

# Policies for women's empowerment and gender inequalities in Japan

A study of the gender gap and Womenomics' awareness

among Japanese working women

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## Introduction

In the past, family roles were gendered and every individual had to stick to his/her role without question. In particular, the Japanese scenario had a fixed concept of both men's and women's roles in society. The woman used to be the housewife, who had the task to raise the children and take care of the house chores (Steel 2019, 29). On the other hand, the man was designated as the breadwinner, whose duty was to earn a salary in order to maintain his family (Macnaughtan 2015, 11). Having only one salary per family generated the single-income household system, which was the most popular family model in the 1960s (Macnaughtan 2015, 11).

As Hartmann notes (1976, 137-38), when capitalism spread all over the world, labor was divided by gender: men were at the top and women at the bottom of the social pyramid. Before capitalism, society was organized on the basis of patriarchy, which clearly divides tasks within families (Steel 2019, 27). The patriarchal system authorized men to have control over women. As a result, wives were considered inferior to their husbands, having no decision-making power (Hartmann 1976, 137-38).

Because of the strong influence of the patriarchal society of the past, Japan is still far from having a gendered-equal environment, especially in the labor market (Hartmann 1976). According to Iida (2018, 43-44), in 2016 Japan was ranked 111<sup>th</sup> within a ranking of 144 different countries for the Global Gender Gap Report. Moreover, within two years Japan rose from the 111<sup>th</sup> to the 110<sup>th</sup> position on the same report of 2018 (World Economic Forum 2018). However, the last report of the global ranking of Gender Gap has placed Japan in the 121<sup>st</sup> position among 153 surveyed countries in total (World Economic Forum 2020). This record witnessed the lowest Japanese ranked position which has ever been registered. Japan's

drop in the global ranking was due to the low representation of women in politics and corporate management (The Asahi Shimbun 2019; Steel 2019, 104).

Despite the gender gap is still predominant in Japanese society, women's willingness of joining the labor market can be considered as their valuable contribution to gender inequalities' eradication. In fact, many women seem to seek for independence, which appears to be of economic nature. On the other hand, women's desire to work is confronted by their duty as mothers and wives. In this regard, due to the creation of a new life task for women (i.e. women as workers), they seem to face some difficulties in conciliating it with the old one (i.e. women as housewives). A possible reason for it appears to derive from the contemporary society's structure which does not seem to keep up with women's new aspirations. As a result, this women's mindset of independence in Japanese society has also suddenly changed their perspective on working life and family life. In order to be financially independent, women are expected to choose between having a family or aiming to have a bright professional career (Steel 2019, 31).

Since fewer and fewer women are covering only the housewife role in society, the government is expected to provide childcare support and maternity leave for those mothers who decide to seek a work-life balance. However, Japan still does not seem ready to provide such support for working women. Moreover, gender bias in the workplace appears to still negatively affect Japanese women, who, in most cases, are considered inferior to men. In this regard, in 2013 Abe Shinzō's government seemed interested in increasing women's percentage in the workforce by enacting a new set of regulations called Womenomics, which will be further addressed in the first chapter.

According to Hidashi (2017), since women represent one of the "three W" of the 21<sup>st</sup> century (i.e. Weather, Web and Women), many people believe they are fundamental in order to enhance world's future. In this regard, Abe Shinzō considered gender equality as one of

the most important urgencies for Japanese society. Consequently, with Womenomics' implementation, Japanese society should have been expected to give women more job opportunities and more rights in terms of gender equality in the workplace. Besides, even if the total number of female employees rose, the proportion of women in high positions is still very low (Iida 2018, 44-45).

The portion of female managers recorded by the World Economic forum (2019) for Japan corresponds to 5.3%, which is still an insufficient figure to reach gender equality in the workplace. Moreover, women's percentage of Japanese diplomats is 3% for ambassadors and around 10% for the House of Representatives (Iida 2018, 44). Notwithstanding, Abe's cabinet itself has only two women among other eighteen men (The Cabinet 2019). In this respect, despite the increase of female personnel in Japanese firms, the purpose of equal opportunities for women in the workplace does not seem to be yet fulfilled (OECD 2017a).

