



**Asia-Pacific
Economic Cooperation**

Good Practices on Gender Diversity in Corporate Leadership for Growth

**Policy Partnership on Women and the Economy
(PPWE)**

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Executive Summary

1. Purpose of the Survey

This survey was undertaken by KPMG AZSA LLC entrusted by the Ministry of Economy, Trade, and Industry in Japan. In the survey, we focused on how the appointment of women directors would enhance corporate values and conducted a case study targeting leading companies in the APEC economies on examples that are considered to have brought a positive impact on the growth of the company. In this report, the term of “women directors” refers to both women directors and women senior executives.

2. Outline of the Survey

The survey was conducted between June and October 2016. We formulated “the Mechanism to improve corporate values by the appointment of women directors”, interviewed with companies which had advanced diversity activities, conducted web and bibliographic survey on companies, and summarized case studies of each company. The economies where the interviewed companies located were Canada; Japan; Korea; Malaysia; Mexico; the Philippines; and Viet Nam. We summarized the selected 21 companies’ activities as a case study based on web information, sustainability or annual reports and the interviews.

3. The survey framework

First, we examined factors/pathways on an appointment of women directors enhancing corporate values by review of earlier studies and company reports. Based on the results, we assumed "the Mechanism to improve corporate values by the appointment of women directors" and selected companies that make advanced diversity activities based on recommendations from organizations promoting the increase of women directors and diversity etc.

4. The Mechanism to improve corporate values by the appointment of women directors

By appointing female board members as part of Diversity and Inclusion (D&I), companies will be able to improve their corporate values. In this survey, we considered the mechanism of this effect, and concluded the following as “the Mechanism to improve corporate values by the appointment of women directors.”

- The management commit strongly that they promote diversity and inclusion in close association with the core business strategy. As a part of that, women directors are appointed and promotes D&I efforts in terms of the following four elements.

- Market development: Women directors play active roles in understanding market needs based on their own new perspectives, and offer new products and services rich in innovation and creativity. They also utilize their unique external network to expand business. These endeavors develop new markets and expand revenue.

- Effective leadership: By appointing women directors, companies can encourage female employees currently at lower positions to be appointed as senior management roles. Women leaders also value a wider range of proposals, exercise excellent decision making ability, and become role models for female employees. Additionally, they utilize internal networks for female leaders and enable more women active as a leader, and make a more adequate decisions.
- Talent pooling: Women director take initiatives to offer equal opportunity to all employees, build a flexible working environment, promote human resources development, and improve employee satisfaction. As the result, companies will attract high capable talent, and they will be able to accumulate them as assets.
- Governance: Appointment of women directors in the decision making body build a sound governance structure with active discussions and reducing risks. In addition, building the D&I promotion structure, setting KPIs (Key Performance Indicators) on diversity as a goal and disclosure, and executing social responsibility, will improve the company's reputation. As the result, the board of directors will function effectively and realize better governance.

【The Mechanism to improve corporate values by the appointment of women directors (Outline)】



The below section explains each factor and introduce related (extracted) examples.

Strong Involvement by the Management 【A-1】	Close Association with the Business Strategy 【A-2】
<p>In order for diversity and inclusion initiatives to reliably lead to enhance company values, the management needs to understand their importance and promote them firmly.</p>	<p>Effects can be demonstrated by having the management taking in initiatives of diversity into business strategies/activities of the company, and also by closely linking the diversity aims together with business targets.</p>

<p>【Calbee】 Under the policy “without diversity, Calbee cannot grow. ” that announced by the Chairman, Akira Matsumoto, the company has sought to enhance diverse work environment.</p> <p>【Digi】 In Digi’s 2020 ambition, the company puts importance to four categories including “Winning team” where the diversity is one of significant issue.</p> <p>【Manulife】 Manulife is committed to creating an inclusive environment where diversity and diverse perspectives are respected, engaged and celebrated to drive innovation, customer satisfaction, and growth.</p> <p>【QBE GSSC】 Diversity and inclusion is regarded as the fundamental key of Value Creation Model (VCM).</p>

Market Development 【B-1】 – Responding to diverse market needs	
<p>New Perspectives 【B-1-1】</p> <p>By having women directors bring in new perspectives into the decision making process of product developments, results that are different from before could be derived. In addition, proposing new business developments based on their own ideas can contribute to profit expansion.</p>	<p>Understanding Market Needs 【B-1-2】</p> <p>Based on their own experiences, women directors would be able to incorporate market needs due to their deep understanding of the consumer's decision-making process. By properly understanding the needs of the market, it will be possible to provide new products and services.</p>
<p>Innovation and Creativity 【B-1-3】</p> <p>Promoting diversity brings further innovation and creativity by acquiring viewpoints different from the traditional. Women directors can promote innovation activities, and encourage emergences of teams rich in creativity.</p>	<p>External Networking 【B-1-4】</p> <p>Taking advantage of the external networks that women directors have, it will be possible to foster business. Having more contacts with external parties enables women directors to come in contact with diverse information, which can be utilized for own work as well as for business activities of the organization.</p>

【ATM】 Leticia Rodriguez, the female CEO, utilized her knowledge as a lawyer and developed the business based on compliance of the federal, the state and local regulations.

【Isobar Vietnam】 Denise Thi, the female CEO, differentiates Isobar Digital Marketing from others, by providing a holistic approach in integrated digital communication both in strategic planning and excelling result-oriented deployment.

【TRAPHACO】 Thanks to the strategy and leadership of Vu Thi Thuan, the female CEO, TRAPHACO has succeeded by differentiating the company from peers in the market by focusing on research and development and applying modern technology in traditional medicines.

【Lawson】 Women directors throw opinions from respective professions as a specialist and also as a common user, providing fresh and useful stimulus to other participants of board meetings.

Effective Leadership 【B-2】 – Promotion of business activities by better decision making

<p>Appointment of Women to Senior Management Roles 【B-2-1】</p> <p>By having women directors appointing female staff to upper management roles under the idea of putting the right person in the right job while ensuring opportunities are equal between both genders, the number of female leaders will increase.</p>	<p>Wide Range of Proposals and Decisiveness 【B-2-2】</p> <p>A woman with patience, flexible perspective and communication ability who become a leader would enable constructive response to a wide range of proposals raised by diverse talent. They are also able to make more appropriate decisions by excellent decisiveness.</p>
<p>Role Models 【B-2-3】</p> <p>The presence of open-minded women directors in the company makes it easier for other employees to imagine role models in diverse leadership positions.</p>	<p>Internal Networking 【B-2-4】</p> <p>By building internal network for female leaders in a company, women on leadership role levels can have opportunities to think about how to approach their work and their careers.</p>

【Sun Life Philippine】 In Sun Life Financial Philippines, approximately half of the executive team and directors, even the next level down, are female.

【KOLON Eco One】 Soo Young Lee, the female CEO, believed that the company should take risks if the company expects great return in the future. Finally, she closed the deal of M&A.

【Daehong】 Sunmi Park, the female director, currently, leads 16 teams with 92 subordinates and manages more than 200 advertisement projects on average per year, including approximately 120 TVCF projects.

【Philippines AirAsia】 The company’s CEO is a woman and there are four women senior managers. This provides a good idea of just how much women take on the role of leadership in the company.

Talent Pooling [B-3] – Securing and utilizing talented human resources

Fair Human Resources Management [B-3-1]

By incorporating diversity into human resource management, through employee skill development and fair performance evaluations, employee's equity will be promoted. Women directors serve as good supporters of this human resource management, and become promoters of fair evaluations.

Flexible Working Environment [B-3-2]

Through women directors taking the lead and increasing the flexibility of work arrangements and career plans, it will be possible to provide employees with more diverse options in their work.

Human Resources Development and Training [B-3-3]

In order for the employees to fully demonstrate their abilities, a company provides the human resources development programs and trainings. It is necessary to establish an environment providing a fair opportunity for both men and women to positively participate in those programs.

Improving Employee Satisfaction [B-3-4]

If there are many women employees in the company, it is possible to improve the employee satisfaction by respecting their opinions and incorporating their own experiences in the management improvement.

【PETRONAS】 DATO' RAIHA AZNI ABD RAHMAN, the female director, takes a leading role in human resource transformation.

【Mexico Fresco】 Adoración Hernández, the female CEO, believes that an egalitarian labor environment raises the corporate value, as the two genders' complement views, opinions and perspectives.

【J&J Japan】 Considering together with officers and ERG (Employee Resource Group), a whole of J&J group have been positively improving systems to support them.

【DHG Pharma】 DHG Pharma is also focused on continuously improving employees' competency in technical-leadership. Thus, women directors/leaders are nurtured and developed greatly and become efficient leaders.

Governance [B-4] – Improving the effectiveness of the governance function

Building a Sound Governance Structure [B-4-1]

Adding women directors in the Board is expected to produce statements and opinions from different viewpoints compared with the conventional ones by male executives, bringing a new point of view and opinions to the table, stimulate more active discussions, and build a sound governance system.

Building the D&I Promotion Structure [B-4-2]

Building a promotion structure for diversity and inclusion, the efforts can be evaluated periodically. Women directors can be expected to serve as positive promoters and supporters of the D&I promotion structure in order to stabilize the initiatives.

Goal Setting of KPIs and Disclosure [B-4-3]

By setting KPIs (key performance indicators) related to diversity in relation to various businesses, and by monitoring or publicizing them regularly on the board member level, diversity would become an ongoing effort, and can be evaluated from within and without the company.

Social responsibility [B-4-4]

Diversity and inclusion helps companies fulfill their social responsibilities, being closely related to regional communities. Women directors skilled in communication bear the aforementioned social responsibilities and can contribute to the improvement of a company's reputation.

【Media Prima】 The ratio of women directors on the Board is 33% and that was because of the focus by the Group Chairman and the CEO.

【Purolator】 Purolator has the National and the Regional Council which tracks by using a matrix of the deliverables, monthly reports to the senior vice president.

【SHELL Malaysia】 Management monitor i) the representation of women in senior leadership, ii) the diversity in the ethnicity, nationality and gender of senior leadership, and iii) Diversity and Inclusion Indicator.

【CIBC】 CIBC sets a goal between 30 and 35% of women executive by 2018. In order to increase the senior level women, CIBC has a strategy and approach to bring senior women inside and outside of the bank.

【KAY International】 Maria Teresa, the female CEO, also worked closely with María Esther Zuno, Mexico's First Lady). Working together they achieved a change in the role of women role in Mexico.

1 Purpose of the Survey

The economic empowerment of women is one of the important growth strategies in APEC. In order to realize a sustainable economic growth, efforts of promoting women activities have been made in various countries.

In particular, improvement of the gender gap in leadership positions is a common challenge in all countries. Systems and programs to promote an appointment of women directors have been discussed and introduced in many countries, and Japan is no exception. However, the realization of that should not be only for the form, as it is necessary to lead for improvement of corporate values.

Therefore, focused on how the appointment of women directors would enhance corporate values, we conducted a case study targeting leading companies in the APEC economies on examples that are considered to have brought a positive impact on the growth of the company. As an APEC project, this survey was conducted by an initiative of the Ministry of Economy, Trade, and Industry in Japan. We expect that the survey results will be shared with the APEC economies, lead an agenda on women empowerment in the APEC meeting, and contribute to the comprehensive growth of the Asia Pacific Region.

2 Outline of the Survey

This survey was ordered by Ministry of Economy, Trade, and Industry, Japan in cooperation with APEC economy related organizations, and the interviews and reports for each company were compiled by KPMG AZSA LLC.

The survey was conducted between June and October 2016. We formulated “the Mechanism to improve corporate values by the appointment of women directors (including women senior executives)”, interviewed with companies which had advanced diversity activities, conducted a web and bibliographic survey on companies, and summarized case studies of each company. Formulating the Mechanism, we also conducted a review of previous studies, interviews with companies and organizations which promote diversity activities.

In addition, for the interviews, under the cooperation of APEC economies and APEC secretariats, we selected companies that make advanced diversity activities based on reviewing reports about diversity in companies and recommendations from those organizations. Through the interviews, we confirmed the integrity of the above-mentioned mechanism by investigating a concept of promoting diversity, contribution by women directors, specific measures, in total 21 companies in the APEC economies. The economies where the interviewed companies were located are Canada; Japan; Korea; Malaysia; Mexico;

the Philippines; Viet Nam. We summarized the selected 21 companies' activities as a case study based on web information, sustainability or annual reports and interviews.

First, we explain the framework of the survey and “the Mechanism to improve corporate values by the appointment of women directors”, afterwards we introduce case studies of each company.

3 The survey framework

With regards to the survey framework, it was carried out as below.

I. In order to examine factors/pathways on appointment of women directors enhancing company values, the items below were checked with regards to earlier studies and company reports.

- Factors that contribute to corporate value improvement

In order to explore the relationship between women directors and the corporate value, first we investigated the factors that contribute to the improvement of corporate value. The factors include human, physical and financial resources, information resources, and intellectual resources¹. In addition, the International Integrated Reporting Framework, which the International Integrated Reporting Council (IIRC) proposed for the purpose of explaining the importance of organizational efforts for long-term value creation to capital providers, categorized capitals as financial, manufactured, intellectual, human, social and relationship, and natural².

- The criteria of ESG investment³

Institutional investors practicing ESG highly prioritize governance and pay close attention to the effectiveness of diversity in a decision-making body. And they are also strongly interested in corporate frameworks that aim to nurture female leaders and expand their candidates for further organizational advancement of women in the future⁴.

Moreover, the criteria of ESG investment includes, for example, gender diversity in the board in assessing corporate governance in economic aspects, also assesses gender balance in social aspects, such as labor practice and human rights, and talent attraction and retention⁵.

- Relationships between the shift in the number of women directors and company values

A survey⁶ by Credit Suisse has found that there is a significant relationship between the number of women directors and company values, indicating a connection between the number of women directors and average return on equity (ROE) of companies and their total market

¹ Human Resources and Corporate Values (Akira Wakasugi) (in Japanese)

² The International Integrated Reporting Framework (IIRC)

³ The method of investment incorporating Environment, Social and Governance as a decision criteria

⁴ Research on the visualization of female employees situation in the capital markets and the utilization of non-financial information with a focus on female employees activities in the investment (Nikko Research Center, 2015) (in Japanese)

⁵ RobecoSAM Corporate Sustainability Assessment

⁶ The CS Gender 3000: Women in Senior Management (Credit Suisse, 2014)

value, using companies from all parts of the world as the subject group. ROE of companies with at least one woman director in 2013 was 12.2%, which is higher than 10.1% of companies with none. And in globally based data of total market values from 2012 to 2014, the total market value of companies with at least one woman director in the Board of Directors exceeded that of companies with none by 5%.

- Relationships between corporate strategies and gender diversity

Presumably, gender diversity is implemented in relation to corporate strategies in forward thinking companies. McKinsey has carried out an attitude survey⁷ of executives in Asian countries regarding priority of gender diversity among corporate strategic agendas. Compared to European executives where 53% considered gender diversity to be in the top 10 strategic agenda, only 30% of Asian executives felt that way. However, it was found that approximately 40% of Asian directors are thinking of trying to gradually improve on the matter within the next 5 years.

- Effects of appointing women directors

With regards to the effects of appointing women directors, a research⁸ by the Ministry of Women Affairs in New Zealand has noted several advantages as following:

- ✓ Companies with women board members outperform those with no women.
- ✓ Teams with a mix of men and women generally work better.
- ✓ Diverse groups are likely to consider a greater range of perspectives and make higher-quality decisions.
- ✓ Women may help businesses avert and solve problems more effectively.
- ✓ Women in corporate leadership provide good role models for other women.
- ✓ The presence of women at board level strengthens the company's customer base and connections to markets.

- Relationships between appointment of women directors and factors that contribute to enhancement of company values

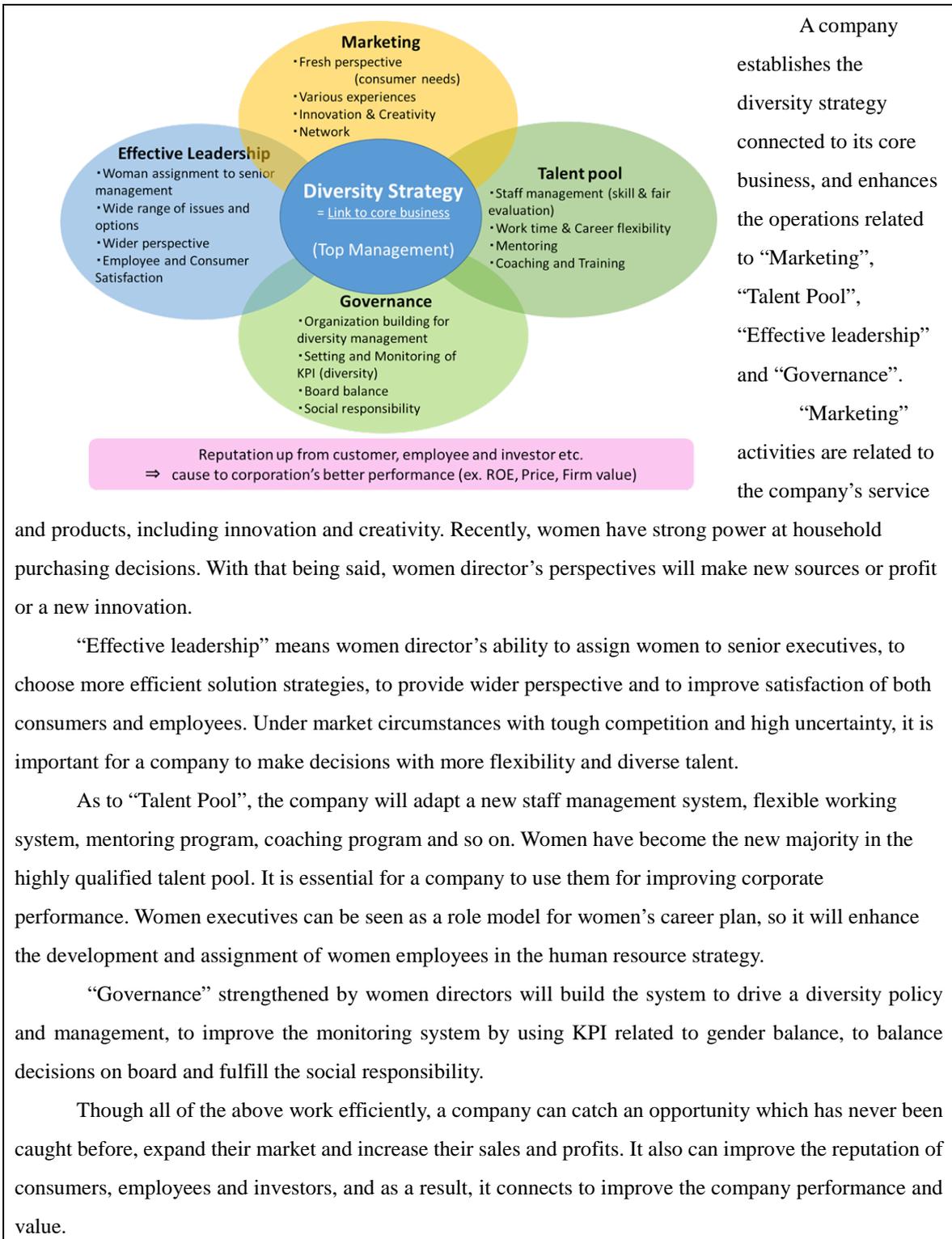
Factors that contribute to enhancement of company values in relation to appointment of women directors have been extracted from items described above, other earlier studies/literatures, company reports with statements on diversity, and articles on success of women directors.

⁷ Women Matter: An Asian Perspective (McKinsey & Company, 2012)

⁸ Women on Boards - Why women on company boards are good for business (Ministry of Women Affairs, Business NZ, Institute of Directors in New Zealand, 2009)

Among factors that contribute to enhancement of company values, what could be considered as success of women directors being especially relevant in relation to diversity management of companies are, in terms of financial resources, “marketing” ability to grasp client needs from new perspectives as well as “governance” enhancement from gender balance, and in terms of human resources, manifestation of “effective leadership” by women directors and women managers, and a wide range of matters from ideas of diversity to specific initiatives can be considered as pertinent from the perspective of “talent pooling (utilization of talents).” Detailed explanations on each factor are described in Chapter 4 “the Mechanism to improve company values by the appointment of women directors.”

II. Based on the results of above “I”, we assumed the following factors as "the Mechanism to improve corporate values by the appointment of women directors". The outline of the assumed mechanism is as below.



(Complementary explanation) Factors, pathways and impact of diversity

Factors	Pathways	Impact
Diversity strategy – Top commitment		
Marketing		
• New perspectives (Consumer needs)	To make a new market by catching the consumer needs which the company has never identified.	✓ Increase of sales by new market and wider consumer basis
• Various experience	To gain new perspective with new experiences	
• Innovation and creativity	To expand and create consumers by new products and services	
• Networking	To expand networking from the point of woman	
Effective leadership		
• Assignment of women to senior executives	To be expected that the senior executives are role models for women employees and to help keeping motivation high	✓ Increase sales
• Wide proposals and opinions	To make possible the efficient organization administration by appropriate decision making	
• Wider perspective	To expand the range of discussion by discussing with many people with various backgrounds	
• Satisfaction of employees and customers	To keep retention rate of employees high, and to make customers loyal	
Talent pool		
• Staff management – skill and fair evaluation	Appropriate staff management keeps retention rate high and prevent to lose the employees' experience	✓ Increase sales ✓ Cut costs
• Flexibility of working time and career	To prevent employment separation of well-experienced staff	
• Mentoring program	To be expected to help subordinates growing	
• Coaching program and training		
Effective leadership		
• Assignment of woman to senior executives	To be expected that the senior executives are role models for woman employees and to help keeping motivation high	✓ Cut costs ✓ Improve productivity
• Wide proposals and opinions	To make possible the efficient organization administration by appropriate making decision	

• Wider perspective	To expand the range of discussion by discussing with many people with various backgrounds	
• Satisfaction of employees and customers	To keep retention rate of employees high, and to make customers loyal	
Governance		
• Building the system for the diversity policy	To build the system or organization to keep the effect of the diversity sustainable	✓ Prevent loss ✓ Improve reputation
• Setting the goal and monitoring by KPI	To appeal the attitude for the diversity outside and inside the company by setting and announcing the KPI related to diversity and inclusion	
• Balance on board	To promote making decision objectively and well-balanced	
• Social responsibility	To respond to the problems with social impact before becoming tangible, by reacting more sensitively	

Based on the Mechanism assumed as above, we asked organizations promoting the increase of women directors and diversity and the KPMG group to recommend companies which engaged in the progressive efforts and selected interviewee companies. The following organizations cooperated in these interviews.

Organization name	Cooperators and interviewees
30% Club Malaysia ⁹	Anne Abraham (Co-founder for the Malaysia Chapter of the 30% Club, Chief Executive Officer at LeadWomen), Rozita Harun (Business Development Director at LeadWomen)
LeadWomen Sdn Bhd ¹⁰	
Canadian Centre for Diversity and Inclusion (CCDI) ¹¹	Michael Bach (Chief Executive Officer)
30% Club Canada ¹²	J. Spencer Lanthier (Founding Chair), Jennifer Laidlaw (Senior Director, Gender Diversity & Inclusion at CIBC)
Canadian Board Diversity Council ¹³	Paul-Emile McNab (Manager, Research)
WomenCorporateDirectors Foundation (WCD) ¹⁴	KPMG is a global lead sponsor. KPMG Japan, Korea and Philippines involved in the survey.

At the selection of interviewee companies, the following points were taken into account.

- ✓ To select two to three companies per APEC economy for a total of about five to six economies (at least a total of ten companies).
- ✓ To include companies with different sizes, such as SMEs, and industries.
- ✓ To select companies with female CEOs, more than one woman director and female executive officers, and further engaging in efforts relevant to the assumed mechanism.
- ✓ To focus on qualitative factors, since the effects on corporate values are often difficult to measure and tend to gradually emerge through a long term unless they are particularly obvious¹⁵.

⁹ <https://30percentclub.org/about/chapters/malaysia>

¹⁰ www.lead-women.com

¹¹ www.ccdi.ca

¹² <https://30percentclub.org/about/chapters/canada>

¹³ www.boarddiversity.ca

¹⁴ <http://www.womencorporatedirectors.com/>

¹⁵ Leveraging Diversity to Improve Business Performance (Michele E. A. Jayne and Robert L. Dipboye, 2004)

In view of the above, the following companies were selected for the interview.

Main business area in APEC	Company name	Abbreviations in the report	Main Industry
Canada	Canadian Imperial Bank of Commerce	CIBC	Finance
	Purolator	Purolator	Delivery
	Manulife Financial Corporation	Manulife	Finance
Japan	Calbee, Inc.	Calbee	Food
	Johnson & Johnson Family of Companies in Japan	J&J Japan	Medical
	Lawson, Inc.	Lawson	Retail
Korea	Daehong Communications	Daehong	Communication
	KOLON Eco One	KOLON Eco One	Energy
Malaysia	Petroliam Nasional Berhad (PETRONAS)	PETRONAS	Oil & Gas
	Media Prima Berhad	Media Prima	Media
	Digi.com Berhad	Digi	Communication
	Shell Malaysia Limited	Shell Malaysia	Oil & Gas
Mexico	KAY international *	KAY international	Manufacturing
	ATM Espectaculares *	ATM	Advertisement
	Comercializadore Mexico Fresco *	Mexico Fresco	Food
The Philippines	Philippines AirAsia	Philippines AirAsia	Airline
	QBE Group Shared Services Limited	QBE GSSC	Shared service (Finance)
	Sun Life of Canada (Philippines), Inc.	Sun Life Philippines	Finance
Viet Nam	Isobar Viet Nam *	Isobar Viet Nam	Advertisement
	DHG Pharmaceutical Joint-stock Company	DHG Pharma	Pharmacy
	TRAPHACO Joint-stock Company	TRAPHACO	Pharmacy

* Small and Medium sized Enterprise

4 The Mechanism to improve corporate values by the appointment of women directors
Based on the interview results, the “Mechanism to improve corporate values by the appointment of women directors” is defined as follows:

[Mechanism to improve corporate values by the appointment of women directors]

Background	Factors	Pathways to improve corporate values
<ul style="list-style-type: none"> • Women have significant influence in domestic purchase activities. • Diverse decisions by consumers are changing markets. 	<ul style="list-style-type: none"> ➤ Responding to diverse market needs <p>【Market Development : B-1】</p>	<ul style="list-style-type: none"> ✓ New perspectives of women directors lead to the creation of new revenue streams. ✓ Better understanding market needs leads to development of responding products and services. ✓ Teamwork with high creativity are formed through facilitation of innovation. ✓ Businesses get expanded by leveraging external networks of women directors. ⇒ <u>Development of new markets brings in better profitability.</u>
<ul style="list-style-type: none"> • In a highly competitive and uncertain market environment, it is becoming imperative to include diverse talent and reflect their opinions in the decision-making process. 	<ul style="list-style-type: none"> ➤ Promotion of business activities by better decision making <p>【Effective Leadership : B-2】</p>	<ul style="list-style-type: none"> ✓ Appointments of women to senior management roles allows effective decision-making. ✓ Women directors make excellent decisions by embracing wide range of proposals. ✓ Women directors become role models symbolizing female leaders. ✓ Internal network for female leaders are facilitated, where women become new leaders. ⇒ <u>Women advance as leaders and facilitate more adequate decision making.</u>
<ul style="list-style-type: none"> • As women advance in various aspects of society, there is a wider awareness that it is indispensable for companies to actively engage talented women in their business. 	<ul style="list-style-type: none"> ➤ Securing and utilizing talented human resources <p>【Talent Pooling : B-3】</p>	<ul style="list-style-type: none"> ✓ Fair human resources management pursues equal employment opportunities. ✓ Creating a flexible working environment brings a friendly environment for both males and females. ✓ Human resources development and training programs are established to

		<p>advance careers and form an adequate mindset.</p> <p>✓ Presence of women directors improves employee satisfaction.</p> <p>⇒ <u>The company attracts highly capable talent, which becomes the company's assets.</u></p>
<ul style="list-style-type: none"> • There is an intensifying social demand by introduction of corporate governance code and the quota regulation. • Strengthen governance is required due to needs of fraud prevention and expansion of ESG investments. 	<p>➤ Improving the effectiveness of the governance function</p> <p>【Governance : B-4】</p>	<p>✓ Diversity of board members builds a sound governance structure.</p> <p>✓ Building D&I promotion structure enables regular assessment of the efforts.</p> <p>✓ Goal setting of KPIs and disclosure invites internal and external assessments.</p> <p>✓ Social responsibility for the local community etc. is promoted.</p> <p>⇒ <u>Effective and functional board of directors leads to improved governance.</u></p>
		
<p>Promoting Diversity & Inclusion</p> <p>Strong Involvement by the Management 【A-1】</p> <p>Close Association with the Business Strategy 【A-2】</p>		

Each factor and pathway is further described in detail in the following part by referring to underlying basic ideas and case studies.

