

The most  
innovative  
women's practice

*The hidden gems in your place*





*Hidden gems*



# Foreword

はじめに

日本がウーマノミクスを提唱してから3年。政治のリーダーシップと経営者の強力なコミットメントの下、日本社会は、女性活躍に向けて、かつてない機運の高まりを見せています。企業にとって、女性活躍促進は、まさにグローバル競争を勝ち抜くための”企業戦略”であり、経団連は各社の取組みを促す環境整備に取り組んで参りました。

この女性活躍促進が足がかりとなって、今、働き方改革や少子化対策等も急ピッチで進んでいます。また、性別や国籍を超えたダイバーシティの促進により、企業そして日本経済は「持続的な成長」という具体的な成果につなげていくステージにきています。

そこで今般、経団連では、ダイバーシティ促進の核となる女性活躍の取組みをより一層加速させるため、多様な視点から女性活躍に取り組む企業の先進事例集「The most innovative women's practice ~The hidden gems in your place」を取りまとめました。本事例集が、各社の取組みを深化させ、隠れたGems(宝石)たちの輝きが日本の無限の可能性を照らし出すことを確信しております。

Japan is now demonstrating unprecedented enthusiasm for “womenomics,” and companies regard the active participation by women in their workforce as a strategic imperative in order to compete successfully in the global market.

Women's fuller participation has prompted moves to reform workstyles and to address the declining birthrate. Japanese businesses and the economy as a whole have reached the stage where sustained growth hinges on promoting diversity across both gender and nationality.

Believing that advancing women's career development holds the key to promoting diversity, KEIDANREN (Japan Business Federation) has decided to publish a collection of case studies showcasing the most innovative practices in this area. We hope that this collection will lead to even fuller initiatives by companies to tap the “hidden gems” in their workplaces and expand Japan's boundless potential.

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## 経営幹部候補育成:役員にマンツーマンで 経営を学ぶ「役員補佐」

Pairing Assistants with Directors  
in the Training of Future Executives

KDDIは、経営幹部候補の育成のため、2011年10月から、社長をはじめ全役員にそれぞれ「役員補佐」職を設置、男女1名ずつ、1年間役員にマンツーマンで経営を学ぶ。役員補佐は、役員が出席する会議には全て同席し、資料作成や関連する部署との調整役を担う。役員に付きっきりで行動し、経営者の視点から経営課題について情報収集や分析を行い、アイデア出しする等、役員意思決定をサポートすることがミッション。これまで役員補佐を経験した女性社員は、評価権限を持つ組織長として活躍し、内5名が部長級職へ昇格（2016年9月時点）。女性活躍推進のロールモデルとして期待される。

In October 2011 KDDI established the title of executive assistant to train junior executives. One female and one male assistants has been working with each board director, including the president, to gain firsthand knowledge of the requirements of an executive position over the course of a year. The assistants sit in on all meetings attended by the director, draft documents, and coordinate with relevant divisions in the company. Their mission is to provide decision-making support for the director by gathering and analyzing information from the standpoint of management and coming up with fresh ideas and proposals. The women who have served as executive assistants have gone on to assume leadership roles in the company, with five being appointed division chief. They are expected to serve as career role models for their younger female colleagues.





## 「ビジョンの言語化」に奮闘する 半年間の研修を通じた女性経営人材の育成

Six-Month Leadership Program Allows Women  
to Give Voice to their Vision

リクルートホールディングスは、2012年のグループ内調査で、男性の約7割が高い役職を志望しているのに対し、女性は約4割と差がある結果を受け、女性経営人材の更なる育成のため、2013年度から経営幹部候補の女性従業員を対象にグループ横断のビジョン研修「Women's Leadership Program」を開始。参加者は、事業会社の女性執行役員のパネルディスカッションや社内外ロールモデルのセッションを聞き、半年をかけて自身のビジョンの言語化・明確化に挑戦。最後に経営陣に対して自らが成し遂げたいことをプレゼンテーションする。2015年度末時点で、過去参加者47名のうち7名がエグゼクティブ（事業会社の執行役員と同等の職位）に任用。

In response to the results of a 2012 survey of Recruit group companies showing that just 40% of women employees wished to advance to the ranks of top management—far fewer than 70% of men—Recruit Holdings Co. launched the Women's Leadership Program in fiscal 2013 to enable female candidates for senior management positions in Recruit group companies to articulate their vision. Program participants attend panel discussions by female executive officers at affiliated companies and sessions in which women role models in Recruit Holdings and other companies share their experiences. Over a six-month period, the participants endeavor to clarify and give voice to their career vision. At the end of the program, the participants make a presentation to a team of managers on what they wish to achieve. As of March 2016, 7 of 47 women who had taken the course had been appointed as executive officers in affiliated companies or in similar high-ranking positions.



## 女性トップマネジメントを輩出 ～連結子会社において女性社長が活躍中～

Assigning Women to Head Affiliates to Increase  
the Number of Female Executives

東急電鉄では、「ひとつの東急」として発展していくという経営方針の下、経営人材の育成においても、多くの管理職が連結子会社へ出向。2016年8月時点において、女性管理職（課長以上）20名の内7名は、東急BE代表取締役社長、東急モールズデベロップメント取締役、東急カード取締役等各グループ会社において、トップおよび経営幹部として活躍。生活環境の創造に関わる事業を幅広く展開していることから、女性の活躍の場は多く、1988年度から女性総合職の採用を開始。入社1年目の全寮制教育、配属、昇進等においても男女の区別なく実施。今後も女性経営人材を積極的に育成していく。

Under a corporate philosophy of growing as “One Tokyu,” Tokyu Corporation assigns a large number of managers to affiliates to broaden their experience as executives. As of August 2016, 7 of the 20 female employees in middle- and upper-level management positions had earlier assumed posts as senior executives in such group companies as Tokyu BE, Inc., Tokyu Malls Development Corp., and Tokyu Card, Inc. The commuter rail company's operations cover a range of products and services connected to daily life. Given the contributions women can make in these endeavors, the company began hiring career-track female employees in fiscal 1988. Today, Tokyu makes no distinction on the basis of gender in human resources development—having all first-year employees live in the company dormitory—and ensuring equality in work assignments and promotions. And it will continue to actively foster a new generation of women executives.



