

Colloquium on Global Diversity: Creating a Level Playing Field for Women

Leading Diversity Across Borders



Debra Hazelton

Senior Advisor for Global Talent Development , Mizuho Financial Group, Inc

Board Director, Australia Japan Foundation

Principal, KBA (Kokusai Business Advisory)

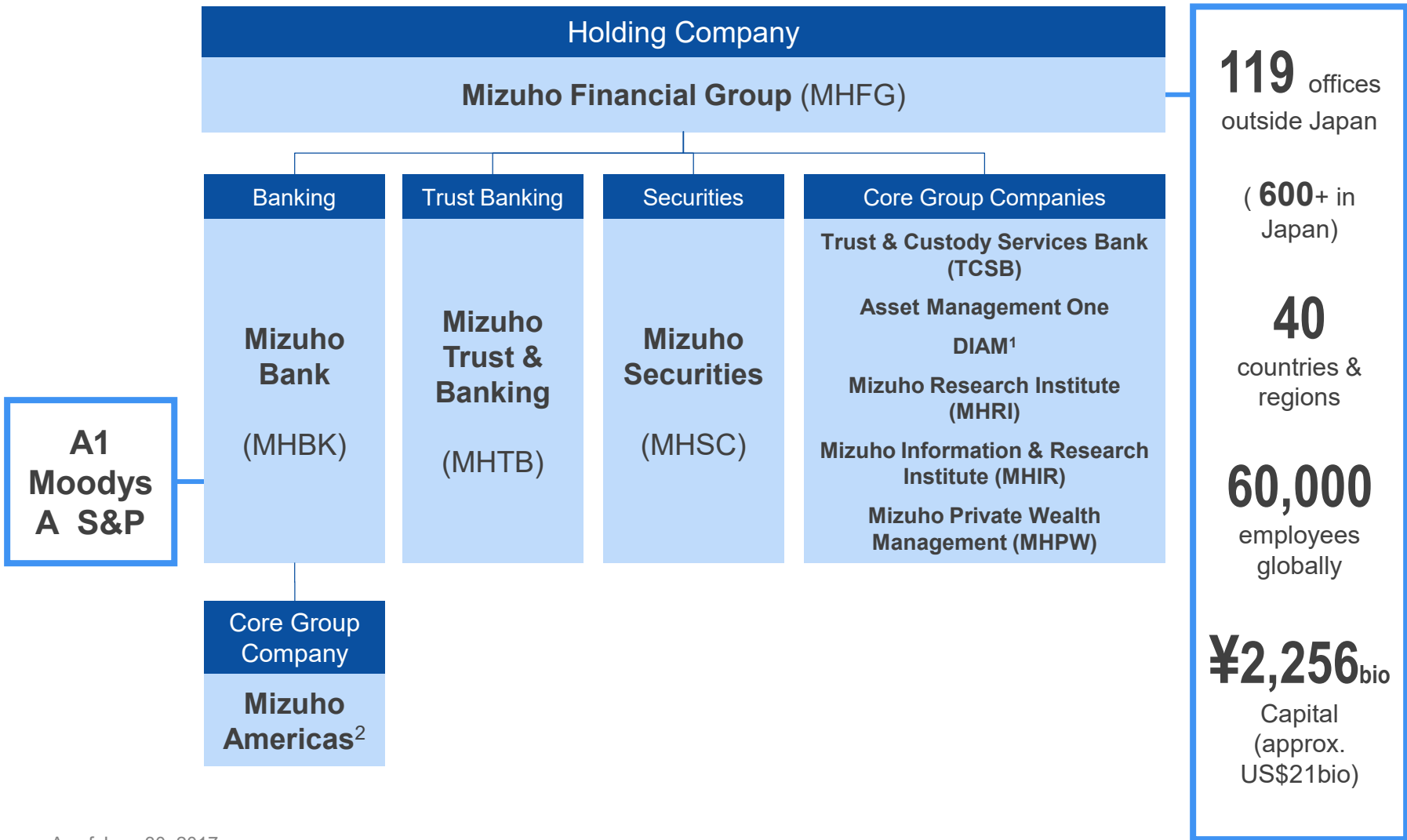
Speaker – Background

- ❑ **First non-Japanese Country CEO - Mizuho Bank (Australia)**
- ❑ **First non-Japanese senior executive in Mizuho corporate headquarters (Tokyo): GM Mizuho Financial Group, Inc - Strategic Talent Globalization (GTAD): Talent Acquisition; Learning & Development; Diversity & Inclusion; and Globalization & Connectivity**
- ❑ **Senior Advisor for Global Talent Development, Mizuho Financial Group, Inc**

Prior Business Background		
Treasurer, Commonwealth Bank of Australia	Tokyo, Japan	7 years
CEO, Commonwealth Bank of Australia	Tokyo, Japan	3 years
Executive, Commonwealth Bank of Australia	HO Sydney, Australia	5 years
CEO Mizuho Corporate Bank	Sydney, Australia	7.5 years
GM GTAD, Mizuho Financial Group, Inc	Tokyo, Japan	3 + years

Board Director roles include Australian Financial Markets Association and Women in Banking & Finance

