

# TOWARDS DIVERSITY GENDER & CAREER ADVANCEMENT (JAPAN)

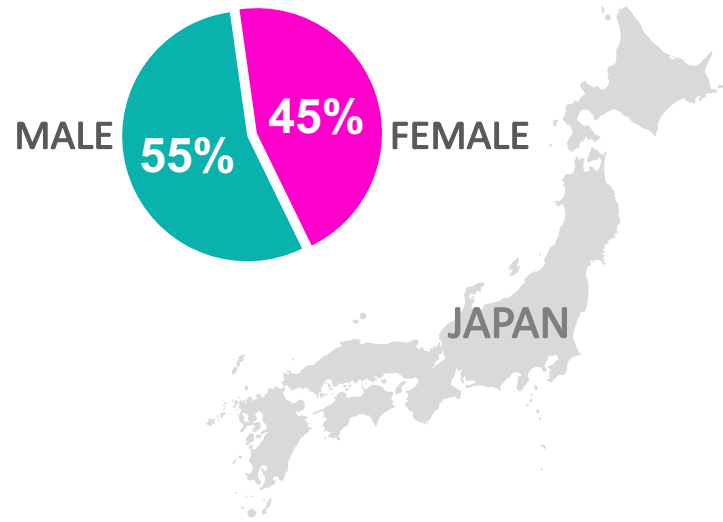
In The Research Industry



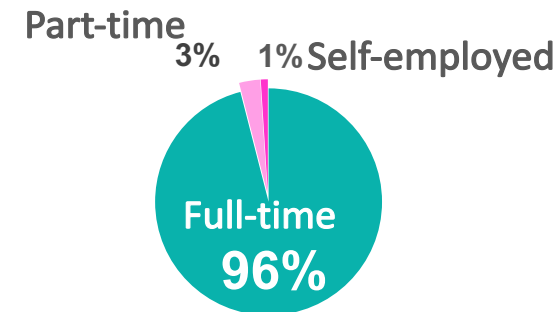
# Who we spoke to ...

**190 Interviews  
Conducted Online**

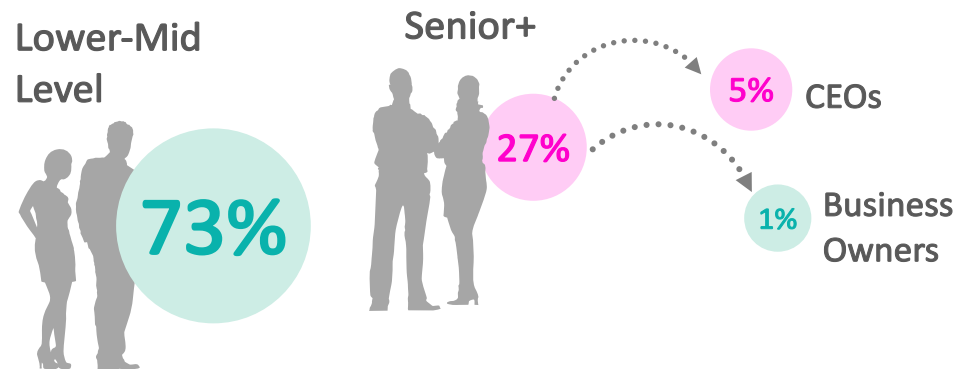
Survey limited to 15  
minutes in length  
To reduce fatigue &  
accommodate mobile



...among those working in a  
research capacity



Among researchers of different levels...



...and different types & size of firm





# Japan and Gender Diversity



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JAPAN IS **STRUGGLING TO KEEP PACE**  
WITH GLOBAL TRENDS IN GENDER DIVERSITY.

