

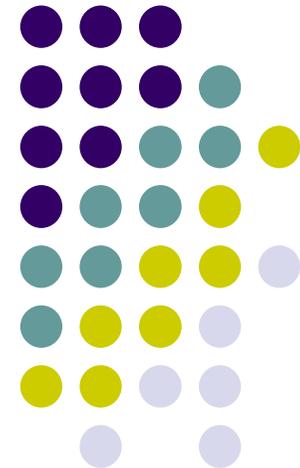
2010.9.20

15th APEC Women Leaders Network Meeting

Fostering Women Leaders in the Scientific and Engineering Field

Gender Bias and Measures in the Japanese Industry

- Gender bias in the Japanese industries
- Our measures in the Japanese IT industry

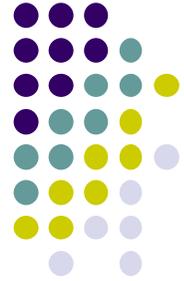


Hideko S. Kunii, Ph.D.

Chairperson, Ricoh IT Solutions Co., Ltd.

The Japanese industries face:

- Global competition
- Rapid evolution of technology
- Paradigm shift in business model
- Decrease of young labor



**Need adopt
rapid changes**

**Need competent
human resource**

KFS is Diversity

Gender Equality

Japan like the Galapagos in gender equality

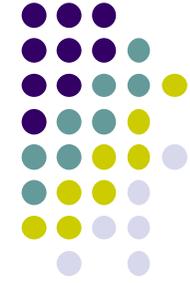


- Japan adopted Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) in 1985
- The United Nations criticized the slow improvement activities in Japan including
 - Not enough legal enforcement
 - **Not enough enlightenment**
- Japan still has not adopted the optional protocol. Already about 100 countries adopted.



The 101th among 134 countries
**Is it possible to survive the
Global Competition?**

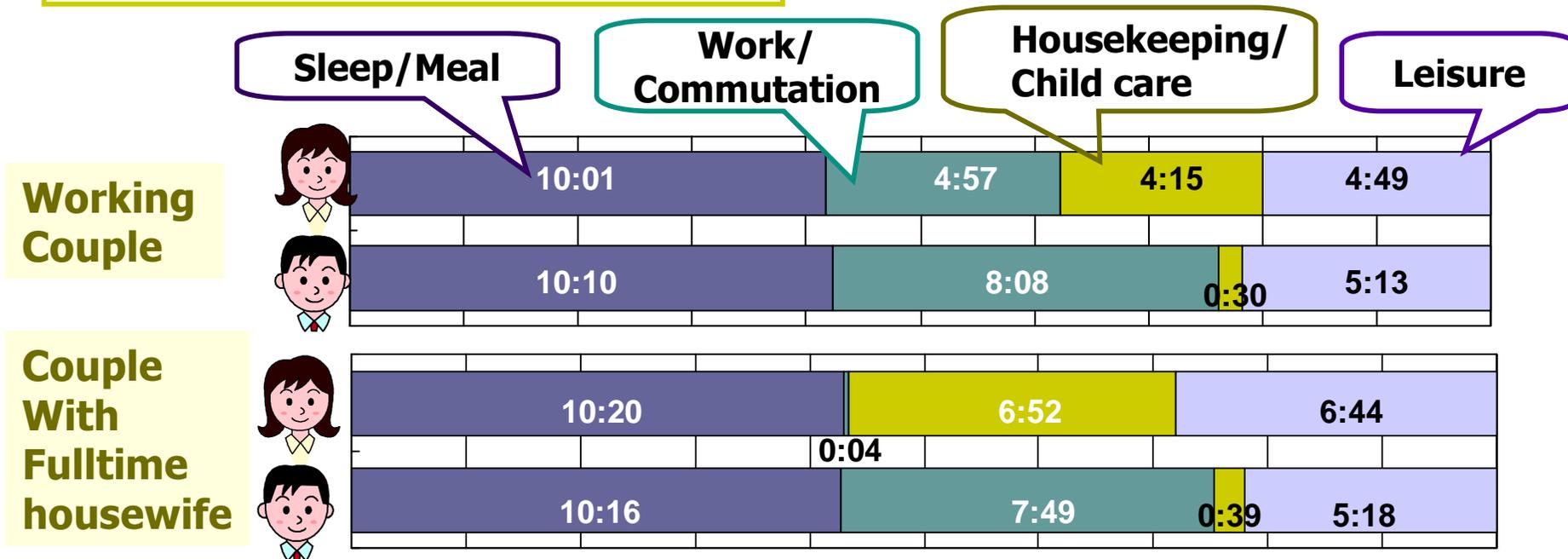
At home:



Women still carry heavy load of housekeeping, childcare and nursing care

“Men to work outside the home, Women to take on domestic duties”

Hours of a day in a couple



Data from 「Survey on Time use and Leisure Activities」
 Statistics Bureau, Ministry of Internal Affairs and Communications, 2006

At work:

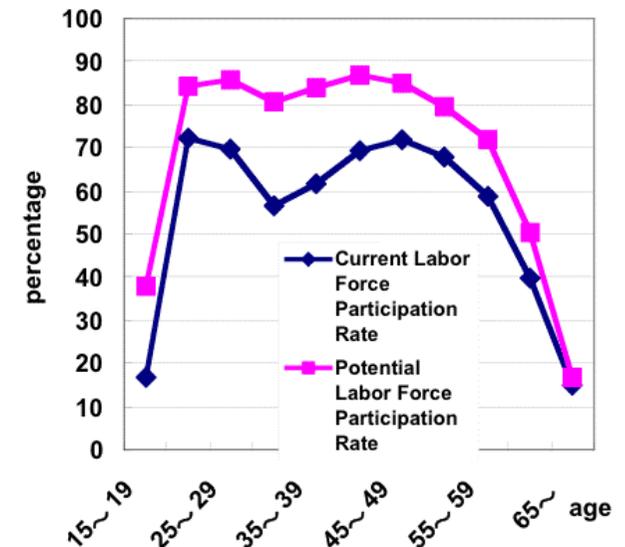
- Poor Work-Life balance
- Gender biased culture
- Poor career development
- Slow changes of gender bias awareness at workplace

Women want to contribute more!



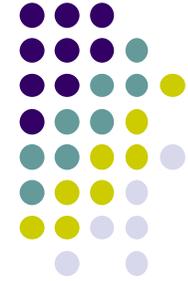
M-curve labor

Women's Labor Force Participation Rate



7 Gender Equality Actions by JISA

JISA: Japan Information Technology Services Association



1. Survey on the present status
2. Make action plans
3. Enlighten woman workers
4. Form communities for women
5. Enlighten top/middle management
6. Promote customers' understanding
7. Encourage woman students to the IT industry



Survey Results on Women Empowerment



**Women employee ratio is increasing,
but smaller managers ratio**

Women employees ratio	
● Newly hired	31.9%
● Regular employees	20.7%
● Managers	4.5%
● Project Managers	4.3%