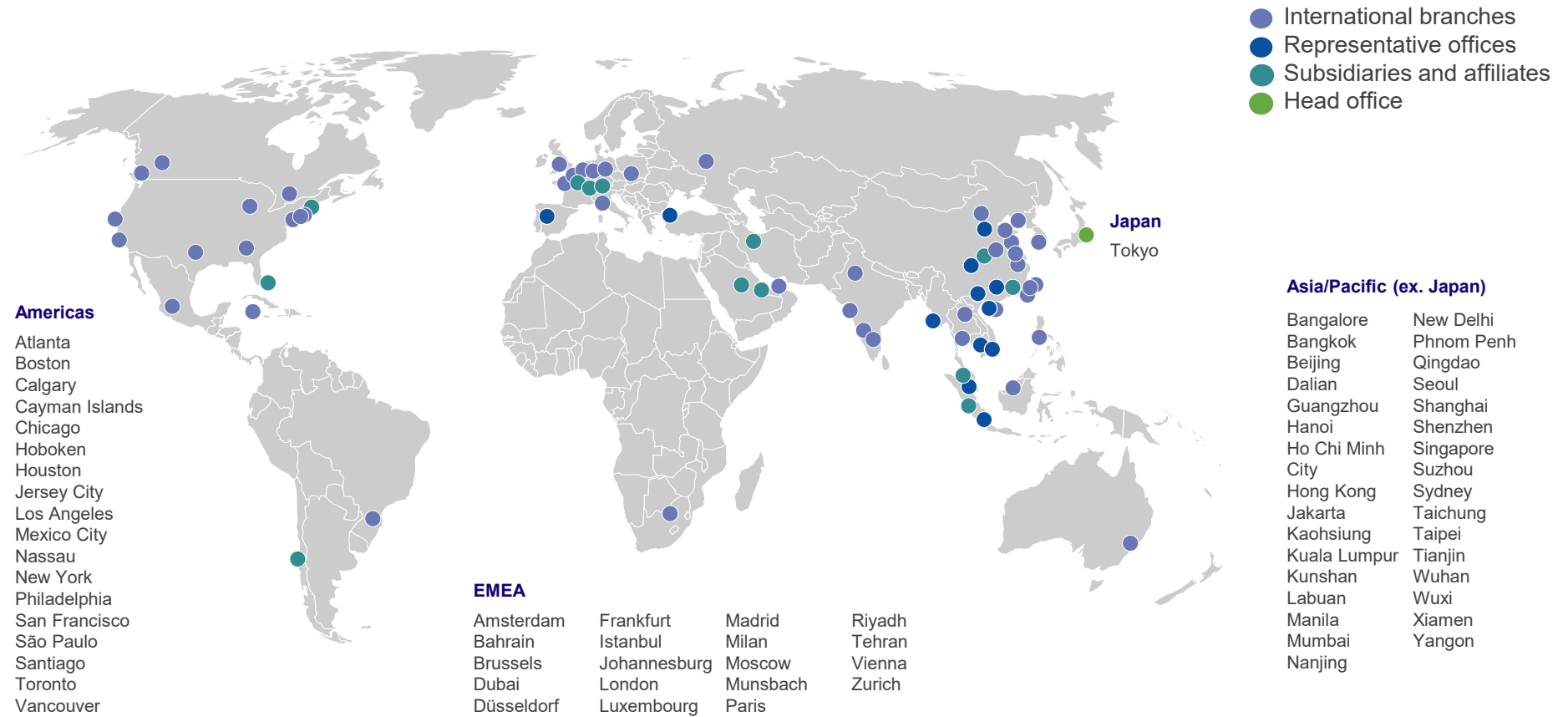
Mizuho Financial Group, Inc



As of June 30, 2017

1. US bank holding company, established July 1, 2016

Mizuho Financial Group Network



The importance of D&I initiatives for most Japanese companies is very clear – but progress is slow

Burning Platform for Business

- Pressures of globalization – business growth imperative
- Domestic demographic changes – an aging workforce, labor shortages
- Complexity of business and corporate governance – in-country & global
- Need for Innovation and performance improvements

Japanese Government endorsement and leadership

