

DEIB REPORT 2025

DIVERSITY
EQUITY
INCLUSION
BELONGING

UZABASE



INTRODUCTION

At Uzabase, we formulate our Purpose as such:

“Awaken a world of play in business, with our insights.”

To make this a reality, Uzabase needs a team of truly diverse individuals who would bring everything that they have to the table.

We believe that only a combination of such diverse talents can create services that resolve the actual issues faced by our users and propel their creativity — thus bringing us even closer to fulfilling our Purpose. This belief is reflected in one of our 7 Values: “We need what you bring.”

We need what you bring

We celebrate a diversity of values, race, nationality, ethnicity, religion, sexual orientation, diversability, backgrounds, and more. These differences make us stronger.

Our strengths and weaknesses complement each other. We communicate openly yet with empathy — speak your mind directly and respectfully, share your thoughts and ideas.

We will get there, one conversation at a time. Diverse but united in our purpose, we build a new world together.

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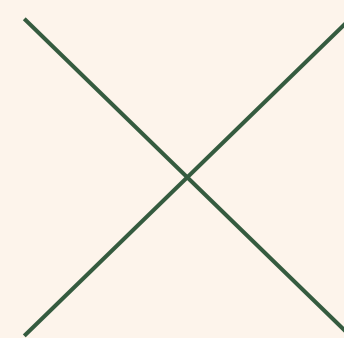
CHAPTER 1

Uzabase's Perspective on DEIB

CEO & CHRO INTERVIEW



CEO
Yusuke Inagaki



CHRO
Shinobu Matsui

This January, CEO Yusuke Inagaki stated in a company-wide announcement that Uzabase will not discontinue its diversity initiatives. We sat down with Inagaki—who prioritizes family life, including taking parental leave while remaining at the forefront of management—and CHRO Shinobu Matsui, who has spearheaded Diversity, Equity, Inclusion, and Belonging (DEIB) efforts at Uzabase over the past four years, to find out more about their commitment to these initiatives.

Why does Uzabase continue to promote DEIB initiatives?

Inagaki We believe that when individuals from diverse backgrounds come together and realize their full potential, it becomes a powerful driver of both business and organizational growth. For instance, the Support Desk Team, launched a few years after our founding, played a critical role in accelerating business growth. The team, which was predominantly composed of women, laid the foundation for our Speeda business by fully demonstrating their capabilities.

Although we have yet to succeed fully on the global stage, our global business expanded significantly in the three years since its launch and now contributes to the company’s overall growth. I believe that our commitment to diversity has enabled Uzabase to survive and thrive in this highly competitive environment.

Earlier in my career, I experienced the frustration of being unequally evaluated due to differences in job roles. At Uzabase, we strive to ensure that all contributions are assessed equitably*1—regardless of gender, nationality, job function, or the presence or absence of what we call Diversability*2.

Matsui In my pre-Uzabase career, I found myself caught between limitations and overprotectiveness of my position. At the time, there were missed opportunities caused by biases such as “she’s a woman, so she shouldn’t be given tough assignments,” or well-meaning but misplaced concerns such as “it might be too difficult to assign this task to someone raising children.” In fact, there was a period when I bore nearly 80% of household and childcare responsibilities due to societal norms.

At Uzabase, we aim to create an environment where each person can freely choose the options they need, regardless of their life stage or external conditions.

How have DEIB initiatives evolved at Uzabase over the past four years?

Matsui Today, Uzabase’s DEIB Committee consists of around 40 volunteer members across 15 subcommittees. The fact that these initiatives have expanded organically through self-driven efforts is our greatest achievement. As a result, in 2024, the percentage of women in management surpassed 30% for the first time in Uzabase’s history.

Our [Sri Lanka team](#)—an essential source of competitive advantage in areas such as data assets—now comprises 60% women, and the range of roles within the team continues to diversify. For the second consecutive year, the team was selected as one of the “Top 15 Best Workplaces in Sri Lanka.” We’re seeing tangible signs that a culture that values diversity is taking root across the entire company.

What challenges remain, and how will you address them?

Matsui While the share of women in management is increasing, only 8.6% of all female employees hold a title at or above P/L6, compared to 25.8% of men. In addition, following our organizational growth and the onset of the COVID-19 pandemic, challenges have emerged in building relationships that transcend team and departmental borders. As we continue expanding globally, it is also urgent that we foster an environment where global members can fully contribute their value. To address these issues, we’ve introduced a [new DEIB Commitment](#) for the next three years.

Inagaki One of the challenges in promoting DEIB initiatives at Uzabase is the fact that I belong to the majority. No matter how much parental leave I take, or how I prioritize family by putting events like school entrance ceremonies or family birthdays on my calendar, as a Japanese male—part of the majority at UB—I can never truly be a stakeholder in the same way others in the minority are. There’s a limit to what I can understand through empathy alone. That’s why I’m committed to standing with those who are stakeholders—those leading these efforts—to support them and create an environment where they can thrive.

I have deep respect for the volunteers who have fostered DEIB at Uzabase to this point and continue to drive it forward. By steadily building on each initiative, these grassroots efforts are expanding across the company and contributing to business growth and the realization of our purpose. I want Uzabase to remain a company where everyone can fully embody the value of “we need what you bring.”

*1 [Uzabase HR Handbook: Salary](#)
*2 Diversability: A coined term combining “diverse” and “ability,” borrowed from a [community initiative](#) aiming to redefine perceptions of disability through collective engagement.

CEO & CHRO
INTERVIEW

Uzabase’s Structure for Promoting DEIB

At Uzabase, the DEIB Committee is responsible for implementing, monitoring, and evaluating internal DEIB-related initiatives.

Approximately 40 members from various departments voluntarily participate in the committee’s activities. While there are no full-time, dedicated staff members on the committee—meaning it does not operate like a team with full-time commitments consistently producing deliverables—its strength lies in the diverse mix of roles and backgrounds represented across the organization. This diversity fosters unique perspectives and collaboration.

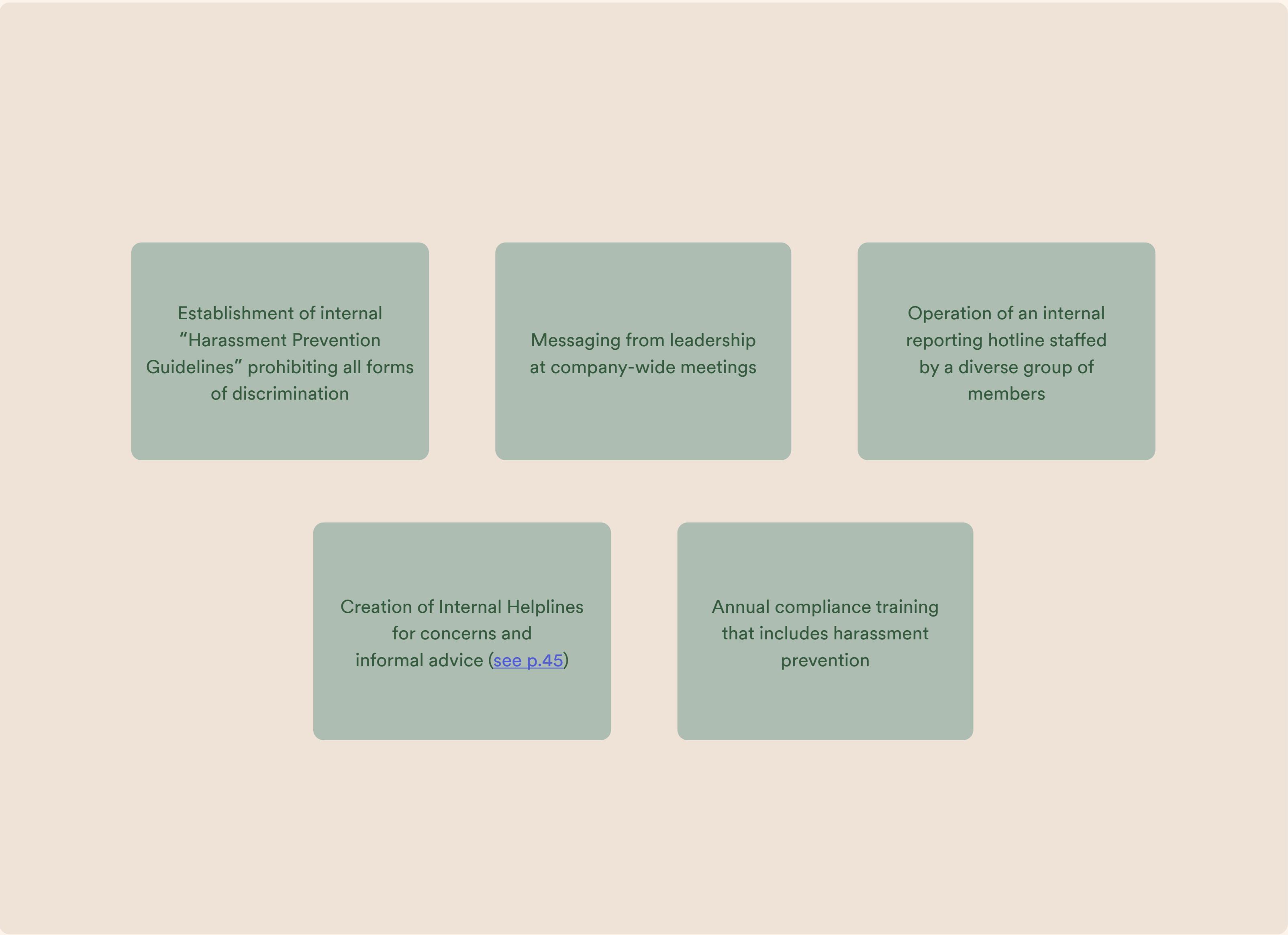
By building a community, the committee has created a space where other members can naturally join in. Operating as a flexible, evolving structure, the DEIB Committee encourages members to contribute at a sustainable pace, step back when needed, and collaborate across sub-groups to move initiatives forward.



Human Rights Protection and Harassment Prevention: Uzabase’s Stance

Uzabase clearly recognizes harassment and discrimination as violations of human rights and obstacles to advancing DEIB, and is committed to protecting the dignity and rights of all individuals in the workplace. This policy applies to all stakeholders both inside and outside the company.

To eliminate harassment, Uzabase has implemented the following initiatives outlined on the right. Through these efforts, we aim to create a work environment where all members can feel secure and perform at their best.



DEIB-Related Communities and Initiatives

Gap-Bridging Initiatives

Social Impact Through Business and Other Activities

Gender Gap

NextWomanship Community

Kanako Ishikawa (Speeda Business)

Parental Leave Community

Reina Kawai (Speeda Business)

LGBTQ+ (Currently inactive)

Shota Tanaka (Speeda Business)

Global Initiatives: Uzabase Sri Lanka

Safiyyah Nawaz (Culture & Talent Acquisition Team)

Age Gap

Next-Gen Empowerment Community

Taiga Ishikawa (HR Domain, Learning & Development Team)

Gaps Related to Physical, Intellectual, and Mental Conditions

Reasonable Accommodation & Accessibility

Yuka Ota (HR Domain, Diversability Support Team)

Diversability Hiring & Onboarding

Yuka Ota (HR Domain, Diversability Support Team)

Dekoboko Kids (Currently inactive)

Kanako Nakamura (Speeda Business)

Fertility Treatment Consultation Desk / UB Care

Aiko Hoshino (Shared Operations Team)

Yuka Ota (HR Domain, Diversability Support Team)

Yumiko Kido (HR Domain, Labor Management Team)

oliveto (Menopause Community)

Shuko Naraoka (NewsPicks Business)

NewsPicks for WE

Ai Kawaguchi (NewsPicks Business)

Sharing Diverse Role Models Inside and Outside the Company

Tomoko Tsutsui (PR Team)

Cross-Company Learning Community (Currently inactive)

Liliya Molchanova (PR Team)

Laying the Foundation

Formulation of the New DEIB Commitment

Liliya Molchanova (PR Team)

Irena Inumaru (Corporate Design/Strategy Team)

Kanako Ishikawa (Speeda Business)

Sho Ohashi (Legal Operations Team / Corporate Legal Team)

DEIB Training

Ryuji Fukushima (HR Domain, Learning & Development Team)

Uzabase's DEIB Journey



2012
July: Established The 7 Values
One of the core values defined:
"We need what you bring."

2020
June: Conducted an internal survey titled "Does true equality of opportunity exist at Uzabase?"
October: Launched the D&I Project

Origins of Our DEIB Efforts

In June 2020, then-CEO Umeda posed a fundamental question to the entire company: "Does true equality of opportunity exist at Uzabase?" Prompted by the Black Lives Matter movement in the United States*, we began to re-examine our commitment to the principle behind our philosophy: "We need what you bring." We recognized the need to confront reality: if we aspire to be a company that guarantees equal opportunity regardless of values, race, religion, gender, or sexual orientation, we must first understand our current state.

This led us to conduct an internal survey to evaluate whether true equality of opportunity existed in recruitment, development, and job assignments. The results were sobering: approximately 30% of employees responded that equal opportunity did not exist. This left us with a strong sense of urgency in the leadership team and led to the launch of our Diversity & Inclusion (D&I) project.

A follow-up survey in February 2024 showed significant progress: the percentage of employees who reported experiencing or witnessing inequality had fallen to below 6% across all categories. Encouraged by these results, we aim to continue advancing the initiatives of the DEIB Committee.

2021
June: Published D&I Commitment
July: Formed the D&I Committee



2022
July: Updated the subtext of "We need what you bring"
October: Published Uzabase's first D&I Report 2022

2023
January: Renamed the D&I Committee to the DEIB Committee
June: Published DEIB Report 2023 and updated the "34 Promises"

2024
February: Conducted internal survey on equality of opportunity in hiring, operations, and evaluation processes
April: Published DEIB Report 2024

Why We Embrace “DEIB” Over “D&I”

Since FY2023, Uzabase has adopted DEIB—Diversity, Equity, Inclusion, and Belonging—in place of the previously used D&I framework.

Our purpose is: “Awaken a world of play in business, with our insights.” In such a world, the purpose of each individual aligns with that of the organization, enabling everyone to perform at their best. So how do we create that world?

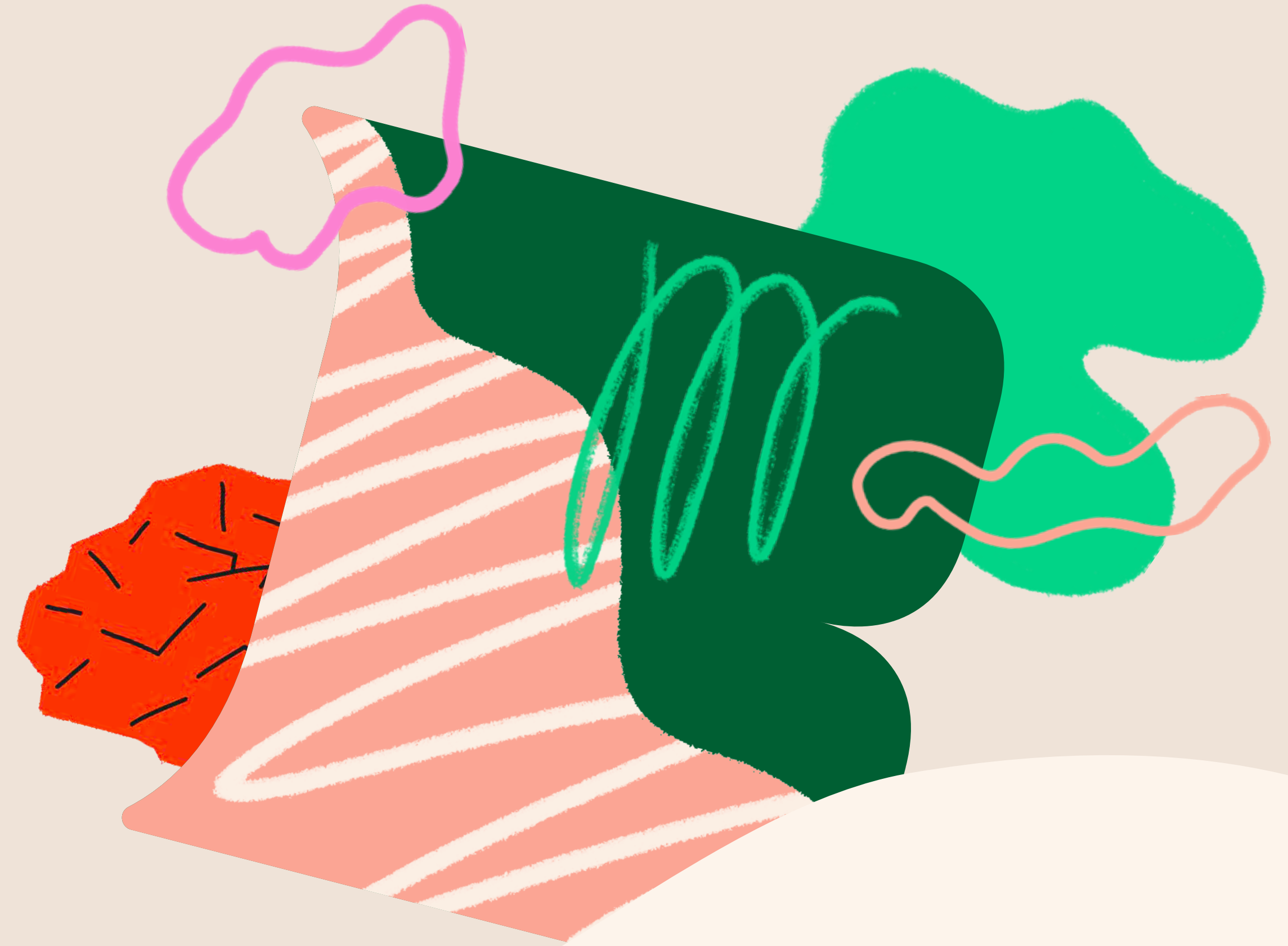
We believe the key lies in Belonging. At Uzabase, Belonging means feeling a genuine sense of “there is a place for me here.” It is not something that happens instantly—it forms gradually through mutual trust built with one’s team, colleagues, and the company as a whole. It includes not only the joy

and reassurance of knowing your skills and experiences are valued, but also the ability to acknowledge your imperfections while still being embraced by those around you.

We want every person at Uzabase to feel: “I belong here, even if I’m not perfect.” When individuals can bring their unique personalities and talents to work with confidence, their performance thrives—leading to both personal fulfillment and organizational growth.

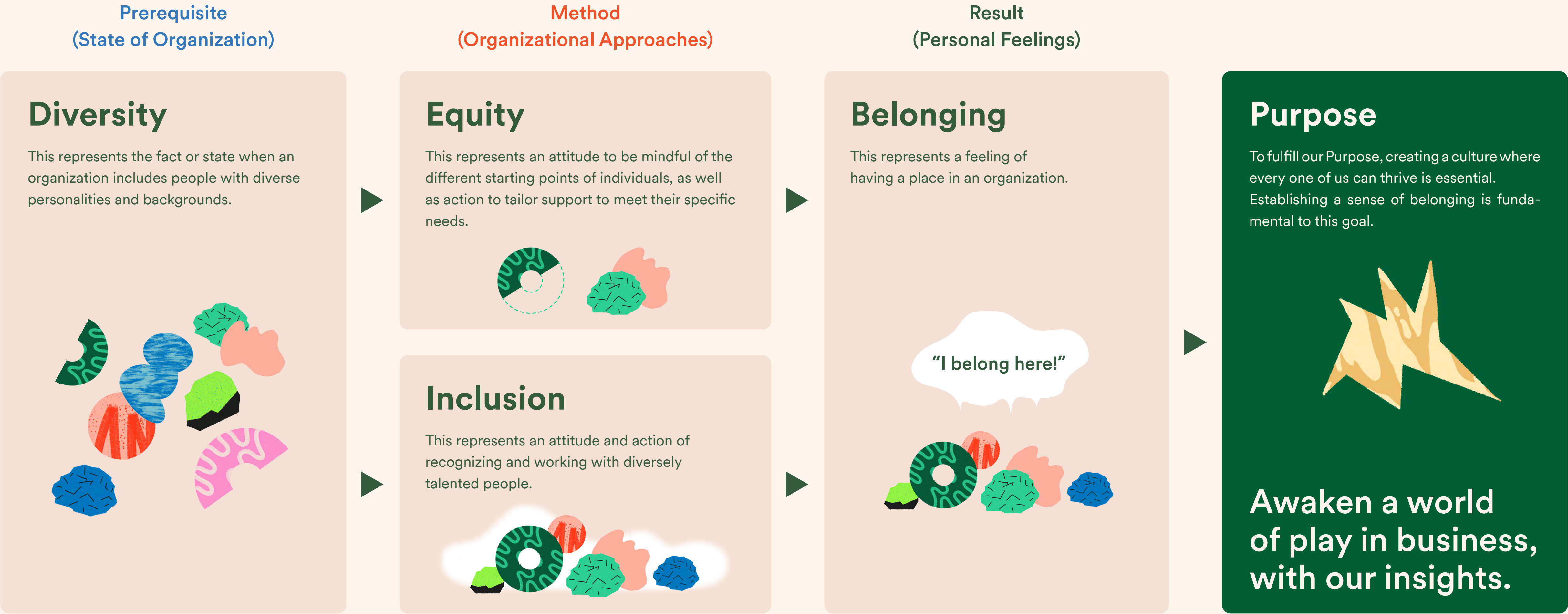
By fostering this positive cycle, we hope to embody our core belief that “we need what you bring,” and realize a world where everyone can play business.

