

Gender Diversity in Japan Report 2024

2024年12月

概要

MSCI 日本株女性活躍指数(WIN)の構成銘柄は、性別多様性スコアを基準として選定されている。性別多様性スコアは、5 つの性別多様性パフォーマンス指標と2つの性別多様性の実践に関する指標で算出される1。

Exhibit 1: 性別多様性指標の概要

性別多様性パフォ	性別多様性の実践に関する指標			
人材獲得	新規採用者に占める女性の割合 従業員に占める女性の割合	従業員多様性方針および経営陣による監督 従業員の多様性向上を目的としたプ		
定着	女性従業員と男性従業員の平均勤続年数の差	位業員の多様性向上を目的としたプログラムの有無		
昇進	管理職に占める女性の割合 取締役に占める女性の割合			

Source: MSCI ESG Research LLC, as of November 1, 2024.

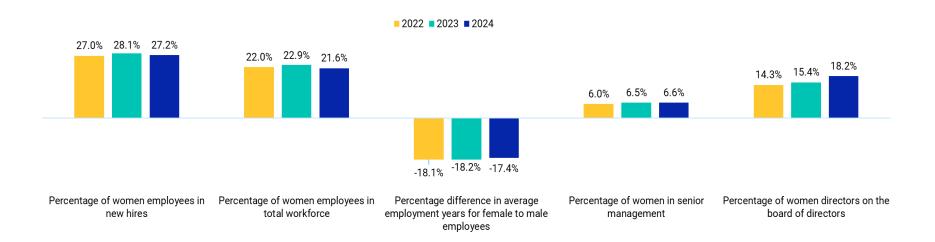
- MSCI ジャパン Investable Market Index (IMI) トップ 700 指数²の構成銘柄において、2022 年から 2024 年にかけて**昇進に関する 2 つの指標の中央値は上昇傾向**にあったが、 2024 年の人材獲得に関する指標は 2023 年から低下した(Exhibit 2)。人材獲得に関する指標の改善度の低下または欠如は、今後、昇進段階における傾向に影響を与える可能性がある。また、2024 年のパフォーマンス指標の開示率は、取締役に占める女性の割合を除き、2023 年から低下した(詳細は 5 ページ参照)。
- MSCI ジャパン IMI トップ 700 指数の構成銘柄のうち、性別多様性スコアと性別多様性指標スコアで上位半分の企業は、MSCI ジャパン IMI トップ 700 指数の構成銘柄をアウトパフォームした(詳細は 8 ページ参照)。

¹ スコアリングメソドロジーの詳細は以下ご参照: "MSCI Workforce Gender Diversity Data Methodology." 2023. MSCI ESG Research.

² 本指数は MSCI 日本株女性活躍指数(WIN)の親指数で、MSCI ジャパン IMI のトップ 700 の銘柄で構成されている。 MSCI ジャパン IMI の構成銘柄を浮動株調整後時価総額で降順にランク付けし、トップ 700 銘柄を選択したものが MSCI ジャパン IMI トップ 700 指数である。



Exhibit 2: 性別多様性指標の中央値 (2022 年~2024 年)



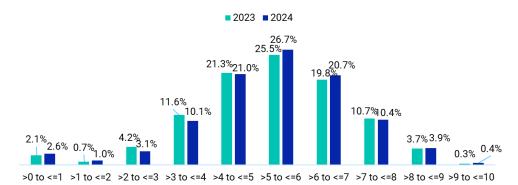
Source: MSCI ESG Research LLC, as of November 1, 2024. 注: 女性取締役の中央値は、女性取締役がいない企業を除外して算出されている。特段の記載がない限り、本報告書は各年の11月1日 時点における MSCI ジャパン IMI トップ 700 指数の構成銘柄に関する性別多様性スコアおよび基礎となる性別多様性データに基づいている。



性別多様性スコアの概要

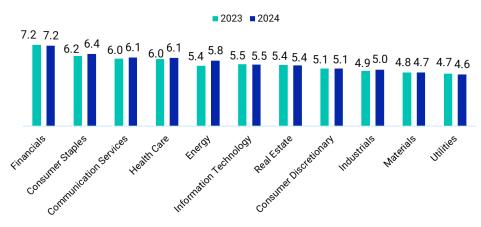
MSCI ジャパン IMI トップ 700 指数の構成銘柄の 2024 年の性別多様性スコア分布は 2023 年と大きく変わらず、50%超が最大スコア 10 のうち 4~7 のスコアに該当し、最も多くの企業が 5~6 のスコアとなった(Exhibit 3)。世界産業分類基準(GICS®) 3 のセクターでは、金融(Financials)と生活必需品(Consumer Staples)セクターにおいて中央値が比較的高く(Exhibit 4)、性別多様性スコア上位 10 社のうち半数がこの 2 セクターに属していた(Exhibit 5)。

Exhibit 3: 性別多様性スコアの分布(2023年~2024年)



Source: MSCI ESG Research, as of November 1, 2024.