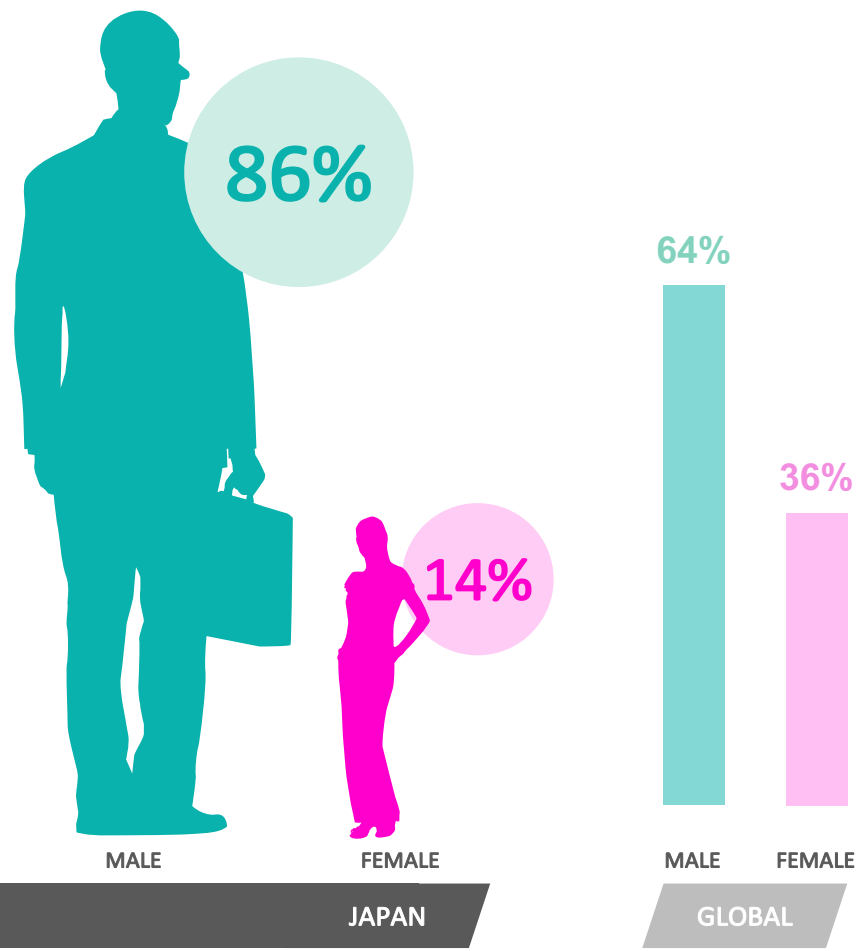
- 1 Extreme gender gaps at senior levels
- 2 Women feel more barriers than men (& global)
- 3 Women feel opportunity is less
- 4 Leading to a lack of ambition

!

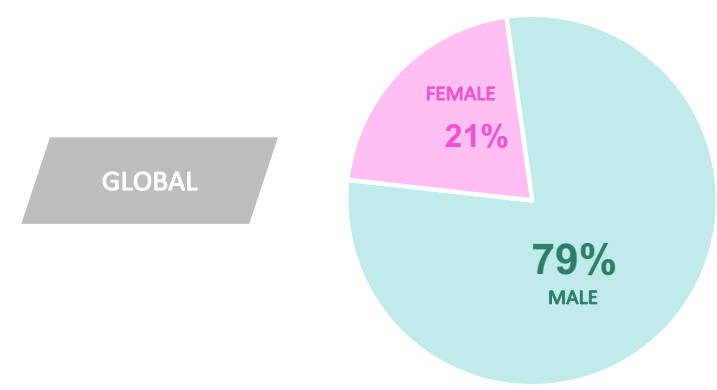
PASSIVENESS TOWARDS DIVERSITY & CAREER  
ADVANCEMENT

# 1 Extreme gaps at senior levels !! Japan currently lags the global marketplace in workplace diversity

Lack of gender diversity is particularly a challenge for Executive positions...



