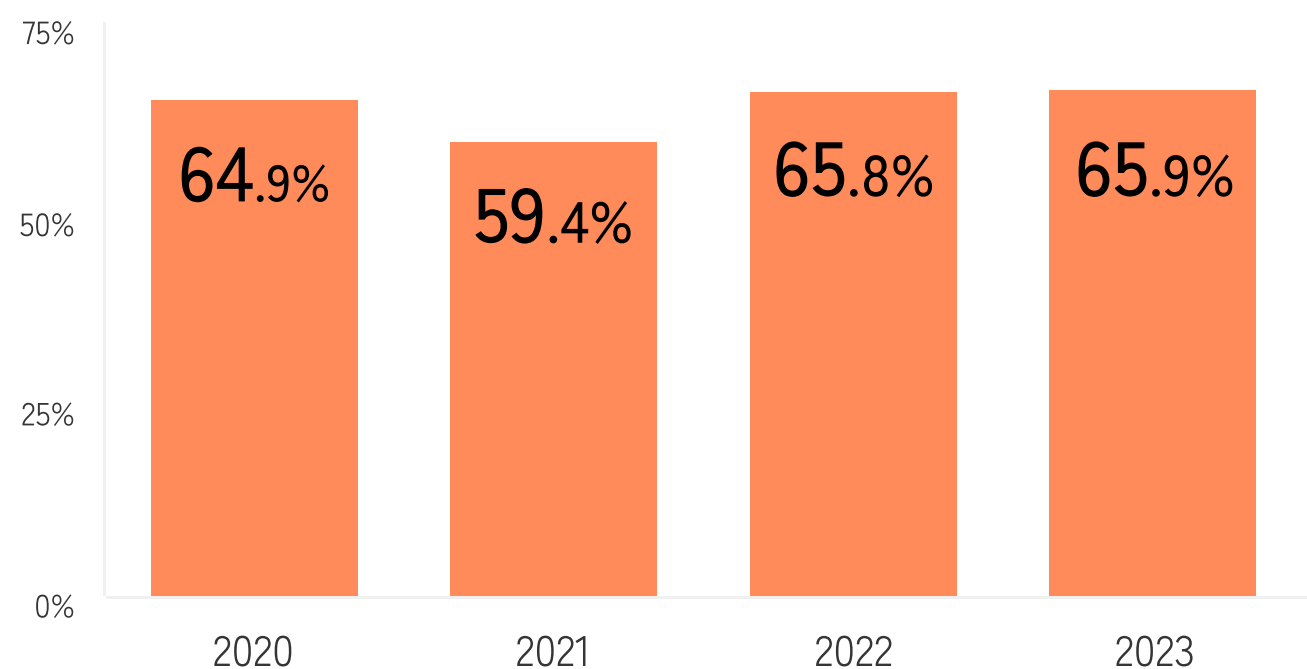


Throughout 2023, the Uzabase Group prioritized Diversability hiring, leading to Uzabase, Inc. successfully meeting the legally required hiring target. Unfortunately, Mimir, Inc. and AlphaDrive, Inc. fell short of their targets in 2023. Moving forward, our goal is to broaden Diversability hiring efforts across the entire Group. For more detailed information on these initiatives, refer to P33-34.

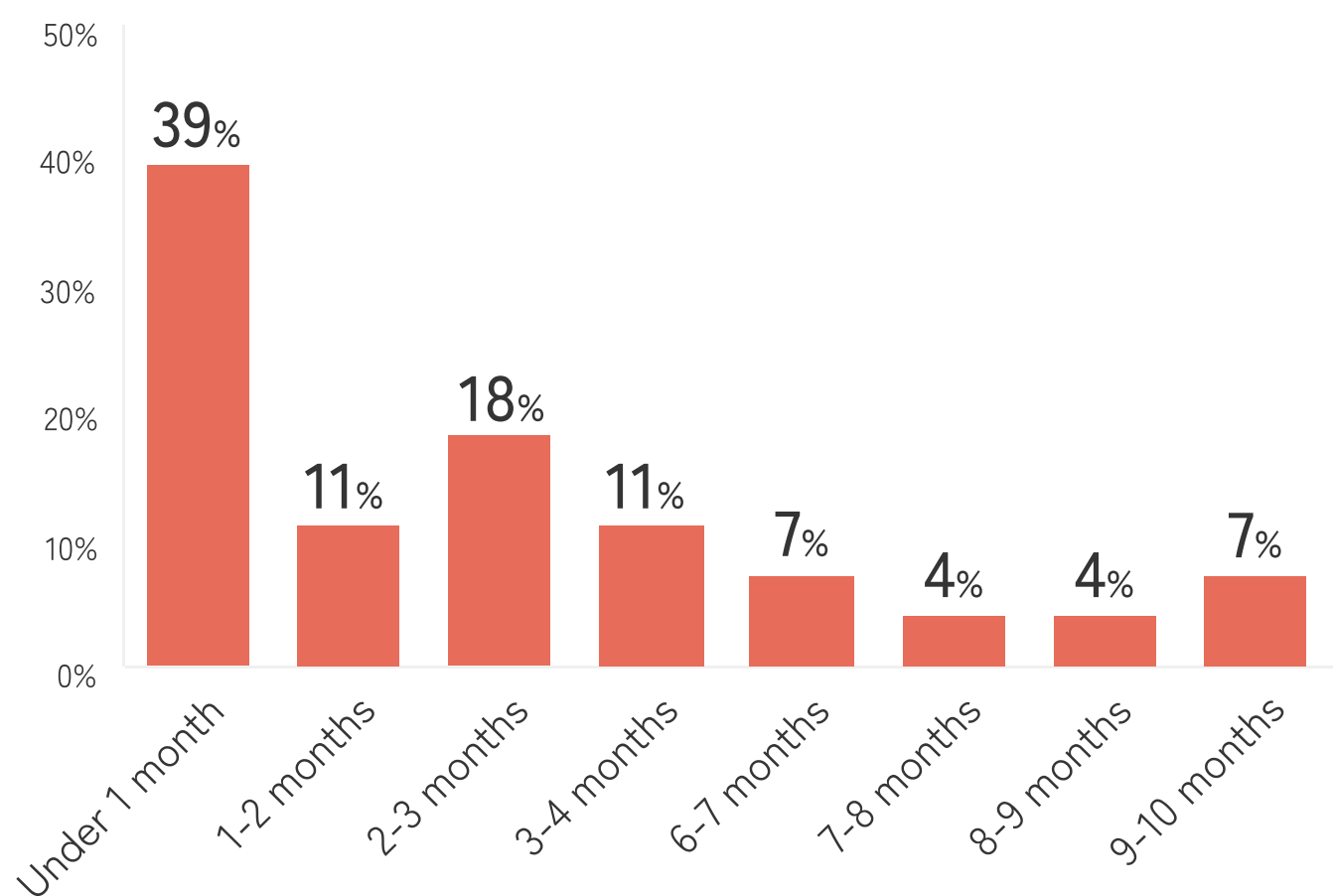
\*1 Diversability is a term coined from the combination of “diverse” and “ability”, which originates from a community dedicated to reshaping perceptions of disability through collaborative effort.  
 \*2 Data as of December 31 of each year.  
 \*3 Merged with Uzabase, Inc. on July 1, 2023.  
 \*4 The capital affiliation between AlphaDrive, Inc. and the Uzabase Group is scheduled to end by October 31, 2024, following a partial carve-out of operations. For additional information, refer to this [press release](#).  
 \*5 Data includes all employees as of December 31, 2023.

# Paternity Leave

### Share of Male Employees Taking Paternity Leave \*1



### Duration of Paternity Leave Taken \*2



For the second consecutive year, 100% of members taking maternity or paternity leave returned to work in 2023.

The share of male employees taking paternity leave in 2023 remained high at 65.9%. Meanwhile, the duration of paternity leave taken predominantly fell under one month, making it the most common choice.

Additionally, there was a noticeable trend of many members opting for paid leave instead of paternity leave.