❑ *“Japan aims to create a society where it is commonplace for both men and women to share responsibility for work, household chores and child rearing”* (Japan Prime Minister Shinzo Abe, Sept 2015)

❑ *The Power of Women: Japan’s Largest Potential Power - Women’s active roles will revitalize Japan’s regions* (Cabinet office, Government of Japan, 2015)

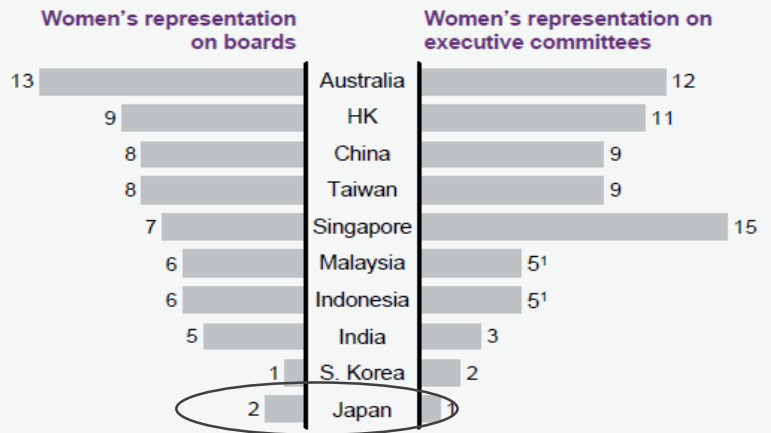
✓ **The Act on Promotion of Women’s Participation and Advancement in the Workplace**
(1 April, 2016)

✓ **Section of the Act on Promotion of Women’s Participation concerning the formulation of action plans for business owners** (1 April , 2016.