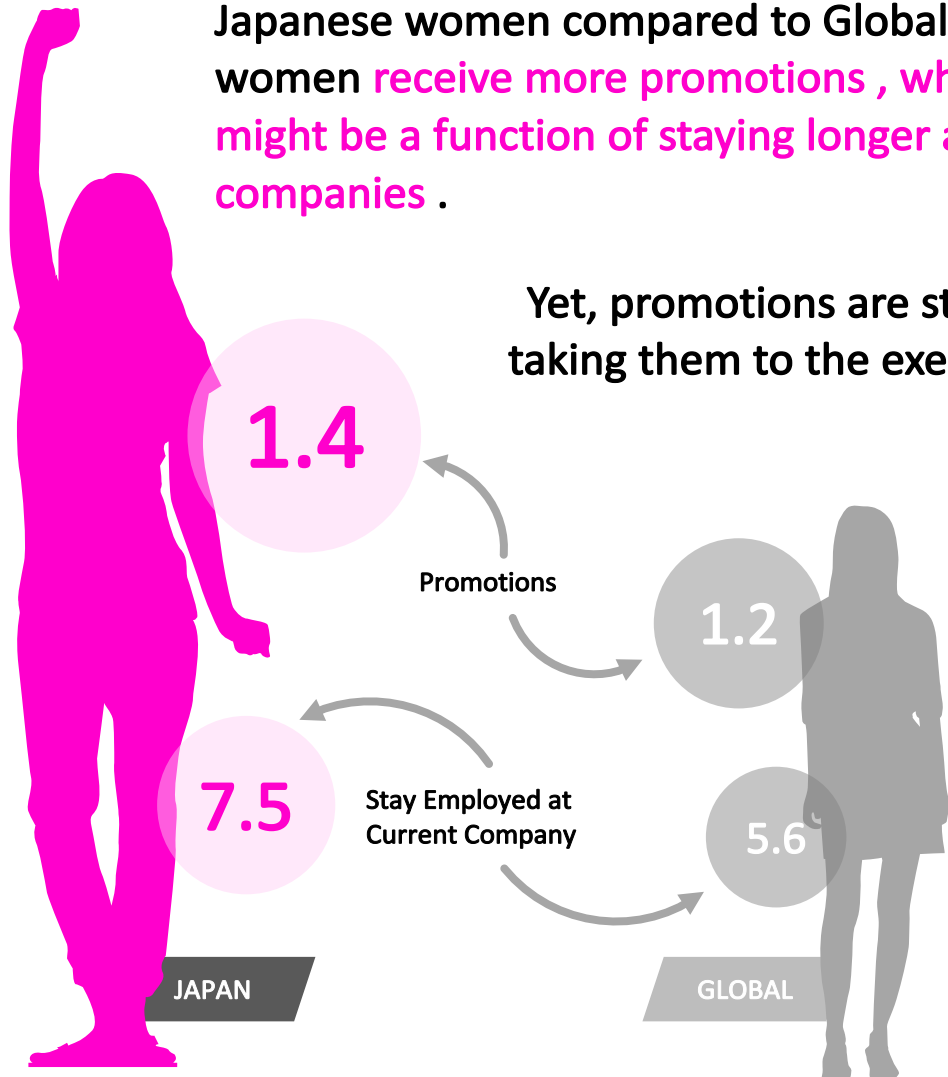
and especially among CEO positions



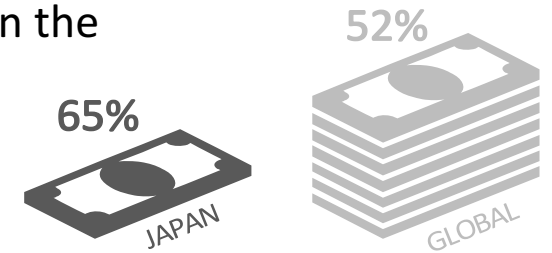
# Japanese females lag their male counterparts in salaries and executive-level promotions

Japanese women compared to Global women **receive more promotions**, which might be a function of staying longer at their companies.

Yet, promotions are still not taking them to the executive level.



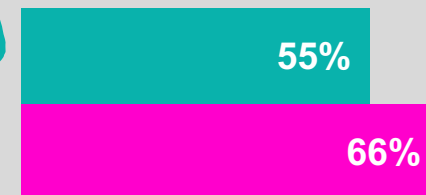
❖ Majority of women (65%) make less than \$60,000 while men fall in the higher end of the pay scale.



