

WEPs Implementation Report: Our Journey to Gender Equality

~ From Capacity Building to Strategic Roadmap Development ~

March 12, 2026



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Foreword

In March last year, the Third-Party Committee report regarding recent incidents at Fuji TV identified a lack of awareness regarding human rights and gender equality as a root cause. As we have overhauled our Board of Directors and advanced governance reforms, transforming Fuji TV into a "Human Rights First" company has been our most critical priority.

The United Nations Women's Empowerment Principles (WEPs) are international guidelines for businesses to promote gender equality. Their purpose is to remove structural barriers existing in systems and practices, and to cultivate a foundation where women can thrive. Promoting women's empowerment brings diverse perspectives to the workplace, which ultimately enhances our corporate value. Upon signing the WEPs in October last year, our executive team engaged in extensive discussions to deepen our understanding of these principles. Simultaneously, through our gender capacity building program, employees on the front lines deliberated on the "ideal vision for Fuji TV" and necessary steps to achieve it.

Project members have now presented a "Roadmap" to realize this vision. It sets concrete targets, such as achieving a 5:5 male-to-female ratio in decision-making layers and ensuring that 90% of employees feel psychological safety by 2035. As management, we take full responsibility for ensuring the realization of gender equality at Fuji TV and will work steadily, step-by-step, toward these goals.

We sincerely ask for your continued support in this journey.

Kenji Shimizu, President and CEO

Introduction

As part of our commitment to gender equality and women's empowerment as core management priorities, President and CEO Kenji Shimizu signed the Statement of Support for the United Nations Women's Empowerment Principles (WEPs) in October 2025.

To translate this commitment into action, we launched a six-month gender capacity building program targeting a cross-functional group of employees. This initiative has served as a catalyst for integrating our shared philosophy into daily business practices.

This document presents the insights and strategic outcomes gained through this period of intensive learning and dialogue. It outlines our progress and future roadmap in alignment with the "WEPs Journey" framework — *Consider, Sign, Activate, Engage, Sustain, and Report*.

CONSIDER: Fostering Leadership Commitment and Understanding

2025 Timeline

- April:** - Sustainability Management Committee established
- May:** - External Advisory Board appointed
- Welcomed Asako Osaki (Director, Gender Action Platform) as External Advisor.
- Strategically placed gender equality as top management priority.
- August:** - 5th Sustainability Management Committee Meeting
- Lecture by Asako Osaki on the strategic significance of the WEPs for the President and Executives
- President Kenji Shimizu signed the WEPs Statement of Support
- September:** - 6th Sustainability Management Committee Meeting
- High-level group discussion including the President
- Focused on the vision: "Achieving Gender Equality at Fuji TV" and "Driving Social Change through Media Content"
- October:** - Official announcement of WEPs Membership

SIGN: Top Management Commitment

Under the Sustainability Management Committee, the President and Executive Members deepened their understanding of WEPs principles and their strategic importance as core management priorities.

Official Signing & Announcement

August 2025: President Kenji Shimizu signed the WEPs Statement of Support

October 2025: Received official approval from UN Women and publicly announced our commitment.

[Link: Public announcement regarding the signing of the WEPs](#)



ACTIVATE: Gender Capacity Building Program

ACTIVATE: Leadership Identifying Core Priorities

Establishing Three Pillars: Systems, Organizational Culture, and Media Content

September 2025:

President Kenji Shimizu and Executive Members held a group discussion at the 6th Sustainability Management Committee. The session focused on:

- Achieving gender equality at Fuji TV
- Driving social awareness through media content

Defining the Three Pillars

Key challenges were categorized into Systems, Organizational Culture, and Media Content. These pillars formed the essential foundation for the Gender Roadmap.

< Participants (Executive Members)' Comments >

"I realized that 'women' is the most foundational category across all diversity groups. Empowering women is the essential starting point for true inclusion."

"I want to create a workplace environment where the current younger generation can continue to work indefinitely. On the other hand, I believe there are some issues, such as those within families, that cannot be resolved through the workplace environment alone."



ACTIVATE: Launch of 6-month Gender Capacity Building Program

A comprehensive program consisting of foundational lectures, stakeholder dialogues, and strategy workshops.