Japanese companies have struggled to meet Diversity Best Practice standards

Variations in the proportion of women in top positions across Asia
2011, Percent

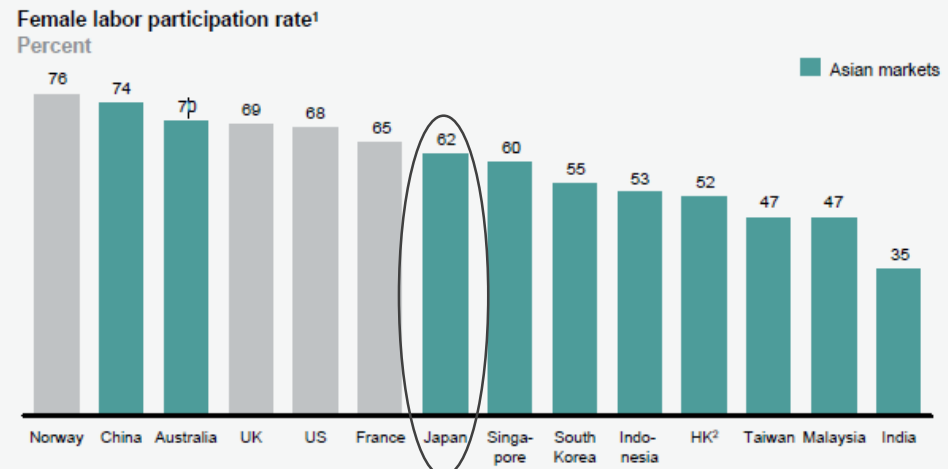


SOURCE: McKinsey proprietary database, 2011; annual reports; company websites

Japan is rated as the most unequal developed country by the United Nations Development Program's Gender Empowerment Measure

http://www.gender.go.jp/english_contents/pr_act/pub/pamphlet/women-and-men17/index.html

Variations in female labor participation rates across Asia



¹ The proportion of female population aged 15-64 that engages actively in the labor market, either by working or looking for work
² Figures are for 2011 with the exception of Hong Kong, for which the figure dates from 2009
 SOURCE: Press search; World Economic Forum Gender Gap Report 2010; World Bank

Japanese companies have struggled to meet Diversity Best Practice standards

Company Diversity Assessment Metrics

- **Talent Pipeline**
workforce breakdown, recruitment, diameter of existing talent
- **Talent Development**
employee resource groups, mentoring, philanthropy, movement, fairness
- **Leadership Accountability**
responsible for results, communications, visibility
- **Supplier Diversity**
percent of Tier I and Tier II spend with minority-, women-, LGBT-, disability- and veteran-owned businesses

Only 1 Japanese company in each list,
And only in North America!

TOP 50 COMPANIES FOR DIVERSITY IN 2016	
1. Kaiser Permanente	26. Eli Lilly and Company
2. Novartis Pharmaceuticals Corporation	27. Wyndham Worldwide
3. EY	28. Dell
4. AT&T	29. Comcast NBCUniversal
5. PricewaterhouseCoopers	30. Kellogg Company
6. Sodexo	31. Northrop Grumman
7. MasterCard	32. Aetna
8. Johnson & Johnson	33. TIAA
9. Marriott International	34. Toyota Motor North America
10. Prudential Financial	35. Allstate Insurance Company
11. Deloitte	36. Colgate-Palmolive
12. Wells Fargo	37. Time Warner
13. Procter & Gamble	38. The Walt Disney Company
14. Abbott	39. TD Bank
15. Accenture	40. General Mills
16. KPMG	41. Nielsen
17. Merck & Co.	42. Hilton Worldwide
18. Cox Communications	43. Monsanto
19. Cummins	44. KeyCorp
20. IBM	45. AbbVie
21. ADP	46. Southern Company
22. Target	47. MassMutual Financial Group
23. New York Life	48. General Motors
24. BASF	49. Genentech
25. Anthem	50. Medtronic

25 NOTEWORTHY COMPANIES
Alphabetically:
Ahold USA
Altria
American Int'l Group
Aramark
Bayer
Boeing
Brown-Forman
Caterpillar
Cisco Systems
CVS Health
DuPont
EMC
Express Scripts
First Data
Intel
Lockheed Martin
McCormick and Co.
Morgan Stanley
Nissan North America
Praxair
Spirit AeroSystems
The Hershey Co.
Time Warner Cable
Travelers
Walmart

Source: <http://www.diversityinc.com/the-diversityinc-top-50-companies-for-diversity-2016/>

Japanese companies have struggled to meet Diversity Best Practice standards

*The real challenge is
building an*
Inclusive Corporate Culture

What are the main Challenges?