A-1 Strong Involvement by the Management

(1) Basic idea¹⁶

In order for diversity and inclusion initiatives to reliably lead to enhance company values, the management needs to understand their importance and promote them firmly. There are some difficulties in promoting diversity and inclusion. Without the management making commitments and taking responsibilities for results, it is difficult to permeate diversity to all staffs and unify the directionality of staff actions. In order to implement diversity and inclusion effectively and efficiently as well, a significant involvement by the management will be an important factor.

Promoting initiatives of diversity and inclusion, the top managements present a clear policy, and they can demonstrate their strong will and intention to proceed with the initiatives by continuously implementing consistent policies and goals. As the result of frequent messages from the directors as a part of management's activities, company-wide awareness would increase and it can be expected that the vector of the day-to-day employee behavior would be aligned.

Managements decide to actively engage in diversity and inclusion, but in order to make the decision-making go smoothly, the key is the presence of women in the Board. By supporting activities relating to diversity and inclusion as a woman director, this will lead to the entire staffs working together as one.

(2) Case studies

【Calbee】 Under the policy “without diversity, Calbee cannot grow.” that announced by the company's Chairman of the Board, Akira Matsumoto, mainly led by the Diversity Promotion Committee, has sought to develop and enhance its structure and diverse work environment.

【J&J Japan】 The management and Human Resources Division initiate D&I activities. Diversity and inclusion practices in each company were introduced as well as policies to create innovation by promoting Diversity & Inclusion as a whole of J&J group were announced by presidents of all groups.

【Lawson】 The Chairman & CEO and President & COO cooperating with the Human Resources Division have assigned an officer in charge of diversity to promote the design, and operated an arrangement of necessary programs.

¹⁶ Reference: The 21st International Conference for Women in Business http://www.women.co.jp/conf/report/talkshow_01.html (in Japanese), Diversity in the Corporate Setting (Ali Algahtani, 2013), Leveraging Diversity to Improve Business Performance (Michele E. A. Jayne and Robert L. Dipboye, 2004)

【Media Prima】 Having a very inclusive the Chairperson and CEO, especially about diversity, makes a huge influence on the board culture and values.

【Digi】 Albern Murty, the CEO, insists that Inclusion and Diversity is essential of company's management, and a combination of different people, perspectives, background and ideas that makes them a stronger.

【SHELL Malaysia】 Datuk Iain Lo, Shell Malaysia's Chairman, stated that it was critical that corporations here created the right environment that drives leadership and innovation to remain competitive for the women.

【CIBC】 Victor Dodig, the CEO, joined in the Catalyst Canada Advisory Board in 2015 and was named Chair of the 30% Club Canada. CIBC also has a governance structure of the diversity Inclusion strategy that was chaired by Kevin Patterson, Senior Executive Vice-President, and comprises other senior people in all of the business unit.

【Manulife】 In 2015, Donald A. Guloien, President and Chief Executive Officer, became a member of the global 30% Club, a publicly shared commitment to have women represented in 30 per cent of Board memberships and executive positions by 2020.

【KAY International】 Maria Teresa, the female CEO, encourages employees to be open minded and flexible. She believes that women managers raise the corporate values, as women are more responsible, committed, reliable and accurate in performing their job activities.

【QBE GSSC】 Karen Batungbacal, the female CEO, brought the first step to its diversity and inclusion in the company in 2013, and has also become a sponsor of D&I task forces.

A-2 Close Association with the Business Strategy

(1) Basic idea¹⁷

Effects can be demonstrated by having the management taking in initiatives of diversity into business strategies/activities of the company, and also by closely linking the diversity aims together with business targets.

Diversity and inclusion is believed to affect the sustainability of the company which is why a company puts in effort to incorporate them. The background is different in each country and region. Since diversity exists in the underlying economic and cultural activities of the country and regions, when considering the sustainability of company activities, growth cannot be expected if there is inconsistency with the background of business activities.

(2) Case studies

【J&J Japan】 Based on the thought of “Our Credo” spelled out in 1943, Diversity and Inclusion is a significant issue of the business management. The company encourages people who have different experiences to take advantage of each of the idea, integrate their works with involving equally and create innovative medical solutions and services, and aims to contribute to the medical care of the future.

【Lawson】 "Creating Happiness and Harmony in Our Community," is Lawson's corporate philosophy. Under the philosophy, in order to achieve the mission of being a public institution in society, it is necessary to win the trust from various customers and to realize the optimal relationship with society. Therefore, Lawson believes that promoting diversity is one of measures to utilize diverse ways of thinking.

【DHG Pharma】 Through introducing policies of diversity & inclusion, it have helped to develop business performance, enhance the company’s presence in the market as well as contribute to the community. Overall, the policies help to maintain and reinforce corporate culture.

【PETRONAS】 As PETRONAS moves forward in an increasingly challenging the Oil & Gas industry, it aims to play a role in developing a highly sought-after, high-performing workforce regardless of gender. In order to promote diversity, PETRONAS has made its own diversity policy in 2016.

¹⁷ Reference: Interviews with Michael Bach, J. Spencer Lanthier and Jennifer Laidlaw, Diversity in the Corporate Setting (Ali Algahtani, 2013), Examining The Relationship Between Diversity And Firm Performance (Byron J. Hollowell, 2007)

【Digi】 In Digi’s 2020 ambition, the company puts importance to four category, “Loved by customers”, “Engaging digital products”, “Most efficient operator” and “Winning team”. In the “Winning team”, the diversity is one of significant issue.

【SHELL Malaysia】 Gender diversity is thought to be a business imperative for various reasons, including improving company and teams performance, the opportunity in harnessing the acquisition and retention of female talent and building a brand reputation as an employer of first choice / equal employer for top talents.

【CIBC】 The diversity inclusion strategy explains CIBC to achieve their goal within each three buckets; people, workplace and clients and communities. Capitalizing on individual talents is a cornerstone of CIBC’s diversity and inclusion strategy.

【Purolator】 Under the Employment Equity Plan (EEP), the company has created an implementation framework with six pillars. Those pillars are numerical goals ensuring that there is representation through a national and regional council, training and development, communications, human resources, human resources administration and partnership and community profile. Those forms are an essence of the company’s strategic plan.

【Manulife】 Manulife is committed to creating an inclusive environment where diversity and diverse perspectives are respected, engaged and celebrated to drive innovation, customer satisfaction, and growth.

【QBE GSSC】 Diversity and inclusion supports the latter one that was named “World class talent and leadership”, which says “create programs that support a positive environment regardless of gender, sexual orientation, generation, ethnicity, and physical ability across Reward, Culture and Opportunity.” Hence, diversity and inclusion is regarded as the fundamental key of Value Creation Model (VCM).

【Daehong】 The company’s diversity strategy aligns with the Group’s Vision – Asia Top 10 Group. Lotte Group made a “Diversity Respect Process” and executed through the group from 2013 onwards. The Group has focused on changing corporate culture to embrace diversity.

Reference: Scope of diversity

Among interviewed companies in this report, there are companies which pay attention to differences in employment and salary increases due to gender, and improve diversity and inclusion, but there are also companies with a broader concept of diversity (for example, race, age, origin, disabilities, LGBT, etc.). Companies with more advanced diversity consider how to link various human resources to company strategy and business activities as an inclusion.

For example, in the Philippines where women's advancement in society is progressing, it is the norm for women to work and with this case at hand, at Sun Life of Canada (Philippines), QBE Group Shared Services Limited and Philippines AirAsia, gender diversity is a common thing and diversity was seen with LBGT and the disabled as well. It is also the same in Canada and Malaysia. Both are a multiracial countries by nature and not only are there diversity with gender but diversity reflecting regional characteristics are naturally deep rooted.

B-1 Market Development ~ Responding to diverse market needs

By diversity and inclusion initiatives, companies can offer new products and services rich with innovation and creativity by grasping market needs using new perspectives of women directors. The women directors can utilize personal external networks to expand their business. From those, profit can be expanded by developing markets. The points below can be listed as “Market Development” factors.

B-1-1 New Perspectives

(1) Basic idea¹⁸

By having women directors bring in new perspectives into the decision making process of product developments, results that are different from before could be derived. In addition, proposing new business developments based on their own ideas can contribute to profit expansion. Furthermore, in a diverse workplace, women directors can play the role of drawing out new perspectives.

People with varying backgrounds will gather and bring in multitudes of ideas and new perspectives when a workplace becomes diverse, which can improve on marketing strategies of the company. As a matter of fact, in earlier studies, it has been found that groups with diverse personalities resulted in more effective resolution and analysis of assignments compared to homogenous groups.

Moreover, in order to generate ideas from new perspectives, it is preferable to strive for workplace diversity that corresponds to the diversity of clients. By adding different information, different opinions and personnel with different knowledge into a group with similar backgrounds, it becomes possible to create a solution that has not been seen before.

(2) Case studies

【Calbee】 Matsumoto, Chairman of the Board & CEO, invites women as an officer class to Calbee. Yumiko Kamata, Senior executive officers, is also one of them. She was invited to the company in February 2015 based on her experiences at a former company in order to create a something new. She has led various talents regardless of gender or nationality in the New Business Development

¹⁸ Reference: Best Practices in Diversity Management in Customer Service Organizations: An Investigation of Top Companies Cited by Diversity Inc. (Juan M. Madera, 2013), Leveraging Diversity to Improve Business Performance (Michele E. A. Jayne and Robert L. Dipboye, 2004), How Diversity Makes Us Smarter (Katherine W. Phillips, 2014)

【Lawson】 For example, women directors sometimes throw opinions on the consumer business from respective professions as a specialist of other fields, and at other times, opinions are offered as a common user, providing fresh and useful stimulus to other participants of board meetings. In the Sales Strategy and Marketing Division, they conduct marketing by using female employees' ideas to create new business value.

【Media Prima】 Shareen Ooi is Group Chief Marketing Officer and leads Media Prima's Group Integrated Marketing unit. She is responsible for the marketing of Media Prima's integrated services portfolio to a wide range of clients, growing business for the organization and its multi-platforms that include television, Radio, Print, Digital and Out-of-home.

【ATM】 When the technological revolution arrived in the billboard industry in 1995, Leticia Rodriguez, the female CEO, in order to improve their sales, utilizing a law knowledge as a lawyer, started to develop the business based on the federal, the state and local regulations and expanded it.

【Mexico Fresco】 In relation to increasing sales and innovation within the company, women supervisors are always looking to find for new and better ways to obtain certificates and improve quality in order to be the customer's best option in the market. Per discussion with the Administrative Manager in order to increase customer satisfaction, both women and men are involved in leadership assignments.

【Philippines AirAsia】 The first CEO, Marianne Hontiveros, led the company to get the Airline Operation Certificate to begin its business. During her term, the company was regarded as a strong market player in budget airline industries in the Philippines, competing with other airlines such as Cebu Pacific.

B-1-2 Understanding Market Needs

(1) Basic idea¹⁹

Women are often the decision makers when buying daily necessities, products and services directly related to day-to-day life. By welcoming women to the board, companies belonging to these segments would be able to incorporate market needs due to their deep understanding of the consumer's decision-making process. By properly understanding the needs of the market, it will be possible to provide new products and services. In addition, it may be possible to develop new markets by improving usage of existing products and services that had been handled until now.

Moreover, by moving forward with diversity of suppliers, the female owner ratio of suppliers would be increased, and taking in market needs through those female owners also becomes possible.

(2) Case studies

【J&J Japan】 The market environment and customer needs as well as contents of services have also drastically changed. In such business environment, a conventional top-down style dedicated to expertise have become to face many difficult cases to deal with. Therefore, the company thinks that it is important to propose new solutions over various discussions by gathering staff members with multiple expertise regardless gender.

【Lawson】 Lawson deploys franchise chain systems, and among the owners of various stores who are the franchisees, roughly 10% out of 6,000 people in total are women, and the company is working daily on applying diversity in that area as well.

【Isobar Viet Nam】 Denise Thi, the female CEO, differentiates Isobar Digital Marketing from others, by providing a holistic approach in integrated digital communication both in strategic planning and excelling result-oriented deployment rather than offering clients with separate digital tools, in order to deliver the digital communication results which ultimately empowers the clients' business objective.

【CIBC】 CIBC believes that to create a team that reflects the clients and communities enable the company to provide expected products and services and form long-lasting relationships with clients. Also, CIBC's commitment to a fair and inclusive work environment extends into the supplier community.

¹⁹ Reference: Women on boards February 2011, Women on Boards - Why women on company boards are good for business (Ministry of Women Affairs, Business NZ, Institute of Directors in New Zealand, 2009), Best Practices in Diversity Management in Customer Service Organizations: An Investigation of Top Companies Cited by Diversity Inc. (Juan M. Madera, 2013)

【ATM】 To get the trust of their clients, Leticia Rodriguez, the female CEO, knows her clients' needs and what they expect of the advertising that her company provides. Based on the statistics of people who use the various roads, the company can calculate the effect of each billboard and select the most appropriate place for the client's advertising.

【Daehong】 After Sunmi Park, the female creative director, joined Daehong Communications, she utilized aggressiveness and creativity to defeat major competitors, and thereby won a number of contracts for advertising projects.

B-1-3 Innovation and Creativity

(1) Basic idea²⁰

Promoting diversity brings further innovation and creativity by acquiring viewpoints different from the traditional. For example, if you seek innovation in order to make existing products and services easier to use to the elderly and disabled people, that will also make the products and services more convenient to the customers at all levels.

This kind of further innovation and creativity also applies to the research and development in multinational companies doing business all over the world. Product development can take advantage of the information and wisdom gathered from various countries in the world so that products and services can be developed in accordance with the different cultures in each region.

In a survey* carried out by KPMG in 2015, most of the companies promoting diversity had replied that by being able to take in non-traditional viewpoints, their innovation and creativity had accelerated. Moreover, as an additional comment, answers such as innovation and creativity has improved due to different perspectives being taken in and being returned.

(*)ASX Corporate Governance Council Principles and Recommendation on Diversity (KPMG)

(2) Case studies

【Calbee】 There is a success example of “Frugura”, means “Fruits Granola”, which is a cereal with dried fruits. A female marketing manager changed the marketing strategy, selling as not cereal but “breakfast” and “Frugura” was accepted by mainly women customers, increasing the sales.

²⁰ Reference: What is the Impact of Gender Diversity on Technology Business Performance: Research Summary (NCWIT, 2014), How Diversity Makes Us Smarter (Katherine W. Phillips, 2014)、 The 21st International Conference for Women in Business http://www.women.co.jp/conf/report/entaku_103.html (in Japanese), Interview with Matt Peterson

【Lawson】 Lawson throws away stereotypes, make the best use of abilities and potentials of all staff, including female and foreign employees, start up new innovations and endeavor to increase our corporate values. The female ratio involving in product development becomes comparatively higher, around 30%.

【Isobar Viet Nam】 The company is growing at a fast pace under the management by the female CEO, Denise Thi. The Employees' potential to grow and their openness to the industry results in company growth. The people in work here should use any media that fits the market needs with their open mind. She believes that the talent diversity, regardless of gender, will be beneficial for the company.

【DHG Pharma】 Pham Thi Viet Nga, the female CEO, actively encourages the employees to contribute innovative ideas and feedback to enhance DHG' operation as well as improve its products and services.

【TRAPHACO】 Thanks to the strategy and leadership of Vu Thi Thuan, the female CEO, the success of TRAPHACO is realized by differentiating the company from peers in the market by focusing on research and development and applying modern technology in traditional medicines.

【CIBC】 Christina Kramer is the Executive Vice-President, Retail Distribution and Channel Strategy, responsible for leading over 21,000 sales and service employees across CIBC's broad distribution network, including branches, ATMs, mobile sales force, telephone contact centres, mobile and online banking, and the President's Choice Financial line of business.

【ATM】 Leticia Rodriguez, the female CEO, has developed a strong lead by example policy for all the employees. She encourages all employees to use their own personality and capability in their work in order to improve the company's services and products.

【Sun Life Philippine】 Under the initiatives of Rizalina Gervasio Mantarin, the female CEO, through the together discussion and working, the company created its own products for female health, childbirth and female illnesses such as a breast cancer.

【Daehong】 Sunmi Park, the female creative director, scouted people who did not have any experience in advertising, since she believed that innovation should be based on diverse ideas and experience. Until 2015, the team had achieved a number of awards from both domestic and international advertising events, and contributed to change the external image of Daehong Communications, from being perceived as a conservative advertisement company to being recognized as an industry innovator.

B-1-4 External Networking

(1) Basic idea²¹

Taking advantage of the external networks that women directors have, it will be possible to foster cooperation between companies in an unprecedented way. In addition, their communication with other women directors may lead to acquisition of new customers, even possibly exceeding the business relationship and building a forum for exchange of a wide variety of information. Having more contacts with external parties enables women directors to come in contact with diverse information, which can be utilized for own work as well as for business activities of the organization.

(2) Case studies

【Lawson】 Lawson's women directors have very good communication skills, and networking creation among women directors is also carried out actively. With three female directors and one corporate auditor participating, opinions are voiced actively from diverse specialist viewpoints with broader perspectives, causing discussions of the entire Board of Directors to be lively.

【KAY International】 Maria Teresa has a strong network that includes Japanese and Mexican politicians and government regulators, CEOs of multinational toy companies and women entrepreneurs. In order for Mexican toy industry to keep their business fairly against other country's toys, Maria Teresa started to lobby Mexican regulators to define measures in a regulatory/import framework for compensatory duties and quality standards for toys.

【KOLON Eco One】 Soo Young Lee, the female CEO, is good at reading business trends and is full of new business ideas. She kept trying to meet external experts as much as she could to get inspired by them. External networks that CEO Lee has built over time have been great resources and assets for her successful career.

【ATM】 Leticia Rodriguez, the female CEO, has a competitive external network. In 2001 she was the President of AMPE (Mexican Association of Outdoor Advertisement). In 2013, she was the VP of Finance in CANACINTRA (National Chamber of the Manufacturing Industry) and currently she is the VP of the ANP (National Publicity Association).

【Mexico Fresco】 Adoración Hernández, the female CEO, believes that networking with women employees is necessary as women provide different points of view and are more open minded than men.

²¹ Reference: What Drives the Implementation of Diversity Management Programs? (David W. Pitts, Alisa IC Hicklin, Daniel P. Hawes, Erin Melton, 2010), WomenCorporateDirectors HP <http://www.womencorporatedirectors.com/>

B-2 Effective Leadership ~ Promotion of business activities by better decision making

“Effective Leadership” means abilities and effects held by women in leadership roles, through promotion of appointment of women to upper management roles, respecting a wide range of proposals in decision making, a role model to female staff, and internal network building by female leaders. From those, women are able to succeed as leaders, and appropriate decision making are carried out. The points below points can be listed as factors on “Effective Leadership.”

B-2-1 Appointment of Women to Senior Management Roles

(1) Basic idea²²

By having women directors appointing female staff to upper management roles under the idea of putting the right person in the right job while ensuring opportunities are equal between both genders, the number of female leaders will increase. According to a study* by McKinsey, as leaders, women are good at ability development that promotes teamwork and strategies thus creating competitive edge, by taking time on staffs regarding education, mentoring and listening to personal needs and concerns. In addition, the study also found women to be suited for clearly defining performance expectations and the responsibility of getting actions taken towards their targets.

Furthermore, women who become higher ranked leaders provide differing perspectives to the company, beside monetary values and profit and loss. Women have different viewpoints and contexts, which are considered to help decision making by the top management to be certain and comprehensive. In addition, by having women added to the decision making scene, this enables use of diverse measures, increasing instances of perspectives and methodologies different from before being reflected. And as a result of this, logical parts and emotional parts are reflected in good balance, as well as making the axis of decision making clearer so that decisions are made fairer and more just.

In a succession planning of a business, as a company it must select capable persons as leaders regardless of gender, and this can be a factor that enhances the sustainable value of a company. For this to happen, it is vital that the management, including women directors make selections without bias, giving consideration to gender diversity in leadership and ensuring things are not unbalanced.

(*)Woman matter 2 - Female Leadership, a competitive edge for the future (Mckinsey & Company)

²² Reference: Nikkei Business Online "Female Employees Activities in Calbee which produces high profits" (2016) (in Japanese), Women on boards February 2011, Women on Board - Why women on company boards are good for business (Ministry of Women Affairs, Business NZ, Institute of Directors in New Zealand, 2009), Interview with Lily Rozita Mohd Khairi, Asako Toma etc.

(2) Case studies

【Isobar Viet Nam】 The company has two separate teams in the strategy planning department. At the first stage of planning, one team is led by man, the other team is led by the creative strategic director who is female.

【DHG Pharma】 DHG Pharma has developed succession plan ensuring long-term growth of the company. The succession plan is to determine potential candidate for key management positions and is without discrimination of employees' gender, age and ethnicity. Women directors/leaders are mostly taking up key positions in the company.

【TRAPHACO】 As a woman herself, Ms. Thuan, the female CEO, deeply understands the strengths of women and men in a business context. She shared that many leading roles in the company are held by women, such as the Human Resources Director, or that the majority of Labor Union members are female.

【CIBC】 Senior executives set the strategic direction for CIBC and provide leadership to all employees as they help clients. CIBC sets a goal between 30 and 35% of women executive by 2018. In order to increase the senior level women, CIBC not only relies on internal promotion but also have a strategy and approach to think about bringing senior women into the bank from the outside.

【KAY International】 Maria Teresa is involved in all significant issues of the company's business, and women managers are always involved in the company's decisions in order to make them well-balanced.

【Mexico Fresco】 Two positions that are key for the company are held by women. Adoración Hernández, the female CEO, believes that women are more responsible and committed to their job activities. She also believes that women have a lower rate of absenteeism due to their commitment and that due to their character women are more capable of making decisions.

【Philippines AirAsia】 Philippines AirAsia have three women managers in marketing, focused on the following areas: routes management, digital marketing and public relations.

【Sun Life Philippine】 Sun Life Financial group thinks diversity and inclusion have been at the core of values at its business practices and commitment to diversity of all kinds, including gender. In Sun Life Financial Philippines, approximately half of the executive team and directors, even the next level down, are female.

【KOLON Eco One】 Female employees, who have been recruited by the "30% women recruitment policy" since 2002, are contributing to the group as managers or team leaders today. The group expects one of them to perform as executives or CEOs in the future.

B-2-2 Wide Range of Proposals and Decisiveness

(1) Basic idea²³

A woman with patience, flexible perspective and communication ability who become a leader would enable constructive response to a wide range of proposals raised by diverse talent. By having women directors with both strong will to breakthrough and caution as well as decisiveness and responding appropriately even when they have to make important decisions, companies are able to make even more appropriate decisions for their growth.

In order to influence performance of a diverse team or productivity of a group, a manager of an organization must demonstrate leadership. To do so, it is necessary to promote effective communication and constructive conflict, to control the group. Women directors can play the focal role when exchanging opinions within a group, and by resolving differences arising from diverse opinions and perspectives in a more constructively manner, it is possible to make results of the group even better.

(2) Case studies

【Isobar Viet Nam】 Denise Thi, the female CEO, believes that women have so much more advantages compared to men because they can develop themselves by mindset, the way which are a very rational approach.

【DHG Pharma】 According to Ms. Nhu, HR Director, women in the company demonstrate the ability to make right decision due to their cautiousness yet at the same time due to their desire to break through the status quo. The ability to be flexible and handle pressure well also helps them to become an efficient leader.

【TRAPHACO】 Ms. Thuan, the female CEO, believes that women have different traits to be an effective leader in the business compared to men. She believes that women, by large, have high commitment spirit, long term and sustainable development views, and great resilience while working under pressure. In addition, women with motherly instincts mostly would choose safe options. This is the motto and belief that Ms. Thuan and other leaders in the company employ as corporate values.

²³ Reference: Leveraging Diversity To Improve Business Performance(Michele E. A. Jayne and Robert L. Dipboye),Women on Boards - Why women on company boards are good for business(Ministry of Women Affairs, Business NZ, Institute of Directors in New Zealand, 2009), Interview with Tran Thi Anh Nhu etc.

【Media Prima】 Women executives holding key roles within the organization also include those heading Human Resources, Legal, Sales, Research, Investor Relations and Information Technology departments. There is high consciousness of the need to increase women representation at this level too.

【KAY International】 Maria Teresa, the female CEO, believes that women managers also have the role of helping the company by keeping motivation high, as they are more efficient in developing solutions to improve customers and employees satisfaction. She also believes that as women are stricter their opinions always lead to accurate decisions.

【ATM】 Leticia Rodriguez, the female CEO, also believes that the biggest advantage of having employees of different genders is that this avoids issues and generates equality, as the employees learn to accept different opinions, perspectives and points of view. “Women are more emotional and men lack of sensibility. Having both views gives the company the necessary balance to succeed” she said.

【KOLON Eco One】 In 2005, Soo Young Lee, the female CEO, believed that the company should take risks if the company expects great return in the future. Finally, she closed the deal. The merged organization was named as KOLON Life Science Inc., and the value of the company increased from approx. \$3 million (capital) in 2006, to \$ 100 million (Aggregated value of listed stock) in 2016.

B-2-3 Role Models

(1) Basic idea²⁴

The presence of open-minded women directors in the company makes it easier for other employees to imagine role models in diverse leadership positions. This leads to a diversification of future visions, and as a result, it would help increase work motivation and skills in order to achieve objectives, so improved awareness can be expected. This is because, having outstanding women directors in the upper echelon of a company provides role models for other women coming into the workplace and offers an ideal role that they can aspire.

According to a survey by McKinsey, as a part of leadership skills, women are good at being a role model for staff. Existence of women directors embodies female leadership and offers a presence that can be looked up to as role models for working women as well, with an expected effect of promoting cultivation/appointment of women staffs in personnel strategies. Furthermore, companies with women in the Board of Directors tend to have more women in the senior management tier.

With more women in upper management roles and more cases of role models for young female staff, work motivation of women gets enhanced and this leads to improvement of atmosphere in the entire company, better turnover rate, and increased productivity. As a result of this, motivation for having a career as a female leader is enhanced and a sense of discomfort over this would be removed, making gender balance in the decision making process easier.

(2) Case studies

【Calbee】 Nearly all employees recognize that women who rise to the position of director have done so as a result of their ability. Their success enables them to serve as role models for other women employees.

【J&J Japan】 Their contribution includes enhanced motivation for work of female employees and broadened scope of decision-making of the management due to increase of female officers showing various images of women leaders which can be a role model for them.

【CIBC】 Laura Dottori-Attanasio, Senior Executive Vice-President and Chief Risk Officer, and Christina Kramer is the Executive Vice-President, are selected as one of the “Top 100 Most Powerful Women in Canada” four times by the Women’s Executive Network (WXN).

²⁴ Women on Boards - Why women on company boards are good for business(Ministry of Women Affairs, Business NZ, Institute of Directors in New Zealand, 2009), Woman matter 2 - Female Leadership, a competitive edge for the future(Mckinsey & Company), Interview with Yumiko Kamada and Kyoko Yamaguchi etc.

【Philippines AirAsia】 The company's CEO is a woman and there are four women senior managers. This provides a good idea of just how much women take on the role of leadership in the company.

【Daehong】 Sunmi Park, the female director, has been working at Daehong Communication since 2000, and was promoted to director in 2012, as the first woman director in Lotte Group. Currently, she leads 16 teams with 92 subordinates and manages more than 200 advertisement projects on average per year, including approximately 120 TVCF projects.

【KOLON Eco One】 Soo Young Lee, the female CEO, was directly promoted to director in 2005 because of her outstanding performance on acquiring new business opportunities. From then on, people started to call her an action-oriented woman, willing to take on new challenges.

