

WOMENOMICS

Trump Card for Japan's
Resurrection?

Yoko Ishikura

Graduate School of Media Design

Keio University

10 May 2013

Gender Divide?



Equal opportunities, Free choices?

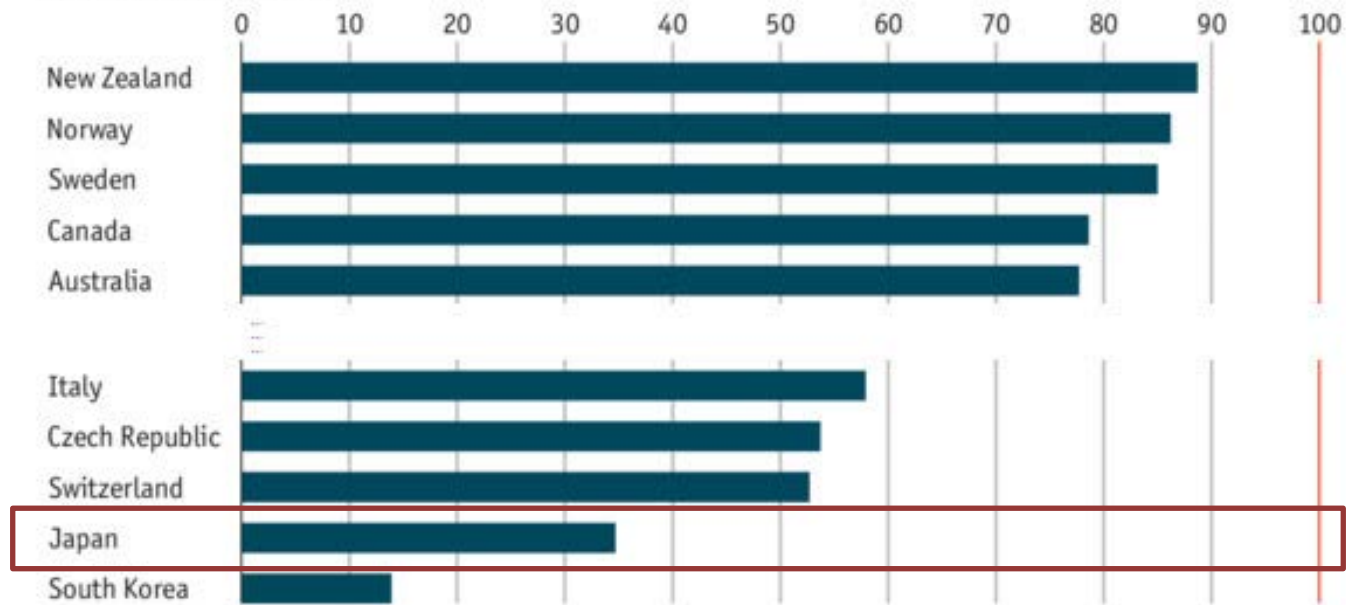


Where do women have the best chance of equal treatment at work?

Glass-ceiling index

Weighted average of five indicators*, 2011 or latest, 100=best for working women

Out of the following 26 countries



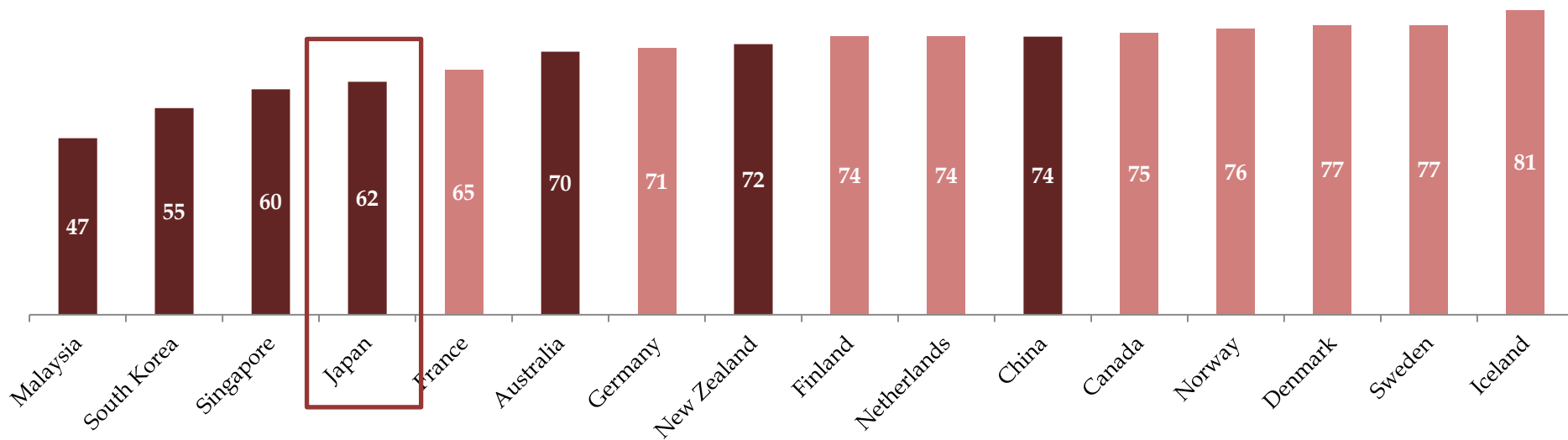
Sources: OECD; ILO; Catalyst; *The Economist*

The Global Gender Gap Index 2012 (WEF)

Japan within the Detailed Ranking (N=135)

Country rank	OVERALL	ECONOMIC PARTICIPATION AND OPPORTUNITY	EDUCATIONAL ATTAINMENT	HEALTH AND SURVIVAL	POLITICAL EMPOWERMENT
Mauritius	98	108	73	1	88
Azerbaijan	99	74	84	135	113
Malaysia	100	98	72	78	120
Japan	101	102	81	34	110
Belize	102	77	100	1	131
Cambodia	103	78	116	1	91
Burkina Faso	104	32	125	100	94

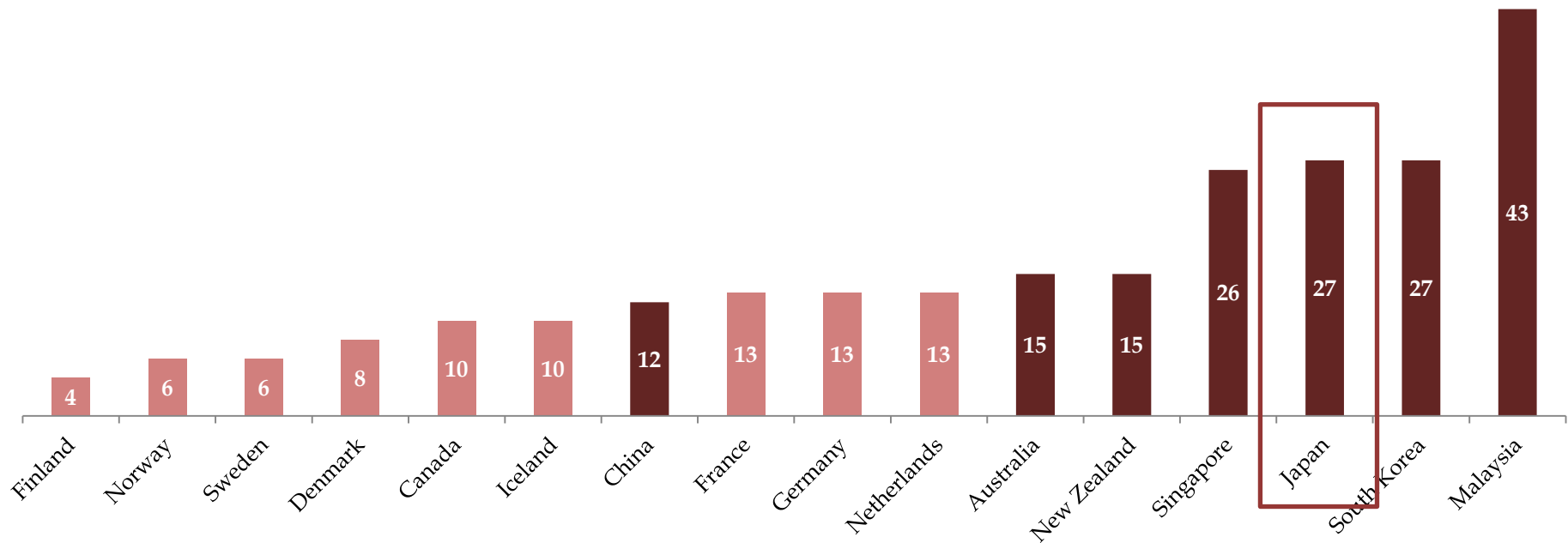
Female Labor Participation Rate



(%)

