



# Womenomics for Society 5.0

Haruno Yoshida



# Why Do We Need Women's Empowerment ?

## National level

An important strategy for  
Japan's economy  
to achieve sustainable growth  
under the rapidly aging society



## Individual Corporate level

An important management strategy  
to boost competitiveness  
in the rapidly changing global  
markets and business environment



**Keidanren are working hard to encourage clear commitment  
and strong leadership of the CEOs and to accelerate  
women's empowerment in its member corporations.**

# Government Target: 30% by 2020

Women to hold at least 30% of leadership positions\* in fields of society by 2020

\* (1) Members of the national and local legislature; (2) Equivalent to section chief or above in corporations or organizations; (3) Work requiring particularly high expertise in specialized or technical professions

## Percentage of women in management positions



2016



13%

2012



11%

Source: Labour Force Survey 2012,2016, Ministry of Internal Affairs and Communications

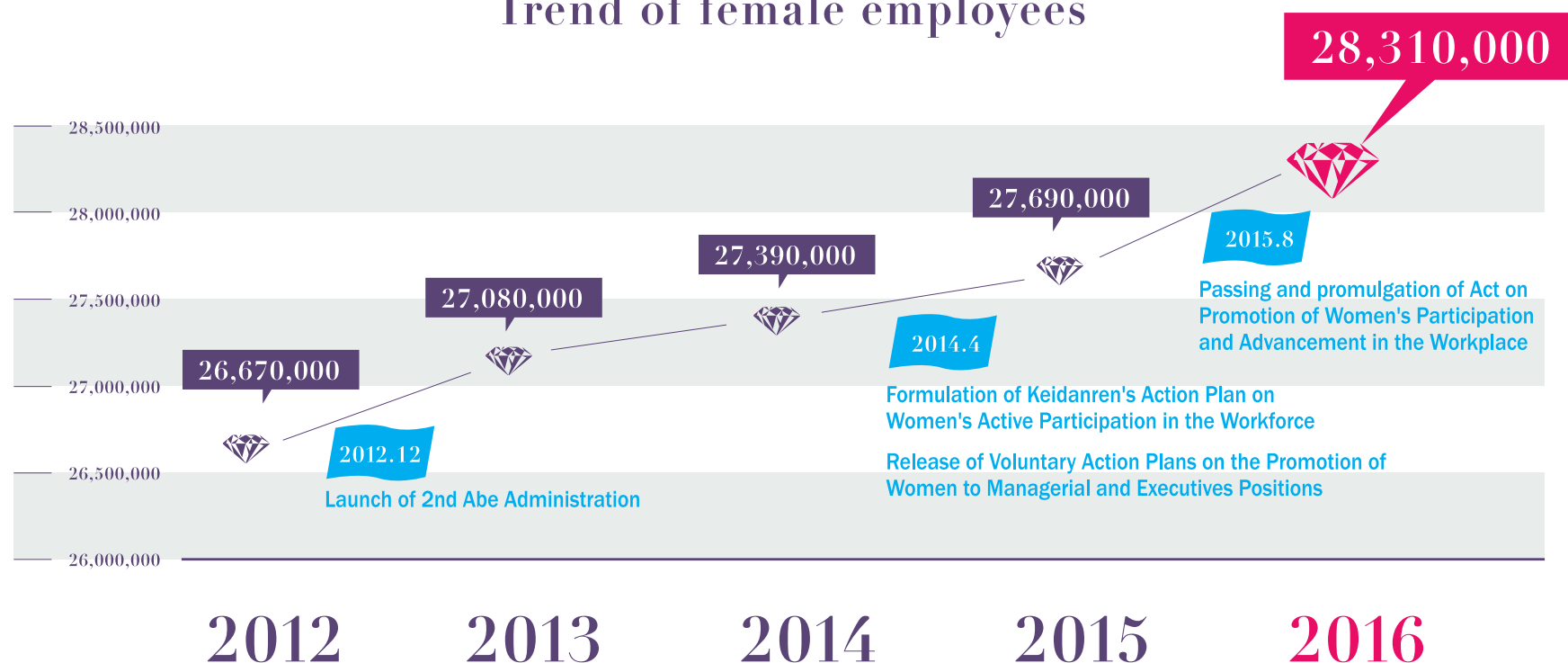
# Challenges of Diversity Promotion



# Current Situation in Japan: Increase of Female Employees

The number of female employees rose by 1.64 million from 2012 to 2016

## Trend of female employees



Source: Labour Force Survey 2012-2016, Ministry of Internal Affairs and Communications