This aspiration is at the heart of why we embrace DEIB.



DEIB, the Uzabase Way

At Uzabase, we create an environment where everyone is encouraged to embrace their imperfections. This openness allows our members to fully unleash their unique potential and creativity, boosting individual performance and driving further business growth.



CHAPTER 2

New Commitment and Action Plans

Current DEIB Challenges

Among the four categories outlined in Uzabase’s 2021 D&I Commitment, we believe we have made meaningful progress and achieved our goals in the following areas through consistent initiatives over the past few years:

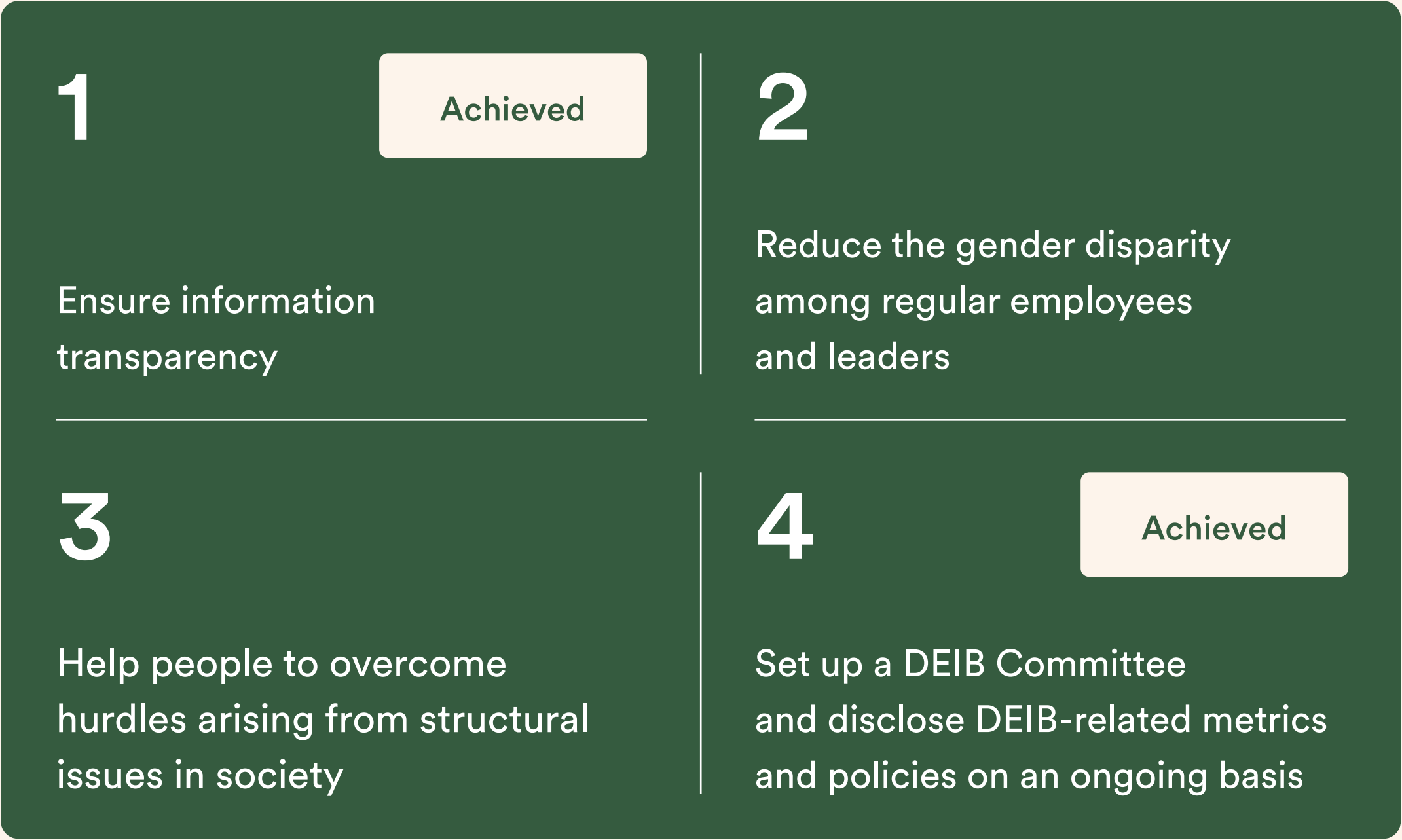
- 1. Ensure information transparency
- 4. Set up a DEIB Committee and disclose DEIB-related metrics and policies on an ongoing basis

However, challenges remain in the following two areas:

- 2. Reduce the gender disparity among regular employees and leaders
- 3. Help people to overcome hurdles arising from structural issues in society

To address these ongoing challenges, we have redefined our current DEIB priorities into two key focus areas and articulated corresponding commitments for each:

The 4 categories outlined in Uzabase’s 2021 D&I Commitment



New DEIB Commitment



New DEIB Commitment

When diverse abilities intersect, it becomes possible to resolve many user pain points and create services and systems that unleash the highest levels of creativity. This, in turn, will help drive Uzabase’s business growth and bring us closer to realizing our purpose. Under the value of “we need what you bring,” we are accelerating the promotion of DEIB by setting the following commitments, with a target year of 2027.

1

Create a workplace where everyone is accepted without bias and empowered to express their individuality.

By fostering a sense of Belonging*, we aim to foster an environment where all members are accepted without bias, allowing them to fully leverage their unique traits and strengths. This, in turn, will contribute to the sustainable growth of our business.

To achieve this commitment, we have outlined the following specific action plans:

- 1. Increase internal “connectedness” (to strengthen relationships among members)
- 2. Conduct DEIB training (to develop communication skills rooted in empathy and a deep understanding of diversity)
- 3. Conduct StrengthsFinder® training (to promote self-awareness and mutual understanding)
- 4. Create a DEIB Encyclopedia (to visualize the spectrum of diversity and establish a shared vocabulary around DEIB)

*At its core, it's a feeling of “I belong here” (see [p.12](#)). It's knowing your skills and experiences are valued, building trust with teammates and colleagues over time, and feeling secure enough to embrace your imperfections.

New DEIB Commitment

When diverse abilities intersect, it becomes possible to resolve many user pain points and create services and systems that unleash the highest levels of creativity. This, in turn, will help drive Uzabase’s business growth and bring us closer to realizing our purpose. Under the value of “we need what you bring,” we are accelerating the promotion of DEIB by setting the following commitments, with a target year of 2027.

2

Increase the number of women aiming for leadership positions to broaden the diversity of decision-making.

Currently, women hold 31.7% of managerial positions (i.e., team leader level and above), and the gap compared to the overall female employee ratio (43.8%) is gradually narrowing. However, a significant gender pay gap remains. One major contributing factor is the low representation of women at or above the title of P/L6*1—positions responsible for key decision-making (see [p.34](#)). While 25.8% of male employees are in these senior roles, the figure for female employees is only 8.6%, indicating a substantial disparity. This gap is influenced not only by gender inequality but also by differences in hiring practices across job functions. In response, the DEIB Committee will first focus on increasing the proportion of women who aspire to senior roles*2 and will support those aiming to advance into higher job grades.

To support this goal, the following action plans have been set:

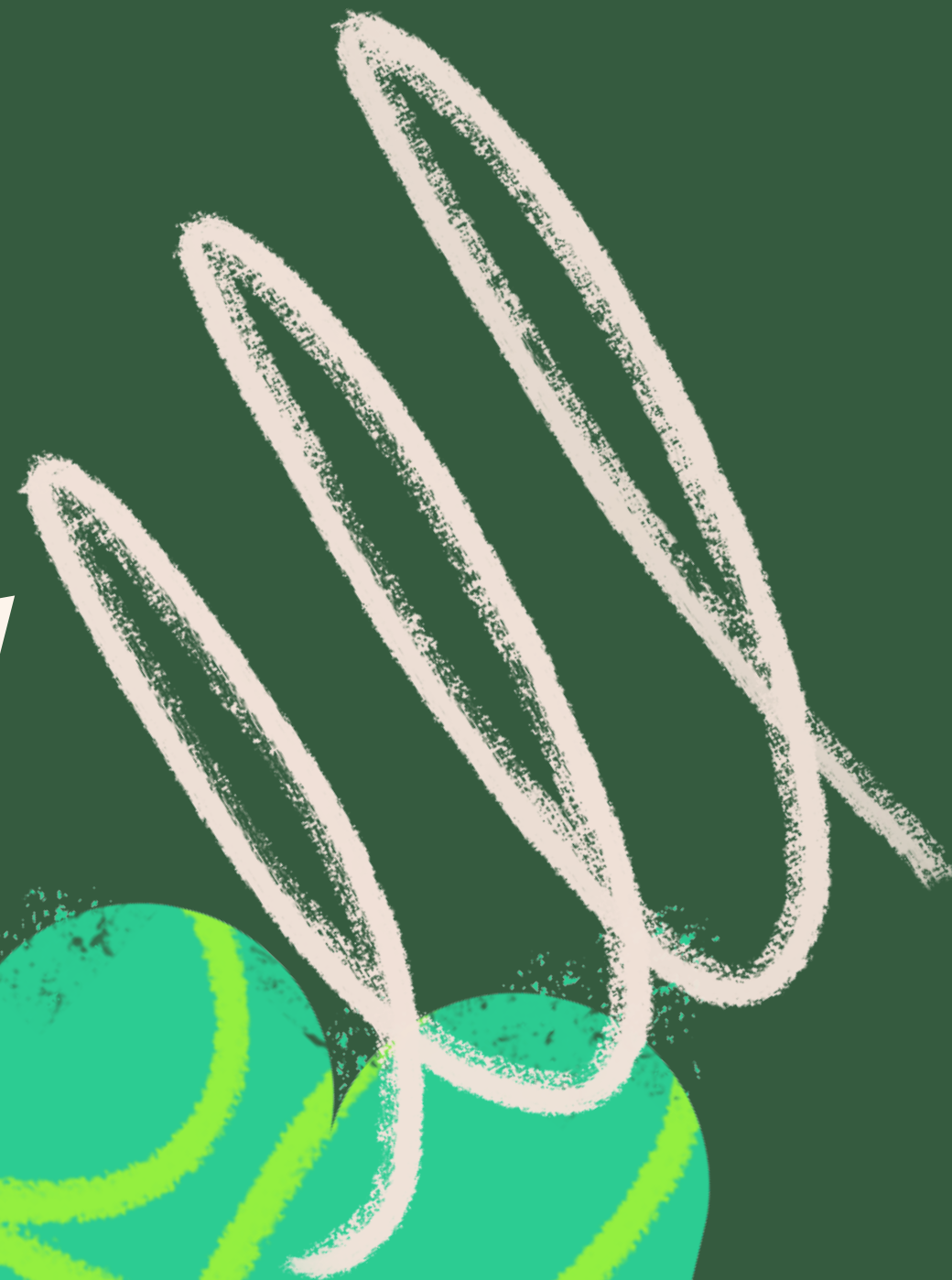
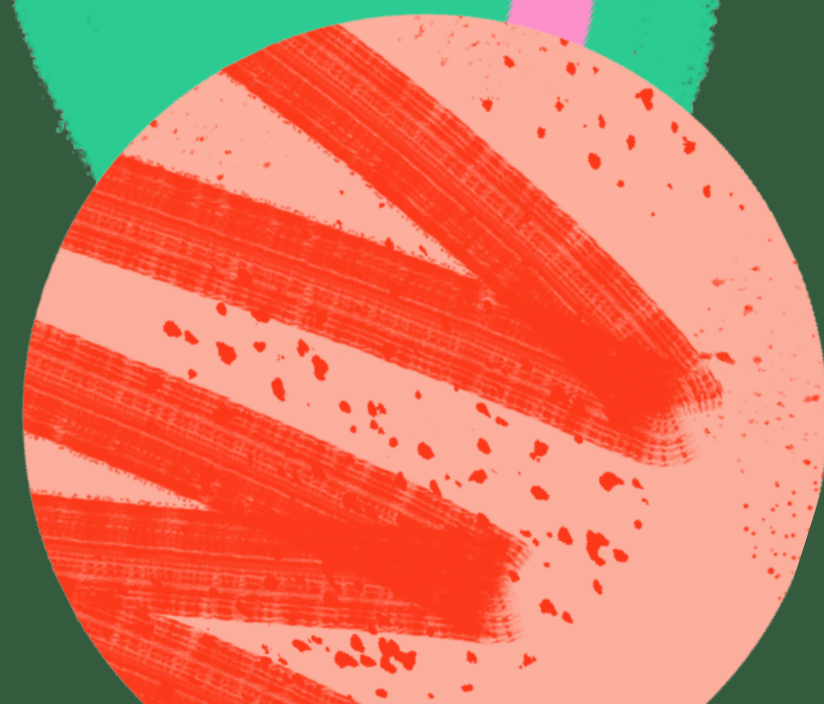
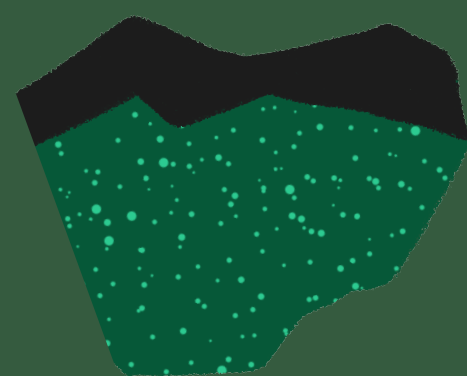
- 1. Increase and support members with aspirations for senior positions (to cultivate a diverse group of decision-makers)
- 2. Provide early training for female managers (to address challenges unique to women's career development)

*1 Members at or above the P/L6 level are entrusted by executive officers with business challenges and are capable of envisioning solutions, devising strategies, and executing them.

*2 “Senior roles” refers to positions at or above the P/L6 level.

CHAPTER 3

The Current State of Diversity at Uzabase





Data-Driven Insights: Where We Stand and Where We Go From Here

At Uzabase, realizing our purpose requires cultivating a culture of Belonging—an organization where everyone feels a true sense of inclusion and connection. An environment of mutual acceptance and psychological safety helps unlock each person’s individuality and talents.

To foster such a culture, it is essential to first understand and address organizational challenges. We regularly collect and analyze data to track changes over time, ensuring that both top-down DEIB objectives and grassroots initiatives work in tandem. This coordinated effort is essential for sustained progress.

The DEIB Committee plays a central role in identifying challenges through data analysis. By collaborating with departments across the company, the committee supports the implementation of targeted solutions. Key metrics are established and monitored on a quarterly basis, guiding our efforts to build an inclusive, creative, and psychologically safe workplace for all.

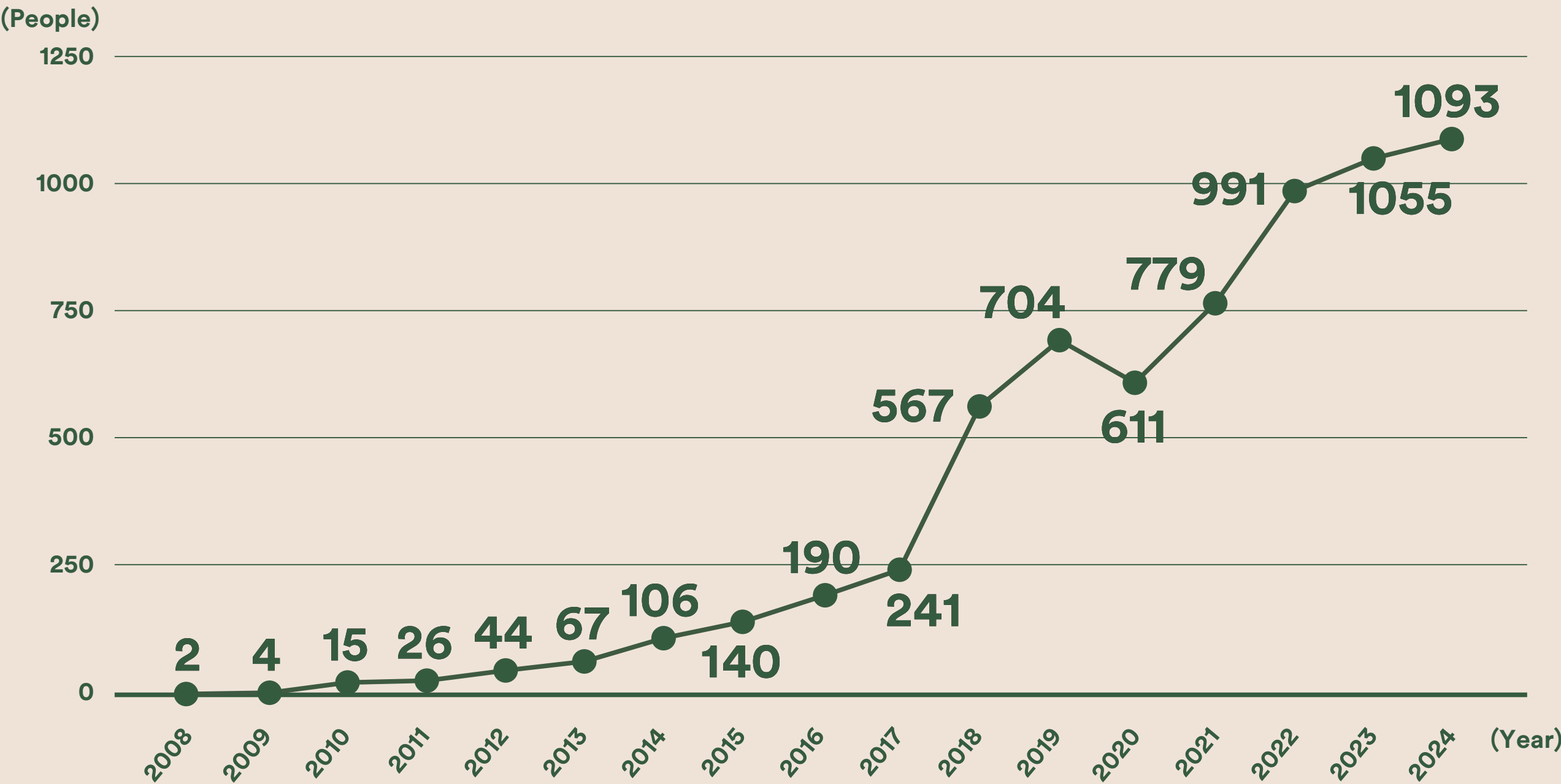
*Data in this chapter represents employees of both domestic and international operations as of 31 December 2024 (for historical data, as of 31 December of each respective year), unless otherwise noted.