東京急行電鉄株式会社  
TOKYU CORPORATION





## 全社を挙げて取組む 次世代女性リーダーの育成

### A Companywide Effort to Develop the Next Generation of Women Leaders

第一生命は、企業の持続的成長にはダイバーシティ&インクルージョンが不可欠であると考え、経営戦略の柱の一つとして取組む。特に、社員の多くを占める女性の活躍は非常に重要と考え、女性リーダーの早期育成を目指し、役員がメンター・スポンサー等として育成にコミットし昇進を後押し。女性の執行役員や管理職も次世代の女性管理職候補者の育成を担う等、総力を挙げて取組む。2016年4月には、2人目となる女性執行役員が誕生したほか、女性管理職は836名、比率は23.3%。中期経営計画（2015～2017年度）にて、2018年4月に女性管理職比率を25%以上とするとともに、2020年代の早期に30%以上を目指す。

Realizing "Diversity & Inclusion" as being essential for its sustainable growth, Dai-ichi Life Insurance Co., Ltd., gives these issues a central place in its corporate strategy. In particular, the company ranks the active participation of women, who form the majority of its employees, as extremely important and is accelerating the development of female leaders. A companywide effort is made towards this goal, with executive officers committing themselves to mentoring and sponsoring female employees and supporting their promotion, and female executive officers and managers taking on the role of nurturing future management candidates. The company's second female executive officer was appointed in April 2016, and the 836 women in managerial positions account for 23.3% of the total. The company is seeks to raise that share to over 25% as part of its fiscal 2015-2017 Mid-term Management Plan and to over 30% in the early 2020s.



## 女性のロールモデル育成のための 女性キャリア開発総合プログラム「Win-d」

*Win-d Program Fosters New Generation  
of Female Role Models*

NTT ドコモは、女性のロールモデル育成とリーダー意識醸成を目的として、2006年から女性キャリア開発プログラム「Win-d (Women's innovative network in docomo)」を展開。2014年より「Win-d First (若手層)」、「Win-d Start (中堅層)」、「Win-d Next (管理者層)」と改め、階層別の取組みを拡大し、中長期的な育成・フォロー体制に進化させ、縦のパイプラインを強化。若手層からキャリア意識を持たせ、管理者層には役員との交流会・組織長とのメンタリング等で視座を高め、上級管理者を目指す仕組みをトータルで構築。人事・制度との連携により各層の女性活躍が活発化。2016年新・ダイバーシティ経営企業100選を受賞。

NTT DOCOMO, INC., the Japan's largest mobile operator, launched a career development program in 2006 called *Women's Innovative Network in docomo (Win-d)* to nurture female role models and a sense of leadership among female employees. In 2014, DOCOMO built on this initiative by creating three subgroups: *Win-d First* for younger employees, *Win-d Start* for mid-career employees, and *Win-d Next* for managers, turning *Win-d* into a coordinated and comprehensive program of training and follow-up activities supporting career development. The *Win-d* program raises awareness of long-term career opportunities among younger women, while managerial employees are given opportunities to meet with executives and to receive mentoring from senior executives, inspiring women to set their sights on senior management positions. Besides, the empowerment of women at all levels, achieved with a combination of human resources and corporate policies. DOCOMO was awarded a place on the 2016 New Diversity Management Selection 100.





## 「働きやすさ」と「働きがい」の実現に向けて 思いを伝えるネットワーキング活動

Sharing Experiences to Make Work More Pleasant  
and Satisfying

古河電気工業では、社内・グループ内に分散している若手女性従業員が、キャリア形成・家庭と仕事の両立・時間創出等、各々興味のあるテーマを選択し、チーム毎に自主運営の活動を実施。インタビューやアンケートの分析、朝型・残業ゼロ勤務の試行、業務効率化ツールの作成、人事制度の提案等、半年間の活動成果をまとめ、自らの「思い」を経営層に直接伝える。この他、メンター制度や上司部下ペアで半年間実践する管理職育成研修制度、女性役員をプロジェクト長とした働き方改革も実施中。3段階目の「えるぼし」を取得。

Young women employees in various departments and affiliates of the Furukawa Electric Group come together to conduct self-managed activities on themes of their own choosing, such as career development, balancing job and family responsibilities, and time management. Dividing into various teams, they conduct interviews, analyze questionnaires, experiment with morning-oriented and no-overtime workstyles, create tools to enhance business efficiency, and come up with personnel policy proposals. They compile reports of their activities for six months and share their conclusions directly with management. Furukawa Electric has also introduced a mentoring and managerial training system, with employees being paired with their superiors over a six-month period, and is promoting a workstyle reform project headed by a woman executive. For these initiatives, the company was awarded the highest rank of “L Star”—a certification based on the Act of Promotion of Women’s Participation and Advancement in the Workplace.

**古河電工**

古河電気工業株式会社

Furukawa Electric Co., Ltd.

