

2014-8-5

Foreign Press Center

**Empowerment of Women in the Workforce
as a Management Goal for Japanese Companies**

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Overview

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Why is Empowering Women Necessary?

Current situation in Japan, effects on business

2

Measures to Promote Participation by Women

- (1) Shift in support for reconciling work and childcare
- (2) Reform work style to improve work-life balance
- (3) Positive action for training and promotion of women

3

Japanese Companies Taking Action

1. Why is Empowering Women Necessary?

Speech on Growth Strategy by PM Abe (April 19, 2013) (Summary)

Women are our most underutilized human resources at present.

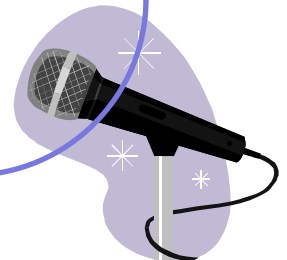
Active participation by women forms the core of my Growth Strategy.

My Strategy features the major goal of "having no less than 30 per cent of leadership positions in all areas of society filled by women by 2020."

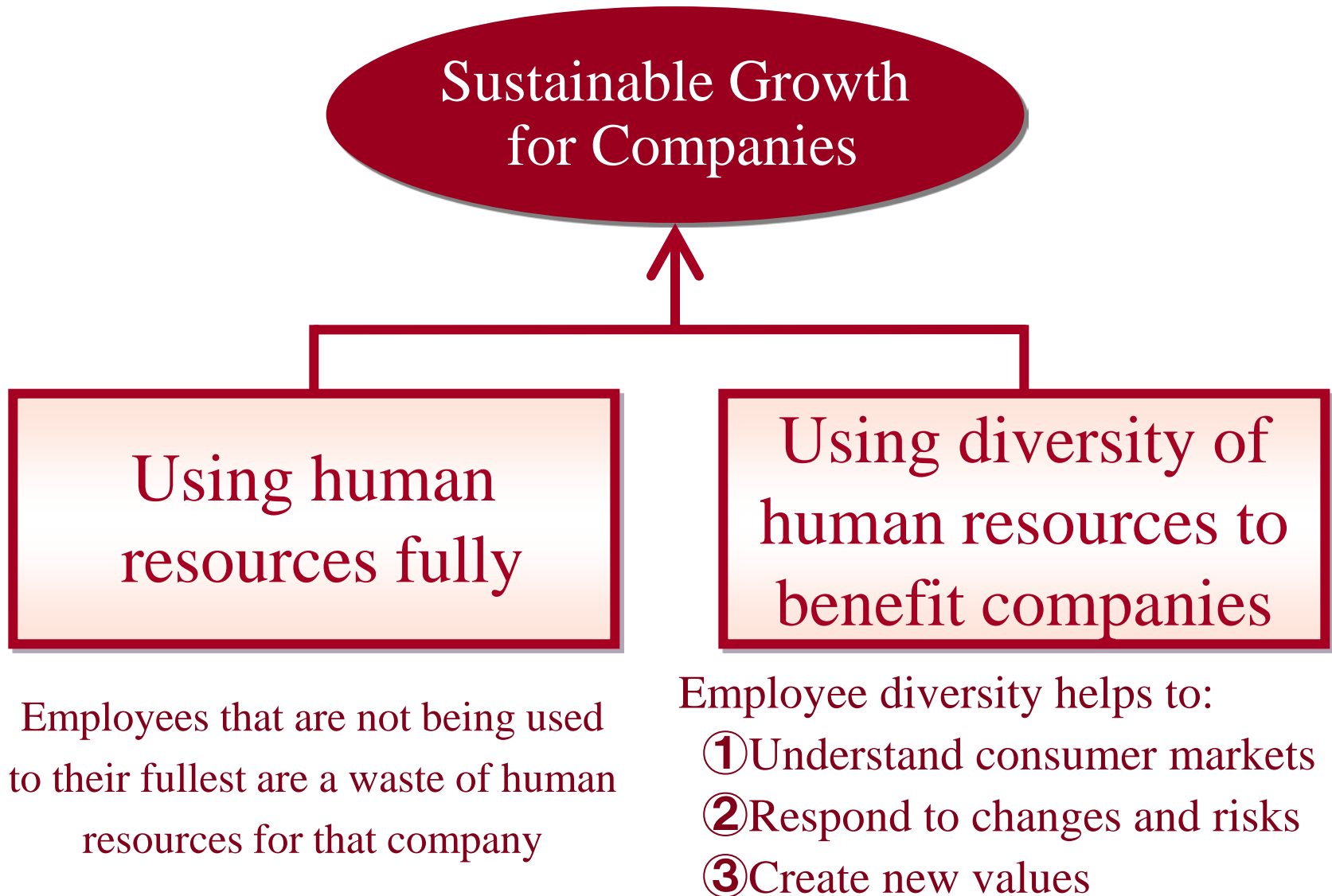
I made a request to the Three Economic Associations, saying, "I would like for all listed companies proactively to appoint women to executive and managerial positions. First of all, I would like them to appoint at least one female as an executive officer."

