

# A Study on the Application and Direction of Stricter Criteria for Global Advanced Enterprises

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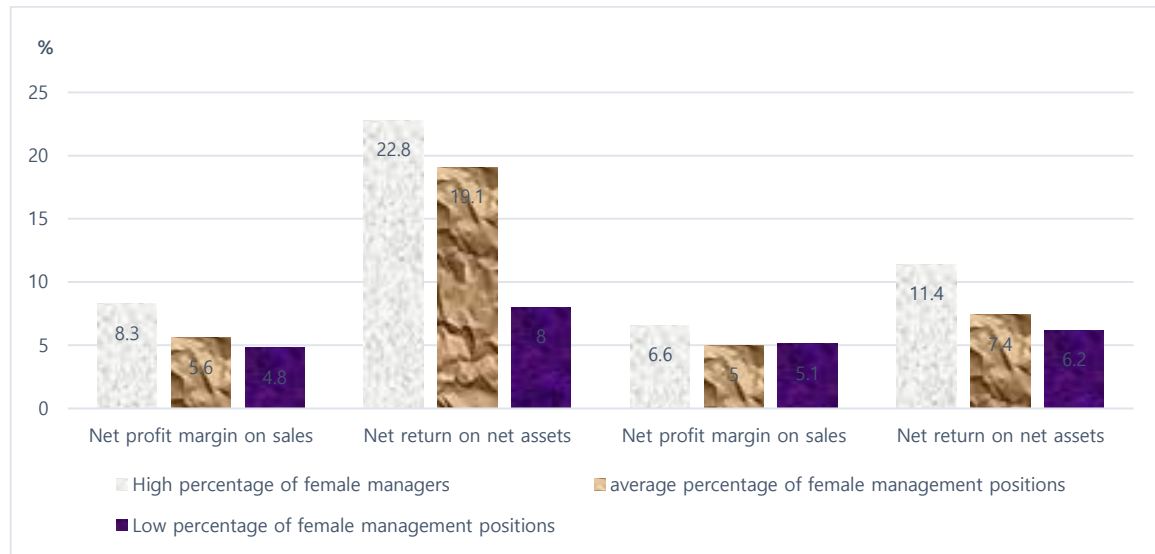
**Abstract:** The perception of investors regarding global advanced enterprises is undergoing a transformation. Generally, advanced enterprises are recognized as those that pursue exemplary management practices. However, criteria of defining advanced enterprises may vary depending on the perspectives of producers, consumers, and investors. For example, consumers may identify manufacturers of excellent products as advanced enterprises, while producers may view highly profitable companies as such. Likewise, investors may consider firms securing significant dividends as advanced enterprises. From an objective standpoint, however, investors are regarded as evaluating enterprises in more diverse perspectives. For investors, both the profits that a firm generates and its social contributions for sustainability are significant. Enhancing shareholders' values is another main concern of investors. The following are some of the primary criteria that investors consider when identifying advanced enterprises: 1. Enterprises focusing on social contribution. The term "CSP (Corporate Social Philosophy)" is often used to describe social contribution activities, but "CSR (Corporate Social Responsibility)" is also commonly associated with such initiatives. In a narrow sense, the CSP or CSR simply refers to an enterprise allocating a portion of its earnings and incomes to societal benefit. In a broad sense, it entails leveraging the enterprise's abilities, capabilities, and resources to address societal challenges and advance the public good. 2. ESG, "ESG" stands for Environmental, Social, and Governance. This term was first introduced in the 2004 UN Report. Recently, ESG has emerged as a new standard for investment. Using ESG factors in criteria of investment implies to make investment decisions based on non-financial performance indicators such as environmental protection, social responsibility, and corporate governance as well as the firm's financial outcome. 3. Increasing rate of female representation in management. At shareholders' meetings, investors limit reappointment by exercising their voting rights when the rate of women in management positions is insufficient. Consequently, enterprises have put forth effort to meet criteria of advanced enterprises. In particular, Japanese enterprises are increasing management positions for female workers to break from the existing male-centered system of business management and promote appointment of women in management roles. In consideration of the insufficiency of industrial workforce, this shift in human power allocation is viewed as a pivotal step in perspectives of gender equality or talent placement in the right position. Investors' indifference in this regard can delay corporate innovation, which in fact requires of continuous efforts [1]. This study examines this recent issue: changes in corporate environments as investors tend to apply stricter criteria of advanced countries. As Japanese enterprises' criteria of voting rights become stricter recently, the rate of women in management positions is an important issue. Investors are expecting that moving beyond traditional practices and promoting new management innovations will lead to a general corporate advancement.

