



With Employees

Acceleration of Diversity Initiatives to Foster Companies and Workplaces Where Anyone Can Prosper



M-Wing Leaders' Roundtable Discussion



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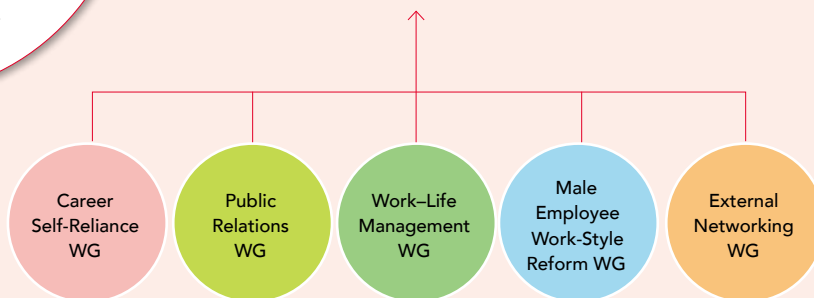
Note: Positions as of July 31, 2019

About M-Wing

M-Wing is a diversity promotion project launched by Maxell in 2013. Selected from among various divisions, M-Wing project members advance project activities and coordinate with the secretariat and with supporters from the general affairs department, presenting their results (reports and measure proposals) to members of management and their supervisors, twice a year.

Theme for Fiscal Year 2018

Fostering of Companies and Workplaces Conducive to Contributions by All



WG	Targets	Major Activities
Career Self-Reliance	<ul style="list-style-type: none"> Enable all employees to develop career self-reliance 	<ul style="list-style-type: none"> Career workshops by members Preparation and implementation of e-learning programs for employees
Public Relations	<ul style="list-style-type: none"> Transmit messages to have all employees realize how diversity relates to them 	<ul style="list-style-type: none"> Promotion of employee understanding on M-Wing activities Publication of M-Wing newsletters to raise awareness among employees
Work-Life Management	<ul style="list-style-type: none"> Reform awareness of work styles and leave-taking 	<ul style="list-style-type: none"> Guideline preparation, distribution, and briefings Transmission of messages from users of internal welfare systems
Male Employee Work-Style Reform	<ul style="list-style-type: none"> Curb the quitting of employees due to care for family members 	<ul style="list-style-type: none"> Fostering of workplace environments and cultures for male employees to acquire child-care, caregiver, or paid leave as matter of course
External Networking	<ul style="list-style-type: none"> Accelerate M-Wing activities 	<ul style="list-style-type: none"> Visits to benchmarking companies to identify situation at Maxell Sharing of prime examples of activities by other companies



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The Maxell Group achieves rapid growth by synergizing its businesses through the MBP. Uniting the various companies of the Group, each of which has its own unique culture, in order to grow together requires that we foster companies and workplaces where anyone can prosper. Diversity at the Maxell Group is promoted by M-Wing project members selected from various divisions. The pages that follow recount a discussion between the leaders of each working group of the M-Wing project in which they explain their commitment to promoting diversity through the project's activities (held in July 2019).

Characteristics of Maxell's Diversity Promotion System

Tanaka: The M-Wing project is divided into five working groups. The External Networking WG seeks to accelerate M-Wing activities. To this end, members visit companies at the forefront of diversity promotion to gain information on concrete initiatives that can be proposed to other working groups. Learning from and comparing with other companies help us identify where Maxell lies on the spectrum, enabling us to advance initiatives for spreading awareness among management and employees.



Shibata: The Public Relations WG is tasked with transmitting information on M-Wing

activities, and the company intranet is our primary venue. President Yoshiharu Katsuta has stated that "diversity and management are one and the same." Meanwhile, we (M-Wing members) are engaged in activities to promote diversity. In this manner, diversity at Maxell is promoted through both a top-down and bottom-up approach. The Public Relations WG has thus sought to communicate this fact.



Minamimoto: The Male Employee Work-Style Reform WG has been endeavoring to foster workplace environments and cultures for male employees to acquire childcare, caregiver, and paid leave as matter of course. Initiatives for promoting the acquisition of childcare leave have been a consistent part of the M-Wing project. In

fiscal year 2018, we focused on providing information based on the theme of "balancing work and nursing care." This decision was predicated on our desire to encourage those of management age level to view diversity as a matter that relates to them. What makes M-Wing unique is the way it allows project members to freely choose the targets of their initiatives.

