Request to the Three Economic Associations by Prime Minister Abe
(April 19, 2013)

All listed companies to proactively appoint women to executive and managerial positions. First task is to appoint one female as an executive officer toward a target of “approximately 30% of women in leadership positions by 2020.”

To create a workplace environment in which both men and women can, if they wish, easily take child-rearing leave or shortened working hours until their child turns three.
Granting incentives to companies that strive to support promotion of active participation by women

[Expansion of supports and honoring for companies]
• to strengthen support by utilizing a subsidy system and tax measures for companies.
• to proceed with initiatives through public procurement.
• to improve a system that honors good practices.

[Encouragement to increase appointment of women in executive and managerial positions]
• to run campaigns to increase appointment of women in executive and managerial positions.
• to promote disclosure of information on appointment of women.
• to create a database of female human resources.

Supporting active participation by women according to the life stages of women

[Support for continued employment]
• to create a system to subsidize companies that make efforts to improve the skills of employees who are on child-rearing leave or who return to work.
• to develop and support “plan for support of returning to work after child-rearing leave (provisional name)”
• to consider extending/enhancing the Act on Advancement of Measures to Support Raising Next-Generation Children.
• to encourage more men to actively take part in family chores and child-rearing.

[Support for reemployment]
• to provide programs that enable women to “relearn” skills at universities and other educational institutions.
• to support funding and management know-how for women who start new businesses.

Creating an environment in which both men and women can strike a balance between work and child-rearing.

[Creation of working environment, etc.]
• to implement verification projects to establish new models to diffuse telework, that are not subject to constraints on place and time.
• to discuss comprehensibly about legislation on working hours from the point of view of work-life-balance and increase in labor productivity.

[Creation of a social base]
• to develop “accelerating the zero childcare waiting list project”
The proportion of female administrative and managerial workers is lower than that of female workers in comparison to other countries.

[Reference 1] The Proportion of Female Workers and Female Administrative/Managerial Workers (international comparison)

The proportion of female administrative and managerial workers is lower than that of female workers in comparison to other countries.

%  

60.0  

50.0  

40.0  

30.0  

20.0  

10.0  

0.0  

Korea  

Japan  

Malaysia  

Germany  

Norway  

Singapore  

United Kingdom  

Sweden  

Australia  

France  

United States  

Philippines  

41.6  

42.3  

35.8  

46.1  

47.5  

44.0  

46.4  

47.4  

45.7  

47.5  

46.9  

52.1  

10.1  

11.1  

22.4  

30.3  

31.5  

34.0  

34.5  

34.6  

35.3  

39.4  

43.1  

39.3  

Notes


2. Data of Japan are as of 2012; data of other countries are as of 2011.

3. “Administrative and Managerial Workers” include company officers, company management staff, and management government officials among workers. Definition of administrative and managerial workers varies across countries.
Japan’s current female labour participation rate by age group, shows the so-called “M-shaped curve,” that bottoms out in the 30s. That indicates that many women still stop working at the time of marriage, childbirth, and child-rearing.

However, women’s potential labour force participation rate, that add the women’s labour force participation rate to the rate of women who wish to work, can be considered high. (Of approximately 3.46 million people, about 1.8 million are age 25 to 44.)

In Japan, 60% of working women quit their jobs at the time of their first childbirth. (The women’s labour force participation rate in Western countries no longer shows an M-shaped curve.)

Women wishing to work: 3.03 M people
Women waiting to start a new job: 0.43 M people

Rate of those wishing to work and those waiting to start a new job to the population

Labour Force Participation Rate

Labour force: 27.66 million persons.
Granting incentives, etc. to businesses that strive to support promotion of women’s participation

GOV

- Encourage to promote more women to management positions
- Incentives
  - subsidy
  - Tax system
  - Public procurement
- Award good practices

Co.

- Achieve “30% by 2020 target” to promote women in leadership positions
- Strengthen to balance work and child-rearing such as taking child-rearing leave and short-time working

Dissemination of women’s promotion

- Dissemination of good practices
- Award good practices
- evaluation

Investors

Stakeholders

Consumers

Students in Job-hunting

Dissemination of good practices
Shigematsu Construction Co. (SME)

- The CEO named women to supervise sites, expecting them to reform site operation. → Good communication by women led to the improved CS.