Driven by a Project Team consisting of members from the Human Rights and Human Capital Management teams under the Sustainability Management Committee, supervised by Asako Osaki

Session 1 (Sept 2025): Foundational Lecture

"Gender Equality and Women's Human Rights" by Gender Expert and External Advisor, Asako Osaki

Session 2 (Oct 2025): Stakeholder Engagement 1

Dialogue with "GENCOURAGE," an organization working to create an environment where youth voices drive social change towards achieving gender equality

Session 3 (Oct 2025): Workshop 1 – Identifying Challenges

Identifying gender-related issues at Fuji TV and categorizing them into Systems, Culture, and Society

Session 4 (Nov 2025): Stakeholder Engagement 2

Dialogue with “Spring”, Japan's first survivor-led organization advocating for a society free from sexual violence

Session 5 (Dec 2025): Workshop 2 – Scenario Planning

Role-playing from stakeholder perspectives to compare:

- ✓ Ideal Scenario in 2035: A Fuji TV where human rights and gender equality are fully realized by 2035.
- ✓ Worst-Case Scenario in 2035: A future where rights and equality are neglected.

Session 6 (Jan 2026) : Workshop 3 – Roadmap Development

Identifying priorities for the Fuji TV Gender Roadmap to close the gap and achieve long-term goals.

Session 1 (Sept 25, 2025): Foundational Lecture

"Gender Equality and Women's Human Rights: Toward Restoring Trust and Creating a Fair Workplace" by Gender Expert & External Advisor, Asako Osaki

■ Program Kick-off

Conducted as the inaugural session to establish a shared understanding of gender equality.

■ Analyzing the Current Status

Presented specific data on Fuji TV's gender pay gap and disparities in working hours to address existing gaps.

■ Open to All Employees

Participation was extended beyond project members to the entire workforce.

The session will be archived for company-wide access, ensuring long-term knowledge sharing.

Session 2 (Oct 20, 2025): Stakeholder Engagement 1

Dialogue with Youth Organization “GENCOURAGE”

Project members from the Human Rights and Human Capital Management teams engaged in a dialogue with GENCOURAGE, an organization working to create an environment where youth voices drive social change towards achieving gender equality

■ Gender-Lens Media Content Review

Participants from GENCOURAGE reviewed Fuji TV’s media content (News, Drama, and Variety shows) in advance and provided candid feedback and perspectives from a youth-oriented gender equality lens.

Reflections from the Project Members



"While we often point to production constraints or internal circumstances, they are irrelevant to our viewers. We realized that using these as excuses for falling behind social norms will prevent us from ever truly restoring Fuji TV's trust."



"Many programs still have fixed gender roles, where men are cast as hosts or commentators and women are relegated to supporting roles around them. We need more female-led programming, and as a first step, it is crucial to visualize exactly how many of our programs still follow these outdated structures."



"While my intention was not to overpower them but rather to seek a deeper understanding, I found myself instinctively thinking of how to formulate a counter-argument while listening to the youth participants' feedback."

Session 3 (Oct 27, 2025): Workshop 1 – Identifying Challenges

Collaborative Problem-Solving through a Participatory Process

Conducted in collaboration with Cre-en, Inc.

■ Back-casting Methodology

Adopted a "Back-casting" approach: first defining the "Ideal Vision of Fuji TV" in 2035, then working backward to determine the necessary steps and immediate actions required today.

■ Cross-Functional Collaboration

Participants included young professionals from content production (News, Drama, Variety, Sports) alongside members from the HR and Corporate Planning Divisions.

■ Analyzing Root Causes

Groups identified gender-related challenges and analyzed whether their root causes lay in Systems, Corporate Culture, or Society.



Session 4 (Nov 19, 2025): Stakeholder Engagement 2

Dialogue with the Survivor-Led Organization “Spring”

■ Realities of Sexual Violence

Gained expert insights into Japan’s current landscape, including penal code reforms, victim psychology, perpetrator cognitive bias, and the concept of sexual consent.

■ Global Trends & Media Responsibility

Discussed international trends and evaluated the real-world impact of media portrayals in news, dramas, and variety shows.

■ Internal Reflection & Future Action

In group discussions, members shared candid “reflections” and “realizations” regarding Fuji TV’s role as a media outlet. Explored how to integrate these insights into content production and organizational culture reform.



"I realized that even in the variety shows and dramas I've watched every day, there are expressions that lack consideration for the survivors' perspectives. Furthermore, I recognized that in the news scripts I write, I had unconsciously used insensitive language simply because it was 'official information' from the authorities, without thinking deeply about the impact of those words."