Exhibit 4: GICS セクター別の性別多様性スコアの中央値 (2023 年~2024 年)



Source: MSCI ESG Research, as of November 1, 2024. 注: 各セクターの中央値は、性別多様性スコア 0 の企業を除外して算出されている。

³ GICS is the global industry classification standard jointly developed by MSCI and S&P Global Market Intelligence.





Exhibit 5: GICS セクター別の性別多様性スコアの上位 10 社 (2024 年)

Rank	Company	GICS Sector	Gender Diversity Score	Women in new hires (%)	Women in total workforce (%)	Difference in employment years (%)	Women in senior management (%)	Women on board (%)
1	Shiseido	Consumer Staples	9.3	66.6%	80.6%	11.4%	38.0%	45.5%
2	Takashimaya	Consumer Discretionary	9.1	68.0%	69.8%	11.9%	29.0%	25.0%
3	Recruit	Industrials	9.1	41.0%	47.0%	16.0%	30.4%	37.5%
3	Wacoal	Consumer Discretionary	8.9	76.6%	91.0%		29.3%	25.0%
3	Aeon	Consumer Staples	8.7	52.0%	44.5%		26.4%	33.3%
6	MonotaRO	Industrials	8.7		62.9%	22.7%	16.3%	37.5%
6	Tokio Marine	Financials	8.7	60.1%	51.2%	-2.3%	30.3%	20.0%
7	MS&AD	Financials	8.7	52.3%	54.2%	-10.0%	19.5%	27.3%
7	AIN	Consumer Staples	8.5	83.6%	77.0%	-21.4%	35.9%	33.3%
10	Persol	Industrials	8.5	52.8%	45.8%	-9.6%	24.6%	22.2%

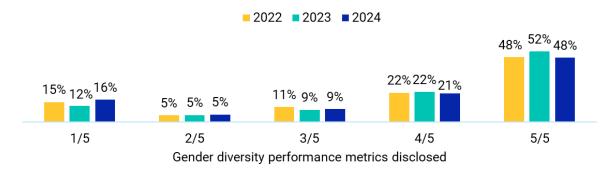
Source: MSCI ESG Research, as of November 1, 2024. 注:各企業で開示されている全パフォーマンス指標のスコア平均が性別多様性中間パフォーマンススコアとなる。開示がないものは性別多 様性中間パフォーマンススコアからディスクロージャー割引で減点され、パフォーマンススコアに反映される。ディスクロージャー割引は企業が開示する性別多様性パフォーマンス指標の数に 応じて決まる。スコアリングメソドロジーの詳細は以下ご参照: "MSCI Workforce Gender Diversity Data Methodology." 2023. MSCI ESG Research.



性別多様性指標の開示

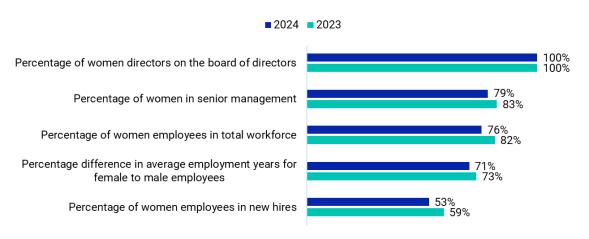
2024 年 11 月時点の MSCI ジャパン IMI トップ 700 指数の構成銘柄において、2024 年に 5 つのパフォーマンス指標のうち 4 つあるいはそれ以上を開示している企業の割合は、2023 年から減少した(Exhibit 6)。 各指標の開示率も女性取締役比率を除き概ね減少傾向にあった(Exhibit 7)。減少傾向の背景は明らかではないが、ポジティブな数値のみを選択的に開示している企業が存在する可能性がある。

Exhibit 6: 開示している性別多様性指標の数ごとの企業の割合(2022 年~2024 年)



Source: MSCI ESG Research, as of November 1, 2024.

