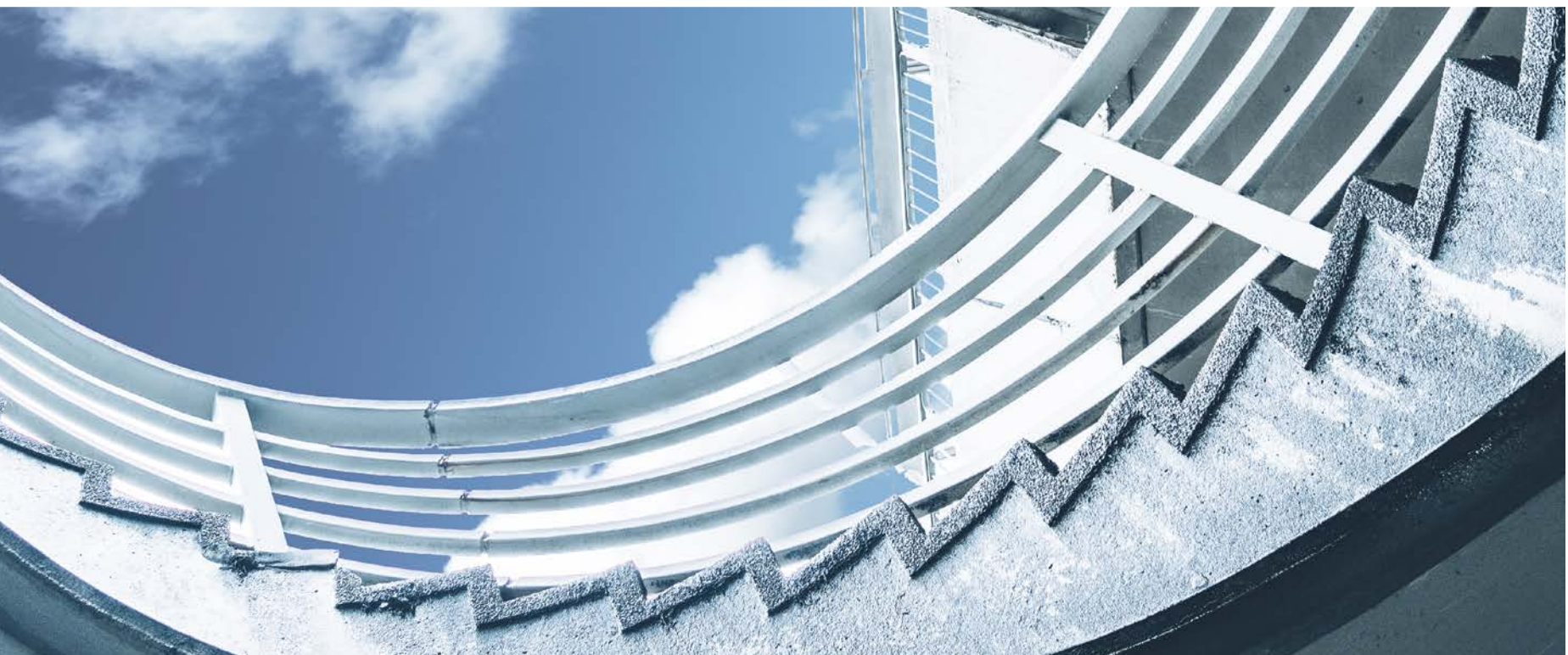


# Social Impact Initiative Impact report

FY2023 edition





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# 1. About the report

This is the second year we have published the Impact report. In the first report, we introduced the activities of the NPOs we have supported. We attempted to show the social values created by these activities and the paths taken to create those values in a logic model. In preparing the report, we concentrated on identifying on-site issues. As a result, we received realistic feedback from the organisations introduced in the report and from readers on the impact evaluation, etc.

The second report focused on supporting the activities of NPOs by clarifying the social values they create and adopted methods, other than logic modelling, according to each organisation's current situation and challenges. It also examined how to scale up impact creation through the involvement of multi-stakeholders in order to develop pro-bono activities and social contribution activities at the individual or corporate level into broader, more systematic support.

Visualisation of social values through social impact evaluations and other means will, we believe, connect the social sector and its supporters and donors. This connection will extend to related local governments and private companies, as well as social impact investors, thereby strengthening the social impact investment market and other ecosystems for solving issues.

In order to solve social issues, it is necessary to involve private companies in actual situations for them to respond, enhance cooperation among multi-stakeholders and strengthen the financing mechanism associated with solving social issues. We hope that this report will help strengthen cooperation among stakeholders who will face issues that Japanese society and the international community must overcome in the future.



# 2. Overview of the Strategic Pro-bono Development Program activities

At PwC Japan Group, our purpose is 'to build trust in society and solve important problems'. With this purpose in mind, all members of the Group, including partners, are conducting day-to-day work and making important decisions. At PwC Consulting LLC (hereinafter referred to as 'PwC Consulting'), the Social Impact Initiative (hereinafter referred to as 'SII') was initiated in 2019 by a group of volunteers from various divisions and positions who had a desire to create a better society. As an organisation that demonstrates PwC's purpose, SII is conducting a wide range of activities.

As part of these efforts, PwC Consulting is promoting the Strategic Pro-bono Development Program to directly approach social issues that are difficult for businesses to address, and contribute to solving them. This program also aims to develop consultants who recognise on-site issues, and formulate and solve them from a social systems perspective.

Strategic Pro-bono Development Program was initiated in April 2017 as an activity that demonstrates PwC's purpose. A total of 362 consultants have participated in the program, supporting 59 projects from 33 organisations as of November 2023.

Participants in the activities are conducting six months of pro-bono work for NPOs and other organisations in tandem with their main consulting work. They are involved in situations where social issues are being addressed. Inspired by the enthusiasm and energy of the organisations' directors and staff, they are aggressively

collecting information and knowledge under different situations from regular projects and promoting pro-bono support. They then use their understanding and knowledge of real social issues obtained through the program's activities in their consulting work for private companies, local governments and ministries and agencies.

Issues of NPOs that are supported by the program activities vary from truancy, child poverty and education to employment support for persons with disabilities, support for social entrepreneurs, local development, climate change and biodiversity (Figure 1). The support approach includes utilisation of logic models to visualise how organisational activities will create social impact; development of a narrative for each organisation's vision, mission and values with a view to the next ten years; and consideration and development of measures to sustain and upskill volunteers, which are key resources supporting organisational activities (Figure 2).

Since the support provided through these program's activities was recognised, PwC Consulting has obtained contracts from central government ministries and agencies for child welfare-related projects. By collaborating with supported organisations in conducting projects, we are achieving even greater quality output.

In the next chapter, we will take a look at some of the organisations we have supported through activities to visualise the impact and show what PwC has done to support them.

Figure 1. Project issues to be supported

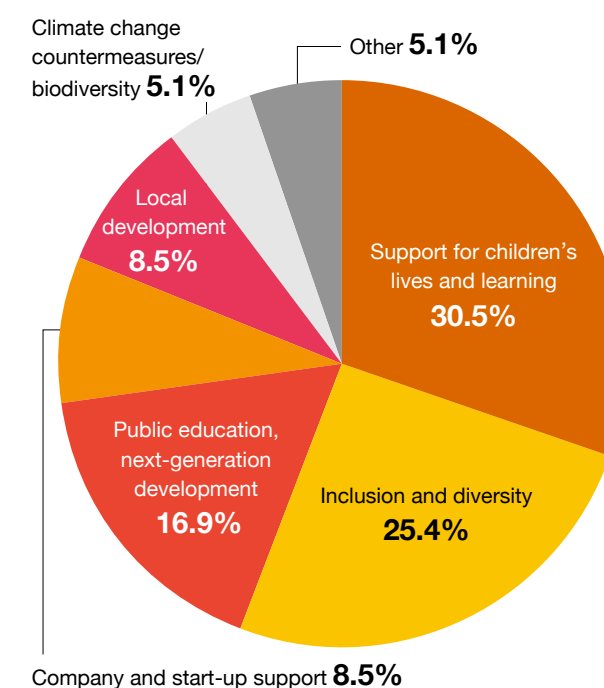
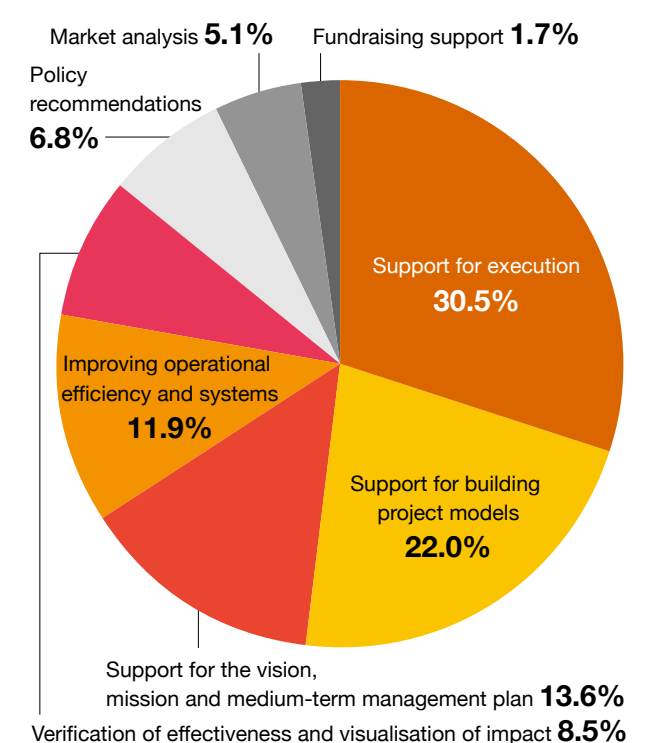


Figure 2. Main support





## Japan Reskilling Initiative



The Japan Reskilling Initiative (JRI) was launched in April 2021 as the first NPO dedicated to 'reskilling' in Japan. The NPO mainly provides policy recommendations to the government and municipalities, and helps companies start their reskilling efforts.

### Background of initiatives

It is expected that 'technological unemployment' will increase as new jobs created due to digitalisation-enabled automation replace conventional jobs. However, Japan ranks relatively low in the world in terms of digital competitiveness and personnel skills, and is becoming a digitally underdeveloped nation.

The Future of Jobs Report published by the World Economic Forum in 2020 estimates that by 2025, 85 million jobs may be lost while 97 million new roles will emerge mainly in growth areas. Amid these shifts in industrial structure, Japan was ranked 32nd out of 64 countries in terms of overall performance, and 63rd in

terms of digital/technological skills in the IMD Digital Competitiveness Ranking 2023. In short, Japan is becoming positioned as a digitally underdeveloped nation.

On the other hand, governments at COP26 in November 2021 agreed on the goal of keeping an average temperature rise limit of 1.5 degrees Celsius (compared to pre-Industrial Revolution levels) within reach. In Japan, a ¥150 trillion green transformation (GX) investment is planned through public-private partnerships. Green jobs are emerging in a variety of areas, including climate action, decarbonisation, alternative foods and alternative fuels.

### Social issues to be addressed

In order to support employees who may lose their jobs due to automation by technology diffusion, digitally advanced countries overseas are aggressively engaged in 'reskilling' (re-learning digital skills). As the first Japanese

### Reskilling: Re-learning digital skills

organisation dedicated to such reskilling, JRI is aiming to spread reskilling as a driving force for strengthening Japan's digital competitiveness and achieving corporate DX in cooperation with the government and companies.