"I am committed to taking the lead in firmly saying 'NO' to unacceptable remarks, including those of a sexual nature, in the workplace. My goal is to foster an environment where everyone feels empowered to speak up, regardless of their seniority or gender."

Session 5 (Dec 2025): Workshop 2 – Scenario Planning

Exploring "Worst-Case" and "Ideal" Scenarios for Gender Equality and Human Rights

- **Role-Playing with Diverse Perspectives**

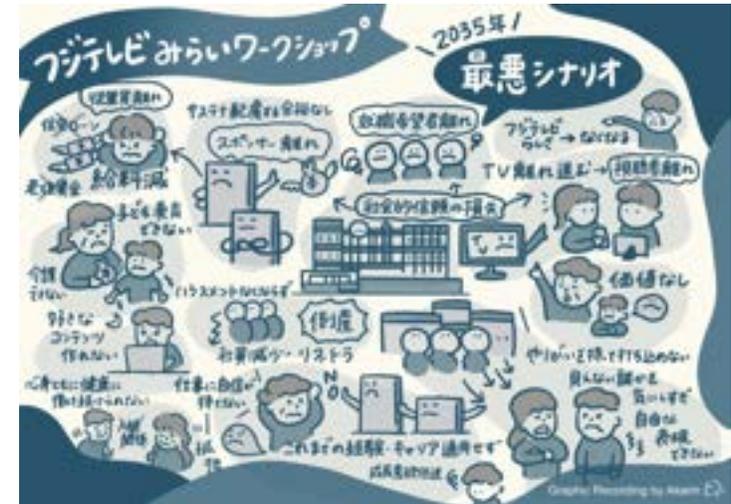
Participants stepped into various roles—including *the President*, *New Employees*, *Sponsors*, and *Viewers/Users*—to gain a broader understanding of expectations across the media landscape.

- **Contrasting Future Scenarios**

Groups brainstormed two potential futures in 2035: a "Worst-Case" where gender and human rights are ignored, and an "Ideal Case" where these values are fully realized.

- **Visualizing the Dialogue (Graphic Recording)**

The insights from these different viewpoints were captured using Graphic Recording to visually contrast the two scenarios and make the collective vision clear.



Session 6 (Jan 14, 2026) : Workshop 3 – Roadmap Development

Participatory Development of the Roadmap for Transformation

Eight cross-functional groups created a roadmap to close the gender gap at Fuji TV, focusing on three strategic pillars: **"Systems," "Corporate Culture,"** and **"Media Content."**

Participants

- ✓ Project Members & young employees (continuing from the previous session)
- ✓ Members from Human Resources Division (responsible for the operation of HR policies and systems) and Corporate Planning Division (responsible for formulating the Medium-Term Management Plans)





ACTIVATE: Roadmap for Transformation

~ Developed by Program Participants ~

ACTIVATE

ENGAGE

SUSTAIN

2026

2027

2028

2029

2030

.....

2035

SYSTEM

Foundation building & visualization

Refining & clarifying performance evaluation criteria

Implementation & structural alignment

Institutionalization & autonomous operation

Performance-career alignment

ORGANIZATIONAL CULTURE

Foundation building & establishing a common language

Foundation building for a safe support system

Practical skills integrated & on-site implementation

Integrating into daily operations

Deepening behavioral change

Self-sustaining gender responsive culture in place

MEDIA CONTENT

Issues made visible & clear policy in place

Introducing a culture of cross-dialogue and review

Systematization and on-site implementation

Gender responsive media contents that no longer reinforces stereotype in place

Gender transformative branding in place; leading the media sector

GOALS by 2035

An organization that **promotes diverse talent** regardless of gender and allows them to demonstrate their full potential, **built on a foundation of fair performance evaluation, human rights, and gender equality**

An open organization where trust and psychological safety prevail, and a culture of dialogue is established. Based on mutual respect and awareness of unconscious bias, **all employees can safely express their opinions** regardless of position or background.

An organization that **leads social change** through inclusive creativity. By **embedding gender equality into every stage of media content production**, the quality and credibility of expression are enhanced. Sets a new standard—constantly **redefining the "ordinary"** and leading the future of media content creation.