Source: World Economic Forum Gender Gap Report 2012

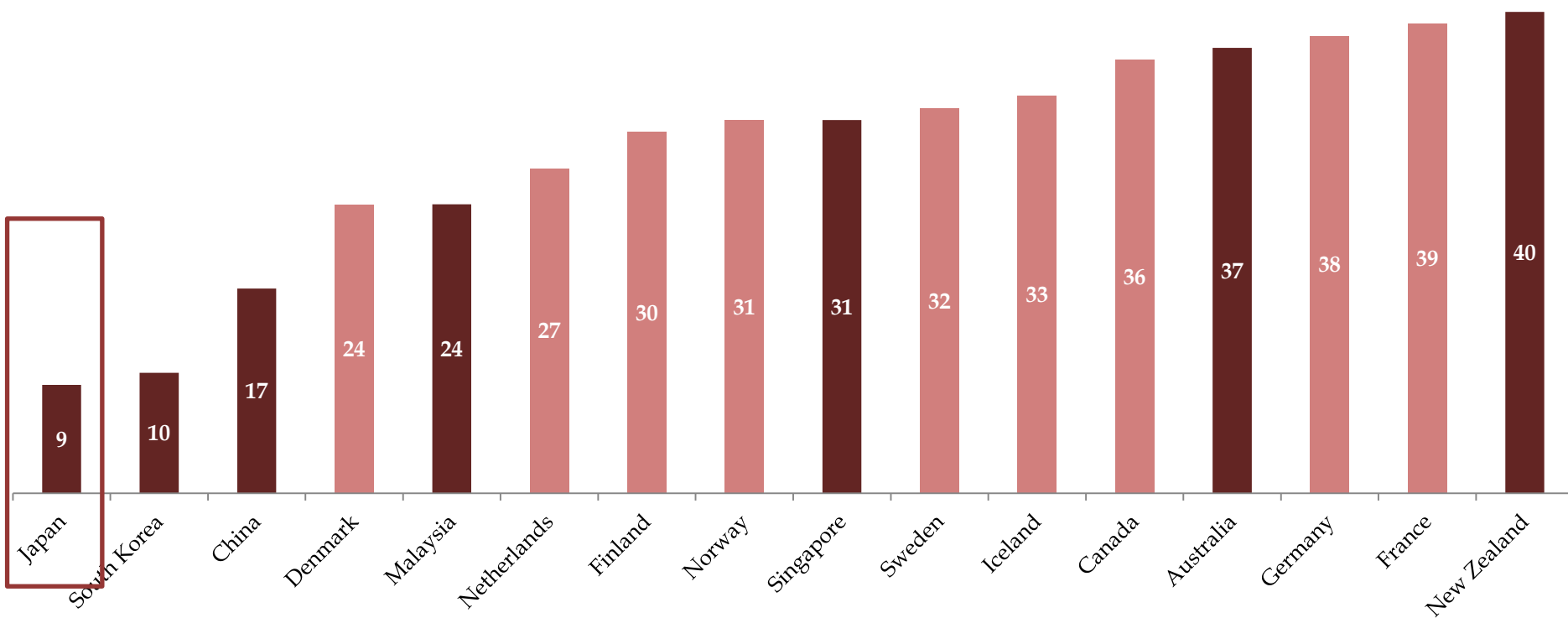
Difference between male and female labor participant rate



(%)

Source: World Economic Forum Gender Gap Report 2012

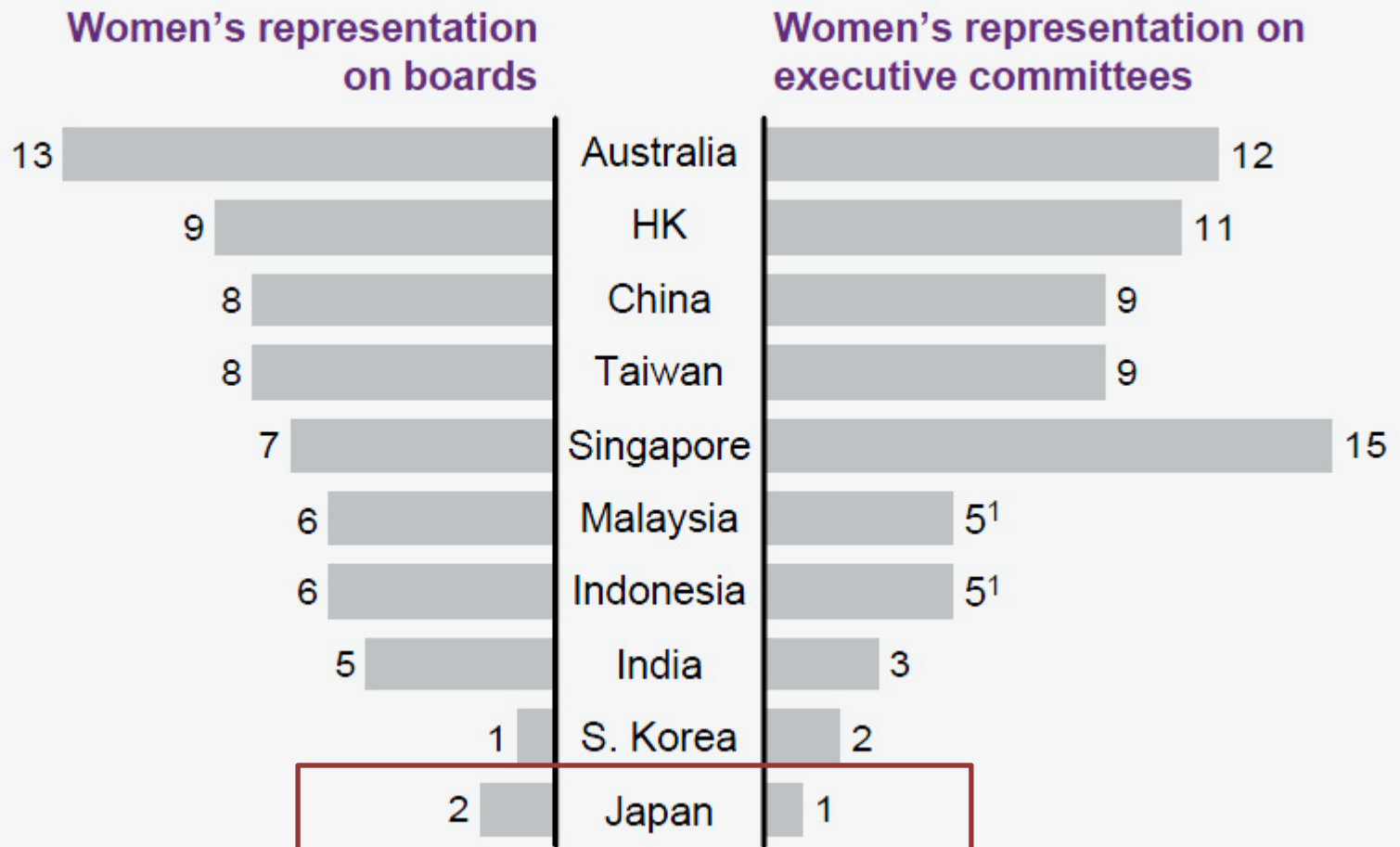
Women as Legislators, Senior Officials and Managers