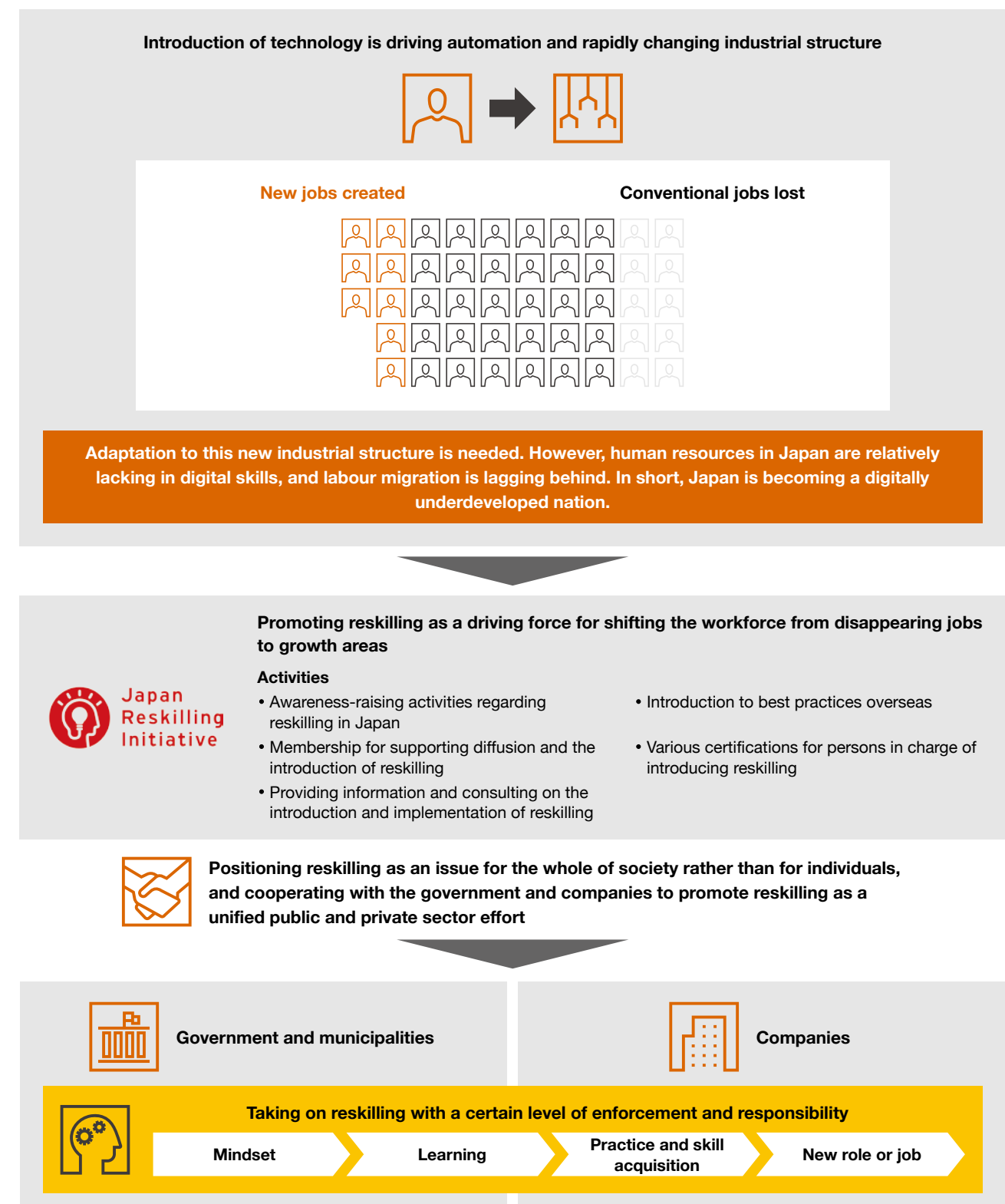
### Project content and activities

In Japan, reskilling is sometimes confused with recurrent education (individual re-learning). However, reskilling is a means of filling the skills gap among working people and achieving labour mobility to grow industries. Moreover, reskilling is what government and companies should address with a certain level of enforcement and responsibility.

### Positioning reskilling as an 'issue for the whole of society' and promoting it as a unified public and private sector effort

Therefore, in order to position reskilling as an 'issue for the whole of society', JRI is conducting awareness-raising activities and introducing the best practices regarding reskilling. It is also cooperating with the government and companies to promote reskilling as a unified public and private sector effort through the membership system, certification programmes and consulting.

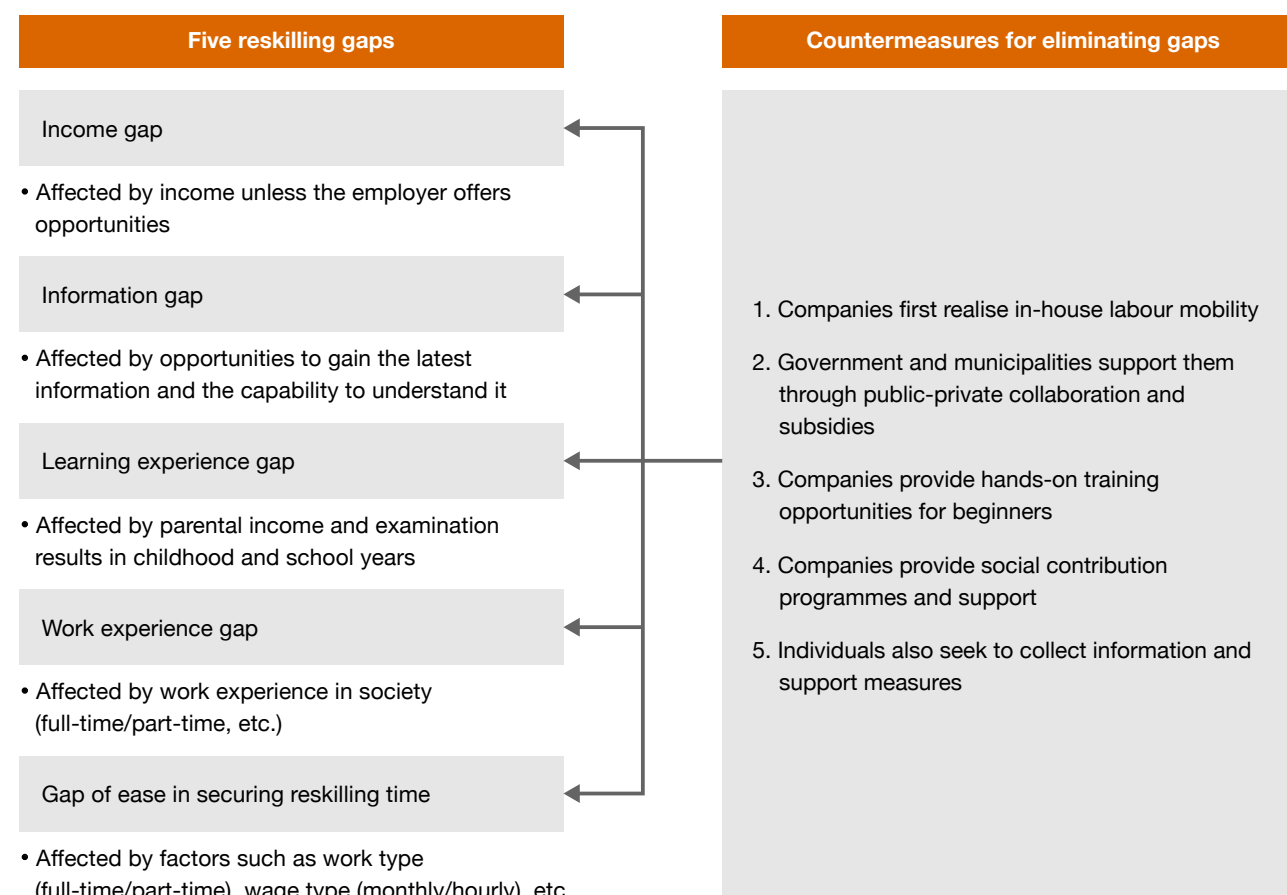
### Visualisation of impact: Theory of Problem



## Response to new issues

**The reskilling gap is becoming a serious and urgent issue to address**

Reskilling is spreading in Japan, with the Kishida administration stating in October 2022 that it would invest ¥1 trillion over five years to support reskilling. However, a gap in reskilling opportunities is occurring between those who can easily engage in reskilling and those who cannot, due to income and other reasons.



## Main activity results

**The book 'Reskilling' won the Readers' Choice rankings at the Business Book Grand Prix 2023**

Representative Muneaki Goto's book, 'Reskilling: Keep Updating Your Skills', published in September 2022, won the Readers' Choice rankings at the Business Book Grand Prix 2023 in the Innovation category. This book explains in ten steps how working people should implement reskilling while belonging to an organisation.

**We engaged in a Reskilling Summit in Japan in 2022 and 2023. JRI participated in the summit as a collaborator and took the rostrum as an expert.**

The summit brought together Prime Minister Fumio Kishida and a variety of experts from industry, government and academia to exchange views on the promotion of reskilling in Japan. The first summit was held in October 2022 under the theme 'Creating a society that grows together'. At the second summit in August and September 2023, further discussions were made on the theme 'Issues and opportunities for a reskilling nation'.

## Support by Strategic Pro-bono Development Program

**Background of support**

Reskilling has been positioned as one of the pillars of national policy, and the term 'reskilling' has been often mentioned in the media. In the midst of this trend, JRI attempted to enhance their external communication capabilities and extend their activities in a proactive manner, such as by promoting individual projects with municipalities and private companies.

**Support content****(1) Support for website and logo mark redesigns**

JRI consulted with us about the publication of a book and the renewal of their website in response to an increase in inquiries from companies and municipalities. We provided support in three areas: website redesign (concept interviews), PMO for the redesign and feedback on a proposed logo mark.

**(2) Support for publication of a book on reskilling**

We contributed to the publication of the book by JRI representative director Muneaki Goto by reviewing its title, cover design and PR activities, providing feedback on the first draft and creating opportunities for 11 PR events (as of 15 September 2022).

**(3) Progress management of JRI projects (seminar attendance, municipality/company projects, etc.)**

We helped Mr. Goto manage the progress of a project to raise awareness of reskilling in Japan in collaboration with municipalities and companies by creating and updating a WBS and holding regular weekly meetings.

**A word from the representative**

As the concept of reskilling had rapidly gained attention before we had implemented business plans, etc. envisioned at the establishment of the organisation, we had to respond to unexpected lectures and workshops and had no time to refine our strategy and consider the details. Amid this situation, we were able to receive pro-bono support from the PwC Consulting team, who helped us manage the project along with the day-to-day progress of our business. In particular, when building our website and publishing our book, PwC gave us ideas and verified our work from various perspectives. We are grateful for their cooperation in every detail.

**Japan Reskilling Initiative**

Established: April 2021

URL: <https://jp-reskilling.org/about>  
Representative Director: Muneaki Goto



## Mirai Keiken Project



Based on the vision of a society where ‘children can dream of the future, and adults in the community support them’, the NPO Mirai Keiken Project aims to nurture community bonds with children at the centre of its activities. The Mirai Keiken Project brings together members from a diverse range of professions, mainly from Hiratsuka and Oiso in Kanagawa Prefecture. These professionals utilise their areas of expertise to develop a wide range of projects related to childcare support, including work experience for children, agricultural experience, Kodomo Shokudo (a cafeteria offering free food to children from low-income backgrounds or who eat alone) and learning support.