Employee Count and Gender Distribution: Overall

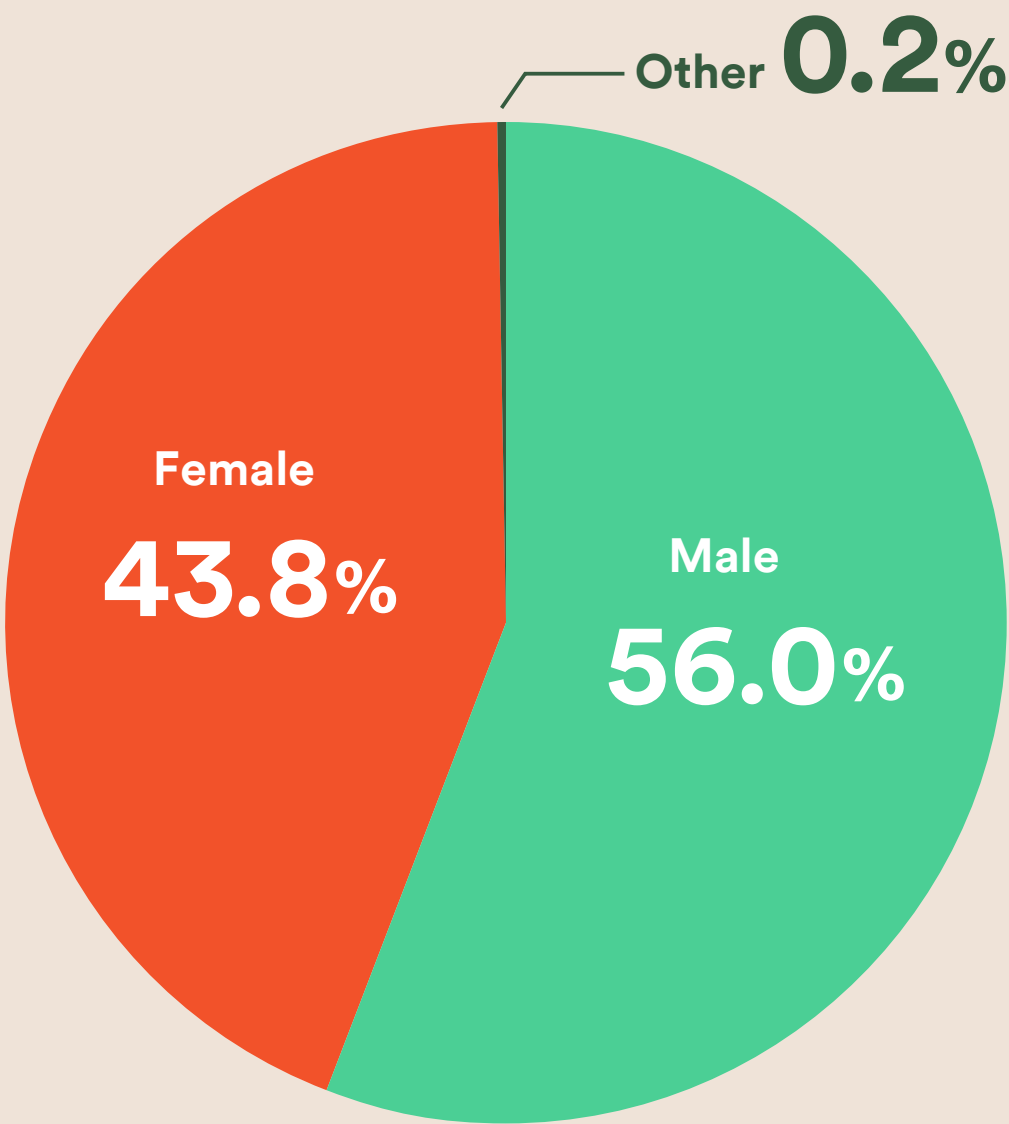
Uzabase has achieved a well-balanced gender distribution, especially when compared to the domestic average of 28.9% female employees in the information and communications industry*. Moreover, the company continues to foster a culture where individuals feel comfortable openly expressing their self-identified gender, moving beyond a binary view of gender.

*Source: [“Global Survey on the Gender Gap in the IT Sector,” Human Resocia, 2023 edition](#)

Employee Count



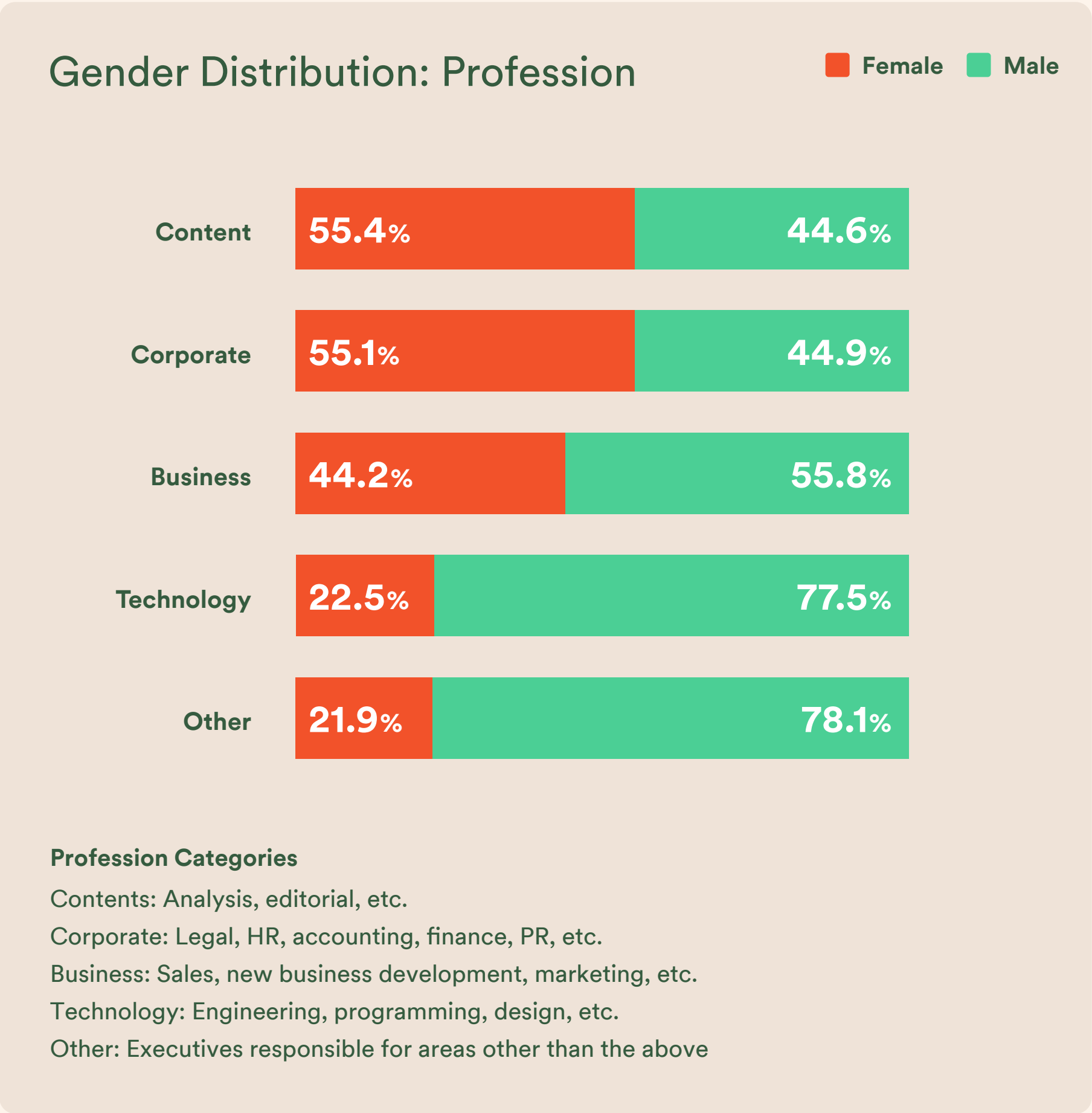
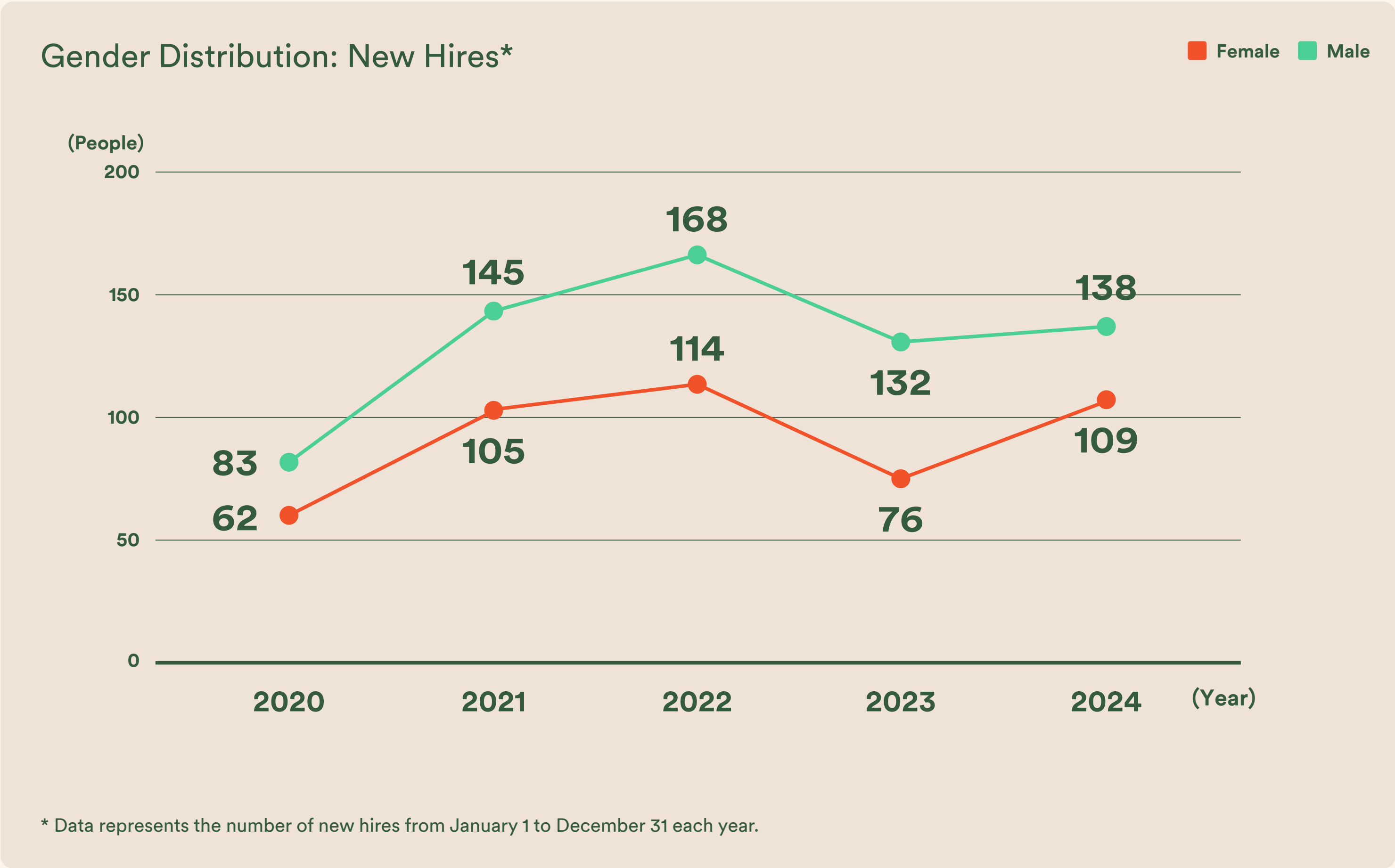
Gender Distribution: Overall



Gender Distribution: New Hires and Profession

Under the banner of our value, “We need what you bring,” Uzabase actively hires individuals with diverse perspectives—not limited to gender. As a result, we maintain a relatively balanced gender distribution across the company, with overall ratios at female: 43.8%, male: 56.0%, and other: 0.2%.

While the share of women in technology-related roles remains relatively low at 22.5%, it has shown steady progress from 12.0% in 2022, reflecting our ongoing efforts to improve gender diversity across all functions.



Gender Distribution: Women in Management

In 2024, the share of women in management roles at Uzabase reached 31.7%, exceeding the government’s target of 30% or more for companies listed on the Tokyo Stock Exchange Prime Market by 2030*1. This figure also surpasses the national average of 12.7% for female managers in Japan, as reported by the Ministry of Health, Labor and Welfare in 2024*2.

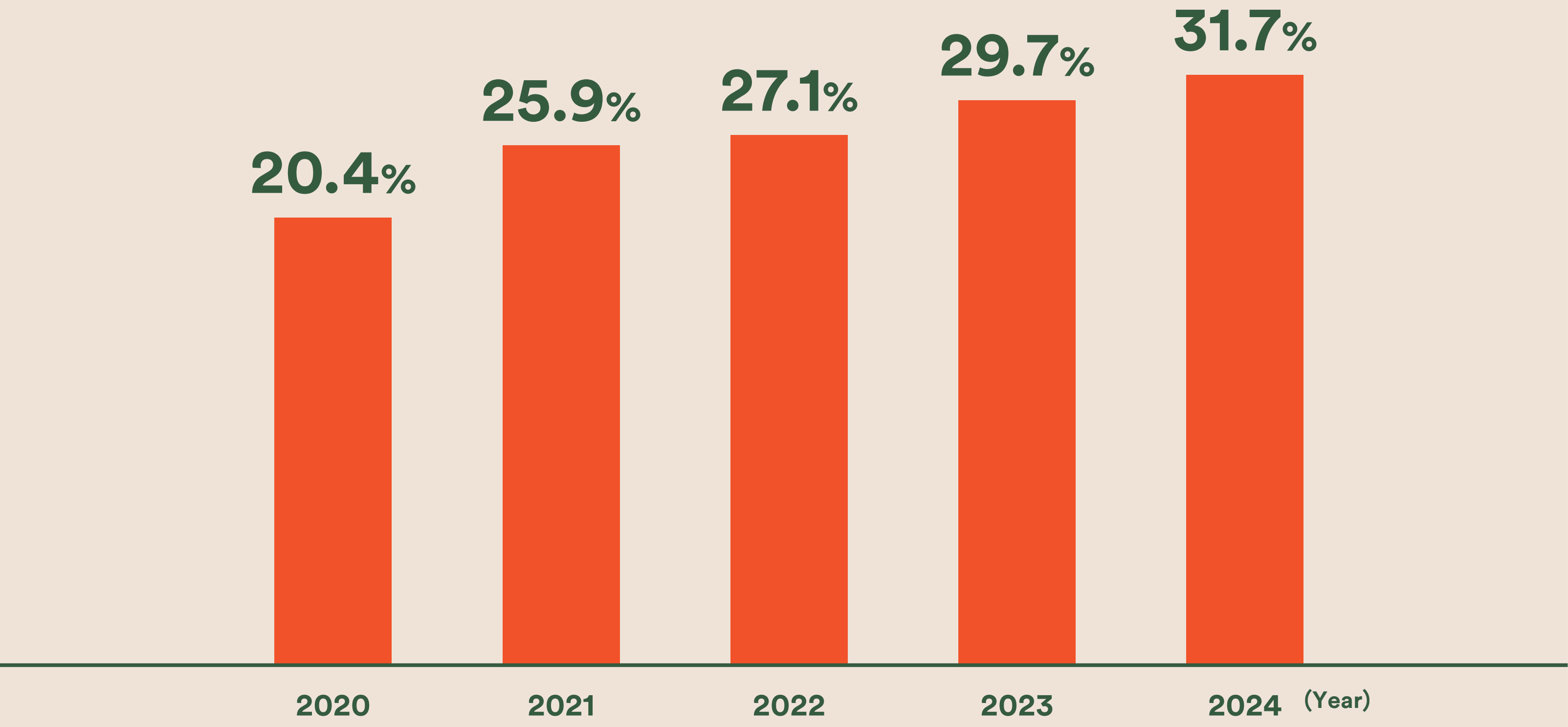
However, a gap of approximately 12 percentage points remains between the share of women in management and their representation among all employees (43.8%), remaining flat YoY.

In the coming year, Uzabase plans to identify employees with leadership aspirations and provide targeted support for women through initiatives such as early-stage leadership development programs. For more details, please refer to the [new DEIB Commitment](#) .

*1 Statement by Prime Minister Fumio Kishida at the Gender Equality Council on 27 April 2023.

*2 Source: [Ministry of Health, Labor and Welfare, Japan, 2024 \(JP only\)](#)

Gender Distribution: Women in Management*3

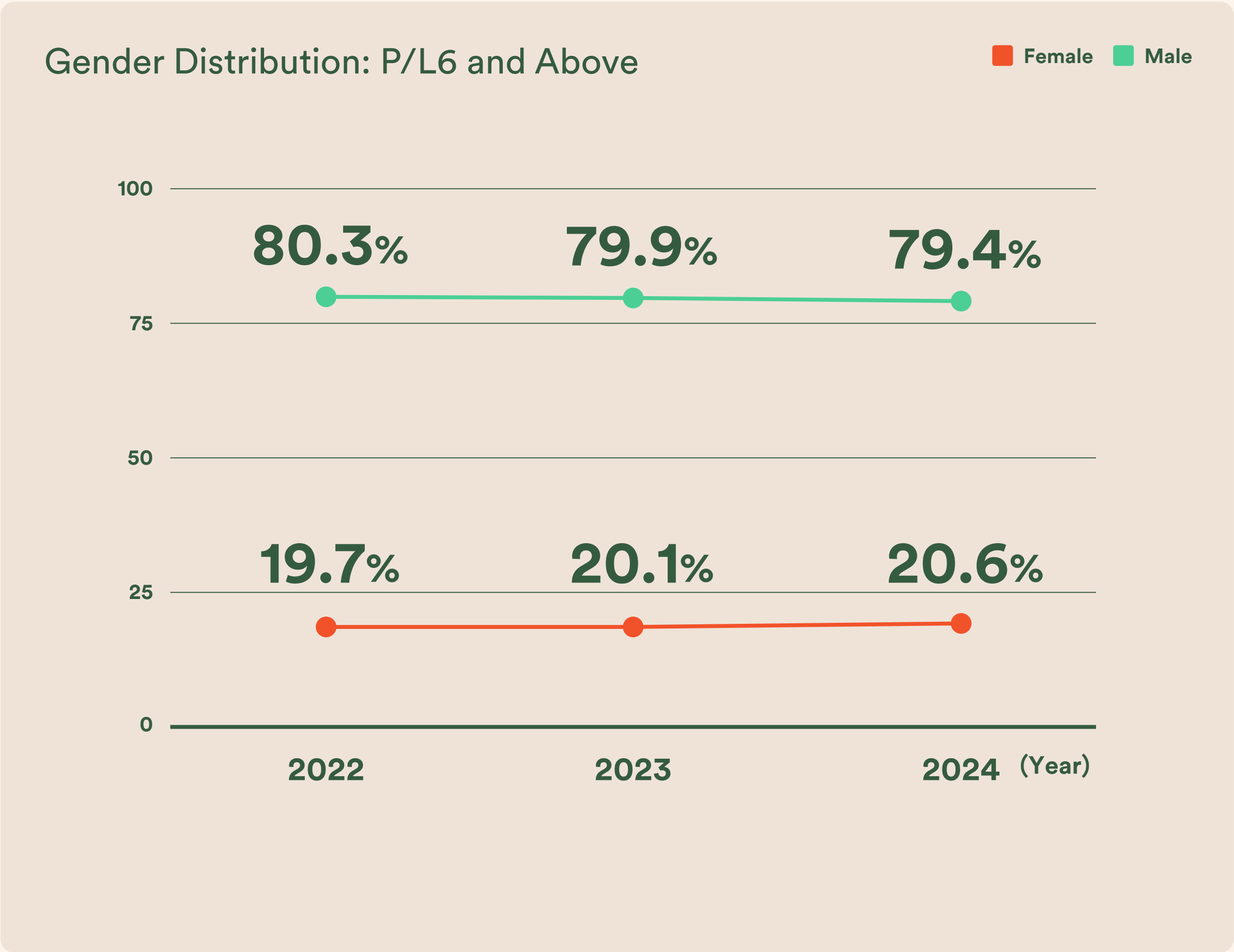
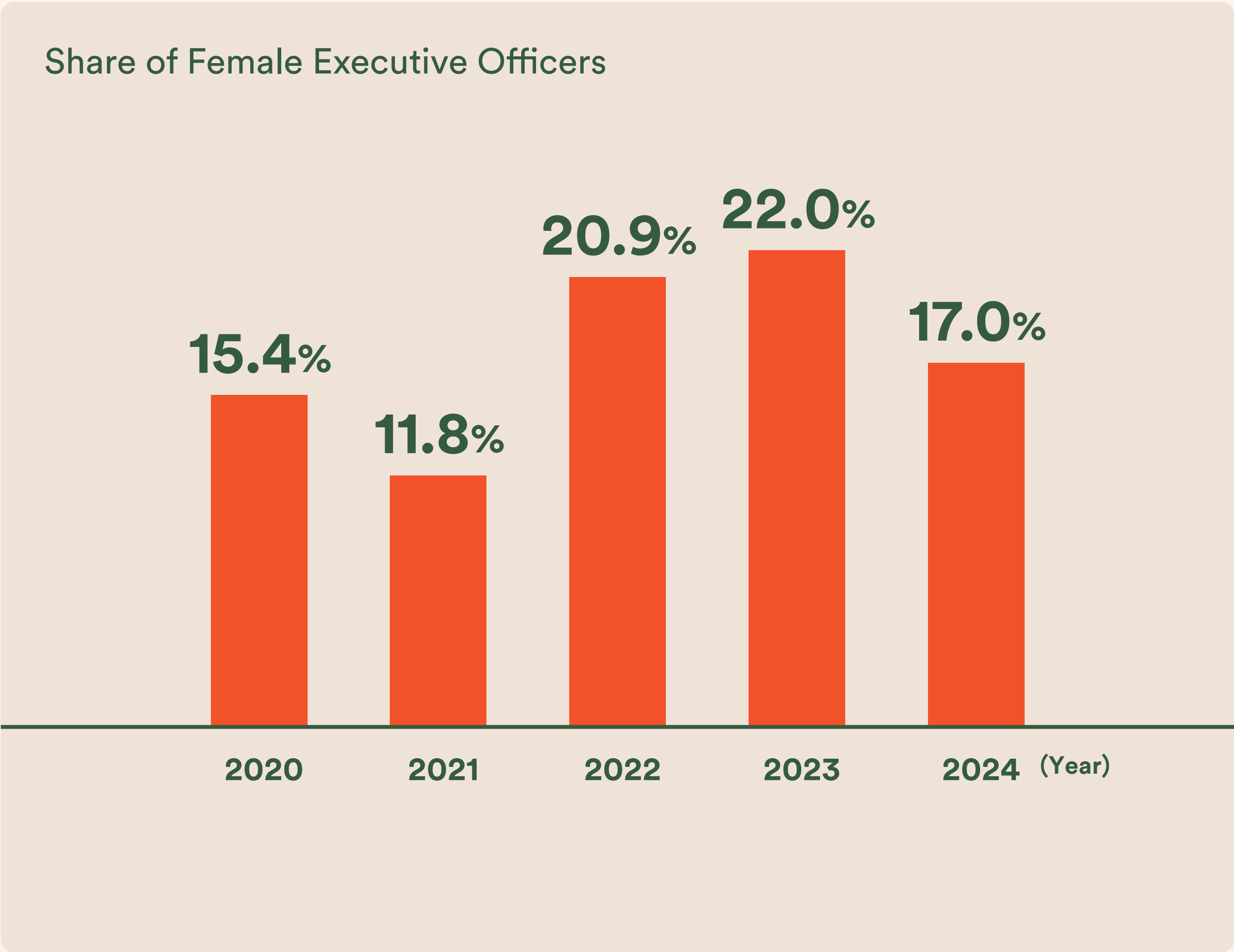