**Keywords:** Advanced companies, social contribution, ESG, female management, strengthening standards, gender equality

## Introduction

Recently, institutional investors are highly interested in the ratio of female management positions to companies. This is meaningful in complying with ESG, but it also strengthened corporate efficiency. For example, in the case of Japanese companies, the more female management positions, the higher the achievement. <Table 1> shows the relationship between the proportion of women occupied by managerial positions or higher and corporate profits. <Table 1> shows the relationship between mid-sized companies and large companies with 100-999 employees. Companies of each size were divided

into the ratio of female management positions, and what was different between the total return on assets (ROA) and the two types of net return on sales was analyzed as the ratio of female management positions. As a result, it was found that both mid-sized companies and large companies have higher profit margins as the ratio of female management positions is higher.



*Table 1: Relationship between the ratio of female managers and the corporate profit margin*

Then, why is the higher the female performance, the higher the corporate performance? This can be found in the theory of discrimination based on preference of Gary Stanley Becker, who received the Nobel Prize in Economics. In the labor market where women are discriminated against, women's wages are lower than men's, so hiring more women can reduce labor costs.

However, real economics is not that simple. Mainly, the reasons for discrimination against women in Japan are as follows. Women are more likely to retire through marriage or childbirth, and the short-term working period for parental leave or childcare is long. In addition, it is difficult for women to order overtime or a transfer. In fact, Japanese women's share of housework is the highest among major developed countries. This is the reason why women are not able to work in companies. The graph shows these things. It is correct that there is a high number of corporate achievements in which women are active in the unfavorable situation of gender role sharing. As a reason for high achievements, a competent female workforce can be considered to be active [2].

In fact, there is no clear difference in intellectual ability between men and women, and there is no significant difference in the male and female college entrance rate. Meanwhile, in Japan, 90% of management positions are male, and most of the executives are male. Most Japanese companies are not able to make the most of their competent female workforce. However, companies with a high proportion of female management positions have a small sense of sharing gender activities in the division of work of general employees, and there is a possibility that women are assigned to important jobs. Such use of female labor creates corporate profits. However, it is worth noting that it is not yet possible to clearly determine the causal relationship between the proportion of female management positions and corporate achievements.

In order for companies to utilize the female workforce, they need to overcome the challenges arising from gender role sharing at home. Since the 1990s, attention has been paid to the policy of balancing work and life. It is centered on policies to support child-rearing, including the parental leave system. As a result, the number of women retiring as a result of childbirth is decreasing. According to the Basic Survey on Childbirth Trends, the employment duration rate of women after giving birth to their first child was 24.4% in the 1990s but rose to 53.8% in the 2010s. Although the child-rearing support policy had an effect on the increase in the employment rate after childbirth, it is not clear to what extent it contributed to increasing the proportion of female managerial positions. In other words, no clear evidence has yet been found that the higher the female parental leave rate, the higher the proportion of female managerial positions. However, what is clear is that guaranteeing women's abilities with gender equality must have a positive effect on business. Therefore, inducing companies to increase the proportion of female managerial positions has a positive effect on companies [3].

## 1. Strengthen standards for advanced companies

Women's performance is important in terms of efficiency of Japanese companies composed of male-dominated corporate members. Investors use the existence of female executives as a measure of the soundness of corporate control. Blackrock, the world's largest asset management company, is demanding that at least two female executives (directors and auditors) be appointed for TOPIX 100 companies revised in 2023. Until now, there was more than one person, but the standard has been strengthened. If the standard is not met, the rejection of the reappointment of the CEO will be opposed unless there is a reasonable explanation from the company. As for the reason, Blackrock acknowledges the diversity of thoughts at the board of directors, and thinks that the opinions of people with various values influence the right decision-making, which leads to the improvement of corporate value. Therefore, it is emphasizing gender improvement as an indicator of diversity of Japanese companies.

Currently, the proportion of female executives in Japanese listed companies is significantly lower than in developed countries. France has 45% and the United States has 30%. Some countries introduce a quota system by law based on the ratio of men and women of board of directors. The Japanese government is requesting more than 30% of female executives for 30 years for major listed companies. For effectiveness, the Tokyo Stock Exchange rules have been revised. However, this is only part of the effort. In fact, it is the movement of institutional investors that drives companies.