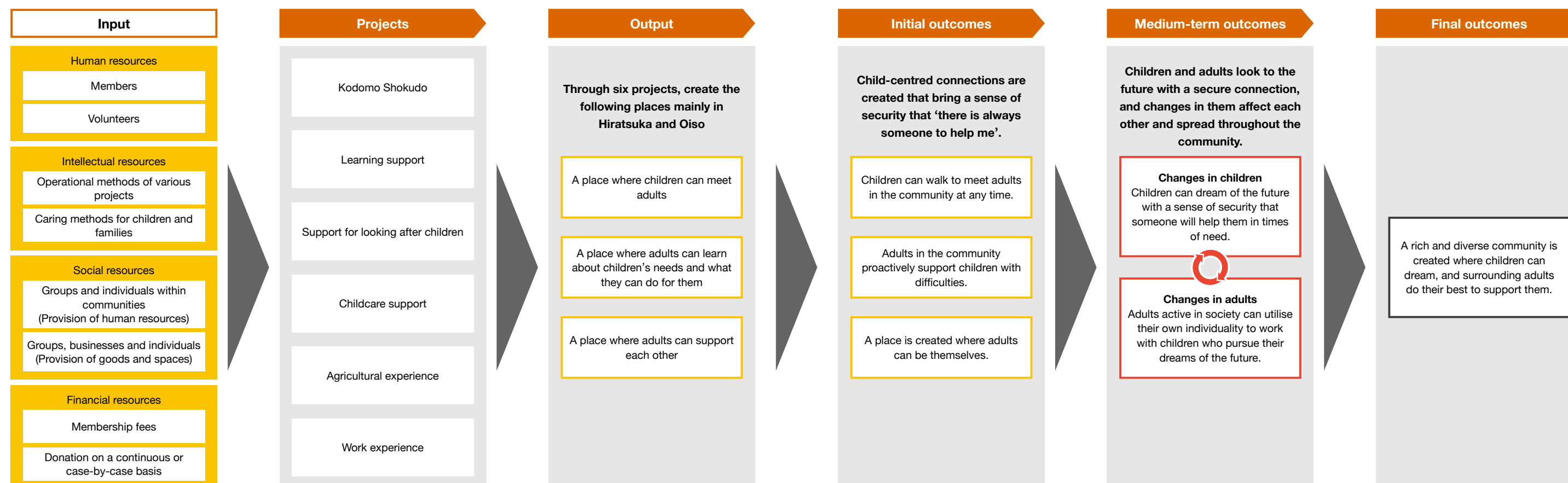
### Background of initiatives

Many children are subjected to harsh conditions, including child abuse, poverty and social isolation.

- One in nine children\* live in poverty.
- The number of consultations for child abuse continues to increase.
- Child suicide is also increasing.
- The problem of loneliness and isolation of children is becoming more serious.

In order to realise the vision of a society where ‘children can dream of the future, and adults do their best to support them’, children’s lives must be protected and supported. They need to be able to stand up and try again and again, even when they fail. To support this, it is necessary to create safe and secure communities with reliable adults looking after them.

### Impact visualisation: Logic model



\*As of 2021. 2022 Comprehensive Survey of Living Conditions (2023). <https://www.mhlw.go.jp/toukei/saikin/hw/k-tyosa/k-tyosa22/dl/14.pdf>

### Activity policy

The Mirai Keiken Project conducts six projects, including Kodomo Shokudo, learning support, etc., mainly in Hiratsuka and Oiso. Through these projects, it aims to create a place where children can meet adults, and adults can support children and other adults.

Through the creation of these places, the project is seeking to build connections that give children and adults a sense of security that ‘there is always someone to help me’. Through these connections, it is important that children can walk to meet adults in the community at any time, that adults in the community can proactively support children with difficulties, and that the adults can be themselves.

It is only through such connections that everyone can feel safe and look to the future. As a result of this project,

children can dream of the future with a sense of security that someone will help them in times of need. Furthermore, adults active in society can utilise their own individuality to work with children who pursue their dreams of the future. Finally, these changes in children and adults will affect each other and spread throughout the community.

In this way, the Mirai Keiken Project creates places of mutual support and connections that bring a sense of security. We are aiming to realise a ‘rich and diverse community where children can dream, and surrounding adults do their best to support them’ by enabling children and adults in the community to look to the future, and by spreading these changes.

## Project content

Project	Description
<b>Kodomo Shokudo</b>	In cooperation with community NPOs, restaurants and retail outlets, we operate various forms of Kodomo Shokudo in the morning, afternoon and evening hours. Free meals are provided to the community based on donations of food and goods, creating a place where children and adults in the community can get together (up to 150 meals at a time).
<b>Learning support</b>	‘Terakoya’ (a learning place for children) is set up with community volunteers to provide learning and meals tailored to each child’s circumstances. Volunteers provide solid support for children’s learning according to their various wishes, such as wanting to study more carefully.
<b>Support for looking after children</b>	We are looking after children and their families that are in need of support. Through food delivery and visits, we take the opportunity to talk and consult with them (commissioned project by the city government).
<b>Childcare support</b>	This is a system created with the idea that ‘no one should feel alone when raising a child, so let’s chat, even if things are going okay!’ As a system to support all mothers and fathers from pregnancy onwards, community volunteers and professionals support pregnancy, childbirth and parenting through online chats.
<b>Agricultural experience</b>	We provide children with a place to grow vegetables and flowers in fields every Sunday. Here, children can touch the soil, and enjoy the freedom of running around in nature. We also conduct dietary education activities, such as harvest festivals and miso making, and use the crops grown for Kodomo Shokudo.
<b>Work experience</b>	We plan and operate the local version of the ‘petit business (Petit Oiso)’, a work experience created by adults and children, taking advantage of community characteristics. We are effectively utilising work experience, systems, equipment and networks to foster bonds between businesses and the community, and between adults and children.



## Support by Strategic Pro-bono Development Program

## Background of support

In the eight years since the NPO was established, the frequency, places and subjects of its activities have broadened, with four Kodomo Shokudos (Kodomo Shokudo project) and three Terakoyas (learning support project) being run on a regular basis. In this context, the management of people, goods and money for running the Kodomo Shokudo has become complicated and dependent on individual knowledge. In order to expand our impact in the future, we needed to review and improve our project operations.

## Support policy

Focusing particularly on the Kodomo Shokudo project, we organised the flow of people, goods and money in each operation. We visualised the knowledge of individual employees to enable the Mirai Keiken Project to share and utilise that knowledge, as well as to enable efficient and sustainable operation of Kodomo Shokudo. Furthermore, a system of records and data on the activities of the children’s cafeteria was improved to use as material for disseminating the results externally.

## Support content

(1) Visualising and streamlining Kodomo Shokudo operations

- (2) Organising data on participants in and supplies for Kodomo Shokudo
- (3) Reviewing work content and workflow in general
- (4) Identifying issues, and formulating and implementing countermeasures
- (5) Discussing and responding to issues

## Support outcomes

We supported the project from planning to implementation for one year, leading to the following results related to Kodomo Shokudo operations.

- Website redesign
- Start of donation solicitation on the donation platform
- Creation of Kodomo Shokudo participation forms
- Establishment of a volunteer reception system
- Development of manuals and guidelines, etc.
  - Contingency response manuals and terms
  - External relations manual
  - Volunteer recruitment guidelines
  - Guidelines for food delivery aftercare



## A word from the person in charge (Sonoko Tsutsumi, Director)



**Mirai Keiken Project**  
Established: July 2017

We have been working with the sole intention of supporting children. However, we relied on the skills and knowledge of each member and found ourselves isolated. PwC Consulting members visited us at the activity sites and worked with us to understand the current situation. They made suggestions on numerous issues from perspectives we couldn’t have. Thanks to their support, from setting up operational foundations to enabling us to use the available tools, we are now able to take a concrete step forward, request support from the relevant organisations and operate projects in a more stable manner.

We were encouraged by the demonstration of our strengths, and the significance of our activities and social impact. With the support of PwC Consulting members who respected our cherished thoughts and visions, for the first time, we gained the experience of being supported and embraced. We want to continue to build a society that supports children while creating new connections.

URL: <https://mirai-keiken.com/>  
Representative: Nobuyuki Hirai





## Public Interest Incorporated Association of Marriage For All Japan Freedom of Marriage For All



### Activity philosophy

**Desired society** A society in which everyone is free to choose whether to marry, regardless of their sexual orientation

When you decide that you want to be with someone for the rest of your life, if both people want to get married, they can get married. Also, if you do not want your relationship to take the form of marriage, no one will force you to marry. That is the freedom of marriage.

The legal name 'Public Interest Incorporated Association of Marriage For All Japan Freedom of Marriage For All' expresses the idea that such freedom of marriage (having the option to marry) should be provided equally, regardless of whether you are in a heterosexual or same-sex relationship. This was established by lawyers, public relations professionals and the like to attain equality of marriage (the so-called legalisation of same-sex marriage).

### Social issues to be addressed Realisation of equality in marriage

Currently, same-sex couples (people legally of the same sex) are not allowed to marry in Japan. Despite the fact that marriage is an important institution that helps to stabilise life with a loving partner, some people are unable to marry simply because, legally, the two are of the same sex. As of September 2023, same-sex marriage is legal in 35 countries and regions around the world, including Europe, the Americas, Oceania and Asia. Japan is the only country that has no laws to guarantee same-sex partnerships in the G7.

Because marriage is not allowed, when a partner dies, no matter how long the couple may have lived together, they are not allowed to inherit anything without a will. Secondly,

if the partner is a foreigner, and is heterosexual, they can obtain a stable residence status in Japan as a spouse by marrying. However, same-sex couples cannot marry, so they often face unreasonable situations in various aspects of life because they are a same-sex couple. This includes not being able to live together in Japan unless they have another residence status, such as having a student or work visa.

Therefore, a goal of Marriage For All Japan is to eliminate these inequalities and achieve marriage equality through information dissemination and research on marriage equality. Marriage For All Japan is active in lobbying, events and seminars, litigation and many other areas.

### Project content and activities (1) Judicial route, (2) Diet route, (3) Mobilisation and formation of public opinion

#### (1) Judicial route: A judicial approach to obtain judgements of 'unconstitutional' in the Freedom of Marriage for All lawsuit

On 14 February 2019, the Freedom of Marriage for All lawsuit was started to allow marriage regardless of sex. After being filed simultaneously in the courts of Sapporo, Tokyo, Nagoya and Osaka, it was also filed in the court of Fukuoka in September 2019. Furthermore, in 2021, a second lawsuit began in Tokyo. As of 8 June 2023, judgements have been handed down in five district courts (Sapporo, Tokyo, Nagoya, Osaka and Fukuoka). Also, in four of the five judgements, it was ruled unconstitutional.

This Freedom of Marriage for All lawsuit is the first lawsuit in Japan directly stating that it is unconstitutional for same-sex couples to be unable to marry. Therefore, we provide support such as dissemination of litigation information, court day briefing meetings and media

correspondence for obtaining judgements that it is unconstitutional.