**10 years survivors
W 38.1% M 60.6%**

W 4.6% vs. M 26.6%

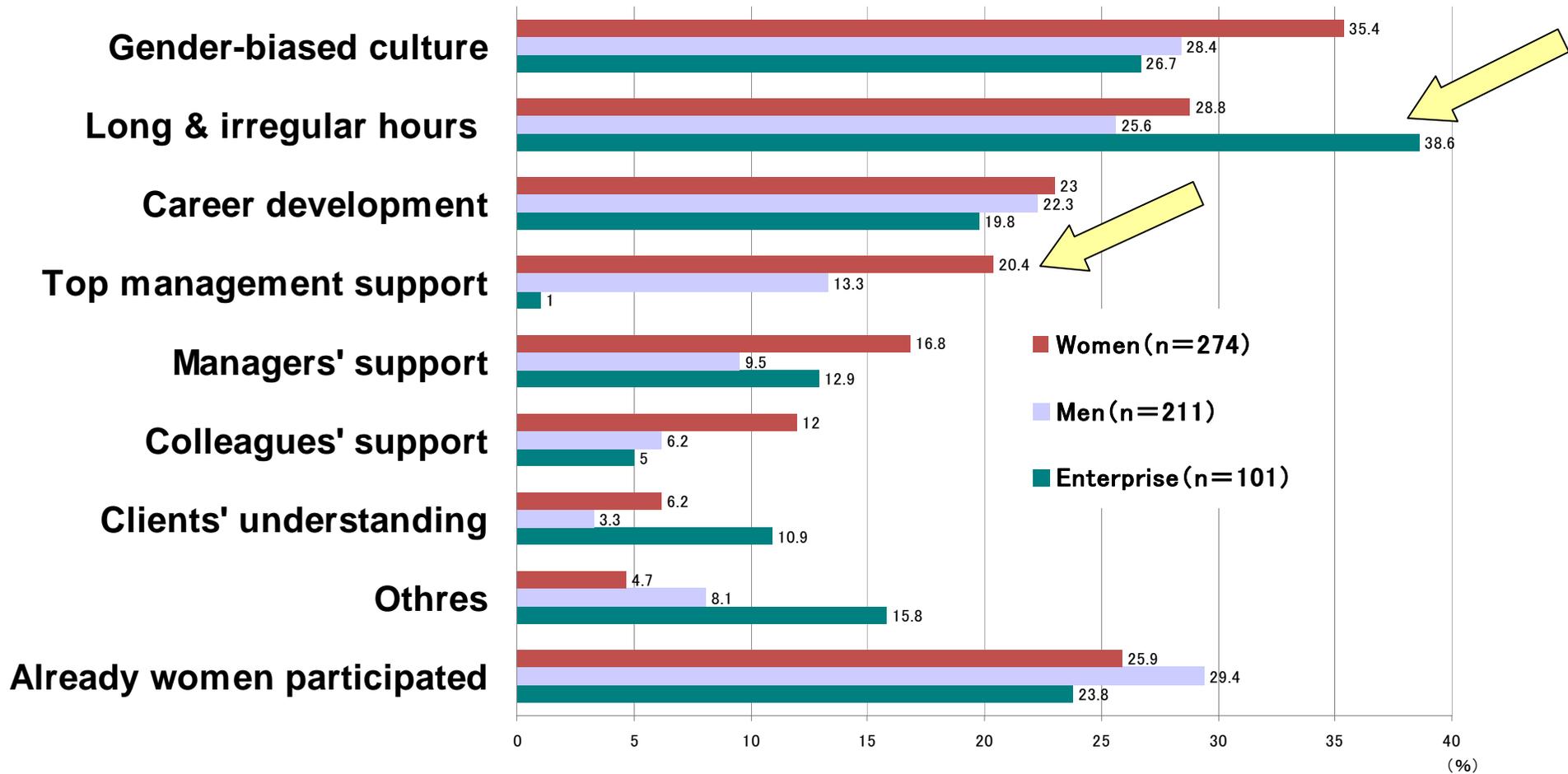
W 2.8% vs. M 17.0%

Women empowerment is an issue

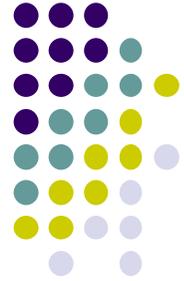
Barriers against the women's participation in the IT industry



-surveyed by JISA in 2010-



Male-dominated Workplace



- Male-dominated business custom
- Non-standardized business process
- Old boy's network
- Long & irregular working hours
- **Poor career path for women**
- Life-time employment/Seniority system
- Tournament type promotion

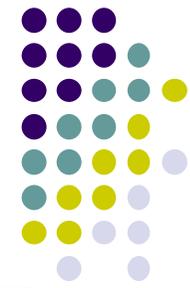
Work Life Balance

Career Development
for Women

Enlighten
Gender Bias Awareness

Women are isolated

Career path is limited for women



Career Development

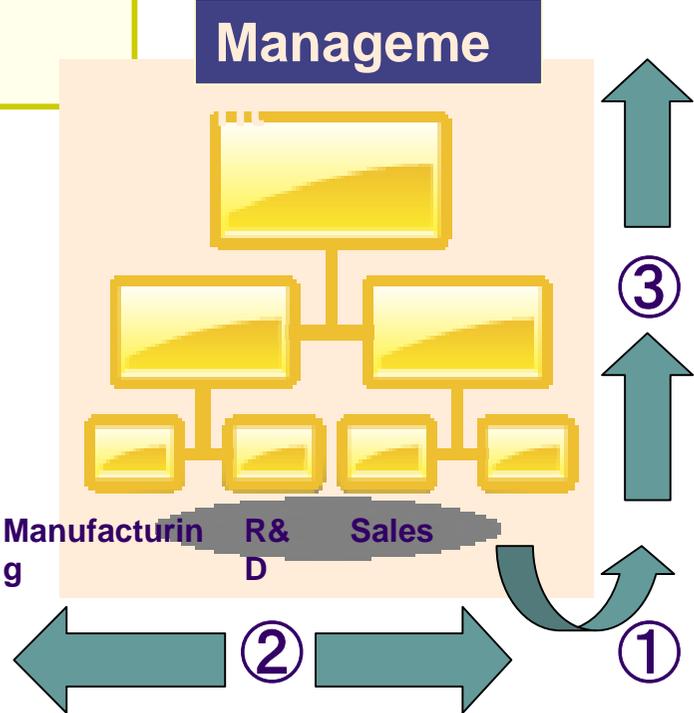
- ① Deepen a specialty
- ② Expand to other specialties
- ③ Step up a hierarchical organization

Career Dynamics, 1991
by Edgar H. Schein

Women are excluded from career development along ② and ③ in Japan!