The reality is that a large number of women are still faced with choosing between raising a child or keeping a job.

The Plan to Accelerate the Elimination of Childcare Waiting Lists, Support for Return to Work after Three Years of Being Close to Children at Home, and Assistance for Re-entering the Workforce and for Starting Businesses after Raising a Child will be implemented.



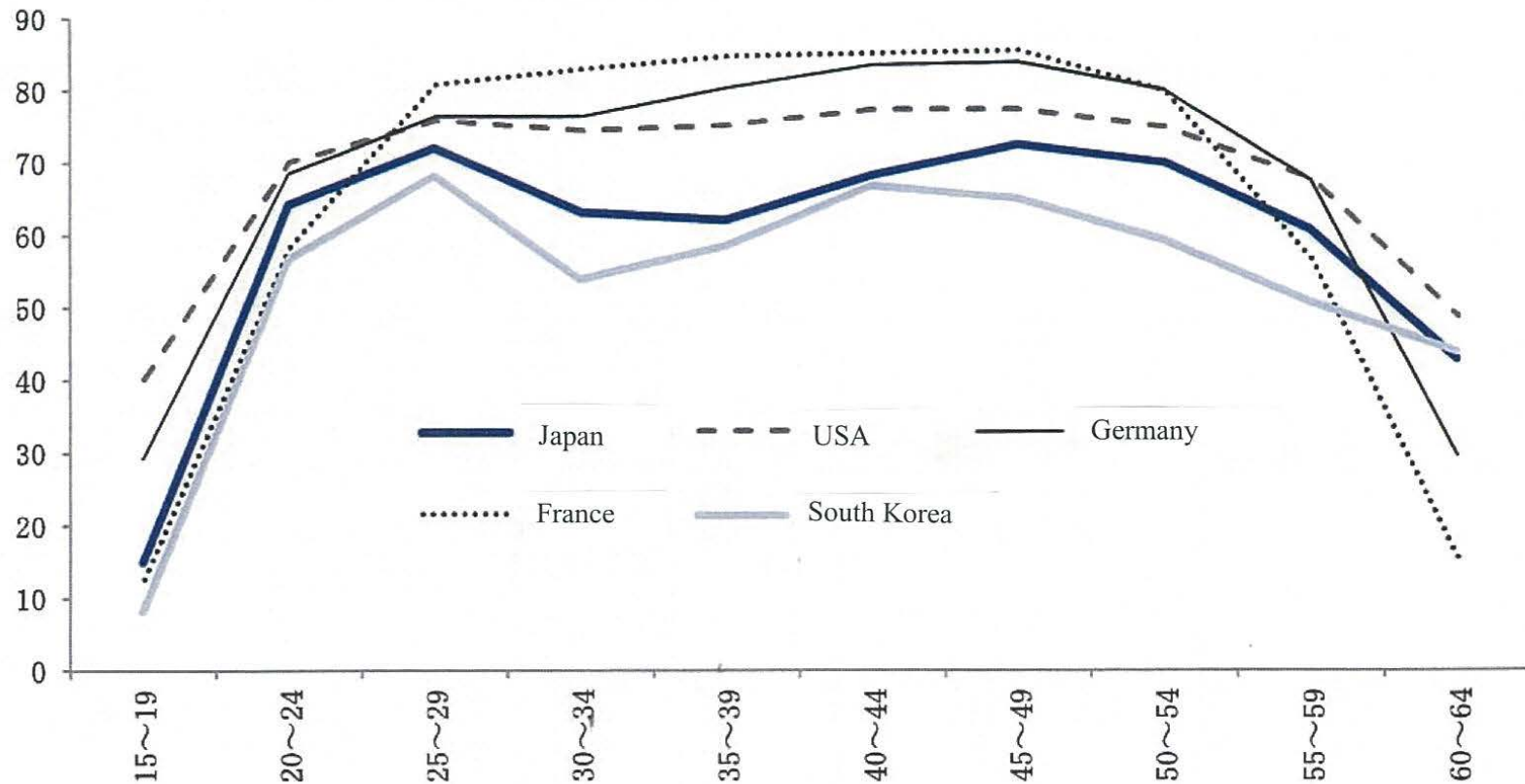
Why It Is Necessary to Empower Women



Employment Rate of Women by Age (International Comparison)