## 「Team あじさい」活動からの提言を 施策に展開

Proposals by a "Team Ajisai" Consisted of Female  
Employees Become the Basis for Corporate Policies

ブラザー工業は、2014 年度から、女性従業員で構成するワーキンググループ「Team あじさい」を立ち上げ、当社で働く全ての女性が、持てる能力をフルに発揮し、今まで以上に活躍できる職場環境を目指す。多様な部門と職種のメンバーが、女性の活躍推進のための課題を明確化し、具体的施策を提言。例えば、2015 年度から導入された在宅勤務制度は、キャリアを諦めない働き方に関する問題提起がきっかけに。この他にも、「Team あじさい」からの声を活かして、女性活躍推進に関する宣言や行動計画の策定、キャリア支援研修の実施といった様々な施策や取組みを展開。

Brother Industries launched "Team Ajisai (Team Hydrangea)" in fiscal 2014 to help make the company a place where women can give full play to their abilities and further build their careers. The members of this working group of female employees come from many different departments and job categories and are charged with identifying issues and drafting concrete proposals. A telecommuting system introduced in fiscal 2015, for example, grew out of an idea voiced by the team on work arrangements that would allow women not to abandon their careers. The team's recommendations also prompted Brother to issue a declaration and action plan to promote women's participation in the workforce and to organize training programs to support women's career advancement.



ブラザー工業株式会社  
BROTHER INDUSTRIES, LTD.





## 女性部長層が自主的に企画して 女性活躍を推進

### Female GMs Take the Lead in Ushering in Change

東レは、1958年の女性管理職登用、2003年の関係会社における社長への登用等、いち早く女性の積極的活用と働きやすい職場環境の整備を進め、女性管理職層を着実に輩出。2015年2月からは、女性管理・専門職が相互に切磋琢磨することを目的に、グループの女性部長層が自主的に企画した研修を年1回開催。また、次世代の女性社員が活躍するための課題を抽出するため、全社の女性社員を対象とした懇談会を2016年度に開催。さらに、男女問わずワークライフバランスを充実させるため、女性活躍推進の取り組み状況、仕事と家庭の両立支援制度、社員の活躍・制度活用事例、自治体の子育てや介護に関する支援情報、各種相談窓口を一元的に検索できるWEBサイトを整備し公開。

Toray Industries, Inc. has long taken the lead in making full use of female employees' capabilities, creating a women-friendly workplace and strengthening the ranks of its female managers. It appointed its first female employee to a management position as early as 1958, and in 2003 it appointed a woman to CEO of an affiliated company. In February 2015, female general managers launched an annual seminar to provide female managerial and professional employees with an opportunity to advance their careers. Toray also held a conference for all female staff in fiscal 2016 to enable them to play a more active role in the workplace. Furthermore, the company upgraded its website to include information on gender-equality initiatives, policies to support employees juggling work and family responsibilities, stories of employees who used those policies, information on local government subsidies and services for childcare and elderly care, a list of public and private consultation services, and links to various counselling services, to promote a better work-life balance, not just for women but also for men,

## 女性活躍は「Catch Up」から 「Gear Up!」へ

Developing Positive Work Environments from  
“Catch Up” to “Gear Up”

JR 東日本は、かつて男性中心の職場が多かった中、女性社員の「採用」「職域拡大」をテーマに、女性が活躍できる環境づくりに向けた取組みを展開。2010 年に事業所内保育所を開設、2011 年度より制度理解や復職支援を目的とした両立支援セミナーを開催。こうした取組みにより、現在、山手線の車掌の 4 割が女性となり、支社長や本社・支社の部長クラス、駅長や助役などの現場管理者など、指導的な立場で活躍する女性社員も年々増加。2018 年度末までに、女性新卒採用比率 30% 以上および女性管理職比率 5% の目標に向け、女性社員一人ひとりが明確にキャリアイメージを持つことが出来るとともに多様な人材がその能力を最大限に発揮できるよう取組みを加速していく。

In the past, most of East Japan Railway Company (JR-EAST)'s workers were men. However the company is now actively giving women greater employment opportunities, both in recruitment and in expanding the scope of their assignments. In 2010, the company opened workplace nurseries, and since 2011 seminars were held to facilitate the balancing of work and family, introducing company policies and measures to support employees' return to work. Thanks to these initiatives, 40% of the conductors on the busy Yamanote Line in central Tokyo are now women, and the number of women in such leadership positions as general manager, section head in the head and branch offices, and operational manager, including stationmaster and assistant stationmaster, is increasing year by year. By the end of fiscal 2018, the company aims to raise women's share of new recruits to 30% and women in managerial positions to 5%. To that end the company is accelerating efforts to give women employees a clearer image of their career development and to enable its diverse human resources to perform at their full potential.



東日本旅客鉄道株式会社

East Japan Railway Company





## 女性の生き方の選択肢を増やす 「Dear WOMAN」制度

“Dear WOMAN” Program Broadens  
Women’s Lifestyle Options

サニーサイドアップでは、福利厚生を枠を超え、社員の生き方をバックアップする、一生懸命に楽しく働くための「32 の制度」を構築。その一つとして、女性ゆえに迫られる人生の決断を支えるため、「Dear WOMAN」制度を導入。具体的には「妊娠・出産・女性のからだに関する勉強会」、「パートナー探し支援」、そして国内民間企業初の「卵子凍結補助」等を制度化。「卵子凍結補助」制度では、満 3 年以上継続勤務の女性社員を対象に、卵子凍結から保存までの費用総額の 30% を負担。女性が人生における選択肢の存在に気づき、仕事をしながら正しく向き合うことを支援。

Sunny Side Up Inc. has created 32 benefits packages and programs that go above and beyond the framework of fringe benefits to support their employee's lifestyles, enabling them to enjoy a healthy work-life balance. One is the “Dear WOMAN” program that supports women who are forced to make major life decisions. Specifically, the program offers group counseling on pregnancy, childbirth, and women's bodies; support for those seeking partners; and assistance for expenses incurred in egg-freezing. This last initiative for women employees who have worked three years or more is a first for a Japanese private company, with Sunny Side Up shouldering 30% of the cost of egg-freezing and preserving. The company hopes to raise awareness of the various options available for women employees confronting life issues throughout their career.