In order to create a gender-equal society, it is necessary to consider people's consciousness on the matter. In 2006, the Gender Equality Bureau of Japan was investigating gender awareness through governmental polls; at that time, the 73.9% of people believed that the gender gap persisted in society and that there was a preferential treatment for men (Gender Equality Bureau 2006, 2). Ten years later, the Japanese government appeared still committed to awareness-raising among men and women, with the purpose of creating a society where individuals cooperate, regardless of their gender (Government of Japan 2016a, 2).

## **1. Research Problem**

The achievements and flaws of Womenomics are widely considered in this paper's selected literature. On the contrary, people's awareness on the matter seems still understudied. It is believed that taking into account people's opinion could contribute to gain

a better understanding of their perception concerning gender inequalities and Womenomics. In particular, the investigation of stakeholders' awareness on the two latter-mentioned issues is reckon as possibly beneficial for the creation of a gender-equal society. Consequently, this study seeks to investigate women's consciousness concerning Womenomics and gender inequalities in the workplace. In this respect, this paper aims to find an answer to the following question:

*To what extent Japanese working women are aware of Womenomics and gender disparities in the workplace?*

Furthermore, few more sub-questions are necessary in order to lead the research. First sub-question: *According to the opinion of Japanese working women, to what extent can Japanese women's professional ascent be facilitated or supported by the new policies for women's empowerment?* Second sub-question: *In the opinion of Japanese working women, what can be done to overcome gender inequalities in the workplace?* These sub-questions will be useful to comprehend how to positively act on gender discrimination in Japan and how to improve Womenomics to empower women in the labor market.

These problems' endurance in contemporary Japan can be addressed through a direct and positive intervention for gender equality's fulfillment. Women's viewpoint on Womenomics might help to increase women's empowerment in the workplace. Indeed, it is important to comprehend their perception of the problem and how they think they could actively intervene. According to this premise, Japanese women seem not to be completely aware of the benefits that Womenomics could bring to their lives. By contrast, it appears that women are well acquainted with Japan's gender gap.

## **2. Paper's structure**

This paper's structure is the following. The first chapter concerns the literature review about Womenomics and gender inequalities in the workplace. Moreover, a link between them will be highlighted to provide the reader with a better understanding of the social and cultural background of the subject and to highlight the identified literature's gap. The issues considered in the chapter will be instrumental in understanding why women are not aware of Womenomics' and, by contrast, are keenly aware of gender inequalities in the workplace.

The second chapter deals with the methodology adopted for this research. The primary data collection method will be attentively outlined. Furthermore, information about the selected sample and questionnaire's dissemination process will be given to make the adopted methodology understandable to the audience. On the other hand, despite the quantitative method for data collection, the gathered information will be described and illustrated through an accurate narrative and descriptive data analysis.

Thus, the third chapter includes the latter-mentioned analysis, which examines the data collected through the questionnaire. The most relevant outcomes drawn by respondents' opinions will be shown in order to possibly answer to the above-mentioned research question and sub-questions. The fourth and final section comprises the concluding remarks of this thesis according to data's results.



## **Chapter 1: Literature review**

As shown in the introduction of this paper, Japanese society has historical precedents in terms of gender disparities. In this regard, the existing literature about gender inequalities in the Japanese world of work is broad and deals with different topics. Although the preexisting literature about policies for women's empowerment in contemporary Japan is less extensive than the gender one, Womenomics' literature is always closely intertwined with gender discrimination in the Japanese workplace. This unbreakable bond between gender inequalities and Womenomics stimulates a debate on those who suffer for gender discrimination in the workplace. As a matter of fact, women are the most likely gender-discriminated individuals worldwide (Whiting 2019).