B-2-4 Internal Networking

(1) Basic idea²⁵

By building internal network for female leaders in a company, women on leadership role levels can have opportunities to think about how to approach their work and their careers. Internal networks are an effective platform for enabling female leaders to grow autonomously and to influence others, and those networks are aimed at maximizing the potential as a leader and utilizing that.

It can aid female leaders in getting enlightened from their interaction with women directors in the management, and help develop their career as leaders.

(2) Case studies

【J&J Japan】 Breakfast meetings and round-table talks have been held as an opportunity to consider women's career in time with visiting Japan by women executives from US headquarters and overseas.

【PETRONAS】 DATO'RAIHA AZNI ABD RAHMAN, a female director in charge of human resources, established the PETRONAS Leading Women Network as a strong advocate of women in the workforce.

【Digi】 The women directors involve actively in the Diversity and Inclusion. For example, Ms. Yasmin, the female director, is a sponsor for the Women Inspiration Network (WIN) that is started in 2015.

²⁵ Reference: Interview with Shigeko Sakaguchi, Asako Toma, Mariam Hassan, Animesh Mukherjee etc.

【SHELL Malaysia】 SWAN was established in 2000 under the leadership of Shell Malaysia's Chairman and HR Director at the time. The network was developed with passionate women employees and currently stands as one of the most active networks in Shell Malaysia.

【CIBC】 Women in Capital Market (WCM) is a volunteer organization that promotes the entry, development and advancement of women in capital markets.

B-3 Talent Pooling ~ Securing and utilizing talented human resources

Talent pooling is to attract now and future employees to the company by providing a fair opportunity to all the employees, developing a flexible working environment, human resources development and trainings, and improving employee satisfaction. Women directors can contribute to build a fair labor environment, incorporating women's perspectives into human resources strategies and human development programs. By doing this, talented human resources come to the company and are accumulated as an asset. The factors of the "Talent Pooling" are as follows.

B-3-1 Fair Human Resources Management

(1) Basic idea²⁶

By incorporating diversity into human resource management, through employee skill development and fair performance evaluations, employee's equity will be promoted. It is also believed that diversity will be useful in maintaining employee motivation, lowering job turnover rates, maintaining employee experience, and attracting highly-skilled workers in the company.

Providing a fair employment opportunity is the most important in order to bring diversity to a successful conclusion. For promoting diversity and a fair employment opportunity, a company regularly collects and analyzes human resource information such as the composition of population per organization or a job title so that it can identify organizations where diversity is not being progressed.

Women directors serve as good supporters of this human resource management, and become promoters of fair evaluations.

(2) Case studies

【Calbee】 The company's basic human resources policy can be summarized as "Commitment and Accountability" (C&A). The evaluation of management has been opened to all employees, which means employees can evaluate the performance of management.

²⁶ Reference: Best Practices in Diversity Management in Customer Service Organizations (Juan M. Madera, 2013), Women on boards – why women on company boards are good for business (Ministry of Women Affairs, Business NZ, Institute of Directors in New Zealand, 2009), The 21st International Conference for Women in Business http://www.women.co.jp/conf/report/entaku_205.html (in Japanese)

【Lawson】 Lawson has hired and developed females and foreigners actively and believes that enhancing work environment for their success causes to increase corporate value, then promotes women empowerments.

【Isobar Viet Nam】 Denise Thi, the female CEO, does not care about gender, and instead, looking at personality, capability and potential etc. She treats people as specific individuals rather than gender equality between female and male.

【DHG Pharma】 DHG Pharma realizes that competent and suitable talent is the most valuable factor that makes up corporate value as well as society value regardless of their gender, age, or ethnicity, etc.

【TRAPHACO】 Ms. Thuan, the female CEO, shared that, if a female employee meets the standards and quality performance requirements, she will be rewarded accordingly as for her male counterpart.

【Media Prima】 Media Prima adopts a fair remuneration system based primarily on job performance regardless of age, gender or any other background.

【PETRONAS】 DATO' RAIHA AZNI ABD RAHMAN, the female director, takes a leading role in human resource transformation. Her core areas include people strategy & planning, organizational development & change management, leadership & capability development, talent management, and education & learning.

【Digi】 The fact that Malaysia is a multiethnic country is helping the company to have inclusive workplace. Digi also has antidiscrimination policy aims to create a fair and flexible working environment, which promotes personal and professional growth.

【CIBC】 Sandy Sharman, the female director, leads Human Resources, which is focused on creating a diverse and inclusive team that is enabling CIBC to build a strong, innovative, relationship-oriented bank.

【Purolator】 With 12,000 teammates across Canada and the United States, Purolator is committed to engaging and developing their teammates so they are successful in a safe and healthy workplace. This is not just a statement; this is part of their promise, their corporate culture and a key pillar of their corporate responsibility.

【Mexico Fresco】 Adoración Hernández, the female CEO, believes that an egalitarian labor environment raises the corporate value, as the two genders' complement views, opinions and perspectives.

【Philippines AirAsia】 These are some good examples from AirAsia Group, including Philippines AirAsia, that there is no discrimination based on gender. Hiring anybody who is qualified and has competency in a particular role is their recruitment mantra.

【Sun Life Philippine】 Ms. Mantaring, the female CEO, said, “We don’t have an explicit policy on diversity, but it is ingrained in the culture of the company that we don’t discriminate based on sex, sexual preference, age, etc. Essentially upon hiring there is no discrimination and even for promotions or for appointment.”

B-3-2 Flexible Working Environment

(1) Basic idea²⁷

Forcing an employee, who has garnered years of work experience, to resign causes the company to lose that experience as well. Therefore, through women directors taking the lead and increasing the flexibility of work arrangements and career plans, it will be possible to provide employees with more diverse options in their work.

A woman’s career is heavily affected by various factors, such as marriage, giving birth, childrearing, taking care of one’s parents etc. which makes working full-time difficult. When she confronts situations like these, if she is able to continue working within a reasonable scope, she will still get to participate in the aforementioned life events without having to sacrifice her career in the process.

In the case that women directors take a role in promoting the human resources department or diversity and inclusion, a more comfortable workplace also for women can be provided by reflecting their own experiences on the working environment. According to the survey* conducted by the KPMG, 51% of the companies have improved the employee’s retention by adopting the diversity policy, and 48% answered that the diversity policy has helped the companies to acquire employees with high skills.

Furthermore, if the composition is diversified on the executive-level, an important message can be sent that the company puts higher priority on both business performance and human resources to the markets and employees, and that the company ensures a system which can handle the changes and innovations.

(*) ASX Corporate Governance Council Principles and Recommendation on Diversity (KPMG)

²⁷ Reference: Women on Board - Why women on company boards are good for business (Ministry of Women Affairs, Business NZ, Institute of Directors in New Zealand, 2009)

(2) Case studies

【Calbee】 By introducing a free address system in the office to improve convenience and flexibility, the check-in procedure can be completed online without paper works, allowing employees to work efficiently anywhere they prefer instead of gathering same person, same place physically.

【J&J Japan】 As it is important to improve an environment in which subordinates are easy to consult with their supervisor regarding their way of working, Human Resources department has been playing a leading to work on the matter. Considering together with officers and ERG (Employee Resource Group), a whole of J&J group have been positively improving systems to support them.

【Lawson】 Lawson promotes diversity in order to create an organization in which employees with a wide range of values can reach their full potential. In addition, the company produced the “LAWSON Woman’s Work Style Handbook” to give opportunities for all staff to understand their diversity policy.

【Isobar Viet Nam】 Denise Thi, the female CEO, takes care of the person when they come back to work and does her best to create a good environment for those. Also, she influences the directors and managers level in order to make sure that they have more sympathy and select a right approach to anyone who prepares for pregnancy and what comes afterward.

【Media Prima】 Media Prima provides female employees with ideal work-life balance in pursuing their careers. These include introducing a broad range of positive actions that empower women based on their age and career stages.

【KAY International】 Maria Teresa, the female CEO, also takes care of her employees personally. She knows a lot of things about them such as their birthday, their family and their current problems, not only at work but also in their household. If someone needs help, Maria Teresa provides solutions and advice kindly, like a mother or a teacher for them.

B-3-3 Human Resources Development and Training

(1) Basic idea²⁸

In order for the employees to fully demonstrate their abilities, a company provides the human resources development programs and trainings. It is necessary to establish an environment providing a fair opportunity for both men and women to positively participate in those programs.

In addition, in order to better grasp a more diverse way of thinking and approach others in a fair way without any prejudice, having the appropriate mindset is effective. The concepts of diversity and inclusion being understood by everyone, from the upper executives to all other employees, as well as an open mind to respect and collaborate with those that have different ways of thinking and behave differently from oneself, are very important.

Therefore, training that focuses on the concept and its effects of diversity and inclusion, as well as the notion of unconscious bias, will be very effective. The management including women directors can increase the trainings' effect positively by becoming promoters of them.

(2) Case studies

【J&J Japan】 Promoting Diversity & Inclusion, J&J regards “Unconscious Bias (the bias to create unconsciously)” as an important theme and requests managements to understand it.

【Lawson】 Lawson has set up an occasion to present “the new Self-motivated Challenge Award” once a year, in order to share individual knowledge and know-how within the organization, to get people to understand there are diverse ways of working as a staff and to share good examples.

【DHG Pharma】 DHG Pharma is also focused on continuously improving employees' competency in technical-leadership. Thus, women directors/ leaders are nurtured and developed greatly and become efficient leaders.

【TRAPHACO】 TRAPHACO has training and development programs that are offered to all suitable and competent employees, disregarding of age, gender and ethnicity such as training for future CEO / leadership skills, presentation skills, and teamwork skills.

²⁸ Reference: Best Practices in Diversity Management in Customer Service Organizations (Juan M. Madera, 2013), A field survey of factors affecting the adoption and perceived success of diversity training. Personnel Psychology (Rynes, S., & Rosen, B., 1995), Leveraging Diversity to Improve Business Performance (Michele E. A. Jayne and Robert L. Dipboye, 2004), Interview with Lydia Anne Abrahametc etc.

【Media Prima】 Media Prima has a robust Talent Management Framework aimed towards developing and harnessing the right talents throughout the Group. In 2015, the Group revamped its in-house leadership acceleration programme to cater for talents of all levels.

【PETRONAS】 The People Development Committee looks at employees and charts their progress. PETRONAS has a policy that if an employee have one position for three years, she/he will be able to apply other position in PETRONAS group.

【Digi】 The Telenor Development & Performance (TDP) process facilitates a career conversation between all employees and their immediate supervisor. The process identifies and captures an employee's aspiration and development requirements

【CIBC】 Diversity and Inclusion division checks the member list before the program. If there is not enough diversity in the list, the division recommends to introduce women leaders to attend in it.

【Purolator】 Purolator has done some training with their leaders about unconscious bias. The executives have endorsed it and they also have undergone a one-hour training session.

【Manulife】 Manulife recently launched a leadership development program in Asia in which more than half of the participants are female, and an existing senior leadership development program saw an increase in female representation to 27%, up from 11% in 2015.

【Sun Life Philippine】 Sun Life Financial Philippine has the leadership development programs, supervisor training and management training which are available equally to everyone.

B-3-4 Improving Employee Satisfaction

(1) Basic idea²⁹

It is also thought that the appointment of women directors leads to the employee satisfaction. If there are many women employees in the company, it is possible to improve the employee satisfaction by respecting their opinions and incorporating their own experiences in the management improvement.

For example, when women work in factories, work flow may be changed to make it easier for women to work, and there are even cases of mechanization in order to avoid heavy physical work. As a result, the company would become an elderly-friendly work site, which will help to ensure workers.

Furthermore, the mentor system is one in which those with more experience and knowledge have regular talks with employees, guide them in forming solutions to problems, and consult with them about their career plans and whatever mental issues with which they might be struggling with. The system can also improve employee satisfaction. Especially when women employees at times are very concerned and perhaps overwhelmed by work and events at home, thus causing them to perhaps sometimes be reluctant to accept a recommended promotion to a senior management or director position. However, with women directors serving as mentors, such employees will be better able to envision a long-term career.

(2) Case studies

【Lawson】 Lawson conducts an employee opinion survey aimed at creating better working environments for various employees. To encourage all employees to think about how to better understand, appreciate, and take advantage of diversity, HR division holds diversity conferences around the country and conduct employee surveys.

【DHG Pharma】 The female manufacturing workers are effective, and follow the company's strategies and policies of eliminating gender discrimination.

【Digi】 Digi continues to invest strategically in the engagement and wellbeing of employees. The company actively engages Digizens through multiple platforms where they listen, encourage open dialogues, and proactively seek feedback.

²⁹ Reference: Best Practices in Diversity Management in Customer Service Organizations (Juan M. Madera, 2013), Nissan presentation in Nikkei BP seminar

【SHELL Malaysia】 Shell Malaysia monitors the inclusion across work environment that comes from five questions within our annual People Survey that cover areas on respect, feeling free to speak without fear of negative consequences, valued differences, discrimination and harassment free and fair leadership.

【Manulife】 Each of the diversity employee resource groups (ERGs) has an executive sponsor who advises and provides feedback to the employee groups, which are grassroots driven.

B-4 Governance ~ Improving the effectiveness of the governance function

Due to the appointment of women directors, a sound governance structure where discussions are very active and reduce risk factors will be built. Additionally, building D&I promoting structure, setting KPIs (Key Performance Indicators) of diversity and disclosure, and fulfilling social responsibility can cause an increase in reputation. As a result, the Board will be well- functional, that leading to the improvement of governance effectiveness. The factors of “Governance” are given below.

B-4-1 Building a Sound Governance Structure

(1) Basic idea³⁰

Adding women directors in the Board is expected to produce statements and opinions from different viewpoints compared with the conventional ones by male executives, bringing a new point of view or an opinion on the discussion table to activate the discussion resulting in totally new decision making. As a result, the Board of Directors enables to make a decision appropriate for the company.

In recent years, there has been an increase in the social demands placed on companies, particularly with respect to corporate governance codes and regulatory compliance. Given such, companies are faced with the need to strengthen their “Governance” system, and it is thought that the presence of women directors will help suppress the emergence of unpredictable risks and contribute to the avoidance of fraud. Actually, there are many cases in which women directors have played a role in risk management and, insofar as this is up to company decision-making, has depended on women directors taking initiative in repeating debates between other directors about many assumed risks.

On the other hand, a Board of Directors composed only of members who have a single or similar background in their educations or networks is likely to get mired in a state of "Group think". Organizing a balanced board of directors in gender might be a solution to avoid "Group think" as new perspectives and experiences are reflected.

"Brain power" is required in the Board of Directors, and the diversity of ideas enhances the possibilities to handle and solve complex problems with which the company faces. In terms of necessity to ensure adequate human resources as the directors, accepting diverse talent, including women would be able to widen the choices for resolving the problems with an unprecedented new perspective.

³⁰ Reference: Women on boards February 2011, Women on Board: insider secrets to getting on a board and succeeding as a director(Nancy Calderon, Susan Stautberg, 2014), Women on Board: insider secrets to getting on a board and succeeding as a director(Nancy Calderon, Susan Stautberg, 2014), Interview with J. Spencer Lanthier, Jennifer Laidlaw, Paul-Emile McNab and Yumiko Kamada etc.

(2) Case studies

【Lawson】 As of October 2016, Lawson has four women in total participating in the board of directors. They have different backgrounds such as academia, manufacturing, apparel and accounting, and that multiple female directors who are participating in the management have characterized the board of directors of Lawson as a unique one.

【Media Prima】 In 2013, Lydia Anne was the first woman to be appointed to the Board and subsequently two more Independent Non-Executive women directors have joined. The ratio of women directors on the Board is 33% (3/9) and that was because of the focus by the Group Chairman and the CEO.

【PETRONAS】 PETRONAS had a skill matrix to nominate directors on the Board. Based on the matrix, regardless of gender, the company has to make sure that the Board comprises a mix of skills, such like marketing, technical, finance, legal and so on in terms of diversity.

【Digi】 Digi's board is consisted with three women directors. 43% of the Board of Directors is female. Digi's sustainability governance and performance is tracked on an ongoing basis, and is reported and discussed both with Digi senior management and Board of Directors, and at Telenor Group.

【CIBC】 In the Board level, CIBC has 6 women directors within total 17 directors, the ratio is 35%. Also 6 women directors have a different perspectives, various skills and broader networks, then leads the conversation on the board differently.

【Purolator】 Purolator's Board of Directors is responsible for the stewardship of Purolator. Based on the stewardship, Purolator nominates directors with diversified experiences, skills, perspectives etc.

【Manulife】 In 2016, Pamela Kimmet was appointed to Manulife's Board of Directors, increasing female representation to 36%. As well, in 2016 Manulife's Executive Committee is composed of 25% women.

Reference : Groupthink

Groupthink is a concept announced a social psychologist Irving Janis at the "Victims of Groupthink" in 1972. Groups affected by groupthink ignore alternatives and tend to take irrational actions that dehumanize other groups. The Group think might occur when the group members are similar in educational backgrounds and experiences, when there are no clear rules for decision making and when the group is insulated from outside opinions.

http://www.psysr.org/about/pubs_resources/groupthink%20overview.htm

B-4-2 Building the D&I Promotion Structure

(1) Basic idea³¹

In situations where there are complications or a large number of people involved, diversity and inclusion promotion systems will play a crucial role. Women directors can be expected to serve as positive promoters and supporters in order to stabilize the initiatives.

The promotion department for diversity and inclusion regularly collects and analyzes information regarding the efforts of diversity and evaluates on human resources-level, operations-level, and organization-level, steadily promoting the D&I and enabling to bring persistent effect on the company. It is effective to use the evaluation metrics.

(2) Case studies

【Calbee】 The company has implemented its diversity structure at the grass-roots level, placing a diversity promotion committee in each factory, branch, and related company.

【Digi】 For stabilizing the framework of Diversity and Inclusion, the Best on People Council (BOPC) provided a regular sounding board between the management and Digizens (all person in Digi) in the spirit of building an engaging and supportive work environment.

【Purolator】 Purolator has the National and the Regional Council which tracks by using a matrix of the deliverables in response to achieving those deliverables. In addition, monthly the Diversity and Inclusion division make a document regarding EEP with six pillars and report it to the senior vice president.

【Manulife】 In 2016, Manulife established an Executive Diversity and Inclusion Council which is made up of leaders from across the globe. Chaired by the President and Chief Executive Officer, the Council provides high-level senior leadership and direction on Manulife's Diversity & Inclusion Strategy.

【QBE GSSC】 Some directors join the Diversity and Inclusion Taskforce and become Sponsors for focus themes, supporting activities for diversity and inclusion positively.

【Daehong】 Women directors have been active as the company's Diversity Committee members in addition to their main responsibilities. The Diversity Committee was launched by 9 companies in 2015, and Lotte group has 37 committees as of 2016.

³¹ Reference: Leveraging Diversity to Improve Business Performance (Michele E. A. Jayne and Robert L. Dipboye, 2004), Interview with Vidoll Regisford etc.

B-4-3 Goal Setting of KPIs and Disclosure

(1) Basic idea³²

By setting KPIs (Key Performance Indicators) related to diversity and regularly monitoring employee levels, continued effort can be made. The monitoring regarding the recruitment, returning to work, racial composition, etc. plays an important role in the management.

From the governance point of view, it is effective to include KPIs such as the ratio of female executives or the ratio of female managers in the company's information disclosure. Additionally, company announcements of women directors and the appointment of women employees to senior management positions, among other diversity goals, help companies bear the responsibility of explaining themselves (through "Comply and Explain"). To that end, companies can be more aware of how crucial it is to have diversity as a business practice, and that in turn can be emphasized with shareholders, employees, customers, and other stakeholders in the company.

It also will be possible to appeal to investors that have an interest in ESG (Environment Social Governance) and prove to them that long-term, stable investment can be expected.

(2) Case studies

【Calbee】 "A diverse and enthusiastic workplace in every area" represents the ideal image of the company. To implement this vision, the company has conducted a variety of awareness-raising campaigns. As a result of these activities and the commitment of top management, the ratio of women in management rose to 22.1% in April 2016, up dramatically from 5.9% in 2010.

【Lawson】 The company sets the qualitative goal "women can continue to work while raising children in Lawson" and the quantitative goal "the ratio of female management positions is 30% in 2020."

【Digi】 Digi has a set of nonfinancial Key Performance Indicators (KPIs) that are monitored and reported on a quarterly basis to the Digi Board of Directors. Digi also has a monitoring with a number of different metrics. The monitor metrics includes the number of women leaders in the organization across levels, young talent composition of the organization and what is the age distribution.

³² Reference: Best Practices in Diversity Management in Customer Service Organizations (Juan M. Madera, 2013), RobecoSAM Corporate Sustainability Assessment, Research on the visualization of female employees situation in the capital markets and the utilization of non-financial information with a focus on female employees activities in the investment (Nikko Research Center, 2015) (in Japanese)

【SHELL Malaysia】 In order to achieve the aim, Shell Malaysia monitor the following three measures; i) the representation of women in senior leadership, ii) the diversity in the ethnicity, nationality and gender of senior leadership, and iii) Diversity and Inclusion Indicator.

【CIBC】 CIBC sets a goal between 30 and 35% of women executive by 2018. In order to increase the senior level women, CIBC not only relies on internal promotion but also have a strategy and approach to think about bringing senior women into the bank from the outside.

【QBE GSSC】 The QBE Group had a D&I KPI in hiring managers in 2016. The KPI is to achieve 30% female representation in role level 1-4 (manager to director level). However, GSSC has already achieved the KPI in 2016. The company has always had a good mix of male and female, almost equal.

B-4-4 Social Responsibility

(1) Basic idea³³

Diversity and inclusion helps companies fulfill their social responsibilities, being closely related to regional communities. They have the responsibility to hire not only women, but also disabled people and minorities, and to operate their businesses based on societal demands. Women directors skilled in communication bear the aforementioned social responsibilities and can contribute to the improvement of a company's reputation.

(2) Case studies

【Digi】 Wanita Era Digital is a program started by the idea of “internet for all”. The program targets women living in rural or suburban communities to create an economic inclusions. The more women gain from being connected, the more socio-economic benefits will reach their families, communities and society as a whole.

【KAY International】 Maria Teresa, the female CEO, also worked closely with María Esther Zuno, Mexico's First Lady). Working together they achieved a change in the role of women role in Mexico.

³³ Reference: Interview with Paul-Emile McNab, Animesh Mukherjee and Maria Teresa etc.

5. Case study

Related to “the Mechanisms to improve corporate values by the appointment of women directors” described above, as a reference, good examples of each company are written in this chapter.

Company name	Main Industry	Main business area in APEC
Canadian Imperial Bank of Commerce	Finance	Canada
Purolator	Delivery	Canada
Manulife Financial Corporation	Finance	Canada, Japan and the USA
Calbee, Inc.	Food	Japan
Johnson & Johnson Family of Companies in Japan	Medical	Japan
Lawson, Inc.	Retail	Japan
Daehong Communications	Communication	Korea
KOLON Eco One	Energy	Korea
Petroleum Nasional Berhad (PETRONAS)	Oil & Gas	Malaysia
Media Prima Berhad	Media	Malaysia
Digi.com Berhad	Communication	Malaysia
Shell Malaysia Limited	Oil & Gas	Malaysia
KAY international *	Manufacturing	Mexico
ATM Espectaculares *	Advertisement	Mexico
Comercializadore Mexico Fresco *	Food	Mexico
Philippines AirAsia	Airline	The Philippines
QBE Group Shared Services Limited	Shared service (Finance)	The Philippines
Sun Life of Canada (Philippines), Inc.	Finance	The Philippines
Isobar Viet Nam *	Advertisement	Viet Nam
DHG Pharmaceutical Joint-stock Company	Pharmacy	Viet Nam
TRAPHACO Joint-stock Company	Pharmacy	Viet Nam

* Small and Medium sized Enterprise



Canadian Imperial Bank of Commerce

Main business area in APEC: Canada

1. Corporate profile

Canadian Imperial Bank of Commerce (CIBC) was formed in 1961 by a merger of two chartered banks, the Canadian Bank of Commerce and the Imperial Bank of Canada. CIBC is a leading Canadian-based financial institution with a market capitalization of \$40 billion.

CIBC provides a full range of financial products and services to 11 million individual, small business, commercial, corporate and institutional clients in Canada and around the world through their three main business units- Retail and Business Banking, Wealth Management and Capital Markets.

Retail and Business Banking provides personal and business clients across Canada with financial advice, products and services. Wealth Management provides integrated advice and investment solutions to meet the needs of institutional, retail and high net worth clients. Capital Markets provides integrated credit and global markets products, investment banking advisory services and top-ranked research to corporate, government and institutional clients around the world.

2. The status of the Diversity and Inclusion

CIBC has the diversity inclusion strategy and has created a governance structure to oversee the strategy. The broader diversity inclusion strategy explains CIBC to achieve their goal within each three buckets; people, workplace and clients and communities. Capitalizing on individual talents is a cornerstone of CIBC's diversity and inclusion strategy.

In the Diversity Statement, CIBC swears that CIBC does not discriminate against applicants based on race, national or ethnic origin, colour, religion, sex, sexual orientation, gender identity, or disability or any other status or condition protected by applicable federal, provincial or territorial law.

Diversity inclusion plays a huge role to ensure CIBC is a strong, innovative and relationship-oriented bank. It is a core to understand the various nuances of demographics within Canada who represent our 11 million clients as well as the communities that they live and work in. CIBC believes that to create a team that reflects the clients and communities enable CIBC to provide expected products and services and form long-lasting relationships with clients.

The Board is strongly committed to moving the bar on gender diversity, as is Victor Dodig, CEO, who in 2015 joined the Catalyst Canada Advisory Board and was named Chair of the 30% Club Canada. CIBC

also has a governance structure of the diversity Inclusion strategy that was chaired by Kevin Patterson, Senior Executive Vice-President and Technology and Operations, and comprises other senior people in all of the business unit.

Moreover, CIBC was named one of Canada's best diversity employers for the sixth consecutive year by Mediacorp Canada Inc. This designation recognizes employers with exceptional workplace diversity and inclusiveness programs for women, members of visible minorities, persons with disabilities, Aboriginal peoples, and lesbian, gay, bisexual and transgender/transsexual (LGBT) individuals.

3. Role and contribution of women directors

CIBC has 44,000 employees and around 60% is consisted with women. In the Board level, CIBC has 6 women directors within total 17 directors, the ratio is 35%. Recently two women directors join in the board, they has strong technology skill. Also 6 women directors have a different perspectives, various skills and broader networks, then leads the conversation on the board differently.

At lower level, currently only 28% of the senior executive is women. Senior executives set the strategic direction for CIBC and provide leadership to all employees as they help clients. CIBC sets a goal between 30 and 35% of women executive by 2018. In order to increase the senior level women, CIBC not only relays on internal promotion but also have a strategy and approach to think about bringing senior women into the bank from the outside.

In the Executive Committee, there are three female directors as below in 11 directors.

Laura Dottori-Attanasio, Senior Executive Vice-President and Chief Risk Officer, leads the Risk Management function, which encompasses all areas of strategic, market, credit, operational, liquidity and reputational risk, as well as compliance and anti-money laundering. She is also CIBC's Executive Champion for Diversity and Inclusion. She has been inducted into the Women's Executive Network (WXN) "Top 100 Most Powerful Women in Canada" Hall of Fame.

Christina Kramer is the Executive Vice-President, Retail Distribution and Channel Strategy, responsible for leading over 21,000 sales and service employees across CIBC's broad distribution network, including branches, ATMs, mobile sales force, telephone contact centres, mobile and online banking, and the President's Choice Financial line of business. She has been named one of the "Top 100 Most Powerful Women in Canada" four times by the WXN and has been inducted into its Hall of Fame.

Sandy Sharman leads Human Resources, which is focused on creating a diverse and inclusive team that is enabling CIBC to build a strong, innovative, relationship-oriented bank. Her areas of accountabilities

include: compensation and benefits; employee relations, policy and governance; talent management; and human resources support for all of CIBC businesses and infrastructure groups. Ms. Sandy and her team are also responsible for all talent and people strategies across the bank.

4. Diversity and Inclusion activities and programs

4.1. Marketing and Innovation

According to Matt Petersen, Senior Director of Diversity Strategies & Workplace Inclusion, diversity and inclusion makes the bank more innovative. For example, CIBC is a first bank to launch an app for global money transfer. In creating the app, they talked about the specification and accessibility across their various networks. When they think about new services and products, they have consulted with many people, persons who have disabilities in order to make the new services and products convenient for not only particular persons but also all of people who use them.