The M curve for Japan (and South Korea) remain unique among developed countries

Employment rate of women by age for different countries (2008), %

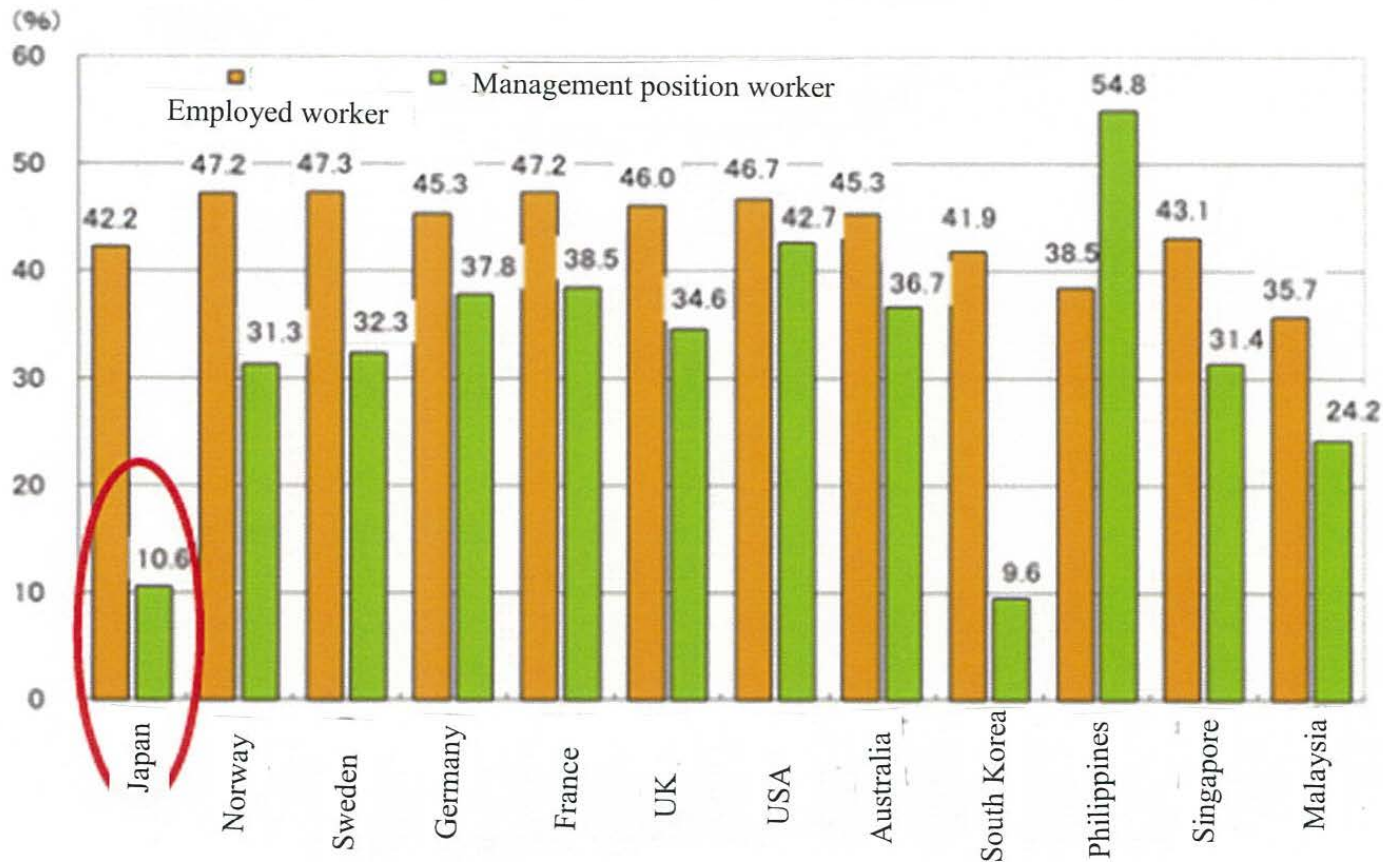


Sources: OECD database "LFS by sex and age" (November, 2009), MHLW.