SYSTEMS Roadmap: Structural Reform

GOAL

An organization that **promotes diverse talent** regardless of gender and allows them to demonstrate their full potential, **built on a foundation of fair performance evaluation, human rights, and gender equality**

FY2035 OUTCOME INDICATORS

- Leadership Gender Ratio (Heads of Division) 6 : 4
- Gender Ration in Decision-Making Layer 5 : 5 (Target)
- Employee Perception: Fairness in Evaluation and Promotion 90 % positive response

KEY MONITORING INDICATORS

- Promotion Rates (by Gender)
- Childcare Leave Take-up Rate (by Gender)
- Average Duration of Childcare Leave (by Gender)
- Flexible Work/Short-time System Utilization Rate (by Gender)

FY2026
Foundation building & visualization

FY2027
Refining & clarifying performance evaluation system

2027-2029
Implementation & structural alignment

2029
Performance-career alignment

FY2030-2035
Institutionalization & autonomous operation

- Visualization of evaluation and promotion results by gender (launch of gender-responsive performance evaluation) WEPS 2
- Transparent selection & promotion process in place WEPS 2
- System in place to foster common understanding and discourse on gender equality across the company WEPS 1
WEPS 2

- Defining gender-responsive and transparent evaluation criteria and decision-making processes WEPS 1
WEPS 2
- Incorporating gender equality indicators into the management' performance evaluation framework WEPS 1 WEPS 2
- System in place for regular assessment and improvement of performance evaluation & promotion system WEPS 2
WEPS 7

- System in place across all divisions to analyze/address gender biases in performance evaluations and promotions WEPS 2
- Building and visualizing the female leadership development system WEPS 2
WEPS 4
- A balanced review of workforce composition and work conditions at content production sites in place, followed by step-by-step improvements WEPS 2 WEPS 5

- Issues identified during "Feedback Interviews" incorporated into company-wide trainings, and further addressed in all placement and promotion processes WEPS 2 WEPS 4
- System in place that supports individual career development aligned with performance evaluation results WEPS 2
WEPS 4

- Human rights and gender perspectives mainstreamed into decision-making and placement processes WEPS 2 WEPS 5
- Regular monitoring and continuous improvement of performance evaluation and promotions WEPS 2 WEPS 7
- Corporate norm of fair evaluation, placement, and promotion fostered WEPS 2

PRIORITY ACTIONS

- Put in place a set of transparent and standardized performance evaluation criteria and process WEPS 1 WEPS 2 WEPS 7
- Conduct gender assessments annually and adopt improvement measures accordingly WEPS 2 WEPS 7
- Incorporate gender equality indicators into the management's performance evaluation framework WEPS 1 WEPS 2 WEPS 7
- Systematizing and visualizing career development for female managers WEPS 2 WEPS 4
- Review and adjust workforce composition and work conditions, including at content production sites that work with sub-contract production firms WEPS 2 WEPS 5
- Introduce a system to properly evaluate the contributions of colleagues who backstops employees on childcare leave WEPS 2

ORGANIZATIONAL CULTURE Roadmap: Behavioral Transformation

GOAL

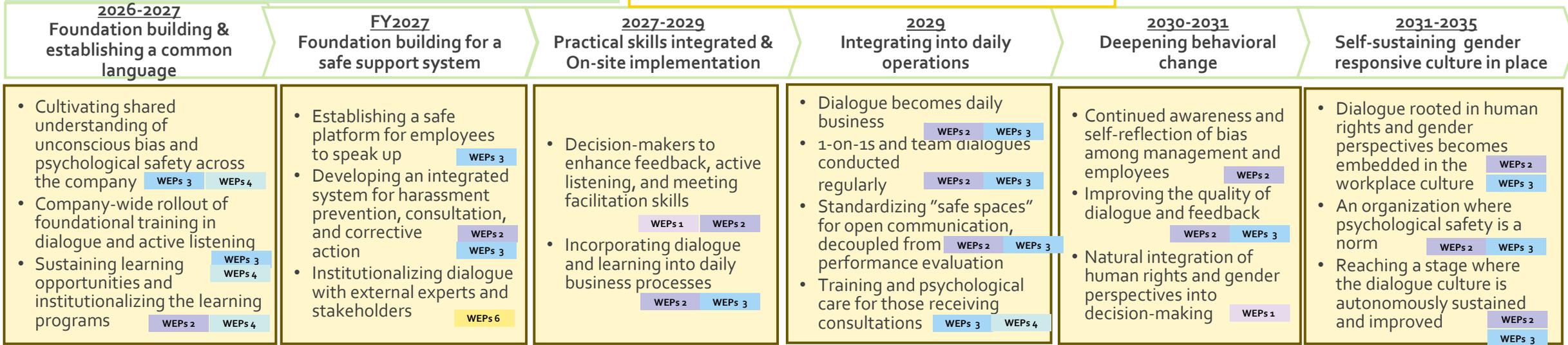
An open organization where trust and psychological safety prevail, and a culture of dialogue is established. Based on mutual respect and awareness of unconscious bias, **all employees can safely express their opinions** regardless of position or background.