(%)

Source: World Economic Forum Gender Gap Report 2012

Proportion of women in top positions across Asia



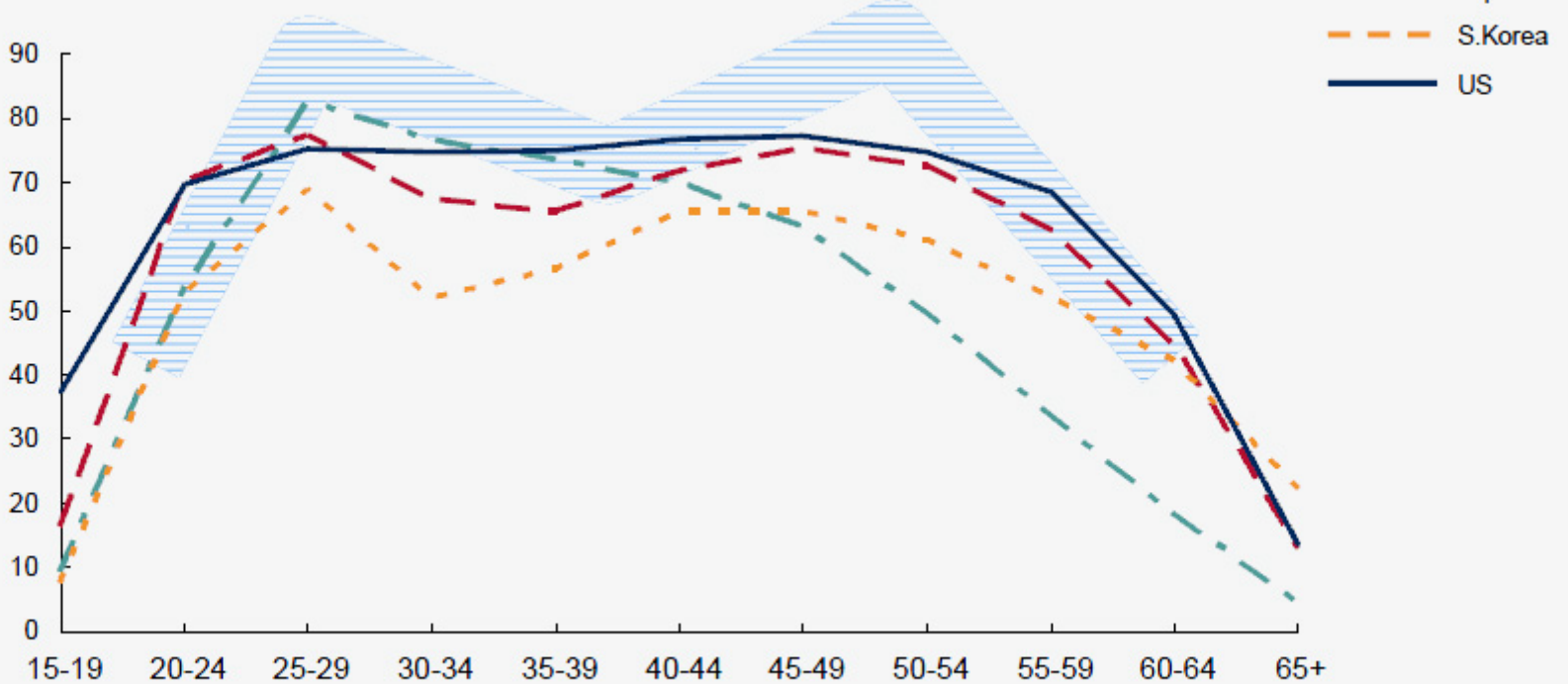
(%)

Source: Women Matter: an Asian Perspective, McKinsey, 2012

The “M-curve” in female labor participation rates

Female labor participation rate by age group, 2010¹

Percent



¹ The proportion of the female population aged 15-64 that engages actively in the labor market, either by working or looking for work

(%)

Source: Women Matter: an Asian Perspective, McKinsey, 2012

Potential impact

- **5% higher for per capita GDP (IMF)
if labor participation ratio at G7**
- **add'l 5% if at Northern Europe (IMF)**
- **15% higher for GDP if at par w male)
(Goldman Sachs)**
- **Female labor participation corre. w
GDP/unit time (Cabinet Office)**

Japan Case Study

Context

WEF Education & Skills, Gender parity taskforce

Initiatives underway

Government (2003)- 30% + by 2020

Abe administration-Youth & women as driver

Keizai Doyukai-30% of managers/executives by 2020

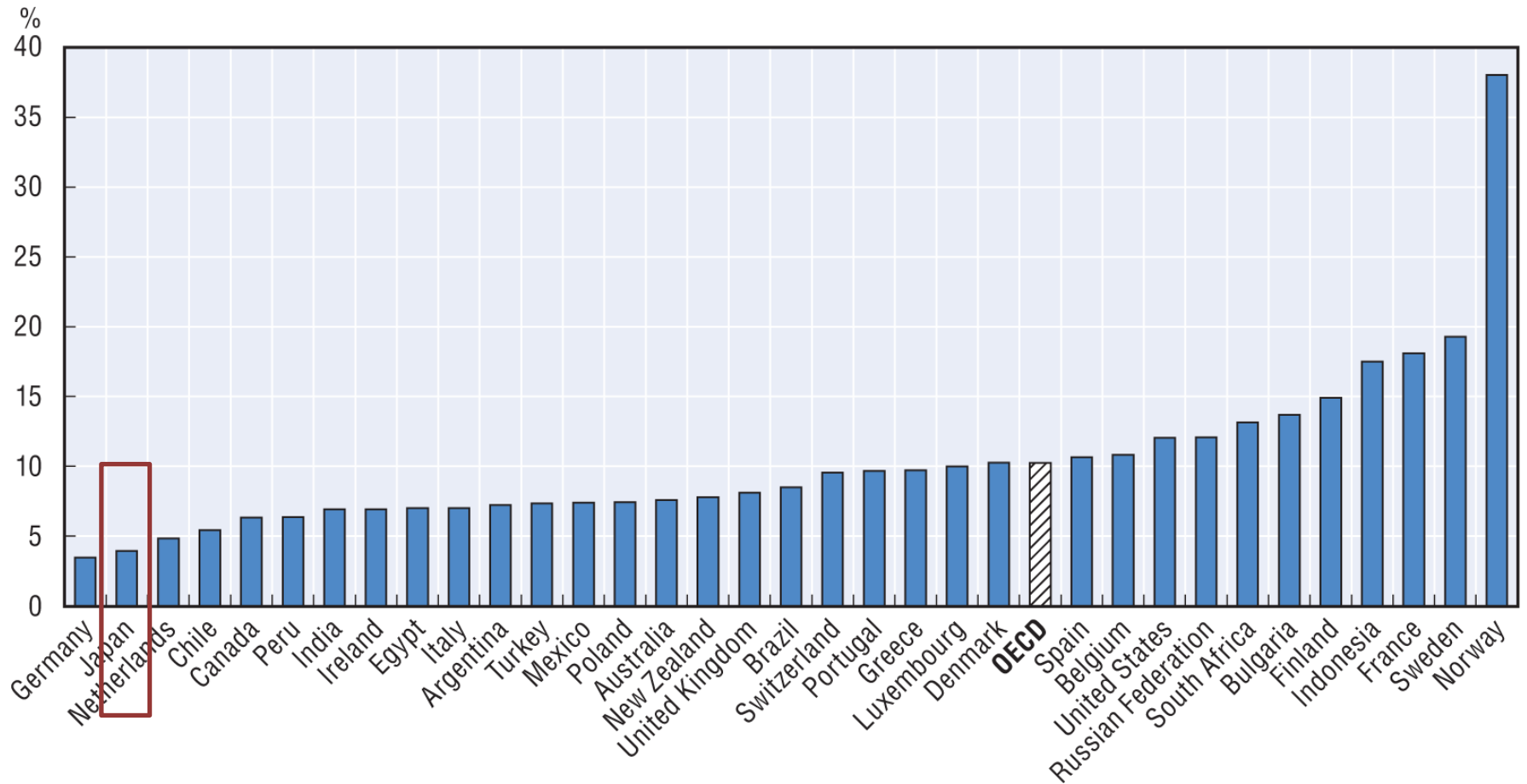
Business Plan Competition

Networking of women at different levels

Men & women w different views/paths?



