

**Memorandum of Understanding on Cooperation between
KEIDANREN and 30% Club Japan to Promote Diversity**

December 18, 2019

※The official text is the Japanese version.

KEIDANREN (Japan Business Federation) and 30% Club Japan, sharing an understanding of the importance of promoting women's active participation in the workplace and greater diversity in Japanese companies as a means of contributing to companies' sustainable growth and improving corporate value in the medium to long term, hereby agree a memorandum on cooperation as detailed below.

Summary and Purpose

1. This memorandum puts forward a framework for cooperation between the two parties with regard to promoting women's active participation and diversity in the workplace.
2. Cooperation between the two parties will focus on encouraging active participation by women and greater diversity in Japanese companies. The two parties will carry out activities to this end based on their shared recognition of the importance of encouraging greater diversity in senior decision-making bodies within companies.
3. It is hoped that cooperation between the two parties will help to establish a working environment in which diverse human resources can make full use of their abilities, leading to sustainable growth for Japanese companies.

Nature of Cooperation

1. Exchanges of information and opinions regarding measures to promote women's active participation and diversity
 - Exchanges of information on activities and best practices undertaken by the two parties and their member companies, as well as exchange of opinions with the aim of optimizing such measures in the future
 - Coordination with the aim of strengthening the basis of both parties' activities
2. Event organization
 - Joint organization of events and gatherings
 - Reciprocal assistance through invitations and dispatch of speakers to events held by either party
3. Publicity and information
 - Communicating information to other companies, media, and other important stakeholders in the area of encouraging women's active participation and greater diversity