Percentage of Women in Management Positions (International)

Employment Area

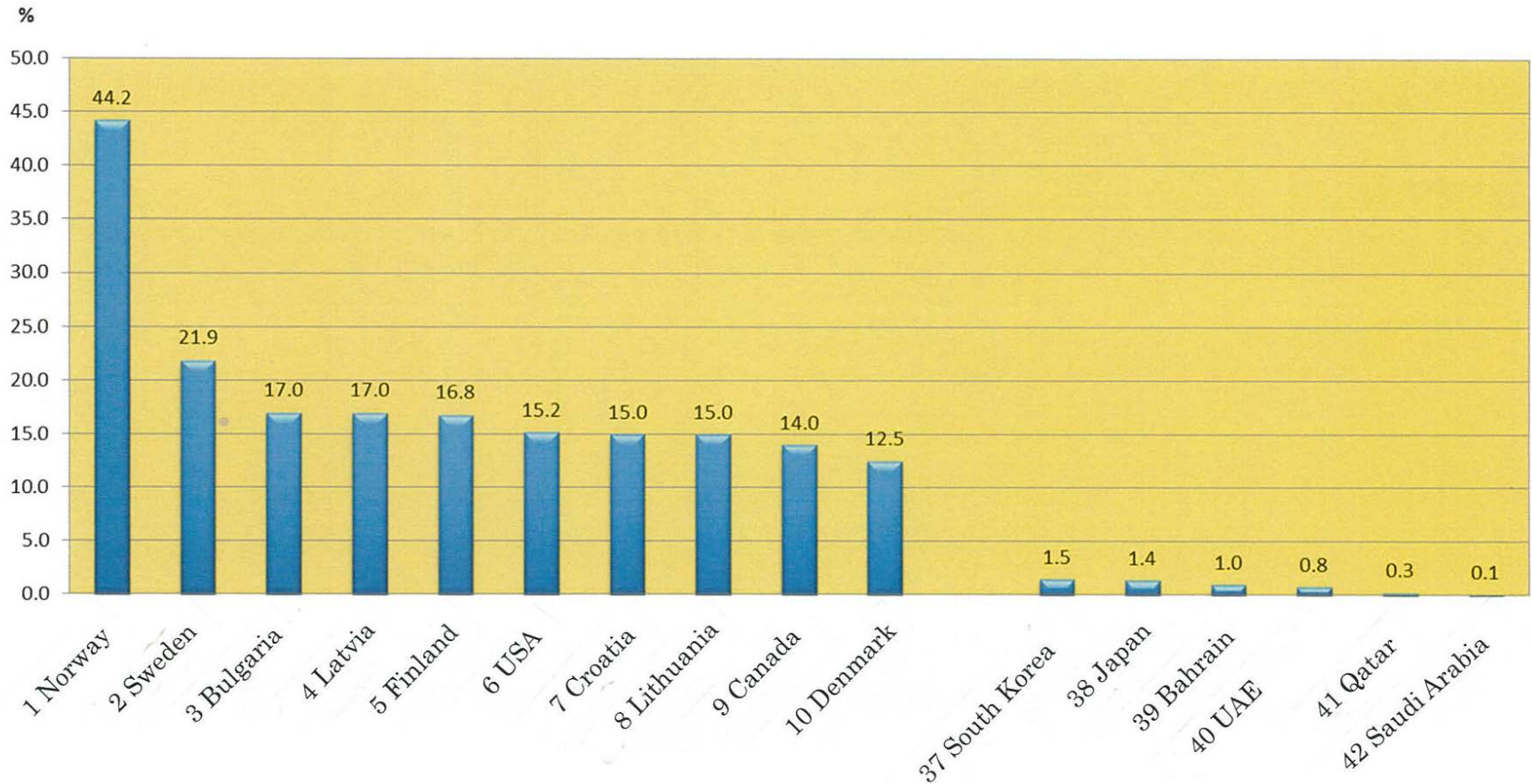
The ratio of women in management positions compared to the ratio of women employed is low when compared internationally.