Institutional investors have newly established standards for female executives and are demanding strict improvement. In the past, only large-cap stocks were targeted, but now the scope has been expanded to all listed companies. In fact, to what extent institutional investors express their opposition to the re-election of CEOs of companies without female executives at the 2023 general shareholders' meeting, the percentage of opposition to the re-election of CEOs of companies without female executives is 70% overseas and 60% in Japan, according to the Innovative Creative Joyful (ICJ) survey. The 2022 general shareholders' meeting was 50% overseas and 30% in Japan, but opposition increased. For companies with one female executive, 26% overseas and 12% in Japan were opposed. This trend is expected to continue in the future. Against this background, there is an Institutional Shareholder Services (ISS) in the United States, an advisory company for voting rights. ISS advises companies without female executives to oppose the re-election of CEOs as of the basis of establishment in 2023.

## 2. Current Status of Women's Management in Japan

### 2.1 Change of outside directors

With institutional investors emphasizing the ratio of female executives, about 10% of companies in Japan do not have any female executives in major listed companies. Among the companies that do not have any female executives, Toyota Motor Corporation, which is the No. 1 market capitalization, has no plan to appoint a female executive at this point, but it has one executive officer. ABC-mart has a female executive who has retired and is currently looking for a suitable person. Sharp will appoint any male or female executives regardless of nationality. Japanese television HD will recommend the appointment of female executives at the general shareholders' meeting. In the meantime, Japan has a male-oriented corporate culture, so there are not enough candidates for in-house female management positions. Therefore, they are often invited from outside. According to a ProNed survey introducing executive candidates, the number of female outside executives in major listed companies was 2059 in 2023, an increase of 20% from the previous year. Outside directors are often inaugurated by executives with experience in listed companies, but there are many occupational groups such as lawyers, researchers, and accountants because there are few female candidates <sup>[4]</sup>.

Problems are also emerging as the demand for female outside directors increases. For example, the number of concurrent outside directors is increasing. There are not a few cases where requests for outside directors are concentrated on some women, and several companies concurrently hold office. There are many cases of taking office without understanding the role of outside directors. An outside director is an executive under corporate law. If you do not fulfill your obligations, you are liable for damages. If a problem arises, there is a possibility that you may be sued by shareholders. When considering taking office, female outside directors need to conduct a preliminary investigation on the degree of governance the company has, why female outside executives are hired.

## ***2.2 Percentage of female managers in a company***

Women's performance indicators differ depending on the will of managers in the same industry. Among the 33 industries on the Tokyo Stock Exchange, Calbee ranks first in the food industry among the top 10 companies in 8 major industries. There is no difference between men and women in the average number of years of service, and more than 20% are female managers, which is the highest in the industry. Despite the high employment popularity of women, Calbee is highly hired as a female manager. Yuji Miyoshi is in second place and Kameda Confectionery is in third place. However, Meiji, a large confectionery company that competes with Calbee, is only 44th. Although more than 50% of Meiji's employees are women, the proportion of female managerial positions is also about 3%.

In the chemical industry, companies related to cosmetics and daily products have a high proportion of female management positions. In C'BON, which ranks first, 90% of its employees are women. Female management positions are also excellent at 80%. Next, SHISEIDO is in second place and Fancl is third. Among them, electronic substrate drug brand MEC is 5th, and Dongyang Synthetic Industries, a global company, is 6th for photosensitive materials for semiconductor photoresists. Battery material brands are generally an industry in which it is difficult for women to find employment. In Dongyang Synthetic Industries, the proportion of female employees is not high at 13%, but the average number of years of service for women is 1.2 times longer than that of men, and the proportion of female management positions is relatively high at 7.6%. The construction industry, where it is difficult to hire women, has a low proportion of female management positions compared to other companies. EDO construction is 16.9%, but EDO is expanding its business through elderly care services or real estate sales. The top 10 companies were found to have excellent electricity industry and telecommunications construction. Toenec, the No. 1, is a large electricity construction company in the central electricity industry. The company actively supports the company's work and its own time use, so the number of years of service for women is longer than for men <sup>[5]</sup>.