FY2035 OUTCOME INDICATORS

- Employee Perception: Experiencing psychological safety; over 90 % positive response
- Employee Perception: Employees' opinions are reflected in business operations and decision-making; over 80 % positive response

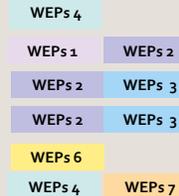
KEY MONITORING INDICATORS

- 1-on-1 Dialogue Completion Rate: 100%
- Rate of Management Participation in Active Listening & Dialogue Training
- Harassment Consultation Resolution Rate



PRIORITY ACTIONS

- Regularize company-wide training on unconscious bias and psychological safety
- Management to strengthen dialogue, active listening and feedback skills
- Institutionalize 1-on-1 and team dialogues, decoupled from performance evaluation
- Develop an integrated system for harassment prevention, consultation, and corrective action
- Continuously engage in dialogue with external experts and stakeholders
- Regularly monitor training participation rates and behavioral changes



MEDIA CONTENT Roadmap: Elevating Creativity and Authenticity

GOAL

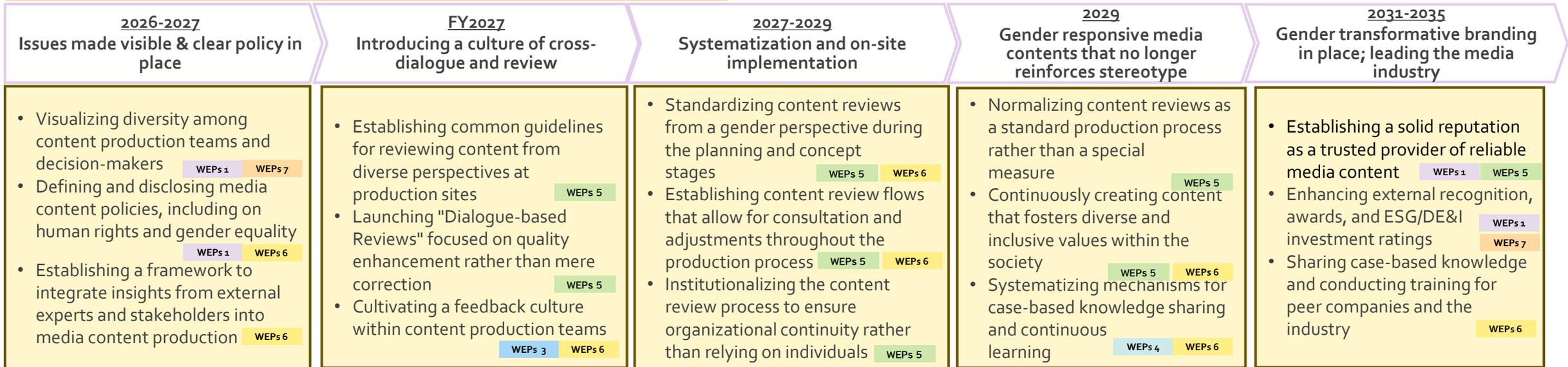
An organization that **leads social change** through inclusive creativity. By **embedding gender equality into every stage of media content production**, the quality and credibility of expression are enhanced. Sets a new standard—constantly **redefining the "ordinary"** and leading the future of media content creation.

FY2035 OUTCOME INDICATORS

- Gender Ratio of Decision-makers in Content Production: 5:5
- Media Content Created through a Verified Content Review Process: 100%

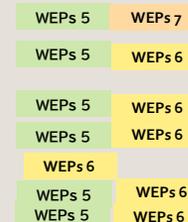
KEY MONITORING INDICATORS

- 100% Coverage of Content Review Process
- 100% Resolution Rate of Identified Content Issues