The following brief overview of published sources will be structured on the basis of which aspects should be questioned to Japanese women. Thus, women's perception of Womenomics and gender inequalities in the workplace would be helpful to better tackle these issues. In this way, women themselves, and not only the national economy, may take full advantage of it.

### **1. Theoretical background**

Since gender is the pivot point of this investigation, the chosen theoretical framework would be the gender-sensitive approach (Kalpazidou Schmidt and Graversen 2020, 3). It can be defined as "a key tool for exploring the structural causes of gender inequalities and for determining the differential implications for women and men of development activities." (Espinosa 2013, 173). In fact, the gender-sensitive approach is the one which engages with those who actually are sensitive to gender; from this thesis' perspective, the stakeholders are women.

The gender-sensitive approach has been already used in several fields, for instance in social auditing, research and teaching, poverty (Auret and Barrientos 2004; Mihajlović and Ana 2015; Bastos et al. 2009), but not particularly in the analysis of women's consciousness of gender inequalities in the workplace nor in relation with Womenomics. In this connection, it is believed that the gender-sensitive approach will contribute to this investigation in order to analyze women's awareness of the two presented issues and to foster the future research on the topic.

As stated above, the stakeholders play a key role in sensitize society to gender equality. In fact, stakeholders' participation is included in the gender-sensitive methodological techniques (Kalpazidou Schmidt and Graversen 2020, 3). In this regard, analyzing stakeholders' opinions and eventual suggestions on the matter might help them to be positively included in society and no more discriminated (Kalpazidou Schmidt and Graversen 2020, 3). This can create a targeted intervention with a better performance than before.

In order to solve the gender inequalities issue, it is necessary not only to address the stakeholders but also to study those policies implemented for women's empowerment. As Bustelo pointed out (2017, 85), to "re-gender" the process of policies' enactment, it is necessary to further theoretically investigate the link between gender and evaluation. As a matter of fact, gender evaluation on policymaking is the so-called feminist evaluation. Feminist evaluation of policies devoted to women's empowerment in society might be beneficial to their full effectiveness and their eventual positive outcomes for gender equality's accomplishment.

Before analyzing the chosen literature for this investigation, it is necessary to bear in mind the importance of women's perception of gender inequalities. In fact, investigating their

awareness and opinions might ease leaders' action on this issue (Steel 2019, 85). Moreover, awareness-raising campaigns might faster the elimination of gender stereotyping and discrimination (Miyajima 2008, 331). In this regard, some OECD countries have already taken action for this purpose, but Japan did not (OECD 2017b, 40).

Women's consciousness of the gender gap, their awareness of Womenomics' contents and possible benefits they can receive from them are the starting points of this investigation. In this regard, it is noticed that "the lack of awareness that the missing transparency and consistency of procedures and decision-making prevent women from having a fair chance to participate, as well as preventing institutions from fully profiting from the competence and creativity of their diverse workforce." (Sánchez de Madariaga and Raudma 2012, 20). In fact, it is believed that if women were aware of how Womenomics could actually empower them as working women, they would act to assert their rights and to fight for a more gender-equal labor market.

Gender awareness and consciousness are important concepts which would help society to recognize the persistent gender gap (European Institute For Gender Equality 2019, 2). In this way, if leaders would listen to women's suggestions to solve the problem, they can make a positive intervention in sensitizing people to gender discrimination in the workplace. Authorities' positive action might be a starting point for making individuals cooperate for gender inequalities' elimination (*Kyodo News+* 2020).

## **2. Womenomics: still a work in progress**

Before starting to deal with Womenomics, specifications on this matter are worthy of mention. First of all, one limitation of this research is the impossibility of finding an original and official document of Womenomics. Thus, a detailed structure and organization of Womenomics' regulations are not displayed or illustrated in any of the following literature.