## Japanese Equality in bonus payments

Both male and Female equally likely to receive bonus payments

**84% Males vs. 83% Females**



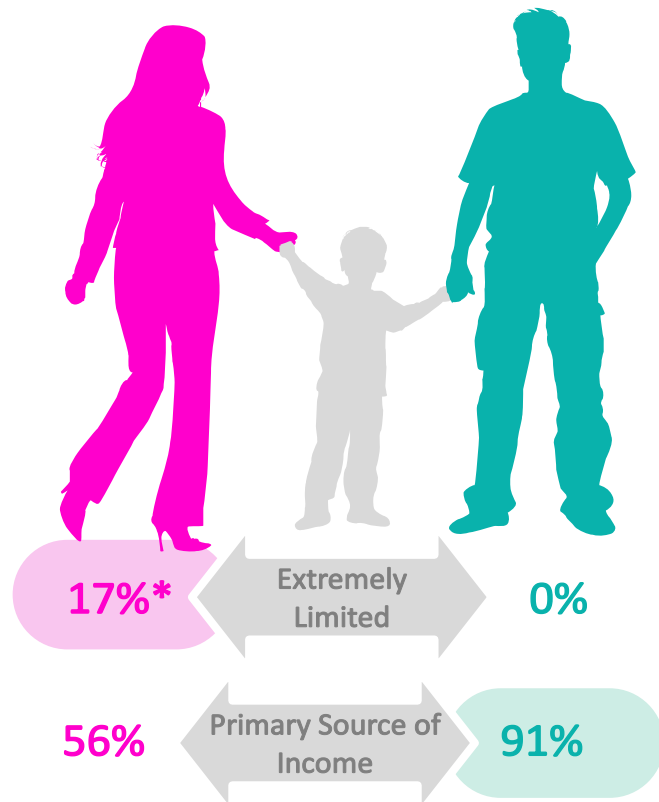
Different story for global females who receive more bonuses



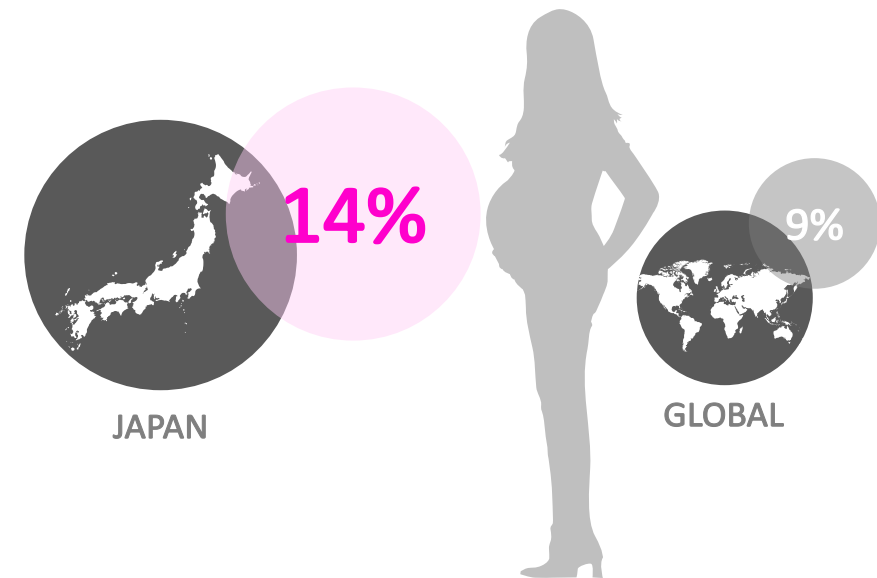
# Japanese women face more obstacles in their career development than their male peers.

For Japanese women, having children is very much a limiting factor to career advancement

Compared to females, Japanese men are not limited by being a parent and are more likely to be seen as the primary source of household income.