Source: Marriage For All Japan

#### (2) Diet route: An approach to increase the number of Diet members who are in favour of marriage equality

The Freedom of Marriage for All lawsuit was filed to cause action in the Diet by having the court decide that it is negligent of the Diet not to change the law to allow marriage regardless of whether a couple is same-sex or

heterosexual. Therefore, we are working to increase the number of members in the Diet who are bipartisan and in favour of correcting this discrimination, and to amend the Civil Code in Japan.

#### (3) Mobilisation and formation of public opinion

In order to promote and strengthen the activities of the judicial route and the Diet route, we are committed to holding various events, disseminating information (various

media such as social network services, TV, magazines), obtaining corporate cooperation and conducting surveys and questionnaires.

### Business for Marriage Equality

Business for Marriage Equality (BME) is a campaign to visualise companies that agree with marriage equality. Three non-profit organisations in Japan, including Marriage For All Japan, are jointly operated and are seeking agreeing companies.



Business for Marriage Equality

\*PwC Japan supports Business for Marriage Equality



If a company sends a message to society that it agrees with marriage equality, it will not only encourage LGBT and other sexual minorities involved in the company, but also their families and friends. These efforts help change public opinion, and in turn, change society. We believe that companies need to support us in order to increase the speed at which we can change societal attitudes.

Along with the agreement to Business for Marriage Equality in November 2020, the Strategic Pro-bono Development Program members and CEO of PwC Consulting called on clients to agree with Business for Marriage Equality, thereby expanding the circle of agreeing companies for the movement. We take the theme of marriage equality as our own concern, and will play a part in shaping that future. We will continue to work towards attaining that goal in the future and beyond.

### Support by Strategic Pro-bono Development Program

#### (1) Formation of a corporate BME support network, (2) Analysis of voter data

##### (1) Formation of a corporate BME support network

- **Background:** With more than 400 companies supporting BME, we were looking for ways to collaborate in a company-led manner that went further than existing initiatives (exchange meetings, etc.).
- **Contents of support:** We defined what inter-company cooperation should be and what the goal should aim to be through advanced case studies, organised a logic model in inter-company cooperation, and identified and prioritised activities and measures.
- **Effects:** Through the identification and prioritisation of activity measures by companies that support BME, we considered the preparation of requests from companies to be used in the Freedom of Marriage for All lawsuits and the implementation of preliminary surveys. With the increase in news coverage and media exposure related to the litigation, it is assumed that the submission of requests that use the power of companies is more effective in litigation judgements and public opinion formation to attain marriage equality.

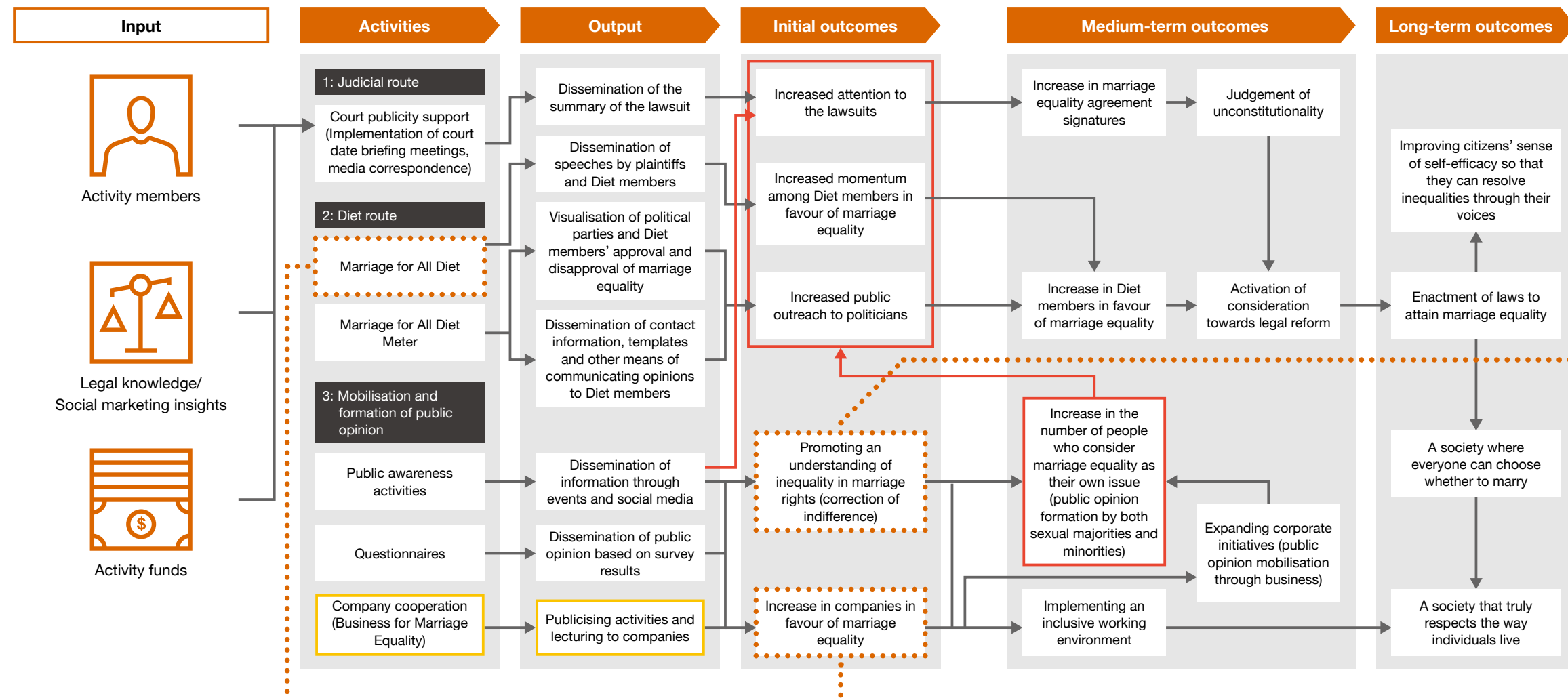
##### (2) Analysis of voter survey data

- **Background:** In order to make Marriage For All Japan's advocacy activities more effective, there was a need to visualise those who are for and against marriage equality, and to grasp a concrete image of the target audience for our activities.
- **Contents of support:** Voter survey data was cross-tabulated by combining the relationship and attributes of those for and against marriage equality, voting parties, frequently used media and other policy thinking. We shared suggestions from aggregated results and promoted understanding of voter trends through discussions.
- **Effects:** Through the analysis of voter survey data and sharing of analysis results, it is now possible to identify more specific targets for information collaboration and advocacy activities among Marriage For All Japan staff. This also led to new action to conduct surveys hosted by Marriage For All Japan.



## Impact visualisation: Logic model

Marriage For All Japan aims to maximise the impact of activities to attain marriage equality by reporting on the future economic impact on Japan where marriage equality is attained, the logic model below, as well as publicising the Marriage for All Diet meter and the voices of same-sex couples.



## Narrative for same-sex couples and marriage equality advocates

Communicating specific information about the various difficulties faced by same-sex couples. We create documentary videos that share the voices of same-sex couples and the people around them, and publish them on the website to disseminate effective narratives.

After living with a same-sex partner for more than ten years, I bought a house in anticipation of our retirement. However, in Japan, same-sex couples can't marry, so I can't leave the house to my partner after I die. I sincerely hope that such problems will be solved before we grow old.

I am a photographer and have photographed more than 2,000 couples at weddings over the years. Of course, they were wonderful couples, but I felt a special bond with a same-sex couple I recently photographed. However, it seems strange that the wedding of these two is not considered legal. I met this couple and learned that they work hard, but they're struggling and having a tough time. If you realise that there are people who feel uncomfortable and are working hard, it won't change unless we raise our voices and take proper action to support them. That's when it really occurred to me.

## Visualisation tool for political parties and Diet members to approve and disapprove of marriage equality

### Marriage for All Diet Meter

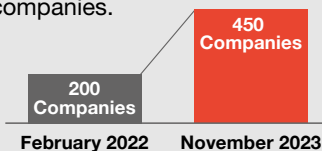
In Japan, where referendums are difficult to conduct, the opinions of political parties and Diet members greatly affect the amendment of the law. At Marriage For All Japan, we identify targets of advocacy activities by voters and promote voting for marriage equality by visualising the opinions of political parties and diet members on marriage equality.

On websites and at events, voters use the Marriage for All Diet Meter to identify Diet members who do not agree on marriage equality, and send letters directly to them to express the need for marriage equality.



## Companies that support BME

As of February 2022, there were 200 companies. However, as of November 2023, the number of companies that support BME has grown rapidly, and now exceeds 450. Our pro-bono program is considering and implementing measures aimed at strengthening collaboration between these companies.



## A word from the person in charge (Sonoko Tsutsumi, Director)



We received pro-bono collaboration from members of PwC Consulting. This included forming corporate networks that support BME and analysing voter survey data. While presenting perspectives that cannot be noticed only by internal members, they also helped to produce concrete results and deliverables that go beyond abstract advice. With the Supreme Court's decision on the Freedom of Marriage for All lawsuit likely to be handed down as early as 2025, the coming year will be a crucial time for our activities. We look forward to using your knowledge and expertise more than ever before.

Public Interest Incorporated Association of Marriage For All Japan Freedom of Marriage For All (became a Public Interest Corporation 27 September 2021)

Established: January 2019  
Address: 4-16-11-208 Minami Aoyama, Minato-ku, Tokyo

URL: <https://www.marriageforall.jp/>  
Representative Director: Makiko Terahara  
Akiyoshi Miwa



## PIECES



### Activity philosophy

**Mission** Mission: Update the mindset of each individual and foster a sense of citizenship in society

**Vision** A future where children are not isolated and friendly connections abound

### What PIECES values most

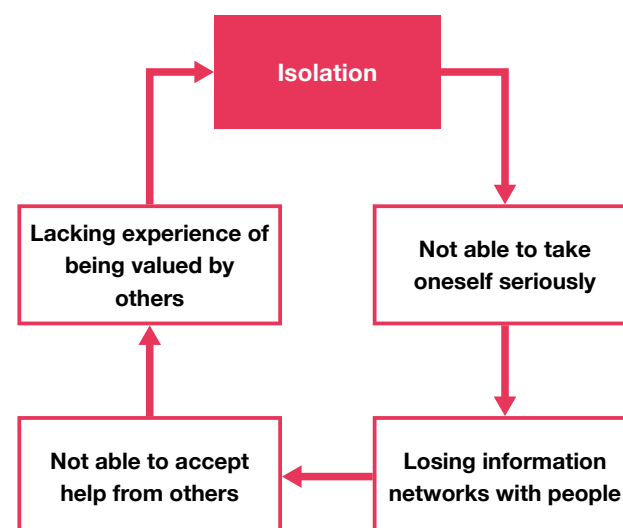
- (1) Act from the heart** (Take action from a positive frame of mind. Our spirit moves from a willingness to take on challenges and focus on output and process even when it seems tedious.)
- (2) Have an open 'we' mindset** (Valuing a sense of empathy without distinguishing between oneself and others. This leads to a focus on the ecosystem as a whole and on the future.)
- (3) Setting aside standard values** (Imagine the backgrounds of other people and your own actions and feelings, and once we have removed preconceived notions, social norms and our own values, we take a closer look.)
- (4) Respect yourself and others** (We respect other people. We do not disparage our own feelings, but put them out there and engage in dialogue. We value even the smallest events and connections.)