# Current Situation in Japan: Global Female Employment Rates

Japan's female employment rate was 16th among OECD member countries in 2015

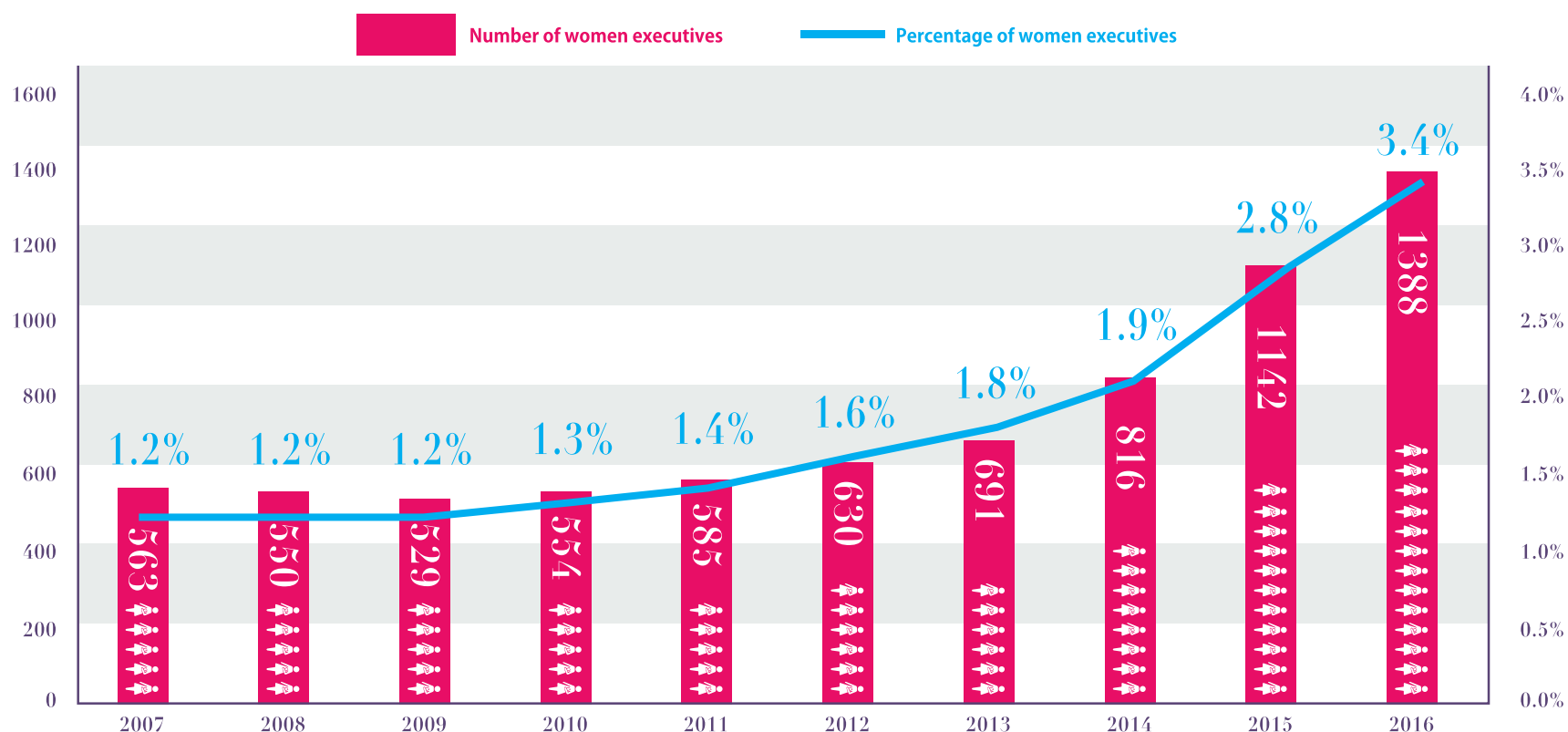


Source: OECD Employment Outlook 2016

Note: Employment rate = No. of employed persons aged 15-64 / Population aged 15-64 x 100

# Current Situation in Japan: Increase in Women Executives

The number of women executives has increased greatly since 2013. The rate of women managers, the category below women executive officers and executives, has doubled in four years.



Source: Toyo Keizai, Inc., Executives Quarterly Report 2017

Note: Survey conducted in principle on July 31 every year. Listed companies, including JASDAQ-listed companies.

"Executives" means directors, auditors, and representative executive officers or executive officers of companies with a nominating committee.

