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The Arrow and The Song, of Diversity in Japan

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The Arrow and the Song

The famous poem written by Henry Wadsworth Longfellow, “The Arrow and the Song”, suggests that it is hard for us to evaluate the power of actions immediately, but we could be learn of their great impact later.

In the second stanza of the poem, the speaker breathes a song “into the air”.

A song suggests us something gentle and free and it breathes our mind into future.

*I shot an arrow into the air,
It fell to earth, I knew not where;
For, so swiftly it flew, the sight
Could not follow it in its flight.*

*I breathed a song into the air,
It fell to earth, I knew not where;
For who has sight so keen and strong,
That it can follow the flight of song?*

*Long, long afterward, in an oak
I found the arrow, still unbroke;
And the song, from beginning to end,
I found again in the heart of a friend.*



Diversity evolution in Japan

Diversity & Inclusion

Top down
& Hard Push

Diversity 3.0



Diversity 2.0



The Arrow

The Song

Bottom up
& Soft Pull

Diversity 1.0



Work-Life Balance

- Act on Advancement of Measures to Support Raising Next-Generation Children (enacted in 2003)

Equal Opportunity

- The Equal Employment Opportunities Law (enacted in 1985)

the equal treatment of men and women regarding such things as recruiting, employment and promotion,





The third arrow

Since 2013

Prime Minister Shinzo Abe has committed to the strategy of recovering Japan's ailing economy. He has focused on three steps of actions and named them as the "**Three Arrows**".

The first "two arrows" are for loosening monetary policy and boosting public spending.

The third arrow with regulatory reforms means to bring more women into the workforce.

He promised structural reforms of **Work-Life Balance**, so that women can work more easily, comfortably, productively and pull their capability to achieve greater results.



The **third arrow** has introduced another strong "**Quota**" discipline, to push companies to promote women be able to have better opportunities.

Negative attitudes against Diversity are still hard to sweep away, but strong wind of arrow would blow out them.

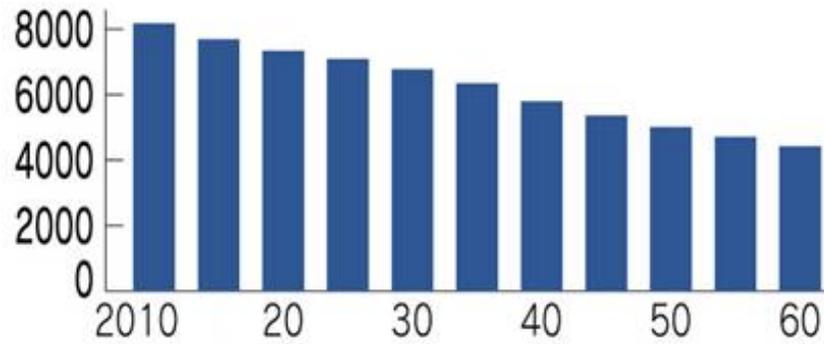
Diversity 3.0





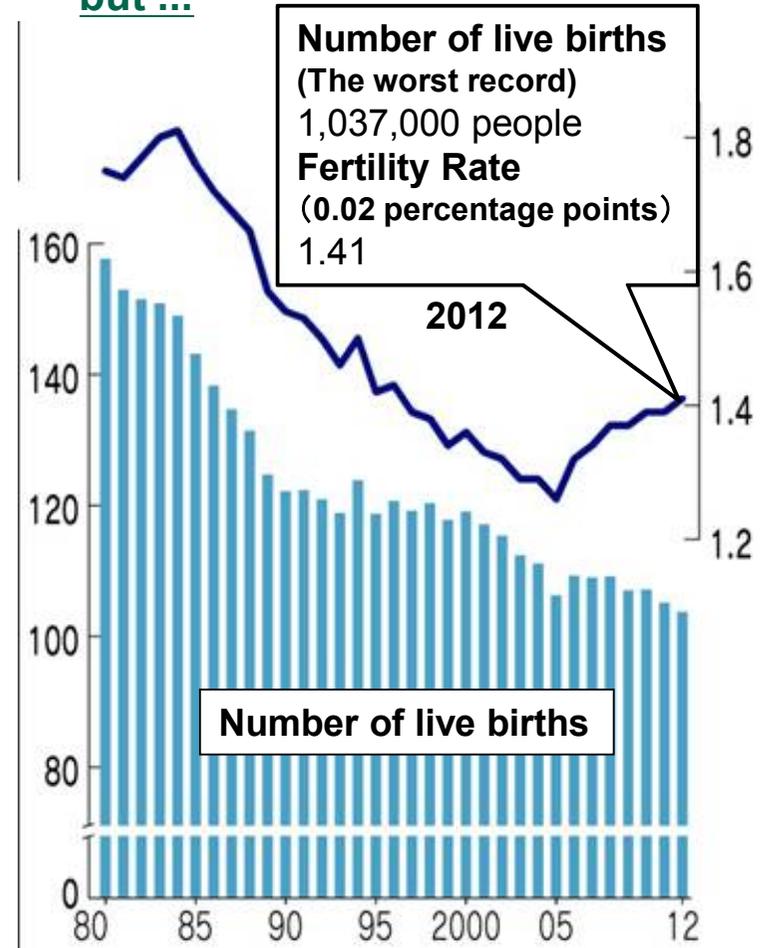
Decreasing population trend

- Decrease followed by working-age population

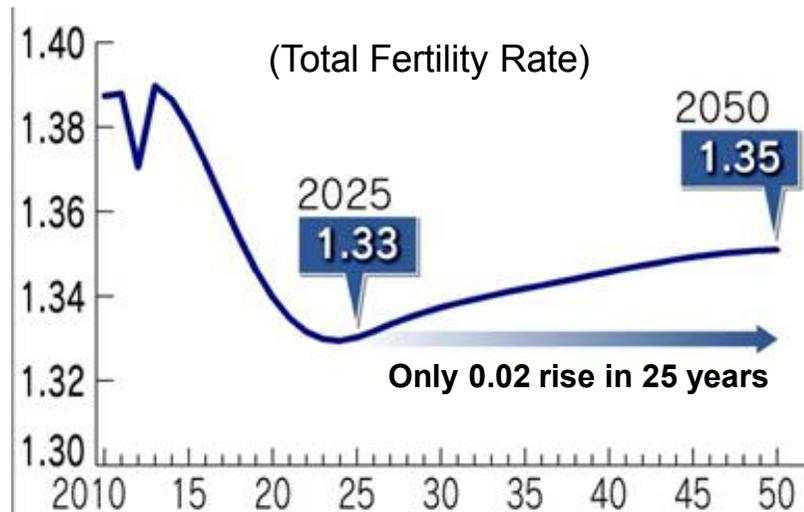


Future population of 15-64 year-old by National Institute of Population and Security Research