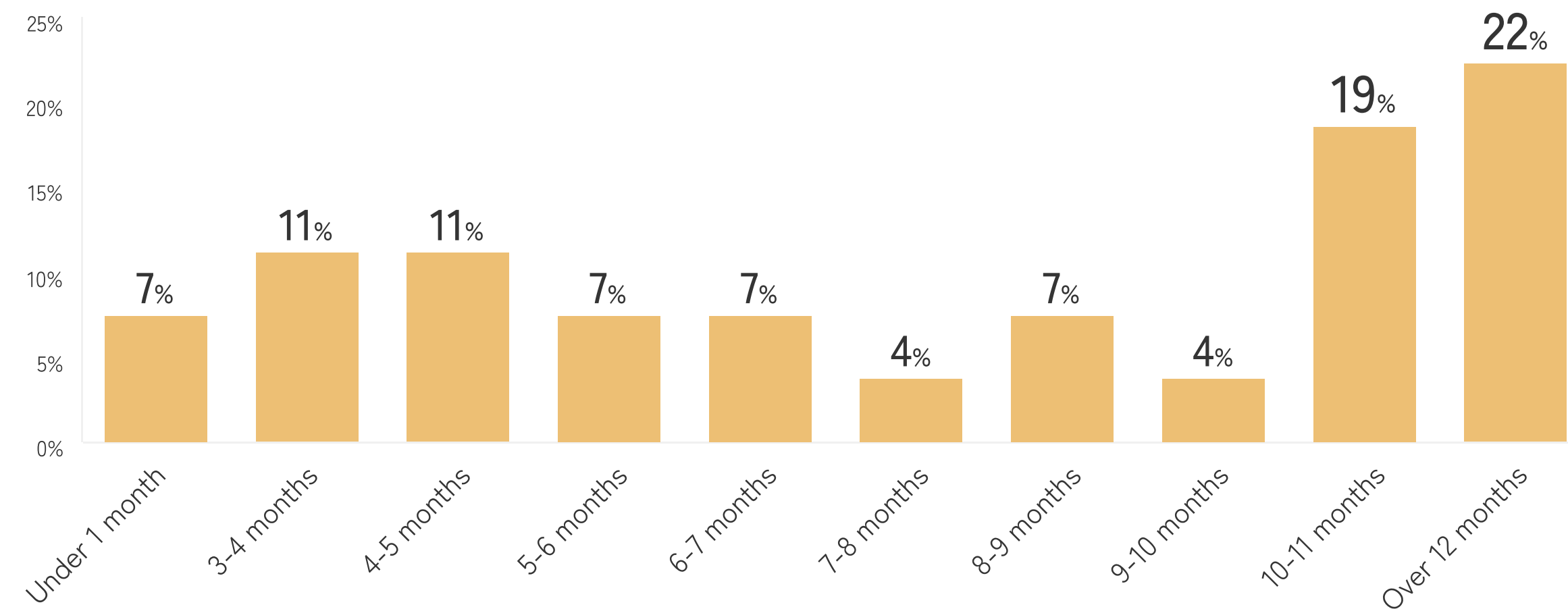
Looking ahead, our objective is to make it easier for male members to opt for extended periods of paternity leave.

# Maternity Leave

### Share of Female Employees Taking Maternity Leave \*3



### Duration of Maternity Leave Taken \*4



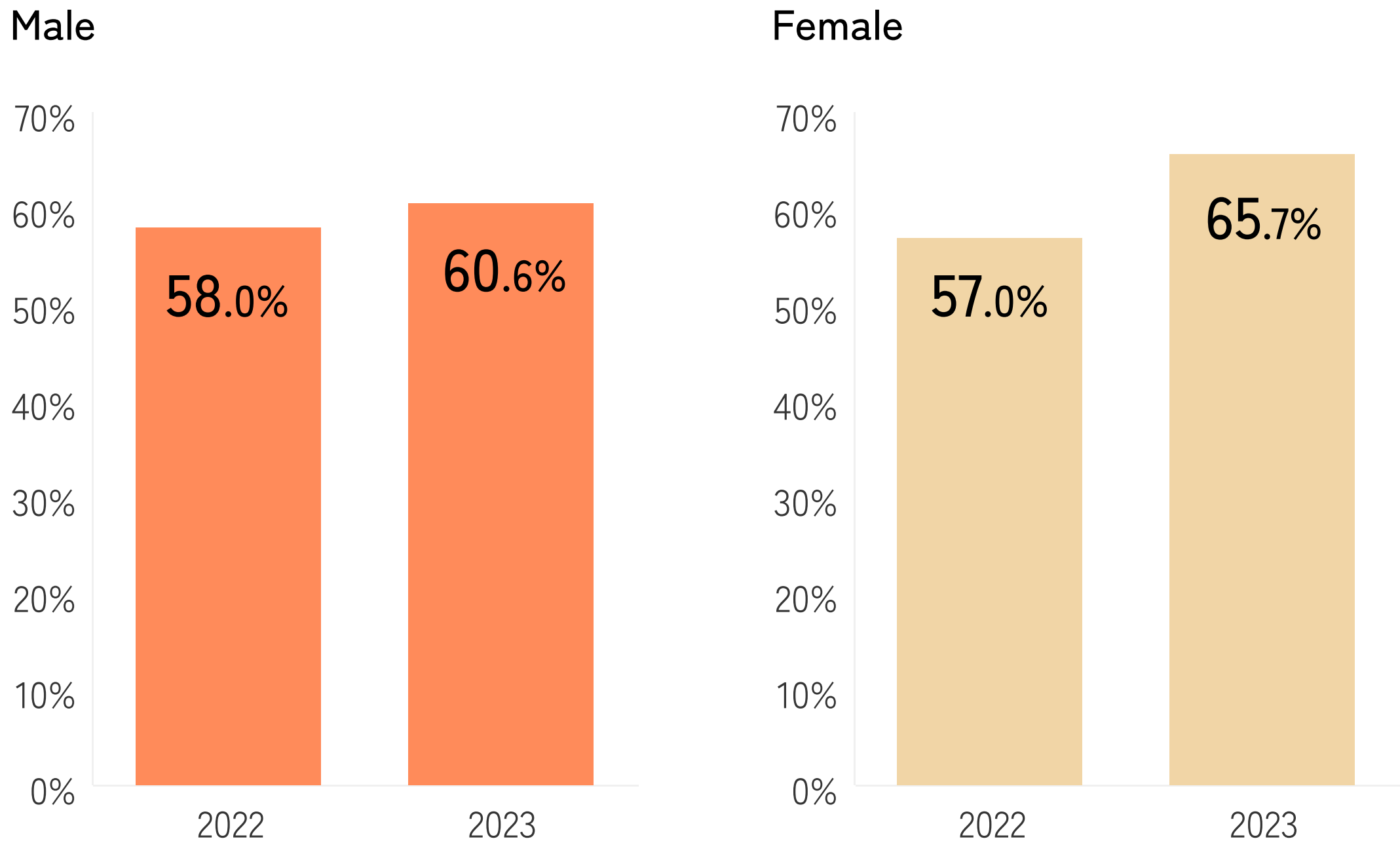
\*3 Data pertains to female employees in Japan who utilized maternity leave, from the group eligible for such leave, each year.

\*4 Data includes female employees in Japan who went on maternity leave in 2023, including those extending their leave to the following year, with durations estimated based on their expected end dates.

\*1 Data pertains to male employees in Japan who utilized paternity leave, from the group eligible for such leave, each year.

\*2 Data includes male employees in Japan who went on paternity leave in 2023, including those extending their leave to the following year, with durations estimated based on their expected end dates.

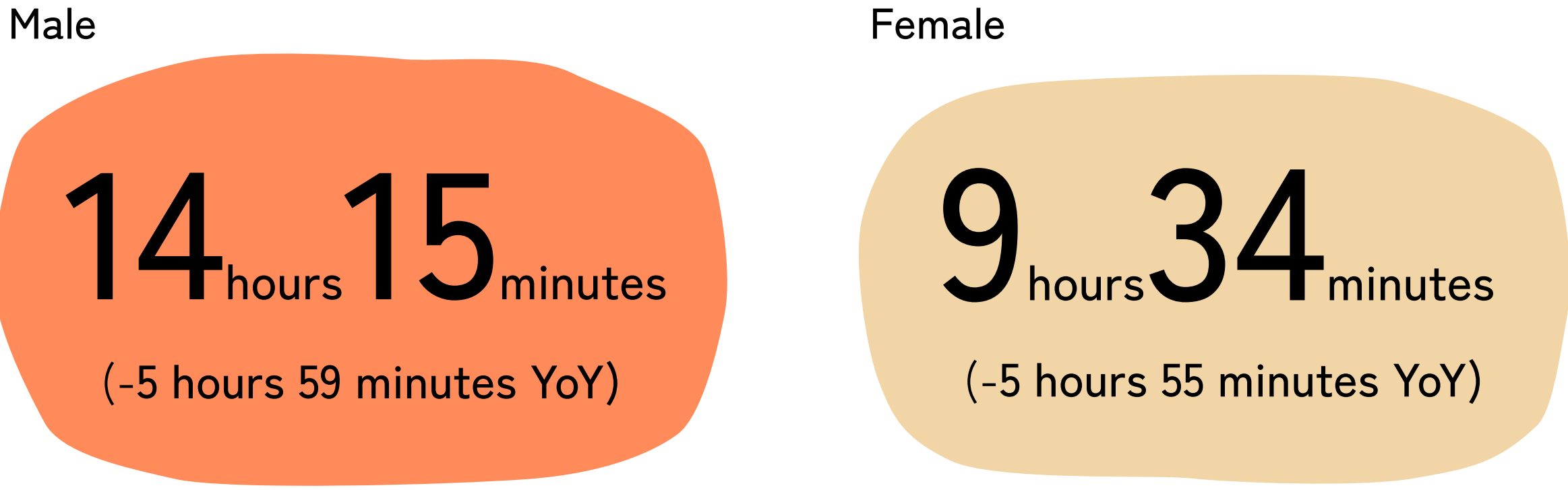
### Usage of Annual Paid Leave\*1



In addition to the standard paid leave, Uzabase offers a Long Vacation (LV) system, allowing employees to take seven consecutive days off twice a year. In 2023, 88.4% of employees availed themselves of LVs, marking a 2.4 percentage point increase YoY.

\*1 Usage rate of annual paid leave is derived from a formula provided by the Ministry of Health, Labour, and Welfare of Japan, and this data pertains exclusively to employees located in Japan. The calculation of the percentage of members utilizing LVs excludes those who joined the company in October or later in 2023, as they remain within their probationary period during which LVs are not permitted.

### Average Overtime Hours\*2



Average overtime hours at Uzabase have decreased compared to 2022, now sitting below the industry average of 15.5 hours for the information and communication sector, as reported by the Ministry of Health, Labour, and Welfare of Japan in its “Monthly Labour Survey: 2023 Results”.<sup>\*3</sup>

### Implementation of Flextime and Remote Work \*4

99.5%

For the first time, the utilization of flextime and remote work options has fallen below 100%. This change signifies that certain teams have chosen to work on-site to promote collaboration, driven by the implementation of customized team-based working policies designed to maximize overall performance.