Consequently, it is not clear if these regulations have been subject to changes over time or if they are still the same as in 2013. In this respect, a body of documents was found in the Japan's Cabinet Secretariat website, which concerns Womenomics from 2013 to 2019. (Subeteno josei ga kagayaku shakai n.d.) However, from these papers it emerges that no significant improvements have been made over time. Furthermore, according to the papers of the Japan's Cabinet Secretariat website, it would seem that the Japanese government still declares to be committed to the same social issues (i.e. lack of childcare support, lack of maternity leave, long working-hours), which affect women's ordinary life. Thus, this might be considered as a Womenomics inefficiency's alert and it suggests that further improvements of the latter-mentioned issues are needed.

Womenomics are included in Abenomics, that were stipulated by Abe Shinzō in 2013 (Japangov A n.d.). Abenomics are structured in three pillars, each of which focuses on a particular issue that needs to be revitalized. The third arrow includes a set of policies addressed to women, which are the so-called Womenomics (Chanlett-Avery and Nelson 2014, 3). This term was created by Kathy Matsui in order to refer to the regulations devoted to women (Hidashi 2017).

Womenomics can be defined as “prioritised and focused policies to increase the number of women in the workforce, facilitate their ability to stay in the workforce and boost the number of women in leadership positions in a wide range of sectors.” (Dalton 2017, 96). According to one of Matsui's reports, after Womenomics' implementation, Japan has actually improved its working environment in terms of gender diversity (Matsui 2019). However, she highlights the fact that Womenomics were not only a mere attempt to give more rights to working women and to overcome gender discrimination in the workplace. In fact, as explained below, also economic reasons affected Womenomics' creation in the first place.

Prime Minister Abe Shinzō announced a policy to get more women in the labor market in order to create a new Japanese society where all women can shine, i.e. Womenomics (Subete no jousei ga kagayaku shakai zukuri honbu n.d.). The media hailed it as Japan's great leap forward towards enlightened, modern society based on the principle of gender equality (Abe 2013). Implementing the employment reform, some old or traditional ideas about gender roles may change. However, the politicians' increased awareness of gender inequality cannot be considered as the cause of the policy of Womenomics. Indeed, Japan decided to employ women in the workforce to tackle the imminent economic crisis and to attempt to solve the ongoing gender gap.

In this respect, Womenomics can be characterized as a rescue attempt of an economic crisis yet to unfold within the span of two or three decades (Chanlett-Avery and Nelson 2014, 2). In this connection, it seems that Womenomics were firstly meant as an economic reform strategy, in order to foster domestic economic development and to revitalize the total fertility rate issue (Hasunuma 2017, 11; Matsui 2019, 8; Chanlett-Avery and Nelson 2014, 2-3). Christine Lagarde (2014) pointed out that "Japan is growing older at a faster rate than anywhere else in the world. Its working age population will fall from a peak of 87 million in the mid-1990s to 55 million by mid-century." (Lagarde 2014). Nevertheless, it is hard to understand that Abe's reform program is generally considered to be successful, because in seven years the number of women in the work force increased by some two or three million. In fact, despite the rise of women's percentage in the labor market, some worth of mention social issues are still tackling modern society.

### **3. Japanese women: not only a resource for domestic economic growth**

Japan is currently facing several issues in terms of its demographic outcomes. These problems (e.g. total fertility rate in decline and aging society) are negatively affecting the working environment. In fact, having less children and more elderlies leads to a society with

less workers (Walia 2019). With Womenomics' implementation, Japan demonstrates to be willing to exploit female workforce. However, the will of integrating women in the labor market does not guarantee them the same rights and responsibilities as their male colleagues. Whereas the inclusion of women in the Japanese working environment is willed, women's empowerment seems to be forgotten.

