



Masahiko Uotani

Keidanren *Women's Executive Network*

Leadership Mentor Program

Beauty Innovations for a Better World



Keidanren Women's Executive Network

Leadership Mentor Program Vol.20

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Diversity as a driver of growth – The Power of People

What does Shiseido need in its aim to become a "Global Company with Our Heritage"? At the heart of this question lies diversity and inclusion. The more that people of diverse backgrounds gather together, the more new value is created, enhancing the capabilities of both the company and its employees.

To date, we have focused on the workplace and spoken to a total of 80,000 people. Also, to aim for truly global management, in 2016, we introduced a matrix style of management. Giving local people in positions of responsibility greater authority and removing the glass ceiling not only raised our employees' motivation, but it also started to attract, like a magnet, outstanding people who wanted to work where good people worked. We also concentrated on the divisional head level, where there were comparatively few women, and placed efforts into succession plan reform. From January next year, we will realize the ultimate "right person for the right job" strategy, with reforms such as adopting an executive officer system and position-based employment. This will ensure that people suited to specific positions can be appointed to those positions, regardless of their gender, age, or nationality. Simultaneously, externally as well, we will place efforts into the activities of 30% Club Japan, which aims to raise the percentage of female executives, in the hope

that those efforts will spread from the large companies to small and medium enterprises, and onto society as a whole.

My Leadership Principles

To transform the company, it is important to move people's hearts. The crucial way to achieve this is not to lose Japan's wonderful culture and values, even in the midst of global expansion, but to combine it with the best parts of the West. In fact, there are many Westerners who have joined Shiseido because they empathized with Shiseido's long tradition of insistence on quality down to the finest detail and our culture that values its people. In addition, while micro-management by leaders in the workplace is not desirable, the fact remains that there are latent problems in those workplaces, which necessitate a hands-on approach. Further, just like the fable of the sun being stronger than the north wind, when staff are feeling hopeless or intimidated, loud pep talks are not the way to deal with them. Instead, we need to commit to investing in our people. Finally, when diverse people are involved, it is vital that they have a common set of values. Shiseido's mission is to give people energy and confidence through cosmetics and to make them feel happy. If our employees around the world, who identify with that mission, give each other ideas in a flexible organization, then good things are sure to result.

Mentor Profile

Masahiko Uotani

Chair of Committee on Diversity & Inclusion, Keidanren
Representative Director, President and CEO, Shiseido Co., Ltd.

In the history of Shiseido for more than 140 years, he became the first president from outside the company. He has been leading a tremendous transformation for becoming a "Global Company with Our Heritage." Based on the belief that diversity drives growth, he promotes a change focusing on "people." He takes the harsh environment of Covid19 as an opportunity for further reforms and is accelerating utmost efforts for being a company where women shine and promoting hybrid working styles.