### Social issues to be addressed 'Child isolation' – When you can't rely on others and have no one to rely on

The background to poverty, abuse, bullying and other social issues that have emerged in recent years lies in the mental isolation of children. This isolation can occur at home, at school, in the community and in a variety of other settings. It can be caused by a range of factors, including abuse, truancy, poverty and disability. According to a survey by the Cabinet Office, about three in ten children say they feel lonely.

If children become isolated, they will think that there is no point in doing their best and that no one will help them. They lose the desire to play, learn and try new things. If children lose trust in others, even when they have opportunities to connect, they lose the desire to do so, and become even more isolated.

PIECES is working to create a society where this loop of loneliness does not occur, and to increase the number of trustworthy people around children who tend to be isolated, thereby helping them build better lives and improving society as a whole. We also aim to create a safe and secure society in which everyone, no matter what environment they were born and raised in, has relationships with people they can trust and a place where they can feel safe. We want to achieve a society in which everyone can live with dignity and prosperity.



### Project information and activities

- (1) Citizenship cultivation programme: 'Citizenship for Children'**
- (2) Educational activity: 'Cultivate-Citizenship'**
- (3) Operating the 'Piece for Peace' online space for donors only**

#### (1) Citizenship cultivation programme: 'Citizenship for Children'

'Citizenship for Children' is a citizenship-cultivation programme designed to create communities where children are not isolated. The programme began in 2016 and changed to its current content and format in 2019, with the aim of engaging a more diverse range of participants.

Programme participants will explore ways to interact with children through lectures by practitioners and experts, and through dialogues with other participants. Each person will be able to develop his/her own sense of citizenship and act on it, thereby achieving the goal of creating wellbeing for children, themselves and the community.

#### (2) Educational activity: 'Cultivate-Citizenship'

PIECES' educational activity, 'Cultivate-Citizenship', aims to create a society in which the dignity of both children and adults is respected. Through activities such as Children's Rights Month, lectures and policy advocacy

related to children's environments, issues and social situations, we seek to foster a sense of citizenship in the community and society as a whole.

#### (3) Operating the 'Piece for Peace' online space for donors only

We operate 'Piece for Peace', an online space for PIECES' recurring donors to connect with each other and facilitate dialogue. Many donors are also active outside of PIECES

and are involved in other activities, crowdfunding and emergent action in their own communities.

### Support by Strategic Pro-bono Development Program

- (1) Support for management strategy formulation**
- (2) Support for business strategy formulation**

**Background:** PIECES has been raising funds steadily since its establishment, but in contrast to the recent increase in corporate activities for SDGs, etc., support and donations for PIECES have remained sluggish. In the course of dialogues with the organisation, the need to clarify the organisation's significance and activities, and the design of a path (roadmap, milestones, KGI/KPI, etc.) to reach the vision it wants to achieve were identified as the most immediate challenges.

#### (1) Support for management strategy formulation

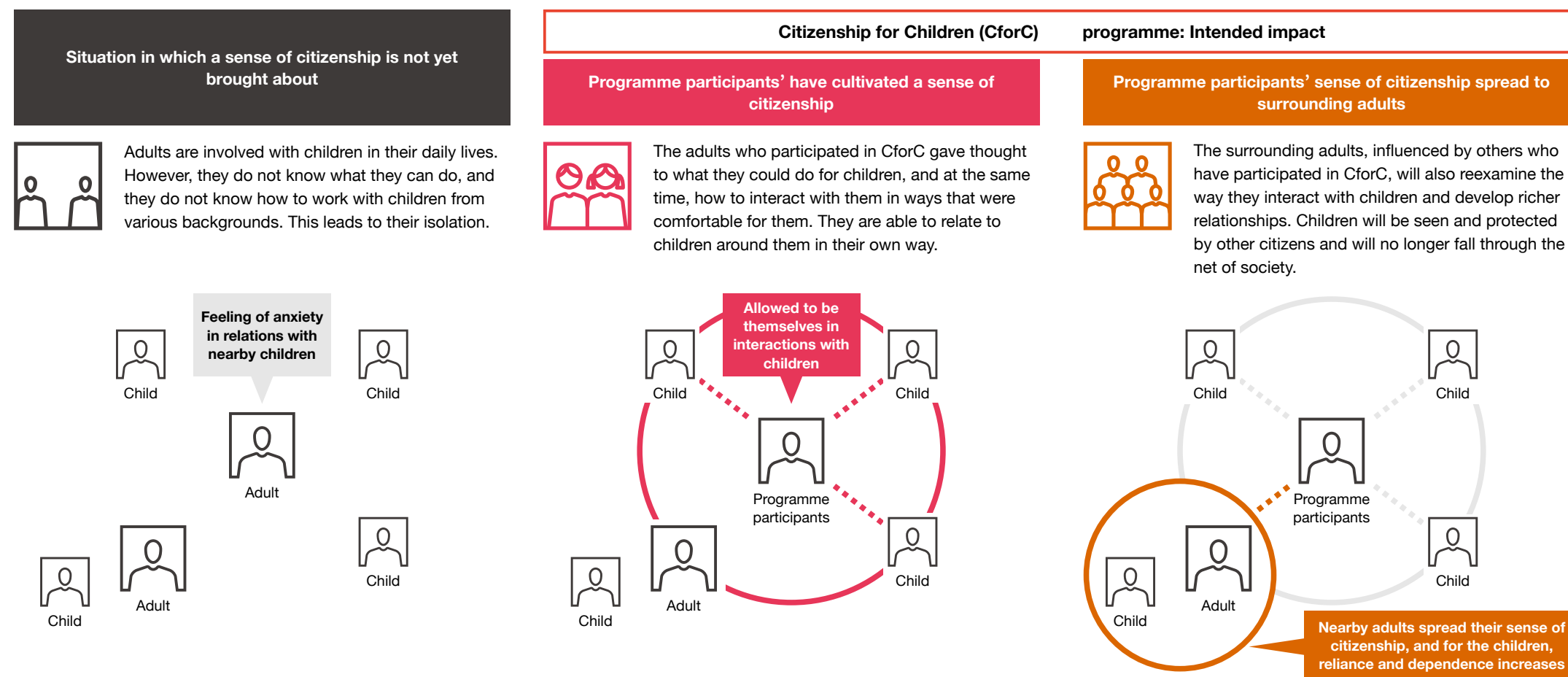
Through dialogues and shared awareness with PIECES, fact research and structuring were conducted on the issue (isolation of children) that the organisation is facing. Based on the structured issues, we reviewed the scenario for telling the story of the organisation's purpose and significance.

#### (2) Support for business strategy formulation

We set KGIs that quantitatively show the vision that PIECES aims for, and examined projects to achieve these KGIs. The projects that emerged from this ideation were prioritised, and the Citizenship for Children Consortium, various business models, KPI and roadmaps were formulated.

### Impact visualisation: Theory of change

PIECES implements a variety of projects. This section focuses on 'Citizenship for Children (CforC)', which was introduced on the previous page. The programme aims to spread the citizenship of its participants to the adults around them, and increase the number of trustworthy people around children.



### Major output/outcomes

- 'Citizenship for Children' programme participants
  - FY2019: 12 persons
  - FY2020: 34 persons
  - FY2021: 64 persons
  - FY2022: 30 persons
- Changes in 'Citizenship for Children' graduates (FY2021)
  - 'I began to think about my own relationship with children.' (81.4%)
  - 'I learned to think more deeply about the backgrounds behind words, actions and behaviours when interacting with children and others, and to engage with them using the imagination.' (74.0%)
  - 'I noticed changes in the way I perceive the words and actions of children and others that I hadn't noticed before.' (59.2%)



### Dissemination of narrative-driven citizenship – A story of a programme graduate

One programme graduate works at a local primary and junior high school in the capacity of a counsellor, which is different from that of a teacher. Before participating in the programme, the graduate had difficulty in understanding how deeply they, as a non-professional, could listen, and what kind of presence they should be for the children. The graduate said that they learned about the concept of citizenship and talked with other participants at the CforC to find their own method of being close to children as 'a person who listens to children's voices without evaluating or judging them'. As a result, the children began to voice their concerns and opinions, such as 'It's hard to tell the teacher, but...' which had a positive impact on the relationship-building process. Furthermore, teachers and staff who were initially sceptical about the presence of counsellors began to rely on them significantly more often. In addition, some teachers began to reconsider their daily relationships with children because of the 'listening to children's voices' attitude of the graduate. In this way, a sense of citizenship and methods for relating to children fostered through CforC have influenced not only the children, but also the attitudes of the adults around them.

### A word from the person in charge (Yoshimichi Sai, Director and Secretary-General)



We believe that our activities are not a linear approach to solving problems. Instead, they are an effort to enrich the foundation of society by transforming the perspectives and attitudes of each and every citizen, so that problems themselves are less likely to arise. However, we had been struggling to formulate a medium- to long-term strategy and a roadmap that would connect the distant future with our immediate activities. This is precisely where PwC Consulting helped us. What was particularly memorable about this process was everyone's tenacity and warmth! When we were in a situation that was vague and difficult to verbalise, they did not rush to get an answer, but continued to accompany us while breaking down the issues. Even when we almost lost sight of the way out, they continued to empower us with warm words. This is still a small effort, but we hope to make use of the results and experience gained from this event for future development.

#### PIECES

Established: June 2016  
Address: Hongo K&K Bldg. 5F, 3-30-10, Hongo,  
Bunkyo-ku, Tokyo

URL: <https://www.pieces.tokyo/>  
Representative Director: Ibuki Ozawa





Fairtrade Label Japan



Activity philosophy

**Vision** A world in which Fairtrade eliminates poverty, enables producers to realise sustainable livelihoods and allows them to shape their own futures.

**Mission** To reform the awareness of companies, citizens and governments, to spread the Fairtrade philosophy and to establish a fairer trade structure so that producers in developing countries can overcome poverty and improve their lives by themselves through the Fairtrade label movement.

Value

- (1) **Respect all** (Treat everyone fairly, respect others’ backgrounds and values, and act in a considerate and respectful manner.)
- (2) **Hope & Believe** (We strongly believe in the power of Fairtrade to change society, and in the power of ourselves and our friends to create a better future with pride.)
- (3) **Fun → Fan** (If it isn’t fun, it won’t catch on! We always remember to have fun and enjoy ourselves, and we always remember to bring fun to others. We will continue to change society by increasing the number of ‘fans’ together.)
- (4) **To Go Far, Go Together** (We will achieve great social change because we care about people around the world who care about each other, and because we all—both external partners and internal stakeholders—work together.)
- (5) **Challenge & Strategy** (We will steadily change the future as strategic professionals while always taking on challenges one step ahead with passion.)

**Social issues to be addressed:** Producers’ harsh working conditions and environmental destruction latent in unfair and unjust trade

The products we buy at retail outlets every day involve a wide variety of stakeholders, from producers to sellers. In the process of getting products to consumers, various social issues may arise.

For example, cacao, the main ingredient in chocolate, is mainly produced in the West African countries of Ghana and Côte d’Ivoire. The cacao produced in these regions accounts for 60% of the world’s total supply. Ghana and Côte d’Ivoire, however, have about 1.56 million children working as child labourers. Côte d’Ivoire is also facing serious challenges, as tropical rainforests that once covered 25% of the country’s land area have been reduced to less than 4%.