**SUNNY SIDE UP**

株式会社サニーサイドアップ

SUNNY SIDE UP Inc.





## 配偶者の転勤等に伴う離職に歯止め： 「地銀人材バンク」の創設

Utilizing the Network of Regional Banks  
to Create a Talent Pool

2014年11月、千葉銀行（佐久間頭取）の働きかけにより、全国の地方銀行トップが立ち上がり、全64行が参加する「輝く女性の活躍を加速する地銀頭取の会」が発足。2015年4月、結婚・配偶者の転勤・家族の介護等を理由にやむなく退職する場合、転居先の地銀へ職員を紹介し合えるプラットフォームとして「地銀人材バンク」をスタート。「地銀人材バンク」は、会員各行の①専門・高度人材の必要性、②地域に根ざした営業基盤、③全国ネットワークを組み合わせた地銀ならではの取組みであり、職員の「キャリアの継続形成」と会員行の「即戦力人材の確保」の両立を可能に。

In November 2014, Hidetoshi Sakuma, President of The Chiba Bank Ltd., called upon the heads of Japan's 64 regional banks to join forces and create "A Group of Regional Bank Presidents to Promote the Creation of a Society in Which Women Shine." In April 2015, it created a talent pool which is called "the Regional Banks Human Resources Bank" as a network to introduce the regional banks each other for their employees who are forced to leave their job and relocate either to accompany their partner who has been transferred or to care for a family member. The initiative utilizes the unique features of regional banks to offer (a) human resources with high-level expertise, (b) employers firmly entrenched in the local community, and (c) a broad, nationwide network of regional banks. The talent pool enables employees to continue their career development and gives banks access to experienced capable human resources.

輝く女性の活躍を加速する地銀頭取の会



株式会社千葉銀行

The Chiba Bank, Ltd.



## 意欲と経験のある女性社員が 活躍し続けられる仕組みの構築

Supporting the Career Development of Motivated,  
Experienced Female Employees

JTB グループは、女性管理職比率 37% (2016 年 4 月) をすでに到達する中、女性活躍推進について、国内約 60 社毎に課題も異なる。そこで、グループ全体で共通に取り組むべきことを洗い出し、グループ横断で整えるべき仕組みの構築に取り組む。2016 年度からは、パートナーの転勤等で現職場を離れざるを得ない場合、転居先のグループ会社に転籍できる制度や、子育て・介護等で退職した場合でも、7 年間正社員として復帰できる「キャリアライセンス制度」を設け、意欲ある女性社員がグループ内で活躍し続けられる仕組みを構築。今後は、キャリア継続・キャリアアップに関する早期の意識醸成と支援強化に取り組む。

The share of managerial positions held by women in the JTB Group has already reached 37% (as of April 2016). Issues regarding the promotion of women are quite diverse among the approximately 60 group companies in Japan, however, and JTB is addressing this by identifying those issues that need to be dealt with by the group as a whole and creating various frameworks to resolve those issues. In fiscal 2016, a system was established to enable female employees forced to leave the workplace due to such factors as their partner's job transfer to be reassigned to one of the group's companies at their new location. In addition, a "Career License System" was introduced under which female employees retain their status as full-time employees for seven years after taking child- or family-care leave. These systems have enabled motivated female employees to continue pursuing their careers in the group. JTB henceforth intends to encourage its female employees to start thinking ahead from early in their careers and to provide additional career-enhancement support.



感動のそばに、いつも。

株式会社 ジェイティービー

JTB Corp.





## 仕事と家族、どっちも大切 「ファミリー転勤制度」でキャリアを継続

Family Job Transfer System Allows Choice  
of Both Work and Family

大同生命では、勤務地が限定されている地域型職員が、配偶者の転勤・家族の介護等の事情で遠方に転居せざるを得ない場合、転居先で継続して勤務することができる「ファミリー転勤制度」を 2011 年から導入。これにより、配偶者の転勤・家族の介護等のライフイベントにおいても、これまで退職を余儀なくされていた社員が就業を継続し力を発揮することが可能に。その他にも、在宅勤務制度、育児・介護等を理由として退職した従業員を再雇用する「ジョブリターン制度」、一時的に全国型から地域型にコース変更できる制度等を導入し、全ての従業員が活躍するための環境づくりに注力。これらが評価され、プラチナくるみん認定を 2015 年に取得。

In 2011, Daido Life Insurance Co. adopted the Family Job Transfer System to enable fixed-region employees to relocate and continue working when their spouses are transferred to distant locations or they have to care for a family member. This means that employees who were previously forced to quit in the case of such major life events can continue working and contribute to the workforce. Daido Life Insurance is committed to creating an environment where all employees can participate fully through such systems as telecommuting, the rehiring of employees following child- or family-care responsibilities, and the option of temporary switching from a non-fixed to a fixed-region employment format. The company received "Platinum Kurumin" certification by the Minister of Health, Labour and Welfare in 2015.