(Notes) 1. Data for Japan was made using the MIC Labor Force Survey (2010), other countries used the ILO LABORSTA.

2. Data from 2010 is used for Japan, and 2008 data for other countries. 3. The definition of management position workers varies by country.

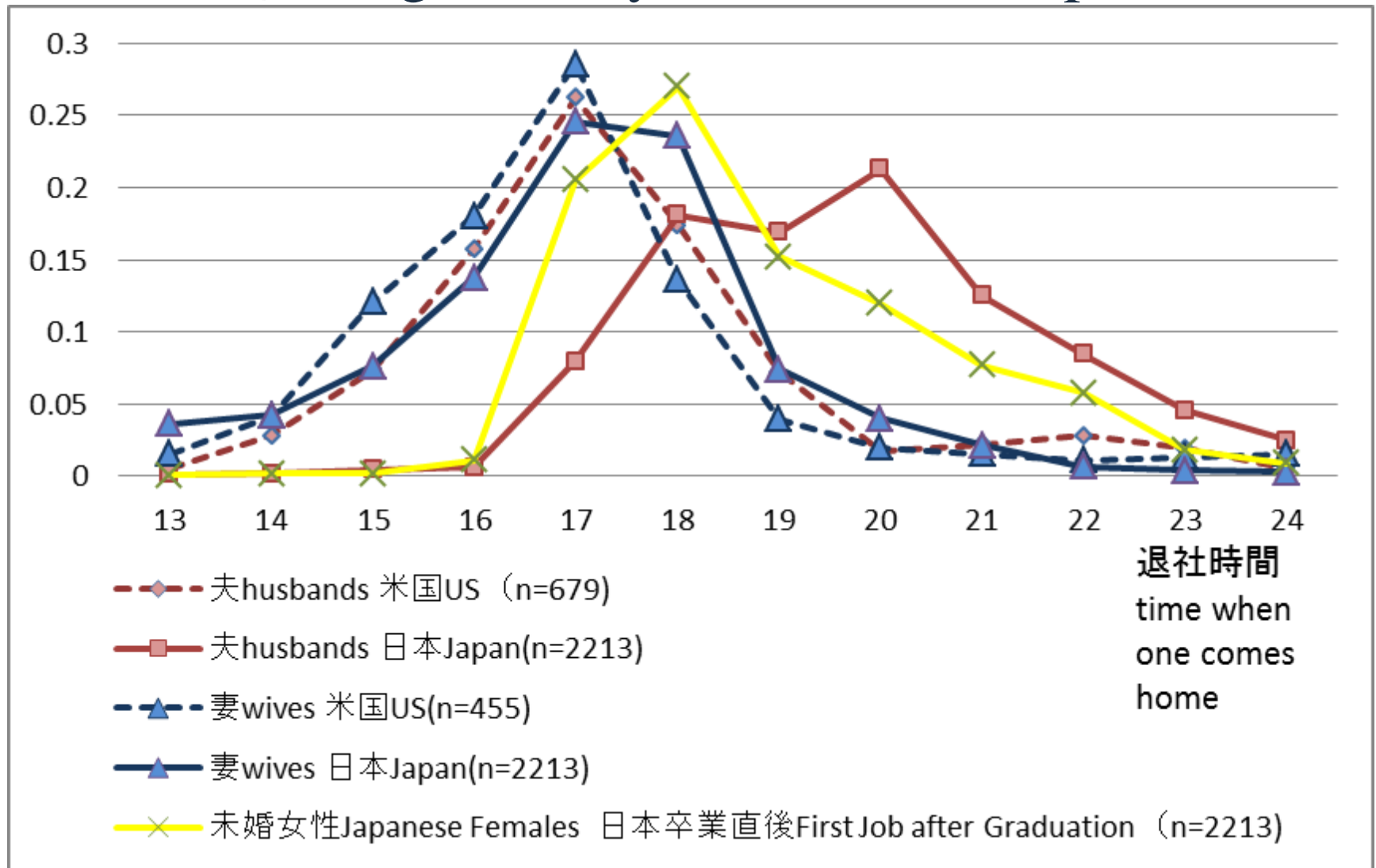
Percentage of Women in Director Positions (International)