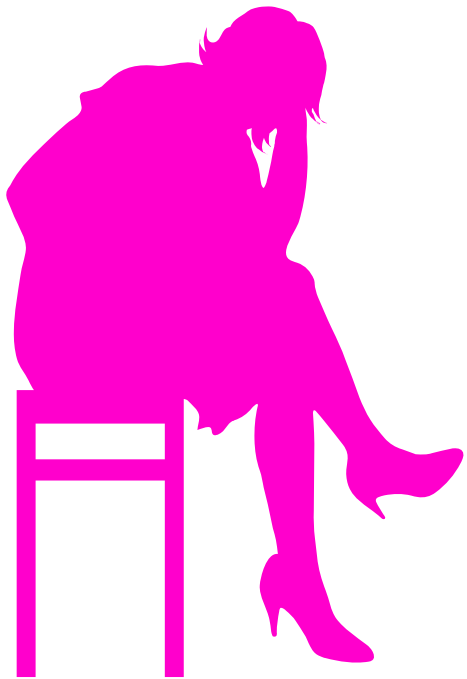


Japanese women feel their employers are NOT supportive of pregnant employees compared to Global females



\*Low Base

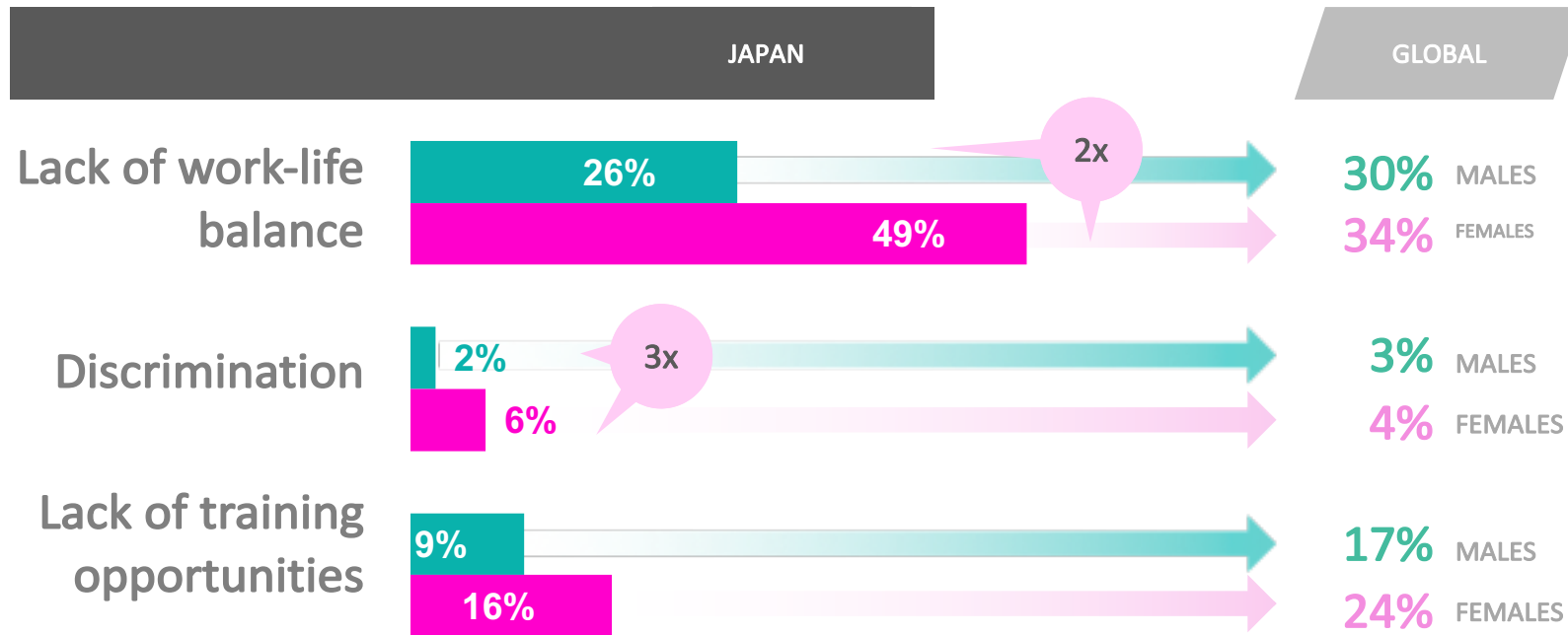
### 3 A lack of opportunity



**31%** of Japanese women especially  
feel there is little to no opportunity  
compared to  