Underlying this current situation is the inequality that besets cacao producers and environmental change. Many cacao producers are small-scale farmers, and the purchase price of cacao beans is kept low, making it difficult for cacao producers to escape from the cycle of poverty. In such circumstances, children are forced to become workers and cannot attend school. In addition, the age of cacao trees continues to increase and the impact of climate change is accelerating the decline in yields. Therefore, farmers try to increase production, even if just a little, to make the cacao harvest more profitable. This is causing further global warming in the region.

The producers and workers of products essential to our lives, such as coffee, sugar, bananas, tea, cotton, etc., are also suffering from the inequality and vulnerability caused by the above-mentioned trade system. This system also affects the environment and the health of the producers themselves. In order to continue fair and sustainable production, the traditional trade system needs to be improved.



Source: Fairtrade Label Japan (©Francis Kokoroko)

What is Fairtrade?

Fairtrade means doing business/trading at fair and appropriate prices. In normal trade, the lack of market price information and choices of where to sell their products leads to small-scale producers being vulnerable to underbidding. This causes lower standards of living, the use of child labour to reduce costs, and environmental destruction and health hazards due to excessive use of pesticides. Fairtrade, on the other hand, supports sustainable production and livelihood improvement by trading products produced with consideration for people and the environment, at fair prices. Fairtrade can contribute to fair price guarantees: payment of premiums\*, prohibition of child labour and environmentally friendly production.

What are ‘Fairtrade Standards’?

These are standards for all aspects of Fairtrade set by the Fairtrade International. Products judged to meet the standards bear the FAIRTRADE Marks.

Principles of international Fairtrade Standards

- Economic standards
  - Fairtrade minimum price guarantees
  - Fairtrade premium payments
  - Encouragement of long-term dealing
  - Prepayment, etc., as necessary
- Societal standards
  - Safe working conditions
  - Democratic management
  - Prohibition of discrimination
  - Prohibition of child labour, forced labour, etc.
- Environmental standards
  - Reduction and appropriate use of agrochemicals
  - Encouragement of organic farming
  - Preservation of soil, water and life diversity
  - Prohibition of genetically modified products

Fairtrade Label Japan is the Japanese member organisation of Fairtrade International, the global organisation that administers Fairtrade labelling certification. Fairtrade Label Japan is the only certification body in Japan.



The FAIRTRADE Marks ►

Project activity: (1) Licensing and certification (2) Public awareness and advocacy

(1) Licensing and certification

The certification business audits the compliance of importers, manufacturers and wholesalers with international Fairtrade certification, and grants and manages the certifications. The licensing business manages and supports licensing so that companies can properly communicate their Fairtrade initiatives to consumers by affixing the international Fairtrade label to their products. The licensing business also conducts sales promotion of Fairtrade products, as well as promoting inter-company relations, to increase the number of participating companies.

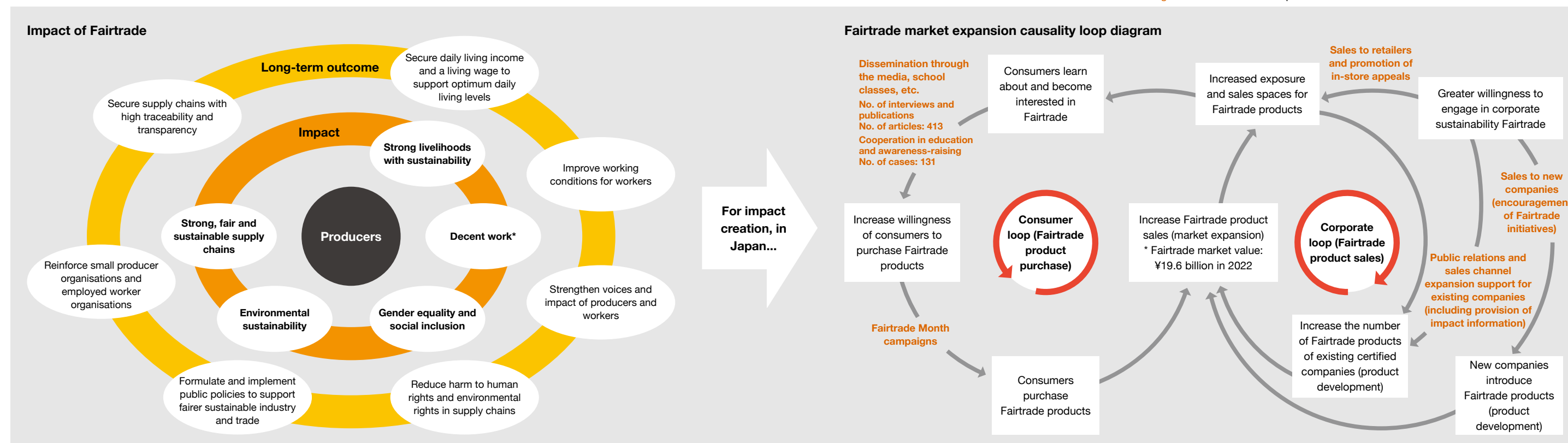
(2) Public awareness and advocacy

Fairtrade Label Japan conducts advocacy activity vis-à-vis consumers, corporations and the government in order to raise awareness of Fairtrade in the Japanese market. In May, as Fairtrade Month, the Million Action Campaign, an awareness campaign for collective impact, is held in collaboration with industry, government, academia and NPOs. In addition, throughout the year, Fairtrade Label Japan transmits information to consumers and children via our public awareness business and the media. Increasing Fairtrade consumption in the future will lead to resolving issues faced by developing countries.

\* Premiums (Fairtrade premiums) are funds paid to producers for the purpose of economic, social and environmental development. The producers themselves can decide how to use the funds.

## Impact visualisation: Theory of Change loop diagram of causation

To resolve social, economic and environmental issues via Fairtrade, Fairtrade Label Japan conducts activities seeking to expand the Fairtrade market.



## Strategic Pro-bono Development Program support content

- (1) Impact visualisation and quantification in Fairtrade premium products
- (2) Support for business strategy formulation

**Background:** While Fairtrade is well known among the younger generation in Japan, the size of the Fairtrade market in Japan as a whole is smaller than in other countries. The challenge is to further expand the awareness of Fairtrade among both companies and consumers.

(1) Impact visualisation and quantification in Fairtrade premium products

- **Support content:** In order for Fairtrade-certified companies to more effectively communicate the significance of Fairtrade to their customers, we studied the logic of quantifying and visualising the impact of Fairtrade certification. We also created a guide for the use of 'Fairlens', Fairtrade International's database, which the organisation had not previously been able to utilise.
- **Effectiveness:** Because a guide for using the database was created and shared, the organisation has continued to consider visualising the impact even after support has ended. Continuous impact creation has been achieved.

(2) Support for business strategy formulation

- **Support content:** To identify companies focusing sales efforts based on Fairtrade certification and clarified approach methods, as well as to streamline new sales efforts, we created sales materials corresponding to customer categories and sales stages.
- **Effectiveness:** Sales materials totalling approximately 130 pages were created, contributing to reducing staff workloads and greater efficiency. In addition, by creating materials tailored to customer categories and sales stages, the resulting patterns improved the success rate of new customer acquisition.

## A word from the representative (Maiko Shiozaki, Secretary-General)



We have received great support from the PwC Consulting team. Fairtrade in Japan has not expanded as much as in Europe and the US, but with corporations and consumer conduct changing the market, it has drawn a great deal of discussion. It was a big step forward for us to be able to use the database to visualise the social impact of Fairtrade, which many companies involved in Fairtrade have been asking us to do. In order to expand the market, it is essential to increase the number of new companies involved in Fairtrade, and the fact that we have strengthened our sales materials will be a major strength in our arsenal for a long time to come. The PwC Consulting team has been a great help to us as we have faced many challenges in recent years, such as the limited number of people in our organisation and the rapidly growing interest in sustainability and opportunities to expand the Fairtrade market. Many NPOs and NGOs in Japan, like our organisation, are at a critical juncture in their expansion, and we believe that pro-bono support will be a major factor in changing the future.

## Fairtrade Label Japan

Established: February 2004  
Address: Eishu Tokyo Bldg. 3F, 11-6, Nihonbashi  
Tomizawa-cho, Chuo-ku, Tokyo

URL: <https://www.fairtrade-jp.org/>  
Chairman: Kazuo Horiki





# 4. Development of future activities

During the creation of the FY2022 report, we heard realistic stories from a variety of viewpoints through interviews with organisations and discussion meetings with their representative directors. Based on that experience, we decided to make the following four commitments as future Strategic Pro-bono Development Program activities.

- 1. To attempt the measurement and management of social impacts that will be beneficial to stakeholders involved in solving issues.
- 2. To contribute to the strengthening of engagement between the social sector and social impact investors and donors towards the financial bolstering of NPOs.
- 3. To serve as a conduit between the social sector and the business and public sector. Through that process, advance the program’s activities themselves and equip ourselves with practical skills to deal with even more difficult issues.
- 4. To contribute to improving the position of the social sector and the status of its workers. Aim for a situation in which they are regarded as being on the same level as the business sector.

In this report, we have delved particularly deeply concerning 1. above, the measurement and management of social impact. There are a great many objectives in increasing the visibility of social impact. Specifically, the procurement of funding and bringing together like-minded people through external communications of organisations can be cited. There was also the creation of a common purpose through clarification within organisations of their vision, and clarification of directions and methods to attain that vision. This is an extremely important point.

In the course of talking to many types of organisations, we also heard the opinion that ‘It is not possible to sufficiently get across the passion of our organisation merely through logic models.’ Without a doubt, when clarifying an organisation’s unique atmosphere, passion and mission, there is a danger that these important matters can become abstract. On the other hand, we need to carry on being involved with the social impact investment market of the future and examine the development of cooperation with large numbers of stakeholders. This requires sorting and communicating the relationships of activities and creatable impacts based on securing objectivity and theoretic logic. Through these efforts, the understanding of others can sometimes be gained. This is why there is a vital significance in visualising the social impact.

The responses we received from the organisations that we previously introduced included comments such as ‘Since the path to achieving our vision was clarified and shown with reasonable logic, it became a tool for achieving a unity of purpose among the stakeholders around our organisation,’ and ‘We were able to use the logic model created as a basis for project plans to develop individual projects.’ On the other hand, however, there were also comments such as ‘Our vision cannot be expressed in a logic model created with lines,’ and ‘We are finding it very difficult to disseminate the created model within the organisation.’ We too felt that with regard to impact measurement and management, we would like to deepen what we learned over that year and search for ways to

become more helpful to organisations. Subsequently, we have now realised that it is important to examine and select appropriate methods to illustrate social impact while considering the particular characteristics of each organisation. Furthermore, instead of only using logic models, we have attempted to visualise social impact using appropriate models responding to issue awareness and aimed at the impact strategy formulation of each organisation.