\*2 Total overtime hours for 2023 are calculated based on hours worked beyond the standard working hours, excluding work performed on public holidays; this data pertains exclusively to employees based in Japan as of December 31, 2023.

\*3 Ref: Ministry of Health, Labour, and Welfare of Japan, “Monthly Labour Survey: 2023 Results”

\*4 Data pertains exclusively to employees based in Japan as of December 31, 2023.

# Nationality and Location\*



## Nationalities



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

## Locations



Japan, Singapore, China, Sri Lanka, US

\* Data includes all employees involved in both Japanese and international operations as of December 31, 2023.

# Engagement\*

Category	Positive Responses (%)					
	February 2024				February 2023	
	Company-wide Average	Male	Female	Gender Gap (% pt)	Company-wide Average	Gender Gap (% pt)
Employee Engagement	79%	78.4%	77.6%	0.8	82%	2.1
Leadership	83%	80.8%	83.3%	-2.5	86%	1.9
Support for Growth	81%	81.1%	81.6%	-0.5	81%	1.9
Conviction of Evaluation	73%	71.4%	74.7%	-3.3	77%	2.3
Communication	85%	84.1%	84.8%	-0.7	87%	1.0
Inclusion	88%	89.2%	86.6%	2.6	87%	3.2
Improvement Cycle	80%	80.0%	78.9%	1.1	82%	4.9
Health	81%	78.2%	82.5%	-4.3	82%	-1.5

## Notes

The company-wide average for “Inclusion” is notably high. Despite generally small gender differences, the lower scores for “Health” among men point to an area that requires attention in our DEIB efforts.

Notably for Uzabase, “Inclusion” maintained the highest company-wide average score among all key categories for the second consecutive year.

The “Improvement Cycle,” which had the largest gender gap in the 2023 survey, saw a significant reduction in this gap in 2024, from 4.9 to just 1.1 percentage points.

Meanwhile, the “Health” category revealed a noticeable gender gap, with men scoring lower, highlighting potential issues within the working culture that may need to be addressed in future DEIB efforts.

\* Data pertains to full-time employees (response rate in 2023: 98%, in 2024: 97%). “Company-wide Average” includes some responses which did not disclose gender, thus the average may differ from the average of the percentages stated under “Male” and “Female”.

# Our Commitment and 2023 Results

## Our DEIB Commitments and 2023 Results

In June 2021, we designated D&I\* as one of our company policies and announced our commitment to four related initiatives. Progress on each of these initiatives in 2023 is as follows.

**01**

### Ensure transparency and access to information

- Created an internal portal via Notion to share minutes of the Board and various management meetings (non-confidential information) with all Uzabase members
- Continued to streamline the consolidation of other critical management information and knowledge essential for Uzabase employees, ensuring it is accessible in a timely and efficient manner

**02**

### Address social barriers with inclusive practices

- Enhanced our onboarding processes for Diversability hires to facilitate their employment
- Established low-light/low-noise workspaces in our Tokyo office to accommodate preferences and needs related to lighting and sound sensitivity
- Launched “oliveto”, a community centered on the theme of menopause
- Launched the Accessibility Project to improve organizational inclusivity

**03**

### Bridge the gender gap across all levels

- Enhanced the representation of women in leadership and executive positions, with women now constituting 29.7% of all leadership positions (+0.5 percentage points YoY) and 22% in executive roles (+1.1 percentage points YoY)
- Maintained the rate of male employees taking paternity leave at over 65% for the second consecutive year (see P18)
- Established an LGBTQ+ and Ally community

**04**

### Establish a DEIB\* Committee and disclose DEIB\*-related data and initiatives

- Expanded the DEIB Committee to over 40 members, including members who balance their main job duties with committee roles and those serving as volunteers
- Published the [“DEIB Report 2023”](#), which discloses DEIB-related data and initiatives

\* Changed from D&I to DEIB in 2023



# Our Initiatives in 2023

# Initiatives by Category

- 1. Laying the Groundwork for DEIB ————— P26–29
- 2. Bridging the Gap ————— P30–42
- 3. Committing to Social Impact ————— P43–46
- 4. Sustained Efforts Since 2021 ————— P47–51

# Laying the Groundwork for DEIB

NEW

# Refreshing the 7th Value “We Need What You Bring”

## Releasing the English Version of the 34 Promises

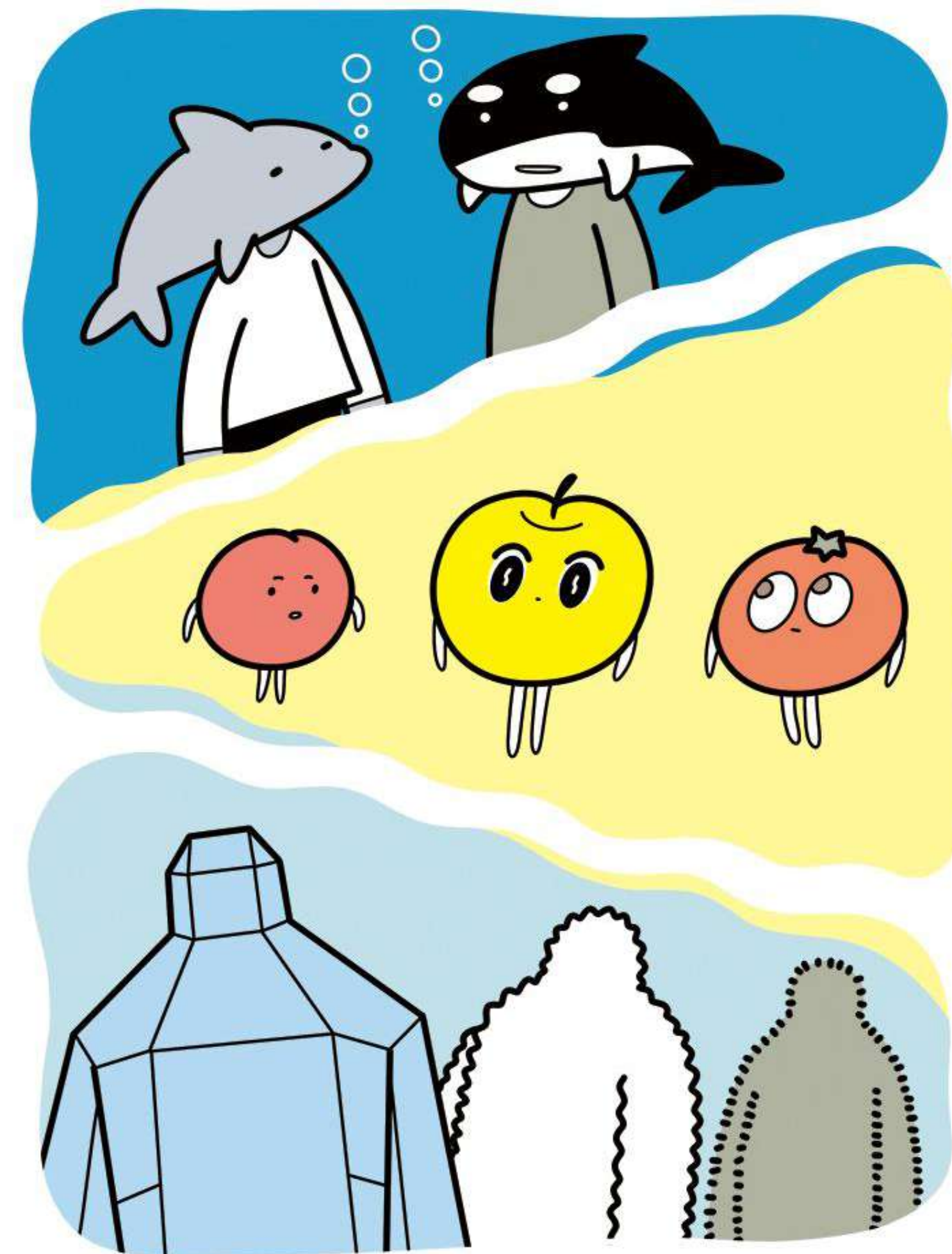
Uzabase’s culture is anchored in our 7 Values, which guide our actions and decisions. To make these values more tangible and actionable, we have distilled them into a set of straightforward DOs and DON'Ts—the **34 Promises**.

This year, we released the newly updated 9 Promises associated with our 7th Value “We need what you bring”, available in both Japanese and English.

The update of the English version went beyond mere translation; it was a nuanced process of localization designed to capture the essence of the Promises in a way that resonates with our diverse workforce, including both native and non-native English speakers. The meticulous journey of this update involved multiple iterations, each aimed at refining and amplifying its impact.

The localization of these new Promises was a collaborative effort, bringing together the expertise of a professional copywriter, the Localization Team and the PR Team of Uzabase, as well as members from various global locations.

The updated illustrations of the 34 Promises were also freshly drawn by our in-house designer/illustrator.



NEW

# Refreshing the 7th Value “We Need What You Bring” Launch of the 34 Promises Booklet and Office Display

With the release of the 34 Promises booklet, we also introduced an inviting display at the Uzabase Kiosk, located in our Marunouchi office in Tokyo.

This interactive exhibit was designed not only to showcase the booklet but also to encourage Uzabase members to share their reflections on it. It featured explanations of the updated illustrations and insights from the DEIB committee.