Promotion system: Tournament vs. Contest

Few opportunities for women



Slow progress of gender bias awareness raising at workplace



- **Superiors**
 - are not aware of gender bias
 - differentiate women from men in job assignments and training
 - have little experience and knowledge to supervise, encourage women subordinates



**Managers need enlightenment
for gender equality**

Career Development for Women

The KFS is gender literacy of their boss



- Make a **career plan**
- Provide **positive reassignments** for career up
- Provide training programs
- Assign a mentor
- Provide opportunities to widen their views
by **job rotation, cross functional activities**

Encouragement

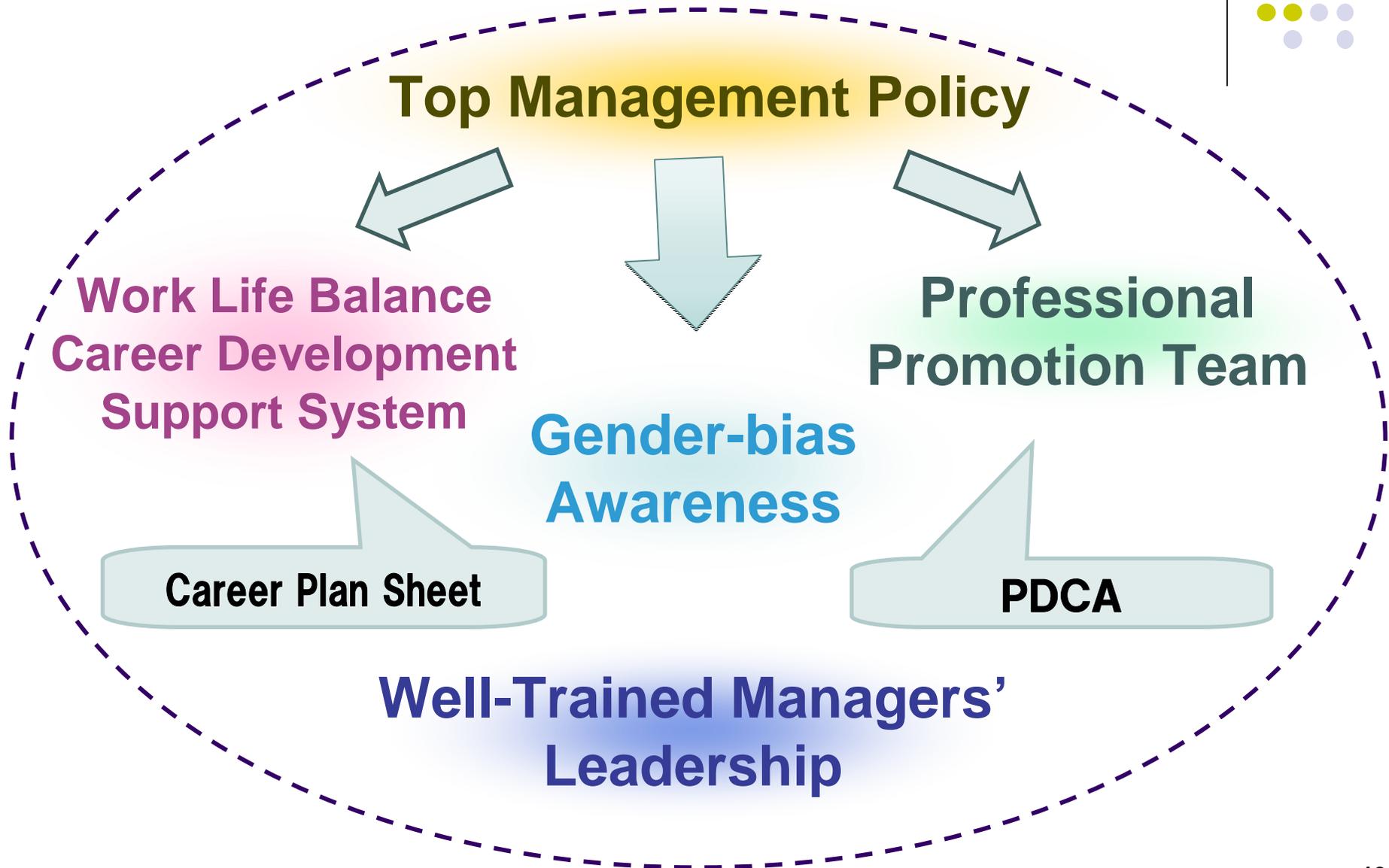
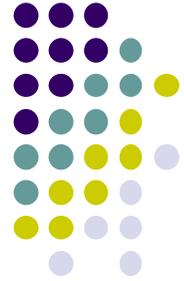


Role models
Networking



Women have
much less self confidence
than men

Key For Gender Equality





Thank you for your attention!