*3 “Management” includes team leaders and above (including executive officers).

Share of Female Executive Officers

The share of female executive officers was 17.0%, a YoY decrease of 5 percentage points. The primary factors behind this decline were the carve-out in 2024 of a business segment with a high share of female executives, and the appointment of a higher number of male executive officers during the year.

The percentage of women at or above the P/L6 level—positions eligible for executive officer candidacy—has risen by just 0.9% over the past three years, indicating a need to accelerate the pace of increase. Going forward, the company will work to identify members with aspirations for senior roles and strengthen support for those facing gender-specific barriers to advancement. (At Uzabase, leadership development and career advancement support is provided regardless of gender.)



Share of Employees Taking Parental Leave

In 2024, the share of women taking parental leave remained at 100%.

For men, the share declined by 4.5 percentage points YoY to 61.4%. While some male employees opted to use paid leave due to work-related considerations, the parental leave uptake rate has remained around 60%.

That said, Uzabase considers the number of days taken for parental leave to be a more important metric than the uptake rate itself (see next page).

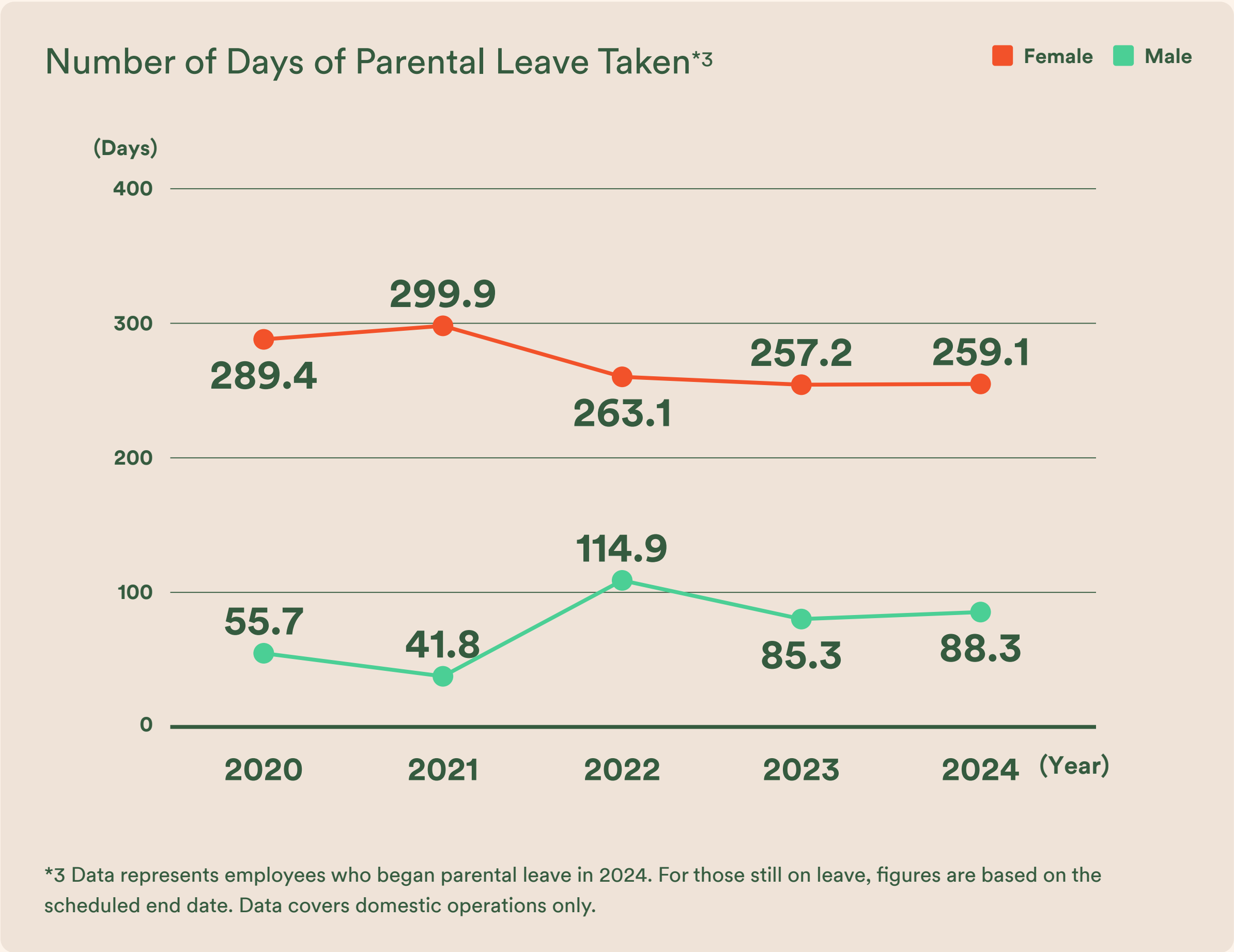
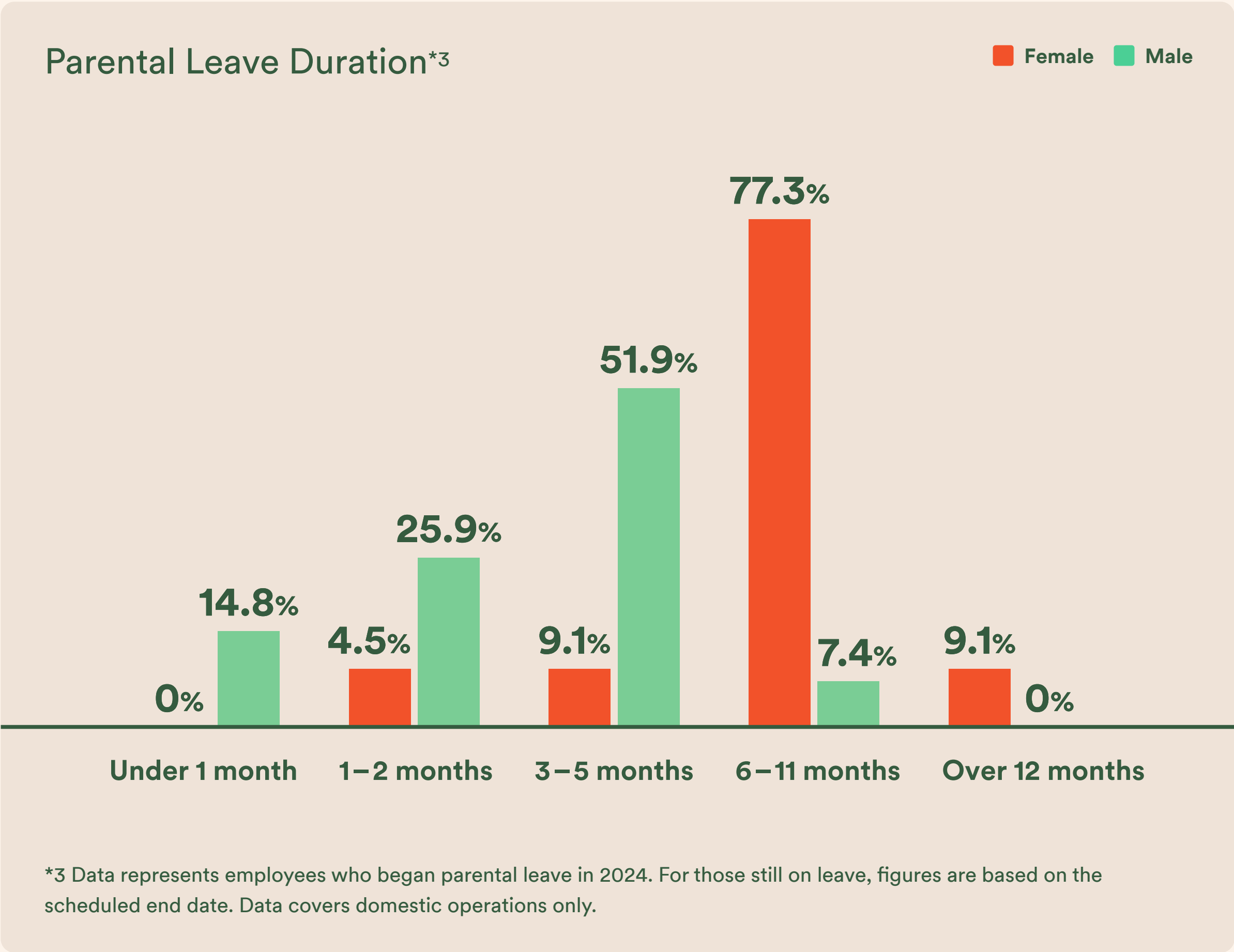


Parental Leave Duration

Although male employees take shorter parental leaves compared to their female counterparts, the average duration is steadily increasing. While most men took under one month of leave in 2023, over half took 3–5 months in 2024. Uzabase supports male employees taking extended parental leave through experience-sharing sessions, "Welcome Back" events, and post-leave mentoring (see "[Uzabase Maternity & Paternity Leave Handbook](#)"(JP only) and [p.39](#)). Return-to-work rate^{*1} remained 100% for all employees. One-year retention rate^{*2} was 82.1% for men and 94.7% for women.

^{*1} Data represents employees who completed parental leave in 2024. Data covers only domestic entities.

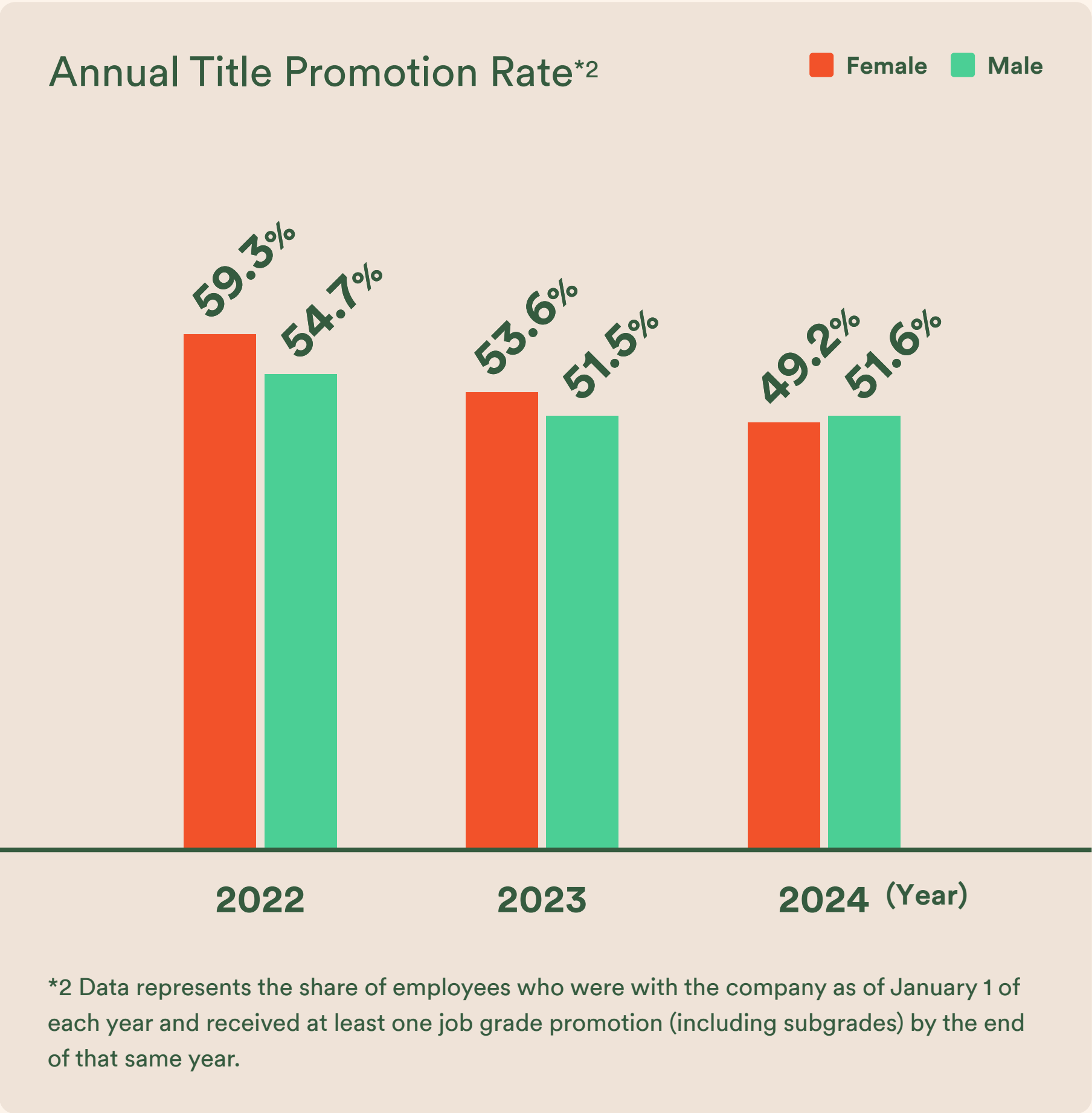
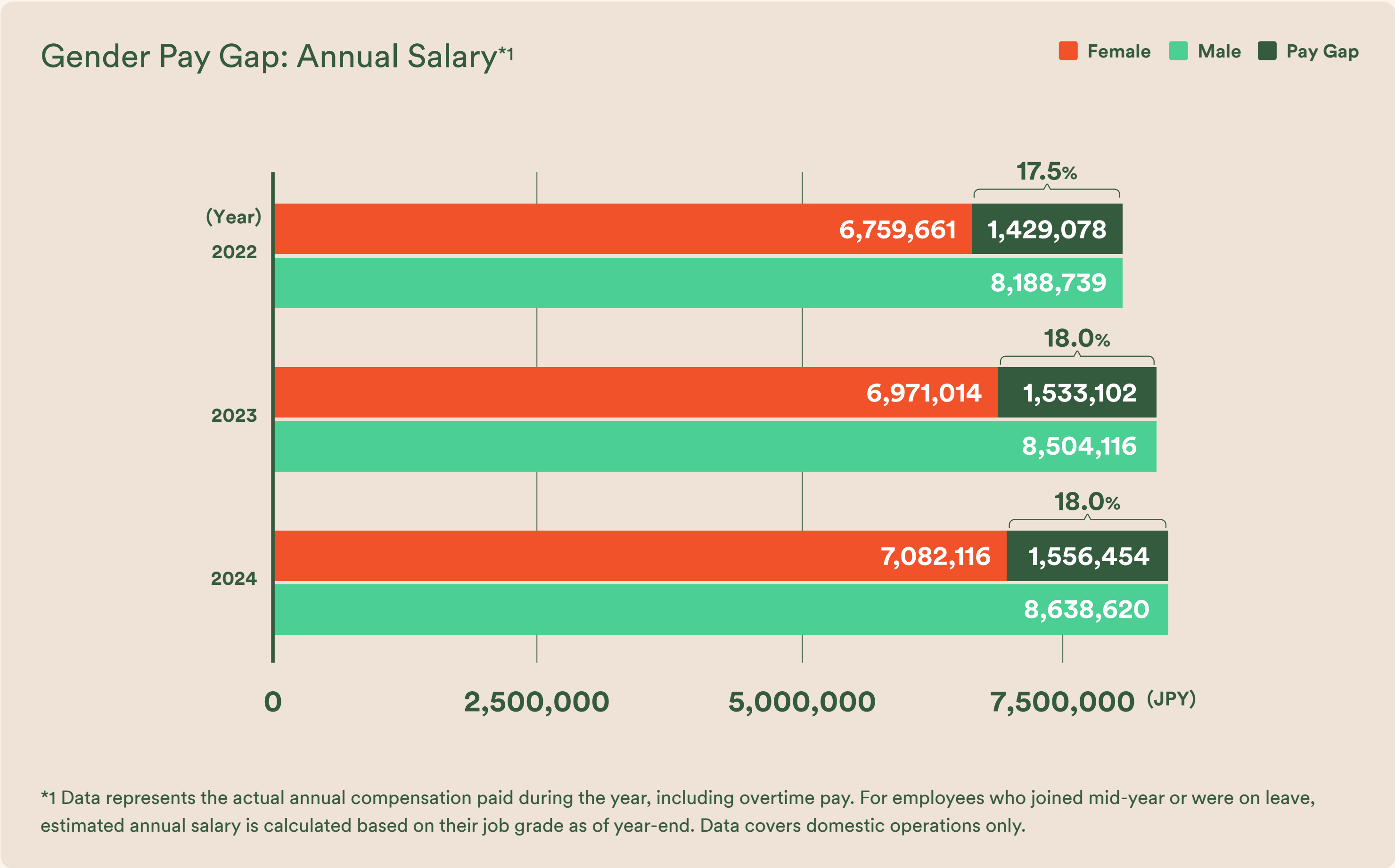
^{*2} Data represents the retention rate as of December 31, 2024, among employees who completed parental leave in 2023. Data covers only domestic entities.



Gender Pay Gap: Annual Salary

The gender pay gap widened slightly on an actual basis YoY. This is primarily due to a lower distribution of women in higher titles compared to men (see [p.22](#) for details).