An innovative addition to this setup was the “omikuji”<sup>\*</sup> dispenser, offering 34 Promises-themed messages. This creative element provided Uzabase members with a personal moment to contemplate the significance of each promise, fostering a more reflective interaction with our core values.

This initiative represents just one of the many ways we strive to keep Uzabase members actively informed and engaged with our DEIB activities.



\* Omikuji: random fortunes written on strips of paper at Shinto shrines and Buddhist temples in Japan.



## Launching the “Be the Change” Project

In 2023, we conducted two pilot training sessions as part of our initiative to develop a DEIB training program tailored to Uzabase. These sessions invited participants to explore issues that do not necessarily have clear-cut answers, through dialogue aimed at enhancing awareness and acceptance of diversity.

The first of these sessions took place in June 2023, drawing in 20 members, whose feedback via questionnaires helped refine our approach for the second session in September, which targeted 11 members in leadership roles at our FORCAS business.

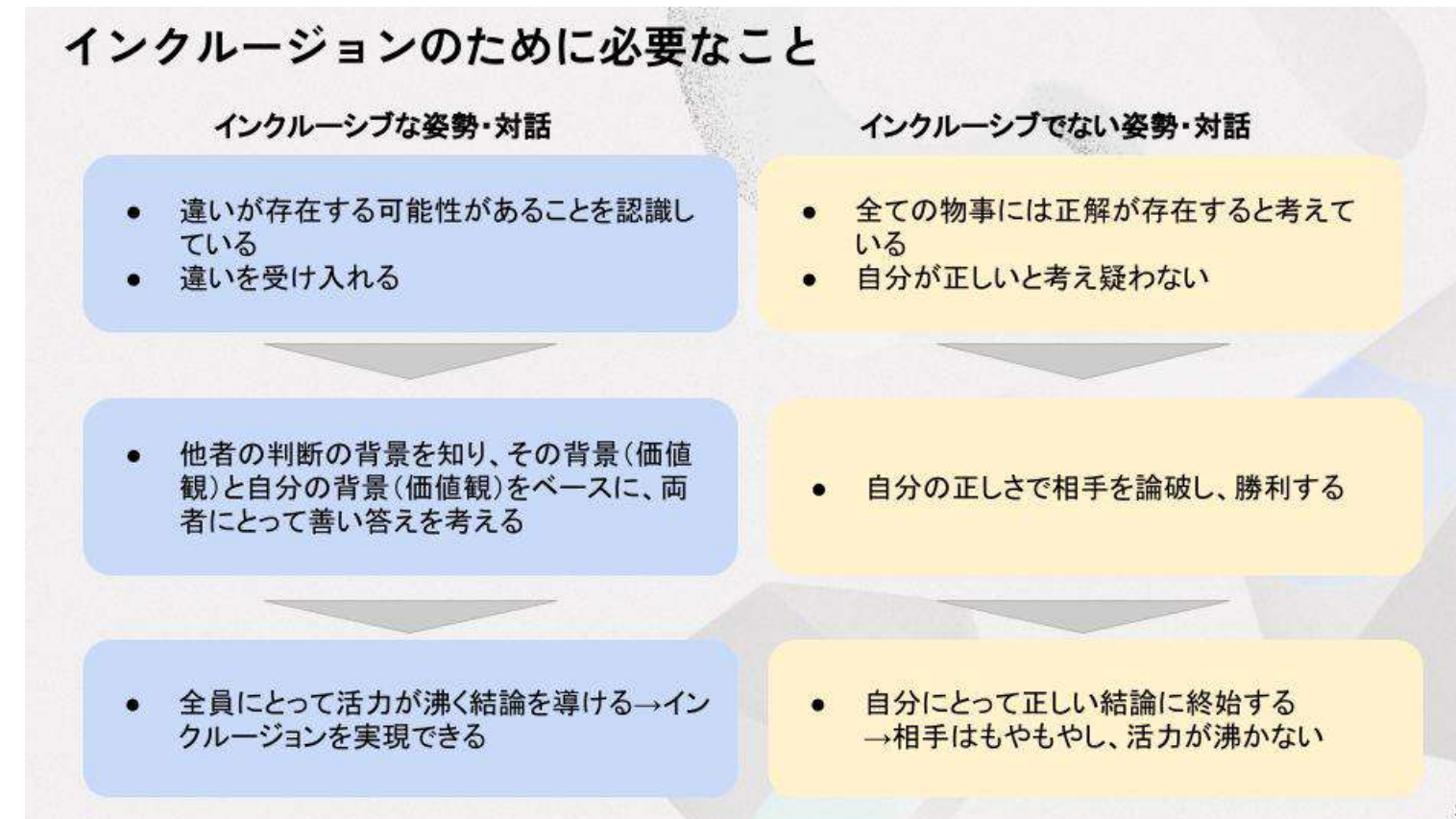
Our goal is to extend this initiative, potentially making it an integral component of Uzabase’s leadership training.

### Purpose:

The sessions are designed to simulate real-life leadership challenges, engaging participants in group discussions to share different resolutions. This approach intends for participants to appreciate the diversity of backgrounds and perspectives through dialogue, enriching their leadership approach with DEIB insights.

### Feedback collected post-session on a 5-point scale:

Session 1 received a top rating of 5 from 35.7% of participants, while 64.3% rated it a 4. Session 2 showed significant improvement, with 90.9% of participants rating it a 5 and 9.1% a 4.



**問題1**

あなたはとあるセールsteamのリーダーです。

あなたのチームにいるメンバーAさんは、与えられたミッションに対して十分な成果を継続的に出しています。

しかし、Aさんは自分の状況や感情面を周囲に共有する自己開示が極端に少なく、飲み会にも参加しないため、周囲の人はAさんがどんな人なのか？何に困っているのかが分からない状況です。そしてAさんは特に自己開示の必要性を感じておらず、あまり積極的に自己開示はしたくないと言っています。

一方、一緒にプロジェクトを進めるメンバーとしては、特に問題が発生しているわけではないものの、ちょっとしたやりにくさも感じており、もっと自己開示してほしいと考えています。

このような状況で、あなたはAさんにもっと自己開示するように促しますか？

# Bridging the Gap

NEW

## Fostering an Environment for Free Self-Expression

In 2023, Uzabase took a significant step toward fostering inclusivity by establishing a community for LGBTQ+ members and their allies. This initiative aims to:

1. Provide a safe environment where LGBTQ+ individuals can openly discuss their experiences and challenges
2. Boost the presence of allies throughout the company to reinforce a culture of support and acceptance

Uzabase places a high value on the unique identity of each member, fostering an environment where everyone is accepted as they are. We recognize that when LGBTQ+ individuals at Uzabase choose to share their identity, they are met with unconditional support from their peers.

This culture of allyship, where members actively express their support, conveying the message of “I am here for you,” plays a crucial role in enhancing psychological safety for LGBTQ+ members and allowing them to bring their best work. By promoting this message and facilitating community engagements, we aim to promote this ethos more deeply across the organization.

Considering estimates that LGBTQ+ individuals constitute about 10–13% of the general population in Japan\*—a figure comparable to the percentage of left-handed people, we can infer that approximately 100 members of Uzabase may identify within the LGBTQ+ community, underscoring the importance of our efforts to ensure every member feels seen, heard, and supported.

### Initiatives in 2023

#### Town Hall Meeting announcement and discussion

- Topic - “A place where everyone can express their individuality ~The LGBTQ+ perspective~”
- Number of Attendees (real-time): Roughly 500

#### LGBTQ+ and Ally offline gathering

- Number of participants: 10

#### ユーザベースでDEIBを更に広げていくために

多様性がありオープンな会社に見えるユーザベース。  
それでも、自分のアイデンティティを言い出せない人がきつという。  
社外の家族は？友人は？他人の問題ではない、全員が自分事。

誰かが居心地悪く感じ得るシチュエーションはある。

どんなことに気をつけたらよいのか？

LGBTQ+とくられているが、実はそこに多様な人がいる。

性自認が一致していても、セクシャリティがストレートでも、  
居心地の悪さ、プレッシャーに苦しんでいる人はいる。

何か関わりたいと思ったら、コミュニティに参加して、色々話しましょう！

\* JobRainbow MAGAZINE



NEW

## Discussing Menopause Openly in the Workplace

At Uzabase, acknowledging the diversity of our members includes addressing changes that come with aging, such as menopause. Recognizing that menopausal symptoms—both physical and mental—can impact anyone from their 40s, and considering the average age of our employees is in their mid-30s, it became apparent that creating a supportive environment for these discussions was necessary.

This understanding led to the formation of “**oliveto**,” a community initiated by five Uzabase members. They envisioned oliveto as a space where middle-aged employees could openly discuss how to work sustainably through the physical and mental shifts experienced during this life stage.



### Initiatives in 2023

#### July–August: Internal survey on attitudes towards menopause

- **Respondents:** 78 members, with a distribution of 72% female and 28% male
- **Age Groups:** The respondents varied across age groups, with 50% aged 35–44, 31% aged 25–34, 15% aged 45 and above, and 4% aged 24 or below.

#### October: In-house event - Thinking about “Well-aging”

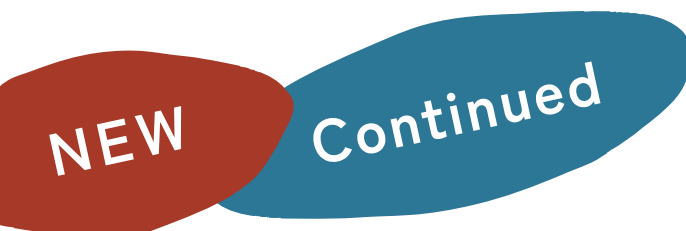
The event\* welcomed 31 participants, both online and offline. Highlights included a presentation on the survey findings from July–August, along with an explanation and lecture by Dr. Kanako Inaba, a NewsPicks “ProPicker” and obstetrician/gynecologist. The session was further enriched by a roundtable featuring Dr. Inaba, Ami Senaga, external director of Samantha Thavasa Japan Limited, and NewsPicks editor-in-chief Rumi Sato.