## 「子女のみを帯同する海外勤務者」に対するサポート制度創設

### A Support System for Employees Bringing Children Overseas

住友商事は、海外勤務がキャリア形成上不可欠である総合商社において、女性社員が海外に子女のみを帯同しても安心して活躍できるよう支援策を制度化。具体的には、本人渡航後、子女に帯同する付添者の往復航空運賃や、現地での通勤+就業時間をカバーする保育費のうち、日本国内においてかかる保育費を超える部分等を補助。支援を制度として見える化することにより、女性社員にとってライフイベントによるキャリア上の制約が一つ減るとともに、海外駐在を命じる際の上司のためらいも軽減し、更なる女性の活躍促進に繋がっている。

At general trading houses, international experience is crucial for career advancement. Recognizing the difficulties women with children face in accepting overseas posts, Sumitomo Corp. has created a system so they can more easily bring their children with them when unaccompanied by their spouses. Specifically, the company covers the round-trip airfare for the children's caretaker during the overseas posting. It will also pay any additional childcare costs that the employee would not have had to pay if she were in Japan. Sumitomo hopes the system will promote women's career development by eliminating one of the stumbling blocks they face when juggling work and family and making their bosses less hesitant to give them overseas assignments.



## 「スマートワーク・チャレンジ」で 女性が活躍できる環境作りを加速

“Smart Work Challenge” Accelerating  
to Create a Better Working Environment

SCSK は、「より効率的（スマート）に働き（ワーク）、目標（年間有給休暇 20 日取得、月間平均残業時間 20 時間未満）に挑戦する（チャレンジ）」活動を 2013 年から開始。残業時間の大幅削減を達成するとともに、浮いた残業代は社員に賞与や給与として全額還元。有給休暇取得も目標まであと一歩。こうした働き方改革により、女性が活躍する上で大きな障害となっていた長時間労働を大幅に改善。さらに活躍できる環境作りとして、女性管理職を 2018 年までに 100 名育成する目標を設定。管理職候補者への最長 3 年間に及ぶ育成プログラムや、男性を含めた全社員への意識教育等を積極的に進める。

In 2013 SCSK Corporation launched “Smart Work Challenge,” an initiative to encourage employees to take 20 days of annual paid leave and limit overtime to no more than 20 hours a month through enhanced work efficiency. The initiative has led to substantial reductions in overtime, the savings from which have been passed on to employees in the form of raises and bonuses. The goal of the full use of annual paid leave is now also within reach. The initiative is an effort to transform the culture of long working hours, which until now has been a major obstacle for women wishing to advance their careers. SCSK also has a target of developing 100 female managers by 2018 and has introduced a program running up to three years to train candidates for management positions. In addition, it is undertaking campaigns to raise gender-issue awareness among both female and male employees.





## 「朝型勤務」制度の導入による 全社的な働き方改革

Morning Work System Engenders  
Company-wide Changes

伊藤忠商事は、より効率的な働き方の実現に向けて、残業ありきの働き方を今一度見直し、「朝型勤務」制度を 2013 年より導入。夜型の残業体質を改めるため、20 時以降の勤務は原則禁止、残業がある場合は翌朝に勤務。早朝勤務（5～8 時）にはインセンティブとして深夜勤務と同様の割増賃金を支給するとともに、健康管理の観点から 8 時前始業社員には軽食を支給。こうした業務の効率化や社員の健康増進、育児・介護等で時間的制約のある社員の活躍を支援する取組みが評価され、新・ダイバーシティ経営企業 100 選、なでしこ銘柄、健康経営銘柄に選定。

With the aim of fostering efficient work styles, Itochu Corp. implemented a system of "morning work hours" in October 2013—a decision based on a review of existing work styles and preponderance of overtime. Under the new system, employees must leave the office at 8 pm, with any unfinished work being completed the following morning. To make morning work more attractive, Itochu offers extra pay for employees reporting early (between 5 am and 8 am) on a par with overtime pay. It also provides a light meal free of charge to employees who come in before 8 am to promote good nutrition. These efforts to boost operational efficiency, promote employee health, and look after staff who are juggling work and family responsibilities have won the company a place on the New Diversity Management Selection 100 list, the Nadeshiko Brand designation, and the 2016 Health & Productivity Stock Selection.



伊藤忠商事株式会社  
ITOCHU Corporation

## ゼロベースでの働き方改革:1日7時間労働を前提としたグローバル基準の働き方へ

Workstyle Reforms to Achieve  
a Seven-Hour Working Day

味の素では、多様な人材が活躍する会社を目指し、「時間と場所の自在な働き方」を推進し、残業前提、男性の家事・育児関与の低い働き方からの脱却を図る。働き方に関わる新制度(スーパーフレックス、時間単位有休、在宅勤務等)を導入し、また働き方改革の一環として、本社では20時退館(強制消灯)、水曜日の早帰りデー(18時退館)を実施中。一人ひとりの社員の「労働時間への感度」が高まり、WLBも意識した働き方へ。これらの取組みを通じて、2017年度から所定労働時間20分短縮、2020年度にはさらに15分短縮して1日7時間労働にチャレンジ。

Aiming to be a corporation marked by diversity, the Ajinomoto Group is promoting freer workstyles, allowing employees to choose how long and where they work. They are encouraged to stop regarding overtime as a prerequisite and assuming that male employees cannot do the household chores or look after children. Ajinomoto has introduced a new workstyle system that includes super-flextime, paid leave that can be taken by the hour, and telecommuting. Lights at the head office are turned off at 8 pm, compelling employees to leave the office, and overtime is prohibited on Wednesdays (when everyone leaves by 6 pm). These measures have sensitized employees to their working hours and enhanced their awareness of work-life balance. The prescribed working day is being shortened by 20 minutes in fiscal 2017 and by a targeted additional 15 minutes in fiscal 2020 to achieve a seven-hour working day.