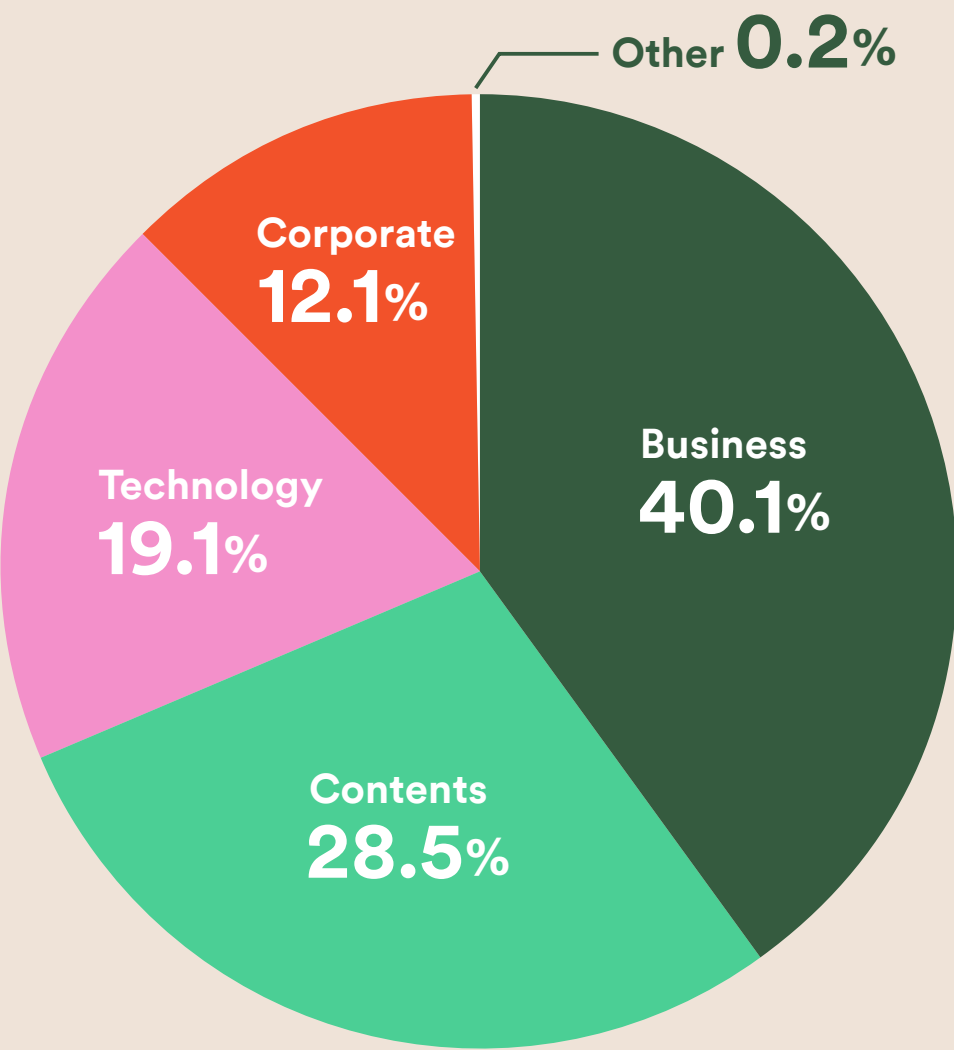
However, by share, the gap remained unchanged at 18.0%. This stability is attributed to the nearly equal rate of title promotions between male and female employees over the past year (see chart at right). Uzabase plans to continue addressing the gender pay gap through initiatives that support women's career advancement.



Employee Distribution by Profession and Fresh Graduates vs Mid-Career Hires

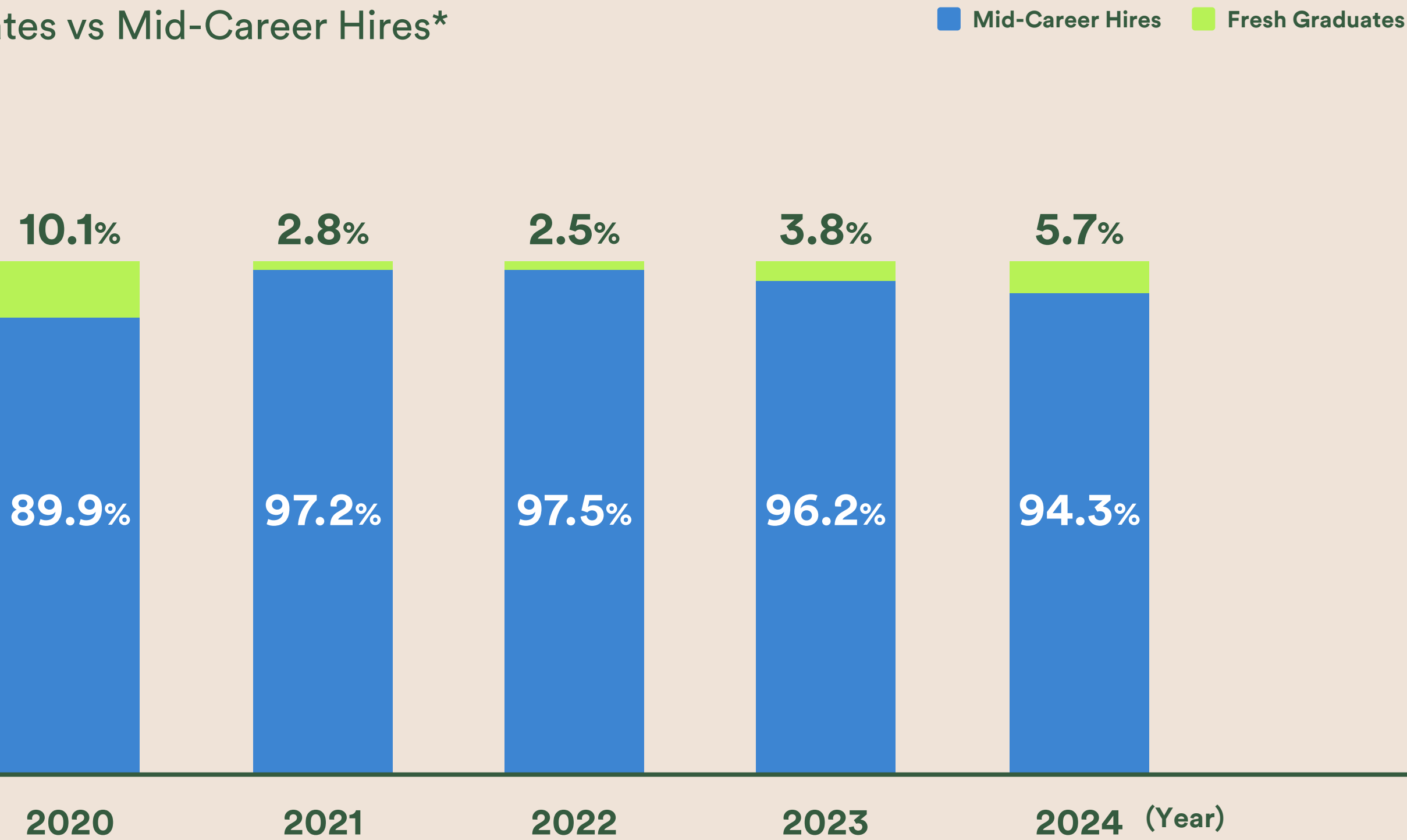
Uzabase is distinguished by its workforce spanning a wide variety of job functions and a particularly high share of mid-career hires.

Employee Distribution by Profession



- Profession Categories**
- Business : Sales, new business development, marketing, etc.
 - Contents : Analysis, editorial, etc.
 - Technology : Engineering, programming, design, etc.
 - Corporate : Legal, HR, accounting, finance, PR, etc.
 - Other : Executives responsible for areas other than the above

Fresh Graduates vs Mid-Career Hires*

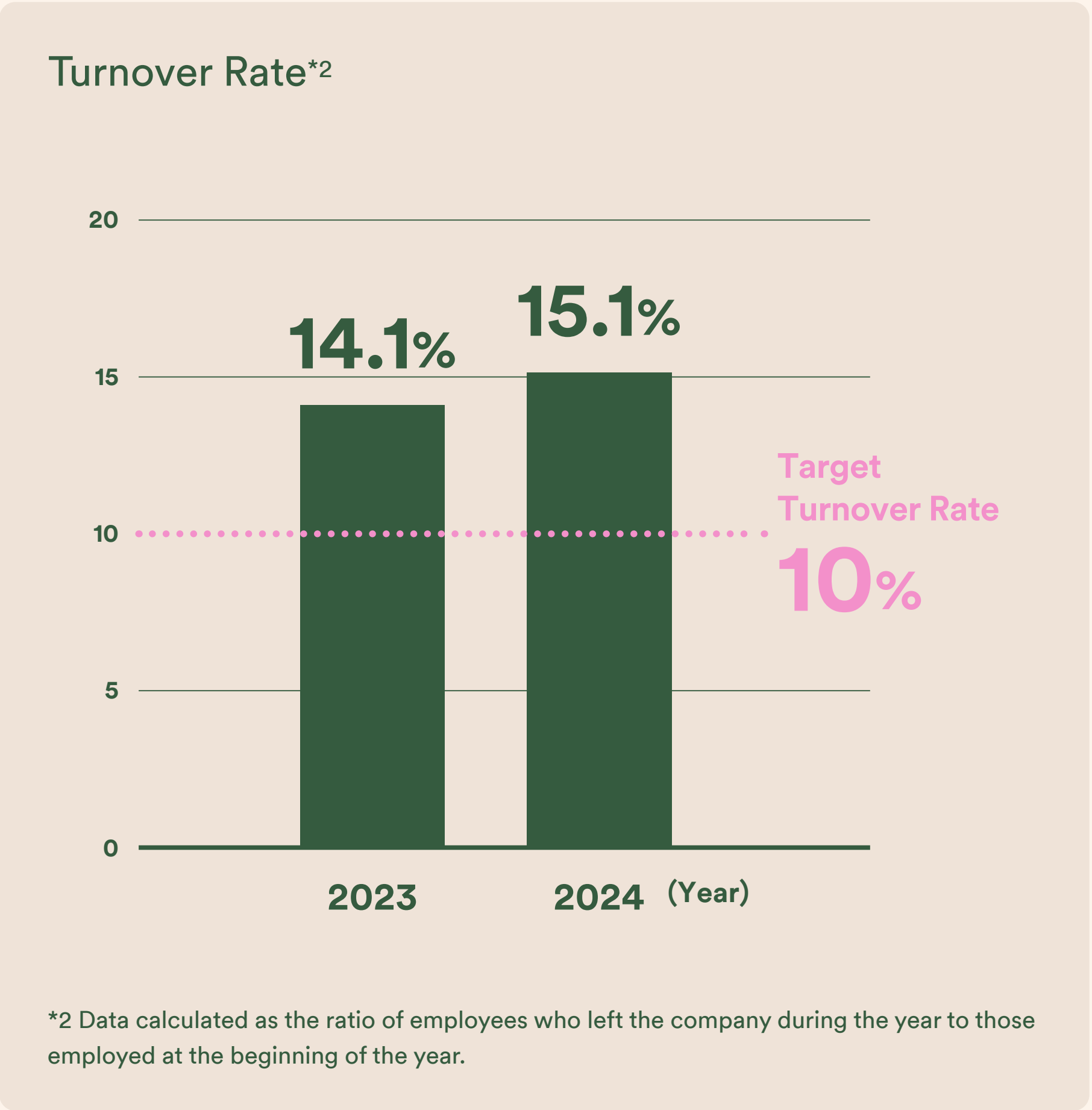
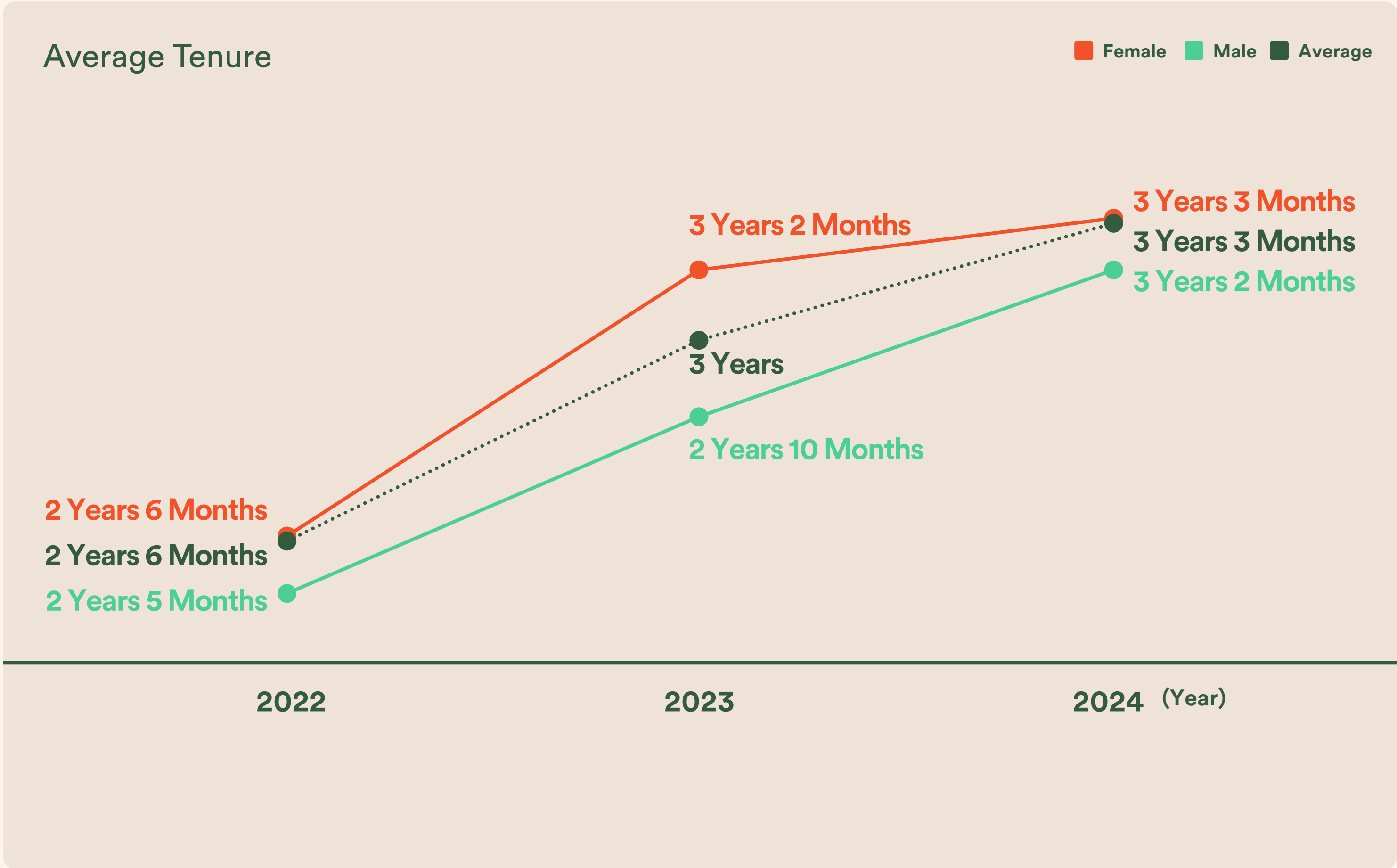


* Data represents the total number of hires from January 1 to December 31 of each year.

Average Tenure and Turnover Rate

In 2024, the average employee tenure reached 3 years and 3 months, marking a gradual increase over the past three years. The turnover rate stood at 15.1%, up 1 percentage point YoY. The primary driver was increased turnover in the overseas business segment and the sales division. In light of historical trends, Uzabase has set a turnover rate target of 10% to maintain a balance conducive to sustainable business growth and healthy renewal of personnel. To achieve this, the company has included turnover reduction in the sales division as a priority in its strategic management agenda*1. Regular monitoring and analysis of contributing factors are being conducted, along with initiatives such as targeted support for employees identified as having a high risk of turnover and adjustments to compensation systems.

*1: A list summarizing key management initiatives and challenges aimed at achieving the medium-term business strategy and goals

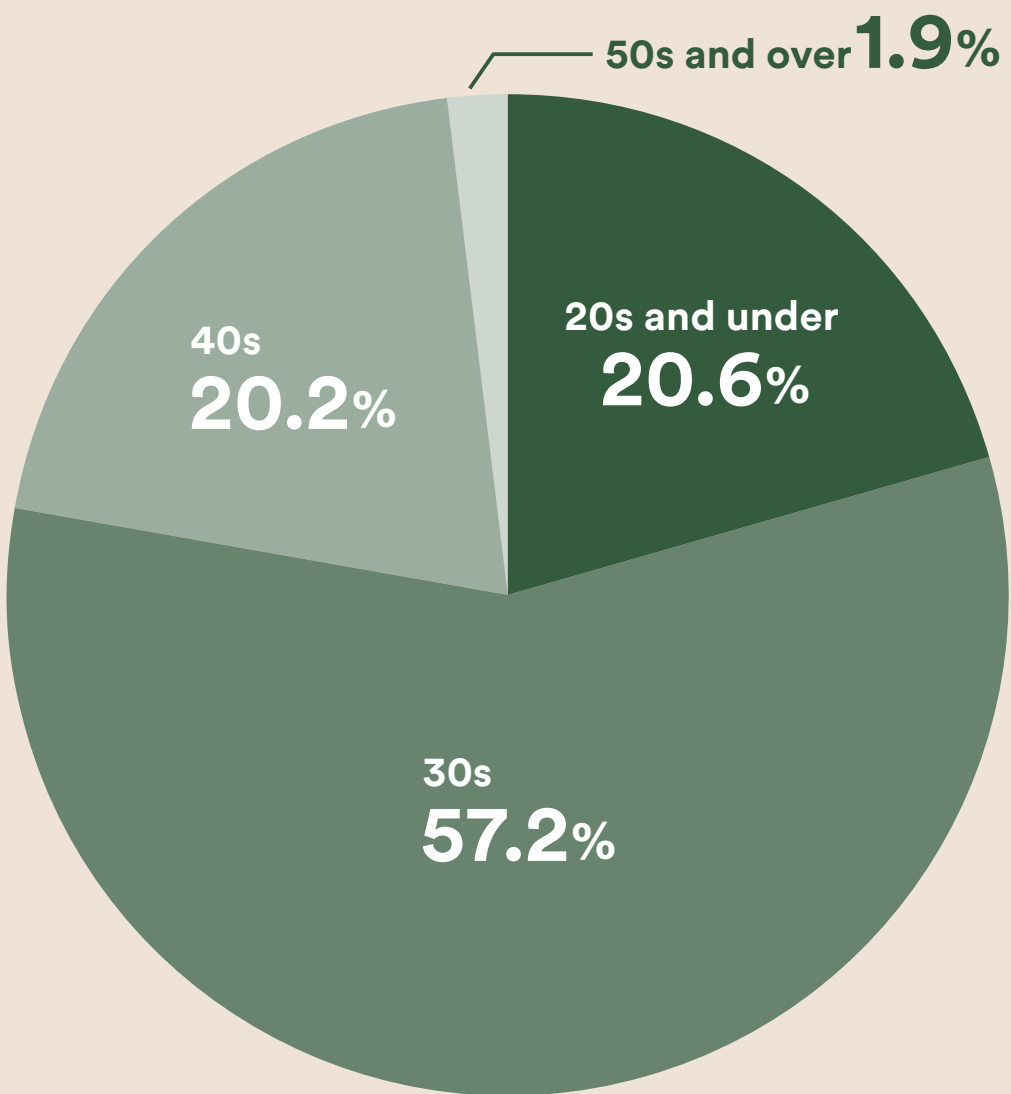


Employee Distribution by Age Group and Average Age

The average age for both men and women was 34.8 years. The workforce is relatively young overall, with some executive officers appointed in their 30s.