\*Details of the event were published in NewsPicks+d and [Uzabase Journal](#) in 2024 (available only in Japanese).

#### December: Launch of NewsPicks Topic “Our Journey to Aging Well”

Spearheaded by five oliveto members, this initiative features articles aiming to expand its follower base in 2024. The content will be dedicated to inspiring individuals transitioning the later stages of their lives, providing motivation and guidance for embracing this phase with positivity and purpose.

[Our Journey to Aging Well - NewsPicks](#) (available only in Japanese)



## Committing to Diversability Recruitment & Onboarding

Uzabase believes that the growth and success of our business and organization depend on each member embracing each other's unique contributions, which is encapsulated in our core value, "We need what you bring."

A key aspect of fostering this inclusive environment is through Diversability employment—the employment of individuals with disabilities. We are committed to enhancing our onboarding processes to ensure all members feel engaged in our business and can pursue their purpose within our organization.

### New Initiatives in 2023

#### Established Task-Consolidation Team

In January 2023, we established a new team dedicated to collectively handling operational tasks, with a key focus on creating a work environment that acknowledges and respects the unique characteristics of all Diversability members. A pivotal aspect of this initiative is to streamline the onboarding process, especially designed to offer new Diversability members a smooth transition into the organization, ensuring they start their journey with us with confidence and peace of mind. This approach represents a departure from our previous practice of assigning new members directly to specific teams.

Between January 2023 and January 2024, our team has grown to include six new Diversability members. (For more details regarding Diversability recruitment, see P17.)

### Initiatives since 2021

- Creation and maintenance of the Diversability Recruitment Handbook
- Creation and maintenance of the Diversability Onboarding Handbook
- Provision of external expert consultation support to the onboarding team and Diversability members
- Formulation and operation of an appropriate remuneration and evaluation system for Diversability members



NEW

# Committing to Diversability Recruitment & Onboarding

## New initiatives in 2023

### Enhanced Onboarding

Our Diversability team, which brings together members with a diverse range of backgrounds and characteristics, places importance on building a solid common understanding towards establishing mutual trust, and this has led to the creation of a new onboarding program. This program covers not only base skills and knowledge but also the core values that define Uzabase.

Historically, the comprehension and application of the 34 Promises remained somewhat vague and were subject to individual interpretation. However, the introduction of a seven-day workshop, focused explicitly on the 7 Values and the associated 34 Promises, provided an opportunity for members to deepen their understanding and find ways to relate it to their daily tasks.

### Established Dedicated In-House Consultation

This year marks a significant shift from relying solely on external resources to establishing dedicated in-house positions focused on addressing Diversability-related concerns. These new roles are filled by members certified in vocational consultation for individuals with disabilities and in employment support for individuals with developmental disability. This move enables more personalized, immediate consultation and support for Diversability issues.

## 01 自由主義でいこう/Be free & own it

3.

DON'T

メンバーの自由を阻害する

Be dead weight



会議に遅刻する。自分の仕事の都合だけで動く。他の人の自由を尊重できない人に、自由を享受できる資格はありません。  
When people show up late for meetings or aren't willing to jump in and help out, it hurts the whole team. It gets in the way of them doing their jobs and succeeding.



DO

チーム成果に責任をもつ

Step up for your team

わたしたちは、一つのチームです。チームだからこそ偉大なものを成し遂げられます。だから、わたしたちは、一人ひとりがチームの成果に責任をもちます。

When the whole team is working together, we are unstoppable. That's why it's essential for every person to step up and take responsibility for the team's success.

つまりこんな場面

一体調不良で早引けや遅刻などは誰にでもあること。でも！自分の都合しか考えないのはNG！チームのみんなにも自由があること、チームで仕事をしていることを忘れず、周囲も見ましょう！

NEW

# Launching the Accessibility Project

## New initiatives in 2023

In our pursuit to fulfill our Purpose, Uzabase is committed to providing all members, including those with disabilities, with equitable access to various company touchpoints. This commitment led to the initiation of the Accessibility Project in 2023.

Operated by the DEIB Committee, this extensive, company-wide initiative draws on the expertise of members from legal, design, and engineering teams. The project's goals include the development of an internal manual geared towards aligning with legal updates in April 2024 and enhancing our strategies for internal communication.

As part of this big project, we embarked on the Web Accessibility Enhancement Project. While we are still halfway through, we are committed to evaluating and improving the accessibility of Uzabase's corporate website, its content, and our product offerings for enhanced inclusivity.



Photo by Daniel Ali on Unsplash

Continued

## Cultivating the Future: The Next Generation Empowerment Community

The Next Generation Empowerment Community at Uzabase aims to bring together younger members—interns, members in their first to third year of employment, and those in their late 20s. This initiative strives to foster a supportive environment where these members can collectively navigate their daily challenges, aiming for them to eventually lead the charge of “One Uzabase.”

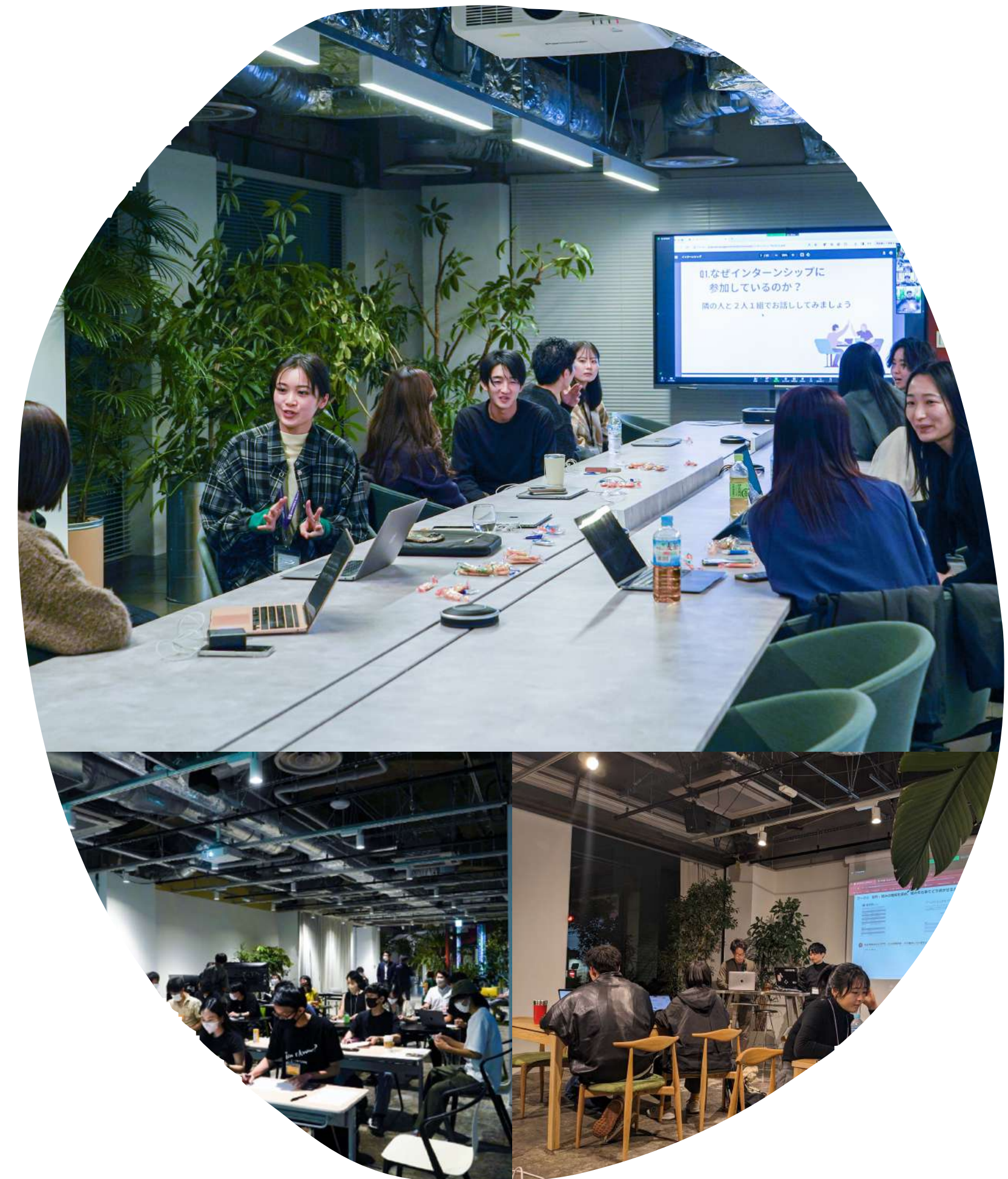
In 2023, we conducted interviews with 29 members to gain a deep understanding of their needs and challenges. This insight led to the development and execution of strategic plans to tackle the identified issues.

### Three-Month Career Program: Envisioning 30 as a Milestone

We initiated a dialogue-based program (90 days) designed for members in their 20s who are navigating the dual challenges of career development and personal growth. This program leverages Uzabase’s in-house coaching system, pairing each participant with a dedicated coach for personalized follow-up and providing an opportunity for introspection.