For many years, politicians and economists have been aware of what it might mean for the Japanese economy to support such a huge population of old-age pensioners. In fact, during the last decades, Japanese population is becoming older and older, creating a demographic scenario made up by mostly elderly (OECD 2017b). In this regard, Japan is the first country worldwide for aging society (Boling 2008, 307). According to the Cabinet office of Japan, the total number of people of 65 years old in Japan in 2017 was over 35 million (Dai ichi-setsu kōreika no jōkyō 2017). It would seem that in the near future the percentage of old people in Japan will consistently increase.

Moreover, an additional problem which is tackling Japan's demography is the total fertility rate in decline. As stated by The World Bank (2017), the most recently recorded number of children per woman in Japan in 2017 was 1.4, which is still lower than the average OECD one of 1.7 (OECD 2020). In this respect, a balance between births and deaths is needed in order to let the economy flourish and develop. In particular, the total fertility rate in decline and the aging society issue take part in the so-called dependency ratio (Suzuki 2013, 47). It appears that from the 1990s, Japan's dependency ratio increased due to the fast aging society. If the exact percentages are considered, in 2010 the elderly dependency ratio of Japan was 36.1%, which is forecasted to become 54.4% in 2030 and 78.4% in 2060. These latter data will lead to 93.6 people who will be economically maintained by a workforce of 100 people (Suzuki 2013, 48). That is nearly impossible to endure, because it does not represent a suitable balance between society's consumers and producers.

Japan tried to tackle the latter-mentioned problems through the integration of foreign workforce. Some years ago, young Indonesian nurses came to work in Japan, and several of them were able to adapt to their new working environment (Kaneko 2009). The first Indonesian nurses came to Japan in 2008 (Tjandraningsih 2008). However, in 2010 the difficulties were already clear, and hospitals were offering to Indonesian trainee nurses only 141 positions, a 60% drop from 362 in 2009 (The Japan Times 2010). Later on, it turned out that only one-tenth of the candidates were able to pass the qualifying exams (The Japan Times 2015). However, the magnitude of the labor force required in the not too distant future may be in the range of millions. Prime Minister Abe and his team realized that there can only be one solution to this problem: *Japanese women*.

#### **4. Women's integration in the Japanese workforce**

The real explanation to the delayed entry of Japanese women in the labor market is not straightforward. The late answer to the problem has usually been described by the peculiarities of the Japanese working culture: Japanese women cannot work as full-time employees, because their traditional role is to take care of the children and the home (Hartmann 1976). However, this had also been true of Scandinavian countries where before the early 1960s the employment conditions were very much like in Japan today.

In less than two decades, Swedes and Norwegians managed to involve women in the work force, resulting in a change which contributed 10-20% to their respective GDPs (OECD 2018). The shift involved radical modifications in the infrastructure (building daycare centers etc.), careful planning in adopting new labor laws, as well as changes in popular attitudes towards working women (Kolberg 1991, 24). The following three considered issues are displayed to let the reader understand which are the persistent problems in Japanese society that tackle women's professional ascent and which somehow foster gender disparities' occurrence in the Japanese labor market.

The first issue is the women's willingness to enter the workforce. Apparently, most Japanese women opt for taking up employment, if they have a chance to do so. The reasons may be widely different for this choice, but one of them is that women realize the benefits of being employed (i.e. increased independence, empowerment, prestige). Between 1992 and 2014, a behavioral change concerning working lifestyle for women has been recorded (Government of Japan 2016b, 7). In fact, Japanese women seem more likely to continue working right after childbirth rather than quit and work again when the child has grown up. Consequently, nowadays the "one-earner" system in Japan is crumbling away, giving way to the "double-income" household system. However, as already mentioned above, women are, in most cases, hired as part-time employees. Thus, it is difficult for them to juggle family and work.