Technology positions in the automobile industry are dominated by men in science and engineering. The imbalance between men and women over the years of service is an additional factor for top auto parts companies. However, women are generally concentrated in office jobs that are relatively easy to work for. The automobile industry has an excellent female recruitment rate, but failed to make it into the top 10 for female management positions. Mazda ranks 11th. Toyota Motor Corp. is ranked as low as 38th. Japanese companies have 10,500 managerial positions, but only about 300 women among them. The male-female wage gap is also only 66 percent of the male-female wage gap.

The retail industry has strong women's clothing and accessories. Festaia, the No. 1 manufacturing and sales of jewelry products, has a high percentage of female management positions. Festaia, the second-place company, is a mail-order sales company with women in their 20s to 40s as major customers, and has a high percentage of female management positions. Ixtubanya, ranked 4th, is the only restaurant industry among the top 10 companies, but it is increasing the number of female management positions due to improved working hours. Takashimaya, ranked 8th, was selected as an excellent company because the ratio of men and women with years of service was good, and male parental leave was 100% recognized.

Among the general companies, Mitsubishi Corporation ranked 7th, with only 10% of the general companies with different female management positions, but Mitsubishi Corporation ranked 12%. After the company, there have been efforts to promote women, such as hiring five female executive officers as Itoty Corporation in the 10th place, but there is a big difference in the male and female wage gap of 60%. Takou Bank, the No. 1 bank in the banking industry, is Nikata Regional Bank. Taikou Bank has a high percentage of female management positions at 25%, and the male and female wage gap is also the smallest in the industry. TIBA Bank was also selected as an advanced company for women's activities. The other three major commercial banks are Mitsubishi UFJ Bank ranked 19th, Mitsuimitomo Bank 20th, and Mitubo Bank 42nd. This is mainly because the male and female wage gap is low. The Monex Group, which ranks first in the securities industry, is high in all three categories, and women are the CEO of Monex Securities, a subsidiary of a core company. In the securities industry, women are increasingly active, but traditionally, there are many male-centered companies.

## ***2.3 Calbee's Success Story***

The Calbee, which has the highest percentage of female management positions in the food industry, recognized the importance of female activities early on. Previously, male employees were the focus. Although the proportion of female regular employees was 40%, the proportion of female management

positions was only 5.9%. However, female participation is important in developing products for consumers or responding sensitively to trends. Women's activities play an important role not only in social contribution, but also in improving male-centered one-sided thinking.

If there is no female activity, the company recognizes that there is no growth and the ratio of female management positions is set as a target of 40%. As a result of efforts in each sector, the proportion of female management positions is increasing. First of all, through organizational reorganization, the number of female management positions was reduced and the system was revised. The management position required a different way of working than the general employee. Speaking of sales, it means that you feel comfortable to run your own business. However, the job of a manager has to move the lower employees well to perform the work. Since performing work alone is difficult, it is important to prepare in various fields at the stage before becoming a manager. With this reflection, we created a talent pool for female management candidates. More than 20 female candidates were elected every year, including recommendations from their bosses and their own wishes. Management training was conducted for the pool of talent. Based on that, the current proportion of female management positions has recovered to 24.8%, and female management positions have high work performance due to motivation. In addition, the quality of talent has also improved. The will of the CEO is important in enhancing female performance [6].

The will of the CEO and the structure of creating and fostering the pool of management candidates are important lessons. Now, two structures have begun, setting a target of 30% for full-time female employees in 2030. It is a task that there is a difference in female performance depending on the department. In the marketing sector in charge of product planning, the female activity rate is high at 50%. Meanwhile, sales or manufacturing sectors with a small proportion of women originally need improvement.

Sometimes retail stores have to respond to product problems, so they have to work at night or on holidays. Therefore, it was not easy to work while raising children. So, women assigned to the sales division leave the company. Currently, when there are circumstances such as childcare, a divisional structure has been created by choosing someone to take on the job. As a result of the overhaul of the pool of female management candidates over the past three years, employees in charge of management positions while actually raising children have been produced. The proportion of female management positions in the sales division is 10%. Overall, it is low, but there were few before.

### **3.Rreform to expand women's activities**

#### ***3.1 Improvement of paternity leave for men and women***

Parental leave should be conducted for all employees, including not only women but also men. As a child-rearing policy, whether or not men use child-rearing policies has a great influence on strengthening the sense of gender role sharing within companies. <Table 2> shows the relationship between the ratio of male parental leave and the ratio of female managers in a time series. The green line shows companies with a lower ratio of male parental leave than the median, and the red line shows companies with a higher ratio of male parental leave than the median. According to the graph, companies with a high ratio of male parental leave in all years have a higher ratio of female managers than companies with a lower ratio of male parental leave. Also, the difference tends to expand.