### Play Business Workshops for Interns

To enhance the value of our internship program, we organized a workshop highlighted by a special lecture from university lecturer Norihide Imanaga. Designed for interns across various departments, the workshop’s goal was to equip them with insights and skills beneficial for their career trajectory. It provided a dynamic forum for interns to exchange and develop their ideas.



Continued

## Empowering the Future: The NextWomanship Community

Uzabase has created a community aimed at supporting and empowering female leaders and those on the cusp of leadership positions. The focus is on creating opportunities for women to advance their careers in a way that suits them.

By engaging in community-based activities, we are actively dismantling the various obstacles that hinder women from stepping into leadership roles. These barriers include self-doubt, feelings of inadequacy in task completion, and the overwhelming sense of responsibility that leadership can impose.

In response, we have introduced several new initiatives:

- **Help-seeking courses:** Featuring external lecturers, these sessions provide strategies to break away from the extended work hours and the burden and pressure felt in their roles.
- **Mindfulness courses:** These sessions are held by a Uzabase member with qualifications as a mindfulness coach.
- **Check-in lunches:** These gatherings serve as informal forums for discussing a wide array of personal and professional challenges.

The combination of these activities saw participation from nearly 50 members across the organization.

Our ultimate goal is to empower every interested female employee to confidently pursue and thrive in leadership roles.

UZABASE

12時5分開始します

2023/7/10 Mon 12:00-13:00

### 連携して成果を上げる “ヘルプシーキング”

気合・根性・長時間労働に依存した“頑張り方”からの脱却

by Next WomanShip Community

NEWS PICKS Learning

私たちの中にある、思い込みを手放そう

- A: とにかく相手に迷惑を掛けてはいけない
- B: 助けを求めるのは「弱い人」
- C: 助けを求めるのは「仕事ができない人」
- D: 困難から逃げたはいけない(成長できない)
- E: みんな苦勞している(自分も我儘)

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Workshop held by Tomoko Odagi, CEO of NOKIOO Inc.

Continued

# Championing Female Leadership: Spotlighting Role Models at Uzabase and Beyond

When our D&I initiative was launched in 2020, female leaders at Uzabase represented only 18.6% of all leadership positions, despite women making up 43.1% of our total workforce. This disparity highlighted a pronounced gender leadership gap and pointed to the necessity to understand and address the hesitations women may have about transitioning into leadership roles.

In response, we launched the Diversity Empowerment series in 2021 to showcase the diverse achievements and perspectives of our female leaders. In 2023, our commitment continued with the publication of three articles in the Uzabase Journal as part of this series.

These efforts, among others aimed at reducing the gender gap, resulted in an increase in the share of female leaders within Uzabase to 29.7% by December 2023.

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



NEW

## Reconnecting and Sharing: Webinars for Members Returning from Parental Leave

Uzabase is committed to supporting our members through their maternity/paternity leave journey, ensuring a smooth transition both as they step away from work and as they plan their return.

### For members embarking on maternity/paternity leave:

We facilitate panel discussions featuring members who have previously taken maternity/paternity leave. These panels provide a platform for sharing insights and experiences, offering practical advice for navigating time away from work and strategies for a seamless return.

### For members returning from maternity/paternity leave:

We organize welcome back gatherings regularly that include messages of support from management and the opportunity for returning members to connect. These gatherings are designed to build a community of support, sharing experiences and tips for returning to work. Our goal is to mitigate any concerns related to maternity/paternity leave, empowering our members to confidently take the time they need for their new family responsibilities.





NEW

## Creating a Supportive Environment for Working Parents

Uzabase is mindful of the challenges faced by its members, many of whom are navigating the complexities of balancing professional responsibilities with childcare. To support these working parents, we have implemented a variety of systems and encouraged grassroots initiatives aimed at making the workplace more accommodating.

### Family-Friendly Work Environment



Recognizing the unexpected nature of childcare needs, we welcome our members to bring their children to work when other childcare options fall through\*. In 2023, we took this commitment a step further by creating a dedicated children's area in our Marunouchi office in Tokyo, equipped with picture books and toys, creating a safe and engaging space for children. Moreover, we support parents during unforeseen school absences by allowing children to join in online meetings, ensuring parents can seamlessly juggle childcare and professional responsibilities.

### Concerts and Item Swap Meets for Families



In 2023, as the constraints of the pandemic eased, we organized two concerts where children of our members were invited to perform in any style they chose. These events were open to participants of all ages, creating a relaxed environment where children could immerse themselves in music, discover various musical instruments, and sing together. The response was overwhelmingly positive, striking a chord with both parents and children. On the same day as the concerts, we facilitated a swap event, providing a space for parents to exchange children's clothing and toys they no longer needed. This initiative not only supported our families in a practical way but also contributed to sustainability.

### Children's Animation Movie Festival

During the school summer holidays, we host a children's animation movie festival. For the 2023 edition, we went all out, offering an assortment of snacks and beverages to create a cinema-like experience right in our usual work setting.

### The Working Parents' Network

We have cultivated a community on Slack, now boasting over 200 members, dedicated to supporting first-time or expecting parents. This platform serves as a vital space for sharing insights on parenting, exchanging information about children's events, and discussing strategies for achieving a work-family balance. The community also organizes special lunch meetings tailored specifically for parents.

\* Uzabase offers discounted babysitting vouchers to help its working parents. Between April and December 2023, 340 vouchers were utilized.



# Global DEIB Initiatives: Uzabase Sri Lanka

In 2023, Uzabase Sri Lanka (UBSL), one of Uzabase Group’s overseas offices, made significant progress with various DEIB initiatives.

## A Great Place to Work—Certified!

In 2023, UBSL achieved a notable milestone by being named among the Top 50 Best Places to Work in Sri Lanka and securing a spot on the list of Best Workplaces in Asia, on top of being recognized as a Great Place to Work for the third consecutive year. The office continues to strengthen its supportive environment and thrive on diversity, making UBSL, indeed, a great place to work!

## Gender Diversity and Equal Opportunities

At UBSL, women constitute 51.7% of the workforce and hold 37.5% of managerial roles, surpassing the national average. The office’s flexible work culture fosters work-life balance, making UBSL a recognized and awarded diverse and inclusive workplace.

## Balancing Roles

A quarter (27.5%) of UBSL team are working parents, with a 100% return rate post-parental leave, highlighting the office’s supportive work culture for parents.



NEW

# Global DEIB Initiatives: Uzabase Sri Lanka

## Unbounded by Age

With an average age of 30, the millennial-dominated team at UBSL promotes fairness and equal opportunities, with 75% of managerial roles held by individuals aged 27 to 36.

“Flexible schedules and dynamic remote work options have helped me thrive professionally and personally.”  
— Jamal Hussain, Associate Director

## Fostering Belonging

UBSL extends its community spirit beyond annual parties and trips with monthly events such as Watercooler Sessions and Movie Nights, fostering a sense of belonging among team members.

## Giving Back to Society

UBSL’s commitment to community engagement is evident through initiatives such as a personal fundraising campaign that supported the Mallika Elders Home, an NGO dedicated to aiding elderly women in need and providing support for disadvantaged and orphaned children, highlighting the team’s strong commitment to societal contributions.



# Committing to Social Impact

Continued

## NewsPicks for WE

At the end of 2021, NewsPicks initiated a community-focused project designed to support women in their career development and enhance their work-life balance, primarily through the sharing of information. This initiative included several key actions:

- Partnering with other companies to celebrate International Women's Day with events and activities
- Launching a female leadership course in collaboration with IBM Japan
- Creating opportunities for women to share experiences and knowledge about their careers
- Producing content focused on female leaders as role models
- Covering challenges women face in healthcare, their working styles, and how companies support them (2023 and onwards)
- Showcasing case studies of companies pioneering DEIB initiatives



These efforts are directed toward increasing the number of women in decision-making roles across businesses, thereby contributing to Japan's objective of having at least 30% of executive positions occupied by women by 2030 in companies listed on the TSE Prime market—a goal highlighted by Prime Minister Fumio Kishida at the Meeting on Gender Equality on April 27, 2023.

Continued

## Making DEIB Personal: Initiatives for Every Member's Involvement

Shinpei Inoue, the editor-in-chief of NewsPicks Publishing, is committed to demonstrating the value of using NewsPicks, our business social media, as a tool to advance DEIB initiatives. Since December 2022, he has consistently shared his personal insights and experiences under the NewsPicks Topics series titled “[The Vulnerability Theory](#)” (available only in Japanese), releasing six articles in 2023. By actively engaging with his readers through these writings, Inoue aims to personalize and demystify DEIB, making it more accessible and meaningful to a broader audience.

### About “The Vulnerability Theory”

In a world that prizes strength and relentless growth, Shinpei Inoue, EIC of NewsPicks and initiator of the “NewsPicks Publishing” book label, confronts the challenging question: How do we embrace our vulnerabilities in an economy that never stops demanding more?

Inoue's journey into these questions began starkly when, despite his diligent work ethic, he found himself physically unable to move one day. This incident marked his first encounter with bipolar disorder, introducing him to a life shaped by a significant, unpredictable element.

To Inoue, being vulnerable means lacking control—a poignant realization in our journey through history where humanity has sought ever-greater dominion over its surroundings. Yet, as the modern era unfolds, the demand for control has expanded inward and outward, expecting us to master our emotions, health, and speech, ensure predictable outcomes in our performance, and exert influence over others through management.