# Active participation of women in the workforce has positive economic effects

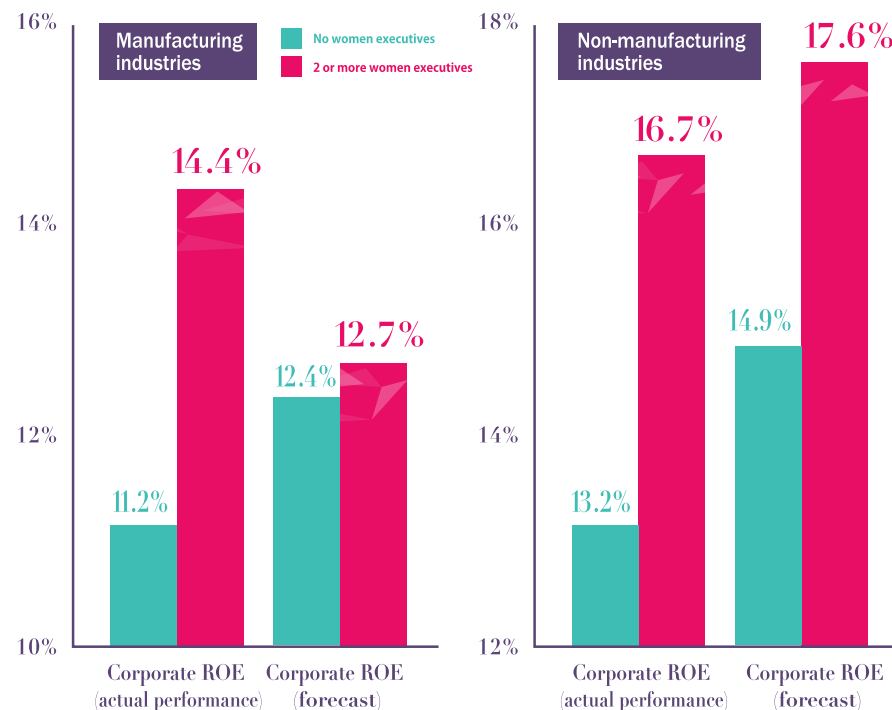
The active participation of women in the workforce has a positive effect on business: companies promoting it have better business indicators and companies with women directors have a better stock performance than those that do not.

Stock performance of companies with market capitalization exceeding 10 billion dollars (global)



Source: Credit Suisse April 2016 Performance Update: The CS Gender 3000: Women in Senior Management  
Note: Taking January 2006 as 100, the monthly market capitalization growth rate of each portfolio is tracked. By re-evaluating market capitalization and composition of executives at the end of each year and revising portfolios accordingly, the amount for the next year is tracked according to the market capitalization growth rate of the portfolio after revision.

Relationship between existence of women executives (none vs. 2 or more) and corporate performance



Source: Nikko Financial Intelligence, 2014 Industrial Economic Research Project Report (Survey of employment of women in companies and promotion of their active participation in the workplace)





Promotion of female  
success in Japan

# Keidanren's Voluntary Action Plans on the Promotion of Women



Set target goals for the  
promotion of women



Establish specific action plans  
to achieve the goals

As of 2016, approximately  
600 global companies have  
published plans on Keidanren  
website.



<http://www.keidanren.or.jp/>

# Our Various Programs

Management  
Development  
Course for  
Young Women



Diversity  
Management  
Seminar for  
Male Managers



Pre-employment  
Career Education  
for Students



Increasing  
Women in the  
Field of STEM



## Keidanren Female Executive Network



# Keidanren Female Executives Mission to the United States

## Period

February 27–March 3, 2017

Washington D.C. and New York

## Members

8 female executives of Keidanren member companies, including Haruno Yoshida, Vice Chair of the Board of Councillors and Chair of the Committee on Gender Diversity of Keidanren.

## Objectives

Call on representatives of the new administration and Congress, the International Monetary Fund (IMF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the Center for Strategic and International Studies (CSIS), the Hudson Institute, US corporations, and other entities to communicate the progress being made in womenomics in Japan and Japan's responses to changes in the market caused by the declining birth rate and aging population, and to exchange views about such matters as the situations in Japan and the United States and the policies and challenges of both nations.

Also promote global exchanges between Japanese and US female executives, publicize the contributions being made to the creation of business opportunities and economic growth, which is the true objective of the promoting women's active participation in the workforce, and encourage investment in both countries.



Visit to the White House



Meeting with IMF Managing Director Lagarde

# Destinations

## Donald Trump's Cabinet and Congress



Dina Powell,  
Assistant and Senior  
Counselor for President



Jeff Flake,  
Senator (R-AZ)



Ed Royce, the  
Chairman of the U.S.  
House Committee on  
Foreign Affairs (R-CA39)



Ado Machida,  
Director of Policy  
Implementation for  
the Transition Team

## International Organizations



Christine Lagarde,  
Managing Director  
of IMF



Lakshmi Puri, Assistant  
Secretary-General of  
the UN and Deputy  
Executive Director  
of UN Women

## U.S. Corporations



Katherine Adams,  
Senior Vice President  
of Honeywell



Barbara Novic,  
Vice Chairman of  
BlackRock



Tami Overby, Senior  
Vice President of U.S.  
Chamber of Commerce

## Think Tanks



Matthew P. Goodman,  
William E. Simon Chair  
in Political Economy  
and Senior Adviser for  
Asian Economics of CSIS



Kenneth R. Weinstein,  
President and CEO of  
Hudson Institute

# Further Initiatives : Womenomics for Society 5.0

 Female success is a global agenda a massive market than the BRICs

 More focusing on their “viewpoint” and “purchasing power”

→ Sharing Japanese companies’ achievement & business impact with other countries

Creating new markets



Product Innovation



Process Innovation



Declining the labor  
turnover rates



Better workplace



Positive influence on  
recruiting activities



Increasing  
customers & customers  
satisfaction



Improving investors  
evaluation



Enhancement of  
board governance