## 働き方改革の好循環を生む 「働き方改革アワード」と「Select 5」

Creating a Virtuous Cycle of Working-Style Reforms

三井住友銀行では、女性リーダーシップ研修やメンター制度などの女性キャリア支援に加え、長時間労働の是正を含む「働き方改革」を女性活躍推進の“本丸”と位置付けて取組みを強化。2015 年度より、残業時間の削減目標と業務効率化のための策を定め、外部有識者の評価も踏まえた「働き方改革アワード」を開催。定例会議の全廃・資料の過剰品質の排除等、本質を突いた取組みを行った部署を頭取が表彰。表彰部署の好事例 30 項目から、5 項目以上を選択して取り組む「Select5」もメニューに加え、働き方改革に向けた取組みの好循環を進めている。

Sumitomo Mitsui Banking Corp (SMBC) has a variety programs to support the career development of our female employees, including leadership training and mentoring. In addition to such initiatives, we regard advancing work-style reform, including reducing long working hours, as the key to promoting the active participation of women in the workplace. Since fiscal 2015, SMBC has established “Work-Style Reform Awards” to advance work-style reform, in which each departments sets overtime reduction targets and measures for improving work efficiency. Thirty items are established, such as eliminating regular meetings and simplifying reports, and each department selects five items, referred to as “Select Five,” to achieve. Their results are assessed with the support of outside experts, and departments that achieve results that truly reflect the essence of the reform are presented with a “Work-Style Reform Award” by the President of the bank. Through these initiatives, we set in motion a virtuous cycle of working-style reform.



三井住友銀行

株式会社三井住友銀行

Sumitomo Mitsui Banking Corporation



## 在宅勤務・時間単位休暇制度の 導入:柔軟に働ける環境の整備

Offering Flexible Workstyles through Work-at-Home  
and Hourly Leave Arrangements

横河電機では、人事制度を刷新し、社員が高いパフォーマンスを発揮して自律的に挑戦・成長しながら働ける枠組みを提供。その環境整備の一つとして、「在宅勤務制度」を導入。時間や場所にとらわれないワークスタイルとして、育児・介護をする社員を中心に利用が進む。また、ワークライフ・マネジメントの観点から、「時間単位休暇制度」も併せて導入。ダイバーシティ推進の一環として女性活躍のためのキャリア支援や意識改革にも取り組み、多様な社員が活躍できる働き方を実現することで、新たな価値の創造を目指す。

Yokogawa Electric Corporation provides a renovative job framework so that employees can take on personal challenges and grow while performing at their best. One improvement to the working environment is the adoption of a telecommuting system for employees who are looking after young children or caring for a family member, freeing them from time and place restrictions. Another is a system of paid leave that can be taken by the hour to enable smoother work-life management. The company is offering career support and making consciousness-raising efforts for women employees to promote diversity and encourage women's active workplace participation in the belief that promoting workforce diversity will contribute to the creation of new value.



## ITインフラによる時間や場所に 縛られない働き方の実現

### Applying IT to Overcome Time and Place-related Restrictions

女性社員が全社員の半数以上を占める ANA は、2014 年 2月に「ポジティブアクション宣言」を行い、女性活躍推進を経営戦略として位置付けている。その、環境整備として、社員一人ひとりの生産性向上のためのワークスタイルノベーション（働き方改革）に取り組む。例えば、CA に配布していた紙のマニュアルのタブレット端末への置き換えや、デスクトップの仮想化等により、ANA グループ全体として業務の効率化やコスト削減を実現。この結果、2016 年 J-Win ダイバーシティ・アワードリーダー賞を受賞、2015 年度なでしこ銘柄、新・ダイバーシティ経営企業 100 選に選定。

More than half of the employees of All Nippon Airways Co., Ltd., (ANA) are women. In February 2014 ANA issued its Positive Action Declaration designating the promotion of women's active participation in the workplace as a managerial strategy. To upgrade the working environment and improve employee productivity, moreover, ANA adopted a Work Style Innovation program. The manual for cabin attendants is now distributed on a tablet device rather than in print format, and virtual desktops have been introduced. These changes have improved efficiency in business operations for the entire ANA group and enabled cost reductions. As a result, ANA was awarded the 2016 Leader Award in the J-Win Diversity Awards, was granted the Nadeshiko Brand designation, and selected for the New Diversity Management Selection 100 list in fiscal 2015.



全日本空輸株式会社

ALL NIPPON AIRWAYS CO., LTD



## 人事・処遇制度の改正： 女性をはじめとする多様な人財の活躍を推進

### New Personnel Policies to Promote Participation of Diverse Human Resources

明治安田生命では、事務限定のアソシエイト職を 2015 年 4 月から段階的に総合職に統合、転勤の有無による「全国型」と「地域型」に再編。地域型も経営管理職を含む幅広い職務に登用可能とし活躍範囲を拡大。また、処遇制度も改正、職務に応じた処遇をグレード給として明確化し、全国型・地域型共通の「同一職務＝同一賃金」を志向。あわせて、女性職員の意欲醸成や幅広い視野の習得等を目的として、女性が活躍する他企業への派遣等も実施。2013 年度均等・両立推進企業表彰 ファミリー・フレンドリー企業部門 厚生労働大臣優良賞、2014 年度ダイバーシティ経営企業 100 選を受賞。

Since April 2015, the Meiji Yasuda Life Insurance Company has been progressively eliminating the distinction between associate workers, who perform general office duties, and career-track positions and reorganizing job categories into national and regional employees, depending on whether or not they are transferred to out-of-town positions. The scope of employees' participation in the workplace has been expanded, opening up opportunities for promotion to managerial and executive positions even for regional workers. Pay scales have been revised so that business duties are duly rewarded through clear links to payment grades, thus promoting the concept of "equal pay for equal work" among national and regional workers. Female employees are also being loaned to other companies where women are active to give them a broader outlook and to cultivate a desire to move into managerial positions. In fiscal 2013, the company received the Health, Labor and Welfare Minister's Award for Equal Employment and Work and Family Harmonization and was cited as being among the 100 top companies in the fiscal 2014 Diversity Management Selection 100 Program.