4.2. Supplier Diversity program

CIBC's commitment to a fair and inclusive work environment extends into the supplier community. CIBC believes that supplier diversity helps drive business value and they are dedicated to advancing equal opportunities for women, aboriginal peoples, persons with disabilities, members of visible minorities, and businesses whose employee base is reflective of a diverse workforce.

In 2015, CIBC launched a Supplier Diversity program and extended its partnership with Women's Business Enterprises Canada – an organization that certifies firms that are at least 51% owned by women. This partnership helps the company to identify and build on the current diversity within its supply chain. As well, the bank's membership in The Canadian Aboriginal and Minority Supplier Council supports CIBC's intentions to use and develop diverse suppliers.

4.3. Leadership development program

CIBC has certain development programs for particular leaders in order to help accelerate their career. Diversity and Inclusion division checks the member list before the program. If there is not enough diversity in the list, the division recommends to introduce women leaders to attend in it.

4.4. Women in Capital Markets (WCM)

WCM is a volunteer organization that promotes the entry, development and advancement of women in capital markets. WCM provides a forum for networking and develops information resources and education programs for women. CIBC is committing \$50,000 each year over the next three years toward WCM. Sponsorship of WCM strengthens the commitment to employment equity for women.

4.5. ReConnect: Career Renewal for Returning Professional Women

In 2008, CIBC and the Richard Ivey School of Business partnered to launch ReConnect, the first executive development program in Canada that is specifically designed to help professional women re-establish their careers after taking time out of the workforce to pursue other activities. ReConnect is a seven-day immersion program that aims to renew critical business knowledge, provide leadership skills and serve as an important stepping stone for professional women looking to return to the workforce.

4.6. Employee Affinity Networks

CIBC has nine employee-led Affinity Networks including Women's Network, to support and inspire leadership of women and WorkAbility Network, for persons with disabilities and International Professionals Network, for newcomers to Canada and thus help the CIBC to innovate and transform mindsets. Employee Affinity Networks link more than 3,000 employees from a variety of backgrounds. Employee Affinity Networks provide informal advice and help ensure a workplace that provides equity and opportunity to all employees. These Networks enable employees to feel that they are recognized and acknowledged their difference.

4.7. CIBC Career Access Program (CCAP)

CCAP is designed to promote opportunities for people of Aboriginal heritage and people with disabilities. CCAP has two activities; outreach in the community to attract appropriately qualified job applicants and support of applicants throughout the hiring process. CCAP consists of three pathway; Direct-Hire Support, Skill Training and Student Support.

CIBC provides financial services to North American Indian, Inuit and Metis people through Aboriginal Banking Team. By joining the team through CCAP, employee will help meet the changing and diverse needs of the people in the community. People with disabilities have access to valuable training resources through CCAP.

4.8. Performance Management and Measurement (PMM)

CIBC sets the Performance Management and Measurement (PMM) process in order to an effective management of employee performance and development. Through the PMM, managers and their teams work together to establish performance expectations that support the business priorities for the year and set development plans that align with the employee's career objectives.

CIBC compensation team reviews to make sure that men and women are being paid equally because the company thinks fairness in the compensation system is important and the annual review is one of governance controls on not only base salary but also incentives that appeals equitable and fair.

4.9. Celebration of diversity

CIBC dedicates an entire month in June to celebrate diversity for over twenty years. A dedicated month is actually an awareness education month but it also talks about diversity inclusion broadly.

Employees organize a wide variety of events, including panel discussions, workshops, open houses and cultural festivities in order to demonstrate the rich diversity among employee population. For example, CIBC celebrates the particular holiday such as Lunar New Year and Diwali on internet website and through employee networks.

4.10. Disrupting unconscious bias training

All CIBC executives need to take a disrupting unconscious bias training. The training asks leaders to be more intentional to think about the fact that how bias can play and how it can be interrupted. Disrupting unconscious bias brings fairness to the talent evaluation process.

4.11. CIBC's Diversity & Inclusion Employee Award

CIBC's Diversity & Inclusion Employee Award for his exceptional contributions promoting diversity and inclusion in and out of the workplace. For example, Mr. Suleiman is a member of CIBC's "WorkAbility Network" for employees with disabilities. He was one of more than 60 network members who served as brand ambassadors during the bank's sponsorship of TORONTO 2015 Pan Am/Parapan Am Games, working to change perceptions of disability in society.

4.12. Governance

The board also gets an official diversity update as part of the overall talent review annually. In addition, CIBC needs to report about four designated groups to the federal government once a year. Those four groups are women, visible minorities, people with disabilities and Aboriginal or indigenous people. The report is required by a legislation, the Employment Equity Act settled in 1986.

Interviewee



Matt Petersen
Senior Director
Diversity Strategies & Workplace
Inclusion



Purolator

Main business area in APEC: Canada

1. Corporate profile

Purolator is Canada's leading integrated freight, parcel and logistics solutions provider. Celebrating over 50 years of delivering its customers' promises, Purolator continues to expand its reach and renowned service levels and reliability to more people, more businesses and more places across the country and around the world. Purolator is proud of its Canadian heritage and is focused on sustainably positioning itself for future growth and success. Purolator is also committed to contributing to the well-being of the communities it serves and where more than 11,000 of its employees live, work and play.

The Company has approximately 1,200 shipping locations across Canada and delivers to over 850,000 postal codes. They take customer's packages to around 200 countries. As Canada's leading integrated freight, package and logistics solutions provider, Purolator is seeing first-hand the importance of redefining the B2B customer experience to better speak to the changing needs and expectations of a more connected, informed and e-commerce-savvy customer base.



2. The status of Diversity and Inclusion

Purolator started the Employment Equity as a compliance under the mandatory LEEP¹ which is legislated by the Employment Equity Act. Each year, the legislated companies have to make submissions to the government on nine indicators, such as recruitment, selection, hiring, promotion, terminations, attitudes, behavior and culture with respect to achieving those numerical goals.

After several years of conducting that, the company conducted an employment systems review in 2014 and created the Employment Equity Plan (EEP) in 2015. The company continues to develop these activities of diversity and inclusion in terms of business imperatives, for the talent, leveraging markets,

¹ Legislated Employment Equity Program

high performing cultures, growth and community and social responsibility.

“In a country like Canada that is very diverse, it makes sense for us to engage in the diversity and inclusion. We at Purolator have positioned ourselves over on the diversity and inclusion lens because we feel it is vital for our business survival and for organization’s health and wellness,” Vidoll Regisford, Manager, Diversity & Inclusion, said.

EEP was approved with the goal in three years (2015-2018). The company has made some improvements under the nine indicators in employment equity and also created an implementation framework with six pillars. Those pillars are numerical goals ensuring that there is representation through a national and regional council, training and development, communications, human resources, human resources administration (including review) and partnership and community profile. Those forms are an essence of the company’s strategic plan. The goal with six pillars is carried out with two principles, Integration and Embeddedness. “We have felt that for effective execution of the plan, whatsoever we address as a result of diversity and inclusion strategy, the strategy has to be integrated within the entire organization. We must embed it as part of our day-to-day practice for it to be sustainable, which all leads to sustainability,” Vidoll said.

3. Role and contribution of women directors

Purolator has one woman executive and one woman director who has various experiences respectively. Deb Craven is Senior Vice President and Chief Financial Officer of Purolator, one of the Executive Team members (total 5). In this role, Ms. Craven is responsible for all aspects of Finance at Purolator including corporate planning as well as information technology and customer Care. And

Mary Traversy is Chief Operating Officer, Transaction Mail for Canada Post Corporation, responsible for Canadian Postal mail, multi-channel and enterprise solutions products and services.

4. Diversity and Inclusion activities and programs

4.1. Marketing

Purolator has looked at the Canadian society which is very diverse. Certainly within the larger metropolitan areas such as Vancouver, Calgary, Edmonton, Manitoba, Ontario, Toronto, and Montreal where they have large markets and a very diverse population. To better get to those markets and to better get to those businesses, the organization needs to change reflecting on those communities.

Diversity and inclusion creates high performance. As different people come to the problem with different perspectives, different ways in which people think and see the world, and people’s experiences which are in part based on where they come from, the result will be better. This is a benefit and a value added to the

company on table making decisions. They are all assets to the company to bring new opportunities in the market.

4.2. National and regional council

The National Regional Council are vehicles for engagement of staff to participate on regional councils or committees regarding diversity and inclusion from coast to coast. The company has six regional councils and one national council. From the west coast of Canada, from British Columbia, Alberta, Manitoba, and Saskatchewan, right over to as far as New Finland, wherever the company has staff working.

The National Council is responsible for monitoring the employment equity plan. Purolator has a matrix of the deliverables and the council tracks in response to achieving those deliverables. Each month, they have the union present and all of the leaders who are designated to be present and walk through the matrix and use that as a dashboard. In addition, monthly the Diversity and Inclusion division make a document regarding EEP with six pillars and send that up to the senior vice president to report on what we have done that month.

4.3. Talent pooling

With 12,000 teammates across Canada and the United States, Purolator is committed to engaging and developing our teammates so they are successful in a safe and healthy workplace. This is not just a statement; this is part of their promise, their corporate culture and a key pillar of their corporate responsibility. Below are just some of the ways that they are showing their commitment to putting people first.

➤ Health and Safety

- Purolator is committed to the safety and well-being of each of their employees, and to continual improvement in health and safety matters in all business activities.
- They have established corporate policies to ensure the well-being of our employees which includes a Health and Safety policy.
- Each Purolator location has an established Workplace Health and Safety Committee, as required by the Canada Labour code.

➤ Development and Engagement

- In the most recent employee survey, the company achieved exceptional participation and it committed to not only listen to employee feedback and review action plans, but also ensured these plans are executed to their fullest potential.
- Employee-led social committees across the country host a variety of activities for teammates to celebrate their accomplishments and give back to their communities.

➤ Employment Equity

- They are an employer in Human Resources and Skills Development Canada's Legislated Employment Equity Program (LEEP).
- They obtained higher than industry results in the representation of Aboriginal Peoples in the 2011 employment equity status report issued by the Canadian Human Rights Commission.

4.4. Learning Management System

As a performance evaluation system for leaders, the company established a Learning Management System. In the systems, all of the leaders have to add something about diversity and inclusion in their performance goals. The goals are same as corporate level but each leader should make their own activities to achieve corporate goals. The diversity and inclusion activities are one of the annual commitments. The leader should be evaluated by criteria such as revenue, customer service etc., and diversity and inclusion.

4.5. Event to encourage Diversity and Inclusion

The company has an event called "Purolator Diversity Week" across Canada. Some regions participate in Purolator's Disability Week where the Diversity and Inclusion division promote and educate their staff through a variety of activities, training, and in-class activities around diversity and inclusion within the workplace.

The national council and the regional councils have a number of activities. The company brings in health care professionals who come in and talk about mental health. They have activities for individuals to test their ability. The company hold events on International Women's Day, Hispanic month and so on.

4.6. Training and development

Purolator has done some training with their leaders about unconscious bias. The leaders in human resources, senior vice presidents, vice presidents, and the board have been trained as well. The executives have endorsed it and they also have undergone a one-hour training session.

Training and development is to teach all of our staff fundamentally on what a diverse and inclusive organization culture is all about. The company has designed an e-learning training on diversity and inclusion, inclusion for 2000 employees.

4.7. Governance statement

Purolator's Board of Directors is responsible for the stewardship of Purolator. That stewardship consists primarily of the duty to manage or supervise the management of the business and affairs of Purolator. In supervising the management of Purolator's business and affairs, each board member is required to act honestly and in good faith with a view to the best interests of Purolator and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Based on the above, Purolator nominates Board of Directors with diversified experiences, skills, perspectives etc.

Interviewee



Vidoll Regisford
Manager, Diversity & Inclusion
Purolator Inc.



Manulife

Main business area in APEC: Asia, Canada and the United States

1. Corporate profile

Manulife Financial Corporation (Manulife) is a leading international financial services company providing strong, reliable, trustworthy and forward-thinking solutions to help people meet their financial goals.

Manulife provides financial advice, insurance and wealth and asset management solutions for individuals, groups and institutions. The company has approximately 34,000 employees, 63,000 agents, and thousands of distribution partners, serving more than 20 million customers.

Operating as John Hancock in the United States and Manulife elsewhere, the company has served customers for more than 125 years. With global headquarters in Toronto, Canada, they trade as 'MFC' on the Toronto, New York, and the Philippine stock exchanges and under '945' in Hong Kong, China.

2. The status of Diversity and Inclusion

Manulife is dedicated to attracting and retaining employees with diverse backgrounds, reflecting the many communities and markets it serves throughout the world. With its growing global presence, Manulife has also invested in creating environments that reflect the different ways people work, and in tools and resources that support remote working and global collaboration. Manulife is committed to creating an inclusive environment where diversity and diverse perspectives are respected, engaged and celebrated to drive innovation, customer satisfaction, and growth.

In 2016, Manulife established an Executive Diversity and Inclusion Council which is made up of leaders from across the globe. Chaired by the President and Chief Executive Officer, the Council provides high-level senior leadership and direction on Manulife's Diversity & Inclusion Strategy. The Council members also act as champions of diversity and inclusion, demonstrating Manulife's commitment.

3. Role and contribution of women directors

In 2015, Donald A. Guloien, President and Chief Executive Officer, became a member of the global 30% Club, a publicly shared commitment to have women represented in 30 per cent of Board memberships and executive positions by 2020. In 2016, Pamela Kimmet was appointed to Manulife's Board of Directors, increasing female representation to 36%. As well, in 2016 Manulife's Executive Committee is composed of 25% women.

According to Sandeep Tatla, Global Head of Diversity & Inclusion, “Over the years Manulife has had a focus on advancing women in the organization, but have recently saw the need to implement a more significant focused approach in advancing diversity and inclusion at Manulife, including the advancement of women throughout the organization.”

To that end, Manulife recently launched a leadership development program in Asia in which more than half of the participants are female, and an existing senior leadership development program saw an increase in female representation to 27%, up from 11% in 2015. Manulife is also working to ensure gender diversity in its succession planning for senior roles.

4. Diversity and Inclusion activities and programs

Manulife’s Diversity and Inclusion programming is helping to create a culture in the company that aims to not only increase employee satisfaction and engagement, but also embed diversity and inclusion practices within the business. Manulife is raising awareness through employee resource group hosted events and activities that inform and educate around issues of particular interest to each group. Unconscious bias training is a series of programs that provide leaders and eventually all employees with the skills, knowledge and self-awareness to create work environments that are inclusive and that assist in the building of innovation and creativity for future organizational success. Manulife also seeks to foster diversity in its talent and leadership development programs, encouraging diversity of thought and skills to champion a more inclusive environment. By partnering with external organizations like the Diversity & Inclusion in Asia Network (DIAN), Manulife seeks to leverage best practices to be at the forefront of advancing diversity and inclusion.

4.1. Marketing and Innovation

A diverse and inclusive workforce delivers a customer-centric experience, market growth and innovation. With this approach, Manulife is positioned to better understand customers’ needs and preferences. “For example,” Sandeep Tatla explained, “we know that women are involved in over 80% of the financial decisions for their families, it only makes sense to ensure we understand what is important to women in making those decisions and ensure our products and services cater to those needs.” The sharing of diverse ideas sparks innovation and make products better and can enable entry into new markets.

Sandeep Tatla added, “As research has shown, a diversified group of individuals is going to yield better results, because they bring different perspectives, challenge each other more and as a result, tend to be more innovative than a group of similar-minded people.”

4.2. Innovative initiatives

Manulife is committed to innovation and thinking differently. The Lab of Forward Thinking (LOFT) in Boston, Toronto and Singapore was established to innovate, disrupt and lead, exploring new solutions to business questions. The RED Lab (Research, Exploration and Development Laboratory), located in Waterloo, Canada, is a place where innovation and creativity flow freely, allowing problem solving and constantly challenge the status quo without fear of failure. The ground-breaking research and insights collected by both innovation hubs are shared across their businesses to continue to inspire and challenge them all to think about how they can do things better.

4.3. Executive Senior Leader

At Manulife, Diversity and Inclusion is fully supported by senior leadership and driven by the CEO, Donald Guloien, Manulife's Board of Directors and the Executive Diversity and Inclusion Council. Leaders understand that there is a business imperative to promote diversity and inclusion to foster employee engagement, attract and retain the best talent, and ultimately contribute to the company's growth and success.

Each of the diversity employee resource groups (ERGs) has an executive sponsor who advises and provides feedback to the employee groups, which are grassroots driven. This senior leader advocates for the group and is a champion for them at the executive level, advising, assisting, and ensuring that the ERG's activities are aligned with Manulife's strategic priorities. Whether it is a male executive coaching the women's employee group, or a heterosexual executive sponsor supporting the LGBT+ community, these leaders recognize and promote the value and relevance that the ERGs bring to the organization.

4.4. Employee Resource Group (ERG)

Thousands of employees worldwide belong to one of six diversity ERGs, including networks for women, multicultural professionals, military, LGBT+, and families. Opportunities to participate are numerous. For example, to celebrate International Women's Day, employees were invited to take the "Pledge for Parity" and help make gender equality a priority. The ERGs empower employees to champion and raise issues impacting them allowing for the breaking down of barriers and promoting their full and equal participation in the workplace.

4.5. Leadership events

Among the events organized and hosted by the ERGs are speaker events featuring business leaders, including Manulife's CEO, and the Chairman of the Board. Men and women are equally invited and encouraged to attend these presentations. The inclusion of men in the conversation about advancing women enables leadership, particularly male leadership, to gain perspective and think differently.

4.6. Training

Manulife has introduced unconscious bias training for everyone in the organization which has been strongly supported by senior leadership. The goal of the training is to have leaders and employees begin to think differently, understand their own biases and impact of those biases and put a focus on inclusion, highlighting how we can become more open to difference.

Manulife also has an *Influencing Skills for Women Leaders* leadership program. The program is designed specifically for women to develop their skills in effectively influencing others in order to achieve exceptional results.

Some male leaders have participated in the *Men Advocating Real Change (MARC)* series, an initiative of Catalyst, for men who are committed to creating inclusive leadership. Through these experiences, men can understand the particular issues that women face in the workplace.

4.7. Flexible working

Manulife offers a WorkSmart program that enables employees, both women and men, to work at home. Promoting collaboration, mobility and productivity, WorkSmart contributes to Manulife's strategy of customer centricity. Workplace Flexibility enables employees and managers to assess and implement flexible work arrangements that meet the needs of employees—for example, when a parent needs to take care of a child—as well as meet business objectives.

4.8. Governance

Manulife considers prospective candidates for its Board of Directors based on merit, competencies, expertise, and skills. The committee gives due consideration to characteristics, such as gender, age, ethnicity, disability, sexual orientation and geographic representation, which contribute to board diversity, which it reviews annually.

Interviewee



Sandeep Tatla
Assistant Vice President,
Global Head of Diversity & Inclusion



Calbee, Inc.

Main business area in APEC: Japan

1. Corporate profile

Calbee, Inc. was established on April 30, 1949. Its main business is the production and sale of snacks and other foods. The company name comes from “Cal,” for Calcium, and “Bee,” for Vitamin B1.

In 1955, the company succeeded in developing the technology to manufacture ARARE crackers using wheat flour. It named the crackers “Kappa Arare.” Since then, the company is creating new products, such as “Kappa Ebisen (Prawn Crackers)”, “Sapporo Potato”, “Potato Chips”, "Granola" and "Calbee Cornflakes", in line with customer needs and ensures a stable performance.

The company is now boosting its overseas expansion so that people throughout the world can enjoy Calbee snacks. Calbee currently markets its products in China; Hong Kong, China; Korea; Singapore; Thailand and other Asian economies, as well as in Europe and United States, touting its commitment to making the most of nature’s bounty in potatoes and other vegetables and fruits. Production is done locally or in neighboring countries. The company is now aiming to expand its market into Europe, Australia and wider areas of Asia, with the goal of making Calbee products favored snacks for people all over the world.

2. The status of the Diversity and Inclusion related to core business

After taking office as the company’s Chairman of the Board in 2009, Akira Matsumoto introduced a policy based on the proposition that “without diversity, Calbee cannot grow.” Under this policy, the company has sought to develop and enhance its structure and diverse work environment.

The Diversity Promotion Committee, established in 2010, has played an important role in advancing the principle of diversity, supporting not only women but also foreigners, individuals with handicaps, and older employees.

“A diverse and enthusiastic workplace in every area” represents the ideal image of the company. To implement this vision, the company has conducted a variety of awareness-raising campaigns. As a result of these activities and the commitment of top management, the ratio of women in management rose to 22.1% in April 2016, up dramatically from 5.9% in 2010.

3. Role and contribution of women directors

Matsumoto, Chairman of the Board & CEO, invites women as an officer class to Calbee. Yumiko Kamada,

Senior executive officers, is also one of them. She was invited to the company in February 2015 based on her experiences at a former company in order to create a something new. She has led various talents regardless of gender or nationality in the New Business Development

The company has two outside female directors, one senior female executive officer and five executive female officers in April 2016. In terms of diversity, the company believes that women directors enhance the work environment by providing strong role models and ensuring a broader perspective in decision making.

Nearly all employees recognize that women who rise to the position of director have done so as a result of their ability. Their success enables them to serve as role models for other women employees.

On the other hand, for Calbee that aspires to provide equal employment opportunity, Human Resources system is very important. In the Human Resources system, headhunting between different departments can be carried out. There is an invitation to her/his own business from a boss to a subordinate or a chance to move their department based on employee's hope. Therefore the bosses including directors are required to maintain an attractive work environment for the employees regardless of the men and women.

In Calbee, directors are pushing strongly the diversity in this way to take the initiative themselves.

4. Diversity and Inclusion activities and programs

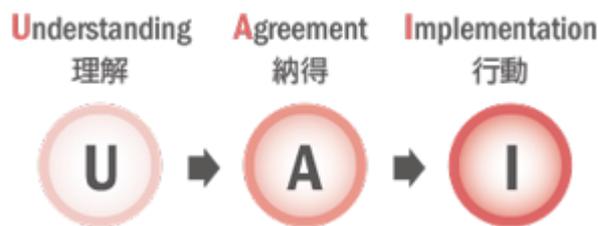
4.1. Market development

At the point of Marketing, there is a success example of "Furugura", means "Fruits Granola", which is a cereal with dried fruits. Furugura was launched in 1991, but the sales remained at low level until 2009. But under supporting by Matsumoto chairman, a female marketing manager changed the marketing strategy, selling as not cereal but "breakfast". Because the effect of taking breakfast was reevaluated at that time and "Furugura" was accepted by mainly women customers as the third breakfast, following rice and bread.

As the result, the sale of "Furugura" have expanded approximately 1.5 times annually, JPY 14 Billion in 2014 and JPY 22 billion in 2015.

4.2. Progressive diversity activities

Underpinning the company's efforts is a three-step process of "Understanding, Agreement and Implementation."



Since 2010, the company has been engaged in transforming its working style. To accomplish this, a number of bold steps have been taken, including 1. the establishment of diversity promoting committees, 2. the introduction of a support system for handling both life and work and 3. the amendments to the human resources system.

4.2.1. Diversity promoting committee

The company has implemented its diversity structure at the grass-roots level, placing a diversity promotion committee in each factory, branch, and related company. Problems that arise at any particular location are solved onsite, with the active participation of the local diversity promoting committee. At the same time, the diversity promoting committee at company headquarters supports the local committees, encouraging efforts to improve work-related conditions in order for women to work actively and support their career.

The diversity promoting committees at the various sites sponsor frequent activities designed to enhance the work environment, including seminars and social gatherings regarding childbirth, child care, nursing care and workplace communication etc.

4.2.2. Support for handling life and work

Calbee encourages all employees to have a balance of life and work so as to work actively, making an effort to expand support systems.

In 2015, the company expanded its cost assistance program for maternity and nursing care. It also modified its office hour policy for employees using childcare, and began a new application system for retired persons who stop working due to family matters. The company has made every effort to build an organization that enables a diverse set of employees to play an active role in the operations.

Revised work rules allow employees to adjust their work routine, offering options that include taking a half day off, working flexible hours and working at home. In addition, a free address system in the office has been instituted, along with a convenient online check-in system.

Under the free address system, when employees arrive at the office, they can check into the system and answer questions about their schedule for that particular day. The system then automatically assigns a

workspace. Very few employees, including C-class employees, have their own permanent desk; rather, each day, working space is assigned by the system.

To improve convenience and flexibility, the check-in procedure can be completed online without paper works, allowing employees to work efficiently anywhere they prefer instead of gathering same person, same place physically. The company has also changed its evaluation system and clarified the basis for employee evaluations, focusing on results rather than on time spent working in the office. In addition, this encourages discussion with all levels of employees, including C-class employees who have no specific spaces.

4.2.3. Human resources system

The company’s basic human resources policy can be summarized as “Commitment and Accountability” (C&A). In 2015, Calbee published “C&A Guidelines,” linking its policy to specific activities designed to produce results. According to the C&A Guidelines, managers are required to assess not only their own performance but also the steps they have taken to promote the growth of the younger employees in their charge in order to enhance systems for growth on both organization and employees.

Notably, the evaluation of management has been opened to all employees, which means employees can evaluate the performance of management.



4.3. Governance

“By having women in executive management positions, women’s proposals introduced in process of decision-making has the effect of promoting the commitment of the company’s women employees to their work. It is possible to widen the range of viewpoints by both of men and women bringing each characteristic of thinking.” Kamada said.

Interviewee



Yumiko Kamada (right)
Senior Executive Officer
New Business Development

Hideko Shintani (left)
Diversity Promoting Committee
Chairperson



Johnson & Johnson Family of Companies in Japan

Main business area in APEC: Japan

1. Corporate profile

Johnson & Johnson Family of Companies in Japan (J&J) has great reputation as a leader of healthcare and medical business. In Japan, the company started an operation as an agency of the British company in 1958, selling their products such as a baby oil and a First-aid adhesive tape “Band - Aid”, afterwards product manufacturing began in 1961. Following that, in 1979, Johnson & Johnson Japan K.K has established and continue to develop its business by now.

Now, J & J is composed of Johnson & Johnson Japan K.K and Janssen Pharmaceutical K.K. Johnson & Johnson Japan K.K has three companies in the organization, Consumer Company, Medical Company, and Vision Care Company. Each company deals with the health care products specializing in each expertise.

Consumer Company produces and distributes medical products for daily use to support healthy lifestyles. The flagship products are “BAND-AID” for wound care, “Johnson’s Baby” for baby care, “LISTERINE” for oral wash, “TYLENOL” for head ache and “NICORETTE” for non-smoking aids . Medical Company imports, manufactures and sales medical equipment and products to cover a wide range of practice areas including surgery and internal medicine. As a partner of the health care workers such as doctors, nurses and engineers, J&J aims to contribute to the improvement of people's quality of life. Vision Care Company imports and distributes the contact lens as typified by “ACUVUE”. “ACUVUE” brand has strong position in the contact lenses market in Japan as well as world-wide. Janssen Pharmaceutical K.K focuses on corresponding and solving the medical needs to ethical drugs, mainly cancer, immunological disease, chronic pain, infectious disease and central nervous system disease.

2. The status of the Diversity and Inclusion

J&J is taking over “Our Credo” spelled out in 1943, which idea is to penetrate into each and every employee. It also shows a corporate social responsibility which is taken into account by all employees for doing their business and is recognized as the values that guide their decision making to achieve a business success.

Based on the thought of “Our Credo”, Diversity and Inclusion is a significant issue of the business management. Regardless of differences in age, race, gender, nationality, sexual orientation, physical ability, the company encourages people who have different experiences to take advantage of each of the idea, integrate their works with involving equally and create innovative medical solutions and services, and aims to contribute to the medical care of the future.

As described above, the company has been working on diversity and inclusion with recognition as an important issue in business management in consideration of environmental changes surrounding the business while trying to commit to social responsibility of a firm.

3. Role and contribution of women directors

Promoting Diversity & Inclusion, J&J regards “Unconscious Bias (the bias to create unconsciously)” as an important theme and requests managements to understand it. It has been proved medically that unconscious bias is formed by human’s judgment based on stereotypes without realizing. Therefore, it is also often that the unconscious bias has also influenced in the decision-making of the company.