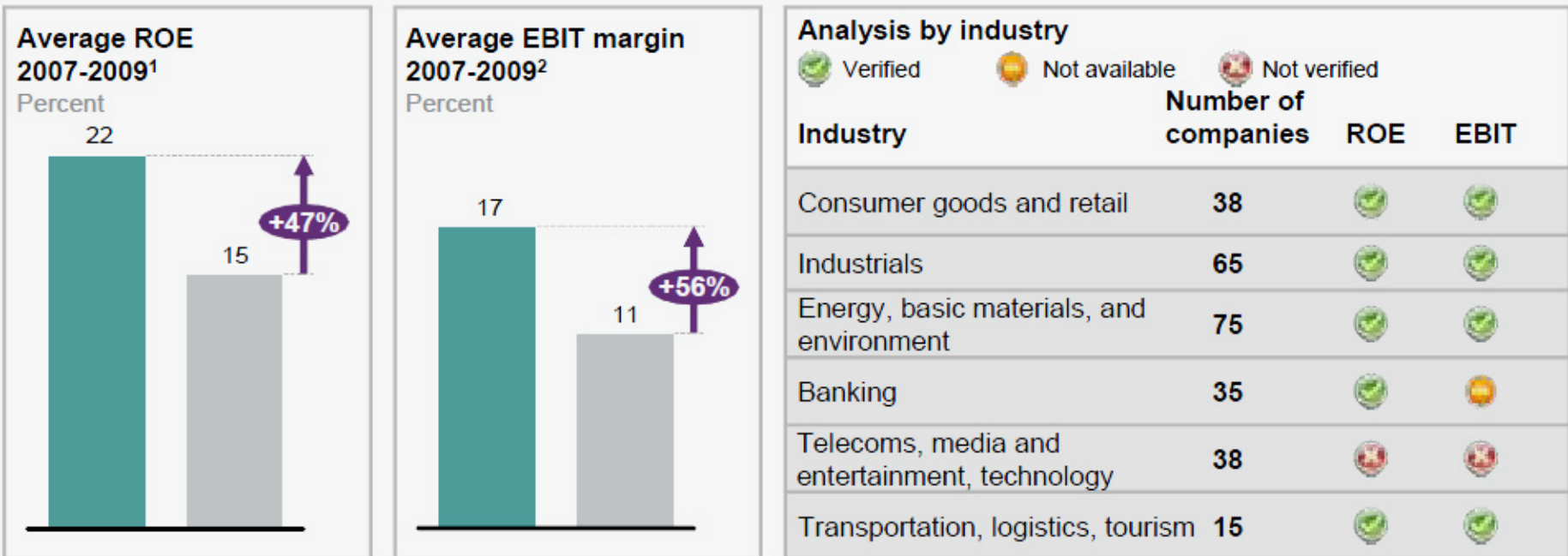
The share of women on the boards of listed companies by country in 2009



Source: Closing the Gender Gap: Act Now, OECD 2012

Do women on executive committees make difference?

■ Companies in the top quartile for women's representation on executive committees vs. sector ■ Companies with no women on the executive committee in that sector



¹ ROE: Average calculated on 2007-2009 period for 279 companies

² EBIT: Sample of 231 companies; banks, insurance, and financial services have been excluded

Scope: 6 European countries (UK, France, Germany, Spain, Sweden, Norway) and the BRIC countries (Brazil, Russia, India, China)

SOURCE: Company websites; Datastream; McKinsey analysis

Most effective leadership behaviors to address future challenges



* Respondents could choose up to 4 behaviors

Source: *Women Matter 2* survey conducted on the McKinsey Quarterly global panel of 684 decision makers

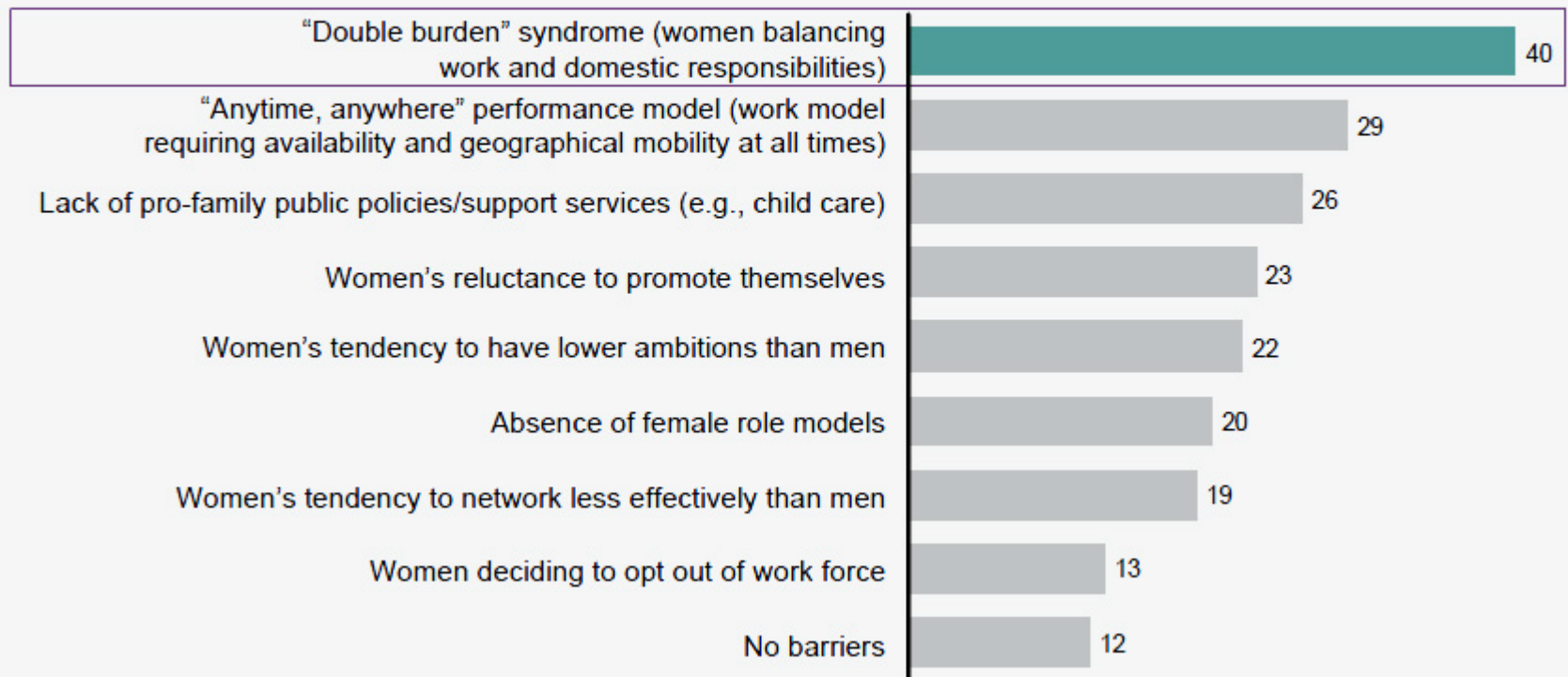
(%)