- Birth rate appears to have hit at "bottom", but ...



- Can not be optimistic outlook for the future



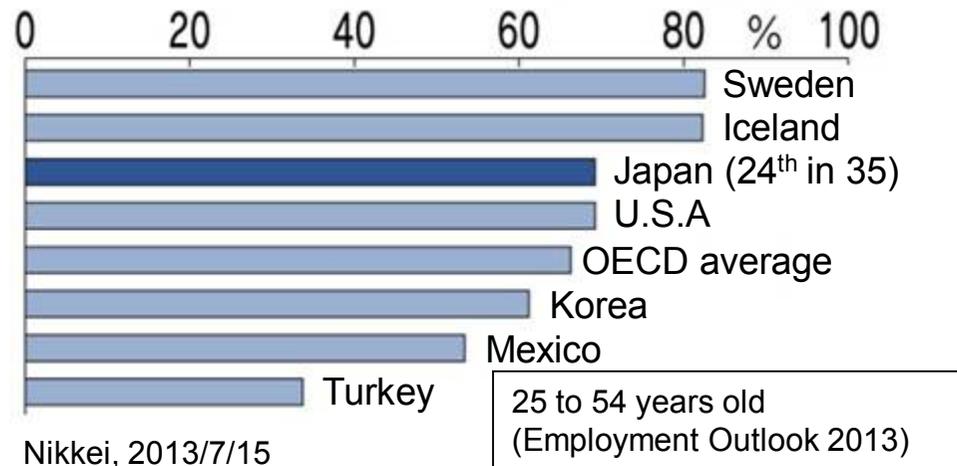
Median forecast by National Institute of Population and Security Research

Nikkei, 2013/6/23

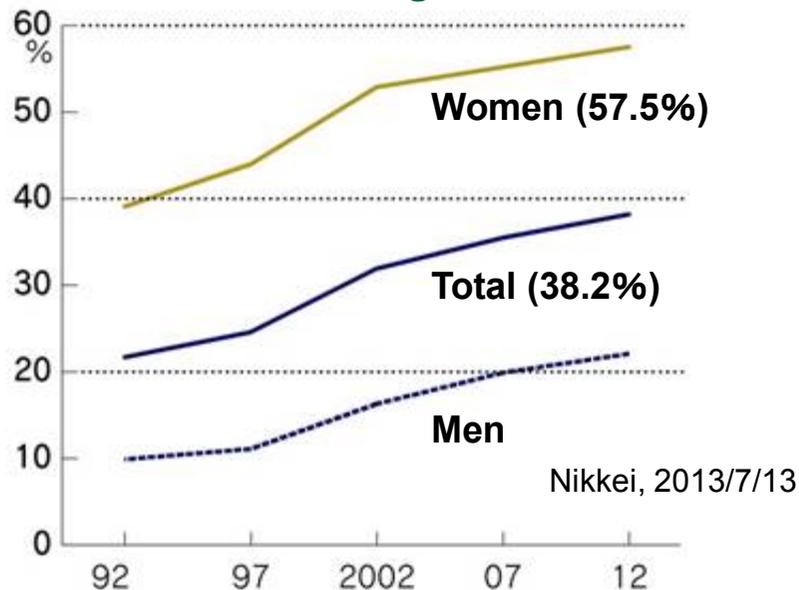


Women power, to achieve future economic growth

• Women employment rate of OECD

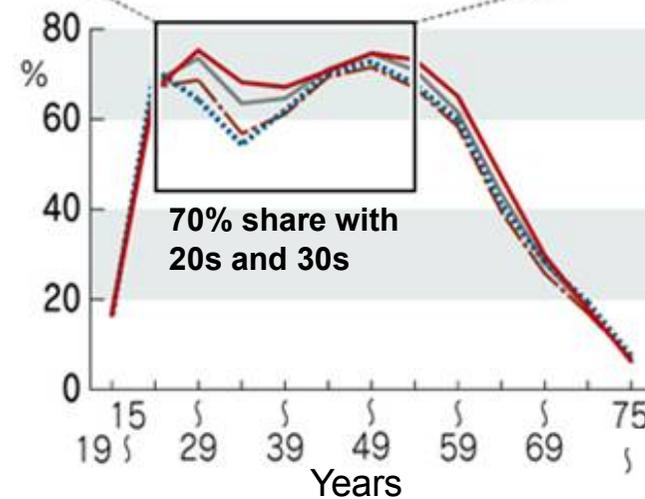
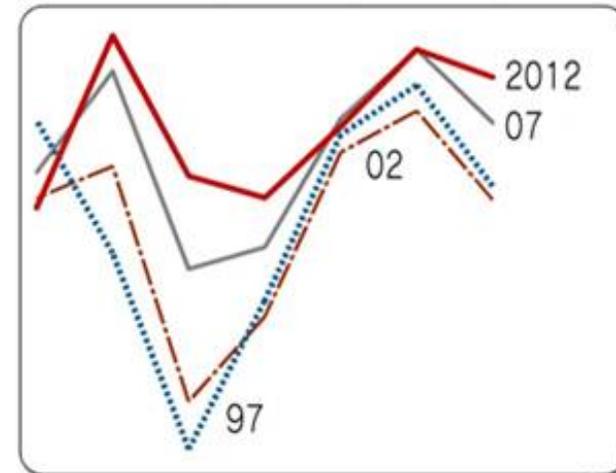