PRIORITY ACTIONS

- Enhance visibility of diversity within content production teams and implement regular monitoring
- Install a content review process (Introduce production guidelines incorporating checklists and gender perspectives)
- Introduce a content review process at the planning and concept stages
- Establish flows for consultation and adjustment during content production
- Maintain continuous dialogue with external experts, stakeholders, and specialized organizations
- Systematize case-based knowledge sharing and continuous learning mechanisms
- Launch the "Good Content Award" to recognize programs embodying creativity and credibility



Monitoring Indicators

【OVERALL: Gender Equality】

Indicator	WEPs Principles	WEPs TAF Category
Gender Pay Gap	2, 7	Essential

【SYSTEMS】

Outcome Indicator	Key Monitoring Indicator	WEPs	TAF
Gender Ratio in Key Posts (Division Heads): 6:4 Gender Ratio in Decision-making Layers: 5:5 Employees' Perception of Fair Evaluation/Promotion: 90% target	Promotion Rates (by gender) Childcare Leave Take-up Rate & Average Duration (by gender) Flexible Work/Short-time System Utilization Rate (by gender)	1,2,7	Essential/ Input

【ORGANIZATIONAL CULTURE】

Outcome Indicator	Key Monitoring Indicator	WEPs	TAF
Psychological Safety Perception: Over 90% Voice in Decision-making: Over 80% feel their opinions are reflected	1-on-1 Dialogue Implementation Rate Managerial Training (Dialogue & Listening Skills) Harassment Consultation Resolution Rate	2,3,4,7	Essential/ Complementary

【MEDIA CONTENTS】

Outcome Indicator	Key Monitoring Indicator	WEPs	TAF
Gender Ratio of Decision-makers in Content Production: 5:5	100% Coverage of Content Review Process 100% Resolution Rate of Identified Content Issues	5, 7	Complementary/ Input

ACTIVATE: Reflections by the Participants

Reflections

Q: What did you learn from the workshop?



Participant (40s)

"By visualizing our thoughts and discussing them together, I could see what we collectively think and feel as employees. It was a powerful realization that these weren't just my own thoughts or the concerns of my specific division, but a shared perspective across the company."



Participant (20s)

"I realized that to truly take ownership of these issues, it is essential to actively think and engage in discussions through workshops like these, rather than just listening."



Participant (50s)

"I have come to believe that even goals which may seem like mere idealism today can become achievable if we follow a clear, step-by-step process."

Q: What would you like to change or be more conscious of in your work or division in the future?



Participant (40s, Content Creation)

"I want to transform our workplace into an environment where women truly feel inspired to build their careers."



Participant (50s, Corporate Division)

"To ensure that small 'red flags' in daily operations don't go unnoticed, I want to foster an atmosphere where anyone feels comfortable asking, 'Is this okay?'"



Participant (40s, Corporate Division)

"I will be more mindful than ever of casual remarks, even if they are meant as jokes."



Participant (40s, Specialist)

"I want to ensure greater diversity across the entire division. Beyond the work itself, I want to create a space where people feel safe to speak up about—and be heard on—challenges or frustrations regarding our work environment and organizational structure."

Fixed-Point Survey Results



Participant (40s, Media Content Creation)

Have become more aware of mid-to-long-term value and risks

July

"I used to feel I had to work 'like a man' and hide my personal life or being a woman just to compete. Now, I feel it is **okay to speak up and be myself.**"

"I have become more conscious of **providing care and support to my staff and younger colleagues.**"

September : Program Start

"In the past, I didn't even notice the many microaggressions directed at me, so they didn't seem like a problem. Now, however, I have become **sensitive to the discomfort of being judged by labels**, such as 'because you're a woman' or 'because you have children.'"

October

"As someone who oversees production staff, I have become more mindful of the individuality and human rights of everyone involved in my team."
"I have become more **cautious about every detail of production—including on-screen graphics and captions—to ensure they do not contain any negative or harmful bias.**"

January 2026 : Program Completion

"I have become **more mindful of long-term value and risks**, rather than just focusing on immediate profits."

"I have also begun to apply this mindset to managing my team and mentoring my junior colleagues."



Participant (50s, Corporate Division)

Now recognizes the gap with societal norms and the need to creating an enabling environment for the younger generation

July

"Human rights and compliance are vital, but so is taking challenges. Without great media content and monetization, there is no future for the company. I want to be someone who empowers ambitious creators."

September : Program Start

"I've started to constantly check myself—am I unintentionally committing **microaggressions** or acting on **unconscious bias**?"

October

"Updating my mindset is essential, yet the constant pressure can make us feel **restrictive**. I want to ensure our younger staff don't feel this weight, so they can work freely and creatively."