**23%** of Global women

**WHAT CAN WE DO TO CHANGE THIS**

## 2 Japanese females are more likely to note barriers to development in...



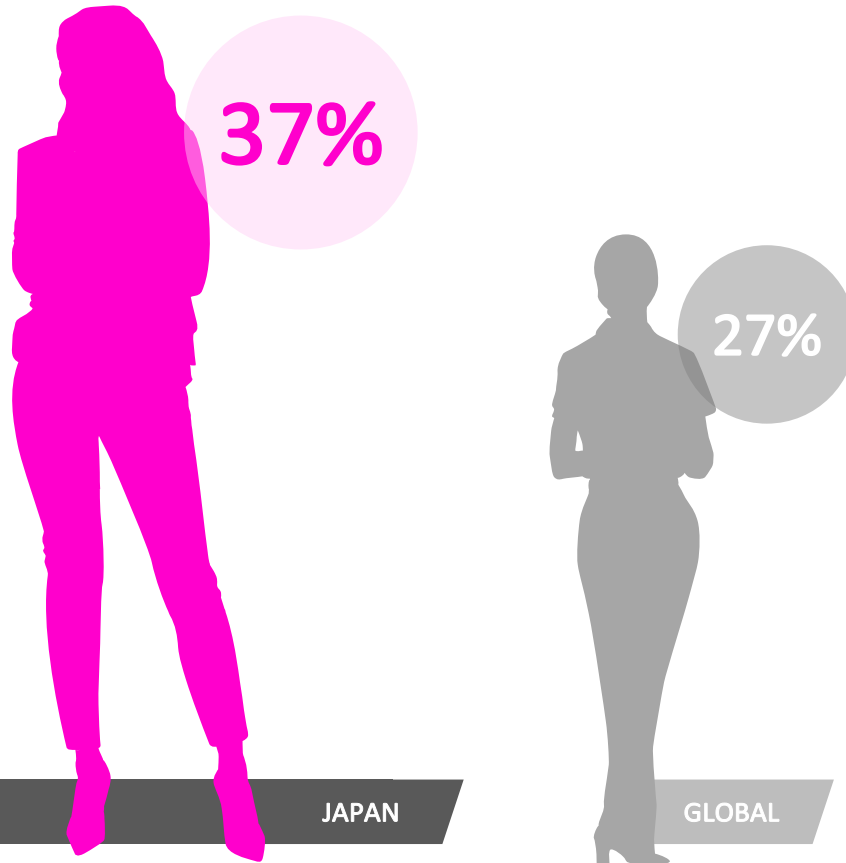
Globally, gender differences are not as large

- Equal numbers of men and women cited work-life balance and discrimination
- Slightly more females than males felt that lack of training opportunities hindered their career development