Even the company recruited female employees actively, for example, there were actually some cases that a woman retired due to feeling some difficulties in working environment or a lack of consultation with boss and other colleagues because of the unconscious bias existing in surrounding men or herself. However, if managers recognize that everyone have the unconscious bias more or less and it can affect decision-making and culture building, it is expected to prevent such a retirement by making a communication between a manager and a female employee.

Therefore the management and Human Resources Division initiate training sessions to eliminate unconscious bias as well as other various approaches such as “switch!” which departs from standardized way of work and promotes efficient smart work style, improvement of work environment to accept diversity. In addition, their contribution includes enhanced motivation for work of female employees and broadened scope of decision-making of the management due to increase of female officers showing various images of women leaders which can be a role model for them.

4. Diversity and Inclusion activities and programs

4.1. Market development

For example a development of regenerative medicine, advanced preventive healthcare and medical equipment, the market environment and customer needs as well as contents of services have also drastically changed from conventional situation. As for ethical drugs, new drug development is expected to deal with unmet needs.

In such business environment, a conventional top-down style dedicated to expertise have become to face many difficult cases to deal with. Therefore, the company thinks that it is important to propose new solutions over various discussions by gathering staff members with multiple expertise regardless gender. Indeed the management layer of each company understand that the company can response customer’s

needs by promoting such a circumstance and also regard it as one of goals of doing Diversity & Inclusion.

4.2. Women leadership's gathering

Breakfast meetings and round-table talks have been held as an opportunity to consider women's career in time with visiting Japan by women executives from US headquarters and overseas. At a breakfast meeting held on March 14, 2014, 18 Japanese women leaders participated in. The current conference was held aiming at obtaining any suggestion for the way of woman leader cultivation in Japan from experiences told regarding leadership development of female leaders who have been active globally. In the breakfast meeting, participants had meaningful time to confirm and share a mindset for cultivation of next-generation female leaders with vigorous exchange of opinions between participants regarding concept of long hours of working in Japan and changes in roles of father and mother.



4.3. Talent pooling

4.3.1. Career support

On a group joint annual conference to be held regularly to deepen and enhance understanding of D & I by employees, the company promotes learning opportunities in which specific cases are introduced or discuss about women's career by members of J&J groups. The latest conference was held on October in 2014 with a theme of "Unconscious bias – Be aware of unconsciousness." With 270 employees participated in the conference, lively discussion was developed with 43% of participation rate of male employees, a great increase compared with the year before. In addition to lectures by external lecturers and participatory workshops, diversity and inclusion practices in each company were introduced as well as policies to create innovation by promoting Diversity & Inclusion as a whole of J&J group were announced by presidents of all groups.



4.3.2. Group of employees

In addition to the efforts to promote D & I by the Human Resources department and management layer in a top-down approach, Employee Resource Group (ERG) is a voluntary activity of employees. It is an activity by employees on site to improve the site better in which they consider ideal leadership and how to cope with LGBT on their own. When they try to put the resulting solution into practice, the system works in such a way that Human Resources department and management layer would back them up.

4.3.3. Working flexibility

Many systems to support various ways of working have been provided focusing on a work-life balance of employees. Various systems have been in place including volunteer service leave to support social contribution activities, donor leave for bone-marrow graft, childcare support fund and work load reduction as a child-rearing support, and adoption of childcare leave system which recommends participation of male employees in childcare.

As it is important to improve an environment in which subordinates are easy to consult with their supervisor regarding their way of working, Human Resources department has been playing a leading role to work on the matter. While the company has conventionally developed promotion of women positively, difference in the approach of women works has grown between companies which have different particular. In workplaces where there are many opportunities to directly visit medical front such as Medical Company and Janssen Pharmaceutical Co., Ltd., it is often the case that working hour becomes irregular due to necessities to work in tune with convenience of the medical front. On the other hand, many women are appointed to sales position in Consumer Company and Vision Care Company. Therefore, considering what environment women feel easy to work and how such environment is realized together with officers and ERG, a whole of J&J group have been positively improving systems to support them.

4.4. Governance

It becomes possible to make decisions in a manner different from conventional one by inclusion of female officers in decision-making process.

In case of conventional cases with males accounting for the majority, for example, job-related communication have been sufficiently completed in personal meetings after work. However, in a case with participation of a female officer in which she cannot attend at meetings after work for family reasons, to change the way to exchange information has been required. Such as via mail, phone or meeting within working hour, more open way which differs from a conventional information exchange method has increased positive effects to decision-making itself.

For example, while it was not a little that matters had been determined partly by unclear axis based on

precedents and customs in conventional decision-making by people with homogenous backgrounds, different perspectives and methodologies from conventional one have increased to be reflected by inclusion of women who take various methods like above. As a result, along with the logical part and the emotional part is reflected in a well-balanced, the axis of the decision-making becomes clear, it has become more equitable and fair decision-making has made.

As the above, the management has realized that Diversity & Inclusion also in the decision-making levels has a good effect for the company.

interviewee



Shigeko
Sakaguchi
Vice President
Human
Resources Japan



Asako Toma, Manager Business Unit HR
Human Resources



Lawson, Inc.

Main business area in APEC: Japan

1. Corporate profile

Lawson, Inc. (Lawson) was established in 1975. As of September 2016, it is one of the leading convenience store chains with over 12,648 stores in Japan. Lawson mainly has a convenience store business, also having SEIJO ISHII K.K that manages supermarkets "Seijo Ishii", LAWSON HMV Entertainment, Inc. that handles event tickets and distributes CDs and DVDs, and United Cinemas Co., Ltd. which operates cinema complexes as an entertainment-related business and so on.

In addition, it has an overseas business where various local operating companies deploy stores in People's Republic of China, Thailand, Indonesia, the Philippines and the State of Hawaii in the United States as well as a financial service related business that operates ATMs installed inside stores.

2. The status of Diversity and Inclusion

"Creating Happiness and Harmony in Our Community," is Lawson's corporate philosophy. This corporate philosophy was established in 2005 upon the 30th anniversary of its foundation, organizing various ideas about how a company should exist and what its philosophy should be. In order to achieve the mission of being a public institution in society, it is necessary to win the trust from various customers; it is important to realize the optimal relationship with society. Therefore, Lawson believes that they should utilize diverse ways of thinking, and to promote diversity is one such measure.

It means contributing to our communities and bringing happiness and harmony to both communities and ourselves by embracing the diversity around us and creating products and services that meet the needs of changing environments. Therefore, Lawson throws away stereotypes, make the best use of abilities and potentials of all staff, including female and foreign employees, start up new innovations and endeavor to increase our corporate values.

Under the philosophy, the Chairman & CEO and President & COO cooperating with the Human Resources Division have assigned an officer in charge of diversity to promote the design, and operate an arrangement of necessary programs. In the Sales Strategy and Marketing Division, they conduct marketing by using female employees' ideas to create new business value.

Lawson has been focusing on the development of human resources "think by themselves, then act as their own behavior", realizing diversity is necessary for innovation in human capital. Therefore, Lawson has hired and developed females and foreigners actively and believes that enhancing work environment for their success causes to increase corporate value, then promotes women empowerments. In addition, the

company sets the qualitative goal "women can continue to work while raising children in Lawson" and the quantitative goal "the ratio of female management positions is 30% in 2020."

3. The role and contribution of women directors

As of October 2016, Lawson has four women in total participating in the board of directors; three women are external directors out of five external directors within total eight directors on the Board, and one woman is an external corporate auditor out of three external corporate auditors within total four corporate auditors. Both of that each women director/corporate auditor has different backgrounds such as academia, manufacturing, apparel and accounting, and that multiple female directors who are participating in the management have characterized the board of directors of Lawson as a unique one.

According to Masakatsu Gonai, Executive Vice President, these women directors have very good communication skills, and networking creation among women directors are also carried out actively. With three female directors and one corporate auditor participating, opinions are voiced actively from diverse specialist viewpoints with broader perspectives, causing discussions of the entire Board of Directors to be lively.

For example, women directors sometimes throw opinions on the consumer business from respective professions as a specialist of other fields, and at other times, opinions are offered as a common user, providing fresh and useful stimulus to other participants of board meetings.

4. Diversity and Inclusion activities and programs

4.1. Market development

According to Yasuko Yamaguchi, General Manager at Human Resources Office, currently the ratio of female employees in Lawson is approximately 15%, but the female ratio involving in product development becomes comparatively higher, around 30%. For example, the "MACHI café" project where freshly brewed coffee is sold at the counter of convenience stores is one of projects which female employees involved in. Also, "Green Smoothie", released in May 2015, was planned/developed by a female staff member who was returning from her childcare break and provided her idea to provide smoothies that were becoming popular for working women in a more easily drinkable form. This product has created an unusual big hit as a chilled beverage.

Furthermore, Lawson deploys franchise chain systems, and among the owners of various stores who are the franchisees, roughly 10% out of 6,000 people in total are women, and the company is working daily

on applying diversity in that area as well.

4.1.1. Activities for female employees

Lawson conducts an employee opinion survey aimed at creating better working environments for various employees. HR division summarizes the results in a performance chart for each organization, giving feedback that includes areas to address in order to reduce working hours, for example, based on the results of each organization. To encourage all employees to think about how to better understand, appreciate, and take advantage of diversity, HR division holds diversity conferences around the country and conduct employee surveys.

Also, they have set up an occasion to present “the new Self-motivated Challenge Award” once a year, in order to share individual knowledge and know-how within the organization, to get people to understand there are diverse ways of working as a staff and to share good examples. In 2015, three cases were selected, including a staff contributing to the store crew’s education tool by incorporating hand-drawn illustrations to make it easier to understand, a staff contributing to store operation burden reduction by revising insurance contracts, and the “Green Smoothie” product development mentioned above. All of three winners were women.

4.1.2. Assistance framework for balancing work and family life

Lawson promotes diversity in order to create an organization in which employees with a wide range of values can reach their full potential. The company provides opportunities for young women, especially new graduate staff, to understand available systems and initiatives by holding career development trainings. In addition, the company produced the “LAWSON Woman’s Work Style Handbook” to give opportunities for all staff to understand their diversity policy. Besides those, the company provides current information of the business to whoever was one in childcare leave, and hold career trainings after returning to work, maintaining an environment where returning is easy. Furthermore, it has opened an in-house childcare facility, “Goo Nursery.”

Lawson's ratio of employees reinstated after childcare leave is quite high, at 97.1% (cumulative basis since fiscal 2000). The ratio of working mothers to all female employees used to be 4.6% in 2001, but has reached 21.2% in 2015

4.1.3. Raising awareness of male staff

Lawson has concentrated its efforts to change their awareness not only for women, but also for men. One example is an initiative for encouraging male employees to take paternity leave, which contributed to raising the ratio of paternity leave taking to 70% in 2015, and have now set a new target of 80%. The number of staff using paternity leave used to be 4 men and 33 women in 2011, but was 23 men and 40 women in 2014, and has become 93 men and 46 women in 2015. This is a result of setting up a new “short term childcare leave” in 2014, and submitting posters to workplaces to create a workplace environment that encourages taking the leave.



4.2. Governance

As described above, in Lawson, having multiple women participating in the Board of Directors is one of their characteristics. Career histories of directors includes three from within the company, two male and three female, as external directors. Having not one but multiple female directors who actively voice various opinions based on their respective specialties results in active discussion and good effects to the corporate governance.

Interviewee



Masakatsu Gonai (Left)
Executive Vice President

Yasuko Yamaguchi (Right)
Human Resources Office
General Manager



Daehong Communications

Main business area in APEC : Korea

1. Corporate profile

Founded in 1982 as one of the Lotte Group's, Daehong Communications has been one of the leading companies in marketing communications for the past 35 years in the republic of Korea. The company provides a wide variety of services such as Brand Marketing Strategy, IMC Media Planning, Public Relations, Sports Marketing and Digital Solution etc.

Through various overseas endeavors, Daehong Communications has continuously achieved global recognition and provided services to major clients such as L&P Cosmetics, Claires, Cuckoo Electronics, KOTRA, Korea Tourism Organization, KDB Daewoo, Daewoo Construction, NAVER, Air Asia, Ali Pay, Grand Korea Leisure (Seven Luck), Lotte Duty-free, Lotte Shopping, Lotteria, Lotte Mart, Lotte Confectionery, Lotte Chilsung, Lotte Asset Development and Lotte Construction etc.

2. The status of Diversity and Inclusion

2.1. Diversity strategy

Lotte Group announced the Diversity Charter in 2013, and developed a related diversity and inclusion strategy. Based on the Diversity Chapter, Lotte Group does not allow discrimination on gender, nationality, disability and any other types of discrimination. Lotte Group's CEO Mr. Shin Dong-Bin has been deeply involved and invested in developing female employees to their full potential. At the board meeting of major affiliates, Mr. Shin emphasized "In future years, companies that can make the most of female talent will be prosperous. We should also have many women directors. We currently have some women directors, but given the size of our company, the number is still too small."

This diversity strategy aligns with the Group's Vision – Asia Top 10 Group. The Group has expanded rapidly through Asia as well as globally, however discrimination can significantly limit this growth. Lotte Group made a "diversity respect process" and executed through the group from 2013 onwards. The Group has focused on changing corporate culture to embrace diversity.

From 2015, the diversity strategy has been led by 9 major affiliate companies in the Lotte Group. At the end of every year, the Lotte/Asia Group awards "Leading Diversity Company" to represent the best performance in diversity activities and encourages the adoption by other affiliate companies. In 2016, the Lotte Group published a handbook of developing female leaders. The handbook shows how Lotte Group will develop women leaders systematically.

2.2. Framework for women leaders

The Lotte Group established a framework to develop woman leaders with three steps depicted in the table below.

Steps	Recruitment	Development	Enhancement
Action plan	<ul style="list-style-type: none"> • Raise female quota for new employees • Recruit women managers and increase the promotion ratio of women manager 	<ul style="list-style-type: none"> • Raise promotion ratio of women • Promote female directors • Special training program for women • Mentoring program by women directors • WoW (Way of Women) forum 	<ul style="list-style-type: none"> • Develop women CEO's (up to 30%) • Incubate women leaders • Change organizational culture

2.3. Ratio of women leaders in the group

The Lotte Group's goal of women directors' ratio is 30%. While there is still room for growth, the Group is actively pursuing the goal by recruiting and training female talent. Until 2011, there was only one female director who had been scouted outside Lotte.

In 2012, the Lotte Group had their first female director through internal promotion (some female directors had also been scouted outside the company). In 2016, they had their first female director who had been hired through Lotte's open recruitment 20 years ago. They do not discriminate based on whether they joined the company as career employees, new recruits, etc. In 2005, the percentage of female managers were only 1%. Ten years later, in 2015, it became more than 10%. The Lotte Group continuously makes efforts to increase the ratio to 30% by 2020. As for promotion, The Group has at least 10% higher promotion rates of female managers than overall promotion rates. More female hires are necessary for our affirmative action plan to provide equal opportunities for members of minority groups.

3. Role and contribution of women directors

3.1. The first female executive in Lotte group

Sunmi Park has been working at Daehong Communication since 2000, and was promoted to director in 2012, as the first woman director in Lotte Group. Currently, she leads 16 teams with 92 subordinates and manages more than 200 advertisement projects on average per year, including approximately 120 TVCF projects.

After she joined Daehong Communications, she achieved great performance in her area. She utilized aggressiveness and creativity to defeat major competitors, and thereby won a number of contracts for advertising projects.

She led the organization to win advertisement project contracts such as the 'Garden Five' project (Approx. \$ 20 million) from HSBC, projects from food/beverage companies, Lotte Card, IBK commercial banks, KTFT, etc.

3.2. Marketing

Sunmi Park is skilled in designing hit advertisement products. For example, she designed and planned 'hyvaa hyvaa xylitol gum,' 'beauties love pomegranate', etc. Those advertisements created hit products, and made her one of the hottest people in the advertising industry and in the company as well. In the history of planning the 'beauties love pomegranate' advertisement, most senior executives opposed her idea of taking the risk of delivering the message in a sentence to consumers. Because it was the first time that the name of a beverage was made in a sentence and not a word or two/three words. However, she eventually persuaded the decision makers, and the advertisement product became one of the most famous advertisements in Korean marketing history. Consequently, the success started the trend of changing product names.

Furthermore, these women directors are currently achieving brilliant results in a variety of fields such as marketing, merchandising (MD), advertising, sales, quality management, etc.

3.3. Pioneer of the company for participating international advertising festivals

In 2008, Sunmi Park participated in Moscow International Advertising festivals as a jury member, and this was the first for Daehong communications to participate in an international advertising event. Hereafter, she participated in New York festivals a few times as both an award candidate and a jury member.

4. Diversity and Inclusion activities and programs

4.1. Open Creative Solution

Sunmi Park believed that the Company should invest in digital marketing and innovation. Therefore, she created a team called "Open Creative Solution" (OCS) responsible for innovation in 2012. She scouted people who did not have any experience in advertising, since she believed that innovation should be based on diverse ideas and experience. Until 2015, the team had achieved a number of awards from both domestic and international advertising events, and contributed to change the external image of Daehong Communications, from being perceived as a conservative advertisement company to being recognized as an industry innovator.

In 2013, UNICEF 'Hold a life' created by OCS was awarded with the special prize at 'Korea advertising awards', and in 2014, UNICEF 'RolyPoly Collection box' won first place for the outdoor sector. Furthermore, OCS's 'Pink Light' project was nominated as a finalist at New York Festivals.

Moreover, OCS mainly contributed to host INNOVATIVE & CREATIVE SHOW (ICS) in 2015. The purpose of ICS is to connect the digital start-up companies with other companies and develop an understanding of digital marketing. OCS also performs a number of pro bono consulting for public service advertisement.

4.2. Diversity Committee

Women directors have been active as the company's Diversity Committee members in addition to their main responsibilities. The Diversity Committee was launched by 9 companies in 2015, and Lotte group has 37 committees as of 2016. They are based on a 'Lotte Diversity Charter.' Lotte is operating these committees to promote diversity-oriented culture within the organization. At the committee, women directors play an important role in discussing policies and practices related to the diversity of the organization, and adjusting the communication of its diverse population in the company with women team leaders.

4.3. Open recruitment

In the Group's open recruitment, they suggest raising the female quota from its current level up to 40% in order to increase the proportion of new female employees. It is worth noting that it is based on current limitations in the available pool of female employees. Many affiliated companies are forced to recruit female managers outside the company. Through both the internal development and external recruitment of female talent, the Group is continually seeking to increase the number of female candidates for director positions. In all the areas of business, they are seeking to expand the areas where female resources could be utilized.

4.4. Friendly workplace

Trying to build a flexible atmosphere for creativeness in the organization, Sunmi Park believed that companies in the communication industry should have a flexible atmosphere where every employee can come up with brilliant and creative ideas. Therefore, she tried to turn a conservative atmosphere into a flexible atmosphere by communicating openly, not unilaterally. Moreover, she empowered employees by demonstrating an innovative spirit to support team creativity.

4.5. Pro bono learning sessions

Pro bono learning sessions were provided about conceptual frameworks in marketing to college juniors who work or are eager to work in the advertisement/marketing industry. She has frequently offered the

lecture 'change of frames' associated with advertising businesses, which provides insight through 5 main themes – contents, story, sympathy, unitization and big ideas.

Interviewee



Sun-mi Park
Creative Director of Daehong
Communications



KOLON Eco One

Main business area in APEC : Korea

1. Corporate profile

KOLON Eco One is the holding company for KOLON Group's Environment EPC and renewable energy business with 5 subsidiaries. KOLON Eco One is categorized as a key affiliate in the KOLON group, and was spun off from KOLON Water & Energy in 2016. KOLON Eco One specializes in operating and managing environmental facilities and is engaged across the water treatment value chain. The company's broad range of activities include construction and installation, equipment and material, as well as facilities operation and management.

Water-related businesses cover critical roles in operating sewage and wastewater treatment, materials, systems and related equipment as well as water treatment facilities. The company has a capacity of more than 30% of Korea's sewage and wastewater treatment capacity, also operates public sewage and wastewater treatment of the National Industrial Complex, and have the No. 1 market share in the O&M field. KOLON Eco one is now ready to expand and has formed subsidiaries, KOLON En-Solution and KOLON Fjords Processing, to launch new businesses in the plant, facility and energy sectors.

2. The status of Diversity and Inclusion

KOLON has systematically prepared to manage female workforces within the group. In order to achieve the goal of increasing the women directors ratio, the group has been encouraging promotion of female executives since regular HR assessment in 2010. Moreover, the HR department started to categorize female leaders in the group as key personnel resources, and in 2012, the group built 'female TFT' for establishing complicated strategies related to women.

Female employees, who have been recruited by the '30% women recruitment policy' since 2002, are contributing to the group as managers or team leaders today. The group expects one of them to perform as executives or CEOs in the future.

3. Role and contribution of women directors

KOLON group appointed Soo Young Lee as CEO of a subsidiary company – KOLON Water and Energy in 2012, and this was the first case that the KOLON group appointed a woman leader as CEO.

3.1. The first female executive and CEO in KOLON group

Soo Young Lee joined KOLON group in 2003 as a manager, and in 2005, she was directly promoted to

director because of her outstanding performance on acquiring new business opportunities. Her promotion to director as a female in the KOLON group was the first time it had happened at the company and it was also rare to promote a female as director for most organizations in Korea. From then on, people started to call her an action-oriented woman, willing to take on new challenges.

3.2. Improving efficiency in the organization by innovative movement

Soo Young Lee has clinched several successful M&A and J/V deals, which could be considered as driving forces of the growth of the company.

In 2005, Soo Young Lee thought it was inefficient for the group to have subsidiaries operate similar biotechnology businesses. Therefore, she tried to merge the two departments into one to create synergies. About 20 executives rejected this idea based on worrying about taking risks. However, she believed that the company should take risks if the company expects great return in the future. Finally, she closed the deal. The merged organization was named as KOLON Life Science Inc., and the value of the company increased from approx. \$3 million (capital) in 2006, to \$ 100 million (Aggregated value of listed stock) in 2016.

3.3. Pursuing M&A deals based on aggressiveness and her confidence in making decisions

KOLON Group was relatively passive on doing M&A than other major companies in Korea in 2000s. Though M&A and equity acquisition accounted 40.7% on average for corporate value increase of the major 30 large companies in Korea in 2000's, the increase ratio of KOLON Group only accounted 26.1%. However, Ms. Lee took the direction of M&A for entering the water treatment business industry and this attempt was considered an innovative move in the KOLON group at the time. Since then, she has clinched several successful M&A and J/V deals, which could be considered as driving forces of the growth of the company.

All companies acquired by KOLON group for new business opportunities were water treatment related companies, and most of these M&A deals were done by Ms. Lee. In 2007, she found a new business opportunity in the water treatment industry. She officially suggested an M&A deal on a public institution called 'Environmental Management Facility Construction'. At the same time, the leading global water treatment company, Veolia (French), seriously considered acquiring the institution.

Due to Veolia's great interest in M&A on the institution, Veolia tried to interrupt the M&A deal between KOLON group and Environmental Management Facility Construction. On the other hand, executives in the group put opposing arguments to the M&A deal, since they did not believe that the water treatment business could ever fit into the group's business portfolio. They also believed it would not be a critical growth driver in the group. Despite internal and external opposition, Soo Young Lee finally closed the deal, and the profitability from reselling the organization after about 10 years was approximately \$200

million.

In addition, Soo Young Lee was in charge of forming joint ventures with a Norwegian oil waste treatment company, called Aker Solution, in 2014. Although joint capital was just a total of \$2 million, the resulting profit was \$2.5 million and had a sales revenue of \$40 million last year.

Male executives who were opposed to the M&A deals at that time did not want to take the risk. Most likely because they were concerned about maintaining their position and tried to avoid the situation of being responsible for the new business. However, because Ms. Lee selflessly cared about the development of the company, she pursued M&A projects that most executives opposed and this produced successful results for both herself and the KOLON group.

3.4. Leader with cutting-edge insights on new business trends

People say that Soo Young Lee is excellent at reading business trends and is full of new business ideas. She said that she kept trying to meet external experts as much as she could to get inspired by them. External networks that CEO Lee has built over time have been great resources and assets for her successful career.

4. Diversity and Inclusion activities and programs

4.1. Human Resources assessment

Since regular HR assessments in 2010, at least one woman director is promoted every year, and these women directors promotion cases motivate female employees in the group to make them believe they could also achieve the goal of being CEO. Currently, these women directors are delivering strong results in a variety of fields (such as strategy, etc.).

4.2. Recruiting

KOLON Group had been implementing the policy of 'recruiting at least 30% of female employees for newly hired university graduates' since 2002. From 2015, the group started to run an internship program called the 'W intern' program, which develops female-only workforces and recruits skilled women by providing job opportunities to them. It was the first woman-focused internship program in Korea.

4.3. Female mentoring program

In accordance with the gender distribution policy, the group has been operating a 'female mentoring program' since 2007. The goal of this program is providing helpful advice and resources to women employees to help them perform the tasks more efficiently, and until today, approximately 600 female employees have benefited from this program.

Furthermore, to make smooth transitions and maximize capabilities for newly joined female employees, managers and executives are required to take the learning sessions of excellence and importance of female employees.

4.4. KOLON Kindergarten

KOLON group seeks to lower the turnover rate of female workers by running 'KOLON Kindergarten' for women employees who take care of their children.

Interviewee



Soo Young Lee
CEO of KOLON Eco-one



Petroleum Nasional Berhad
Main business area in APEC: Malaysia

1. Corporate profile

Petroleum Nasional Berhad (PETRONAS) is Malaysia's fully integrated oil and gas multinational wholly-owned by the Malaysian Government. Established in 1974, PETRONAS is now ranked amongst the largest companies in the world with a proven track record in integrated oil and gas operations spanning the entire hydrocarbon value chain.

As the custodian for Malaysia's national oil and gas resources, PETRONAS explores, produces and delivers energy to meet society's growing needs. PETRONAS' business activities are various from upstream to downstream, such as exploring, developing and producing crude oil and natural gas, selling, refining and transporting LNG², natural gas and petroleum products, manufacturing and selling of petrochemical products and so on.

PETRONAS has 91 partners and more than 280 platforms in worldwide, 78 upstream development projects and 5 major LNG facilities. The company has three listed companies as a subsidiary, PETRONAS Chemicals Group Berhad, PETRONAS Dagangan Berhad and PETRONAS Gas Berhad.

2. The status of the Diversity and Inclusion

PETRONAS sees the vital need for a strong employment value proposition which will attract, motivate and retain talents in an ever-evolving industry. The principles of PETRONAS' employment value proposition of Trust, Grow and Reward complements its Shared Values of Loyalty, Integrity, Professionalism and Cohesiveness.

PETRONAS also believes in building and developing its own pool of talents, who form the backbone of the Company. The Company consistently and persistently grows and develops its human capital in line with industry and global HR practices as a critical and strategic aspect of its integrated business.

The women in PETRONAS' workforce make up 28 per cent of its total employees. As PETRONAS moves forward in an increasingly challenging industry, it aims to play a role in developing a highly sought-after, high-performing workforce regardless of gender. In order to promote diversity, PETRONAS has made its own diversity policy in 2016.

² Liquefied Natural Gas

PETRONAS WORKFORCE

Categories	2012	2015
Women	27%	28%
Non-Malaysians	20%	20%
< 35 years old	52%	53%

(Source: PETRONAS Annual Report 2015)

Moving forward, PETRONAS will continue to adapt to the new realities of the oil and gas industry. The Company constantly refines and improves its workforce planning strategies and related implementations to meet growing business aspirations as well as fulfil the Company's obligations to nation-building endeavors.

3. Role and contribution of women directors

In PETRONAS, to date, women represent close to 30 per cent of the workforce, with 32 per cent of the women assuming technical positions. 30 per cent of PETRONAS' top talents are women, and 17 per cent hold Board seats across the PETRONAS Group. These figures are encouraging and shows how progressive PETRONAS has become since its establishment in 1974.

PETRONAS has three female on the Group organizational structure, three female directors on the Board and one female on the Executive leadership team. For example, DATO' RAIHA AZNI ABD RAHMAN takes a leading role in human resource transformation. Her core areas include people strategy & planning, organizational development & change management, leadership & capability development, talent management, and education & learning. She established the PETRONAS Leading Women Network as a strong advocate of women in the workforce.

Mariam Hassan, Head Corporate Secretariat, said PETRONAS had a skill matrix to nominate directors on the Board. Based on the matrix, regardless of gender, the company has to make sure that the Board comprises a mix of skills, such like marketing, technical, finance, legal and so on in terms of diversity.