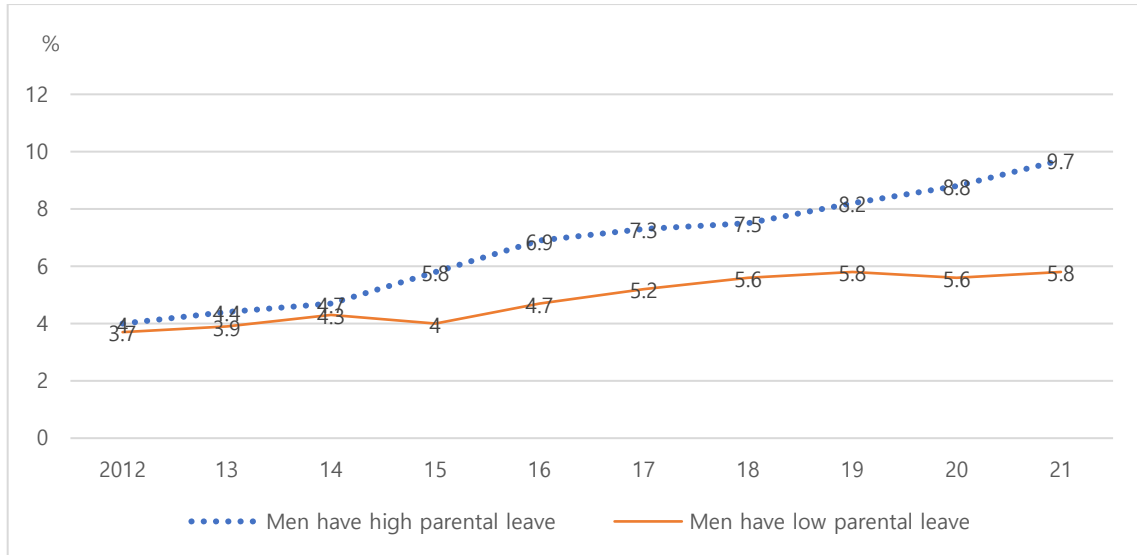


Table 2: Relationship between male parental leave and female managerial job ratio

The period of parental leave is more than half a year for women, while most of them are less than two weeks for men. Despite such a short period of time, it is worth noting that the number of men taking parental leave has a clear difference in the ratio of female management positions. In other words, it was found that the corporate climate was different between jobs with many and few men taking parental leave. This seems to be because it denies the stereotypes that men's parental leave is a priority for women, and work for men [7].

### 3.2 Revitalizing Men's Parental Leave

Household housework and childcare are the burdens for women to wrap up their company careers. However, although the burden has been eased in recent years due to men's participation in childcare, men's parental leave is necessary for further activation. The Japanese government also expects companies with more than 300 employees to mandate male parental leave (currently only large companies with more than 1,000 employees).



Table 3: 70% of men wish to take paternity leave

Men are also highly motivated to take parental leave. According to the graph <3>, 70% of people hope to take parental leave in 2023. Men also have a high value that couples work equally and share housework and childcare. On the other hand, when looking at the actual parental leave rate for companies, there is a difference from 17.1% in 2022 (Ministry of Health, Labor and Welfare, Basic Survey on Equal Employment), and the ratio of applicants. The period of parental leave is also short. According to the same survey in 2021, more than 50% of them are less than two weeks.

Even if they want to take parental leave, they cannot. The reason why male employees cannot take parental leave is that the parental leave system is not in place in the <Table 4> survey. In other words, there are many opinions such as causing inconvenience to those around them and not being implemented well. There is also anxiety about a decrease in income. During the period of parental leave, parental leave is paid, but the amount is 67% of the wage, and the receipt is about 3 months after the start of parental leave. With the revision of the Child Care and Nursing Leave Act in 2022, it has become mandatory for supervisors to individually check their intentions for parental leave for those subject to parental leave. However, the reality is that other than confirmation of parental leave, it is left to the person and the site [8].