## 「男性育休100%取得」で、 男女とも働きやすい職場風土に

100% Paternity Leave Participation  
for a Family-Friendly Work Climate

日本生命では、2013年度より男性育休100%取得を推進。経営層からメッセージを発信し、「全員」が育休を取得することで社内風土の変革を狙う。対象者は取得計画を立て人事部に提出、人事部は対象者やその上司へ個別フォローを行うとともに、育休取得者の体験談等を紹介。育休取得者からは「育児と両立する女性の働き方への理解が深まった」、「効率的な働き方を意識するようになった」、「仕事の可視化が進み職場の協力体制ができた」等の声が挙がり、女性の活躍や働き方の変革に貢献。現在3年連続で男性育休100%取得を達成、延べ取得者数は1,000名を超えている。今後も取組みを推進。

In fiscal 2013, Nippon Life Insurance Co. set a goal of having all new fathers take parental leave. The company sought to transform its corporate culture and believed that a 100% participation rate, achieved through clear messages from management, held the key to success. Under the system, eligible employees draw up a leave plan and submit it to the personnel department, which then arranges follow-up meetings with the employee and his supervisor and puts employees in touch with men who have taken advantage of the system. Leave takers have commented, "It deepened my understanding of the difficulties women face in balancing work and the family," "I became more aware of work efficiency," and "The visualization of responsibilities helped to create a more cooperative workplace environment." The system is clearly engendering women's achievements and the changes in workstyles. There has been 100% participation of more than 1,000 male employees in the paternity leave system over the past three years, and the company will continue to promote this initiative in the future.



日本生命保険相互会社

Nippon Life Insurance Company

## パートナーと考える仕事と生活の 両立支援セミナー

Seminars to Create a More Cooperative  
Framework for Couples

大成建設では、2012 年より、社員とそのパートナー（配偶者・結婚前の交際相手）を対象に、両者が協力体制を築くことを目的とした「仕事と生活の両立支援セミナー」を開催。結婚や出産後も女性社員が活躍するには、キャリアに対するパートナーの理解と、育児・家事へのパートナーの参加が不可欠。参加者からは、「価値観を共有することで、互いにスキルアップを目指したり、充実した人生を送れるようになって感じた」との声が挙がっており、女性活躍推進の風土の醸成に寄与。

Since 2012 Taisei Corporation has held a Work-Life Balance Support Seminar for employees and their partners—both married and unmarried. Recognizing that for many women, professional success requires the understanding of their partners regarding both work and family responsibilities, the seminar aims to help build a supportive relationship. One participant commented, “The seminar helped us understand each other’s values, motivated us to develop professionally, and made us more confident that we could build fulfilling careers.” The initiative is playing a role in the creation of a corporate culture that promotes women’s job success.





## 「イクボス育成」でマネジメント層の意識改革を促進

"Iku-boss" Initiative to Transform Management Attitudes toward Work-Life Balance

清水建設では、部下の育児や私生活・キャリアを応援するとともに、自らもWLBを実践し、生産性向上等に積極的に取組む社員をイクボスとして表彰する「イクボスアワード」を毎年開催。多数の応募から選出した好事例は、社内報やイントラネットを通じて水平展開。また、2016年より「イクボスセミナー」を開催する等、イクボス育成に本格着手。女性活躍推進を行うためにはマネジメント層の意識改革が重要であり、こうした取組みにより、女性が活躍できる職場づくりをさらに推進。

Each year Shimizu Corporation confers *iku-boss* (a term coined from *iku*, referring to “childcare”) awards to supervisors who encourage their employees to maintain a good work-family balance while also making efforts to achieve a better balance in their own lives and boost productivity. The finalists, chosen from among a large pool of applicants, are introduced in in-house newsletters and over the intranet. Shimizu believes that improving women's working environment requires a change in management attitudes, so it inaugurated an *iku-boss* seminar in 2016 and is taking other steps to foster a new generation of *iku-boss* managers. Through these and other measures, the company hopes to build workplaces where more women can shine.



## キャリアを中断しない人材の「パイプライン」強化 ～リケジョ採用拡大、在宅勤務制度の導入～

### Expanding the Hiring Female Engineers and Introducing a Telework Policy

三菱重工業では、将来の女性役職者の登用拡大を目指し、人材の「パイプライン」を強化するため、従来 5 ～ 6% 程度であった理系女子学生の採用率 10% を目標に、女性エンジニアも巻き込み、女子学生向けのリーフレット制作や工場見学会等を実施。2016 年 4 月入社では、エンジニアに占める女性比率 15% を達成。また、育児や介護による社員のキャリア中断や離職を防ぎ、育児等からの早期復職や業務効率向上を図るため、2016 年 4 月から「在宅勤務制度」を本格的に導入し、100 名超が利用中。こうした取組み等を受けて、2016 年度「男女共同参画社会づくり功労者表彰」にて大宮会長が「内閣総理大臣表彰」を受賞。

Seeking to expand the appointment of women to managerial positions, Mitsubishi Heavy Industries(MHI), has taken steps to consolidate its recruitment pipeline by boosting the ratio of female science majors among new recruits from the current 5%–6% to 10%. To reach this goal, the company is enlisting the support of female engineering staff in producing leaflets and organizing factory tours for women students. In April 2016 the female share of engineering recruits reached 15%. MHI has also implemented measures designed to enable women to continue working or to return to work more quickly after taking child- or family-care leave to boost business efficiency. In April 2016, it introduced a telework policy that is presently being used by more than 100 people. In recognition of these initiatives, Hideaki Omiya, MHI chairman of the board, received the fiscal 2016 Prime Minister's Commendation for Efforts toward the Formation of a Gender-Equal Society.