Shintani: The Work-Life Management WG sought to reform awareness of work styles and leave-taking. The fiscal year 2017 equivalent of this working group was the Work-Life Balance WG. During that year, our goal was to compile the Company's various employee welfare systems into an easy-to-understand format and to spread awareness of these systems. In fiscal year



2018, we prepared guidelines on work styles and leave-taking to raise awareness. The activities of each working group evolve on a yearly basis.

Hiroi: The Career Self-Reliance WG aimed its activities at increasing Companywide understanding and awareness for career self-reliance for the purpose of helping foster companies and workplaces where anyone can prosper. In this undertaking, we received support from the managers of general affairs departments of various divisions, which was a powerful asset in conducting workshops and e-learning programs. I feel that the M-Wing framework is highly effective in that it has enabled us to receive support for Companywide initiatives from individuals who can bridge the gap between different divisions.

Key to Promoting Diversity

Shintani: At the end of the day, promoting diversity requires making employees realize that it relates to them.

Shibata: The activities of the Public Relations WG focused on transmitting messages to help people realize how diversity relates to them. There are a lot of people who think that promoting diversity is simply about making



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workplaces more accommodating to female employees. For this reason, we need to make people aware of the fact that diversity initiatives are actually for promoting diversity in the true sense of the word. We can foster such awareness among back-office divisions by transmitting information through computers. When it comes to employees in factory positions that do not involve sitting in front of a computer, we need to figure out other methods, such as posters or printed newsletters.

Tanaka: Maxell's employee welfare systems were almost exactly the same as those of the diversity forerunners with which we compared. The main difference was the low awareness of these systems. There is thus a need to make employees realize that the systems exist for their own benefit.

Hiroi: When the project started its activities,



there was not much awareness regarding career self-reliance. One's career is not limited to their work, but rather encompasses their educational history and all other areas of life. Accordingly, career development is the process of setting a goal for one's life and exercising autonomy in acquiring the knowledge and skills necessary for accomplishing this goal. Through our workshops and e-learning programs, we have seen an increase in interest in career self-reliance, and we are finally poised to begin full-fledged career self-reliance initiatives.

Shintani: In the M-Wing program, we report on our activities and propose members through presentations to management, including members of senior management and the supervisors of project members twice a year. In this formal setting, there is a temptation to try to have everything wrap up nicely in one's report. I tried to resist this temptation in my reports. Employee surveys reveal some rather scathing opinions. I feel obligated to present these opinions, or rather, as M-Wing is the only venue for communicating such input, I feel driven to do so. In this manner, I took care in my reports to avoid attempts at presenting clear conclusions in order to prevent our initiatives from being only for temporary purpose.

Achievements through Participation in M-Wing

Shintani: Venues for earnest discussion with

people from departments and divisions not linked to one's work are quite rare. Through my participation in M-Wing, I was able to interact with such people in a manner that transcended the boundaries between us. It was an edifying experience that enabled me to engage with a diverse range of perspectives that differed from my own.

Hiroi: M-Wing is an opportunity to broaden one's horizons. Participation in M-Wing inspired me to think about my own career. I learned much as I went about the project activities while thinking of how we should solicit and promote the ideas we were advocating.

Minamimoto: I became a member because I was selected. However, by participating in the project, I was immediately impressed by the dedication of the other members. I could truly



see that they were committed to bettering the Company. I am incredibly fortunate to have had the opportunity to participate in M-Wing.

Tanaka: The M-Wing project entered into its seventh year in 2019. At other companies, it is common for such diversity promotion projects to be advanced by members of dedicated divisions or human resource divisions. Maxell is therefore relatively unique in that such initiatives are spearheaded by a project team comprised of employees selected from various divisions. M-Wing working group activities commenced in 2016, and each year around 25 employees are assembled to take part in these groups. This means that the aggregate total of employees taking part reached around 100 in 2019, roughly 5% of Maxell's total employee base. Going forward, I hope that more employees will participate in M-Wing to create a cycle in which younger generations will be involved in the project when our generation is in higher positions within the Company. Diversity promotion initiatives are like Kampo medicine (herbal medicine); their real benefits emerge from continuation.