Professor Nakahara of RIKKYO University recently said that when a subordinate employee takes parental leave, the manager is in charge of the man's work. There are increasing cases in which subordinate employees are not assigned the task, and the manager is responsible for it. There is also an example of supplementing the on-site personnel of the furloughed due to the limitations of on-site response. Some work helps colleagues with increased workload. If you do not make the necessary investment, not the cost, excellent young people will leave the site where it is difficult to take parental leave <Note 6>.

In the future, both men and women should have a sense of parenting in order to create an on-site environment where women do not care about their peers.

The maternity leave system is not in place at work	31.3
The vacationer is sorry to his co-worker	25.0
Wages and allowances will be reduced	25.0
atmosphere of difficulty in taking paternity leave	22.2
Because vacationers don't feel the advantages of parental leave	20.5
I'm the only one who can work	11.1

Table 4: Reason why male employees did not take paternity leave (2023)

### 3.3 Improving gender discrimination, page 60

According to a survey by TOYO KEZAI, 23% of respondents said they were not, and 80% said they were implementing something at work when asked whether they were coping with women's activities in the workplace. On the other hand, when asked how many women are actually active, 32% of the respondents who are only active, and 22% of those who are not active, do not feel the effectiveness of the policy. According to individual opinions, women who are questionable about the policy and men who are embarrassed by changes in the field environment are mixed. Women have doubts about the subject of women's activities itself. They are dissatisfied with the fact that parenting is a barrier to career formation or does not give them a chance to grow.

Meanwhile, men are concerned that their opportunities will be taken away by women's employment, anxious by threatening their position, and dissatisfied with unfamiliar female employee managers. However, in this situation, mercari made it mandatory to disclose the wage gap between men and women. Until now, most of the publicly announced companies have only explained the reasons for the gender wage gap, and the wage gap has not been corrected. Among them, mercari is an early company to correct the male and female wage gap. In 2023, the male and female wage gap in Japan is 37.5%, that is, if men's wages are 100, women are 62.5%. It was found that the cause of the wage gap was a decrease in the proportion of women as it went up to the upper level. The proportion of female managers above Mercari's managerial group will be about 20%. 40% of all employees are engineers, and women of them influence to 10%. Mercari found that there would be a wage gap of about 7% not due to gender differences in roles, grades, and occupations. As a result of analyzing the cause, there is a difference between men and women in the annual salary proposed to employees at the time of joining the company. As for mercari, 9% of employees are hired in the middle. The annual salary is determined in consideration of former income. Knowing that this was the main cause, the management method of recruitment was modified [9].

Specifically, the recruitment interviewer made it impossible to refer to the salary information of the previous job. Through an interview, the salary was decided among mercari's grades. In intermediate recruitment, the proposal to increase income is more attractive than the previous job. If you know the

previous salary in advance, the wage is determined based on it, so the wage is measured lower. Women can propose competitive salaries by modifying the existing structure with relatively lower salaries than men.

In addition, the basic funds for female employees were notified. The response of the employees was also favorable. The resulting gap narrowed from 7% to 2.5%. Mercari plans to make wage decisions once a half-yearly and continue to reduce them by monitoring the wage gap. The fact that the wage gap could be closed without confusion led to good results that the CEO cultivated a sense of gender equality in-house. Emphasizing the need for a chief executive in front of all employees for wage adjustment, the investment necessary to hire various talents to create a competitive team should be made.

### ***3.4 Stipulation of the terms of appointment***

The RECRUIT Company has a high percentage of female employees at 40% or more and a high percentage of female management positions at 30%. Looking at the process, the number of women at the managerial level rose from 28% in 2020 to 34% in 2023. This effect is due to the stipulation of the requirements for appointment of management positions. The RECRUIT Company continued to develop and implement a flexible working environment such as flexibility of labor, support for the balance of the company and parenting, career training for women, setting numerical targets for hiring managers, and remote work. The RECRUIT Company created an equal environment without gender discrimination and had a sense of problem to eliminate the prejudice of male preferential treatment.