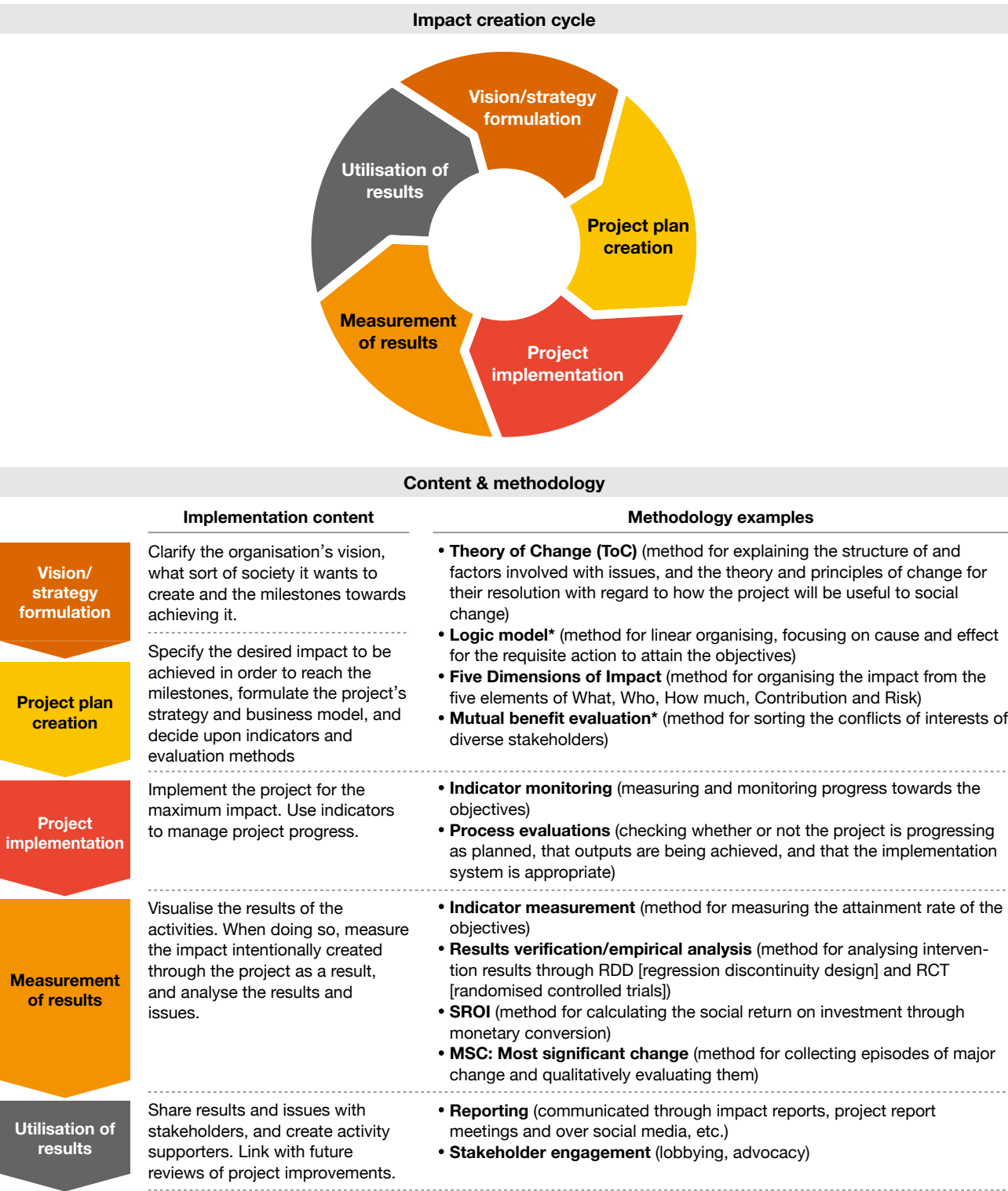
- Theory of Problem: This is used for organisations that want to show the background of the issues they are confronting. For example, shortly after its establishment, the Japan Reskilling Initiative sorted social issues and clarified the need for reskilling because the social significance of the issues it deals with had not been recognised by society.
- Theory of Change (ToC): This is used for organisations that wish to show what a society in which their issues are solved would be like and the path to approach it. For example, in the case of PIECES, the ToC was adopted because they had a vision in which people who children can trust and rely on will increase by engendering a sense of citizenship in adults through a lecture and dialogue-based program and then spreading this to other people. And with regard to the content of their activities, a narrative was expressed in which the discovery of a sense of citizenship amongst individual people would rescue children from feelings of loneliness.
- Logic model: This is used for organisations where, although the background of the issues they confront and the path to their future vision is already clear, they want to show a medium-term activity plan and project plan. For example, since the goals they wished to obtain and activities to reach them were already clear for Marriage for All Japan, we implemented a linkage of their activities and goals through a logic model. Continuing from the previous year, we conducted an impact measurement and checked the changes over time, showed that the impact of their activities was expanding and visualised the way they are drawing close to their organisational goals.

With regard to the ideal manner of impact measurement and management, all sorts of discussions are underway in Japan, not only in the social sector but also among the private sector. This includes medium-to-small-sized businesses and major corporations, as well as social IPOs and public interest corporations. We will continue to stand close to the main entities working in places where social issues are solved. Furthermore, we will deepen our examinations of how impact measurement and management can be utilised in the realisation of social issues and the visions of organisations, as well as towards cross-sectional social issue resolution.

In order to achieve a world in which the resolution of social issues accelerates at a faster pace, it is essential that not only do existing social and public sector organisations such as NPOs tackle the various problems, but that advances deriving from multi-sectoral collaboration including businesses are also made.

While supporting efforts aimed at solving social problems arising from the business side, we at PwC Consulting will enthusiastically use the relations cultivated through our pro-bono activities and the knowledge nurtured therein to lead and advance as a conduit linking to the social sector.

## For reference: Impact measurement and management steps

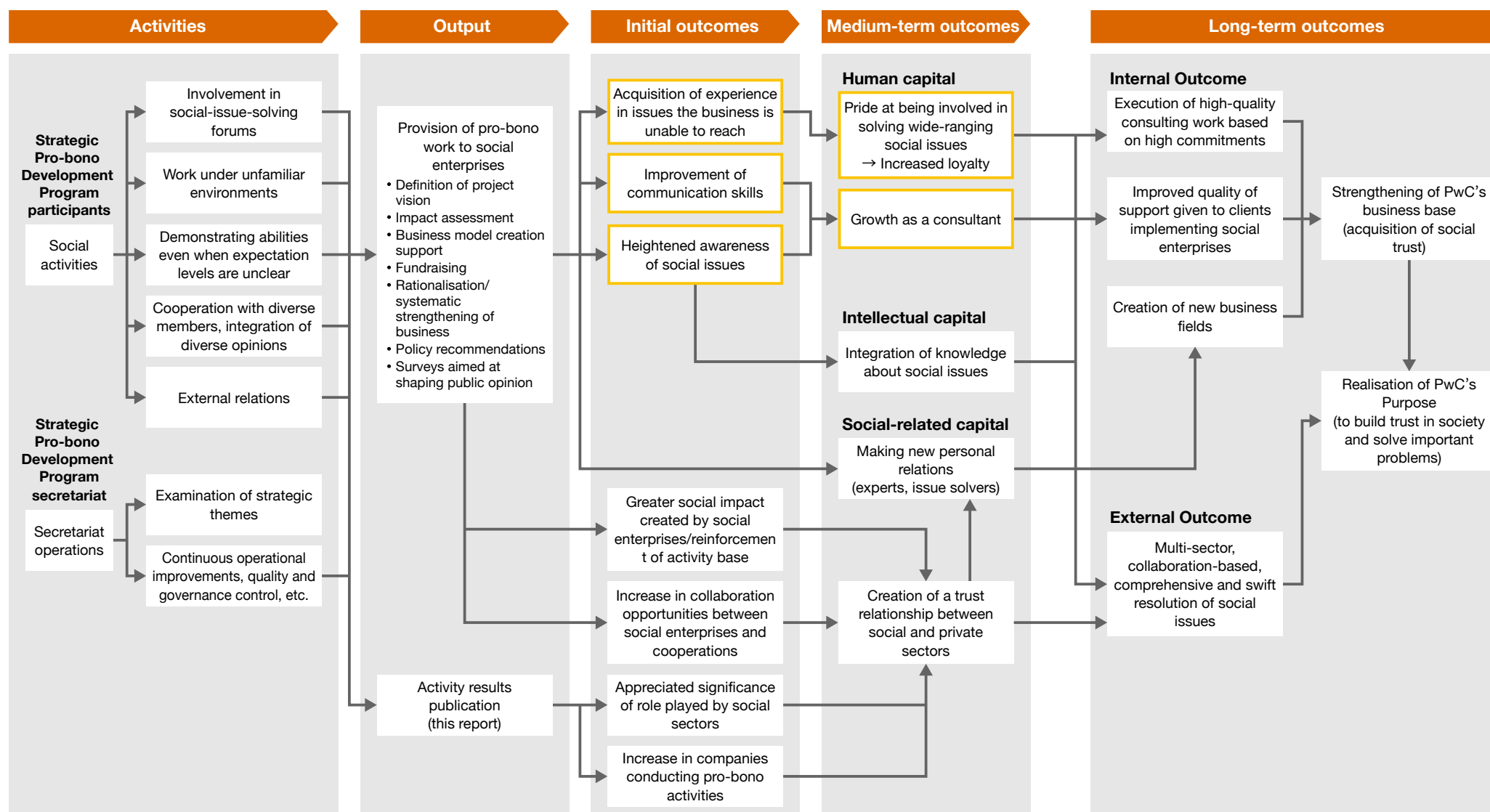


\*Logic models and mutual benefit evaluations are created during plan construction, and are also used in monitoring during project implementation and results measurements.  
Source: Survey commissioned regarding a review of the Public Service Corporation System: Collected Case Studies on Impact Measurement and Management (produced by PwC as a commission from the Cabinet Office)  
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## 5. Significance of the Strategic Pro-bono Development Program activities

Strategic Pro-bono Development Program activity logic model



Main output/outcome

### Output (as of November 2023)

- Supported organisations: 33
- Supported projects: 59
- Participant members (cumulative total): Over 362

### Envisaged outcomes

- Improvement in employee engagement
- Number of employees feeling proud to be PwC members because of the Strategic Pro-bono Development Program activities
- Increase in people wishing to join PwC Consulting arising from the Strategic Pro-bono Development Program activities
- Relations newly acquired by the PwC Japan Group
- Number of projects creating a high impact through multi-stakeholder collaborations

### Initial outcomes: Heightened awareness of social issues

- Percentage of those seeing social issues in a self-directed manner  
36.5% (December 2020) → 45.0% (June 2023)
- Percentage of people starting to take action on social issues  
26.8% (December 2020) → 32.7% (June 2023)

(Detailed on page 31. Results of a questionnaire posed to all PwC Consulting employees. Includes results from various separately implemented measures, such as the knowledge sharing program on social issues [Social Transformation Program (SXP)].)



### The vision Strategic Pro-bono Development Program activities aim to achieve

The Strategic Pro-bono Development Program activities introduced in this report were launched in 2017. In addition to providing pro-bono work to the social sector, we have provided opportunities for PwC Consulting employees to become involved in social issues.

Through these activities, it is clear that our employees have found a sense of fulfilment in their work, gained pride in PwC Consulting and made friends. Engagement has also improved. Improving the engagement of employees ties in with the execution of high-quality consulting work based on a high level of commitment. Moreover, the improvement of work quality ties in with the boosting of customer satisfaction rates and winning the trust of society while reinforcing PwC's business base. We perceive this as being the outcome of the activities.

In addition, we recirculate the knowledge and knowhow between our pro-bono activities and consulting business with the aim of creating a synergy that jointly heightens both.