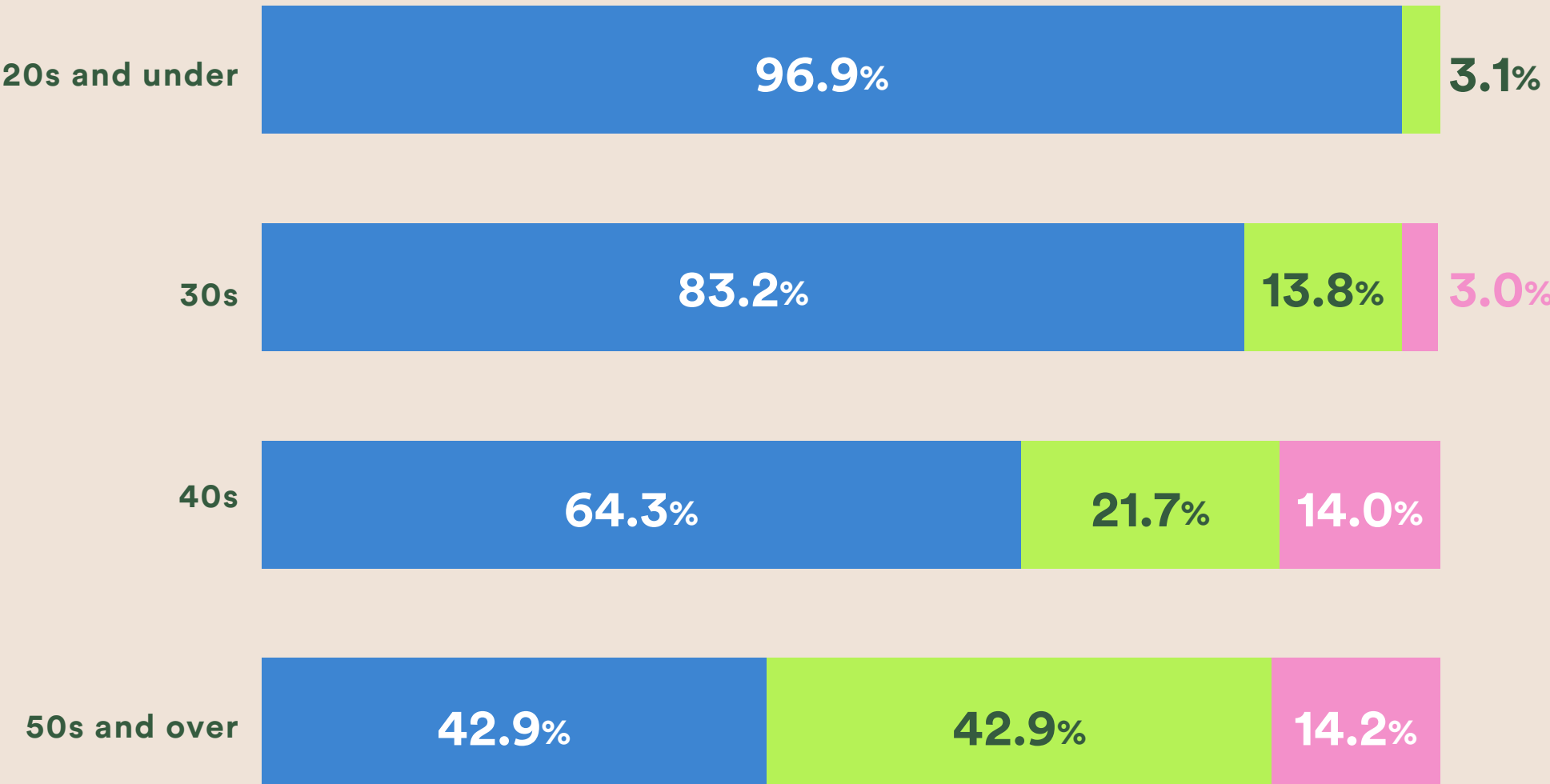
At the same time, as employees in their 30s make up the majority of the workforce, the organization faces challenges related to age diversity. To address this, the DEIB Committee is promoting initiatives including “Next-Gen Empowerment” for employees in their 20s, and “oliveto,” a program focused on supporting employees aged 40 and over who may be experiencing menopause-related symptoms.

Employee Distribution by Age Group*



*"Leadership" includes team leaders and above (excluding executive officers).

Members Leadership Executives



Average Age

34.8
Years

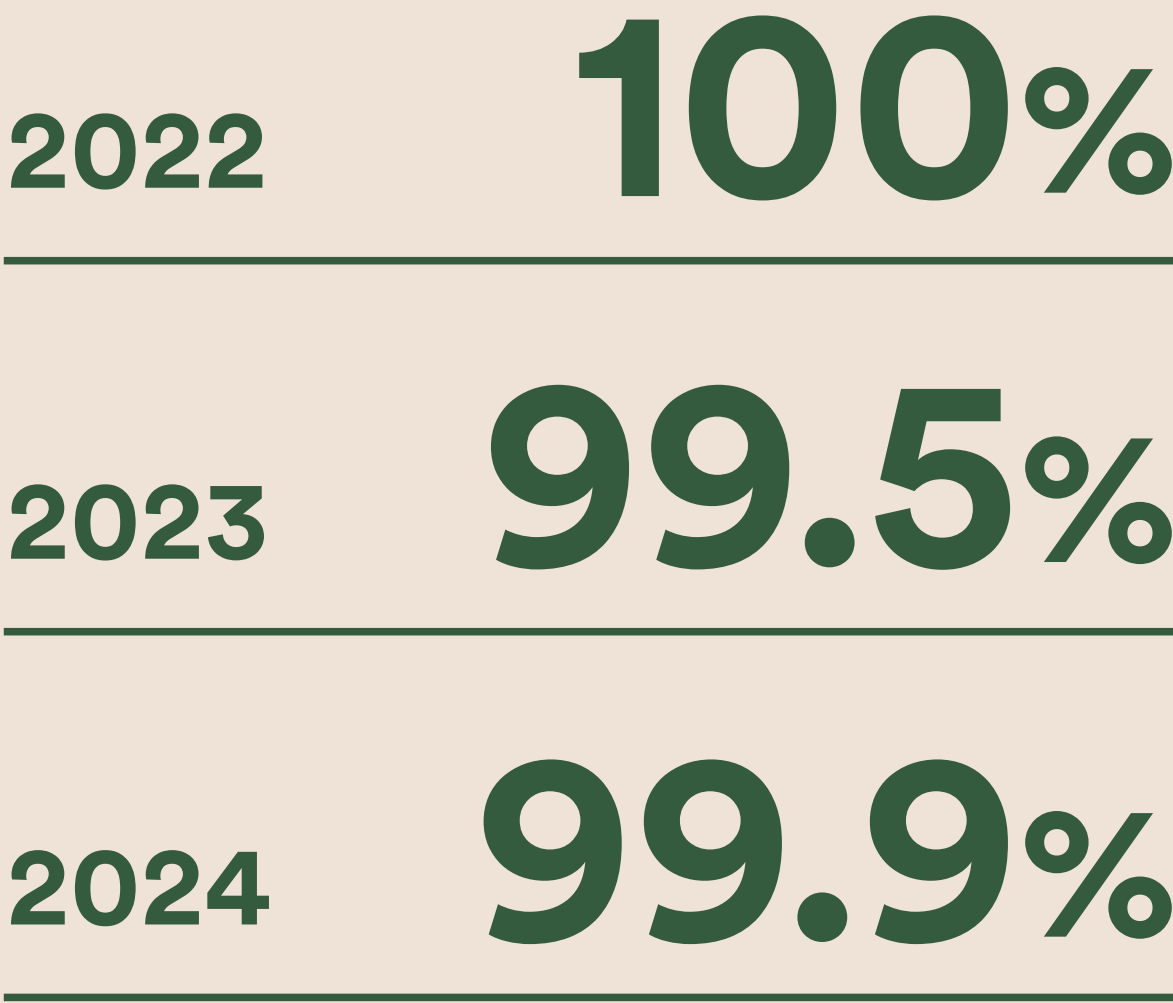
Remote Work Adoption Rate and Average Overtime Hours

In 2024, the average monthly overtime was 9 hours and 24 minutes, a YoY decrease for both men and women. This remains well below the industry average of 15.4 hours for the information and communications sector, according to the Ministry of Health, Labor and Welfare*.

Since its founding, Uzabase has prioritized workstyle flexibility. As a result, the adoption rate of flextime and remote work reached 99.9% in 2024. Although this figure fell just below 100%—due to some teams opting for in-office collaboration as part of their team-specific workstyle policies introduced in FY2023—the organization has nonetheless maintained a high degree of flexibility overall.

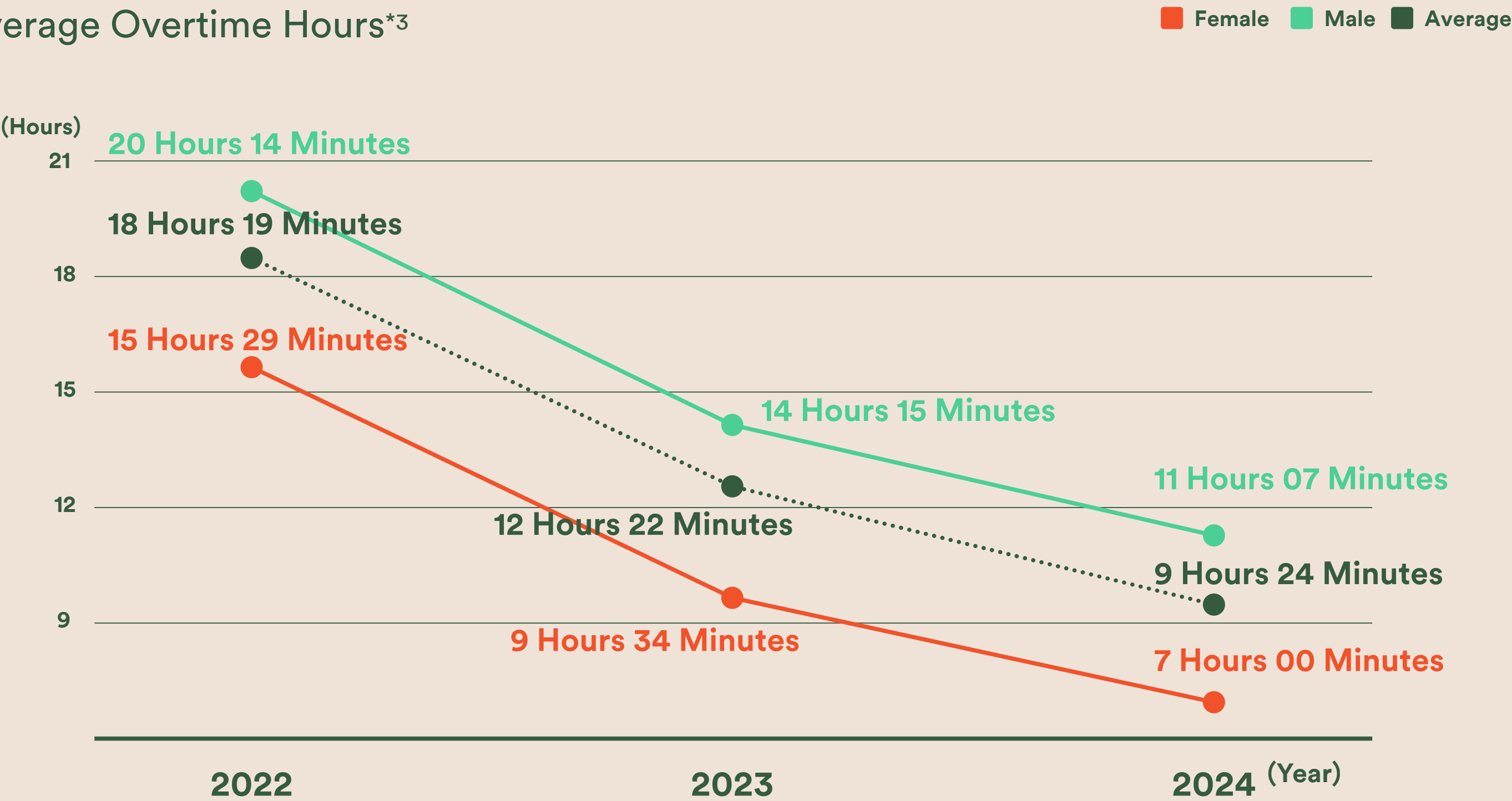
*Source: [Monthly Labor Survey, December 2024 – Ministry of Health, Labor and Welfare \(JP only\)](#)

Remote Work Adoption Rate*2



*2 Represents the percentage of employees working remotely, excluding those required to work on-site five days a week, covering domestic operations only.

Average Overtime Hours*3



*3 Data represents overtime hours in 2024, calculated as hours exceeding prescribed working hours (excluding work on statutory holidays), and covering domestic operations only.

Paid Leave Utilization

In 2024, employees took an average of 8.4 days of paid leave per year, with the utilization rate remaining above 60% for both men and women.

In addition to standard paid leave, Uzabase offers a “Long Vacation (LV)” program, which allows employees to take two consecutive seven-day vacations per year. In 2024, 85.6% of employees took advantage of the LV system.

Days of Annual Paid Leave Taken*1

8.4 Days

Female 8.3 Days Male 8.5 Days

*1 Data represents employees at domestic operations as of December 1, 2024. Employees on leave of absence excluded.

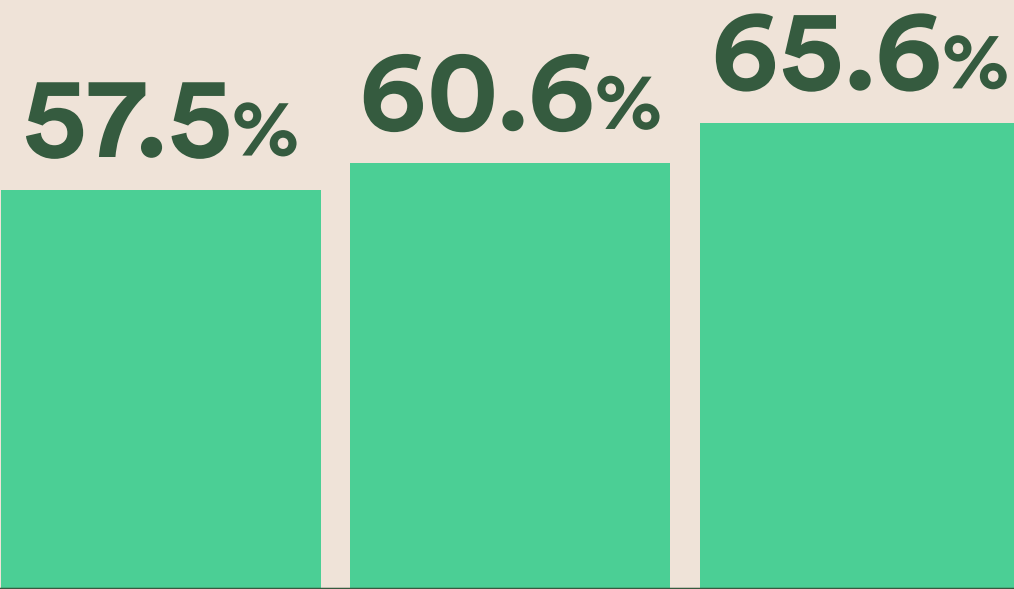
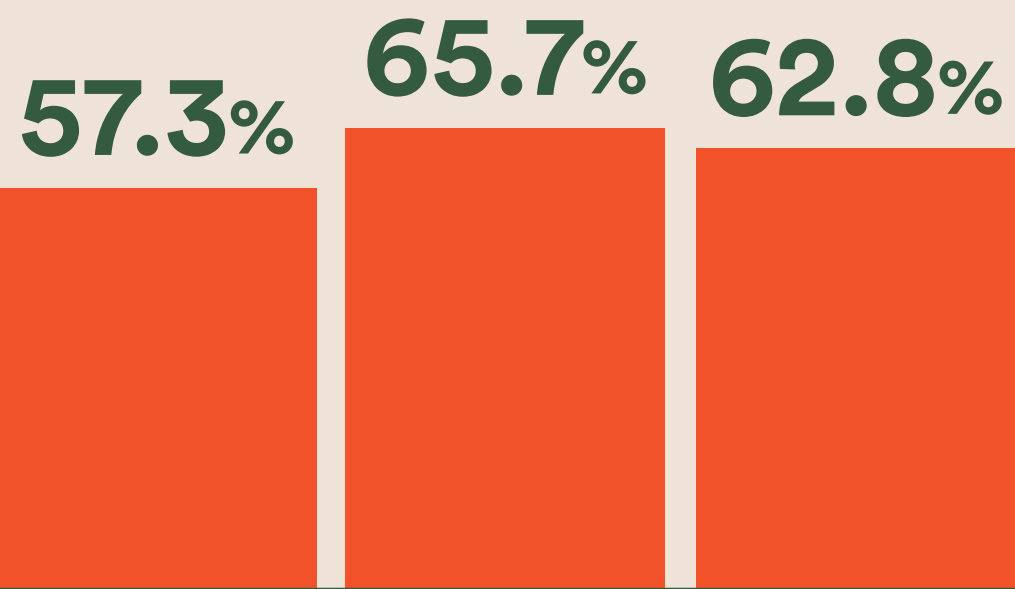
Long Vacation (LV) Utilization Rate*2

85.6%

*2 Employees hired in or after October are excluded, as they are generally ineligible to use LV during their probationary period. Covers only domestic entities.

Annual Paid Leave Utilization Rate*3

Female Male



*3 Calculated using the Ministry of Health, Labor and Welfare's methodology. Covers only domestic entities.

Number of Diversability*1 Hires and Employment Rate*2

Index	2020	2021	2022	2023	2024
Number of Diversability Employees	0	7	7	17	18
Effective Employment Rate	-	2.13%	2.04%	2.89%	2.40%

*1 Diversability: A coined term combining “diverse” and “ability,” borrowed from a [community initiative](#) aiming to redefine perceptions of disability through collective engagement.
*2 Data represents Uzabase, Inc. employees as of December 31 each year.

Diversability

At the Uzabase Group, we are actively promoting Diversability employment. As a result of these efforts, as of the end of 2024, the Uzabase Group employed 19 Diversability members, with 18 of them working at Uzabase, Inc.

To ensure that even more individuals can build long-term, secure careers with us, we have begun new initiatives such as partnerships with transitional employment support facilities, as well as hosting personalized company briefings and office tours to help candidates get to know us better.

For more details on our Diversability employment initiatives, please refer to [p.44](#).

Number of Nationalities and Regions Represented and Share of Non-Japanese Employees

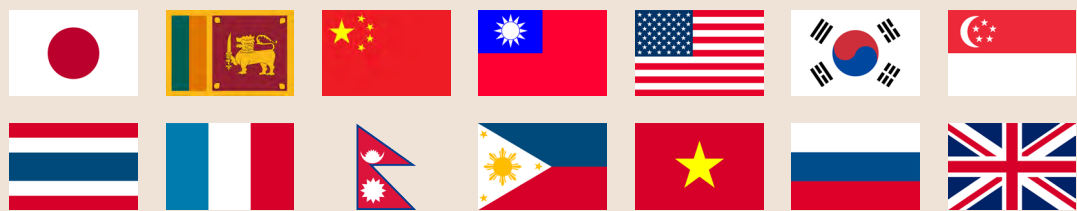
Although headquartered in Japan, Uzabase has steadily expanded its global footprint—entering Asia in 2013 and establishing a research hub in Sri Lanka in 2016.

Today, the company operates in five countries and is made up of members from a wide range of nationalities, reflecting its commitment to building a diverse, global team.

