



# “Full-swing” Womenomics (Women × Economics)

Keidanren is working to promote **“Society 5.0,”** a vision for a brighter future, through a variety of public-private initiatives. In Society 5.0, where innovative technologies will both transform day-to-day lives and optimize society as a whole, people will be able to thrive like never before as long-standing constraints continue to disappear.

That progress will also propel social advancement among women and expand personal consumption, shaping **a new market**—with a projected value of as much as **650 billion dollars**—through growing economic activity. The women’s market represents a massive greenfield (untapped) sector for the global community. By working together to make the most of all the business opportunities in that emerging sphere, the countries of the world will be able to stimulate additional market growth and build solutions to social concerns.

Japan has the ability to take a progressive, leading role in the international effort to drive economic growth and find solutions to social issues through initiatives to encourage active participation by women.

In hopes of bringing that potential to fruition, Keidanren will reevaluate the significance and achievements of the country’s “womenomics” (women × economics) policies—a set of collaborative initiatives between Keidanren and the Japanese government—and publicize information on **best practices of business impacts** from the corporate sector to accelerate the overall effort.

By driving these **“Full-swing” Womenomics** policies, Keidanren is aiming to help people across the globe achieve optimal lifestyles for self-fulfillment.

## Full-swing Womenomics: 5 initiatives

### 1 New Workstyles



- ◆ Root management culture in the concepts of diversity and inclusion
- ◆ Break down patterns of unconscious bias
- ◆ Use IT and other resources to enable flexible workstyles, work to foster a fluid labor market that facilitates multi-career options, and develop institutional designs and other measures to help people balance childcare and work as the number of dual-income households grows
- ◆ Bolster efforts to offer career education, train human resources for the STEM fields, and nurture entrepreneurs

### 2 New Market



- ◆ Provide a wide-ranging mix of products and services, including offerings for time-saving resources, outsourcing, beauty, health, food, and finance, to meet the needs of women’s diversifying lifestyles and tap into women’s spending habits

### 3 New Investment



- ◆ Voluntarily release corporate information on active participation by women and attract more investment—both domestically and internationally—as ESG investment establishes a stronger presence

### 4 New Diplomacy



- ◆ Encourage economic diplomacy by women through fruitful exchange among female executives from around the world
- ◆ Engage in discussions on bilateral and multilateral initiatives to help women participate more actively in society

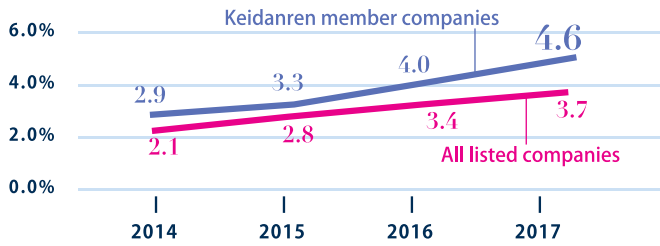
### 5 New Lifestyles



- ◆ Work to enrich lifestyles along parallel lines, aiming to help women pursue their aspirations with more tenacity and men live their lives with more freedom

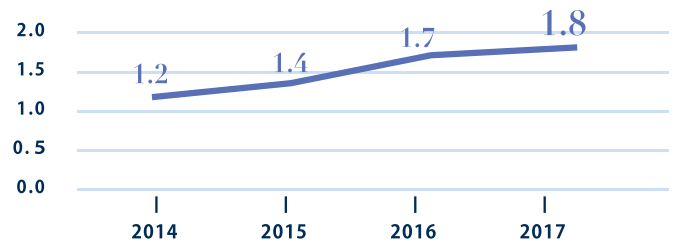
## Status of Promoting Women's Active Participation in the Workforce in Keidanren Member Companies

### Ratio of female board members



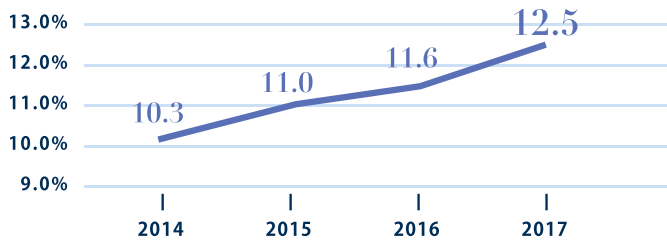
⇒ Risen to level exceeding the average for all listed companies.