According to Broadbent (2002, 61), people prefer a part-time job because of its flexibility, which is allowed by less working hours. Hence, not all women are really compelled to work part-time; they often take that decision, which enable them to enlarge their family income (Gaston and Kishi 2007, 436). Therefore, a reason why Japanese firms now are more willing to recruit part-time workers rather than full-time ones, is because part-time workers provide firms the working flexibility they require. As a consequence, companies are not compelled to provide the same rights as the ones guaranteed for full-time employees, for instance health insurance (Gaston and Kishi 2007, 436). In this regard, a gender-sensitive approach is needed. In fact, in order to solve the low working status of Japanese women in the labor market, it is necessary to raise awareness with the object of sensitizing not only ordinary employees but especially managers (Nemoto 2016, 14).

Whereas part-time jobs offer fewer working rights than full-time ones, female workers still opt for non-regular employment. This tendency occurs because non-regular jobs' flexibility allows them to have a better work-life balance. In this respect, Broadbent



(2012, 10) shows how inconsistently women's percentage in the workforce has increased from 1991 to 2001. Macnaughtan (2015, 7) also seems to confirm women's overflow in non-regular employment. She suggests that Womenomics could be useful to surmount gender inequalities only if the government considers the non-regular workers' issue as well.

Part-time occupations could represent an advantage for both women and companies; women can work as part-time employees and companies can increase their manpower. The government itself can benefit from an increasing number of part-time jobs, which represent an easy way to boost the number of women in the workforce (Steinberg and Nakane 2012, 6; Steel 2019, 43). This could explain why Womenomics reached a significant number of female employees in a short period of time. In fact, non-regular female workers' percentage in 2018 corresponded to 56.1% compared to males' percentage of 22.2% (Statistical handbook of Japan 2019). Buchholz (2019) shows how female non-regular workers' percentage has risen during the years compared to men's. This is good evidence of the gradual growth of working women's percentage over the years. On the contrary, the majority of working men belong to the regular employment sector.

As long as the government is unable to convince employers that women should receive better choices, and as long as they are unable to change the rules of the employment game, Womenomics remains nothing more than a catchword. Some companies already have public targets set for how many women they employ, but the content of their work is far more relevant than the numbers. The Economic Survey 2019 of Japan points out that there is an average wage-gap of 25% between men and women, but in most cases women do different jobs from their male counterparts (i.e. men of the same age group) (OECD 2019).

The previously analyzed readings appear to demonstrate that Abe's economic interests in Womenomics' realization were the only targets accomplished hitherto. In fact, the examined literature seems to neglect the real purpose of Womenomics, which should be the

empowerment of women in the labor market. In this respect, it can be said that due to Womenomics' implementation, women are empowered in terms of more job opportunities. In this way, Japan can compensate its lack of manpower. By contrast, it cannot be said that women are empowered in terms of their working rights. As described above, the majority of non-regular employees are women. Thus, they do not seem to be empowered in this context.

A second issue of the reform is to give more childcare support to families and more family support to working mothers. First of all, Japan still lacks of daycare centers for children. In the Tokyo area, for example, ten thousands of young couples with children are on the waiting list of daycare centers. The government promised 400,000 additional daycare places when the Womenomics program was inaugurated, and they were unable to fulfill what they promised (Matsui, Suzuki and Tatebe 2019, 14). In fact, despite new programs which attempt to facilitate the childcare support situation (i.e. free preschool education and childcare from October 2019), it seems that waiting lists for childcare facilities are still long, because couples prefer to sign up for a licensed care facility with a lower monthly fee than for those ones certified by the government (Suzuki 2019). Thus, being governmental childcare facilities more expensive than private ones, it seems that the government is still failing in providing accessible childcare support to everyone.

Japan has about 53 million households, the majority of them with two or three members, but one-person households are on the increase (Statistics Bureau 2019). Some couples are able and willing to share the responsibilities of parentage and housekeeping, but in most cases husbands simply cannot support their wives due to overtime work, mandatory transfers of the husbands, which isolate them from their family. As far as fathers are concerned, there are still conflicting opinions regarding the current parental leave policy. In this respect, the Environment Minister Koizumi in January 2020 said he would go on paternity leave for two weeks (Siripala 2020). With this statement, Koizumi hoped to

encourage Japanese men to be “responsible fathers” and take paternity leave when they need it.