• Ratio of non-regular workers



• M-curve improvements

The proportion of working women

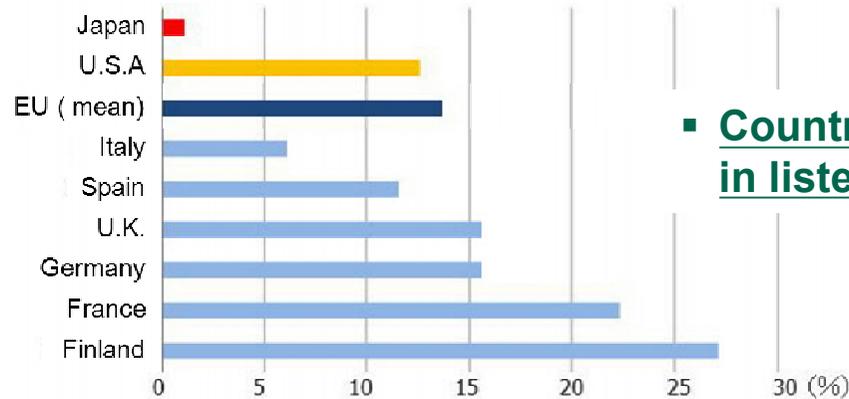


Nikkei, 2013/7/13

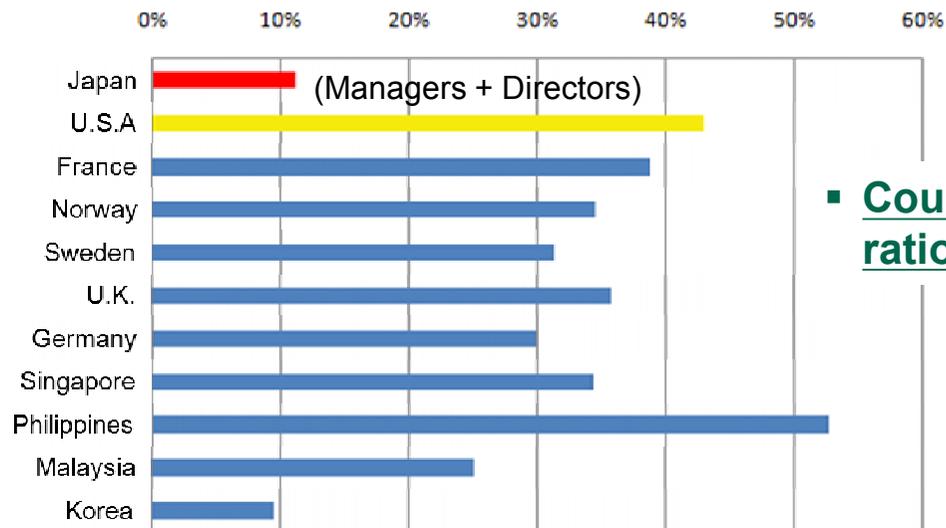


Country comparison of women managers' ratio

- Global Gender Gap Report 2013 ranks Japan at 105th among 136 countries, its worst showing since the WEF started the survey in 2006. Japan ranked 101st last year.



- Country comparison of women directors' ratio in listed companies (mix of 2011 & 2012 survey)



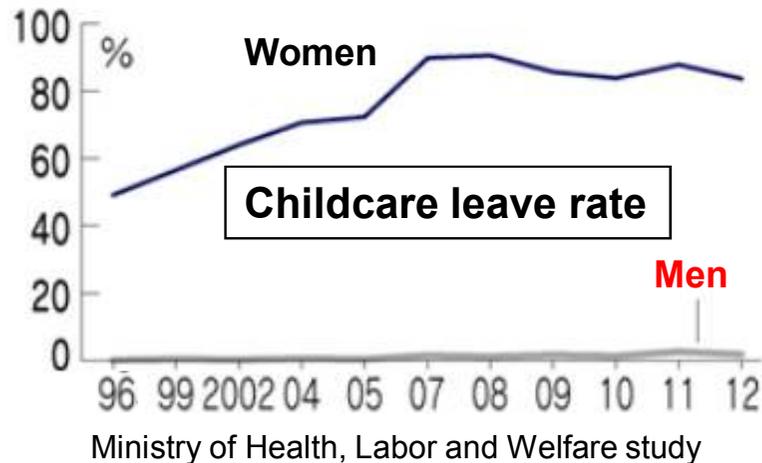
- Country comparison of women managers' ratio (mix of 2010 & 2012 survey)

Nikkei, 2013/6/28

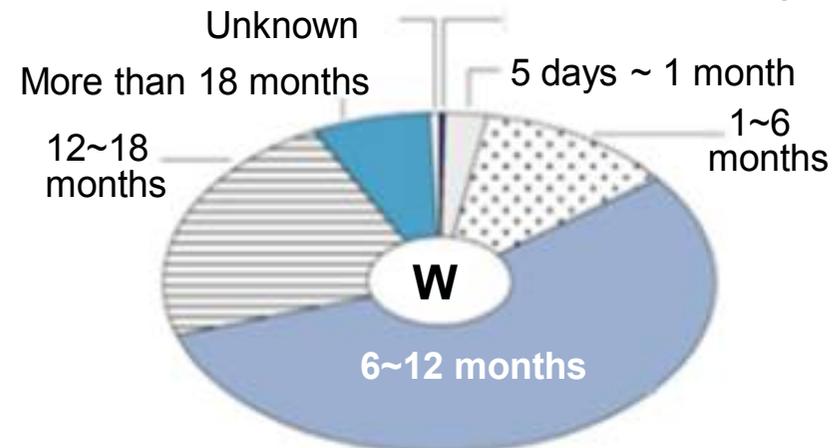


For women success, men must change

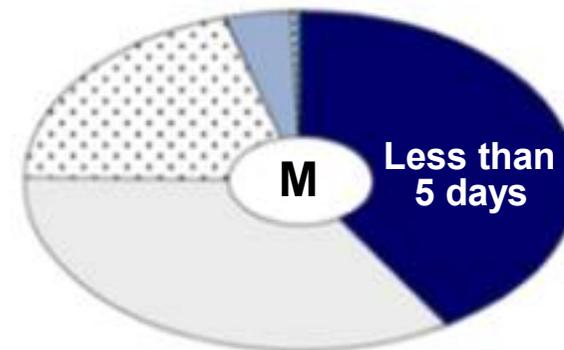
- 1% level momentum of male childcare leave acquisition