### Number of female board members



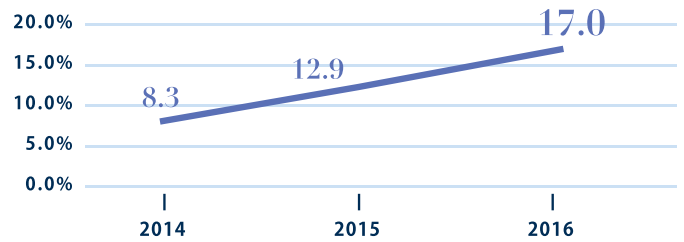
⇒ Risen from an average of approx. one per company to almost two from 2014 to 2017.

### Ratio of women among workers employed in technical specialists



⇒ Risen firmly.

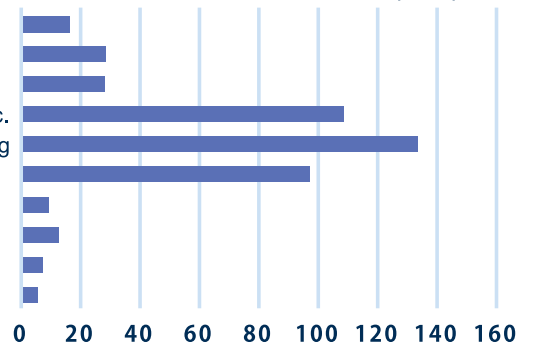
### Ratio of men taking childcare leave



⇒ Number has doubled since 2014. Although the average for all Japanese companies is only approx. 3.2%, the above figure has already exceeded the government's target of "13% by 2020."

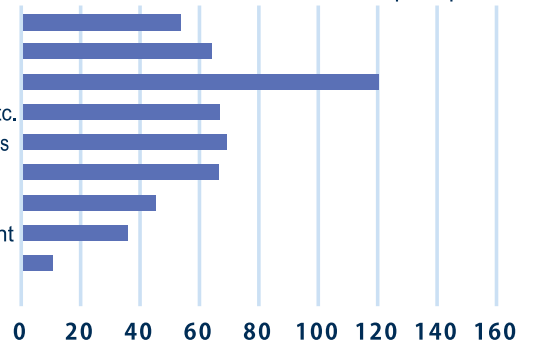
### Outcomes and business impacts of promoting women's active participation in the workforce (Multiple responses)

- ① Led to creation and cultivation of new markets
- ② Led to product innovation
- ③ Led to process innovation
- ④ Led to increase in employee motivation and satisfaction, decrease in job-turnover ratio, etc.
- ⑤ Led to raising of awareness and understanding of varied work styles, improving working
- ⑥ Had favorable impact on recruitment activity
- ⑦ Enhanced reputation among customers and consumers
- ⑧ Enhanced reputation among investors and had positive impact on fund procurement
- ⑨ Enhanced governance by the board of directors
- ⑩ Other



### Expected future outcomes and business impacts of promoting women's active participation in the workforce (Multiple responses)

- ① Will lead to creation and cultivation of new markets
- ② Will lead to product innovation
- ③ Will lead to process innovation
- ④ Will lead to increase in employee motivation and satisfaction, decrease in job-turnover ratio, etc.
- ⑤ Will lead to raising of awareness and understanding of varied work styles, improving working environments
- ⑥ Will have favorable impact on recruitment activity
- ⑦ Will enhance reputation among customers and consumers
- ⑧ Will enhance reputation among investors and have positive impact on fund procurement
- ⑨ Will enhance governance by the board of directors
- ⑩ Other



⇒ A variety of impacts are already evident, primarily an increase in employee motivation, decrease in job-turnover ratios, change of employee mind-set, improvement of the working environment, and favorable impact on recruitment activity. Direct positive impacts on business expected in the future include market expansion and creation of innovation.