Number of Nationalities and Regions Represented

Nationalities
14 Countries/Regions

Japan, Sri Lanka, China, Taiwan, USA, South Korea, Singapore, Thailand, France, Nepal, Philippines, Vietnam, Russia, UK

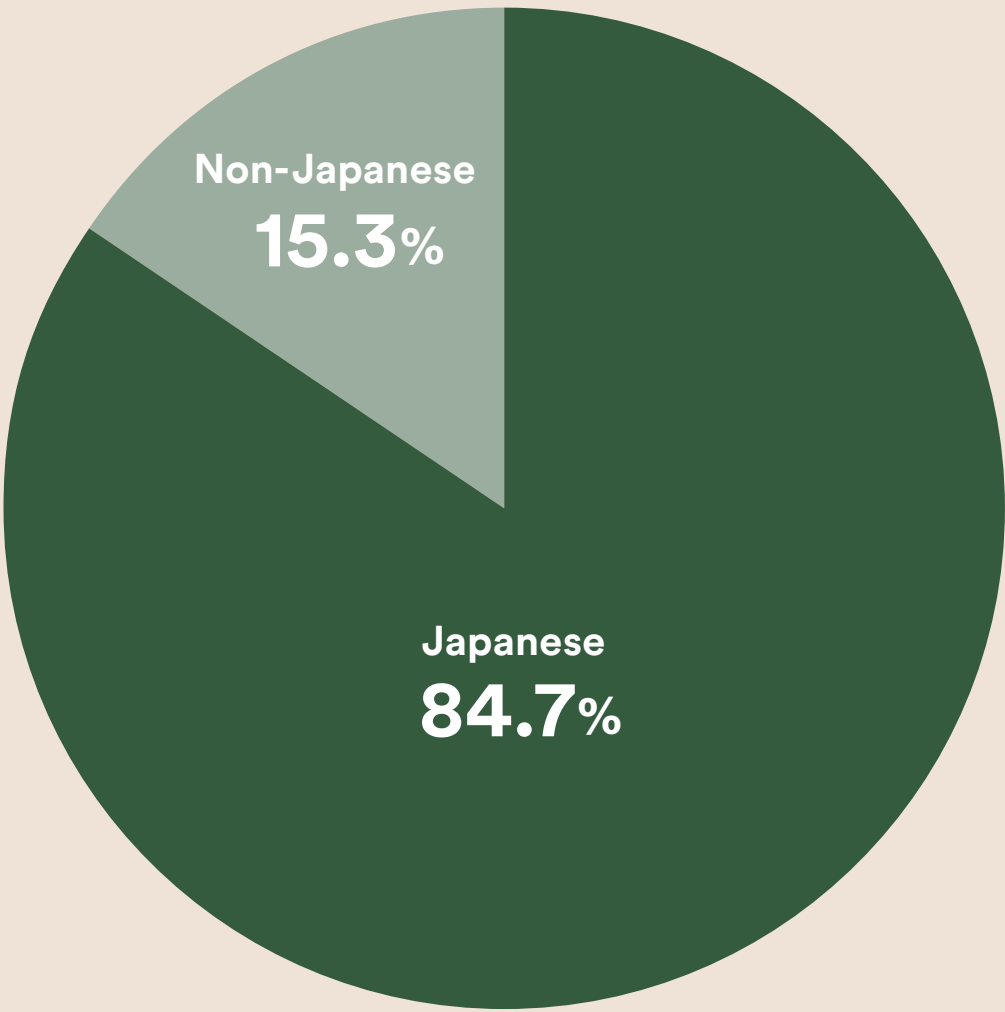


Office Locations
5 Countries

Japan, Sri Lanka, China, USA, Singapore



Share of Non-Japanese Employees



Employee Engagement

The positive response rate*1 for employee engagement remained high at 80%, continuing to reflect a strong overall engagement level. Among the various survey categories, “Inclusion” has recorded the highest average company-wide score for two consecutive years, a distinctive strength of Uzabase.

In contrast, the positive response rate for “Support for Growth” declined compared to the previous survey, and the score for “Conviction of Evaluation” also remained relatively low. In response, Uzabase is currently reviewing its performance evaluation and compensation systems.

*1: Positive response rate refers to the percentage of respondents selecting one of the top two choices on a five-point scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree).

Organizational Survey Results*2

	February 2023	February 2024	August 2024 *3
Employee Engagement	82%	79%	80%
Leadership	86%	83%	85%
Support for Growth	81%	81%	78%
Conviction of Evaluation	77%	73%	74%
Communication	87%	85%	87%
Inclusion	87%	88%	88%
Improvement Cycle	82%	80%	82%
Health	82%	81%	83%

*2 Based on company-wide average of positive responses in engagement surveys conducted twice a year by Qualtrics. Data covers full-time employees.

*3 Latest data available as of August 2024. Surveys were conducted in February and August through 2024; starting in 2025, they will be conducted in May and November.

Response Rate

February 2023 98%

February 2024 97%

August 2024 *3 98%

*3 Latest data available as of August 2024. Surveys were conducted in February and August through 2024; starting in 2025, they will be conducted in May and November.

Appendix

Uzabase strives to be a “self-driven” organization where advancement depends on merit rather than tenure. Each member is expected to think and act independently, taking initiative in their work. To support this autonomy, we've developed a competency table that enables members to craft their own career paths.

Uzabase’s Competency-based Remuneration Table



*Applies only to domestic entities.

The background is a solid dark green. It features several large, overlapping organic shapes. One shape is a solid coral color. Another is coral with a fine, vertical-line texture. A third is coral with a diagonal-line texture. A fourth is coral with a fine, horizontal-line texture. There are also some blue shapes: one is a solid blue shape with a fine dot pattern, and another is a solid blue shape. The text 'CHAPTER 4' is in a small, white, sans-serif font. The text 'FY2024 Initiatives' is in a large, white, sans-serif font. There are also some abstract, hand-drawn style lines in coral and blue.

CHAPTER 4

**FY2024
Initiatives**

DEIB-Related Communities and Initiatives

Gap-Bridging Initiatives

Social Impact Through Business and Other Activities

Gender Gap

NextWomanship Community

Kanako Ishikawa (Speeda Business)

Parental Leave Community

Reina Kawai (Speeda Business)

LGBTQ+ (Currently inactive)

Shota Tanaka (Speeda Business)

Global Initiatives: Uzabase Sri Lanka

Safiyyah Nawaz (Culture & Talent Acquisition Team)

Age Gap

Next-Gen Empowerment Community

Taiga Ishikawa (HR Domain, Learning & Development Team)

Gaps Related to Physical, Intellectual, and Mental Conditions

Reasonable Accommodation & Accessibility

Yuka Ota (HR Domain, Diversability Support Team)

Diversability Hiring & Onboarding

Yuka Ota (HR Domain, Diversability Support Team)

Dekoboko Kids (Currently inactive)

Kanako Nakamura (Speeda Business)

Fertility Treatment Consultation Desk / UB Care

Aiko Hoshino (Shared Operations Team)

Yuka Ota (HR Domain, Diversability Support Team)

Yumiko Kido (HR Domain, Labor Management Team)

oliveto (Menopause Community)

Shuko Naraoka (NewsPicks Business)

NewsPicks for WE

Ai Kawaguchi (NewsPicks Business)

Sharing Diverse Role Models Inside and Outside the Company

Tomoko Tsutsui (PR Team)

Cross-Company Learning Community (Currently inactive)

Liliya Molchanova (PR Team)

Laying the Foundation

Formulation of the New DEIB Commitment

Liliya Molchanova (PR Team)

Irena Inumaru (Corporate Design/Strategy Team)

Kanako Ishikawa (Speeda Business)

Sho Ohashi (Legal Operations Team / Corporate Legal Team)

DEIB Training

Ryuji Fukushima (HR Domain, Learning & Development Team)

DEIB Training

Starting in 2025, Uzabase will roll out DEIB training for all leaders. In December 2024, a pilot session was conducted with 16 leaders.

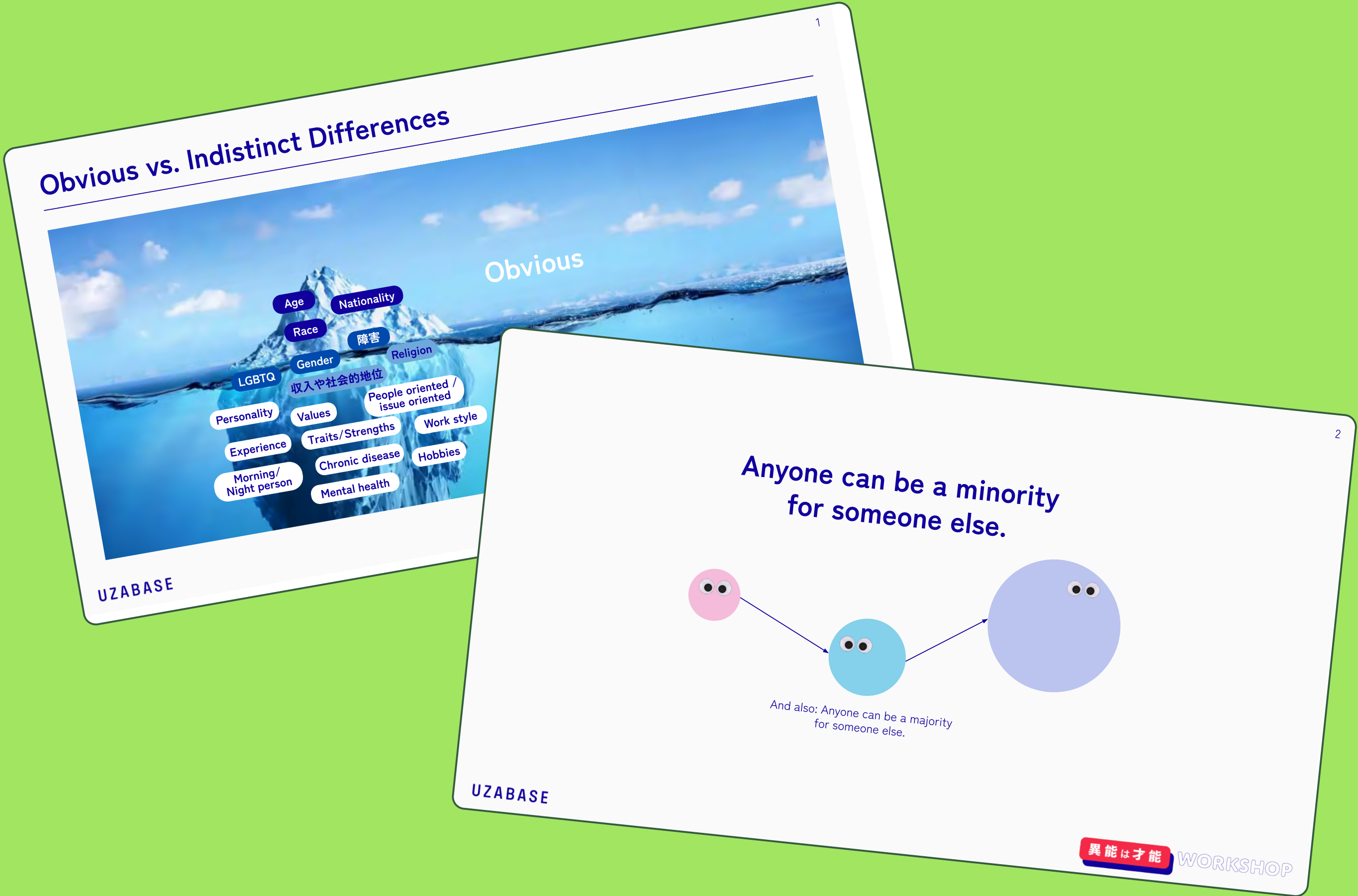
This initiative is grounded in “We need what you bring,” one of The 7 Values, which form the core of Uzabase's management philosophy. At Uzabase, “what you bring” refers to the distinct individuality of each member. Maximizing this uniqueness drives team-based management and helps realize our shared purpose.

The training program is designed to help leaders understand, appreciate, and make full use of diverse individual strengths, thereby fostering strong teamwork. It consists of two key components:

- Understanding Diversity: Gaining awareness that individuals come from a wide range of backgrounds and possess diverse characteristics.
- Experiential Learning: Inclusive Communication (Inclusion & Equity): Developing communication skills that recognize and embrace differences, promoting inclusive behavior and collaboration.

Through practical exercises such as pair work and role-playing, participants gain hands-on skills they can apply directly within their teams—supporting the development of leaders who can unlock the full potential of diverse talent.

Laying the Foundation



NextWomanship Community

The NextWomanship Community is a peer-led group for aspiring and current female leaders, with the mission of creating an environment where motivated women can grow authentically.

The community supports women in overcoming the common barriers they may face when stepping into leadership roles—such as self-doubt, difficulty managing workloads, and the belief that leadership requires excessive personal and emotional sacrifice. Through ongoing activities, the group aims to gradually dismantle these perceptions and foster confidence and empowerment.

In 2024, the community held several workshops, including:

- An AI Efficiency Workshop focused on time-saving techniques, led by an external expert
- A Women’s Healthcare Seminar
- A Leveraging Your Strengths session facilitated by a certified StrengthsFinder® coach

Approximately 50 employees participated over the year, with an average satisfaction score of 4.6 out of 5.

Participant feedback included comments such as: “It was a great opportunity to discover my strengths and build confidence” and “I used to believe I wasn’t cut out for leadership or that I couldn’t match male colleagues’ energy—but now I feel empowered to pursue a leadership path.” Ultimately, the community aims to increase the number of women who can pursue leadership in ways that are true to their individual strengths and values.

3 steps to find your strengths based on your qualities

First, discover your strengths by understanding your TOP 5 qualities and connecting them to your actual experiences.



Parental Leave Community

Welcome Back Sessions for Returning Parents

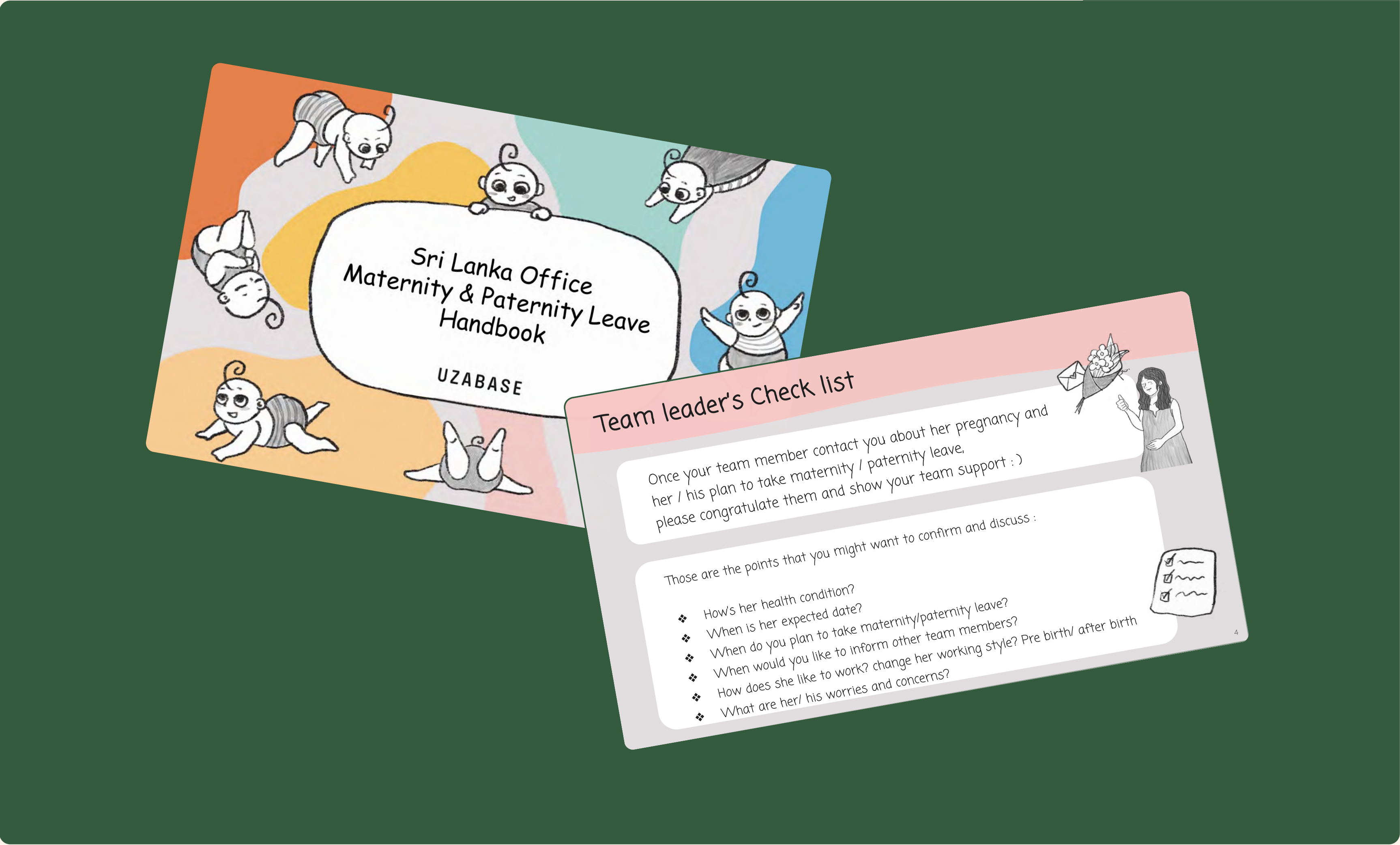
For employees returning from parental leave—regardless of gender—the company holds Welcome Back Sessions that include messages from senior leadership and opportunities to connect with fellow returnees. These sessions aim to ease the transition back to work and reduce concerns around parental leave, helping to foster a more supportive environment for all.

Post-Leave Mentoring Program (Optional)

Employees returning from parental leave may opt into a mentoring program that pairs them with mentors who have previously taken parental leave. This program provides support not only for work-related matters, but also for parenting and overall mental wellbeing. In 2024, the program was conducted twice, with applications easily submitted through a dedicated form.

Updated Parental Leave Handbook

Originally published in 2021 in Japanese, with English and Chinese versions for overseas offices following in 2022, the Japanese version of the Parental Leave Handbook was updated in 2024 to include new content such as employee interviews and additional practical guidance.



Global Initiatives: Uzabase Sri Lanka

Gender Diversity and Equal Opportunities

Since its inception, Uzabase Sri Lanka (UBSL) has made gender equity a core priority, with a particular focus on advancing women in the workplace. While the national female labor force participation rate in Sri Lanka stands at just 32.1%, women currently comprise 65% of UBSL’s team—a reflection of deliberate efforts to create an inclusive and supportive work environment.

UBSL’s progressive policies around flexibility and work-life balance have played a significant role in attracting and retaining women, earning the company national recognition. For two consecutive years, UBSL [has been named](#) one of the top 15 workplaces for women in Sri Lanka by Great Place to Work. The company’s gender inclusion initiatives have also been spotlighted in Echelon magazine’s special feature on progressive employers.

Celebrating International Women’s Day: Honoring Contributions with Gratitude

International Women’s Day has become a cherished and meaningful tradition at UBSL. The celebration began in 2020 with a simple gesture—male colleagues offering flowers and chocolates to their female teammates. Even during the Covid-19 pandemic, the tradition continued, with gifts hand-delivered to team members’ homes.

Today, the celebration has grown to include hand-made chocolates, video messages, and thoughtful notes shared via Slack—each a heartfelt expression

of appreciation. In 2025, UBSL further deepened the occasion’s significance by hosting a panel discussion on gender equality, encouraging open dialogue and reflection.

Introducing International Men’s Day: Expanding the Spirit of Appreciation

In 2024, UBSL expanded its gender inclusion celebrations to mark International Men’s Day for the first time. Female colleagues organized a thoughtful appreciation initiative, presenting their male teammates with personalized gifts, such as custom mugs and heartfelt messages of gratitude.

Together, these twin celebrations reflect UBSL’s commitment to the core value of “We need what you bring” nurturing a workplace culture where every individual’s contribution is seen, valued, and celebrated.

Gap-Bridging Initiatives



Next-Gen Empowerment Community: Events Focused on Intern Development

Gap-Bridging Initiatives

While many former Uzabase interns have shared positive feedback in past interviews, some expressed concerns that experiences can vary significantly depending on the manager. Another issue raised was the difficulty of forming cross-functional connections—while interns interact with the teams they directly work with, connections across departments or with other interns are limited.

Ideally, the relationship between a company and its interns should be equal—like a balanced seesaw. However, in practice, employees tend to have more authority, which may prevent interns from expressing their thoughts freely.

To create an environment where interns feel, “I’m valued as a true member of Uzabase!” and “I’m glad I joined Uzabase!,” two intern-led events were held in 2024. Interns took the lead in planning and hosting—from promotion to moderating—while employees provided backstage support.

First Event (January):

“What Does an Internship Mean in the Context of My Life?”

Guest Speaker: Dr. Norihide Imanaga ([academic background](#) provided at the event)

Participants: 14

Feedback: Most participants responded with “Somewhat satisfied” or “Very satisfied.”

Second Event (September):

“For Interns: Shaping Your Future ‘My Play Business’ Through Editorial Thinking”

Guest Speaker: Aki Hayashi, CEO of Brand Journalism Inc.