Source: *Women Matter 2: Female leadership, a competitive edge for the future*, McKinsey

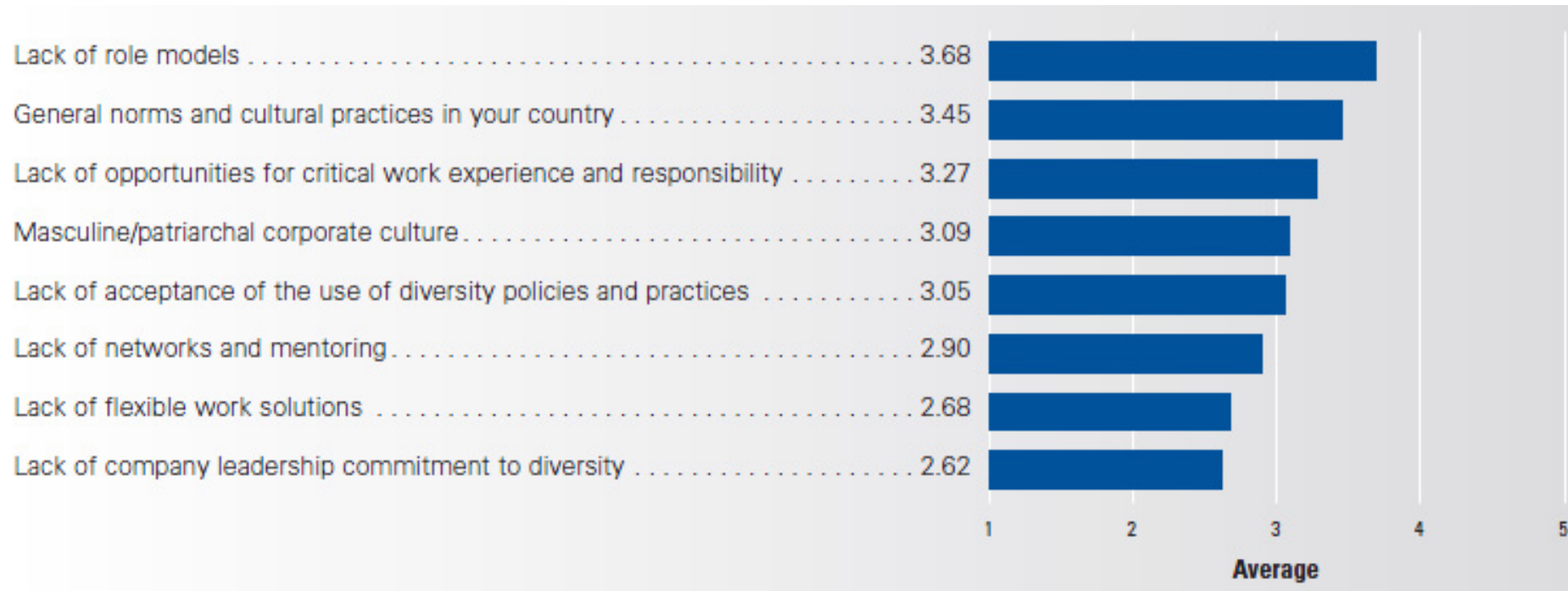
Barriers to gender diversity within senior management

“In your opinion, which are the biggest high-level barriers, if any, to increasing gender diversity within the top management of corporations?”

Percent of respondents who selected each measure



Barriers for Japanese employers to promoting female leaders

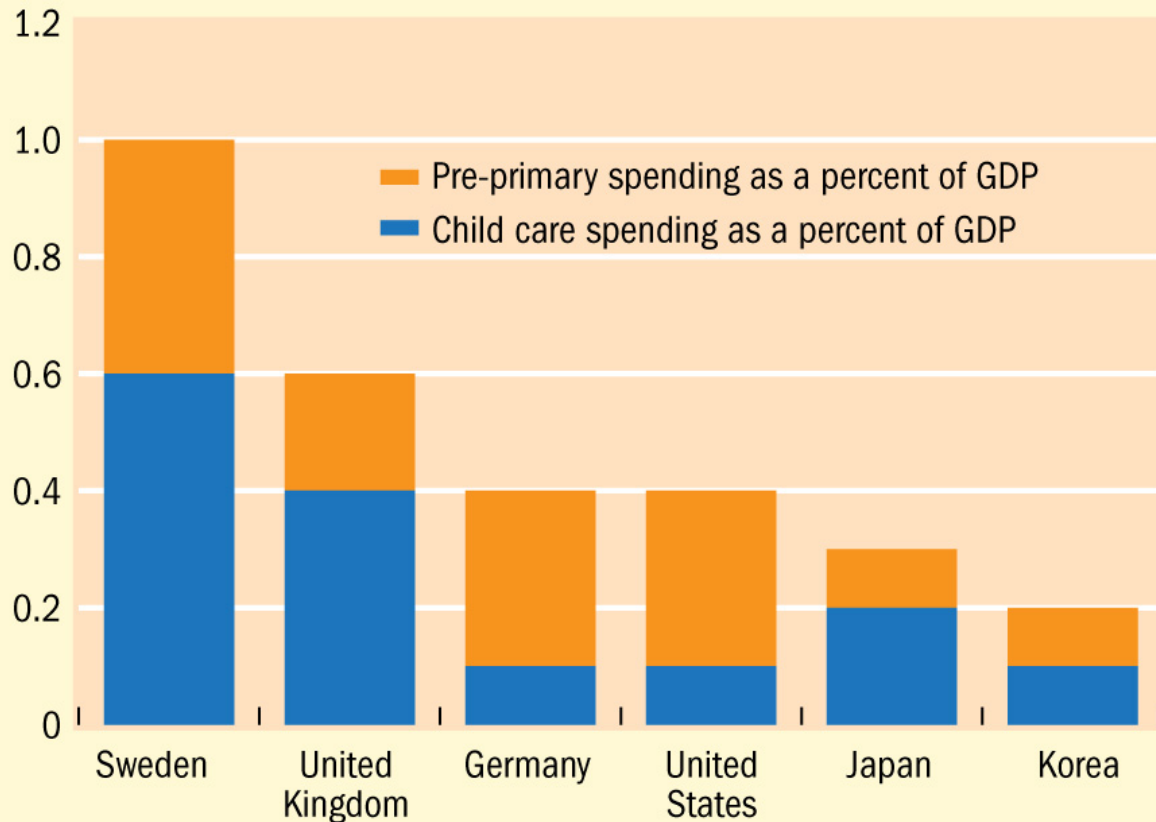


Source: World Economic Forum Corporate Gender Gap Report 2010

Child support

Public expenditure on child care and pre-primary school is much less in Asia than in other advanced economies.