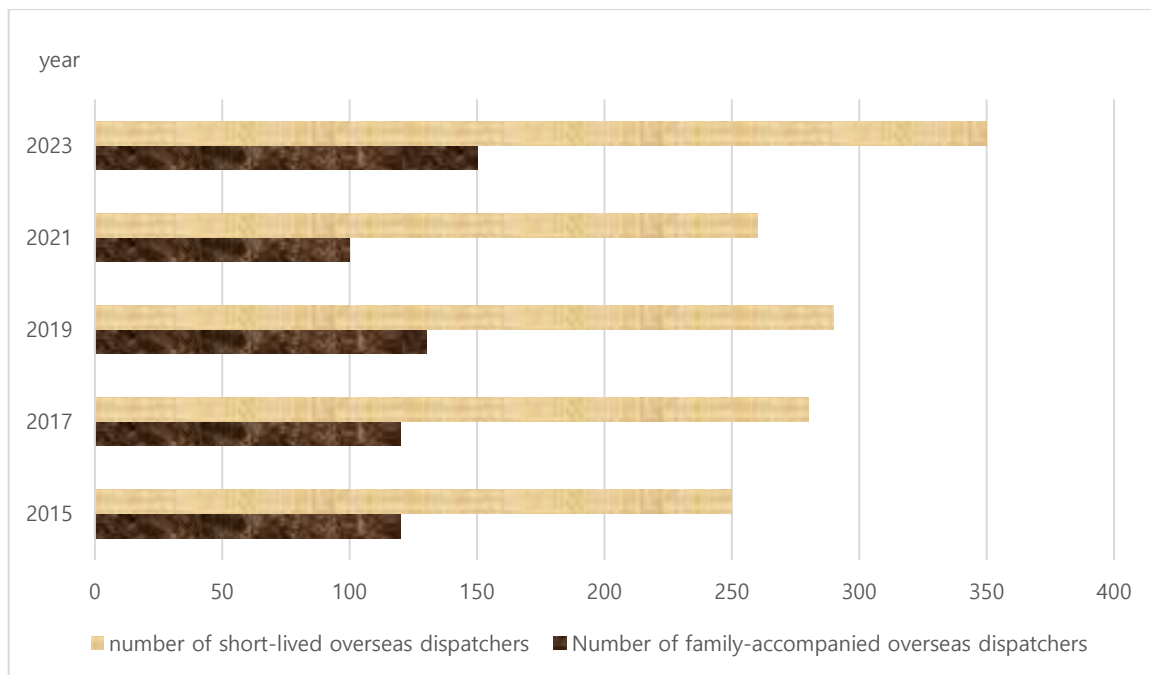
RECRUIT Company gathers once a half-yearly, managerial positions below the manager to discuss the individual development plan of the department members and make them think of the next managerial candidate. Through the discussion, it was found that the managerial staff themselves tended to demand a homogeneous person for the managerial candidate through the successful experience of demonstrating performance and high leadership. And the requirements for the appointment of managerial positions were stipulated. The content varies slightly from department to department (inversely calculating from the goal to be achieved, KPI is set, and added to the action plan). In this way, by creating a judgment axis for evaluation, there are no prejudices other than the setting requirements. Depending on the department, the management position method itself was also reconsidered according to the requirements, such as enabling remote business or non-face-to-face business. As a result, the number of women nominated for manager positions increased 1.7 times in the organization that implemented this compared to before the implementation. What was unexpected is that the number of male as well as female candidates has increased. In some cases, a person who was demoted due to lack of ability while working as a manager may become a candidate because his or her ability is evaluated again. Therefore, the stipulation of appointment has a good influence on the morale of employees in a sense of fairness to everyone<sup>[10]</sup>.

### ***3.5 Increase in the number of female expatriates***

Recently, an increasing number of Japanese companies have husbands accompanying their wives to overseas residents. Until now, overseas residents were often accompanied by their families, mainly men. However, this environment is also changing due to women's advance into society.

According to statistics from the Japanese Ministry of Foreign Affairs, the number of long-term overseas employees is gradually increasing to about 4.6% from 2015-16 and to about 3.5% from '16 to '17. The number of female employees dispatched overseas is increasing even in a survey conducted by the Japanese Overseas Enterprise Association on the education of children returning to foreign countries and Japanese companies once every two years. Therefore, an item on the actual condition of female expatriates was newly established. According to the survey, the number of overseas dispatchers increased for each company after the Corona Pandemic, and half of them are accompanied by family members. Women working abroad with family (children) are still fewer than those working abroad alone, but they are increasing.