During FY2023, we were able to create cases that actually generated this synergy. We acquired a variety of knowledge and perspectives from a number of stakeholders through pro-bono work provided to the staff of an organisation that deals with supporting children living in poverty. Moreover, we were vitalised by learning how we should use our consulting framework for this issue and how we should compensate for the inadequacies of the framework. We were able to maximise this in the services we provide to central government ministries, agencies and municipalities. This gave us a huge sense of achievement.

Furthermore, we are gradually becoming able to make returns to our own main business of consulting through interviews with the organisations aided during our pro-bono activities and collaborating as experts. In addition to this, we have strengthened relationships with client companies through the aided organisations (matching organisations with companies that want to use the knowledge and connections that these organisations have). Also, movement towards the acquisition of actual consulting projects is accelerating. Moreover, we are

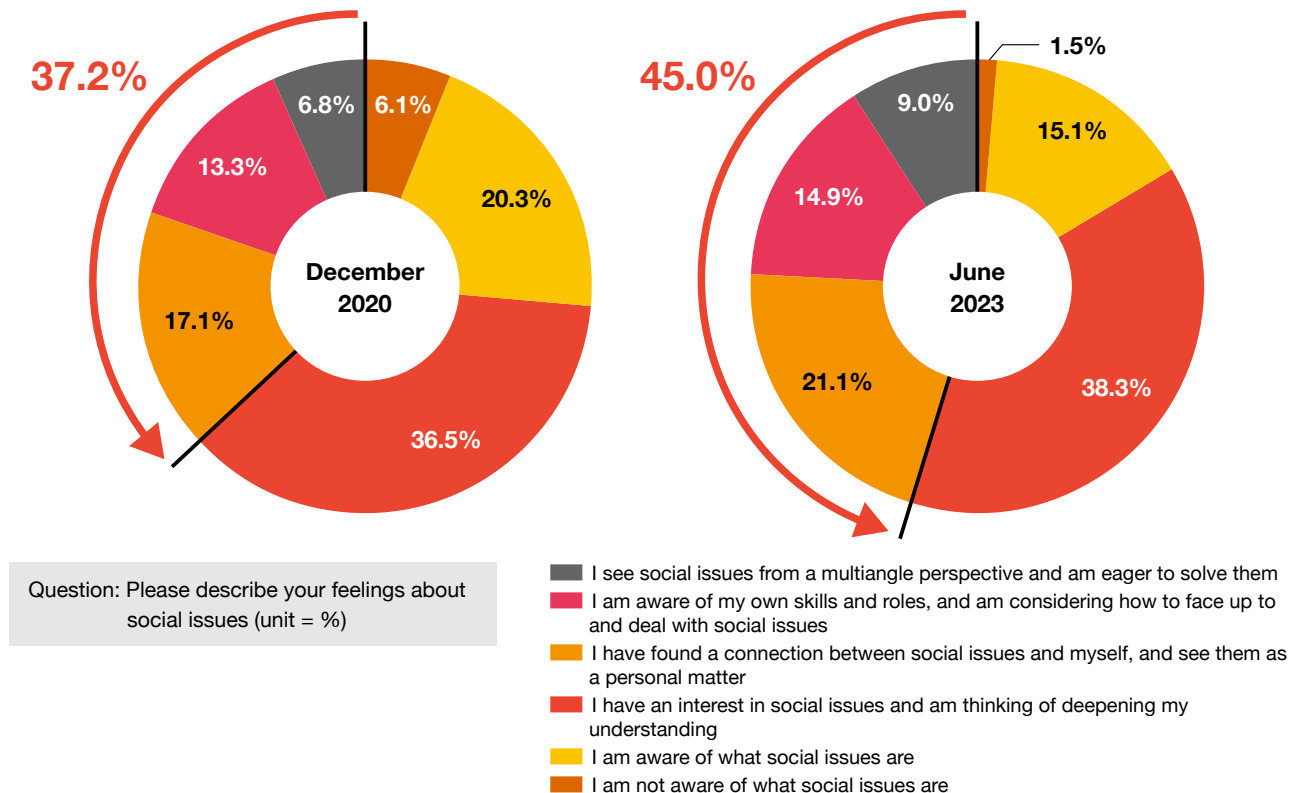
being regularly requested to implement seminars and dispatch professionals by external organisations that have seen PwC's social contribution activities, including our program's efforts.

Our activities are also being encouraged by the fact that we are receiving requests about pro-bono secretariat functions and sharing pro-bono work knowhow from companies that read the FY2022 report. As the logical thinking that is the backbone of consultancy work is helpful in the resolution of various diverse issues, many think that it is highly compatible with pro-bono work; however, logical thinking is not the only skill required. Just as any company has a purpose or business creed that intricately ties it in with society, in places where there are social issues that have not yet been solved, the company's services and products still offer latent possibilities for making considerable contributions. With regard to the program's activities as well, aiming at the next term, we at PwC are looking to vitalise not only our independent pro-bono activities, but also our collaborations with other companies and organisations.

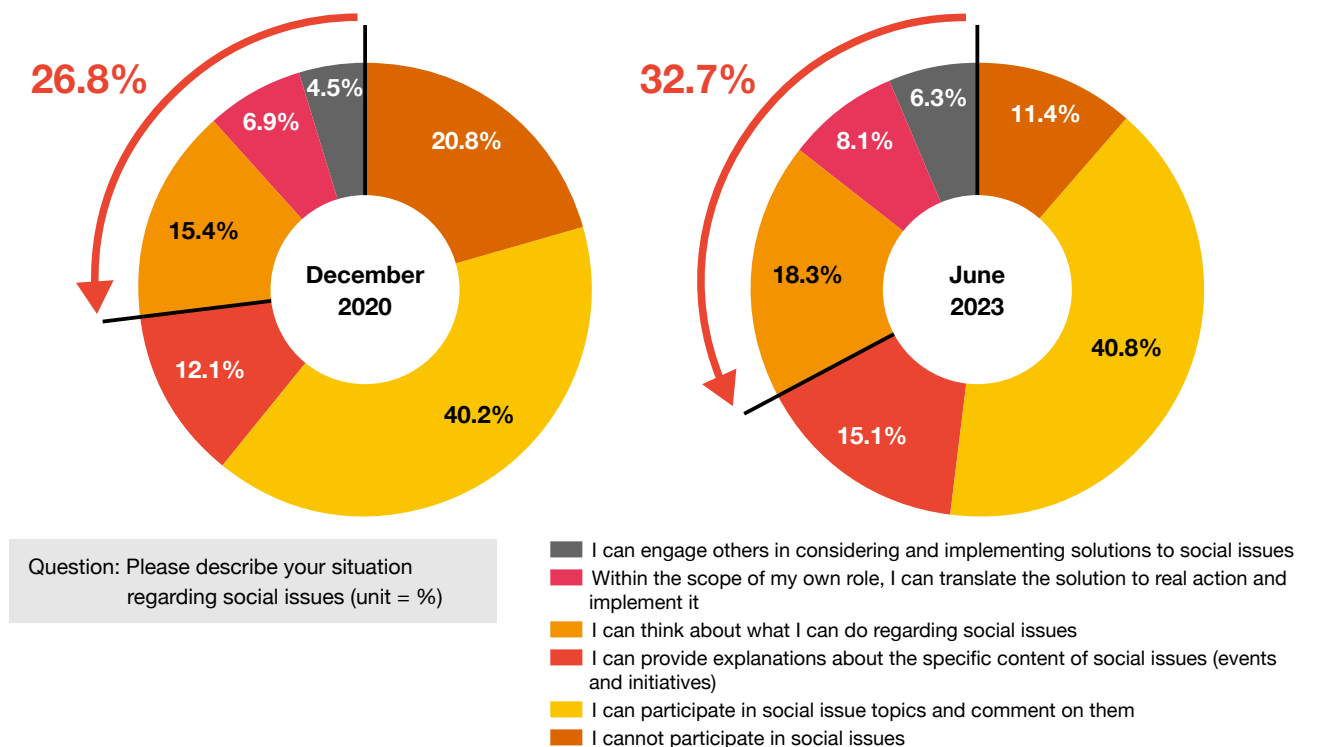
In order to bolster the outcomes created through the logic model of the above-mentioned activities, we also put a great deal of effort into the steady work of internal educational activities on a daily basis. We promote a corporate culture in which colleagues share opinions with each other, think together and consider how best we can solve issues. Furthermore, we place an emphasis on endowing observational skills regarding what other people are thinking and feeling, and honing the skill of perceiving what is occurring around as if it is our personal business. As a result, in the midst of a number of factors, we have observed a steady heightening within the company of awareness about social issues and an increase in the number of people starting to take action about these issues (refer to the diagram to the right). Thinking with an attitude of attempting to be independently involved in issues heightens the quality of improvement measures. It is an extremely important element in helping PwC become 'a trusted partner'.



Percentage of those seeing social issues in a self-directed manner



Percentage of people starting to take action on social issues



\*Results of questionnaires posed to all PwC Consulting employees in 2020 (1,354 respondents) and 2023 (819 respondents)



# 6. Editorial afterword

We have now reached the 12th term of this programme that was launched in 2017. Within our PwC Japan Group, which also pursues a social purpose, the programme is positioned as an important activity. The first edition of this report was published in 2022, and this report represents the second edition. Over the past year, the circumstances surrounding society have once again greatly changed. Rising geopolitical tensions, the balance between responding to climate change and economic stability, how we can respect diverse sets of values including gender identity—not a day goes by in which we do not think about the ideal shape of our society. It is impossible for anyone to singlehandedly resolve these issues that are becoming ever more complex and wide-ranging, and there is a need for us to equip ourselves with an even greater ability to collaborate.

There are members of PwC Japan Group who would like to enthusiastically involve themselves in pro-bono activities, internal education activities and policy recommendation activities. There are also systems that openly recognise the involvement of staff in these sorts

of activities during their working hours. These sorts of systems make PwC a unique presence while simultaneously nurturing amongst employees a stance in which they see what is happening in society and these issues as a personal matter, and independently pursue initiatives. As a result, firm connection points between companies and society will be created.

Society is changing at a dizzying pace. In this era in which what was once common sense is being shaken, it is essential that stakeholders join hands beyond sectoral borders and equip themselves with the methodology to resolve issues. Those of us working on the SII are pushing ahead with initiatives for the creation of a collective impact. For a future in which multi-sectoral collaboration is promoted and social issues are solved, we hope to continue to perform the role of linking together societal relations and networks.

PwC Consulting LLC  
SII Lead Partner  
Takayuki Miyagi



# Contacts

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<https://www.pwc.com/jp/en/contact.html>



## PwC Consulting LLC

### Social Impact Initiative

<https://www.pwc.com/jp/ja/services/consulting/social-impact-initiative.html>

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**[www.pwc.com/jp/en](http://www.pwc.com/jp/en)**

The PwC Japan Group is a collective name for the member firms of the PwC global network in Japan and their affiliates. Each firm within the PwC Japan Group conducts its business as a separate, independent business entity.

In response to our clients' increasingly complex and diverse corporate management issues, the PwC Japan Group has put in place a system that consolidates our knowledge in the fields of auditing and broader assurance services, consulting, deal advisory, tax and legal services, and encourages organic collaboration among our professionals in each field. As a professional services network with approximately 11,500 certified public accountants, tax accountants, lawyers and other professional staff, we strive to provide services that more accurately address our clients' needs.

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 151 countries with nearly 364,000 people who are committed to delivering quality in assurance, advisory and tax services.

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