(percent of GDP)



Source: Steinberg, C., "Can women save Japan (and Asia too)?", Finance & Development, Oct. 2012

Lack of pro-family public policies is a key barrier in Asia

Top 5 barriers in Asia

- 1 "Double burden" syndrome (women balancing work and domestic responsibilities)
- 2 "Anytime, anywhere" performance model
- 3 Lack of pro-family public policies or support services (e.g., child care)**
- 4 Absence of female role models
- 5 Women's reluctance to promote themselves

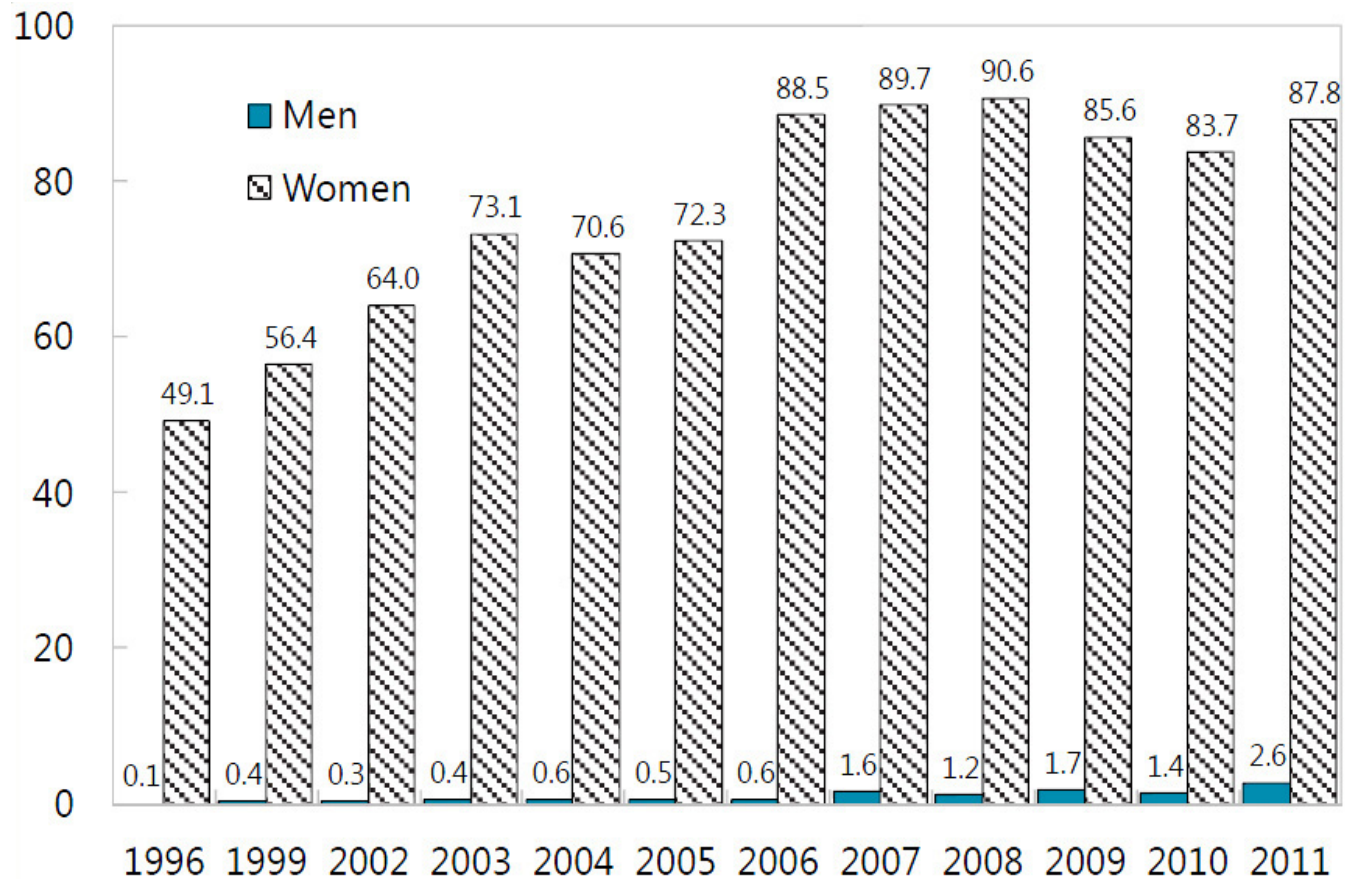
Top 5 barriers in Europe

- 1 "Double burden" syndrome (women balancing work and domestic responsibilities)
- 2 "Anytime, anywhere" performance model
- 3 Women's reluctance to promote themselves
- 4 Absence of female role models
- 5 Women's tendency to network less effectively than men

(%)

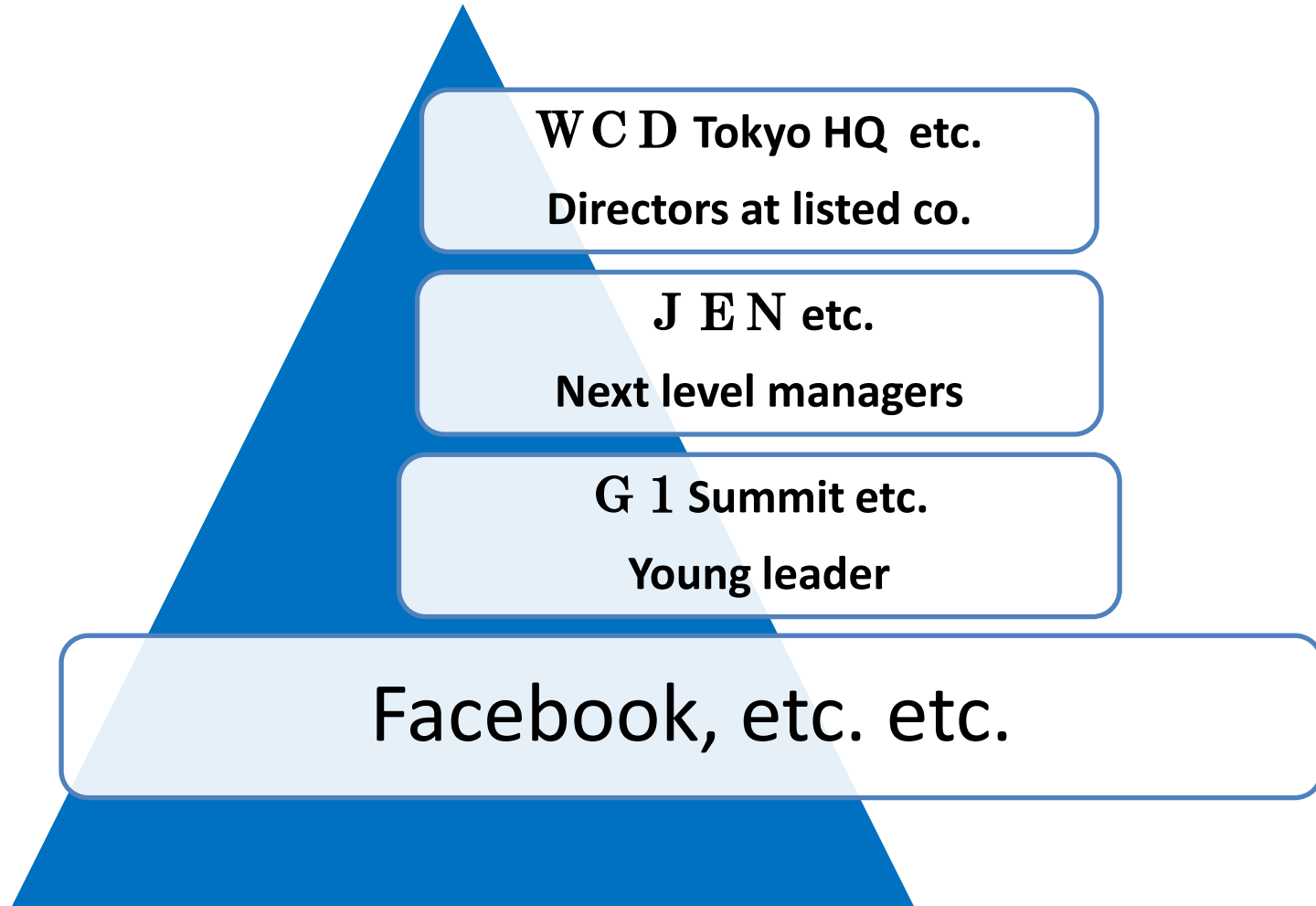
Source: Women Matter: an Asian Perspective, McKinsey, 2012