- 40% of men who took childcare leave is less than 5 days



- Very low level of childcare leave rate of male



Ministry of Health, Labor and Welfare study

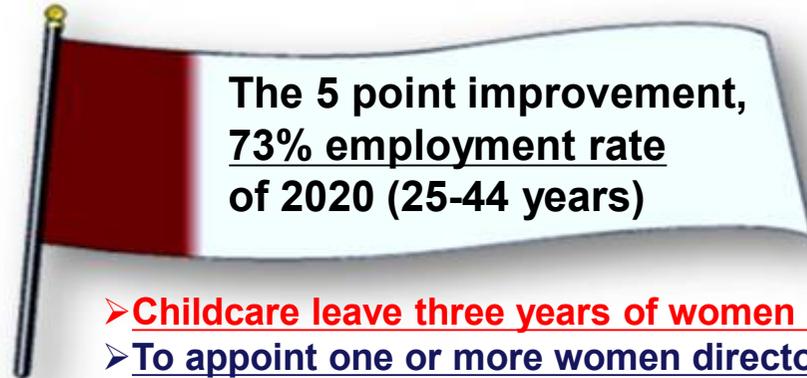
Nikkei, 2013/5/19



Support of working women and childcare are the most important issues of government

Since 2013

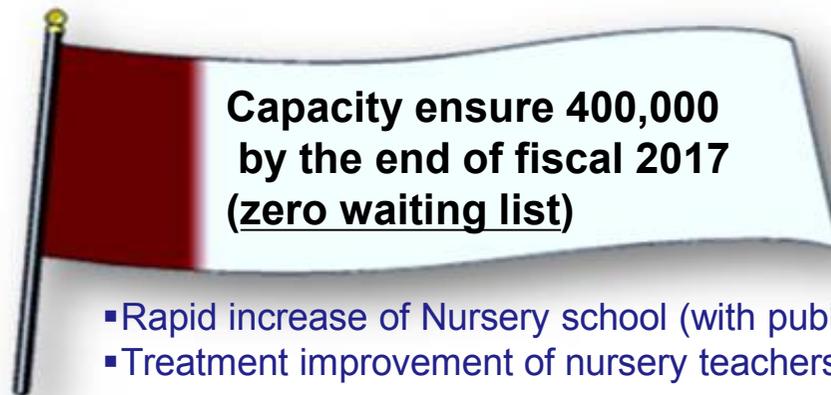
▪ Support of working women



The government list of women advantage policies

- Childcare leave three years of women (?)
- To appoint one or more women directors in all listed companies
 - Spread of telework to be able to work at home and in a shorter working hour
 - Database of women human resources
 - Skills support after retuning from childcare
 - Grants and tax incentives to companies to help work-life balance

▪ Zero children on the waiting list



- Rapid increase of Nursery school (with public houses)
- Treatment improvement of nursery teachers



Japan Inc. trying new ways to put women in executive suites

- A Teikoku Databank survey shows that **57.4% of 11,017 companies** polled are actively **working to increase women in management**.
- **Kirin** will launch leadership training and aims to increase women in management from the current **4% to 12%**, or about 300, **by 2021**.
- **Shimizu** is planning to **double** women in managerial positions by fiscal **2018**.
- **Mitsui O.S.K. Lines** introduced a system to **rehire women**, those coming back **within four years** are guaranteed the same employment terms.
- **Nippon Yusen** will strengthen support for **child care** and **education abroad** to make it easier for female employees raising young children to work overseas.
- **Seven & i Holdings** has begun **training male managers** in promoting women and encouraging **men to take child care leave**.
- **Sompo Japan** will expand its **mentoring program** for women to cover those in their early 30s.
-

Nikkei, August 15, 2014

- Cabinet finally decided to **let companies set own targets** for promoting women
- Companies with more than 300 workers, required to **disclose targets & action plans**
- "**We hope** that companies would have some **freedom** to design our own targets", (chairman of the business lobby)



Songs into the air., support models for Life-Event



There must be commitment at all levels of society

“As President Obama often says, **“Change comes from the bottom up, not the top down.”**

Women need to reach out to each other, to ask for help from their husbands and partners, co-workers or other family members. We can demonstrate to managers that **doing a good job need not mean staying until 9 o'clock at night.** “. (U.S. Ambassador Caroline Kennedy told The Nikkei in an exclusive interview, 2014/9/1)

Women researchers support model development, “support of Life-Event”