Mariam Hassan also said "Diversity on the board are able to reduce the risk. They really have to play their role to make sure, whatever the company is doing, there is nothing against the law. Having the independent board members, especially female, would have the safeguard for the company. Because female directors treat it very importantly in terms of responsibility.

4. Diversity and Inclusion activities and programs

4.1. Women in leadership

The PETRONAS Leading Women Network (PLWN) was launched on 15 June 2015. The PLWN aims to inspire leading women to accelerate and maintain passion and professionalism towards delivering high performance. It also aims to enable leading women to reap diverse opportunities in a collaborative work environment and complements existing avenues for women to connect.

The PLWN acts as a catalyst to operationalize the organization's business strategy which is anchored on three pillars – Leader Development, Enabling Organization and Peer Engagement which directly supports PETRONAS' Corporate Agenda and Global Talent Strategy.

4.2. Leadership Capability Development

PETRONAS recognizes that having the right leaders to helm talents becomes more crucial as the company becomes more diversified in terms of locations, operations and workforce composition. The list below outlines the major leadership capability development initiatives executed in 2015:

- ✓ Enhanced career management for technical professionals through implementation of a revised promotion and mobility guideline for technical professionals.
- ✓ Strengthened career management to reflect strategic organizational needs and long-term industry demands.
- ✓ Setting up of the EXCO People Development Committee to facilitate the mobility and promotion of senior staff across businesses and development of leaders to sustain and enhance organizational effectiveness.

PETRONAS continues to promote meritocracy and invests substantially in its people. Regardless of the gender, talents are identified and groomed early so that the company is able to build a sustainable pipeline of future leaders.

4.3. Employee Performance Management

The existing performance management standard has been refined and updated to the Employee Performance Management (EPM) system. The objective of EPM is to shape and sustain a High Performance Culture in PETRONAS in order to enable consistent engagement with employees to ensure delivery of superior business results. Under the EPM system, coaching, review and feedback are conducted on semiannual basis to accelerate the journey towards becoming a High Performing Organization.

According to Mariam Hassan, PETRONAS does not have the biasness against women. As long as employees are able to perform, regardless gender, they will be appointed, even to the highest position.

4.4. Job rotation

People Development Committee looks at employees and charts their progress. PETRONAS has a policy that if an employee have one position for three years, she/he will be able to apply other position in PETRONAS group. Every employee can know the vacancy within the group on the intranet, sending an application to HR division and getting interview with other people, then HR division will basically seek permission from her/his boss to release to the other department. Through the process, everyone is actually transferable, there is no difference between men and women.

Interviewee



Mariam Hassan
Head, Corporate Secretariat
Legal Downstream
Group Legal



Media Prima Berhad

Main business area in APEC: Malaysia

1. Corporate profile

Media Prima Berhad (“Media Prima” or “the Group”), is a leading fully-integrated media company in Malaysia with a complete repertoire of media-related businesses including Television, Print, Radio, Out-of-Home, Content Creation and Digital Media. Media Prima, which is listed on the Main Board of Bursa Malaysia, is also one of Malaysia’s Top 100 largest listed companies by revenue. Media Prima Television Networks operates four free to air television stations namely TV3, 8TV, ntv7 and TV9 and digital video portal, tonton. Media Prima also holds more than 98 percent stake in The New Straits Times Press (Malaysia) Berhad, publisher of the country’s 3 main newspapers, The New Straits Times, Berita Harian and Harian Metro and various popular digital publications. The Group runs four of the country’s popular radio stations, Hot FM, Kool FM, One FM and Fly FM under Media Prima Radio Networks while it’s Out-of-Home (OOH) advertising subsidiary company, Big Tree Outdoor, is the dominant player with over 8,000 advertising assets throughout the country. Other subsidiaries under the Group include the award winning content production company Primeworks Studios, digital consultancy service provider, Media Prima Digital and media commerce company, MP CJO Shopping.

2. The status of the Diversity and Inclusion

Media Prima has been serving communities for 170 years through its flagship newspaper the New Straits Times, and the Group understands the interconnectedness of the success of Media Prima and a strong society. Media Prima also believes that a mixture of talent from various diverse backgrounds could bring a more inclusive work culture and togetherness, perfectly complementing the nation’s long-term aspirations and goals.

Lydia Anne Abraham, an Independent Non-Executive Director of Media Prima, said “Diversity is a very strong initiative. In fact, plenty of talented women currently occupy the middle management group, making up 60 percent of the entire managerial workforce. The Group is not just looking at gender diversity only but also at race, ethnic culture, and age diversity.”

Lydia Anne also explained “The board and the organization must reflect the diversity of its customers and suppliers and vendors in order to provide what consumers want. We must be cognizant of the fact that women makes up a big segment of our consumers and as such we need to ensure that we respond to their needs. Many women are also starting to be involved in news, advertising, content production and filmmaking segments and hopefully this will positively impact the type of content and reduce the stereotyping of women roles. It is also worth noting that each of the three newspapers has a dedicated

women's desk while the television programming line-up also includes shows dedicated to women. Media Prima' had in 2015, received the Media of the Year Award from Commonwealth Businesswomen's Network which the Group believes is a testament of the Group's commitment towards diversity and inclusion."

3. Role and contribution of women directors

"The Media Prima Board ("Board) composition is very diverse in all respect of race, skills and age which is extremely important and a necessity to inculcate a high performing board culture. Having gender diversity at the board certainly adds value. Media Prima is one of the companies that has achieved the 30% women on the board target." said Lydia Anne. In 2013, Lydia Anne was the first woman to be appointed to the Board and subsequently two more Independent Non-Executive women directors have joined. The ratio of women directors on the Board is 33% (3/9) and that was because of the focus by the Group Chairman and the CEO. In addition, Media Prima has also started to focus on their subsidiary Board's diversity, with two women Board members now chairing subsidiary Boards."

At the Group's senior management level, Shareen Ooi is Group Chief Marketing Officer and leads Media Prima's Group Integrated Marketing unit. She is responsible for the marketing of Media Prima's integrated services portfolio to a wide range of clients, growing business for the organization and its multi-platforms that include television, Radio, Print, Digital and Out-of-home. Meanwhile, Airin Zainul (ntv7/8TV/tonton) and Sherina Mohamad Nordin (TV3/TV9) lead four of the most popular television networks in Malaysia. In Radio, we have Anida Tahrin, in charge of operations for the four radio stations under Media Prima Radio Network. Other women executives holding key roles within the organisation also include those heading Human Resources, Legal, Sales, Research, Investor Relations and Information Technology departments. There is high consciousness of the need to increase women representation at this level too.

Lydia Anne also explained the effect of diversity in the process of decision-making. "The whole idea of diversity is how to infuse new thinking and perspectives at the Board and have a really strong discussion. There may be conflict and conflict is not always bad, it is good to be able to differ in opinions and views. So I think that is the richness of diversity and that has been the purpose to push this agenda."

According to Lydia Anne, women and men think very differently and their assessment of risks is very different. From a governance perspective, this difference encourages the right questions and the right issues to be highlighted and with this, decisions can be made with a higher level of awareness.

4. Diversity and Inclusion activities and programs

Media Prima believes that by encouraging diversity, an enjoyable and productive work environment can be realised for all employees across the Group. The diversity of races in Malaysia necessitates for a set of principles on which they rely every day. In 2015, the numbers of male and female employees are 2,645 and 1,591 respectively.

4.1. Market development

Media Prima is fully aware of its role and ability to influence via its media platforms and thus is committed to ensuring the Group acts responsibly in their business operations. The Group has strived to ensure an appropriate balance between providing quality content to reach the audience and at the same time, the portrayal of women is positioned with respect. The Group's commitment to achieving this is reflected by the presence of women leaders in key positions related to television and radio programming, news and editorial operations as well as content development. The Board has a responsibility to see how they can continuously bring greater awareness to the groups that are involved in advertising, movies and dramas and so on.

4.2. Leadership

4.2.1. Succession planning

Media Prima has a robust Talent Management Framework aimed towards developing and harnessing the right talents throughout the Group. The Group's media subsidiaries play an important role in facilitating the design of suitable development programmes to cater talents of various levels across the Group. In 2015, the Group revamped its in-house leadership acceleration programme to cater for talents of all levels. It equips them with the knowledge and skills whilst instilling confidence to foster professional and personal growth consisting of experiential, relationship-based training and formal learning. They encompass non-executive and junior executives, through to senior management and the Board.

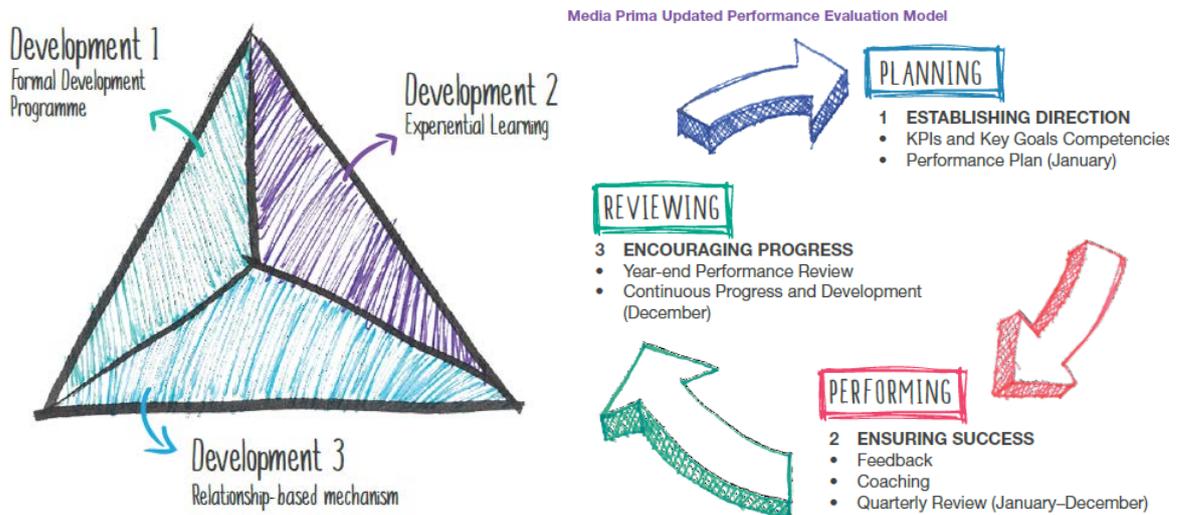
The leadership programmes are divided into three main areas:

Development 1: Formal Development Programme consists of the Non-Executive Development Programme (NEDP), the Young Graduate Trainee Programme, the Executive Development Programme (EDP), the Manager Development Programme (MDP) and the Senior Management Development Programme (SMDP).

Development Intervention 2: Experiential Learning consists of Involvement in Group-wide Projects and Industry/International Exposure.

Development 3: Relationship-based mechanism consists of Executive Coaching, Group Coaching, the Managerial Coaching Workshop, Lunch & Learn, Conversational Session with Senior Management,

Senior Management's Contribution to Industry and Inspirational Series.



(Source: Media Prima Sustainability Report 2015)

4.2.2. Performance Measurement

Employees are evaluated on their performance at the end of each year through the performance evaluation methodology. This continuous process develops and coaches people for repeated success through day-to-day processes. The performance evaluation process is summarised in “Sustainability Report 2015” as the above right side.

4.3. Human Resources

4.3.1. HR strategy

Media Prima also works to foster an environment where employees can bring their whole selves to work. Diversity and inclusion are cornerstones of its talent management strategy. The Group has a strong track record of promoting people from within and provide those who excel with exciting career opportunities. Our HR practices have been recognised by the industry through awards such as the Human Resource Excellence Awards 2015 (Excellence in Graduate Development, Work Life Balance and Excellence in Leadership Development), Asia Recruitment Awards 2015 and 2014 Malaysia's Leading Graduate Employers (Broadcasting/Media Category) by GTI Media.

4.3.2. Competitive Remuneration and Benefits

Media Prima adopts a fair remuneration system based primarily on job performance regardless of age, gender or any other background. The Group performs a remuneration review once every three years to determine adequate remuneration for employees that are more equitable in rewarding high achievers in the workplace, develop employee talent and determine the competitiveness vis-à-vis the market.

4.3.3. Women Empowerment

Media Prima provides female employees with ideal work-life balance in pursuing their careers. These include introducing a broad range of positive actions that empower women based on their age and career stages. Career support programmes are provided for managerial candidates to develop the required mindsets and capabilities. These programmes are expected to have produced the expected results, contributing to the personal growth of a number of female managers, over time.

4.3.4. Sabbatical Leave

Media Prima offers sabbatical leave to retain the most valuable employees, allowing them to stretch themselves without leaving the Group. Sabbatical leave demonstrates the company's commitment to work-life balance and gives employees the opportunity to demonstrate healthy habits.

4.4. Training and Development

Media Prima is committed to enhancing the skills and competencies as well as personal growth and development of its employees. The Group provides its people with multiple opportunities to enrol in world-class training and development programmes and encourage cross-functional movement to gain meaningful experience and exposure. Performance management is a critical area for the Group where each employee's career path is aligned with his or her goals consistent with the larger organisational goals. When every goal an employee is appraised on is linked to a bigger organisational goal, accountability and ownership are driven on the job every single day.

4.5. Governance

Media Prima has been recognised for the Group's unwavering commitment to ensuring good corporate governance and ethical practices are applied throughout the organisation. In 2015, the Group received the Best Corporate Governance (Media Company) award from the Ethical Boardroom UK and has consistently been ranked by analysts to be amongst the best in governance through the Asiamoney Corporate Governance polls.

The Board through the Nomination and Remuneration Committee conducts an effective assessment to evaluate the effectiveness of the Board as a whole, the Committees of the Board and the contribution of each individual directors. The Board has also reviewed its required mix of skills and experience, gender diversity and other qualities, including core competencies, which Non-Executive Directors should bring to the Board. The Board also examines its size, with a view in determining the effective number of Board members.

Performance indicators for the Board Effectiveness Evaluation (BEE) include the Board's responsibility, composition, administration and process, conduct, interaction and communication with Management and stakeholders, and its evaluation of the Group Chairman and Group Managing Director. Performance

indicators for individual Directors cover personality and quality aspects such as dynamics and participation, integrity and objectivity, technical competencies, recognition and independence.

Lydia Anne said, “The nomination-remuneration committees have a good view of the board and senior leadership composition and there is strong focus at the board level as well. The board culture and values are set by the tone at the top, having a very inclusive Chairperson and CEO, especially when it comes to diversity, makes a huge difference. “

Interviewee



Lydia Anne Abraham
Independent Non-Executive Director
Member of the Risk Management Committee
and Audit Committee of Media Prima



Digi.com Berhad

Main business area in APEC: Malaysia

1. Corporate profile

Digi is Telenor group, a global telecommunications provider. Digi is the first digital cellular network in Malaysia, providing mobile voice, Internet and digital services to 12.1 million people in 2015. Digi is also one of Malaysia's fastest growing telecommunications networks and most profitable companies. Through its mission of "Internet for All", Digi is committed to drive Malaysia's growth by building a mobile Internet environment that enables true connectivity, creating socio-economic development and aiding businesses to prosper.

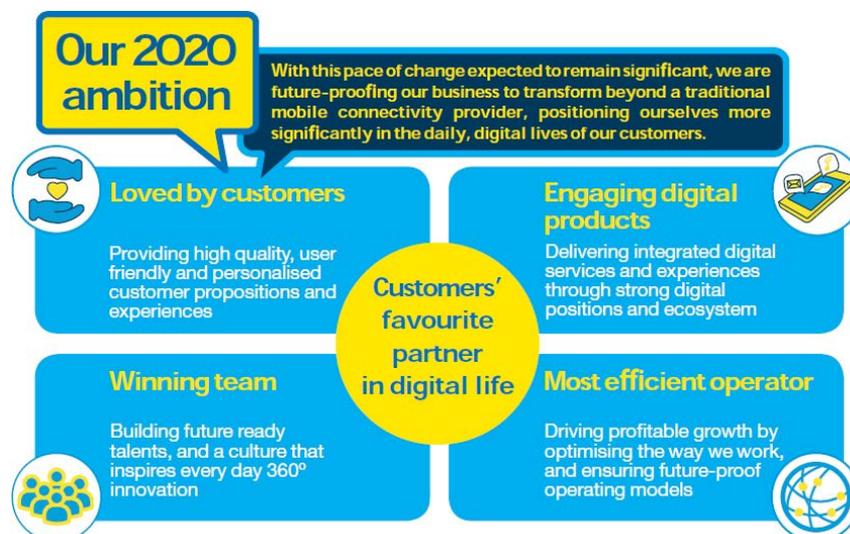
Digi aims to put the Internet in the hands of all Malaysians by empowering them to change the way they work, learn, play and live. To achieve the aim, Digi plan to offer the right combination of devices, digital services and applications, affordable pricing and ensuring the best mobile Internet experience.

2. The status of the Diversity and Inclusion related to core business

Digi recognizes the value that diversity brings to the company. The company welcomes the variety of skills, experiences and backgrounds that nurtures our collaborative workplace culture.

"Inclusion and Diversity - It's who we are. A combination of different people, perspectives, background and ideas that makes us a stronger", Albern Murty, CEO

Digi has preferred to drive the company with the idea of inclusive workforce as opposed to pure diversity. When diversity is having different demographics and different kinds of people working in Digi, inclusion implies the feeling of workforce belonging to Digi and becoming a valuable member of the organization. Inclusion encompasses all idea including gender, age, ethnicity, preferences and etc.



In Digi's 2020 ambition above, the company puts importance to four category, "Loved by customers", "Engaging digital products", "Most efficient operator" and "Winning team". In the "Winning team", the diversity is one of significant issue.

Animesh Mukherjee, Head of HR Centre of Expertise in Digi Telecommunications, thinks that the inside of an organization needs to mirror the country outside to see the same picture. The fact that Malaysia is a multiethnic country is helping the company to have inclusive workplace.

Digi also has antidiscrimination policy aims to create a fair and flexible working environment, which promotes personal and professional growth.

3. Role and contribution of women directors

Digi's board is consisted with three women directors. 43% of the Board of Directors is female. This figure already excess the targeting women rate (30%) of Malaysian government. Animesh Mukherjee explained that more balanced Boards led to better decision making and drove better outcomes in the organization.

The women directors involve actively in the Diversity and Inclusion. For example, Ms. Yasmin is a sponsor for the Women Inspiration Network (WIN) that is started in 2015. She helps to anchor the program. She attend the kick-off and reflected on her own experience as a woman leader. Animesh Mukherjee said "A woman director on Board made it much easier for us to pull in somebody who could relate to that conversation credibly and then be a role model to the women leaders that we have in the organization".

In addition, for stabilizing the framework or Diversity and Inclusion, the Best on People Council (BOPC) provided a regular sounding board between the management and Digizens in the spirit of building an engaging and supportive work environment. The council member addressed issues with Digi management relating to employee benefits, development and rewards, workplace facilities, and employee welfare were addressed. These issues were addressed to in close alignment with feedback received via the policy roadshow.

4. Diversity and Inclusion activities and programs

Dig has a range of policies and facilities that support all employee, who are called "Digizen", including women in the workplace.

4.1. Market development

4.1.1. Beta labs

Beta labs is an open innovation platform. Any employee, who are called “Digizen”, can walk into the beta council and say, “I have an idea”. If Beta likes the idea, Beta will support with initial budget, maximum around 10,000rg, test the idea to the market and if the idea works, then Beta will help to scale it up.

4.1.2. Wanita Era Digital

Wanita Era Digital is a program started by the idea of “internet for all”. The program targets women living in rural or suburban communities to create an economic inclusions. The more women gain from being connected, the more socio-economic benefits will reach their families, communities and society as a whole.

Practically, a group of women leaders and volunteers in Digi visit various parts of Malaysia for meet-ups with women and host clinics and teach them a basic internet usage. Digi will also provide simple digital training for women entrepreneurs to help communicate, connect on social media, access information and actually start the business.



4.2. Telenor Way as a principle for leaders

Digi launched the refocused Telenor Way building upon our strong, cohesive corporate culture to drive continuous growth for Digi. This redefined Telenor Way clearly outlines our aspirations and standards for business conduct for all employees, and introduced a new set of ‘Leadership attitudes’ or ‘e4’ to guide our management team. The e4 defines the mindset expected of leaders to explore, engage, empower and execute in steering the company forward. A series of workshops was conducted for leaders to understand and internalize this new set of behaviors.

4.3. Human Resources

4.3.1. Digi’s HR strategy

The company also has a Digi’s HR strategy which has three pillar. One of the three pillars is a talent pillar, and the key focus area within talent is the idea of inclusive workforce. Digi believes the natural decisions can create inclusive environment.

Digi continues to be steadfast in cultivating passionate and engaged employees, harnessing the diversity of over 2,000 Digizens across 12 nationalities, balanced gender diversity with male and female ratio of 55:45 and strong employer brand: “Freedom To Inspire the Next”.

Digi also remains committed to foster a culture that nurtures and invests in the welfare of strong talent by creating a challenging and supportive work culture and environment, attractive development opportunities at all levels, and competitive and performance based rewards for all Digizens.

4.3.2. Engaging and Supportive Work Environment

Digi believes having the most engaged employees is key to our continuous and sustained growth. Through adopting an open culture, they cultivate an environment that encompasses their values, by keeping our promises, respecting all stakeholders, making it easy, and being inspiring.

Animesh Mukherjee explained “We take pride in the fact that we consider ourselves to be an equal opportunity merit based organization. That is the founding philosophy. Our statistics, our recruitment are very balanced. We hire an almost equal measures of men and women. We promote an almost equal measures of men and women both on recruitment and on promotion.”

4.3.3. Strengthening Employee Engagement

Digi continues to invest strategically in the engagement and wellbeing of employees. The company actively engages Digizens through multiple platforms where they listen, encourage open dialogues, and proactively seek feedback.

4.3.4. Attractive Career Development Opportunities

Digi advocates continuous learning for all our employees to constantly stretch their limits and challenge status quo. The company supports their development journey, by putting in place a platform where employees are constantly engaged and informed of opportunities available within Digi and as well as at Telenor Group.

4.3.5. Telenor Development and Performance

The Telenor Development & Performance (TDP) process facilitates a career conversation between all employees and their immediate supervisor. The process identifies and captures an employee’s aspiration and development requirements.

4.4. Training and Education

4.4.1. CXO Apprentice

CXO Apprentice is a management training program, finding eight of the best young talent in Malaysia. Each one of these eight apprentices are going to be paired with a CXO for the next 12 months. Apprentices will be planted in different parts of the organization to create a different energy in different ways.

4.4.2. Digital Learning

Digi brought three platforms, called Iynda.com, Udacity and Coursera for digital learning. Iynda. Com is one of the world's top platforms on YouTube style video based playlist learning. Udacity is nanodegree programs that are co- built with Google, Facebook and AT&T. Coursera is for expert specializations. All three digital platforms are opened to all employees.

4.5. Networking

4.5.1. Women's Inspiration Network (WIN)

Women's Inspiration Network (WIN) is a platform that empowers Digi women leaders to inspire, grow and create impact while developing their fullest potential as a leader in Digi and beyond. WIN will support professional development of leaders through exposure and engagement with inspirational women, and mentorship by management.

4.5.2. International Women's Day

A day when Digi people come together to celebrate the successes of women and the diversity of the company.

4.6. Governance

Digi's sustainability governance and performance is tracked on an ongoing basis, and is reported and discussed both with Digi senior management and Board of Directors, and at Telenor Group. The company has a set of nonfinancial Key Performance Indicators (KPIs) that are monitored and reported on a quarterly basis to the Digi Board of Directors.

Digi also has a monitoring with a number of different metrics. The monitor metrics includes the number of women leaders in the organization across levels, young talent composition of the organization and what is the age distribution. Also the company monitors metrics on digital learning, the usage and the adoption rates on the platforms.

Interviewee



Animesh Mukherjee
Head of HR Centre of Expertise
Digi Telecommunications Sdn Bhd



Shell Malaysia Limited

Main business area in APEC: Malaysia

1. Corporate profile

Shell Group is a global leader in power, energy, and gas technology and is working to meet increasing energy demand and supply challenges by delivering smarter products and cleaner energy, smarter infrastructure, smarter use, and by developing new energy sources while addressing the impact on the environment, through cleaner burning natural gas and advanced fuels and lubricants technology with around 94,000 employees in more than 70 countries and territories.

Shell helped pioneer Malaysia's oil and gas industry by establishing Marcus Samuel & Company in 1891. Since then Shell has been strongly intertwined with the nation and has strong market presence in the upstream and downstream sector. Shell discovered Malaysia's first oil onshore and took industry offshore. Shell Group aims to meet the world's growing demand for energy economically, environmentally and socially responsible.

Shell Malaysia has 6,000 employees. Shell Malaysia extracts crude oil and natural gas offshore Sarawak and Sabah, converts natural gas to liquid hydrocarbon products and markets the products globally. Also, Shell Malaysia manufactures, markets and distributes oil products in various grade of fuels, lubricants and bitumen.

2. The status of the Diversity and Inclusion

Shell Malaysia is one of the first employers in Malaysia to implement Diversity and Inclusion. Shell Malaysia implements Diversity and Inclusiveness policy of Shell Group, and adapt it into country content. Shell Malaysia permeates Diversity and Inclusion by means of communication, education, recruitment, development and mentoring, and building a supportive and inclusive work environment.

Shell Malaysia attempts to provide an environment where diversity and inclusion can flourish. Their aims is to create an environment where people feel involved, respected and connected, where the richness of ideas, backgrounds and perspectives are harnessed to create business value. A culture of inclusion means that differences are valued and encouraged to foster creativity and innovation.

In order to achieve the aim, Shell Malaysia monitor the following three measures; i) the representation of women in senior leadership, ii) the diversity in the ethnicity, nationality and gender of senior leadership, and iii) Diversity and Inclusion Indicator, which monitors the inclusion across work environment that comes from five questions within our annual People Survey that cover areas on respect, feeling free to

speak without fear of negative consequences, valued differences, discrimination and harassment free and fair leadership.

According to Lily Rozita Mohd Khairi and Farm Mooi-Fung, Shell Malaysia supports the Government policy of advocating 30% female on the board of directorships as a gender diversity goal. Gender diversity is thought to be a business imperative for various reasons, including improving company and teams performance (a study conducted by Catalyst reveals that companies that have at least three women on their board of directors have 16% higher financial results), the opportunity in harnessing the acquisition and retention of female talent and building a brand reputation as an employer of first choice / equal employer for top talents.

3. Role and contribution of women directors

Datuk Iain Lo, Shell Malaysia's Chairman, stated at Women Summit, "... Shell in Malaysia has grown to become one of the Malaysia's largest corporations. Our success has been firmly built on continual learning, helping our people reach their potential while instilling a mindset that seeks to innovate and challenge convention. As Malaysia enters the next phase of development, it is critical that corporations here create the right environment that drives leadership and innovation to remain competitive for the women"³

Shell Malaysia believes that having women at top level bring different perspective to the company and leadership at the very top plays an important role to drive any kind of diversity. Lily Rozita Mohd Khairi said "... female at senior leadership provides a different angle, beyond monetary value and bottom line. We add different perspective and context which makes for a robust and comprehensive decision making at the top. And Farm Mooi- Fung said women at board plays an important role bringing very different perspective and enhancing the company especially in male dominant industry like oil, gas and banking.

4. Diversity and Inclusion activities and programs

4.1. Education and engagement

Shell Malaysia has education and engagement plan as Shell Group for employees to improve gender representation and to ensure that leaders are equipped to deal with issues affecting employees in the workplace.

Shell Group hosts Diversity and Inclusiveness workshops and lunch and learn sessions to enable employees to increase their awareness on a range of Diversity and Inclusiveness topics.

³ <http://www.shell.com.my/media/2013-press-releases/shell-pwc-pfizer-collaborate-to-foster-thought-leadership-on-women-self-empowerment.html>

Shell Group provides many tools to help recognize inclusion in teams, and resources for line managers to support employees feel to speak their minds freely. All employees have access to our Diversity and Inclusiveness learning toolkit and in Shell Open University as part of the learning culture to further embed inclusion within their teams.

4.2. Women-specific programs

Shell Malaysia has three women-specific programs; Senior Women Connect (SWC), Women's Career Development Programme (WCDP) and Shell Women's Action Network (SWAN). SWC and WCDP are global programs, on the other hand SWAN is peculiar to Shell Malaysia.