Fathers in Japan refrain from taking a parental leave



Source: MHLW; "Can Women Save Japan?", IMF Working Paper 2012

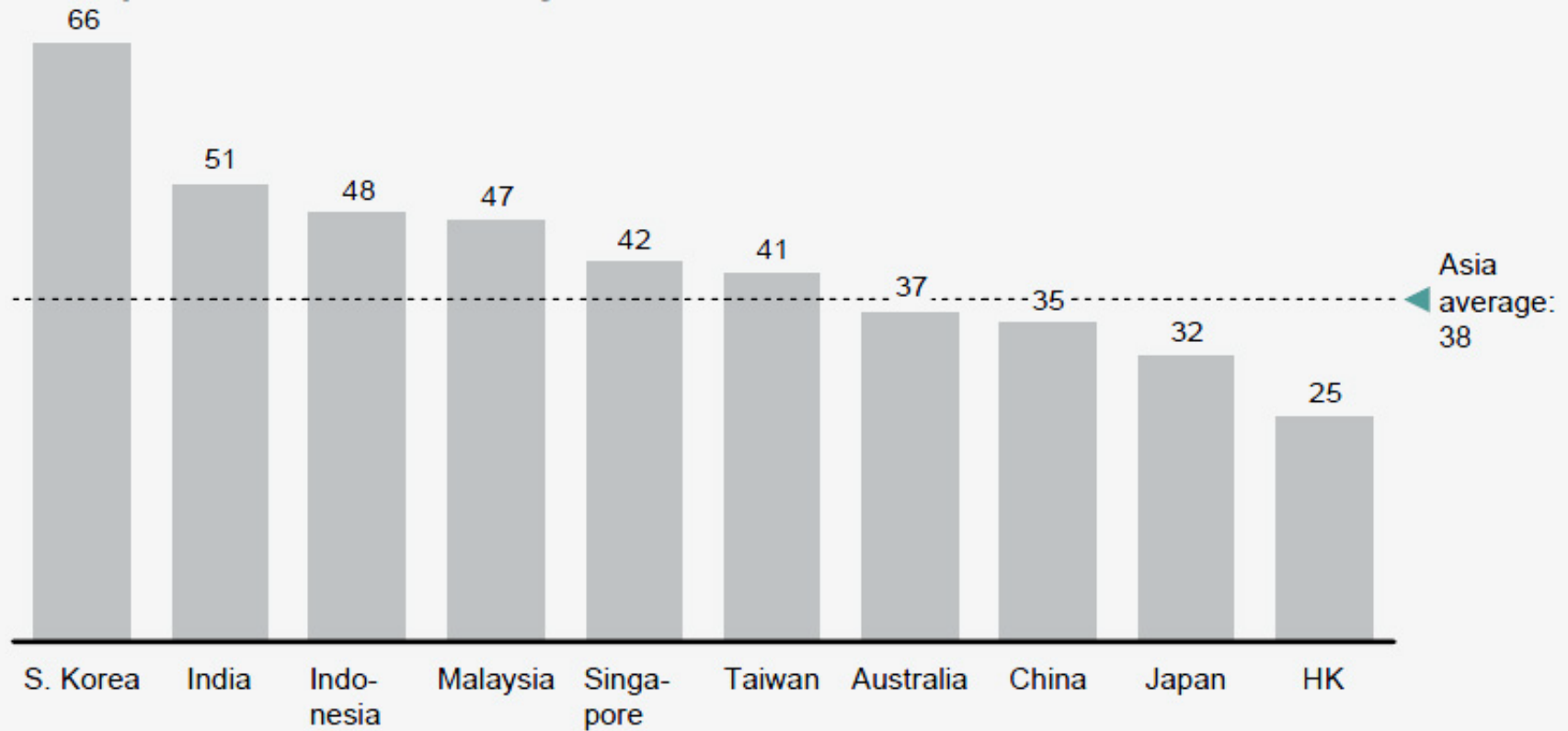
Networking at different levels



Expectation of increase in gender diversity initiatives

“Looking ahead, do you expect your company to accelerate implementation of gender diversity measures?”

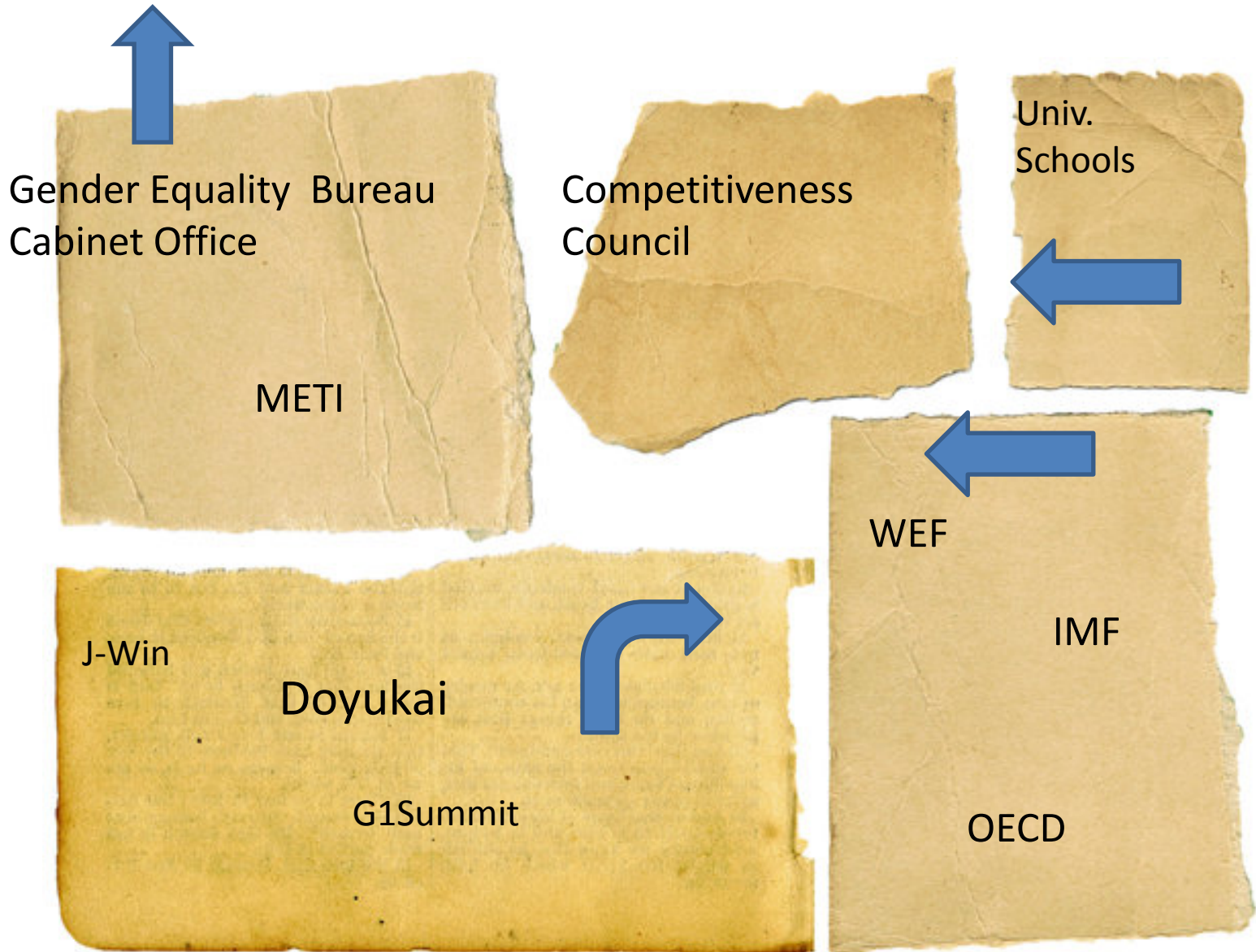
Percent of respondents who answered yes



(%)

Source: Women Matter: an Asian Perspective, McKinsey, 2012

Many Initiatives...