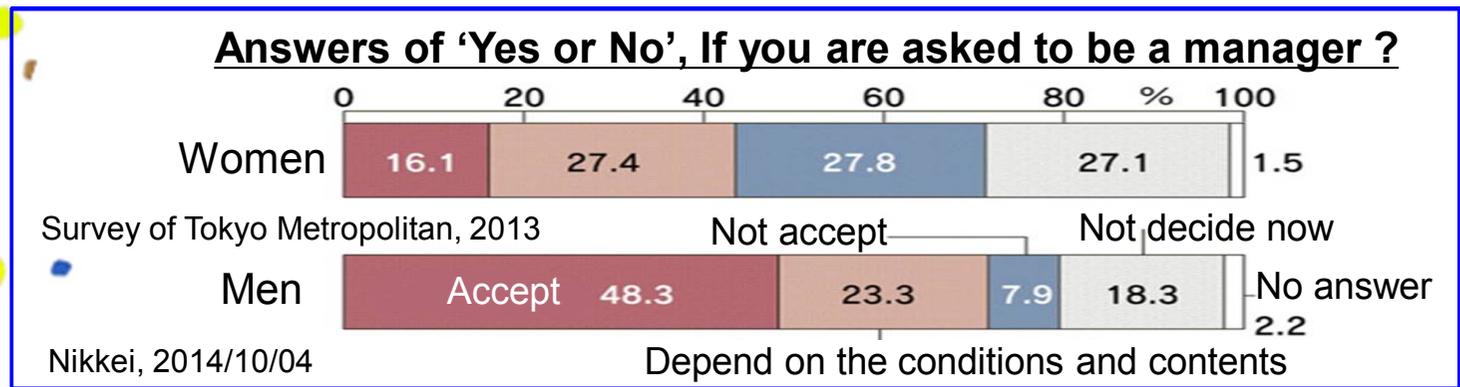
The "Life-Event" intended for **public universities and research institutes** to develop own models.

Songs into the air



- 1) Establishment of support systems of research activities
- 2) Improvement of research environment
- 3) Promotion of awareness
- 4) Promotion of positive action
- 5) Development of the next generation women

Answers of ‘Yes or No’, If you are asked to be a manager ?





A. Development of support models for women researchers

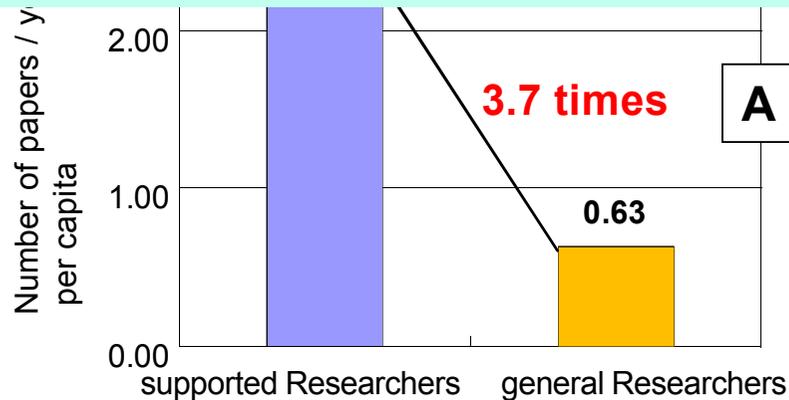
- A** • Program: 2006 ~ 2010 (science, technology, engineering, math, and medicine)
- 2006:10 institutions, 2007:10, 2008:13, 2009:12, 2010:10

B. Rapid increase of women researchers and leaders

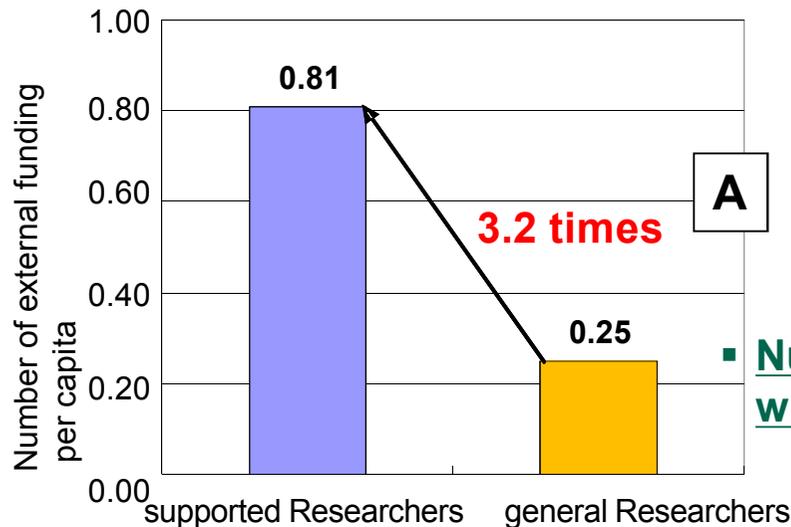
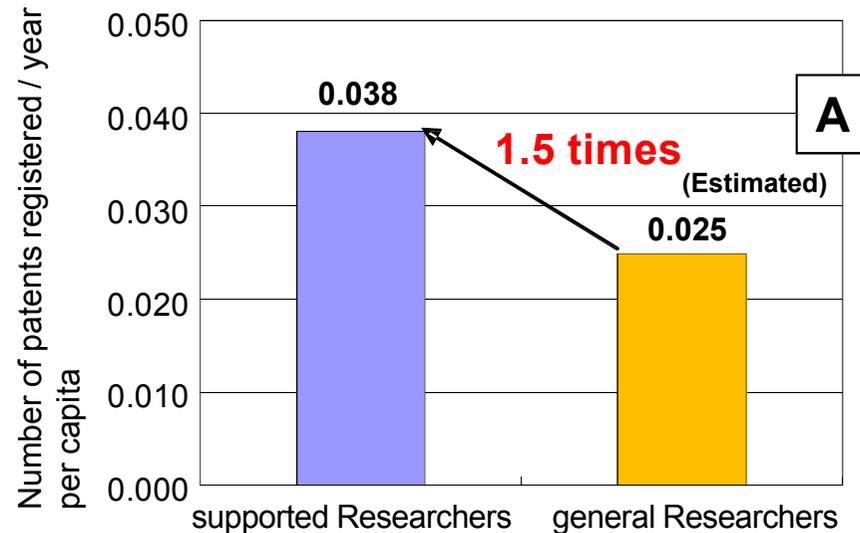
- B** • Program: 2009 ~ 2014 (science, engineering and agriculture)
- 2009:5 institutions, 2010:7 institutions,

ions

researchers,



Number of patents registered of women researchers, who received research support staffing