Exhibit 7: 企業が開示している性別多様性指標の割合 (2023 年~2024 年)



Source: MSCI ESG Research, as of November 1, 2024.



パフォーマンス指標間の相関

相関の強さは性別多様性パフォーマンス指標スコア間で異なる⁴。新規採用者に占める女性の割合に基づくスコアと、従業員に占める女性の割合に基づくスコアおよび管理職に占める女性の割合に基づくスコアの間には比較的強い正の相関がみられた。勤続年数の差に基づくスコアと取締役に占める女性の割合に基づくスコアは、その他の性別多様性パフォーマンス指標スコアとの間に強い相関は見られなかった(Exhibit 8)。

Exhibit 8: パフォーマンス指標間の相関

	Score: Percentage of women employees among new hires	Score: Percentage of women employees in total workforce	Score: Percentage difference in average employment years for female and male employees	Score: Percentage of women in senior management	Score: Percentage of women directors on the board of directors
Score: Percentage of women employees among new hires		0.77	-0.11	0.61	0.15
Score: Percentage of women employees in total workforce	0.77		0.06	0.75	0.20
Score: Percentage difference in average employment years for female and male employees	-0.11	0.06		0.12	0.03
Score: Percentage of women in senior management	0.61	0.75	0.12		0.21
Score: Percentage of women directors on the board of directors	0.15	0.20	0.03	0.21	

Source: MSCI ESG Research, as of November 1, 2024.

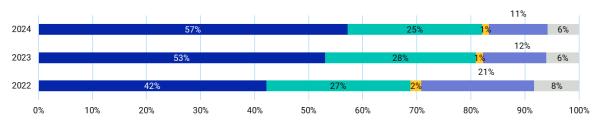
⁴⁵ つの各性別多様性パフォーマンス指標スコアについて、上述のパフォーマンス指標を使い、そのパーセンタイルランクを算出する(0-100)。0 から 10 のスコアは各十分位数に付与され、1 は第1十分位数、10 はトップの十分位数に付与される。これらのスコアの単純平均が性別多様性中間パフォーマンススコアとなる。スコアリングメソドロジーの詳細は以下ご参照:"MSCI Workforce Gender Diversity Data Methodology." 2023. MSCI ESG Research.



性別多様性推進に向けた実践の改善

パフォーマンス指標は従業員の性別多様性に関する企業の進捗状況を測定する上で有用だが、従業員の多様性向上に関する企業の取り組みや意図を精査することで、企業が改善に向けてどのように取り組んでいるのかを評価することができる。性別多様性スコアの決定にあたっては、パフォーマンス指標に加えて実践に関する 2 つの指標(従業員多様性方針および経営陣による監督、従業員の多様性向上を目的としたプログラムの有無)についても評価しており、過去 3 年間でこの 2 つの指標両方について改善が見られた(Exhibit 9 および 10)。

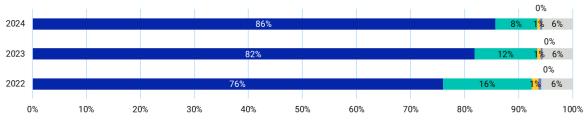
Exhibit 9: 従業員多様性方針および経営陣による監督 (2022 年~2024 年)



- Employee training on diversity policy, supported by senior executive or higher level of oversight on diversity performance
- Employee training on diversity policy
- Senior executive or higher level of oversight on diversity performance
- General statements on diversity and equal opportunity
- No evidence

Source: MSCI ESG Research, as of November 1, 2024.

Exhibit 10: 従業員の多様性向上を目的としたプログラム(2022 年~2024 年)



- Provides material benefits to facilitate diversity and inclusion, and sets quantitative diversity targets in recruitment process
- Provides material benefits to facilitate diversity and inclusion
- Quantitative diversity targets in recruitment process
- General statements on plans to improve diversity in workforce
- No evidence

Source: MSCI ESG Research, as of November 1, 2024.