42 country average 8.8%

Source: Corporate Women Directors International, The Nikkei Keizai Kyoushitsu, August 12, 2011

Quitting Time by Gender (US, Japan)

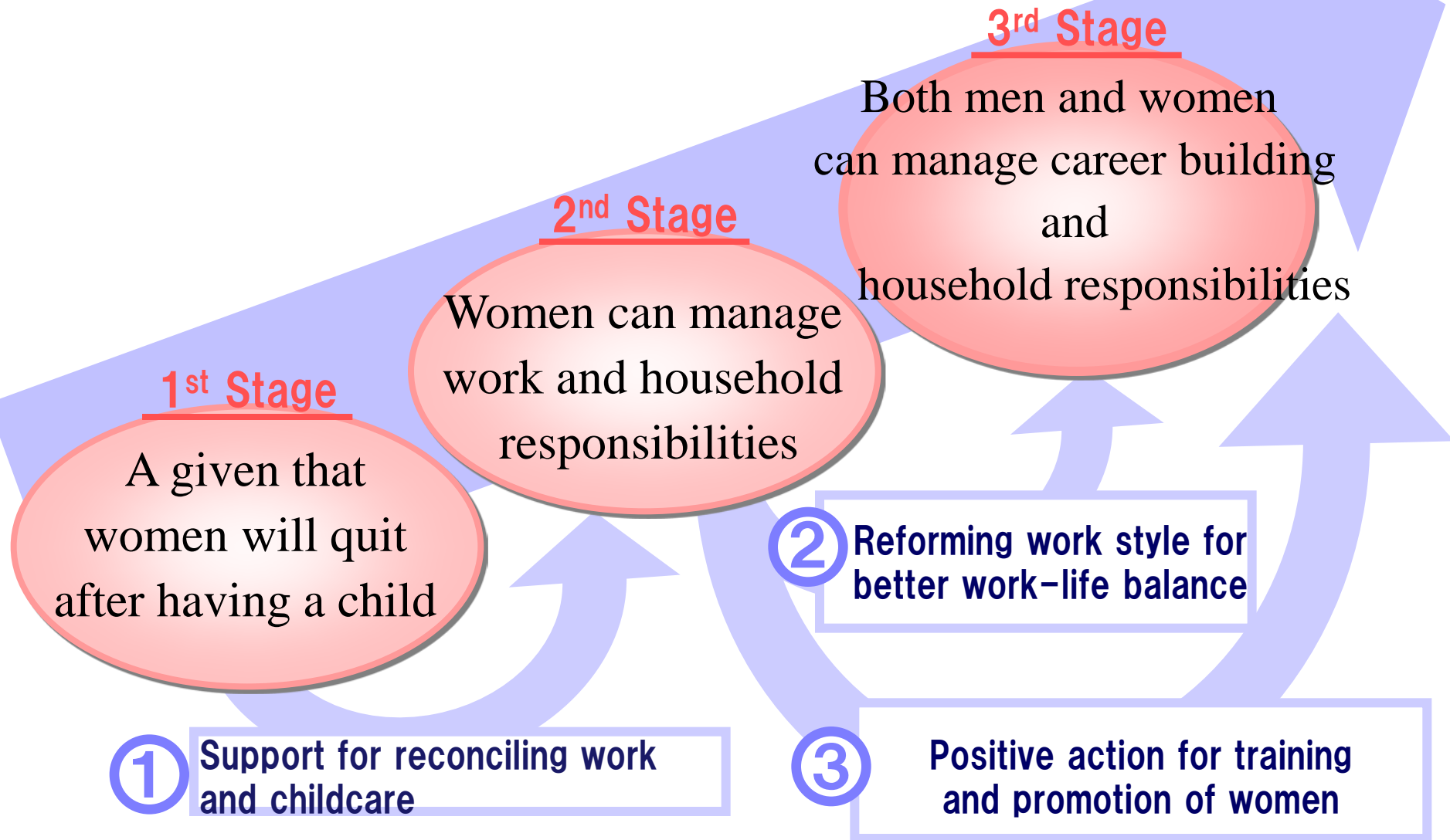


Source) Ochanomizu University, MEXT Near Future Project
web survey, 2010

2. Measures for Japanese Companies to Empower Women


- (1) Shift in support for reconciling work and childcare
- (2) Reform work style to improve work-life balance
- (3) Positive action for training and promotion of women