*Table 5 Overseas dispatch of employees and family accompanying trend (number of overseas dispatchers in a company)*

his is an example of a Japanese national official in 2014 as a survey that can grasp the actual condition of the husband in residence. According to Japanese government data, the number of men using the system is increasing significantly. In Japanese society, it is rare that male careers are stopped due to childbirth, unlike women who have career interruptions. If there is a leave of absence system such as national officials, there is no turnover, but only 3.9% of companies have such a system (a 2016 survey by labor policy research and training organizations). Companies dispatching expatriates often do not encourage their families who accompany circumstances such as overseas work visas because they prohibit work there. In addition, even now, 70% of families working together have a strong sense of gender role sharing: work for men and housework and childcare for women. The way of working long hours not only bothers the men's own mind and body, but also negatively affects the life and career of partner women.

### **3.6 CEO's will and outside executives**

Appointment of female executives in-house takes 5-10 years. Let's take a look at some of the CEO's attitudes toward increasing the number of management positions that will become candidates. First, it explains the need for a CEO to hire women. Rather than leaving the promotion of change to the department alone, the CEO needs a message on the need for female employment. In particular, executive officers or group of managers who will make decisions on the spot work while watching the CEO. If the CEO is serious, they also change the entire organization with sincerity. Appointment of women needs to change their boss rather than change women. What is needed is for women to change the way they work, not to fit the way women work in existing management positions. Such reform is impossible without the will of the CEO. Second, transparency in evaluation. There are many women in management positions because the evaluation criteria are clear. If the evaluation criteria are not clear, it is easy for an evaluator to choose a leader who resembles him. If there are many evaluators, male evaluation is high. If the evaluation criteria are clear, it leads to female appointment. Third, the commonality of companies that are good at hiring women is their data analysis. Without a health checkup, you cannot know what is bad. The first thing to analyze is from what stage the proportion of women decreases, the proportion of women in managers is high, but why? from the manager? It is not uncommon for the number of management positions to decrease when there are many female employees, but at that time, it is also good to analyze the differences in evaluation by gender and position. As mentioned above, when the evaluation criteria for the management position are not clear or when a woman becomes unfavorable to the management position, the female evaluation may decline. Another important thing is to analyze the results by conducting a questionnaire for employees. Women tend to avoid managerial positions. It is a matter of how to work to improve this. It is necessary to change the way of work to enable work while raising children or doing housework. Fourth, when the problem becomes clear in data analysis, policies are

prepared for each department of the company. If the proportion of female management positions is less than 10% (introduction period), less than 10-30% (transition period), and more than 30% (daily period). The proportion of female management positions in Japan is 13%, but the proportion of female management positions in each company is proportional to the proportion of female employees. Industries with fewer female employees have fewer female management positions, but it is good to proceed comprehensively depending on the type of business. Specific means are effective for counseling while training.

## Conclusion

In recent years, young people often engage in economic activities together with couples due to the rapid development of modern civilization after marriage. Therefore, if it is difficult to balance work and housework, they leave the existing company in hopes of changing to a company that can raise children. There is an increasing number of couples who want to work full-time together, paying equally for women who are not only in charge of housework and childcare due to short-time work. There is also an increasing number of men who want to spend more time with their children. COVID-19 has triggered the spread of telecommuting and male parental leave.

It was in 1997 that the generation working together in Japan exceeded the number of full-time housewives. However, it is changing into the way couples work together. In the past, the mainstream was to quit work due to childbirth and return to part-time when parenting was stabilized. After the 2010s, wives were able to continue working by using the short-term childcare time system. And now, we are a generation that wants to do housework and child-rearing at the same time as couples, and to build a career together. With the emergence of these generations, companies have to respond differently to the methods of women's activities until now, the Mitsubishi General Research Institute (MRI) points out. In 2016, the Women's Activity Promotion Act came into force, and many companies considered it a law to increase the number of female management positions. Therefore, women on the verge of management positions were listed and trained to increase the number of management positions. This has been receiving positive reviews from female activities by doing their best in two to three years.

However, the active appointment of such women is merely a correction of the existing distortion. What is necessary is to create a structure in which flexible work can be done, people who do anything are evaluated fairly, and career formation is possible. For example, employees who work short-term during childcare hours reduce the workload, lower the expected role in the company, and change simple tasks contrary to their intentions. In addition, evaluation or remuneration should not be excessively low. It is important to show standards so that they can really evaluate and promote short-time workers without changing their expected role. If a woman during childcare becomes a manager and creates a job where she can stand proudly in front of her colleagues, not only women but also many young people will be active. Creating a workplace where women can play an active role is an important step in selecting talents who will be in charge of the future of the company, and it makes the growth of the company sustainable.

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