

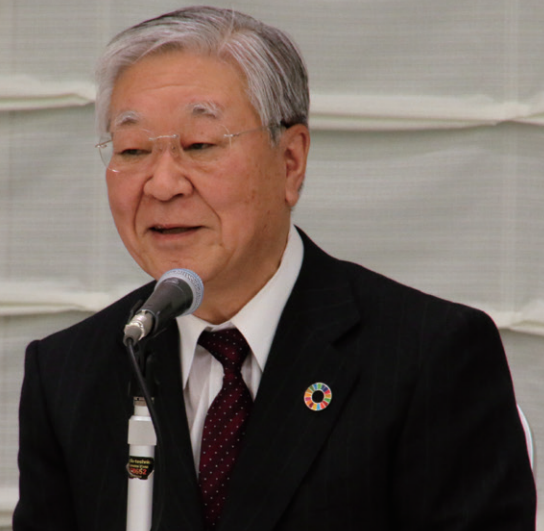


# Hiroaki Nakanishi

Keidanren Women's Executive Network

## Leadership Mentor Program

### Diversity – An Essential for Players Who Create Change



#### Keidanren Women's Executive Network

### Leadership Mentor Program Vol.13

January 15, 2019 Keidanren Kaikan, Otemachi, Tokyo

#### Keidanren's "Society 5.0 for SDGs" Vision and Hitachi, Ltd.'s "Social Innovation" Business

Keidanren is moving forward with its vision for "Society 5.0 for SDGs," a new growth model that blends the perspectives of finding solutions and creating the future. Society 5.0 can be expected to make significant contributions to the achievement of the sustainable development goals (SDGs) that the United Nations laid out in 2015. Going forward, corporations will be expected to set their sights on the creation of Society 5.0 and engage in business activities that extend beyond the pure profit motive to deliver benefits to society as a whole.

Hitachi is currently engaged in its Social Innovation business. This was one of the background factors that helped shape my views regarding "Society 5.0" as a concept for the activities of Keidanren. Today, society is burdened by an array of increasingly complex challenges while the needs and expectations of customers continue to diversify. This reality has compounded the many issues that call for solutions from the corporate world. Years ago, manufacturers were confident their products would sell if they were of good quality. However, that view on its own is no longer enough to support a business enterprise today. Companies these days must transform themselves into players that "create change," that is, by delivering merchandise with added value that surpasses customer expectations and giving customers what they really want. Society now expects companies to have the ability to engage in dialogue with a diversity of people and take all viewpoints into account.

Assuring diversity has become a must, and companies will be rated on how seriously they act to achieve it.

#### The Expectations Placed on Leaders

Business leaders will be expected to have the skills to flexibly respond to world trends and changes and identify opportunities for new business. In the solutions business, they will need good interpersonal communication skills as well as the ability to recognize other people's thoughts and the value of things. For these reasons, I want all female executives in positions of leadership to implement (1) have a vision and show the direction; (2) always think positive; (3) show the determination to make tough decisions when necessary; (4) interact with diverse individuals to gain broad perspectives and have flexible ways of thinking; (5) constantly create change and exemplify innovation; and (6) get your message across as leaders. Through my own business experiences overseas, I have come to realize the importance of open-minded discussion in my dealings with people from diverse backgrounds. To have a stronger impact on men in positions of leadership, I want you to be ready to step up and be actively engaged in every matter of importance and communicate that enthusiasm to your counterparts both in Japan and abroad.

As corporate officers, each and every one of you has a heavy burden of responsibility to shoulder. As women in positions of leadership, I want you to share in the role of carrying the quest for diversity to the next level.

#### Mentor Profile

### Hiroaki Nakanishi

Chairman, Keidanren  
Executive Chairman, Hitachi, Ltd.

Joined Hitachi, Ltd. in 1970 after graduating from The University of Tokyo with bachelor's degree in engineering. Later obtained a master's degree in computer engineering from Stanford University in the U.S. Appointed Managing Director of Hitachi Europe, Ltd. in 1998. Assumed concurrent posts of Vice President and Executive Officer, General Manager, Global Business, and Chief Executive for Europe, Hitachi, Ltd. in 2003. Became Senior Vice President and Executive Officer, Chief Executive for North America, Hitachi, Ltd. with concurrent posts as Chairman and CEO of Hitachi Global Storage Technologies, Inc. in 2005. Appointed Representative Executive Officer and President of Hitachi, Ltd. in 2010. Assumed posts of Chairman and CEO, Hitachi, Ltd. in 2014. Appointed Executive Chairman, Hitachi, Ltd. in 2018 (current post). Has served as Chairman of Keidanren since 2018.

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