Three Stages for Participation by Women



2. (1) Shift in support for reconciling work and childcare

① Shift nature of support measures for reconciling work and childcare

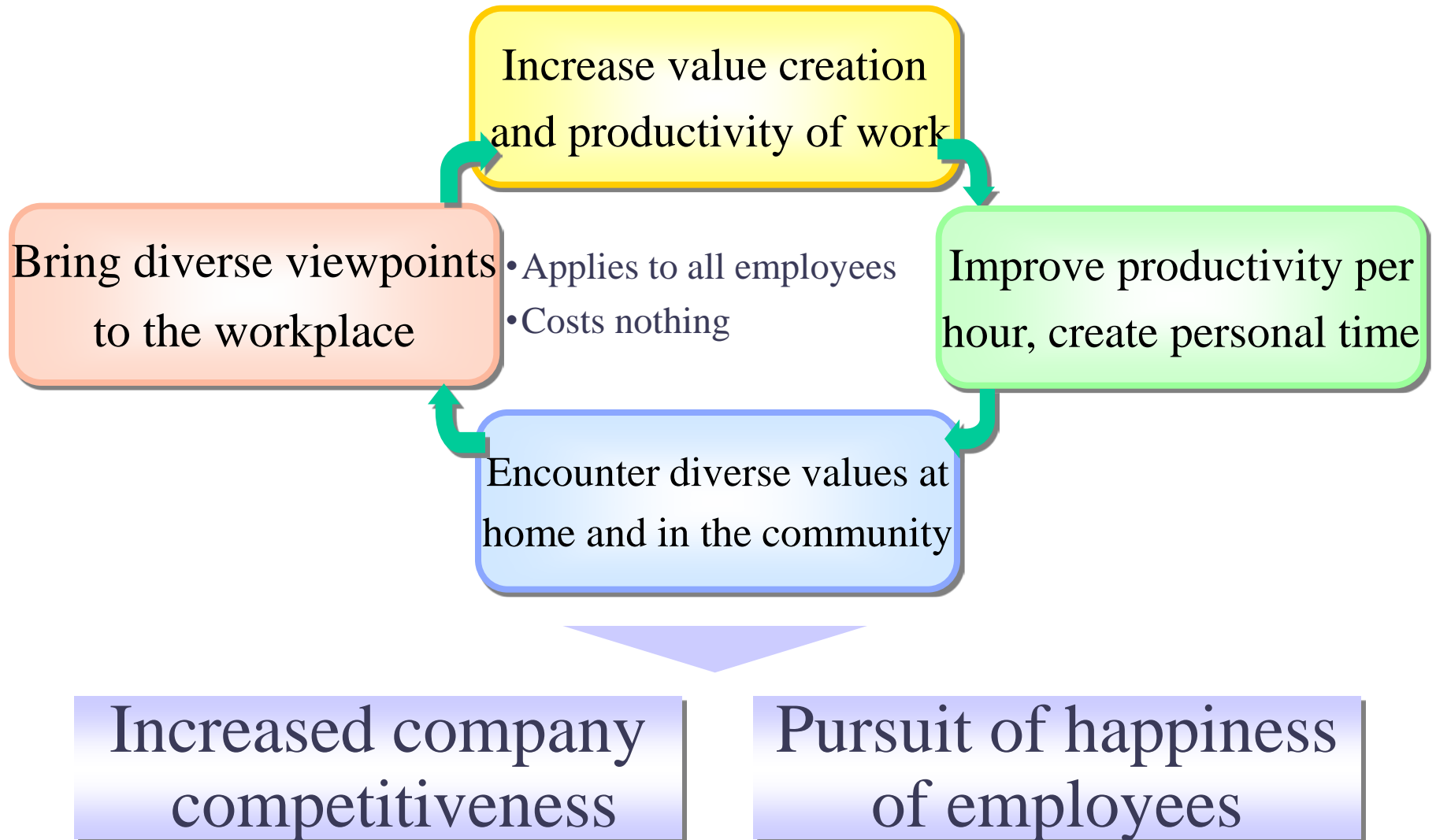
Childcare support (Exemption from work)  Work support (Flexible work conditions)
ex. Flextime, telecommuting