1. Cultural

- Homogeneity & Language
- Dimensions of Culture (*Hofstede*)

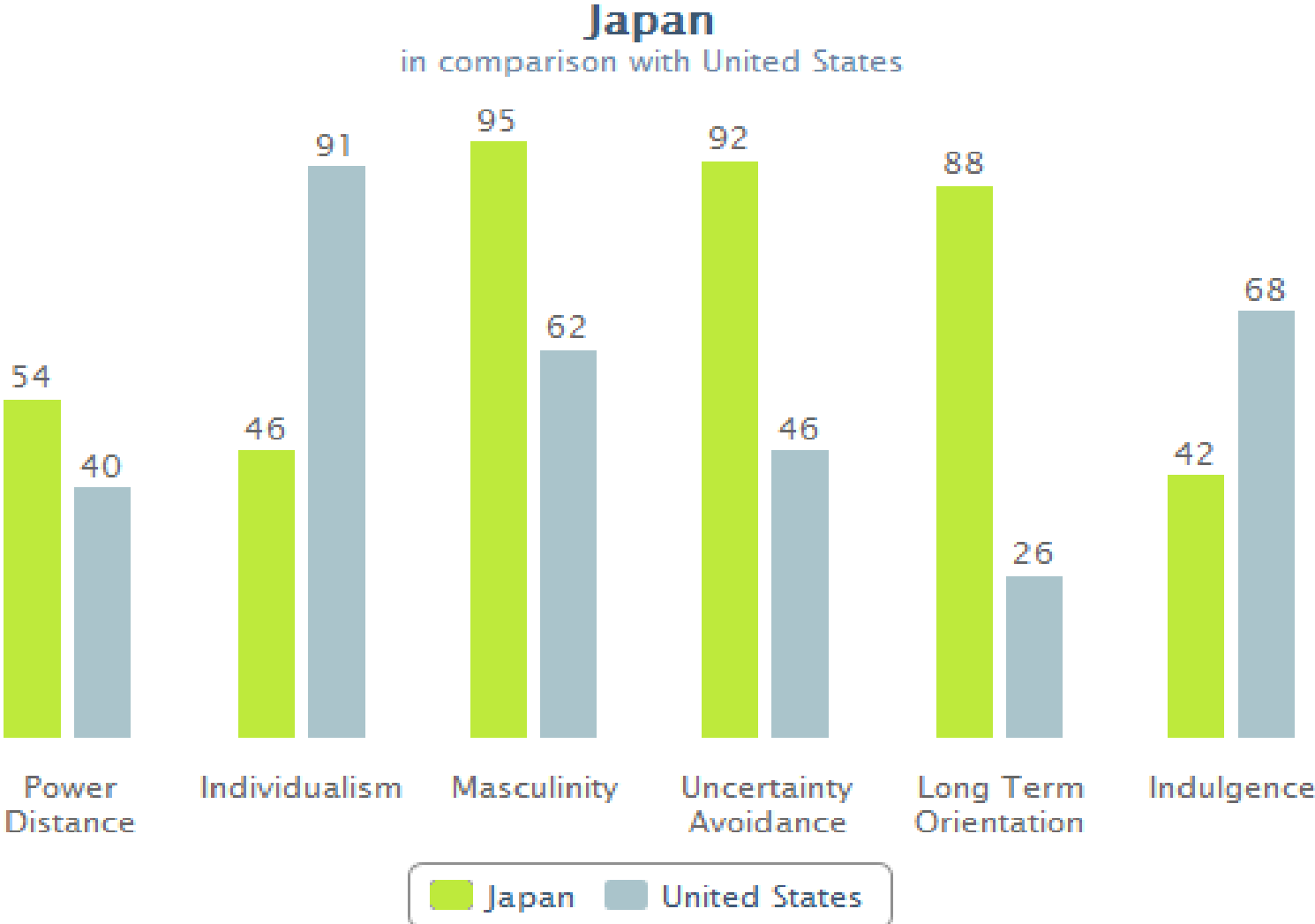
2. Structural, Organizational, Education systems