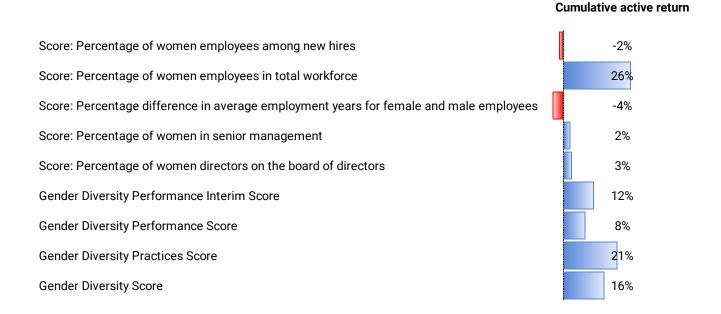
- 従業員多様性方針および経営陣による監督のもとで、1)多様性方針に関する従業員研修と、2)多様性パフォーマンスに関する役員レベル以上の監督、の双方があった企業の割合は過去3年間で増加した:2022年は42%に対して2024年は57%(Exhibit 9)。いずれかの取り組みがあった企業の割合を比べると、多様性パフォーマンスに関する役員レベル以上の監督は、多様性方針に関する従業員研修よりも実施が困難と見られる(2024年は25%対1%)。
- 約80%の企業が過去3年間の各年において 1) 多様性促進と受容推進に重要な支援の 提供と、2) 採用プロセスにおける定量的 な目標設定を行っていた(Exhibit 10)。 多様性促進と受容推進に重要な支援の例 は、これらが全てではないものの、法定を 上回る有給の産休や育休などが含まれる。 また同期間に90%超の企業は少なくとも こうした支援を提供していた。



財務パフォーマンス分析

MSCI ジャパン IMI トップ 700 指数の構成銘柄のうち、性別多様性スコアと性別多様性指標スコアがそれぞれ上位半分の企業と MSCI ジャパン IMI トップ 700 指数の構成銘柄の株価パフォーマンスを比較した。性別多様性スコアが高かった(上位半分に入った)企業は、2019 年 7 月から 2024 年 6 月の間に 累積で MSCI ジャパン IMI トップ 700 指数の構成銘柄を 16%アウトパフォームした。同スコアの基礎となる指標スコアでは、従業員に占める女性の割合 に基づくスコアで上位半分の企業が MSCI ジャパン IMI トップ 700 指数の構成銘柄に対して累積で最も高いアクティブリターンを示し(26%)、実践スコア(21%)がそれに続いた(Exhibit 11)。

Exhibit 11: MSCI ジャパン IMI トップ 700 指数の構成銘柄で性別多様性スコアと性別多様性指標スコアに基づく上位半分の企業の MSCI ジャパン IMI トップ 700 指数に対するアクティブリターン



注: この分析は 2019 年 7 月 31 日から 2024 年 6 月 28 日の期間を対象とし、上位半分の企業グループは毎月セクター調整されたスコア(GICS セクターごとに z スコアで算出)に基づき組成。各月末時点での性別多様性スコアおよび基礎となる指標スコアを使用し、次月のパフォーマンス(日本円でのリターン)を上位半分の企業について算出した。各スコアの上位半分の企業のウェイトは、企業ごとのスコアを該当するセクターの最大スコアで割り、その値を当該企業の MSCI ジャパン IMI トップ 700 指数でのウェイトに乗じ、合計 100%となるようにリバランスした。Source: MSCI ESG Research, as of end of June, 2024.

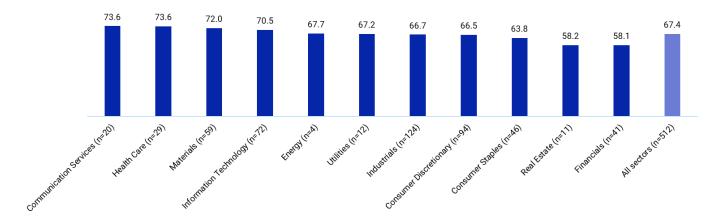


法規制の進展:男女の賃金の差異とテレワークシステム

2022 年 7 月の「女性の職業生活における活躍の推進に関する法律」の改正では、301 人以上を雇用する事業主に次の事業年度の開始後 3 か月以内に男女の賃金の差異を開示することを求めており、男女の賃金の差異の開示が必須となった5。また 2024 年 5 月の「育児・介護休業法」の改正では、柔軟な働き方を実現するための措置の拡充を求めており、2025 年 4 月 1 日から、3 歳未満の子を養育する労働者または要介護状態の対象家族を介護する労働者がテレワークを選択できるように措置を講ずることが事業主に努力義務化された6。現在、男女の賃金の差異、またテレワーク導入のいずれも性別多様性スコアの算出において考慮されていないが、政府のこうした動きを受けて、MSCI ジャパン IMI トップ 700 指数の構成銘柄について、男女の賃金の差異データと在宅勤務(テレワーク)の導入状況を調べた7。

