



DEVELOPING THE NEXT GENERATION OF LEADERS IN FINANCE

On October 17, 2024, the 30% Club Japan Investor Group hosted the "Developing the Next Generation of Leaders in Finance" event with the support of the Association for Women in Finance and the Asset Management Women's Forum, featuring the speakers below. The event was attended by approximately 80 people.

In the keynote speech, Ayano Senaha spoke about her inspiring career history and lessons learned along the way. She was then joined by Makiko Nakamori, Yutaka Nishida and Akiko Koda for a panel discussion in which these leaders shared experiences with initiatives in their organizations, as well as ideas and strategies for developing the next generation of women leaders. Following the panel discussion, the floor was opened for a networking dinner. We are grateful to all the speakers for sharing their valuable time and experiences, and to all the participants who joined with us.

Please see the following pages for a full event summary and pictures of the event.

Speakers

Ayano Senaha

Recruit Holdings Board Director, Executive Vice President and COO

Yutaka Nishida

Nikko Asset Management Chairman

Makiko Nakamori

Itochu Corporation and Kajima Corporation External Director

Akiko Koda

Goldman Sachs Japan Co., Ltd. Managing Director, Head of Executive Office and Co-Chief Administrative Officer

Moderator

Mayu Nishimura

Goldman Sachs Asia LLC, Vice President, Global Stewardship team

【Event Summary】

In her keynote speech, Ayano Senaha drew on her own career experiences to provide insights into what it takes to become a manager or executive, and what she has gained along the way. She introduced her London assignment as a pivotal moment in her career. In her twenties, she discovered an opportunity to work with the CEO of a British company that had been recently acquired by Recruit Group through an internal recruitment system and applied for it. Although she did not meet the application requirements, she was hired for the job based on her past achievements and enthusiasm. She went on to describe how she ended up leading the company, and how — despite a lot of trial and error — she was able to succeed in driving a significant improvement in its performance. After the event, many participants provided feedback that they were impressed by Senaha-san's story and the key lesson of how taking risks and making a dedicated effort to face challenges can help an individual to make huge leaps towards realizing their full potential.



Next, in the panel discussion, the panelists introduced their respective organizations' initiatives and gave their opinions on issues and strategies for developing the next generation of women leaders. The key messages from each panelist are as follows.

- (Senaha) To achieve the Recruit Group's gender parity targets, it introduced a system that ensures diversity among candidates before starting the selection process. In addition, by clarifying the job requirements for managerial positions in Japan, the number of both male and female candidates for these positions has increased, which has helped to improve diversity in candidates.
- (Nishida) Nikko Asset Management believes that a strong commitment to diversity from top management is important to eliminate unconscious bias in gender roles, and Nishida-san tries to encourage men to take parental leave.

- (Nakamori) As part of Itochu Corporation's work style reform initiative, overtime pay is in principle no longer provided for late night work, and instead overtime pay is offered for morning hours. Additionally, to ensure a healthy work environment, social drinking events are limited to only the first round and must end by 10:00 p.m.
- (Koda) Goldman Sachs has introduced targets related to the recruitment of women to increase the proportion of female employees among new graduates. Also, as part of the career advancement support, it holds a five-month workshop program every year for female associates to help them acquire various skills including leadership and provide an opportunity to build connections within the firm.



At the end of the event, a networking space was opened for all participants.

Feedback Comments from Participants:

- Senaha-san's keynote speech was very impressive, where she took on challenges with courage and was able to implement management reforms in the overseas subsidiary. Hearing how she is leading the advancement of women as a board member at a major Japanese company, I became more motivated to step out of my comfort zone and take on new challenges.
- It was encouraging to hear about the conversations related to "unlearning" in an organization, in order to bring it up to speed with modern best practices, rather than simply rejecting past methods and villainizing certain individuals.
- It was a wonderful event, both during the sessions and networking, where I could feel the warm messages from senior leaders who want to support their team's progression and development as much as possible.
- Especially in the financial services space, these events tend to only feature speakers from the same industry, so it was enlightening to hear from external directors and speakers from other industries.



From left

Kenro Tsutsumi Goldman Sachs Asset Management Co. Ltd. President and Representative Director

Yutaka Nishida Nikko Asset Management Chairman

Makiko Nakamori Itochu Corporation and Kajima Corporation External Director

Ayano Senaha Recruit Holdings Board Director, Executive Vice President and COO

Akiko Koda Goldman Sachs Japan Co., Ltd. Managing Director, Head of Executive Office and Co-Chief Administrative Officer

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