Toshiba Corp.

- In globalization, as a part of organizational reform, it opened a “Twinkling school” to train female leaders.
- It provided a handbook on management knowhow to work efficiently.

Nissan Motor Co., Ltd.

- Since teaming with Renault, it has tackled diversity as part of its overall business strategy.
- Implementing career development support to systematically encourage female managers (mentoring by executive directors).
- Female managers increased 1.6% (‘04) to 6.7% (‘12).

Shiseido Company

- Full support for WLB (in-house childcare center).
- Now focusing on the promotion of female leaders and reforming ways of working.

- Note a bestseller, developed by a female leader.
- Tsubaki brand, developed by female marketers, recovered No1 position in the shampoo market.
"Nadeshiko Brand" (FY2012)

- METI and the Tokyo Stock Exchange jointly launched.
- Aims to recommend for investors such enterprises excellent in promoting women’s performance as attractive targets with potential for long-term growth. http://www.meti.go.jp/policy/economy/jinzai/diversity/nadeshiko.html

**Selection Process**

1. Scoring regarding women’s empowerment based on
   - [i] conducting career support for women and
   - [ii] supporting women in balancing work and family.

2. Screening based on financial aspect (ROE),
   - Picked up the top 17 enterprises by sector. (publicized February 26, 2013)

<table>
<thead>
<tr>
<th>Enterprises</th>
<th>Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maruha Nichiro Holdings, Inc.</td>
<td>Fisheries, agriculture, and forestry</td>
</tr>
<tr>
<td>Sekisui House, Ltd.</td>
<td>Construction</td>
</tr>
<tr>
<td>Asahi Group Holdings, Ltd.</td>
<td>Food</td>
</tr>
<tr>
<td>Toray Industries, Inc.</td>
<td>Fabricated textile products</td>
</tr>
<tr>
<td>Kao Corporation</td>
<td>Chemistry</td>
</tr>
<tr>
<td>Sumitomo Rubber Industries, Ltd.</td>
<td>Rubber products</td>
</tr>
<tr>
<td>Asahi Glass Co., Ltd.</td>
<td>Glass and clay products</td>
</tr>
<tr>
<td>Daido Steel Co., Ltd.</td>
<td>Iron and steel</td>
</tr>
<tr>
<td>Sumitomo Metal Mining Co., Ltd.</td>
<td>Non-ferrous metals</td>
</tr>
<tr>
<td>Daikin Industries, Ltd.</td>
<td>Machinery</td>
</tr>
<tr>
<td>Nissan Motor Co., Ltd.</td>
<td>Transportation equipment</td>
</tr>
<tr>
<td>Nikon Corporation</td>
<td>Precision machines</td>
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<tr>
<td>Tokyu Corporation</td>
<td>Land transport</td>
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<tr>
<td>KDDI Corporation</td>
<td>Information and communication</td>
</tr>
<tr>
<td>Toyota Tsusho Corporation</td>
<td>Wholesale trade</td>
</tr>
<tr>
<td>Fast Retailing Co., Ltd.</td>
<td>Retail trade</td>
</tr>
<tr>
<td>Sumitomo Mitsui Financial Group</td>
<td>Banking</td>
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Declaring my intention to create "a society where women shine," I have been working to change Japan's domestic structures. However, this is not confined merely to domestic matters. Now I would like to address how this is also a thread guiding Japan's diplomacy.

Japan’s development concept aimed at bringing “a society where women shine” and three pillars of policy priorities

1) Promote women’s active participation in society and strengthen the empowerment of women
2) Engage in greater efforts in the field of health and medical care for women as part of promotion of diplomatic strategy for International health
3) Women's participation and protection in the areas of peace and security

Implement ODA in excess of US$3 billion over the next three years

Closing: Our development concept under which we focus on cultivating the power of women would engender more peace and well-being in the world. I wish to bring about "a society where women shine," both within Japan and also in regions in conflict and countries suffering from poverty.