



A Look at the Data: Female Managers in Japan

Maya Reynolds

Graduate Research Assistant, JFIT
School of Global Policy & Strategy, MIA 2017

Reducing Targets for Female Managers?

- Womenomics' initial target: 30% of managers to be female by 2020
- Target reduced to 7~15% on December 25, 2015

Targets by 2020	Private Sector	Public Sector
Current Actual (As of 2015)	9.2%	3.5%
Current Target (New 5-year plan by Abe)	15%	7%*
Initial Target (Set in 2003 by Cabinet office)	30%	30%

* 7% for national public servants and 15% for local government officials.

100% increase needed to satisfy reduced targets



Source: Japan Times

Promotion of Women's Participation & Advancement in the Workplace Act

Principals

- Provide active, exploit opportunities to hire and promote women
- Help create an environment of work-life balance for men and women
- Promote respect for women's work and family balance choices

Additional Information

- Effective as of April 1, 2016
- Enacted as temporary legislation with a 10-year term limit



Source: Gender Equality Bureau Cabinet Office, 内閣府男女共同参画局

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Action Plan: Effective April 1, 2016

Guidelines

- Public and private entities exceeding 300 employees required to participate
- Collect & analyze data on issues of gender and employment
- Devise and disclose action plans for improving gender equality
- Concrete objectives based on analyses
- Announce data regarding women's participation and advancement in the workforce

Examples

- Percentage of female new hires
- Gender gap in years of continuous employment
- Working Hours
- Percentage of female managers ("kacho" level or above)

Recognition

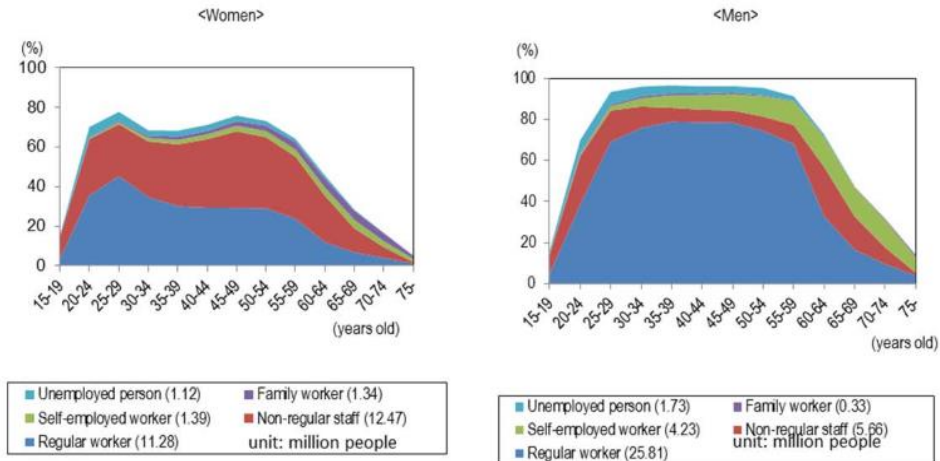
- Private sector companies with good practices will be certified by the national government



Source: Gender Equality Bureau Cabinet Office, 内閣府男女共同参画局

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Employment Breakdown by Age Group



Source: 2013 White Paper, Gender Equality Bureau Cabinet Office, 内閣府男女共同参画局 4

What do the Numbers Show?

Total Workforce in Japan			
	Total	Male	Female
Total Labor Force	65.55 M	37.21 M	28.34 M
Employed	63.39 M	35.9 M	27.5 M
Unemployed	2.16 M	1.32 M	0.84 M

3 Key Issues

1.
Not in Work Force

2.
Not Promoted

3.
Non-Regular

Breakdown of Employed Persons by Category			
	Total	Male	Female
Regular	33.38 M	22.71 M	10.67 M
Government	2.26 M	1.6 M	.66 M
Non-Regular	19.75 M	6.34 M	13.41 M
Self-Employed	5.14 M	3.85 M	1.3 M



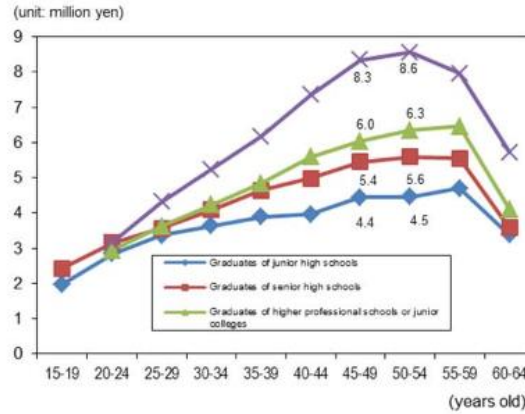
Source: 2016 Labor Force Survey, Ministry of Internal Affairs, 総務所統計局2016年労働力調査

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Average Annual Earnings by Educational Background

Male

Education	Highest Earnings
University	8.6 M
Professional/ Junior College	6.3 M
High School	5.6 M
Junior High	4.5 M

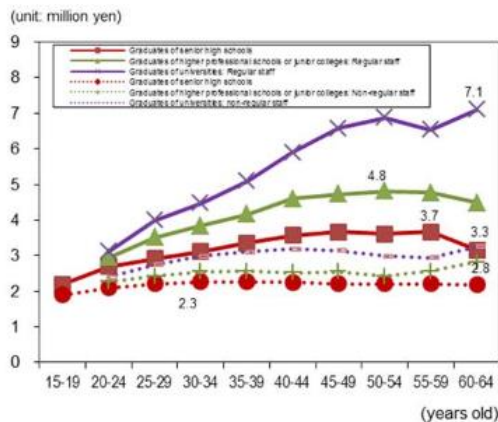


Source: 2013 White Paper, Gender Equality Bureau Cabinet Office, 内閣府男女共同参画局 6

Average Annual Earnings by Educational Background

Female

Education	Highest Earnings
University	7.1 M (Regular Staff) 3.3 M (Non-Regular)
Professional/ Junior College	4.8 M (Regular Staff) 2.8 M (Non-Regular)
High School	3.7 M
Junior High	2.3 M



Source: 2013 White Paper, Gender Equality Bureau Cabinet Office, 内閣府男女共同参画局 7

Female Managers in Private Corporations



Of manager level and above, only 6~9% are female.



Source: "Recent Movement for Promoting Women's Empowerment" Report, Gender Equality Bureau Cabinet Office, 内閣府男女共同参画局

Female Board Members of Listed Companies



Still, females make up less than 3%...



Source: "Recent Movement for Promoting Women's Empowerment" Report, Gender Equality Bureau Cabinet Office, 内閣府男女共同参画局

So Why is Japan Struggling to Fill Targets?

- Lack of Support System
- Work Hours are Too Long
- Societal Expectations on Women
- Gender Gap in Education, Mentorship, Training



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Thank You.



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