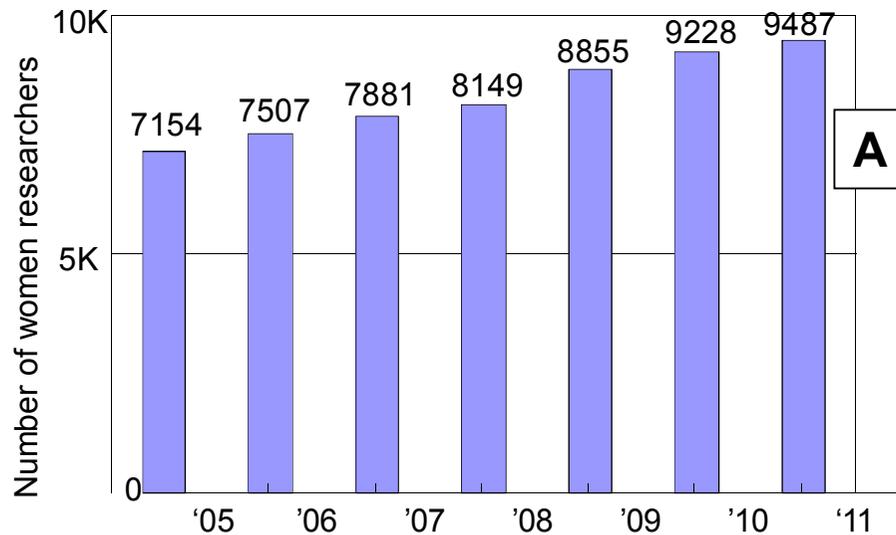
Number of external funding of women researchers, who received research support staffing

Council for Science and Technology, Ministry of Education, Culture, Sports, Science and Technology, Dec. 2012

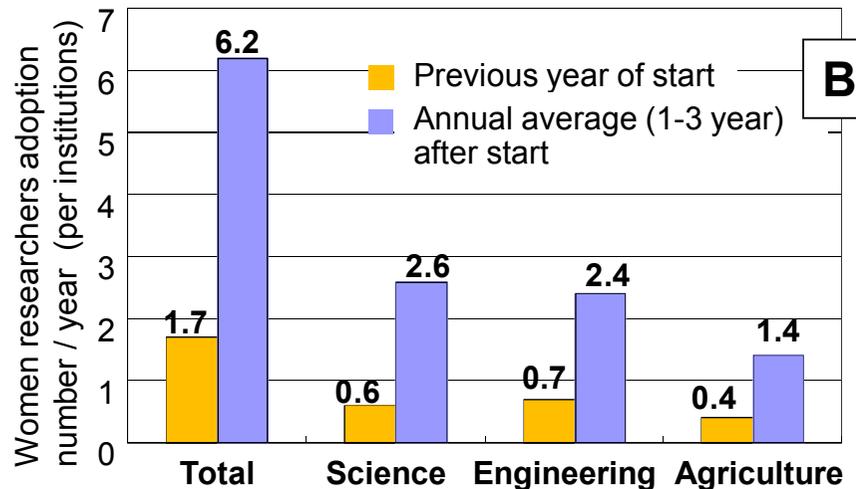
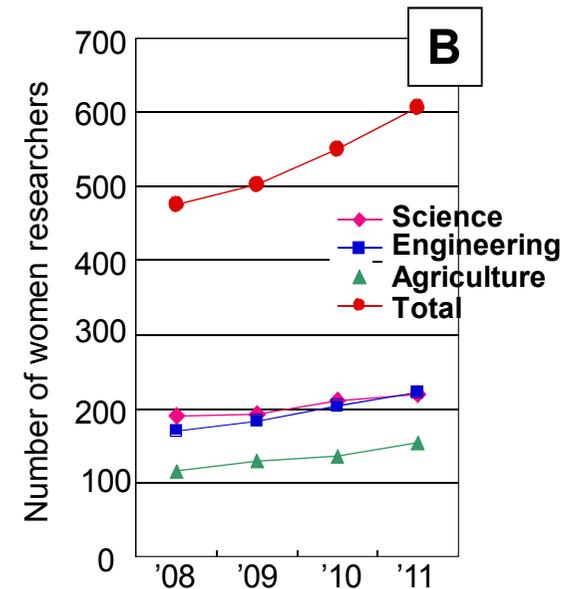


Increase of women researchers in the applicable institutions

- Changes in the number of women researchers, in the applicable institutions (total)



- Changes in the number of women researchers in the applicable institutions



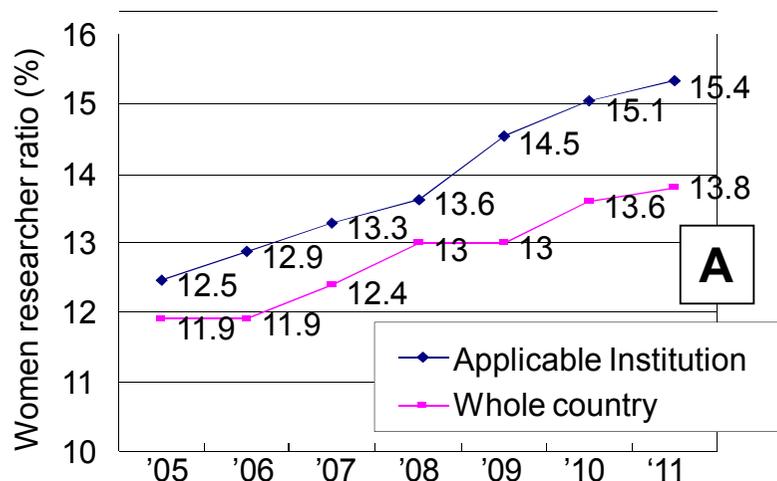
- Changes in the adoption number of women researchers (per institutions)

Council for Science and Technology, Ministry of Education, Culture, Sports, Science and Technology, Dec. 2012

