

Examples of Corporate Initiatives for Women's Empowerment

Major Corporate Initiatives

Management's commitment	<ol style="list-style-type: none"> 1. Top executives' commitment, exercise of leadership in promotion efforts 2. Department heads drawing up concrete plans for grooming female managers
Creating a working environment conducive for work-life balance	<ol style="list-style-type: none"> 1. Expansion of system for supporting work-life balance 2. Devise ways for correct use of the system, such as by interviewing users
Expansion of responsibilities, strategic job rotation	<ol style="list-style-type: none"> 1. Active appointment of women to positions where placement was once difficult 2. Accelerate career advancement, e.g. by letting women gain management experience before their life events 3. Career challenge (accelerated promotion), FA systems
Providing various training programs	<ol style="list-style-type: none"> 1. Eliminate generation gap, unconscious bias (gender role perception) 2. Develop and strengthen female talent pipeline through training by job classification
Providing venues of communication	<ol style="list-style-type: none"> 1. Online forums: Forums for conversations between employees facing common issues, e.g. balancing work and childcare 2. Roundtables : Executives and female employees (also useful for showing role models and "parts models") 3. One-on-one meetings: Support for individuals' career, work-life balance

Challenge Initiatives for 30% of Executives to be Women by 2030

#Here We Go 203030



Keidanren will accelerate the “promotion of active participation in the workforce by diverse people” in order to achieve inclusion and co-creation of diverse value – the keys to sustainable capitalism – as part of “The NEW Growth Strategy” that looks ahead to the post-COVID-19 era.



To accomplish this, we have set the aspirational target for 30% of executives¹ to be women by 2030. Furthermore, we entered into a memorandum with 30% Club Japan² in December 2019 and will work with the campaign to achieve our common goals.



As business leaders, we will promote diversity and inclusion with the following four points in mind to create a movement to achieve this target, and lead growth through innovation and the creation of a sustainable society.

1

Positioning diversity and inclusion as key corporate strategies, we will carry out initiatives that lead to business impact.

2

By focusing on boards of directors – the decision-making bodies of companies – we will accelerate initiatives to apply the perspectives of a diverse range of people, including women, to the execution of operations and governance.

3

We will provide support in line with each career stage, from hiring to leadership development (including identifying candidates), in order to strengthen the talent pipeline³.

4

We will pursue the creation of organizations and environments that can maximize the performance of all employees by breaking away from previous employment practices and reforming the organizational culture.

1. Based on officers under the Companies Act of Japan (may include executive officers and the equivalent).
2. 30% Club Japan is a campaign whose members consist of company leaders that strives to increase the representation of women in key decision-making bodies of companies. It has set a goal of achieving 30% representation of women on the boards of TOPIX100 companies by 2030.
3. System to ensure there is a continuous supply of successors at each level and generation in an organization.

Yellow signifies hope, energy, and enjoyment.

Grey signifies strength and recoverability.



30% Club
GROWTH THROUGH DIVERSITY

Summer *Rikochare*

[Science and Engineering Challenge]

Current Situation

- Low ratio of women researchers in Japan compared to other countries
(Ratio of women in researcher recruitment: Science 14.8%, Engineering 6.9%) (MEXT survey, 2020)
- Low ratio of female students in undergraduate, graduate science and engineering courses
(Ratio of female undergraduate students: Science 27.8%, Engineering 15.7%)
(MEXT “School Basic Survey,” 2020)

Summer *Rikochare*

For the purpose of developing female talents in science and engineering, Keidanren, the Cabinet Office, and MEXT, in cooperation with companies, universities, academic societies, etc., jointly hold a program mainly for female elementary, middle school, and high school students each summer, which consists of events such as hands-on workplace experience, factory visits, and interaction with older female employees.

Results of 2022 Program

- Number of participating groups: 92 (45 companies, 21 universities and other institutions, 26 academic societies and other organizations)
- Number of events: 162 (66 online, 96 on-site [including combination of both])
- Number of participants: over 5,000