However, this tendency does not fit in the Japanese working system, where men spend their entire time at work, disregarding their families (Siripala 2020). In fact, it appears that in 2020 only the 13% of fathers are taking paternity leave and the average period taken is less than a month (The Japan Times 2020). It seems that even if companies are trying to encourage fathers to stay home and support their wives in child-raising, fathers themselves are still more focused on their job and they appear to disregard their role within the family. In this respect, although women’s opinion seems to be overlooked, it is believed that mothers and wives’ feedback on this matter would definitely bring benefits to their family-life. This social aspect, which seems to be understudied, will be addressed in detail in the third chapter of this dissertation.

One of the most popular reasons given by working fathers for neglecting paternity leave is that it negatively affects both their income and their work after the time off. Moreover, while Koizumi’s statement about paternity leave was partly discarded by Japanese people, when the working mother Takahashi announced her wish to go back to work after her pregnancy, critics were even harder (Murakami 2020). She was criticized because, according to people, women are those who have to take maternity leave to raise their child, not men. Thus, this let emerge a gendered mindset in Japanese society, where family roles appear to be still stereotyped (Murakami 2020). This can be considered as one of the main obstacles for gender equality’s fulfillment (Steel 2019, 85).

The third issue calls for women’s opinion concerning female managers’ shortage. Womenomics have been useful to include more women in the workforce but not in the managerial role (Matsui 2019, 8). Even if the initial aim was to reach the 30% of women in leadership position by 2020, in 2015 this percentage was modified, thus marking the

distinction between private and public companies. Moreover, a recent article stated that the Japanese government postponed its goal of 30% of women in leadership position from 2020 to 2030 (Hiro 2020). In fact, the author says that the target of the 30% seems to be impossible to accomplish this year. This apparent inefficiency of Abe's "women's empowerment plan" can be addressed with an awareness-raising program to change people's mindset on gender (Tsusaka, Kimura and Agawa 2017, 8).

Women's shortage in prominent position occurs due to the great responsibilities leaders have, one of which is giving orders to men. Moreover, women do not commonly hold higher working positions than their male colleagues in Japan (Steel 2019, 37). In this regard, with the postponement of the target of 30% of women in leadership position stated above, it seems that the government failed in accomplishing such a goal in time. Thus, women's empowerment it is not only women's responsibility, but also the government's one. In fact, if the government does not provide the right conditions for women to scale the corporate ladder and to empower themselves, then women's empowerment cannot be accomplished at all. Again, this leads to the conclusion of economic growth as the only Womenomics' aim achieved hitherto (Steel 2019, 147-48).

In the previously displayed issues, which directly affect working women's lives, women's point of view seems to be understudied. Being women's perception not considered in the literature, it is believed that their awareness on these matters concerning gender and Womenomics should be further looked upon. Thus, this dissertation attempts to investigate women's awareness of Womenomics and gender inequalities through the study of their opinions.

## Chapter 2: Methodology

This paper resorts to use a quantitative methodology in the data collection process. In fact, through statistics and numbers, it was possible to rapidly organize queries in a questionnaire form with no cost (Saunders et al. 2009, 482). Besides, a qualitative approach served as a mediator during the interpretation of two open-ended questions included in the survey; it accompanies quantitative analysis during the reasoning and explanation of gathered primary data. In this regard, this paper also employs a descriptive data analysis method to exemplify the outcomes about the collected data sample (Thompson 2009). In fact, through graphs provided by Qualtrics.com and two tables created with Microsoft Excel, data are orderly categorized and displayed both in the third chapter and in *Appendix A-Respondents' replies*.