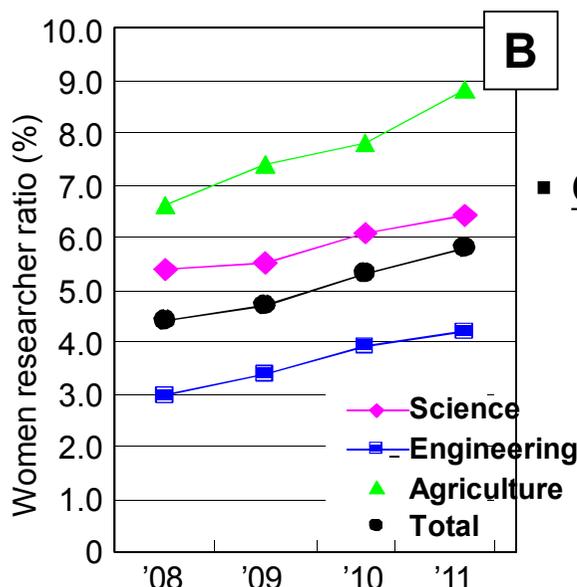
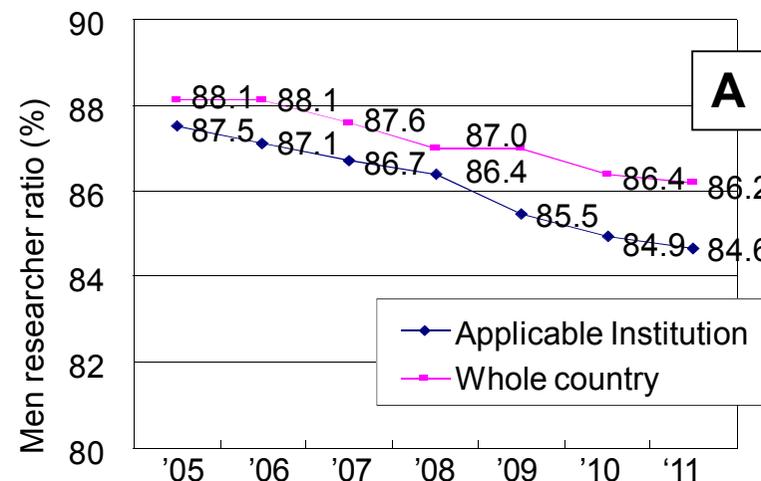


Changes in researchers % in the applicable institutions

Changes in women researchers %



Changes in men researchers %



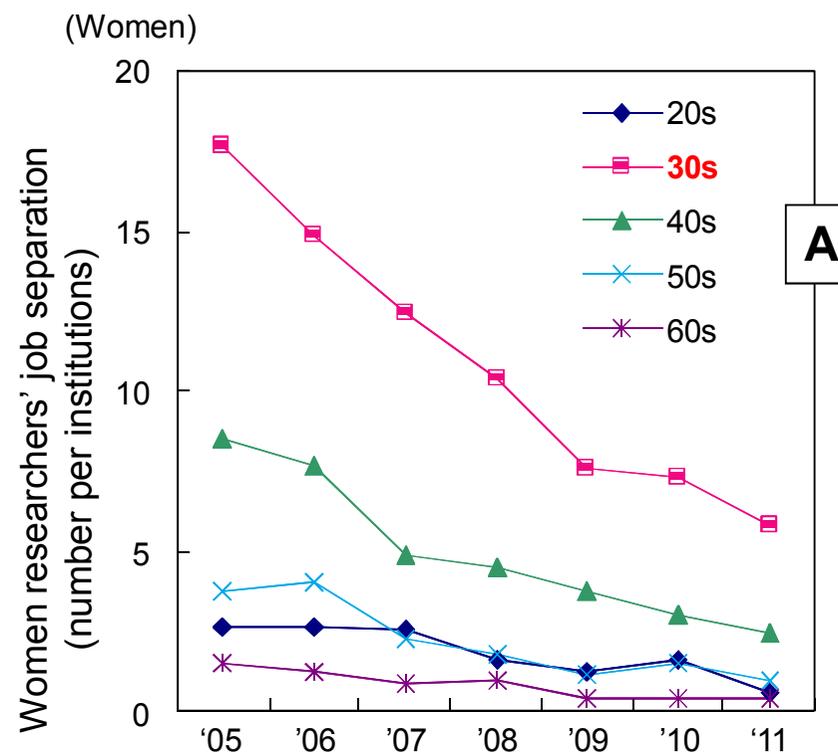
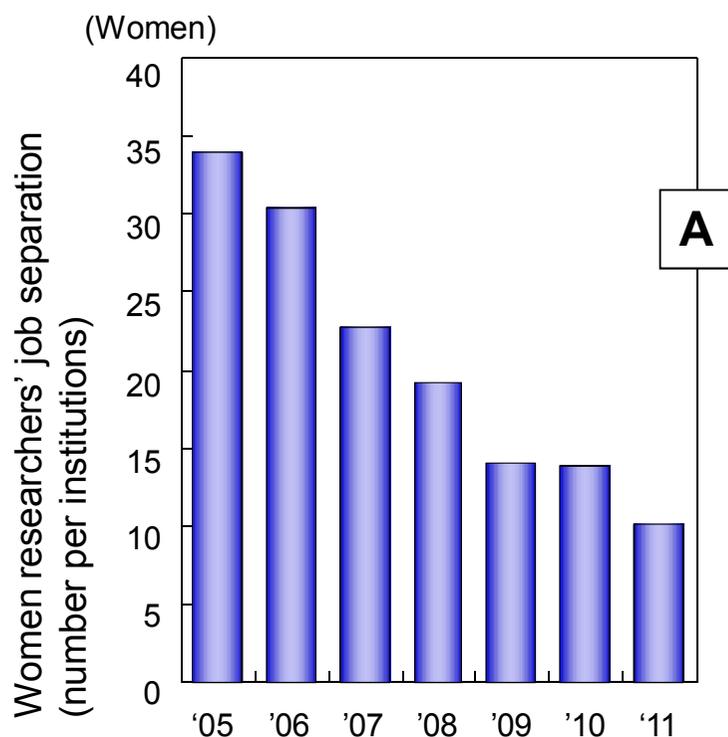
Changes in women researchers %

