

**March on Gender  
Empowering the Recovery through Women's Leadership**

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# Opportunity for Japan based on Comparative Analysis of EMPOWER Good Practices 2020

## Classification by OECD

## Good Practices from G20 EMPOWER Alliance

## Japan's Good Practices submitted to G20 EMPOWER Alliance (2020)

Classification by OECD	Good Practices from G20 EMPOWER Alliance	Japan's Good Practices submitted to G20 EMPOWER Alliance (2020)
1-1 Target value setting and Measurement management	Set gender diversity targets and KPIs, and continuously measure performance	★Target value setting for women empowerment ★Setting KPIs regarding female representation in managers ★Monitoring and sharing the progress at D&I Committee
	Set wage indicators for men and women, introduce monitoring tools for wage equality	
1-2 Strategy formulation and Organizational culture reform	Add D&I related criteria in performance evaluation of management levels	★Add D&I related criteria in the performance evaluation for the department heads and above
	Formulate a D&I strategy and actively review various systems and operations	★D&I as the core business strategy and publicize the D&I message ★Develop and communicate the D&I guidelines ★Establish an organization specializing in D&I
	Conduct an annual D&I survey and reflect it in the review of measures	★Develop actions based on the employee survey
	Publicize management commitment	★Sign up WEPs ★Declare the organizational actions as the Japanese male champions ★Joined 30% Club Japan ★Publicize the D&I statement ★Joined "Ikubosu" alliance in Japan
	Add flexible working options such as part-time and work sharing to higher-level positions	
	Flexible working	★Establish "Work Style Innovation" Committee ★Introduce remote working/ work-at-home practices ★Introduce "flex time" policy
	Balancing work and life for both men and women	★Regularly hold WLB Committee meetings led by the top management ★Introduce early back-to-work policy ★Part-time working policy for care works ★Subsidy childcare related costs ★Increase work productivity by closing the office at 16:30
	Changing mindset to combat unconscious biases inside/ outside organizations	★Create advertisement to change gender stereotypical mindset/ culture to eliminate the gender gap across industries
		<b>Opportunity for Japan</b>
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1-3 Review of systems and operations related to recruitment and promotion	Diversification of interviewer/evaluator panel, Introduction of a structured interview method to deal with unconscious bias	<p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>★Add the target of 30% female representation in the talent pool for the future management</li> </ul>
	Include a certain number/percentage of women in the recruitment/promotion candidate	
2-1 Training	Expansion of work areas for women, reinforcement of mid-career recruitment of female managerial candidates	<ul style="list-style-type: none"> <li>★Transfer women to regular full-time positions with the prospect of promotion</li> <li>★Change and expand the job scope of women in the clerical positions</li> </ul>
	Women's Leadership Development Program (including MBA and online courses)	
2-2 Female network	Implementation and effectiveness verification of inclusion and unconscious bias training for managers	<ul style="list-style-type: none"> <li>★Career planning training</li> <li>★Female-only programs for capability building</li> <li>★Management development for women through trainings and OJTs</li> <li>★Workshops for Women leaders</li> <li>★Special development programs for women executive candidates/ mini-MBAs</li> </ul>
	Build a female network in the company	
	Formation and utilization of ERG (voluntary employee group) including male allies	
	Introduce role models	
2-3 Sponsor /Mentor	Sponsorship led by top management	<ul style="list-style-type: none"> <li>★Mindset change/ UB trainings for male supervisors</li> <li>★WLB seminar for managers</li> <li>★Inclusive leadership training</li> <li>★D&amp;I e-learning</li> </ul>
	In-house mentor program, mentoring and coaching guidance for mentors	
	Organized cross-company mentor program	
		<p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>★Back-to-work moms community</li> <li>★Network of female alumni of leadership trainings</li> <li>★Female network sharing career aspirations</li> <li>★In-house female entrepreneur network</li> <li>★Female senior management network (within the organization)</li> </ul>
		<ul style="list-style-type: none"> <li>★ERGs for women, care-givers, disabilities, LGBT+ and allies</li> </ul>
		<ul style="list-style-type: none"> <li>★Increase and visualize role-models</li> <li>★Learning for career aspiration through dialogue with role-models</li> <li>★Recognition of inclusive leaders as the effective role-models</li> </ul>
		<p><b>Opportunity</b></p> <ul style="list-style-type: none"> <li>★Mentor program between female managers and company officers</li> <li>★Mentor program between Junior female managers and senior leaders who are not the direct supervisors</li> </ul>
		<p><b>Opportunity</b></p>