SWC is designed to help senior women to support each other in gender specific leadership challenges. WCDP is designed to help all women employees identify what they want from their professional and personal lives, and to support them in achieving their full potential. SWAN is a platform that enables its members to develop and grow both personally and professionally. SWAN builds on the existing Shell policies and development opportunities to initiate programs that contribute to the inclusive and diverse environment in Shell.

4.2.1. Shell Women's Action Network (SWAN)

SWAN was established in 2000 under the leadership of Shell Malaysia's Chairman and HR Director at the time. The network was developed with passionate women employees and currently stands as one of the most active networks in Shell Malaysia. Part of SWAN's vision is to help Shell Malaysia become the Employer of Choice for women. This is achieved by creating a relevant and visible network of professional women, and influences an environment where women can achieve their full potential in their careers.

According to Lily Rozita Mohd Khairi, SWAN was launched with the idea of attracting, retaining and developing female employees, especially female talent to sustain, develop and grow both professionally and personally with collaboration from our male leaders. The Network builds on the existing Shell policies and development opportunities to initiate programmes that contribute to the inclusive and diverse environment in Shell.. A material activity in the initial stages of SWAN was to involve our male colleagues and leaders to create awareness and be more empathic about gender issues and obtain support for flexible working environment.

4.3. Flexible working environment

Shell Malaysia's leaders are encouraged to talk to employees about the flexible working practices. A whole suite of flexible working arrangements and environment is made available to employees to positively balance their activities whilst meeting their job requirements. For example, Shell Malaysia provides mother's rooms complete with amenities like pumps, sterilizers, refrigerator, wash basins and

lockers in the office. Also, there are childcare center, gym space for activity and breakout inside the building. Flexible working environment help make Shell Malaysia to become a better working place.

Interviewee



Lily Rozita Mohd Khairi (right)
Head of Legal, Malaysia
Managing Counsel Downstream

Farm Mooi-Fung (left)
Human Resources Director-Malaysia



KAY International

Main business area in APEC: Mexico

1. Corporate profile

Kay International S.A. de C.V. is a Mexican company founded by a Japanese family with more than 50 years of experience in the toy industry, especially inflatable toys. The company is dedicated to the design, manufacture and sale of products that meet the highest quality standards in the market. When the company was established only three employees worked there, manufacturing celluloid and inflatable toys. By 1968, Kay International was known as the biggest toy factory in Mexico. It was commissioned to decorate Mexico City infrastructure for the Olympic Games.

Kay International is led by Maria Teresa Kasuga (CEO), an active and success daughter of the founding family who has continued and enhanced the business. Kay International's company mission is "To be the first Latin American inflatable toy company by satisfying customer needs and establishing lasting relationships with its employees". The three main product lines of the company are: promotional toys, toys and pool /beach articles and trademark licenses. Kay International's competitive advantages are:

- High visual impact
- Durability
- Easy Installation
- Easy transportation

The company employs 60 full-time employees as of September 2016 and maintains 1 sales department established in Mexico City and one manufacturing plant in Mexico State.



2. The status of Diversity and Inclusion related to core business

The strategy of Kay International is to include women as part its management.

Maria Teresa believes that although there is not an implemented policy, all employees know that gender diversity management is in place.

Kay International is a family-oriented company that encourages its employees to be open minded and flexible. The company's management believes that women managers raise the corporate values, as women are more responsible, committed, reliable and accurate in performing their job activities.

3. Role and contribution of woman director

Maria Teresa has a strong network that includes Japanese and Mexican politicians and government regulators, CEOs of multinational toy companies and women entrepreneurs. For example, when Chinese toys started to be exported to Mexico, as Chinese toys were cheaper, Mexican toys were no longer competitive and attractive to the market. In order to protect their sales, Maria Teresa and her family started to lobby Mexican regulators to define measures in a regulatory/import framework for compensatory duties and quality standards for toys. As a result of the increase in import duties and regulatory measures, nowadays Mexico is the third biggest toy manufacturing country in the world after, China and Brazil.

Maria Teresa also worked closely with María Esther Zuno, Mexico's First Lady). Working together they achieved a change in the role of women role in Mexico. As Maria Teresa said, they conducted intense, determined and clear social work in order to improve women's participation in the political leadership environment. They also achieved success in seeing that women not only received help but also to participate in solving the problems of their families and communities. Maria Teresa encourages family counseling programs directed towards managng daily problems, nutrition health and education.

In 1998, María Terea won the "Industrial Women" prize and she represents Mexico in the Asia Pacific forums.

Nowadays, Maria Teresa is also the sales representative of INTEX, Inflatable Toys Company. She has been part of government organizations by serving as: CANACINTRA Tlaxcala President (National Chamber of the Transformation Industry) and President of the Mexican Association of the Toy Industry.

She is a housewife and an entrepreneurial woman, known as an active participant in Mexican society, who prefers to work directly with women, as she believes they are more honest, sincere, trustworthy and committed than men

Her career is defined by the constant struggle against the Mexican and Japanese culture, which do not accept that women can improve a company 'performance and value, with new ideas, perspectives and

experiences. As a result of this struggle, she is constantly giving lectures around Mexico about the new role of women and how to deal with these changes.

She is constantly helping women to take an empowering public role, to demonstrate their capabilities and to go against traditions by developing a new role, where women can be great employees and also great housewives.

4. Diversity and Inclusion activities and programs

4.1. Market development

Maria Teresa believes that women have developed stronger networking based on their perspectives and experiences as they gain more power and confidence by making decisions. In relation to increasing sales and innovation, the company's strategy is established by young people's designs as they are the ones who bring to the company the generational change input needed in the toy industry.

4.2. Women's leadership

Maria Teresa encourages women to be role models for all the employees and to accept with empathy the new challenges that have been developing worldwide. The sales department at Kay International is composed by two men and eight women and two out of three management positions are held by women.

The women managers also have the role of helping the company by keeping motivation high, as they are more efficient in developing solutions to improve customers 'and employees' satisfaction. Maria Teresa believes that as women are stricter their opinions always lead to accurate decisions.

4.3. Friendly workplace environment

Company management retains women employees by establishing flexible schedules for mothers that allow them to be out of the office for their holidays or emergencies. Regarding mentoring and training programs there is no difference between genders. Kay International offers training programs, tuition programs, social security conferences, medical and physiological support and events in order to develop better employee skills and an accurate job performance.

As part of María Teresa's training programs, when she travels to other countries she always brings an employee, in order to give her/ him the opportunity not only to visit another country, but also to learn about its culture and to get to know each other. Maria Teresa believes that every employee is important for the company and that employees have to feel part of the company in order to give better results.

According to Maria Teresa, when her company hires a new member they start with a temporary agreement, in order to confirm that this new member would not disturb the environment. Once it is determined that this new member conforms to the company's values, code of ethics and personnel permanent agreement

is made.

María Teresa has said that when an employee has a new job opportunity, she encourages that employee to take the risk, improve their skills and prove their capabilities and skills. She also takes care of her employees personally. She knows a lot of things about them such as their birthday, their family and their current problems, not only at work but also in their household. If someone needs help, Maria Teresa provides solutions and advice kindly, like a mother or a teacher for them.

4.4. Governance

Maria Teresa is involved in all significant issues of the company's business, and women managers are always involved in the company's decisions in order to make them well-balanced.

Interviewee



Maria Teresa Kasuga
Chief Executive Officer



ATM Espectaculares

Main business area in APEC: Mexico

1. Corporate profile

ATM Espectaculares was founded in 1975 by the Rodriguez Moctezuma family. They decided to provide billboard services to the general public by 1986, ATM Espectaculares was known as the leading billboard manufacturer in Mexico, and it was commissioned to decorate Mexico City infrastructure for the Soccer World Cup.

Nowadays, ATM Espectaculares has over 2000 billboards around Mexico and counts over 200 full-time employees and subcontractors. CEO Leticia Rodriguez said that due its experience in the billboard sector, ATM Espectaculares is the first company in Mexico that offers a complete and specialized service by providing quality and personal attention in order to meet its customers 'needs.

The company's mission is "To develop more effective and dynamic outdoor publicity for its clients, by guaranteeing that ATM Espectaculares will be the best intermediary between their customers and their product / service."

The company is considered as the industry leader. Leticia Rodriguez explained that it is the only company in Mexico that has been able to manage outdoor advertising due to its excellent service supported by cutting-edge technology, professionalism and the best customer attention.

Nowadays, all Rodriguez Moctezuma family members are part of the company (five sisters, one brother and the father). Leticia Rodriguez has been the company CEO since the company was properly established in 1982.

The main product lines of the company are: billboards / banner ads, motion banner ads, electronic displays and printed advertising. ATM Espectaculares competitive advantages are:

- Excellent Service
- Quality Infrastructure
- Cutting-edge technology



2. The status of Diversity and Inclusion related to core business

ATM Espectaculares is a value-oriented company that encourages its employees treat and respect everyone as equals. The company's management believes that an egalitarian labor environment raises the corporate value, as having different views and opinions enriches the company vision and at the same time generates equality and avoids conflicts.

The company has over 200 full-time employees, of which half are women. IT encourages future generations to be able to involve themselves in the company's challenges together. Leticia Rodriguez believes that any employee that is part of her company has to have the same values as her family in order to avoid conflicts and not disturb the labor environment.

3. Role and contribution of woman director

Since 1985, Leticia Rodriguez Moctezuma, has held positions in business and billboard organizations for 25 years. She holds a law degree and has been well known as an opinion leader in Mexico's outdoor advertisement for years.

In 1995, with the arrival of the technological revolution in the billboard industry, and in order to improve their sales, Leticia Rodriguez and her family started to look forward to complying with federal, state and local regulations of the Mexican government. At that time, having a knowledge of regulation at all levels (federal, state and local) was necessary because the width, size and height of the billboards were determined by the applicable regulation.

In addition, to get the trust of their clients, Leticia Rodriguez knows her clients' needs and what they expect of the advertising that her company provides. Based on the statistics of people who use the various roads, the company can calculate the effect of each billboard and select the most appropriate place for the client's advertising. Leticia Rodriguez handles the relationship between her client's expectation and her team's decision.

Leticia has a competitive external network. In 2001 she was the President of AMPE (Mexican Association of Outdoor Advertisement). In 2013, she was the VP of Finance in CANACINTRA (National Chamber of the Manufacturing Industry) and currently she is the VP of the ANP (National Publicity Association).

She believes that both genders should be treated as equals and evaluated according to their performance. Her career is defined by her constant support of this culture, and she believes education is the basis of success.

According to Leticia Rodriguez, holding a law degree has given her the required abilities to hold all the positions in the billboard industry and also the skills to manage her company. By her own words “being a lawyer brought the company a competitive advantage, as complying with all the established regulations is easier when you know how to get along with Mexican laws”.

4. Diversity and Inclusion activities and programs

4.1. Market development

Leticia Rodriguez has developed a strong lead by example policy for all the employees. In regards to sales and innovation she believes that the best way to improve is to find the most effective solution to each problem in order to understand and satisfy customer needs. Networking has been expanded by the women’s point of view and perspectives. She encourages all employees to use their own personality and capability in their work in order to improve the company’s services and products.

4.2. Effective leadership

According to Leticia Rodriguez, outdoor advertising was considered an environment led by women, but actually, in order to increase customer satisfaction both genders have to be involved in leadership assignments as different perspectives provide more flexibility with clients. The company’s women managers help the company by being more committed, focused and aligned to goal achievement, which results in an effective and efficient job performance.

4.3. Talent pooling

Leticia Rodriguez retains her employees by using an “achievement results philosophy.” Regardless of the employees’ gender, the company has established flexible schedules for emergencies and holidays. However, Leticia Rodriguez believes that although women require more free time, they respond with loyalty and commitment to the company.

The company offers training programs, sales programs, conferences, medical support and events against drugs and ways to manage stress in order to help the growth of its employees. In addition, women

employees also receive image, nutrition and cancer prevention courses, reflecting the company’s human resource strategy for talent retention. Leticia Rodriguez believes that having employees of different genders is not an issue, but having the ability to adapt to the new changes is the challenge.

She also believes that the biggest advantage of having employees of different genders is that this avoids issues and generates equality, as the employees learn to accept different opinions, perspectives and points of view. “Women are more emotional and men lack of sensibility. Having both views gives the company the necessary balance to succeed” she said.

4.4. Governance

In ATM Espectaculares performance evaluations apply to both women and men, without distinction. All are evaluated according to the technical knowledge and skills needed in each area. As the company has no a diversity policy in place, KPIs related to diversity are not measured. However, Leticia Rodriguez believes that women strengthen corporate governance by building a loyal, committed and trusting environment.

Interviewee



Leticia Rodriguez Moctezuma
Chief Executive



Comercializadora Mexico Fresco
Main business area in APEC: Mexico

1. Corporate profile

Comercializadora Mexico Fresco (Mexico Fresco) facilities are located in Axapusco, Mexico. The company is well known by its brand “La Nopalera”. Mexico Fresco is dedicated to provide canned nopal (a Mexican vegetable) ready for human consumption, complying with quality regulations and being committed to continuous improvement.

In the early years, when the company was established, the idea was to sell fresh “nopales” to the USA. However, regulations for exporting fresh food made it unprofitable as the products did not meet the quality standards. After a couple of years, at a PYME event (small and medium companies as per the Acronym in Spanish), Adoración Aguilar and her husband met the owners of a company from Milpa Alta, Mexico. This company was looking for a partner in order to develop their brand, nutritional table, packaging and label, for one year the company was the distributor for Milpa Alta Company for the USA, France and Canada. However, the Milpa Alta Company did not meet the regulations, which started to cause problems with the clients. In 2008 the couple established their own facilities.

Nowadays, Mexico Fresco is a manufacturing company that sells its product to local Mexican governments and participates in tenders in order to gather more clients and expand their business to the private sector. The company’s mission is “To be a company committed to satisfy clients and consumer needs by using fresh nopal in order to cook nutritious and innovative food, prepared in a quality and trusting environment”. The main product line of the company is canned and precooked nopales in different presentations, such as: 500 grs, 5 kilos, 10 kilos and 20 kilos.



Adoración Hernandez Aguilar has been the head of the company since 2008. She is an engineer and a dedicated wife and mother, who has enhanced the family business. She is also known as an active woman

and as role a model for future generations in Axapusco.

2. The status of Diversity and Inclusion related to core business

According to Adoración Hernandez, Mexico Fresco is well known as a company that makes no difference between genders. The company has no diversity policy in place. However including and treating women and men as equals is the company's strategy. These days, the company employs 40 full-time employees, of which half are women. Adoración Hernández and her husband have established two work shifts and they have noticed that in the night shifts men are usually the employees. Adoración Hernández is constantly encouraging her women employees to have a social life and to find a balance between work and their personal life. "I am worried because they have left their family in order to work here, and I want them to be successful in their personal life too, not only in work," she has said.

3. Role and contribution of woman director

Mexico Fresco is led by Adoración Hernández and her husband. They are both the head of the company and every decision that is made regarding business performance or growth is taken jointly. Both agree that, in the near future, one of them will have to step outside of the company's management in order to avoid personal and business conflicts. The company objective is to become a leading company in the processing and sale of canned nopales, with excellent service and customer support accomplished by being flexible to changes and achieving a good job environment.

Adoración Hernandez, is also an active citizen in her Province of Axapusco. Her career is defined by her constant participation in her local area of residence. She is well known as an opinion leader and is a believer that gender equality is the basis for strengthening society and therefore, for strengthening Mexican companies.

The company has four supervisory positions, which are equally divided by gender, as: Quality, Sales, Production and Maintenance. The company's management believes that an egalitarian labor environment raises the corporate value, as the two genders complement views, opinions and perspectives.

At the same time, the two positions that are key for the company are held by women. Adoración Hernández believes that women are more responsible and committed to their job activities. She also believes that women have a lower rate of absenteeism due to their commitment and that due to their character women are more capable of making decisions.

4. Diversity and Inclusion activities and programs

4.1. Market development

In Mexico Fresco men manage the Sales Department. However Adoración Hernández believes that networking with women employees is necessary as women provide different points of view and are more open minded than men. In relation to increasing sales and innovation within the company, women supervisors are always looking to find for new and better ways to obtain certificates and improve quality in order to be the customer's best option in the market.

4.2. Effective leadership

Per discussion with the Administrative Manager in order to increase customer satisfaction, both women and men are involved in leadership assignments. The company has established job evaluations in order to measure employee performance, which includes leadership, team work, goals achievement and assertive communication. A skills matrix is filled in order to measure the annual salary increase that every employee deserves, regardless of gender.

4.3. Talent pooling

Both, Adoración Aguilar and her husband, believe that is better to retain talent than hire new employees. The company has established flexible schedules for emergencies and holidays and has implemented employee and family activities in order to enhance the job environment. Regarding mentoring and training programs, Mexico Fresco has not implemented a career plan for each employee. However, management offers technical and human development programs. Adoración Aguilar always encourages women employees to start a family and to develop a social life, and her husband agrees with her.

4.4. Governance

Performance evaluations are applied to both genders. As the company does not have a diversity policy in place, KPIs related to gender diversity are not measured. The Administrative Manager believes that women strengthen corporate governance by being innovative and by looking forward to new ways to perform a job more efficiently. She also believes that as women react easily and with more sensibility, they respond to problems in a timely fashion and prevent loss.

Interviewee



Adoración Hernández Aguilar
General Administrator



Philippines AirAsia

Main business area in APEC: The Philippines

1. Corporation profile

Philippines AirAsia is a wholly owned subsidiary of AirAsia Inc., which is a joint venture company between Filipino investors; Antonio O. Cojuangco, former Ambassador Alfredo M. Yao, Michael L. Romero, Marianne B. Hontiveros, and Malaysia's AirAsia Berhad. Philippines AirAsia operates domestic and international flights out of Manila, Cebu and Kalibo (gateway to Boracay). It is, by far, the only local carrier that services the most number of international flights from China and Korea to Kalibo International Airport, with Fly-Thru services via Kuala Lumpur from Manila to various destinations in Asia, Australia and beyond. Philippines AirAsia is part of the AirAsia Group that has been awarded the World's Best Low-Cost Carrier for eight consecutive years, from 2009 to 2016, by Skytrax.

AirAsia Inc. is a Malaysian low-cost airline headquartered near Kuala Lumpur, Malaysia. It is the largest airline in Malaysia by fleet size and destinations. Its other affiliate airlines are Thai AirAsia, Indonesia AirAsia, AirAsia India, AirAsia Japan and AirAsia X.

2. The status of the Diversity and Inclusion related to core business

AirAsia Group says that the group is a strong advocate of gender equality and have positive policy on providing equal career opportunities to women. Across the Group, its female to male ratio stands at 1:2.

On the other hand, the company's statistical report indicates better figures; 43:57, almost 1:1, even though there is no KPI for the ratio as a company. At the manager level, the ratio is 1:9. However, the actual situation of gender balance is much better than the nominal ratio, because all the female managers work as the senior managers, and the top 2 posts are occupied by women (CEO and Chairman). Philippines AirAsia is an equal employment opportunity employer. It is even indicated or written in Philippines AirAsia's Employee Handbook. There is no affirmative action strategy in order to only hire women.

To employ a new recruit, the company assesses candidates based on competencies and a set of parameters for the role and not on age, religion, ethnicity and gender. After being employed, they have goals and targets agreed with the line manager at the beginning of the year and get to be reviewed and supported mid-year. At the end of the year, they have annual reviews of their performance that is based on their agreed KPIs. There is no gender discrimination for hiring, promotion, etc. in the company's activities.

In addition, Philippines AirAsia has announced that they are open to hire transgender people. That being said, the company's focus is to hire those who have capability and competencies for the role.

3. Role and contribution of women directors

Even though there is no clear or written policy for women director's roles and contributions, Philippines AirAsia is in congruence with the national government in mainstreaming gender and development concerns in the areas of recruitment, appointment, promotion and retention processes. The company is with the national government in promoting gender equality in the workplace.

Philippines AirAsia has already appointed two chief executive officers since 2011. The first CEO, Marianne Hontiveros, led the company to get the Airline Operation Certificate to begin its business. During her term, the company was regarded as a strong market player in budget airline industries in the Philippines, competing with other airlines such as Cebu Pacific.

After her, the second appointed CEO was also a woman, Atty. Joy Caneba, under whose leadership AirAsia, Inc. was able to acquire Zest Airways in 2013. As a result, former Philippines AirAsia and Zest were merged as one airline operation certificate to become the current Philippines AirAsia. In 2016, the company has 11-12% of the market share in the Philippines.

Furthermore, AirAsia Berhad's CEO, since 2012, Aireen Omar, is also woman. These are some good examples from AirAsia Group, including Philippines AirAsia, that there is no discrimination based on gender. Hiring anybody who is qualified and has competency in a particular role is their recruitment mantra.

4. Diversity and Inclusion activities and programs

4.1. Market development

Philippines AirAsia have three women managers in marketing, focused on the following areas: routes management, digital marketing and public relations.

4.2. Women's leadership

The company's CEO is a woman and there are four women senior managers. This provides a good idea of just how much women take on the role of leadership in the company. In addition, Philippines AirAsia have women leaders in the ramp section at the airport, also at Manila Station at the airport which has the most number of flights in Philippines AirAsia's operation. The guest service manager is also a woman.

Philippines AirAsia has employed women mechanics and pilots too. In March 2016, the company

operated their “only women’s flight” with pilots, cabin crew and mechanics - all women, to celebrate and highlight the international women’s month.

Two flight attendants are currently taking flying lessons and are expected to become pilots in the future.

4.3. Friendly workplace environment

There are some facilities for women employees such as lactation room to give lactating mothers a private space to collect breast milk while at work and bring the same home to their babies.

For flight attendants and pilots, once they get pregnant, they are grounded to ensure the health and safety of both the mother and child. The company prepares office work jobs for them to continue to keep them employed with a paid salary. The company allows them to take longer leaves to be with their children and also for their body to recuperate.

The company has Viber, a communication tool, for each employee group such as cabin crews, pilots and so on. They can exchange their ideas about their job as well as have casual and fun conversations with their co-workers.

The company also uses Google Platforms. The employees have Google Plus so that they can communicate with all other employees. The People Department also has its own community page.

Philippines AirAsia plans to institutionalize the holding of a one-day special summer event annually. It is aimed at fostering teambuilding, camaraderie and fun. Employees can also bring their family to have fun together. In addition to that, there is also the year-end annual gathering or Christmas party, so that everyone can get together, have casual conversations, and showcase their talents such as playing a musical instrument, singing, etc.

Furthermore, AOC representatives are invited to the AirAsia Group annual gathering at Kuala Lumpur. In 2015, the company’s Chairman, Marianne Hontiveros joined and played the guitar together with those who came from other AOCs. It is not for work but for fun to establish good relationships and create an open communication.

4.4. Training program

The company has training programs for understanding diversity so that the employees don’t experience any discrimination based on gender.

Interviewee



Barbara S. Sanchez
Head
People Department



QBE Group Shared Services Limited

Main business area in APEC: The Philippines

1. Corporation profile

QBE Group Shared Services Limited (or called Group Shared Services Center; GSSC, in the QBE Group), a subsidiary of QBE Insurance Group Limited, has established and provided services for the QBE's global business process outsourcing entity since 2013. It has the operations in three sites in Manila and Cebu in the Philippines.

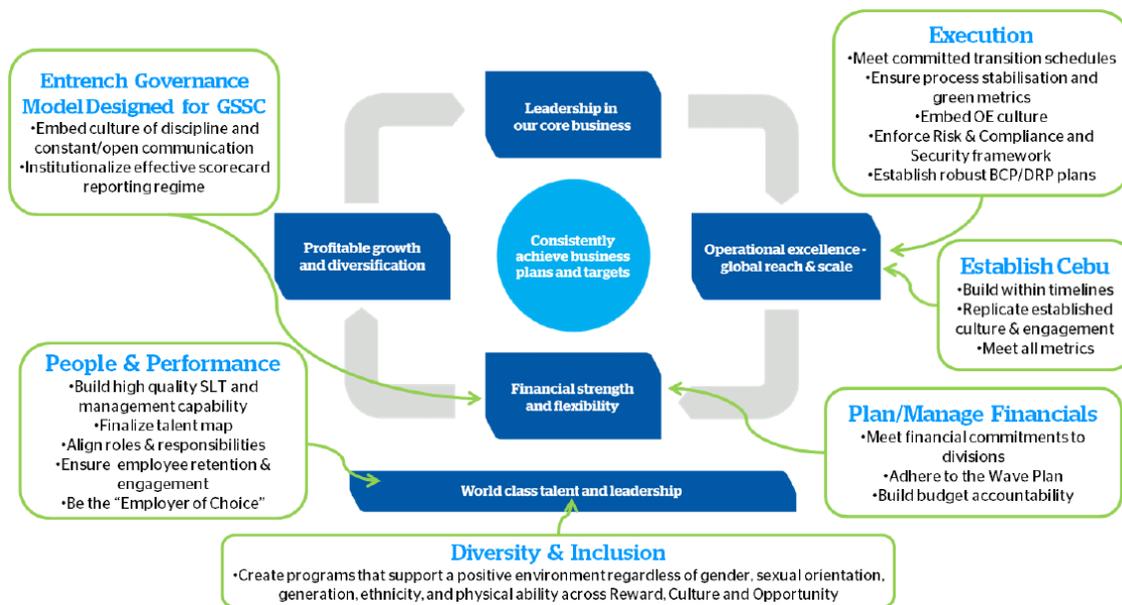
QBE Insurance Group is one of the world's top 20 general insurance and reinsurance companies, with operations in all the key insurance markets. QBE is listed on the Australian Securities Exchange (ASX) in 1973 from the merger of three companies. Now, it has provided insurance services mainly to not only Australia, North America and Europe, but also emerging markets such as Latin America, South America and the Asia Pacific region. It has more than 14,500 employees in 37 countries in 2016.

There are more than 70 processes handled by QBE GSSC across Australia, North America and Europe. GSSC has been given roles of services such as claims, operations, finance and people (human resources) in 2016.

2. The status of the Diversity and Inclusion related to core business

As the chart shows below, GSSC is supposed to support and complement the Value Creation Model (VCM) of the company. The central objective of GSSC Value Creation Model is "consistently achieve business plans and targets" that are sustained by four themes: "leadership in our core business," "operational excellence, global reach & scale," "financial strength and flexibility," and "profitable growth and diversification," in a cycle and one basic theme out of the cycle. Diversity and inclusion supports the latter one that was named "World class talent and leadership", which says "create programs that support a positive environment regardless of gender, sexual orientation, generation, ethnicity, and physical ability across Reward, Culture and Opportunity." Hence, diversity and inclusion is the fundamental key to create value in the company.

The company's definition of diversity and inclusion is becoming more and more sophisticated. In other words, when the company says inclusion, there is no necessity to categorize its employees or individuals solely as male, female, LGBT, or PWD (Persons with Disabilities) etc. GSSC is trying to mine the best capability and talent of women, LGBT, or PWD to work together.



3. Role and contribution of women directors

Karen Batungbacal, the CEO of QBE GSSC, brought the first step to its D&I in the company in 2013. She has experience in other BPO industries such as Bayan Telecommunications, Inc., a local telecommunication company, and JPMorgan Chase in the Philippines, before joining QBE GSSC. She has also become a sponsor of diversity activities.

In January 2014, a Group Diversity and Inclusion (D&I) Council was formed and chaired by Group CEO, John Neal. This council ensures the group has a clear baseline understanding of the opportunities it has for improved diversity and inclusion across QBE, as well as an understanding of the key metrics that can be used to track progress.

In 2014, GSSC also had the first group level programs and initiatives related to diversity and inclusion. Later, GSSC kicked off a diversity and inclusion council within the company in 2015. The council includes directors, different employees across different regions, different functions, and different levels, etc. to come together and help to determine and understand what the diversity and inclusion agenda or focus of the GSSC should be.

Furthermore, some directors join the Diversity and Inclusion Taskforce and become Sponsors for focus themes, as described in detail below, supporting activities for diversity and inclusion positively.