3. Traditional “unique” Human Resource Management in Japan

Four historical phrases of Japan that shaped HRM

- **Inter-war period (1914-37)**: Leading firms in heavy industry explored new labour policies
- **War-time period (1938-45)**: Heavy military intervention
- **Turbulent postwar years (1945-55)**: Labour-management confrontation
- **High economic growth period (1956-65)**: HRM combined with productivity improvement

Challenges: “Cultural”



Source: Geert Hofstede, <https://geert-hofstede.com/japan.html>

Challenges: Japan’s traditional “unique” HRM System

The Japanese-Style Human Resources Management (HRM) model

HRM Features		Consequence for “Inclusive Culture”
1	Selective once-a-year recruitment of new graduates	<ul style="list-style-type: none"> • Competition • Life decision • Elite
2	Extensive company training and education	<ul style="list-style-type: none"> • Self-proof • Low confidence • Risk adverse • Work-life balance • OJT / job rotations
3	Periodic pay raises and internal promotion	<ul style="list-style-type: none"> • Input vs Output • Work-life balance • Risk adverse • Discrimination • Resentment

Source: Moriguchi, C, Japanese-style Human Resource Management and Its Historical Origins, Hitotsubashi University

Challenges(cont.): Japan’s traditional “unique” HRM System

The Japanese-Style HRM model

HRM Features		Consequence for “Inclusive Culture”
4	Generalist job assignments and “small-group” activities	<ul style="list-style-type: none"> • Self-proof • Low confidence • Risk adverse • Work-life balance • Friction offshore
5	Employment security until the age of mandatory retirement	<ul style="list-style-type: none"> • Risk adverse • “Trapped” • Employee & Employer relationship
6	Enterprise union and joint labor-management consultations	
7	Unified personnel management of white-collar and blue-collar employees	

Source: Moriguchi, C, Japanese-style Human Resource Management and Its Historical Origins, Hitotsubashi University

How can leaders in Japan build a truly diverse & inclusive corporate culture?

Priority Challenges

- ❑ Recognition that D&I makes good business sense/ **builds competitive advantage**
- ❑ Build pipeline, & a **“critical mass”** of senior decision-makers
- ❑ Create an environment to **enable/ encourage all** to contribute
- ❑ **.Systemic** interventions & leveraging of differences

Priority Initiatives-Japan & Global Offices

- ❑ **Top leadership ownership** (Board, CEO, D&I Council, Business Units)
- ❑ **.Sponsors/** Mentors/ Reverse Mentors
- ❑ Include the gender diversity message within D&I for all (Tapestry)
- ❑ Internal quotas – measured **& with consequences at every level**
- ❑ **.Competency Development** – bias awareness/ Communication
- ❑ Internal & External D&I Strategy
- ❑ Communication Strategy alignment
- ❑ Foster broader **connectivity**

Japanese Global Offices

- ❑ Two D&I Leaders (reporting to CEO)
- ❑ English language
- ❑ Leader-ship role quotas
- ❑ Limit **“rotation”** staff

THANK YOU

Mizuho Women's Initiatives Network: M-WIN



THANK YOU

Mizuho's Initiatives: LGBT Allies, Tokyo Rainbow Pride Parade 2017

Tokyo Rainbow Pride 2017

◆ Outline:

- ✓ The annual Tokyo Rainbow Pride Parade advocates the celebration of diversity and inclusion of gender minority groups. Participants march against discrimination and prejudice, to encourage equality and acceptance of LGBT community in both society and the workplace.

◆ **Hosted by:** NPO Tokyo Rainbow Pride

◆ **Location:** Yoyogi Park

◆ **Period:** Apr. 29 – May 8, 2017

Parade: Sunday, May 7



Mizuho's participation in the event

◆ Objectives:

- Mizuho co-sponsored the event with 15 other LGBT Finance* member companies.