② Support for reconciling work and childcare by men

- Workplace understanding for men raising children
- Changing opinion that overtime is normal

2. (2) Reform work style to improve work-life balance

Work-Life Balance for Increased Company Competitiveness



Methods to Achieve Work–Life Balance

Methods

- ① Reduce individual work hours (reduce overtime, etc.)
= Increase hourly productivity
- ② Flexible work (diverse work styles such as flextime, telecommuting)

Reducing overtime

- ① Eliminating tasks
- ② Simplifying work processes
- ③ Reconsidering work allocation and employee placement
- ④ Improve employee time awareness and time management
- ⑤ Increase skills of each employee (human resources development)

2. (3) Positive action for training and promotion of women

Positive action for training and promotion of women

Empowering women=reducing disparity between men and women

To do so, ①Ensure equal opportunities

②Create action plan that includes targets

● Quota System

(Enforcing a certain number or ratio of positions are given to women)

● Goal and Timetable Method

(Each company makes goals based on their situation and works towards achieving them by a specific time)

How to Develop Women Employees

Work experience is central to development

Assignment
(Experience through challenging work)

Transfers
(Experiencing different work and workplaces)

3. Japanese Companies Taking Action

Creating Diversity on Decision-making Boards Appointing Female Managers and Executives to Strengthen Corporate Competitiveness

(Japan Association of Corporate Executives, May 28, 2012)

- 1. Businesses will strive to achieve the target set by the government of “having no less than 30 per cent of leaders filled by women by 2020”, including appointment of female executives.**
- 2. With this target in mind, each company will adopt its own target figures according to its circumstances. To achieve the targets, businesses will aim to develop and appoint female managers and executives.**
- 3. The current figures and target figures set by each company will be released in IR and CSR reports.**
- 4. Keizai Doyukai (The Japan Association of Corporate Executives) will immediately examine the establishment of a next-generation managerial development program for cultivating female managers and executives.**
- 5. Executives belonging to Keizai Doyukai will strengthen their awareness of “diversity on decision-making boards as a managerial strategy”.**

Action Plan on Women's Active Participation in the Workforce (Keidanren, April 2014)

1. To Publish Corporate's Action Plans (Companies)
2. To Develop Career Consciousness of Women(Companies)
3. To Support Career Development of Women(Companies)
4. To Change Managers' Attitudes and Personnel Management (Companies)
5. To Reconsider Way of Working (Companies, Government)
6. To Extend Career Education with Understanding of the Social and Economic Environment (Companies, Government, Universities)
7. To Examine the Tax and Social Security Systems (Government)
8. To Make Further Efforts to Eliminate Childcare Waiting Lists (Government)
9. To Encourage Women to Enter into the Field of Science and Engineering (Companies, Government, Universities)

Fukuoka Prefectural Assembly to Empower Women

Established: May, 2013

Focus: Movement by public and private sectors lead by the economic sector

(secretariat is the Kyushu Center for Activating Regional Industry and the Kyushu Economic Federation)

Strategy: Focus on increasing women in management positions in organizations

(companies, local governments), and make the results of empowering women visible.

3 Main Activities

- ① Set goals for ratio/number of women in management
(134 companies and local governments are registered with self-declared goals)
- ② Support women's capabilities and ambitions
- ③ Creating a society where both men and women fully participate

Examples of Companies with Declared Numeric Targets

Shiseido (30% of women in management by 2016)

Resona (30% , 2020)

Dai-Ichi Life (20% , 2016)

Calbee (15% ,2014)

JAL (15% , 2023)

Kirin (Triple women in management positions, 2021)

Nissan Motor (10% , 2016)

Toshiba (5% ,2015)

Sharp (5% , within 5 years)

Komatsu (5% ,2015)

IHI (3% , 2018)