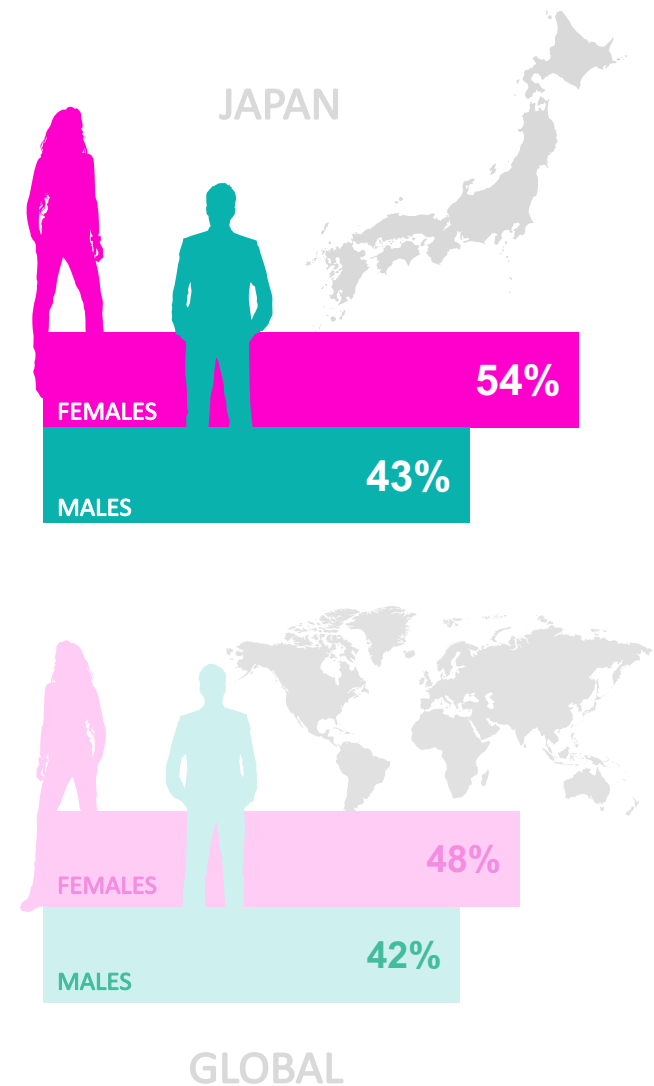


# ...and even more so at senior levels. Need more confidence to seek out advancement

Japanese women compared to Global women feel there are not fair chances for promotion for upper management/mid-level positions



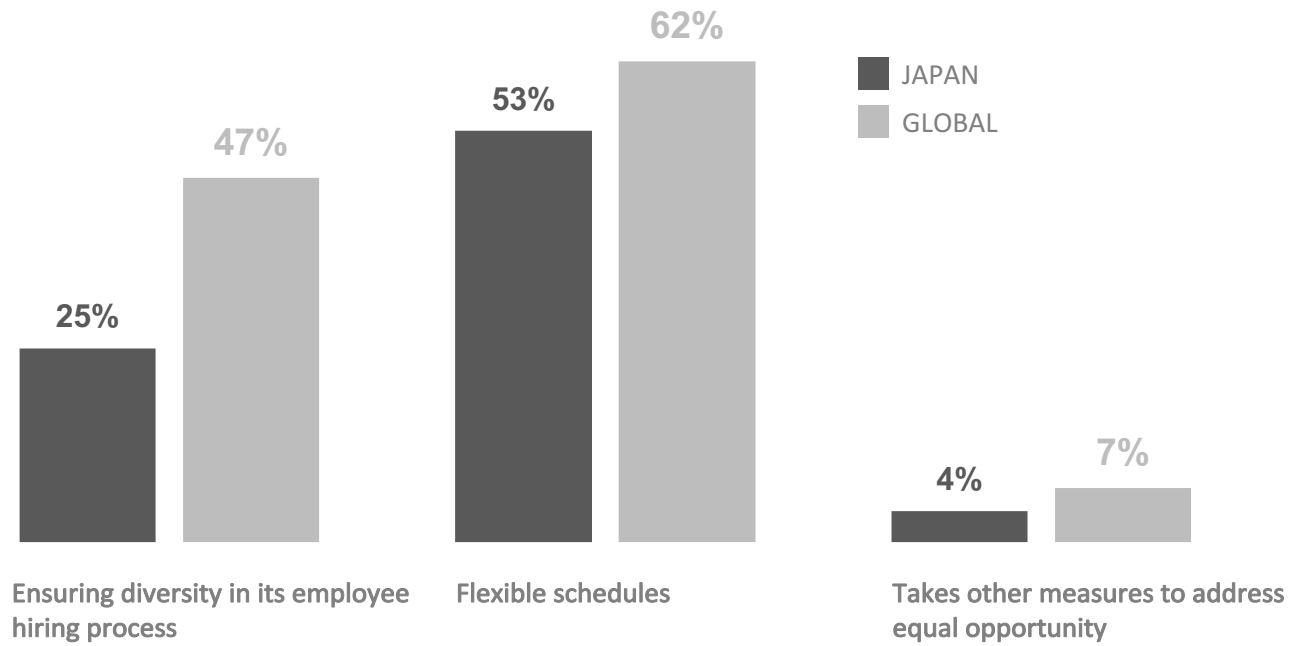
Japanese women are less comfortable than Japanese men in asking for a promotion, an issue consistent with Global trends