January 2026 : Program Completion

I now clearly see the gap between 'Fuji TV's common sense' and societal standards, and I understand how both the company and I must evolve."



Participant (50s, Corporate Division)

Have become aware that respect for human rights directly translates into daily actions; it is becoming firmly embedded as a shift in mindset.

July

"I still feel uncertain due to my lack of knowledge, but I want to use this as an opportunity to break away from the mindset that 'Fuji TV's common sense is the world's nonsense.' I want our staff—especially the younger generation—to feel that the company is truly changing. To achieve this, I will change myself."

September : Program Start

"I want to change, but I still can't objectively tell how much I have or haven't yet. Every day, I am fighting against my own biases and preconceptions."

October

"I now realize that respecting human rights is not just a philosophy, but something tied directly to my daily words and actions. I've become more mindful, realizing that unconscious attitudes can carry significant weight."

January 2026 : Program Completion

"I am focusing more on fairness and clarity in my daily communication. It's not about one big action, but the accumulation of small choices. I feel this shift is becoming a permanent part of my mindset."



Participant (50s, Media Content Creation)

Human rights should not be seen as a subject to be learned, but as a fundamental mindset to be embraced.

July

"My understanding of human rights has shifted from a vague sense of 'corporate urgency' to a **clear recognition of business risk**, and I have consciously changed my own behavior. However, I feel that others around me have yet to take concrete action. I am still searching for effective ways to influence the organization as a whole."

September : Program Start

"I used to think of human rights as something to be studied like a textbook. Now, I am gradually realizing that it has become an essential **global business standard**."

"I've come to see these values as '**useful tools**' for production, helping us create programs that truly resonate with and gain the empathy of our audience."

October

"At first, I strongly felt that I 'had to' learn this. However, it has gradually shifted from something I 'should' do to something that feels like a **natural and obvious way of thinking**."

January 2026 : Program Completion

"I have become more mindful of **our media content choices, scriptwriting, and the diversity of our audience**. I want this to be more than just a training session—I am committed to turning this into a **behavioral change** that would also inspire positive changes to those around me."

ACTIVATE: Leadership Commitment & Next Steps

Feb 27, 2026

Report to the Sustainability Management Committee

The completion of the program and the proposed roadmap were reported to the Committee, chaired by the President and attended by Executive Members and Division Heads.

Strategic Alignment and Implementation

Sharing the vision of the company's "Ideal State for 2035," the Committee respected the roadmap presented by the project members. Discussions focused on the importance of establishing:

- ✓ Specific Actions and KPIs
- ✓ Timeframes for Implementation
- ✓ Institutionalized Structures to ensure realization

Commitment to WEPs

The Committee reaffirmed its policy to position gender equality and women's empowerment as a core management priority, in alignment with the WEPs.

Future Outlook: From Planning to Practice

Fuji TV will continue to lead proactive initiatives to promote gender equality. We are committed to implementing and embedding these measures into our organization and will disclose our progress publicly.

COMMENT from External Advisor

This initiative represents a significant process that has elevated learning and dialogue into practical application, in line with the WEPs journey. I commend the efforts and commitment shown in translating these principles from mere slogans into a concrete, actionable roadmap.

True practice is built upon a foundation of accurate knowledge and understanding. While the pace of change in individual mindsets and behaviors varies, engaging in ongoing dialogue rooted in a shared knowledge base is what ensures organizational transformation. Please continue to refine this approach flexibly, responding to shifts in society and feedback from the field, so that these opportunities for learning and dialogue become deeply embedded in our corporate culture.

Furthermore, accelerating this transformation requires unwavering leadership from the executive team. I call upon the leadership to integrate policies across the three layers of "systems," "organizational culture," and "media content," while maintaining a commitment to accountability regarding the progress and outcomes. Moving forward, this initiative must be positioned at the core of the human capital management strategy, marking a transition to a stage that demonstrates the resulting increase in sustainable corporate value.

I look forward to seeing Fuji TV's efforts become a model for other Japanese companies, driving positive change throughout society as a leading media organization.

Asako Osaki

External Advisor, Sustainability Management Committee

(Director, Gender Action Platform /

Representative of Japan to the UN Commission on the Status of Women)



In support of

**WOMEN'S
EMPOWERMENT
PRINCIPLES**

Established by UN Women and the
UN Global Compact Office