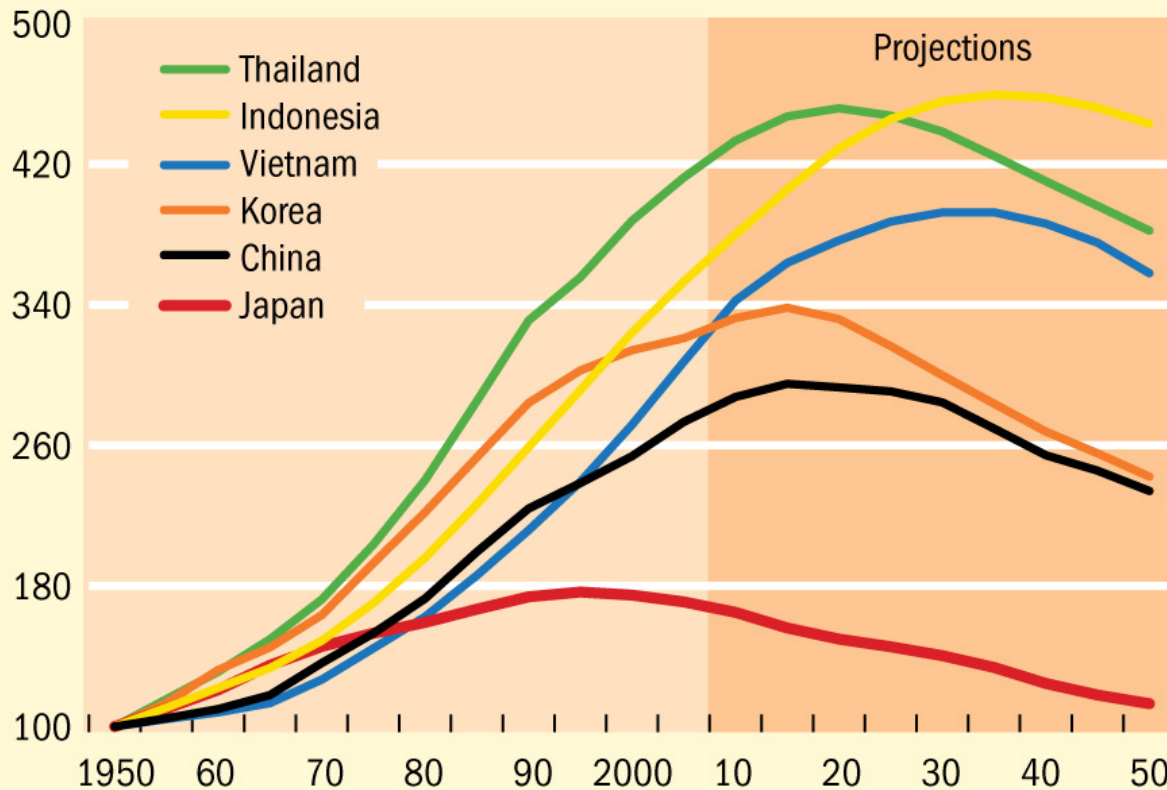
Initiatives coordinated?



Running out of workers

The working-age population is shrinking throughout Asia, but the situation is particularly dire in Japan, where it has always been low and is decreasing faster and sooner.

(working-age population change, index, 1950 = 100)



Everybody w leadership?

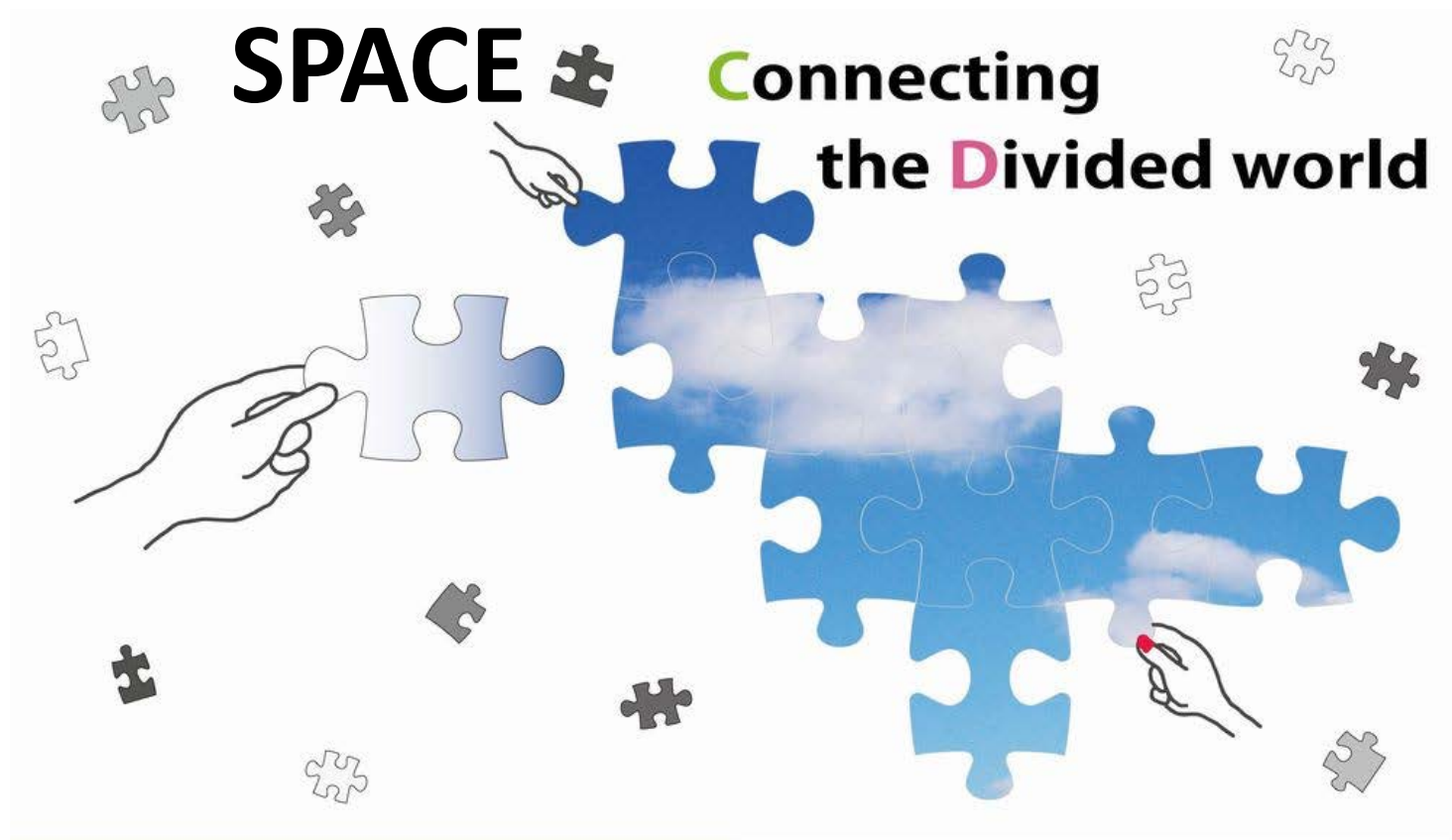




KEIO MEDIA DESIGN

慶應義塾大学大学院メディアデザイン研究科

GRADUATE SCHOOL OF MEDIA DESIGN, KEIO UNIVERSITY





YOKO ISHIKURA
Professor, Graduate School of Media Design
Keio University

■ Blog

<http://www.yokoishikura.com/>

<http://www.yokoishikura.com/english/>

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<http://www.twitter.com/yokoishikura>

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