



A New Start: Japanese Staff Spearhead Fast Response 67568

Editor's Note: This series on inclusion shares the perspectives of Employee Resource Groups (ERGs) across the Bank Group. We caught up recently with the key members of the Nihonjin-kai, which translated into English is "The Association of Japanese People."

This year's new *kanji*, or leadership of the Bank Group's informal Japanese association has a small problem. They love to debate. Yet debate is not a core tenet of the samurai code, which traditionally has infused Japanese culture with values like honor, loyalty, and respect for elders.

"It is a shame that Japan is one of the top donors in many countries, but our presence is not very visible, especially outside Asia," said Naoko Kojo, a Sr. Economist in PREM's Economic Policy and Debt Department.

"I believe this is changing," countered Naoto Kanehira, a Young Professional (YP) in Corporate Reform and Strategy. "During the international economic crisis, there is a new question whether Western economic



From left, back row: Naoto Kanehira, Shino Saruta, Kaori Oshima, Mayumi Beppu, and Naoki Ogiwara; front row: Kiyoshi Okumura and Naoko Kojo.

governance is actually working sufficiently. This is converging with a growing Japanese intellectual leadership, around topics such as risk, vulnerability, and resilience."

Fortunately, the debate is civil and uplifting. It is undoubtedly timely given Japan's evolving role on the global development stage. The Bank Group and IMF are poised

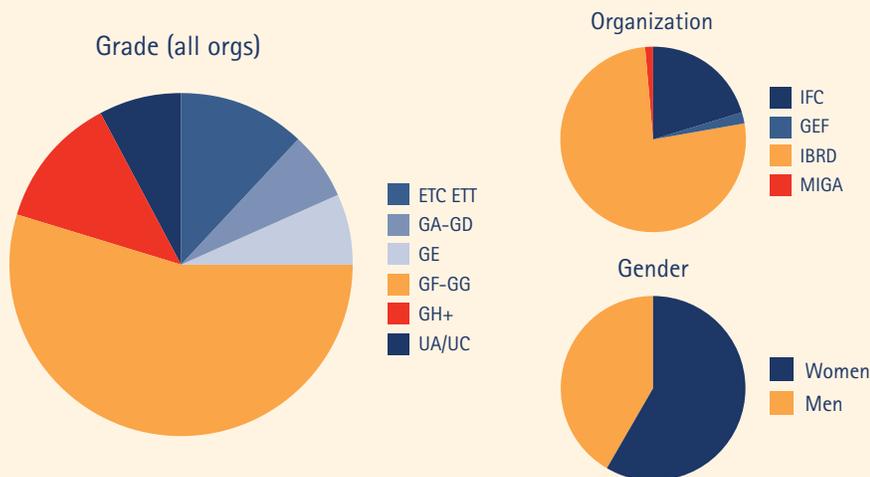
to hold the Annual Meetings in Tokyo this October.

Nihonjin-kai: E-Give campaign and fast-track knowledge sharing

In the Bank Group, there are about 300 Japanese nationals. Their *Nihonjin-kai* (association) is a place for personal and professional networking, but last March, events intervened. A powerful earthquake struck with a vengeance. It triggered ferocious tsunami waves that sent water rushing up to six miles inland. The disaster caused nuclear accidents, nearly 20,000 deaths, and is also estimated to be the most expensive natural disaster in history.

The *Nihonjin-kai* immediately launched an E-Give campaign. "When I joined IFC last year, this group was organizing a fundraising campaign," said Shino Saruta, who works in IFC's new Inclusive Business unit. "It was

Japanese Staff in the WBG



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March 2012 Celebration of Diversity: What's Next?

Business Case for Inclusion: Harnessing our Uniqueness and Differences

March 19, 10:00 to 2:00pm
IFC L-101

The session aims to help participants understand their own inner diversity better and will explore strategies for working together in highly adaptive teams.