正規労働者および非正規労働者を含む全従業員について、男女の賃金の差異の平均は約67%となっており、これは平均で男性が1ドル稼ぐのに対して女性は67セント稼いでいるということを意味する(Exhibit 12)。いくつかのセクターで男女の賃金の差異と性別多様性スコアの間に違いが見られた:金融(Financials)セクターは全セクターの中で男女の賃金の差異が最も大きかったが性別多様性スコアは最も高いスコアを示しており、一方で素材(Materials)セクターはその他のセクターに比べて男女の賃金の差異が比較的小さかったが性別多様性スコアは比較的低かった(Exhibit 4 および 12)。

Exhibit 12: 全従業員の男女の賃金の差異のセクターごとの平均



注: このチャートは MSCI ジャパン IMI トップ 700 指数の構成銘柄のうち、女性の活躍推進企業データベースに全従業員の男女の賃金の差異を載せていた 512 社を対象にしている。賃金の差異は男性の平均賃金と女性の平均賃金に基づいており、役職などに基づく調整は行われていない。 Source: MSCI ESG Research. Ministry of Health, Labour and Welfare, "Database on Promotion of Women's Participation and Advancement in the Workplace," As of November 1, 2024.

⁵ Ministry of Health, Labor and Welfare, "女性活躍推進法特集ページ" (the Act on Promotion of Women's Participation and Advancement in the Workplace) (accessed on November 13, 2024). The Act requires companies to report the ratio of female employees' pay to male employees' for three different job categories: i) all employees (ii and iii), ii) permanent and full time employees, and iii) part-time and temporary employees.

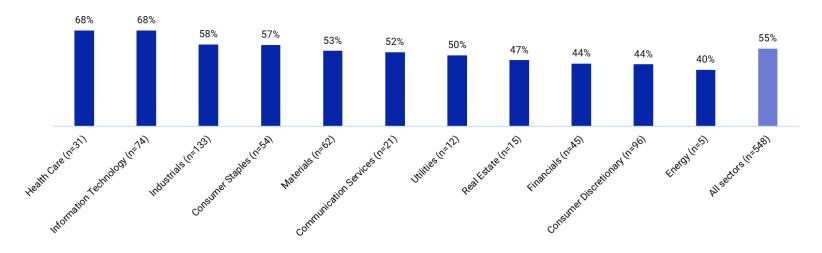
⁶ Ministry of Health, Labor and Welfare, "育児・介護休業法について" The Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (accessed on November 13, 2024).

⁷ We used data from Ministry of Health, Labour and Welfare, "女性の活躍推進企業データベース | オープンデータ(企業公表データのダウンロード) (Database on Promotion of Women's Participation and Advancement in the Workplace)," as of November 1, 2024. We found that the database includes 548 companies out of the MSCI Japan IMI Top 700 Index constituents, and 512 companies submitted gender pay gap data for all employees.



国土交通省の調査⁸によると、およそ 60%の人々がテレワークは子育て、介護、病気、障がいなどで出勤が負担になる人が働き続けられるメリットがあると回答した。弊社の分析では 55%の企業が在宅勤務(テレワーク)を導入していた(Exhibit 13)。とりわけ、金融(Financials)セクターは全セクターで性別多様性スコアが最も高かったものの、在宅勤務(テレワーク)を導入している企業の割合は比較的低かった(Exhibit 4 および 13)。

Exhibit 13: 在宅勤務(テレワーク)を導入している企業のセクターごとの割合



注:上記チャートは MSCI ジャパン IMI トップ 700 指数の構成銘柄のうち、女性の活躍推進企業データベースに何らかのデータを載せていた 548 社を対象にしている。Source: MSCI ESG Research. Ministry of Health, Labour and Welfare, "Database on Promotion of Women's Participation and Advancement in the Workplace," As of November 1, 2024.

[®] Ministry of Land, Infrastructure, Transport and Tourism, "令和 5 年度テレワーク人口実態調査 – 調査結果(概要)(FY2023 Survey on the usage of telework)," March 2024.

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