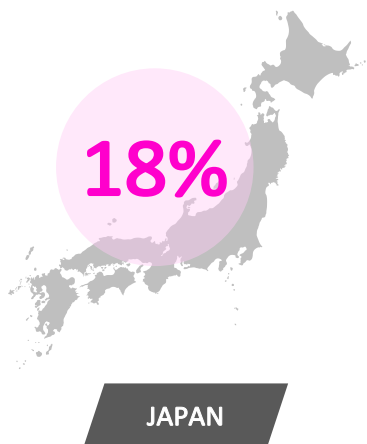
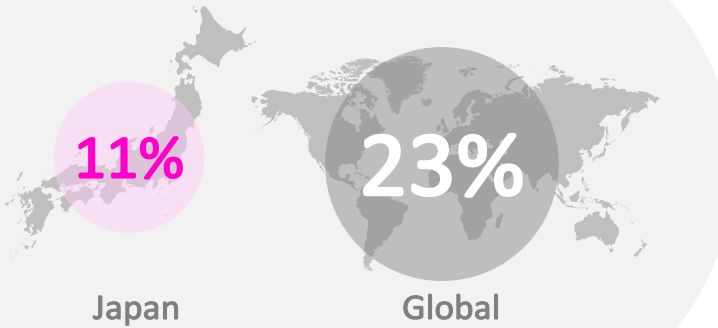
# 4 A feeling of lower pro-activeness in diversity hiring

Given this disparity, diversity does not seem to be top-of-mind in Japan. Compared to Global, Japan falls short in:



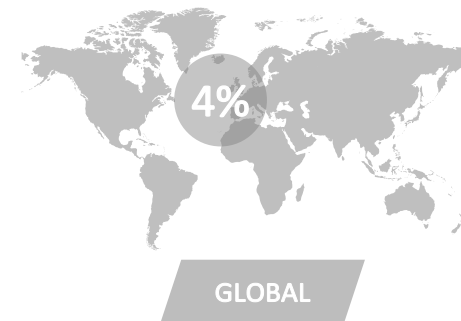
## 4 A lack of opportunity leading to an apathy towards career development

So Japanese women are generally less common in Japan to regularly seek out career growth opportunities...



Currently, and forward-looking, **personal life takes higher priority** than career for Japanese Females, especially compared to Global Females.

Also true when compared to Japanese Males, for 'Where I'd like to be.'



# Moving Forward: Recommendations



Approach women early in their careers with....

- ✓ A **clear career path** toward executive roles
- ✓ Negotiation and other core **leadership skills training**
- ✓ **Mentoring** opportunities
- ✓ **Work life Balance** training



Provide better support for Men and women....

- ✓ **Flexible hours** as standard
- ✓ Generous **maternity AND paternity leave** and **re-entry programs**
- ✓ **Childcare provider relationships** or savings programs





# Executive Summary

Japan's **struggles to keep pace** with Global trends towards gender equality. Japanese women **fall short in compensation**, **lack opportunities for senior-level promotions**, and **feel unsupported by their employers**. Career advancement opportunities are **more available to Japanese men**, who dominate senior positions. Japanese women report to have **more passive attitudes** towards their careers compared to Global women, who take proactive steps towards career goals. While Japanese women **more strongly acknowledge existence of barriers in business**, they are **less interested in advancing in their career** compared to their Global counterparts.

- ❖ Japanese women perceive bigger hurdles in their careers than Global women – work/life balance, discrimination, and lack of training opportunities, in particular.
- ❖ Nearly all CEOs in Japan are men, echoing Global trends to a much stronger degree. While Japanese women receive more promotions than Global women, promotions for Japanese women are less likely to take them to executive levels. Of note, (on par with Global trends) Japanese women are less comfortable asking for promotions compared to Japanese men.
- ❖ Gaps in compensation between Japanese women and Japanese men – Majority of women make less than \$60,000 while men fall in the higher end of the pay scale.
- ❖ Lack of support from employers hold back Japanese women from their career goals. In terms of family, Japanese women are more likely than men to feel having children is extremely limiting to career advancement. In contrast, Japanese men are more likely to consider themselves the primary source of income for the family, and feel having children have little to no impact on their career progression.