Participants: 8

Feedback: All respondents rated the session as “Extremely satisfied.”



oliveto: Menopause Community for Middle-Aged Employee Wellbeing

Launch of a Community to Support Middle-Age Wellbeing

Midlife physical and emotional changes, including menopausal symptoms, can affect anyone from their 40s onward—regardless of gender. At Uzabase, where the average employee age is in the mid-30s, individuals experiencing these changes have often found it difficult to share their experiences or feel understood within their teams.

To address this, a five-member team launched the oliveto community in 2023, aiming to foster a workplace where middle-aged employees can work sustainably while facing age-related changes. The initiative began with internal awareness surveys and has since expanded to include in-house events and a NewsPicks Topics series titled [Our Journey to Aging Well \(JP only\)](#).

In FY2024, oliveto continued its efforts to support the careers and lives of middle-aged employees while promoting intergenerational dialogue and mutual understanding across the organization.

Key FY2024 Activities:

May - Internal Event:

“How to Rest Your Mind” — A mindfulness session led by Buddhist priest Kōbō Inoue, exploring self-awareness, self-acceptance, and self-compassion.
Format: Hybrid (20-person limit for in-person attendance)
Featured on NewsPicks +d and republished on NewsPicks.
Topics included: letting go of judgment, mindful breathing, and nurturing self-esteem in daily life

October - Internal Event:

“Creating Mental Space” — A talk session featuring Moeko Oono (President, Japan Mental-Up Support Organization) and psychiatrist Tomy.
Format: Small-group, in-person session (30-person limit)
Also featured on NewsPicks +d and republished on NewsPicks.
Themes included recognizing early mental stress signals and preventing burnout, and the value of quality time at work and home.



Implementing Reasonable Accommodation and Accessibility

To fulfill Uzabase’s purpose, the company believes it is essential that everyone—including stakeholders with disabilities—can access and benefit from all of the company's touchpoints on an equal basis.

In 2023, Uzabase launched a project to consider and promote reasonable accommodation. In response to legal amendments in April 2024, the company developed internal manuals and consultation procedures. In July, a company-wide communication initiative was held under the theme “Let’s Explore Reasonable Accommodation Together.”

The initiative featured experiential content, such as testing the extent to which meetings could be understood using only subtitles, and evaluating how accessible the corporate website is when using screen readers. These experiences aimed to promote employee understanding and engagement with accessibility as a personal issue.

In parallel, Uzabase enhanced the inquiry section of its corporate website and established a Web Accessibility Committee and an a11y Guild Team to continue researching and improving the accessibility of its content and products.



Diversability Employment and Onboarding

Gap-Bridging Initiatives

Diversability Employment Framework

At Uzabase, we believe that when members practice mutual respect and embody our core value—“We need what you bring”—it becomes a true driver of business and organizational growth. Diversability employment (i.e., employment of individuals with disabilities) is one of the ways we bring this belief to life.

We are continually evolving our support systems so that every team member can enjoy their work and contribute to our shared purpose as part of Uzabase.

Key Initiatives in 2024

1. Expanded Support Through Collaboration with External Organizations

In 2024, we began working more closely with employment transition support facilities. These collaborations included hosting company briefings, sharing job listings, and participating in workshops. This approach aims to minimize recruitment mismatches and strengthen support systems for stable employment. We also began providing on-the-job support from external job coaches for individuals who require additional guidance.

2. Strengthening Onboarding and Inclusion

When new Diversability members join Uzabase, a three-way discussion is held among the team leader, HR support staff, and the individual, using a dedicated worksheet to discuss reasonable accommodations. This process promotes mutual understanding and helps ensure alignment on disability-related needs and accommodations.

Qualified in-house support staff provide foundational training on disabilities and health conditions to each assigned team and also offer one-on-one consultations with team leaders. These efforts aim to create a supportive and inclusive work environment for both Diversability members and their teams.

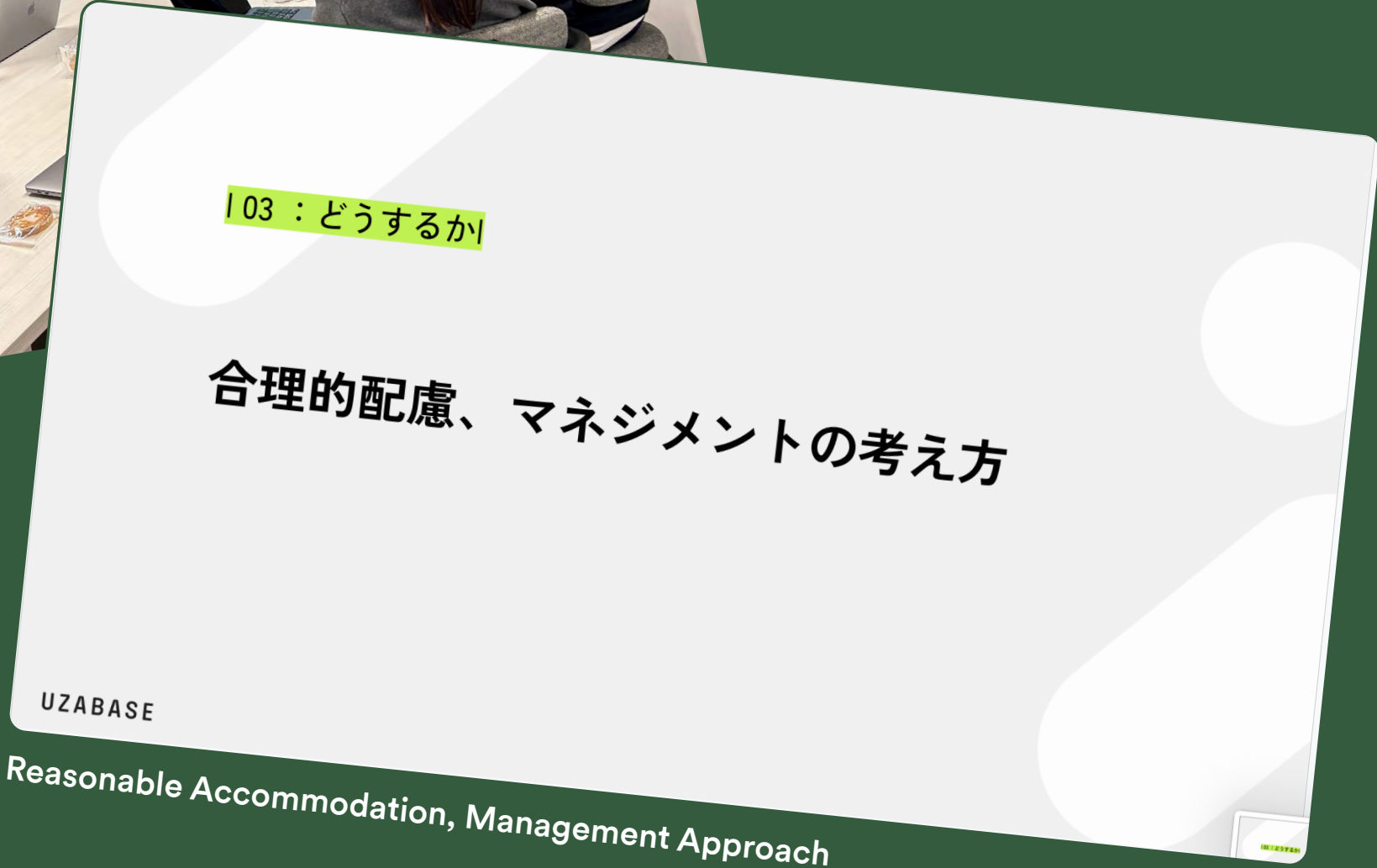
3. Introduction of Paid Medical Leave (Effective April 2025)

Health management during the initial employment period had been a challenge for part-time Diversability employees. To address this, Uzabase introduced a new policy that grants one day of paid medical leave per month during the first six months of employment (before standard paid leave entitlement begins) for part-time employees with a disability certificate.

This initiative aims to ease the psychological and financial burden of weekday medical appointments and support a more stable and accessible work environment.

Ongoing Initiatives Since 2021

- Enhanced onboarding training for Diversability employees and their teams
- Expanded support guidebooks for onboarding teams
- Dedicated consultation channels for Diversability members and team leaders
- Development and implementation of fair, transparent compensation and evaluation systems tailored to Diversability members



UB Care and Consultation Services

What is UB Care?

UB Care is a suite of support services designed to help every team member continue embodying our core value—“We need what you bring”—through all stages and challenges of life. Whether one is in peak condition or navigating major life events such as pregnancy, childbirth, parenting, marriage, care-giving, or medical treatment, life inevitably involves ups and downs in capacity and performance.

There are times when we simply can’t handle things alone, when we need support, or when systemic challenges limit our choices. UB Care exists to ensure that, even in these moments, our members can continue to work with peace of mind. For full details, please refer to the “[HR Handbook](#).”

Key UB Care Services:

- Post-parental leave onboarding support
- Child-friendly workplace: bringing children to the office is welcomed
- Marriage and childbirth leave with celebratory recognition
- Infertility Support Desk: Kounotori Benefit (Japan Office only)
- Support subsidies for child sick care, elder care, and babysitting (Japan Office only)
- Educational support allowance (China and Singapore Offices only)
- Health consultation services: external counseling and occupational physician consultations

UB Talk: Four Consultation Channels

Uzabase offers “UB Talk,” a group of four support channels to help employees navigate challenges, big or small.

1. Channel for Everyday Concerns

Launched in 2022 | 21 cases in 2024

A low-barrier option for employees to openly discuss concerns such as:

- “I’m not sure if this is harassment…”
- “I’m having trouble communicating with my manager…”
- “Team communication feels off…”

Unlike formal whistleblowing systems, this channel allows named (non-anonymous) consultations for more approachable support.

2. Diagonal Mentoring (NanaMentor)

Launched in 2022 | 3 cases in 2024

Designed for casual one-on-one chats with a mentor in a different team or level within the organization—perfect for those seeking advice on careers, workstyles, or simply looking to build broader connections.

3. Mental and Physical Health Consultation

External counseling channel launched May 2022

47 consultations in 2024 via online form

This service supports those dealing with stress or health issues. Employees can consult with an occupational health staff member for a referral to a com-

pany doctor, or independently book sessions with a contracted external counselor.

4. Diversability Consultation

Launched in 2023 | 0 cases in 2024

A specialized support line for matters related to disability and neurodivergence. Handled by internal staff certified in disability employment consultation and neurodiversity support. (See [p.44](#) for details.)

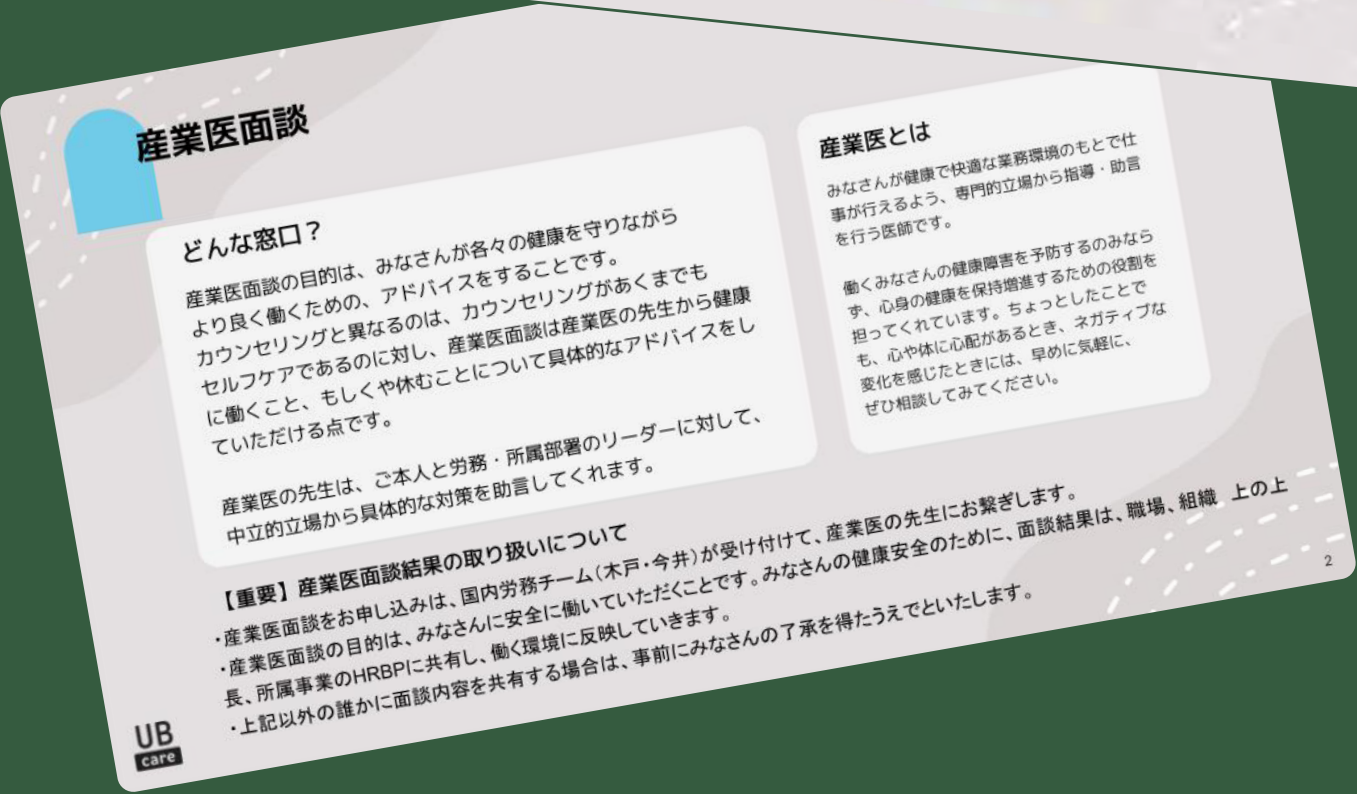
Infertility Support Desk

As part of UB Care, Uzabase established an infertility treatment consultation desk in FY2021, known as the Kounotori Benefit (available to Japan Office employees). Utilization has been relatively high, and many members who accessed the service reported a significant boost in their sense of psychological safety.

Looking ahead, the company plans to expand this offering—not just for those currently undergoing fertility treatments, but also for others who wish to learn more about life planning options. Future initiatives may include seminars and informational events. Utilization Summary (Jan 1 – Dec 31, 2024): Total consultations: 40

Referrals to hospitals/clinics: 8

Gap-Bridging Initiatives



NewsPicks for WE

NewsPicks for WE was launched in 2021 as a project to support the next generation of working women. The initiative communicates—based on facts and data—that supporting women striving to achieve their desired careers also contributes to the growth and development of both businesses and society.

It also regularly provides spaces where working women can exchange ideas and share career-building knowledge, as well as forums for HR and DE&I professionals to report on and discuss their company initiatives and learn from one another.

By passing the baton from trailblazing women in Japan’s business world to the next generation of female leaders, the initiative aims to sustainably increase the representation of women in decision-making positions across businesses and industries.

Key Initiatives in 2024:

- Hosting and promoting the WE CHANGE AWARDS 2025 in conjunction with International Women’s Day
- Launch of the WE CHANGE COMMUNITY in April 2025—a learning and networking platform for HR and DE&I professionals from companies promoting women’s advancement
- Producing the podcast WOMANSHIP: The Working Women’s Problem-Solving Summit
- Creating opportunities for working women to exchange ideas and share knowledge
- Publishing case studies from leading D&I companies and content spotlighting female role models and leaders

Social Impact Through Business and Other Activities



Promoting Diverse Role Models Internally and Externally

When Uzabase launched its D&I Project in 2020, the share of women in management across Uzabase was 20.4%, highlighting a significant gap from the overall employee base, which was 43.1% women at the time. It also became clear that a number of women at Uzabase expressed a desire to take on leadership roles but felt hesitant to take the first step.

In response, Uzabase launched the Diversity Empowerment series in FY2021 to spotlight the stories and experiences of diverse leaders within the organization. In FY2024, three articles related to DEIB were published in the Uzabase Journal, sharing internal voices and initiatives with a broader audience.

As a result of ongoing efforts to close gender gaps, the share of women in management across Uzabase reached 31.7% as of December 2024.

[Uzabase Journal - DEIB \(JP only\)](#)

Social Impact Through Business and Other Activities



ONE MORE THING

DEIB is a continuous effort.

By embracing diverse perspectives, we generate new insights, and our direction continually evolves.

We firmly believe that promoting DEIB can transcend individual organizations and generate greater social impact as it spreads throughout society.

We sincerely welcome collaboration from partners who are willing to join us on this journey toward realizing DEIB!



DEIB REPORT 2025

DIVERSITY
EQUITY
INCLUSION
BELONGING

Credits

Project Management

Liliya Molchanova

Creative Direction

Irena Inumaru

HR Data Management

Ayako Teramoto, Hikari Ishidaira, Naoya Tajikawa

Editing

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Localization

Laura Wakefield, Cody Branscum

Production Management

Kurumi Fujiwara

Editorial Design

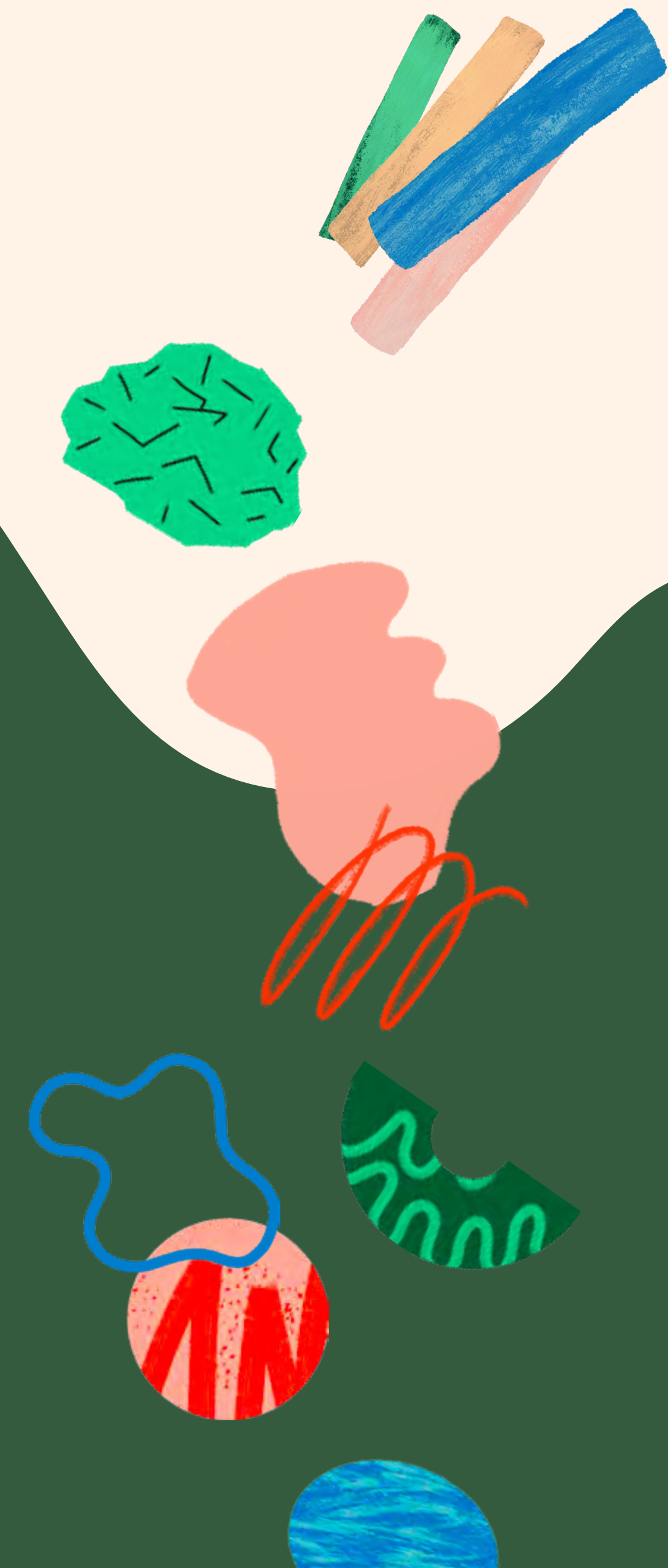
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