Council for Science and Technology, Ministry of Education, Culture, Sports, Science and Technology, Dec. 2012



Decrease of women researchers' quitting a job in the applicable institutions

- Decrease of women researchers' quitting a job for reasons other than retirement
- Trends in age group of women researchers' quitting a job

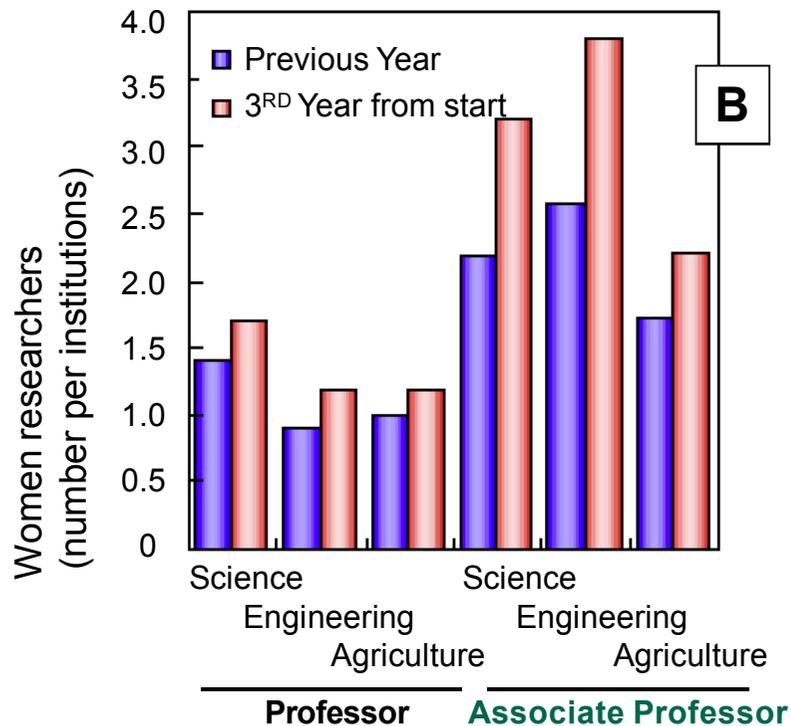


Council for Science and Technology, Ministry of Education,
Culture, Sports, Science and Technology, Dec. 2012

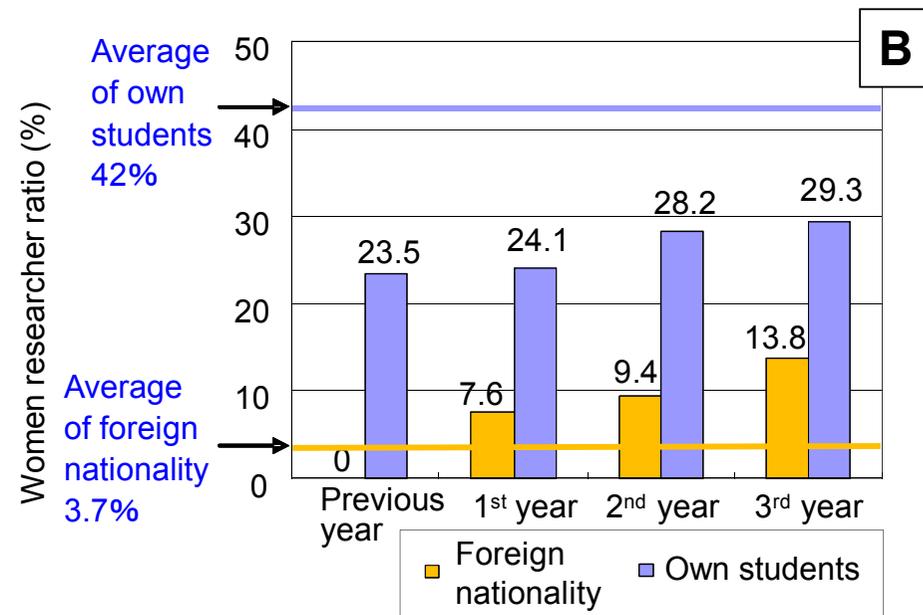


Increase of leaders and diversity

- Changes in number of women researchers' promotion to Professor or Associate Professor



- Changes in women researcher ratio of own and foreign nationality



Council for Science and Technology, Ministry of Education, Culture, Sports, Science and Technology, Dec. 2012

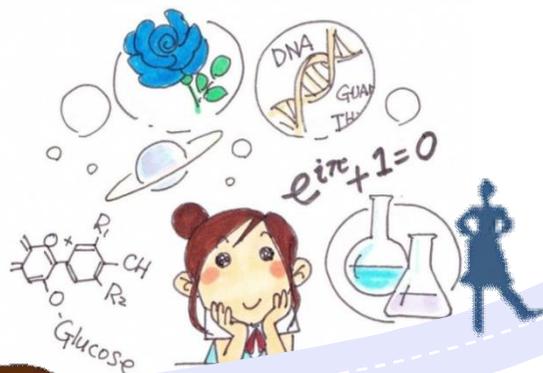
Development of the next generation women



Achievement of Applicable Institutions (%)	Institution (Universities)	No.	Percentage of Applicable Institutions (%)
Rise of enrollment rate of women to undergraduate	D, E, F, G, H, I, J	7	12.7
Rise of enrollment rate of women to graduate school	A, F, K, L, F, H, G, N, O, P, Q, R, J, S, T	15	27.3
Rise of enrollment rate of women to PhD	A, E, L, F, M, G, P, Q	8	14.5

A

- Upward trend of women student ratio in Natural Sciences, Faculty and Graduate



Council for Science and Technology, Ministry of Education, Culture, Sports, Science and Technology, Dec. 2012



Thank You !