Continued

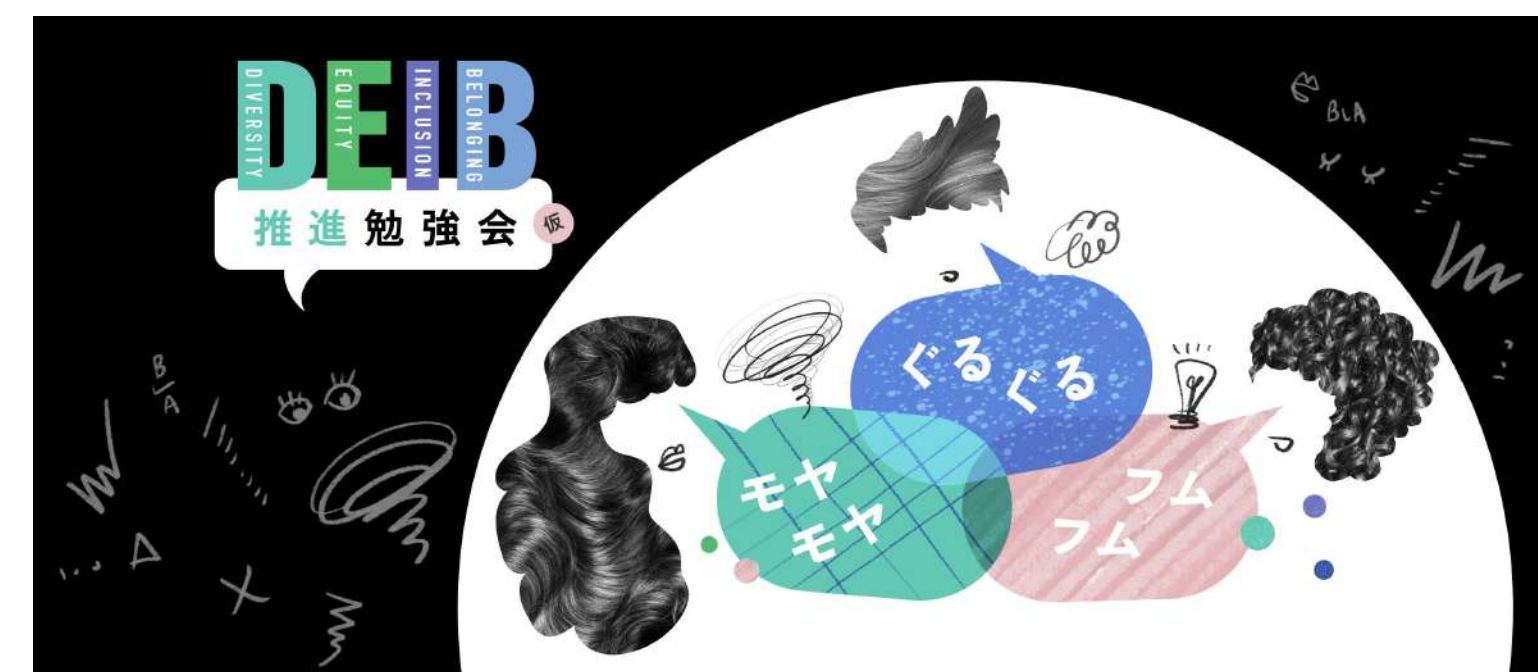
## Collaborative Learning Community Across Organizations

As more companies recognize the significance of DEIB in business management and begin to implement such initiatives, many report not achieving the level of progress they desire.

Uzabase initiated the “DEIB Study Group” in 2022, forming a learning community dedicated to sharing insights on the internal challenges experienced by those at the forefront of DEIB efforts. This group aims to uncover strategies to overcome these obstacles, exploring solutions beyond what is readily available.

The third session of this series, conducted in May 2023, welcomed Shuhei Kambayashi, the author of “How to Utilize Human Capital.” Mr. Kambayashi led a workshop focused on marrying the diversity of values with organizational growth, employing the diversity-focused team-building tool Cocolabo.

December’s fourth session introduced Hidenori Hanada, co-founder of Ambidextrous Inc. and head of Jyosei Karada Jyohoukyoku. Mr. Hanada explored topics related to awareness on women’s health and communication strategies. The goal of this session was to deepen the understanding of women’s distinct physiological characteristics and life phases, fostering a more supportive workplace environment for them.



“Leadership commitment is crucial for advancing DEIB.”

“DEIB considerations should be integral to recruitment efforts from the outset.”

Although widely acknowledged, putting these ideas into practice presents its own set of challenges. By exchanging experiences of the internal challenges faced by those leading DEIB initiatives, we seek to identify effective strategies for navigating these issues, delving into innovative solutions not easily found through conventional sources.

The establishment of these study groups and communities aims to offer a space where individuals passionate about DEIB from various organizations can convene. Here, they can openly discuss hurdles, exchange insights, and collaborate in a secure and supportive environment.

# Sustained Efforts Since 2021



Continued

## UB Care

### What Is UB Care?

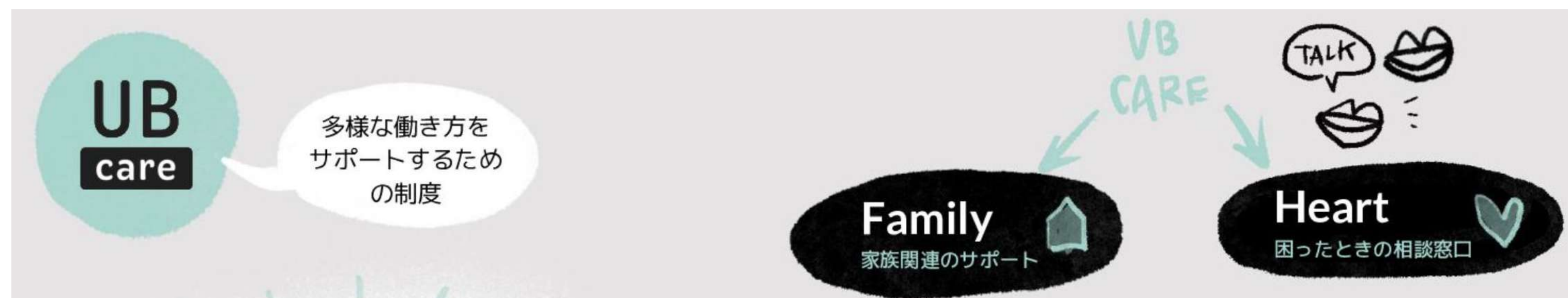
UB Care is our initiative designed to embody the value “We need what you bring,” supporting Uzabase members through various life stages. Recognizing that events such as marriage, pregnancy, childbirth, childcare, and elderly care can impact a member’s capacity to perform at their fullest, we believe these challenges should not be faced in isolation. On a broader scale, society needs to offer more robust support for individuals navigating these significant life events.

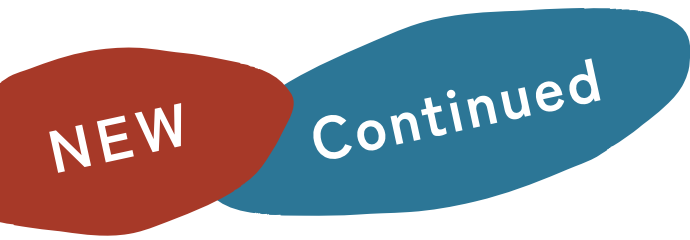
To this end, we have created a work environment that enables members to pursue their professional objectives confidently and comfortably, regardless of the life phase they are in.

For more information, refer to the [HR Handbook](#).

### What falls under our UB Care program?

- Guidance on parental leave/return from parental leave
- Family-friendly work environment
- Marriage/maternity leave & congratulatory bonuses
- Fertility treatment consultation service: Kounotori (Stork) Benefit (Japan office only)
- Babysitter subsidies and assistance for sick children/nursing care (Japan office only)
- Child education allowance (China and Singapore Office only)
- Health-related counseling (external counseling, consultation with occupational physician)





# UB Talk - Four Consultation Channels

Under the “UB Talk” initiative, the Uzabase Group provides four types of consultation support, designed to assist members during challenging times.

## Internal Helplines

Implementation Year: 2022 Cases in 2023: 3

To complement our whistle-blower system and address its formal nature, we have introduced a more approachable avenue for members to discuss sensitive issues such as harassment, leadership concerns, or team communication problems without needing anonymity.

## Nanammentor

Implementation Year: 2022 Cases in 2023: 4

This initiative enables members to have informal one-on-one conversations with mentors in senior positions from different teams. It is designed for those seeking career advice, wanting to discuss working styles, or looking to network within Uzabase.

## Mental and Physical Health Counselling

External Counseling Start Date: May 2022 Cases in 2023: 26\*

Members experiencing stress, health issues, or in need of professional counseling or a consultation with an occupational physician are provided with two options. They can consult with the designated health advisor from the People Experience team, or they can directly seek assistance from an external counselor.

## Diversability Talk (New)

Implementation Year: 2023 Cases in 2023: 1

Beginning in 2023, we offer specialized consultation for Diversability issues, managed by members certified in vocational consultation for individuals with disabilities and in employment support for individuals with developmental disability. (For details, see P34.)

\* Refers to consultations requested through the application form.