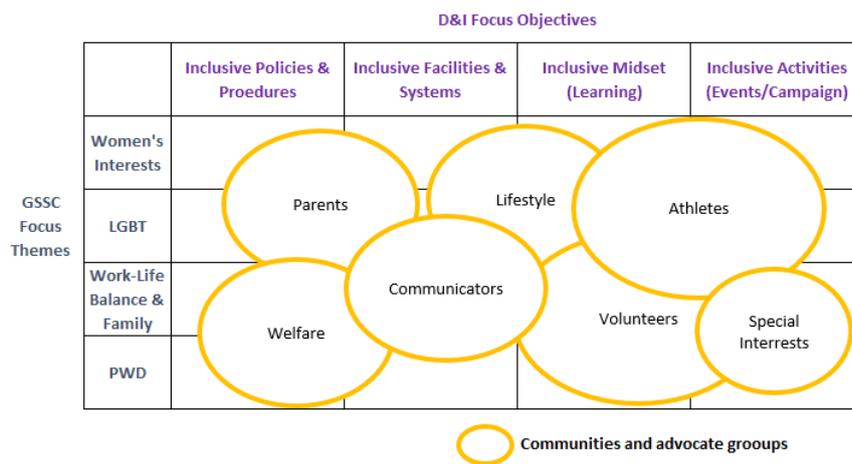
4. Diversity and Inclusion activities and programs

4.1. D&I Taskforce

QBE Group has a taskforce that deal with issues regarding diversity called "Diversity and Inclusion

Taskforce” (D&I Taskforce). The taskforce is consisted of representatives from areas or divisions such as North America, Australia, Europe, Latin America and GSSC. They have meetings on a monthly basis to share their best practices, to make their plans, and to get suggestions and look at how D&I thrives in their different divisions. Though QBE Group has its basic policy about diversity and inclusion above, each division and company has its original activities prospectively to meet each demand and environment. Because the Philippines is a more homogeneous society (e.g. ethnicity, religion and politics etc.) in comparison with other regions such as North America Europe, and Australia, GSSC’s activities focus on gender, LGBT and work-life balance & family, and PWD.

In 2017, the D&I taskforce are going to have special events to spread ideas about diversity and inclusion to the company members. The ideas will focus on the four main themes below in each quarter. Every theme and every objective has its own leader (called “Sponsor”) and they will lead the event with communities and advocate groups in the company.



4.2. Recruitment

When it comes to recruitment, the company has an employee referral program wherein it encourages employees to invite external applicants. There is an internal job posting program which allow equal opportunity for anybody who might be interested in a particular role. They are encouraged to go ahead and apply for this role.

4.3. Training programs for diversity

GSSC has created a training course called “D&I 101”, the basics of diversity and inclusion. This is a module which the company gives people to learn what exactly diversity and inclusion is, what the expectation of diversity and inclusion is, and try to educate and shatter the exclusiveness and clarify the inclusiveness for the employees.

This training program is not only a classroom training program but also an e-learning version of it.

4.4. Compensation and Benefits

The company has flexible benefits, though we tend to think we have traditional and fixed benefit rights such as car plan, house plan, and educational plan, etc. The employees are given a debit card that has an allocated budget. They can use that fund for other necessities (that are not included in the usual benefits) such as buying groceries for their family or diapers for a baby.

For insurance, the employee can use the fund for their family if they go to the hospital. The coverage includes LGBT partners in the company.

4.5. Special Facilities

There is a room for lactation so that mothers can breastfeed or pump their milk which is stored for their babies. In addition to that, there are some game rooms, massage rooms, table tennis rooms, and multipurpose rooms for different needs.

4.6. Handbook for understanding diversity

The QBE Group has distributed a handbook to the company members for leadership training which includes an understanding of diversity. This handbook shows why inclusive capability is important to the group and recruitment, etc.

4.7. KPI for ratio of gender

The QBE Group had a D&I KPI in hiring managers in 2016. The KPI is to achieve 30% female representation in role level 1-4 (manager to director level). However, GSSC has already achieved the KPI in 2016. The company has always had a good mix of male and female, almost equal.

Interviewee



Miguel S. Jimenez
Cebu HR Site Lead
Engagement & Wellness Lead
QBE Group Shared Services Center



Sun Life of Canada (Philippines), Inc.

Main business area in APEC: The Philippines

1. Corporation profile

Sun Life of Canada (Philippines), Inc. (Sun Life Financial Philippines) is a member of Sun Life Financial Group, a Canada-based financial service company group known primarily as a life insurance company. It is one of the largest life insurance companies in the world, and also one of the oldest with the history founded in Montreal, Quebec, Canada, spanning more than 150 years back to 1865.

In 1895, Sun Life Financial Philippines was started in Manila and now offers a wide spectrum products that include Life Insurance, Accidental Insurance, Pension Plans, Education Plans and Mutual Funds as one of the largest insurance company in the Philippines. Sun Life Financial Philippines is a life insurance arm of the group. It has been one of the largest and most trusted insurers in the country with 45 new business offices, 39 inter-branch sales offices, 64 customer centers and eight financial stores throughout the country.

Since 2009, Rizalina Gervasio Mantaring has been the Chief Executive Officer and President of Sun Life Financial Philippines.

2. The status of the Diversity and Inclusion

Sun Life Financial group thinks diversity and inclusion have been at the core of values at its business practices and commitment to diversity of all kinds, including gender. In Sun Life Financial Philippines, approximately half of the executive team and directors, even the next level down, are female.

According to Ms. Mantaring, the culture of the company to begin with no discrimination. She said “We hire the people based solely on capability and talent. We even have people who are gay, who are holding key positions in the company. We have several subsidiaries. The asset management company is also headed by a female and the other life insurance company, the joint venture is a male CEO, but essentially it is not an issue for us.”

Therefore the company does not have a diversity policy in the company. Ms. Mantaring said, “We don’t have an explicit policy on diversity, but it is ingrained in the culture of the company that we don’t discriminate based on sex, sexual preference, age, etc. Essentially upon hiring there is no discrimination and even for promotions or for appointment. We always select who is the best suited person, we never really look at whether there are male or female.”

Ms. Mantaring insists that capabilities and intelligence of male and female are probably same, but if there were a lot of males and no females, then we would be missing out on a lot of talented people. So no discrimination is important. According to her, Sun Life Financial Philippines has more female than male in a customer service and operations positions which tends to attract females more than males.

3. Role and contribution of women directors

Before Ms. Mantaring became to the CEO, she has a wealth of experience in the industry particularly in the areas of Operations and Information Technology and has taken on increasingly senior roles in her 24 years of service with Sun Life. Ms. Mantaring served as the Chief Operations Officer handling IT & Operations, Asia-Pacific for Sun Life Financial Asia from August 2008 to March 2009. Previously she served as Chief Operating Officer of Sun Life Financial in the Philippines.

Ms. Mantaring joined Sun Life Financial in 1992 as Head of Information Systems department for the Asia-Pacific Division, and has since played many different roles. During this time, she oversaw the progressive build-up of the IT function in the region and the transfer of functions from the head office in Canada to the IT Shared Services hub in Manila. She served as Head of Operations of Sun Life Financial since 1999. In 2003, she was tasked to lead the operational integration of the Life and Pre-need companies of Sun Life Financial Philippines and the transformation of the customer centers, call center and online site to integrated one-stop shops servicing all lines of business.

Since 2006, she served as Head of the pre-need business concurrently with her Operations functions. As part of a planned transition, she served as SLFP Deputy President from March 2009 until she became President and CEO in August 2009. She served as the Chair of Sun Life Financial-Philippines Foundation. She has been a Non-Executive & Independent Director of Ayala Land, Inc. since April 2014, and become directors of a number of companies.

In addition, in 2010, she was selected as one of the 100 Most Outstanding Alumni of the past century by the University of the Philippines College of Engineering. In 2011, she was named by Moneysense Magazine as one of the 12 Most Influential in Personal Finance. She is also a recipient of the 2011 CEO EXCEL award given by the International Association of Business Communicators.

As her profile showed above, she is a very talented CEO as well as one of leaders of the society and economy in the Philippines. On the other hand, added to her great business career, she is a working mother of three children. She never stopped her full time job in the company except for maternity leave and raised them with her husband together.

4. Diversity and Inclusion activities and programs

4.1. Marketing and Leadership

Ms. Mantaring thinks that both male and female perspectives are important to develop its business. The company also has more females than males as sales persons. On the other hand, the more technical position is half and half – half male, half female.

The company has always males and females involved because it leads to more discussing work together and logically working on what should be done or not. For example, the sales head in the company is male, but he has females under him. When they create their strategies, then they are all working together. So it is everyone contributing what he knows, regardless of whether they are male or female. Through the together discussion and working, the company created its own products for female health because there are issues of childbirth and female illnesses such as breast cancer. On the other hand, there are health products for males such as for prostate cancer.

4.2. Leadership development

The company has the leadership development programs, supervisor training and management training which are available equally to everyone.

In terms of an effective leadership, the company just appoints whoever is the most qualified, regardless of male or female. For governance, the company has always had female directors on the board, the ratio of women director is at 20% and more over.

4.3. Friendly workplace environment

The company holds a Halloween event that might be planned by female perspective. The employees decorate all the floors and wear costumes. Employees can bring their children to the office and go Trick or Treating. It is a good opportunity for the employees to let their families understand their work.

Ms. Mantaring explained about friendly workplace environment like, “We say that this is a family, this is a company. Also it is very professional, it is multinational, but it still has a family atmosphere where the relationships are strong, people actually genuinely care for people, and maybe that is also because there is female leadership balanced with the male leadership. We have both, it is important to have both.”

4.4. Performance management system

The company has a performance management system. Every year, employees are given goals at the beginning of the year, then assessed during the year. There is also a development plan to perform better. This system is applied for both male and female employees with no discrimination.

Interviewee



Rizalina Gervasio Mantaring
President and CEO



Isobar Viet Nam

Main business area in APEC: Viet Nam

1. Corporate profile

Isobar is a global, full service digital marketing agency, driven by the purpose to deliver borderless ideas enabled by technology to transform businesses and brands. In April 2016, Isobar announced the launch of its Viet Nam office, following the acquisition of Emerald in March 2015 by Dentsu Aegis Network.

Isobar Viet Nam is a leading full service digital marketing agency, which currently handles e-commerce and CRM strategy for Triumph, Kimberly-Clark, Bridgestone; sales lead generation campaigns for BMW, Nam Long Group, Viet Nam International Bank (VIB), Hong Leong Bank, FE Credit, The EverRich, and Vietcombank Fund Management (VCBF); in addition to digital creative campaigns for Kido, Abbott, adidas, Sapporo, THP Group, Air France, Eva Air, United Pharma Viet Nam, and Vinamilk.

Denise Thi is Managing Director of Isobar Viet Nam. She found the Emerald as a Startup Company in the industry and succeeds the business into Isobar Viet Nam. This development will enable the Viet Nam team to fully tap in to Isobar's global network and capabilities as well as Brand Commerce expertise, and to better serve the fast-growing Vietnamese digital and e-commerce sector.

“Isobar is the brand, the only brand through the network which focus on digital. The Company's vision is to be the digital partner with everyone in the network. The plan is more like to provide business solution by exploring and utilizing creativity and technology in the new age of development of media and consumer behavior. So that is for Isobar and it is us.” Denise Thi explained the role of the company.

2. The status of the Diversity and Inclusion related to core business

Diversity is not only about gender but also different levels and different state of age. The company believes that everyone has their own potential and their own advantages.

Denise Thi believes that for the agency, people are just as important as the resources. This is why the company wants every employee to be very professional and know how to manage and take position on a high level of management. Someone can be inspired by the vision of the company, then be able to inspire their junior staff as well as supporting those staff and empowering them to grow.

In that sense, she does not care about gender, and instead, looking at personality, capability and potential etc. “Male and female is just different gender. You may have like gays and lesbians, and bisexuals. It is

fine because they have different traits, different personalities. And each of those, they have their own advantages because those traits like in our industry, for example gay people, they are very skillful and have great communication skills. They can handle clients so much better” she said. She treats people as specific individuals rather than gender equality between female and male.

3. Role and contribution of women directors

As mentioned above, Denise Thi is a co-founder and Managing Director of Emerald, Linked by Isobar - Dentsu Aegis Network. Starting as a communication practitioner, she has infused with Business Sustainability consulting experience, which endorses her in creating communication strategy with a long-term vision, and well positioning of the consumer insight in every approach of behavior influence.

Thus, Denise Thi differentiates Emerald and Isobar Digital Marketing from others, by providing a holistic approach in integrated digital communication both in strategic planning and excelling result-oriented deployment, rather than offering clients with separate digital tools, in order to deliver the digital communication results which ultimately empowers the client's' business objective.

4. Diversity and Inclusion activities and programs

4.1. Marketing

The company is growing at a fast pace. The Employees’ potential to grow and their openness to the industry results in company growth. Because the industry market was typically for Above the Line (ATL) people and Blow the Line (BTL) people and digital people etc., but now the market needs more marketing solution businesses. The people in work here should use any media that fits the market needs with their open mind. The talent diversity, regardless of gender, will be beneficial for the company.

4.2. Leadership of women managers

Isobar Viet Nam have 40 female staff among 60 employees. Globally, the media industry tend to be an industry that have a lot of female professionals. But the issue is that not many of them can reach up to a high level.

The company has two separate teams in the strategy planning department. At the first stage of planning, one team is led by man, the other team is led by the creative strategic director who is female. As for the social media department, the department leader is female as well. In the accounting department, most of the staff is female. Moreover, the Finance team and Human Resources team are led by a female.

4.3. Employment Equity

Denise Thi talks more about how to empower women and how women can achieve her dreams in the

company. In order to promote diversity, when the company makes a decision in hiring people and promoting people, they consider the matching of qualities of that person to the work; not only gender but also high potential. When the company looks at employees and makes an investment on those, the senior level have to consider how the person can add value to their business, whether their network likes business development, or their skill in handling clients to create business opportunity.

4.4. Women's empowerment

Denise Thi believes that women have so much more advantages compared to men because they can develop themselves by mindset, the way which are a very rational approach. Especially the younger generation who can encounter more information and knowledge, build themselves with more skills, and be more competitive professionals compared to males.

Denise Thi said, "In general, most of women are more flexible in a communication. And they do not have a big ego like men. So if they should step back, they can. And also women have soft power to connect to people. If one woman wants to develop herself and wants to build her influence, then she has so much more advantages."

Right now, this is happening in the company and industry. Women start to connect with each other and create more impact. Each thing is just a small thing, but it also has a psychological impact that people tend to have a very good impression with good appearance..

4.5. Facilities for women

Isobar Viet Nam prepares some facilities for women employees.

4.5.1. Nursery room

The company has a nursery room. After a female employee becomes pregnant, Denise Thi encourages them to bring their baby in the workplace if they want.

Denise Thi said, "Females are very emotional and sometimes it is hard to handle. It limits her career as well and also it limits her capability in handling all the situations. I make myself as a sharing hub for other mommies in the company and try to be friends with them."

4.5.2. Friendly workplace environment

Based on Denise's experiences of nervousness when she came back to work after having a child, the Company created a friendly environment for female workers. Denise Thi takes care of the person when they come back to work and does her best to create a good environment for those. Also, she influences the directors and managers level in order to make sure that they have more sympathy and select a right approach to anyone who prepares for pregnancy and what comes afterward.

4.6. Governance

The board diversity is not specific about gender but it is more about the individual. According to Denise Thi, everyone, not only female, has a certain potential. If the person knows their own potential, advantages and disadvantages, and also how to mix those kinds of things, the best results can come from it.

Interviewee



Denise Thi
Managing Director

1. Corporate profile

DHG Pharma is recognized as a leading company of Viet Nam in the pharmaceutical industry with a revenue of VND3,608 billion and a net profit of VND593 billion in 2015 – the highest among pharmaceutical manufacturer in Viet Nam. The Company's network includes 12 distributing companies, 15 subsidiaries and 1 affiliate. Its core function is to manufacture, distribute, export and import pharmaceutical supplies and medicines.

DHG Pharma started as 2/9 Pharmaceutical Factory in 1974. During the period through 1982 to 1988, the factory was merged with 3 other small companies creating DHG Integrated Factory. DHG Pharmaceutical Joint-stock Company was established after being equitized in 2004, the number of employees is more than 2800.

DHG Pharma has been achieving various awards for its high performing and high quality products in the industry. Below are a few noteworthy awards in 2015:

- High quality product of Viet Nam Awards for 20 years since 1985
- Top 50 High performing companies on stock exchange in 2014 and 2015
- Top Brand awarded by Global Trade Alliance
- Top 50 Companies of Sustainable Growth

2. The status of the Diversity and Inclusion

DHG Pharma realizes that competent and suitable talent is the most valuable factor that makes up corporate value as well as society value regardless of their gender, age, or ethnicity, etc. Thus, to attract and develop a competent and committed the company work force, DHG Pharma has various systems and programs to support and improve employees' life in general, especially to female employees, helping the employees focus and thrive in their career.

The policies have helped develop business performance, enhance the company's positioning on the market as well as contribute to the improvement of the community. Overall, the policies help to maintain and reinforce corporate culture. Not only is DHG Pharma is striving to become a trusted brand in the pharmaceuticals sector with a large market share, effective operations, and transparent financial status, but it also is recognized as a role model in contributing to the society quality products, volunteer activities, subcultures, behavioral conducts with related parties with solutions, energy saving inventions, and environmental protection. DHG Pharma aims to be a prestigious and professional company, which is guided by judicious and suitable policies, and directed by basic and appropriate moral principles.

3. Role and contribution of women directors

Pham Thi Viet Nga has led DHG Pharma as a CEO since 2004. Now, the majority of key positions are held by female employees, including the CEO, Board of Directors members, functional Directors, Head of Departments, President of the Labor Union, Secretary of Ho Chi Minh Communist Youth Union, etc. According to Ms. Nhu, HR Director, women in the company demonstrate the ability to make right decision due to their cautiousness yet at the same time due to their desire to break through the status quo. The ability to be flexible and handle pressure well also helps them to become an efficient leader.

Thanks to the characteristic features of high endurance and flexibility, women are deemed to make more right decisions for corporate development as well as society growth. Women in general and women directors/leaders always show high determination and the ability to take considerable measure in their leadership.

As one of the key tasks of the corporate strategy for the period of 2015 – 2020, DHG Pharma focuses on succession planning, in which competent female employees at management level that meet requirements of knowledge and skill are assessed via performance evaluation and assigned to appropriate transition positions to prepare for future appointments. Expectation of the women directors in the company is listed below:

- Ability of self-development
- Contribute to the company's success
- Increase the importance and necessities of women leadership
- Create high impact and influence of the company's operation
- Being evaluated effectively on ability, knowledge, skill and vision



Pham Thi Viet Nga received awards on behalf of DHG Pharma for being named Viet Nam's 50 best performing company in 2016.

4. Diversity and Inclusion activities and programs

4.1. Market development

Women staff have obtained some key positions in Marketing and Market functions (Sales Director; Label/product Director, Branch Director, Investor Relationship).

DHG Pharma ensures that employees at each and every position - regardless of their gender, age, or ethnicity, etc. - are clearly communicated to regarding business performance, corporate financial capabilities, as well as corporate strategy so that they feel respected and part of being a partner in growth and development along with the company. A good example is that the company encourages the employees to contribute innovative ideas and feedback to enhance DHG' operation as well as improve its products and services. As of 2015, there were 655 ideas contributed by employees across the company, in which 269 ideas have been considered and implemented.

4.2. Leadership

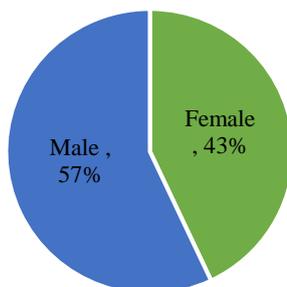
Women directors/leaders are mostly taking up key positions in the company. They possess deep knowledge and great passion for the company as well as are highly experienced in the industry. DHG Pharma is also focused on continuously improving employees' competency in technical-leadership. Thus, women directors/ leaders are nurtured and developed greatly and become efficient leaders.

Actually, women are holding some key positions in Human Resource functions (Human Resources Director, Head of Human Resource Department, Head of Administration; 90% of staff working in Human Resource Department are women). The female manufacturing workers are effective, and follow the Company's strategies and policies of eliminating gender discrimination. The Company has a group in charge of female matters, e.g. kindergarten for employee's children, periodical events.

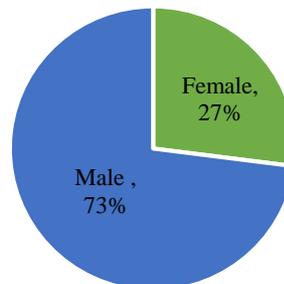
Moon festival which DHG organized for children of employees in 2016

Workforce statistics – Total headcount: 2876 employees (as of December 2015)

Gender ratio of all employees



Gender ration of Management level



4.3. Talent pooling

4.3.1. Recruitment

DHG Pharma ensures that employees are being recruited into the right positions as according to their skill and knowledge matching with the job description and requirements. On-boarding and orientation activities are appropriately carried to new joiners, ensuring the new joiners understand what they are being expected as well as feel that they are welcome and working in a positive working environment, in which there is no discrimination (i.e. gender, age, ethnicity, etc.).

4.3.2. Succession planning

DHG Pharma has developed succession plan ensuring long-term growth of the company. The succession plan is to determine potential candidate for key management positions and is without discrimination of employees' gender, age and ethnicity.

4.3.3. Training and development

Variety of training and development programs for all employees has been carried out. These programs include technical training, soft skills training as well as other training and coaching courses serving to enhance employees' competency and knowledge. Besides that, refreshing training on corporate value is also organized periodically. DHG Pharma promotes a positive, discrimination-free working environment for female employees; as well as to create a nurturing and supporting environment for women leaders in the company to grow and develop.

4.4. Governance

Being a pharmaceuticals company and influencing directly to the well-being of millions of consumers in and outside of the country, also creating nearly 3,000 jobs during the company's operation process, DHG Pharma commits that its economic growth will be in line with the corporate social, community and environmental responsibility; moreover, ensure the balance of benefits between various parties relating to the Company now and in the future. From here, DHG Pharma always concentrate to develop the leadership team, especially women leaders through the appointments of capable women staff in management roles in order to meet the development requirement of the company. Facilitate the contribution of woman in the company's growth strategy, target implementation; KPI implementation and procedures to ensure an effective and efficient operating system in the short and long term.

Interviewee



Tran Thi Anh Nhu
Human Resource Director

- Ms. Nhu joined DHG Pharma in 1980 and has been Head of Human Resource function since 2000.
- Ms. Nhu is also a member of Supervisor Committee of DHG Pharma since 2004.



- TRAPHACO Joint-stock Company
- Main business area in APEC: Viet Nam

1. Corporate profile

TRAPHACO Joint-stock company, hereby referred as “TRAPHACO”, is a pharmaceutical company specializing in the development, marketing and distribution of Vietnamese traditional medicines. TRAPHACO is the leader in the Vietnamese traditional medicine sector and the second largest pharmaceutical manufacturer in Viet Nam in terms of revenue and net profit. The company has strong brands, owns 2 GMP -WHO -standard manufacturing factories, a nation-wide distribution network and 23 distribution branches.

TRAPHACO was established in 1972 as a medicines production and distribution unit of Railway Health Service of Railway Company - Ministry of Transport, the company’s main function is to produce prescription medicines and to provide medical supplies and equipment for the railway industry at the time. In 1999, the company is equitized and becomes pharmaceutical and medical material and equipment Joint Stock Company - Ministry of Communications and Transport, in which the State owns 45% of total capital. The three key functions of TRAPHACO are as following:

- Produce, import and export pharmaceutical products and material, medical supplies and equipment, cosmetics, functional foods, wine, beer, and soft drinks.
- Manufacture herbal medicines.
- Provide consulting services on medical and pharmaceutical production and technology.

TRAPHACO will contribute high-value adding products and services in order to enhance living standard of the people. The company is customer-oriented and creates a nurturing working place for employees. The company will increase returns and benefits for investors. In addition, the company has been awarded numerous prestigious awards from the government as well as from foreign institutions, such as Kovalevskaya Awards – honoring outstanding female scientists (2005), Viet Nam Golden Star Awards (2003 – 2011), WIPO Awards for being an innovative enterprise (2010) and so on.

2. The status of Diversity and Inclusion

2.1. Description of current policy of promoting diversity and its impact

In general, the company does not have any policies to distinguish the treatment of employees based on age, gender, ethnicity, etc. The company developed standards and job requirements to evaluate performance in appointing employees. If the employees meet these standards and requirements, they will be recruited or appointed – disregarding their age, gender and ethnicity.



Ms. Vu Thi Thuan received awards on behalf of TRAPHACO for being named one of Viet Nam's 50 best performing companies in 2016

2.2. Role of the policy of promoting diversity in relation to the corporate strategy

As described above, the company does not have any discriminating policies and does not have any limits on appointment and recruitment of workforce. As an example, although TRAPHACO was initially a state-owned corporation, the company is very progressive in terms of the retiring age as Ms. Thuan is still managing the company at the age of 61 (the retiring age for female officials working at a state-owned company is 55). According to Ms. Thuan, such an example above represents the company's culture in giving employees freedom to develop and thrive in the company.

3. Role and contribution of women directors

In 1999, as the CEO of TRAPHACO, Ms. Thuan had the will to grow TRAPHACO, which at the time encountered numerous challenges. This passion for traditional medicine as well as the right strategy and her leadership directed the company to be one of the first companies to equitize. "The success of TRAPHACO is all thanks to the strategy to differentiate the company from peers in the market by focusing on research and development and applying modern technology in traditional medicines" – shared by Ms. Thuan.

As a woman herself, Ms. Thuan deeply understands the strengths of women and men in a business context. She shared that many leading roles in the company are held by women, such as the Human Resources Director, or that the majority of Labor Union members are female.

Ms. Thuan believes that women have different traits to be an effective leader in the business compared to men. She believes that women, by large, have high commitment spirit, long term and sustainable development views, and great resilience while working under pressure. In addition, women with motherly instincts mostly would choose safe options. This is the motto and belief that Ms. Thuan and other leaders in the company employ as corporate values.

4. Diversity and Inclusion activities and programs

4.1. Policy regarding development and appointment of women employees

One of the examples that the company promotes development and appointment of women directors in the company, is that it does not discriminate remuneration between men and women. Ms. Thuan shared that, if a female employee meets the standards and quality performance requirements, she will be rewarded accordingly as for her male counterpart. She said that due to this policy, Ms. Thuan observes many cases that her female employees can be considered as the breadwinners of their families, and such, are encouraged by their families to continue developing her career. This is a response to the social stereotype that women cannot work and progress her career after getting married and having a family.

Understanding that female employees may consider different social and physical aspects than male employees, as such, the company has built in various programs to better cater to female workforce in the company. Some examples include additional health check packages (i.e. gynecological examination, women-related cancer and pre-cancer examinations), family days, gifts for female employees' children and family members, etc.

Moreover, TRAPHACO's employees (including women) are also enjoying travel insurance which is an additional benefit for employees as this is not compulsory for the employer. TRAPHACO has training and development programs that are offered to all suitable and competent employees, disregarding of age, gender and ethnicity such as training for future CEO / leadership skills, presentation skills, and teamwork skills.

Workforce statistics

- 60 – 70 per cent is female at a departmental head level. The Human Resources department has all-female employees.
- Women take up 65 per cent of Labor Union members.

4.2. Assignment policy for women

Ms. Thuan also shared that there is no gender discrimination regarding work assignment, appointment and promotion. Depending on the nature and requirement of the task, the task is assigned accordingly to physical traits of women and a request of female employees. An example is sales task, which requires employees to travel a lot. Thus, men are usually more interested in taking this job than women. Meanwhile, pharmaceutical-technical positions, marketing and public relation positions that require detail-oriented skills, usually appeal more to women. As such, it is in the company's best interest and responsibility to appoint appropriate and qualifying candidates for each position.

4.3. Workforce environment

4.3.1. Monitoring

Labor Union of the company is primarily responsible to implement and monitor programs or benefits as described above. Other supervising parties also include the local government offices.

The company does not have specific targets or KPIs on the development and appointment of women directors. Capability is the key and prioritized indicator to consider in the event of appointment or promotion at TRAPHACO. Compensation for employees are determined based on three indicators:

- Position and level in the company;
- Capability and competency of the employee; and
- Key performance indicators.

4.3.2. Challenges in implementing policy of diversifying workforce

Challenges in reducing discrimination during the operation of the company sometimes relate to the development of technology and the nature of the work i.e. elderly employees may not be as efficient in working high-tech or IT related tasks.

Interviewee



Ms. Vu Thi Thuan
Chairman