D&I Leadership Awards

March 28, 3:30 to 4:30pm
MC Atrium

Mark your calendar. The event recognizes individual staff and teams at all levels for their efforts to create a more inclusive and diverse organization. Managing Director Caroline Anstey is confirmed, as well as MIGA's Executive Vice President Izumi Kobayashi. The Celebration of Culture Performers will bring their unique brand of vibrant performances as well.

Event sponsored by WBG Office of Diversity Programs
and The Disabilities Working Group

Accessibility Fair

Tuesday, March 20
11am to 2pm MC Atrium

"We at the Bank Group think of disabilities in terms of what we can do, not what we can't."

Logos: WBG Office of Diversity Programs, The Disabilities Working Group, and a circular logo with icons for accessibility.

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very impressive to see people who are so active and giving."

"People were tremendously generous," marveled Kiyoshi Okumura, an Investment Officer in IFC's Climate Business Group.

The two-week campaign netted about \$250,000 for disaster victims. "It boosted the morale and solidarity among Japanese colleagues," said Kojo. "There was an outpouring of voluntary support. We were very touched."

Soon thereafter, the *kanji* hosted a BBL on the work of the Japanese nonprofit Project Yui Consortium,

which supports children in the earthquake zone. Sr. Knowledge Management Officer Naoki Ogiwara is a co-director of the project, working on it at night (when Japan is awake).

These days, Ogiwara's peers continue to help. Kaori Oshima collects lessons from Bank-financed community-based disaster-recovery projects and shares them with non-Bank Japanese nationals who are engaged in the rebuilding effort.

A resilient people, committed to development

Less than a week after the earthquake, the Japanese Diet (Parliament)

passed the budget for their IDA contribution. "This was a big sign," said Kanehira. "The Japanese Government's commitment to international development is impressive."

Now a year removed from the tragedy, Japan is hoping the world can learn from its recovery. On the Japanese Finance Ministry's website, an organizer's letter invites participants to consider this year's World Bank-IMF Annual Meetings a bit of a renaissance: "October 2012: From Tokyo, a promising new start for Japan and the global economy."

Debate or no debate, that's a new start we can all agree on.

Creating a Level Playing Field for Women

Women, Boards, and the Fortune 200

In the world's largest companies more and more women are serving at the top echelons of power, but there is still a lot of room for improvement. This was the conclusion from a session for senior diversity officers from the private and public sector who assembled at the Bank Group for a global look at gender diversity on Boards.

The all-day event was held February 24, 2012, and was part of the Colloquium on Global Diversity: Creating a Level Playing Field for Women. The group first turned its attention to a revealing *CWDI Report: Women Board of Directors of Fortune Global 200*.

"A measly 13.8% of board seats are held by women in the world's largest 200 corporations," said Irene Natividad, President of the Global Summit of

Belgium, Italy, Malaysia, and the Netherlands followed suit.

"Sometimes we hear companies say, 'We just can't find qualified women,' but once quota laws are passed, companies find them," said an exasperated Natividad. "It just drives me nuts."

Beyond quotas, an Australian program that pitted male CEOs against each other to sponsor more quality female board members seemed to work well. The Male Champions of Change program equipped these men to be the public voice for board diversity. As a result, other CEOs clamored to join, and in one year, women on boards increased from 8.3% to 12.9%.

"Most of the good news this year is coming out of Europe," allowed Natividad. "The United States has been stuck at 15% for the last five years."



Irene Natividad is the President of the Global Summit of Women.

"The business case is still the primary motivator."

– Irene Natividad

Women and Chair of Corporate Women Directors International. "And that's actually the good news!"

Natividad explained the bad news. Among the top 200 global companies, about 25% have no women directors. Many of the Asian companies are lagging. In Japan, 18 of the 24 companies have no women on their boards. In China, 11 out of 19 have no women. And in South Korea, none among 5 companies.

Europe is leading the way with quotas that require women on boards. Norway set a trend in 2003 when the country established that 40% of board seats must be held by women in listed companies. Within two years, all were compliant. Spain followed in 2007, along with Iceland and France in 2010. In 2011,

That notwithstanding, the top companies are still dominated by US firms. Seven of the top 10 companies in terms of female board representation are US corporations: Procter and Gamble have 46% women, with 5 of 11; followed by Wellpoint (5 of 12); Norwegian Statoil (4 of 10); General Motor (4 of 11); Target (4 of 11), Wells Fargo (5 of 14), HP (5 of 14), and PepsiCo (4 of 12).

