

DEI is the font of **Innovation**. The key to sustainable growth

## 1 Setting ambitious goals & accelerating initiatives: #HereWeGo203030

Keidanren has set the challenge of increasing the ratio of women in executive positions to at least 30% by 2030 and is urging top management at its 1,600 member companies to achieve this goal.



1

Set DEI as a pillar of management strategy that leads to positive business impact

2

Female and other diverse perspectives in business execution and governance

3

Strengthen talent pipelines

4

Break free from conventional employment practices, reform organizational cultures

## 2 Transforming awareness to changing behavior: Dispelling unconscious bias



## 3 Women's health issues

When managing employees, it is important to squarely deal with women's health issues, and to understand them correctly and develop an effective response. We seek to provide opportunities to tackle these issues through seminars and other events in order to improve wellbeing.

Cost of lost labor related to women's health issues

**\$3.4**  
billion/year

### (Ref.) Responding to key challenges at each career stage



Early Career

Mid Career

Late Career

Mostly in their 20s

Mostly in their 30s and 40s

Mostly in their late 40s and 50s

#### Envisaged problems

- Lose confidence by perceiving different treatment between men and women
- A lack of role models
- Unconscious bias in hiring and in the workplace
- Low levels of ambition for promotion

#### Envisaged problems

- A lack of experience and confidence at the stage of promotion
- A lack of appetite for promotion
- A shortage of candidates for managerial positions

#### Envisaged problems

- Negative reactions to the promotion
- Existence of a "boys' club"
- A shortage of women candidates for future directors
- A lack of opportunities to develop the necessary managerial experience and networks