### もやもやよろず相談

こんな「もやもや」ありませんか？

- ハラスメントに該当するの判断できない
- ハラスメントまではいかないけど、もやもやしている
- 悩んでいる自分が考えすぎなのかもしれない
- 気になって困っていることがあるが上司に相談できない
- 上司との折り合いが悪く健全にコミュニケーションとれない
- チーム内でのコミュニケーションがうまくいかない
- 心理的安全性が低く感じる
- インクルージョンされていないと感じるけど、どうしていいかわからない

内部通報はハードルが高いと思われる方、もやもやとした気持ちや息苦しさがある方、抱え込まずにまずはご一報を。うまく表現できなくても大丈夫です。お気軽にご相談ください。

詳細は[こちらのスライド](#)をご覧ください。

UZABASE 7

### ナナメンター

キャリアにや仕事上の悩みはもちろんのこと、ちょっと違う事業/職種の人と話してみたい、横のつながり斜めの上のつながりがほしいなど特にテーマは問いません。

こんな悩みがあるけど、誰と話したらいいかわからない、という方は事務局でマッチングさせていただくことも可能です！

メンタープロフィールは[こちら](#)

UZABASE

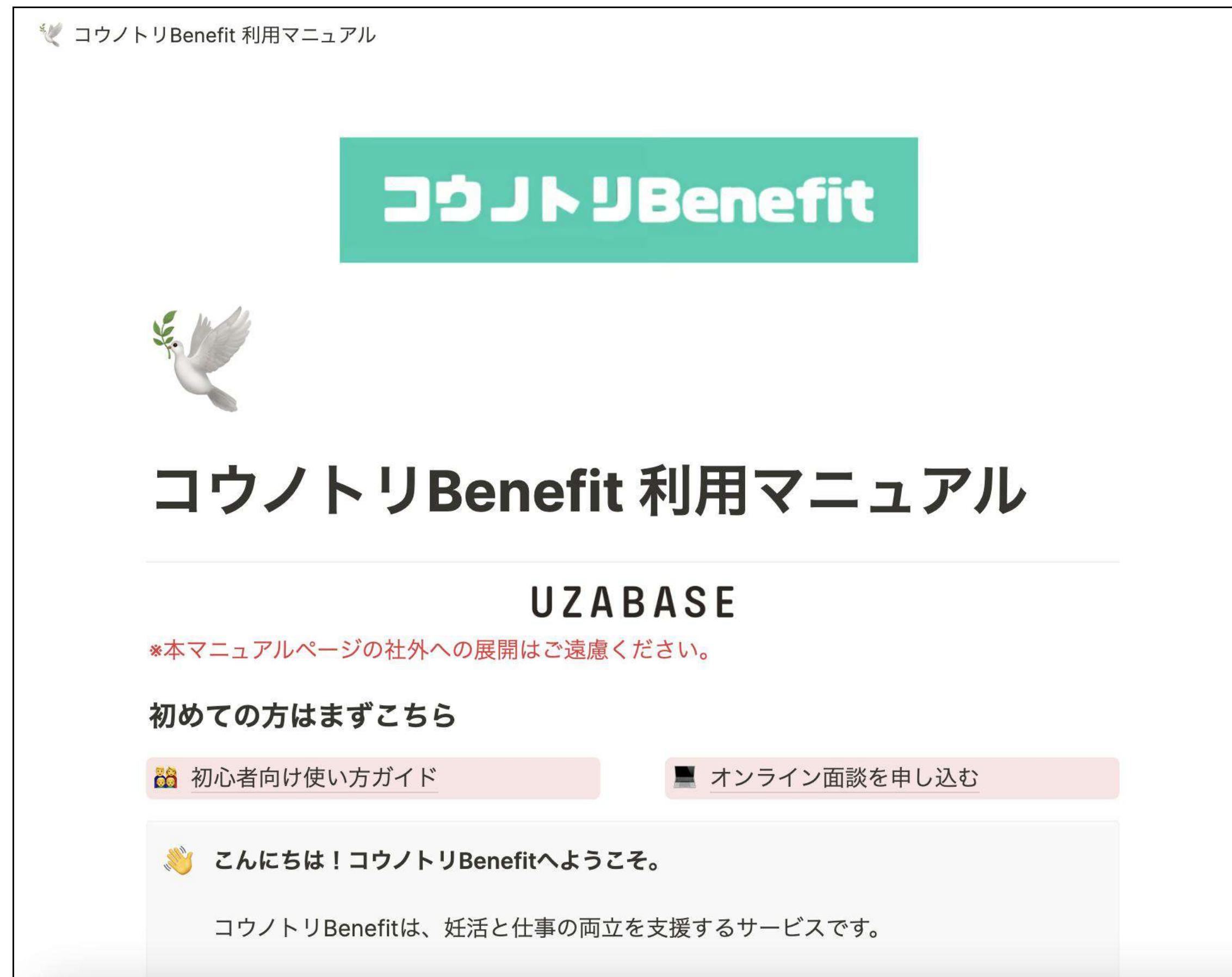
Continued

## Fertility Treatment Consultation Service

Within the UB Care program, the Kounotori (Stork) Benefit for fertility treatment consultation was introduced in 2021. This service has been widely utilized, with many participants highlighting the psychological safety it provides. Looking forward, we aim to expand our support through seminars and events not only for those considering or undergoing fertility treatments but also for other members, to aid in planning their futures.

### Usage Statistics

- Total number of users (from Nov 1, 2022 to Jan 1, 2024): **56**
- Cases resulting in hospital/clinic referrals: **17**



The screenshot shows the title page of the 'Kounotori Benefit Utilization Manual'. At the top left, it says 'コウノトリBenefit 利用マニュアル'. Below this is a green banner with the text 'コウノトリBenefit' in white. To the left of the banner is a white dove with a green olive branch. Below the banner is the title 'コウノトリBenefit 利用マニュアル' in large black characters. Underneath the title is the 'UZABASE' logo. A red asterisk note reads: '\*本マニュアルページの社外への展開はご遠慮ください。' Below this is the heading '初めての方はまずこちら' followed by two buttons: '初心者向け使い方ガイド' and 'オンライン面談を申し込む'. At the bottom, there is a white box with a hand icon and the text 'こんにちは！コウノトリBenefitへようこそ。' followed by the description 'コウノトリBenefitは、妊活と仕事の両立を支援するサービスです。'

Continued

## Self-Care Navi

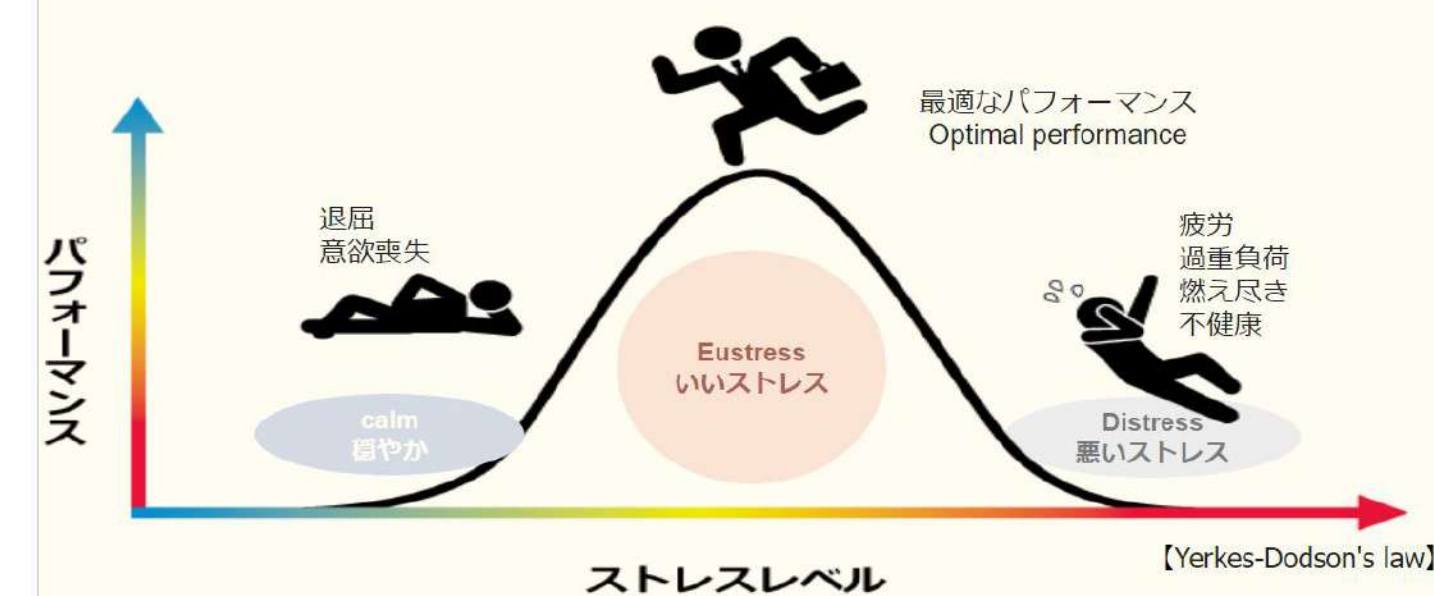
At Uzabase, prioritizing the physical and mental well-being of our members is key to maintaining their engagement with new challenges. To this end, we host monthly online seminars focused on stress management, covering four areas of content. These seminars feature speakers who are external licensed psychologists and clinical psychologists. New members, who have been part of the company for less than three months, are mandated to attend three sessions, whereas attendance for other members is voluntary, allowing them to join based on their individual needs.

### Purpose

- To educate members on the nature of stress and the importance of self-care
- To enhance individual awareness of stress and offer strategies for preemptive issue prevention
- To offer techniques for managing mental and physical exhaustion and guidance on seeking further advice



### ストレスは人生のスパイスである



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