三菱重工業株式会社

Mitsubishi Heavy Industries, Ltd.





## 時と場所を選ばない働き方への変革と 将来の女性エンジニア育成

Smarten Up Workstyle and Launched  
the Toyota Female Engineer Development Foundation

トヨタ自動車では、仕事と育児・介護の両立や、生産性の高い働き方を全社的に推進するため、在宅勤務制度を大幅に拡充。総合職を対象とし、在社義務を週2時間に設定。また、製造業全体の女性エンジニアの育成・増加を目的として「トヨタ女性技術者育成基金」をグループ10社で設立し参画。工学系専攻の女子大学生向けに、奨学給付支援と共に女性エンジニアとの交流イベント「リケジョの未来CAMP」等、「未来のわたし」をイメージできるプログラムを開催。文理選択前の中高生には、理系キャリアの魅力を伝える出前講座を実施。

Toyota Motor Corp. has greatly expanded its telecommuting policy to promote highly productive workstyles throughout the company, allowing employees to manage their work and to look after their children or provide elderly care. The obligation to be in the workplace is just two hours per week for all career-track employees. Together with nine affiliates, Toyota also established the Toyota Female Engineer Development Foundation with the aim of fostering and increasing the number of female engineers in the manufacturing sector. The foundation offers female engineering majors financial support and organizes events that give female science and engineering students an opportunity to meet with female engineers who can serve as role models. Lectures on the rewards of an engineering career are also given to secondary school students before they are confronted with the choice of advancing in the humanities or sciences.

**TOYOTA**

トヨタ自動車株式会社

TOYOTA MOTOR CORPORATION





## ダイバーシティ&インクルージョン： 多様性の受容と協働に向けて

Diversity & Inclusion: Fostering  
an Openness to Differences

野村證券は、グループ全体で社員の半数近くが日本以外の国籍（70ヶ国以上）を有することから、女性活躍推進にとどまらず、広くダイバーシティ&インクルージョン（D&I）を推進。各部門代表が委員を務めるD&I推進委員会とD&I推進室、そして社員がボランティアで活動する社員ネットワーク、このトップダウンとボトムアップの両輪でD&I推進に取り組む。社員ネットワークでは、多様な文化やLGBT（性的少数者）への理解を促すため、LGBTの理解者「アライ（Ally）」を増やす活動を行う。新入社員から管理職まで各階層の研修にD&Iのプログラムを実施。これらの活動を通じ様々なバックグラウンドの社員が一層活躍できる職場風土の醸成を目指す。

With nearly half of the Nomura group employees being non-Japanese nationals from more than 70 countries, Nomura Securities' diversity and inclusion initiatives are broad-based and go beyond the promotion of women's career development. The company adopts both a top-down and bottom-up approach, with initiatives being spearheaded by the Diversity and Inclusion Committee consists of representatives from departments, the Diversity and Inclusion Department, and three employee volunteer networks, one of which organizes events to increase support for multicultural values and LGBT (lesbian, gay, bisexual and transgender) rights. Our training program covers diversity and inclusion issues provided to all levels including junior to senior management. Through such efforts, Nomura seeks to forge a corporate climate even more accepting of people with diverse backgrounds.

野村證券

野村證券株式会社

Nomura Securities Co., Ltd.



# Reflection おわりに

## 経団連の女性活躍推進の取組み

～ KEIDANREN's Initiatives to Promote Women's Active Participation ～

経団連は、経営トップの明確なコミットメントと強力なリーダーシップを促し、会員企業の女性活躍を推進するため、2014年4月に策定した「女性活躍アクション・プラン」に基づき活動を続けています。

まず、経営トップの本気度を社内外に示すため、会員企業に「女性の役員・管理職登用等に関する自主行動計画」の策定を呼びかけ、経団連のウェブサイト上で公表しています。企業が各々の状況や課題に応じ、自主的に目標を掲げており、多くの企業が真剣に女性の活躍推進に取り組んでいることが分かります。

この他にも、パイオニアとして各社に誕生・活躍する女性役員を応援する「女性エグゼクティブ・ネットワーク」の設立、企業の管理職やダイバーシティ担当者を担当としたダイバーシティ・マネジメントセミナー、管理職への登用を控えた女性のための「女性チャレンジ支援講座」、官民連携による理工系女性人材の育成など、女性活躍を推進する企業の取り組みを多様なメニューを通じて支援しています。

今後も、経団連は、企業の主体的な取り組みを応援し、誰もがいきいきと活躍できる企業、社会の実現を目指して活動してまいります。

In April 2014 KEIDANREN published an "Action Plan on Women's Active Participation in the Workforce." In line with this proposal, we are encouraging the top corporate managers of our member companies to make a clear commitment to and display strong leadership in promoting the fuller participation of women in the workforce. To demonstrate the firmness of that commitment both within and outside each company, our members are being called on to formulate voluntary action plans on the promotion of women to managerial and executive positions for publication on our website. A glance at the site shows that business are voluntarily setting targets in line with their particular circumstances and are making wholehearted efforts to undertake initiatives to promote women's active participation.

We offer an extensive menu of support for companies. For example, KEIDANREN has established a "Women Executives Network" for pioneering female executives, organizes "Diversity Management Seminars" for corporate managers and diversity officials, offers preparatory courses for women about to move into a managerial post, and fosters the development of female human resources in scientific and technological fields under a joint government-business initiative. We will continue to support the voluntary initiatives of private enterprises to enable all to play an active part in society and in the workplace.



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