Certain industries still predominate. Those with the highest percentage of women board of directors in 2011 include food and consumer products (28%), general merchandise (25%), mail packaging and shipping (24%), and healthcare (20%).

"The business case is still the primary motivator," Natividad said, noting that more than 30 case studies across the US, Europe, Turkey, and Vietnam have all shown the same thing. "There's a strong correlation between a diverse board and better performance leading to more corporate profitability. There is greater oversight and an increase in shareholder value."

Let your voice be heard—in English!

Bank staff know that communicating effectively in English is important for working with colleagues and partners around the world. Global English is an online English learning solution to help country office staff improve their English skills. Please send an email with your name in the subject line to globalenglish@worldbank.org by March 20, 2012, to place your name on the list of staff to enroll.

Improving Gender Diversity Across Borders

A view from Coca-Cola, Sodexo, and Deutsche Post

Implementing gender diversity through the ranks is challenging enough in one organization. But when multinational corporations mainstream it across countries and cultures, it helps to know how other organizations have fared.

This was the topic of discussion for a session featuring chief diversity officers from Coca-Cola, Sodexo, and Deutsche Post at the Colloquium on Global Diversity held at the Bank Group on February 24. The assembly included top-level practitioners from private, public, and multilateral sectors.

emerging talent around the world are more and more women. So we are looking at our future workforce.”

It is vitally important to cultivate a thriving pipeline of female associates, said Bucherati. He made the distinction between ‘ready-now’ and ‘ready-future.’ “We fill jobs in a ‘ready-now’ world,” he emphasized. “You can do all you want around retain, recruit, and develop, but if you don’t have an enabling culture, you will fail.”

Because of a renewed focus on global gender diversity, Coca-Cola is

Rohini Anand, Sr. VP and Global Chief Diversity Officer at Sodexo said the company has a global strategy, but tailors it to every country. Sodexo has about 400,000 employees in 85 countries.

“What has worked for us is a strong leadership commitment, a connection to our core business, and a cultural competence where we work,” said Anand. “We expect some resistance, but use creative strategies to overcome it.”

China and India are growing markets, with 16,000 and 32,000 staff respectively. “What I’ve found there is that women are hungry for leadership opportunities, and in many cases, they are moving ahead even faster than their European counterparts,” Anand said.

Next, the VP of Corporate Culture and Code of Conduct at Deutsche Post DHL said diversity is a strength the firm promotes at all levels. “Today, we have 37% women in our total workforce and 17% in executive positions,” said Susanna Nezmeskal-Berggottz, who admitted: “We should be doing better.”

While working to improve gender diversity, Nezmeskal-Berggottz has discovered that she’s most successful when she communicates on a group-wide level and fosters transparency on facts and figures. “It’s been very important to get clear commitment from the top and make changes visible.”

In a firm with 470,000 employees in 220 countries, even a little bit of change can send progressive ripples across the world.



From left, Rohini Anand, Betsy Silva, Steve Bucherati, and Susanna Nezmeskal-Berggottz.

With operations in 206 countries, Coca-Cola may be the greatest learning lab on the planet, said Steve Bucherati, VP of Global Diversity and Inclusion at the global soda company.

“Why do we focus on this? Out of simple economic interest for our business,” said Bucherati. “This is a sustainability issue, pure and simple. We know that 70% of the people purchasing our products around the world, and 85% in the US, are women. We know that much of the

showing some impressive progress. Global recruiting at the senior level has jumped from 13% women in 2007 to 41% in 2011. Female representation globally has increased from 23% in 2007 to 28% in 2011. Moreover, the immediate global pipeline—a category the firm is obsessively tracking to evaluate “ready-future” talent—has gone from 28% in 2007 to 34% in 2011. “This growth at the top has happened because we are focused on the pipeline,” he said.

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