This research's primary investigated matter is Japanese women's awareness of Womenomics and gender inequalities in the workplace. Awareness can be an empirical information recordable through the direct interaction with the stakeholders. Consequently, according to the chosen theoretical framework (i.e. gender-sensitive approach), the chosen techniques for this analysis will be a combination of a qualitative and quantitative approach. For this purpose, the qualitative approach is necessary to assist the grounded research. Therefore, a qualitative approach is used during the entire analysis of data collected from open questions and through the narrative and descriptive analysis of the close-ended ones.

After the results' drawing up, their circulation in the research field might be beneficial in order to raise awareness on the problem and further encourage other scholars to investigate the questioned issue (Kalpazidou Schmidt and Graversen 2020, 3). Thus, a combination between a mixed methodology and stakeholders' participation may be the turning point in making proposals for gender equality's fulfillment.

## **1. Survey participants**

The adoption of a quantitative method to collect data enabled this research to reach a larger number of samples without having to meet people face-to-face, preventing privacy-related concerns. Through this procedure, it was possible to avoid the arising of uneasiness that interviewees might feel while they discuss their personal and working life. With this new strategy, it has been possible to receive 136 filled questionnaires within the established time frame of the survey's dissemination (from December 2019 until April 2020). The sample comprised 136 Japanese women employed in Japanese companies. Among the received forms, 114 of them were considered as usable material because of their completeness. As a matter of fact, as stated in the data analysis chapter, whenever the questionnaire was incomplete, it was not taken into account for the analysis.

Originally, the survey was devoted to Japanese female managers in Japanese companies. However, due to women's shortage in high positions, the sample was extended to all Japanese working women. Consequently, the final settled addressees of the questionnaire were Japanese women employed in Japanese companies. Furthermore, foreigners and foreign companies were excluded from the sample because the main task of this research is to study Japanese working women's awareness of gender inequalities and Womenomics. Therefore, the research focuses on their feedback alone.

## **2. Respondents' recruitment**

The dissemination process for this study has been conducted by posting an anonymous link of the survey on social media. In this connection, along with surveys' design progress over time, there has been a shift in terms of surveys' dissemination platforms. In fact, rather than adopting mail or face-to-face methods, nowadays researchers opt for social networks, which have been crucial in order to enlarge the number of viewers. However, the

features of social platforms' usage have not been defined yet (Lee et al. 2017, 4). This new tendency can be regarded as a way of keeping up with technology's advancement and as a way of conforming to modern conditions.

Due to the spreading of an anonymous link online, no respondent was directly addressed. This entails the impossibility of recording the post's number of viewers and, thus, of calculating the study's response rate (Hewson et al. 2016, 91). Thus, this investigation will focus on the data collected and it will try to value the gathered information.

This tendency generates a whole sample of "true volunteer" surveyees (Hewson et al. 2016, 88). The latter definition regards the respondent's free will of accepting to contribute to the research by filling out the questionnaire's form. In this way, it appears that true volunteers might increase data's validity and reliability (Hewson et al. 2016, 91). In fact, if a volunteer freely completes the survey, she is likely to consider the research topic as a relevant issue (Hewson et al. 2016, 91). After reading the project's presentation letter, the volunteers decided to complete the form if they judged themselves as eligible.

The recruitment process was handled through two important social networks: Facebook and LinkedIn. Indeed, Facebook and other social networks such as LinkedIn can help the researcher to collect data rapidly and with no cost (Brickman Bhutta 2012, 60). Facebook was the main sample frame of the investigation, where the anonymous survey link was disseminated through friends and groups concerning Japanese culture and society. LinkedIn was used as well to spread the questionnaire; the anonymous link was frequently posted on the surveyor's account. In order to broaden the sample size, the researcher asked personally to some suitable contacts if they had other eligible acquaintances willing to take part in the research.

### 3. Procedure

The survey was organized as a self-administered one in order to allow respondents to complete the survey unaided (Saunders et al. 2009, 362; Bryman and Bell 2011, 231). In this respect, the self-completion questionnaire is more advantageous for the participants as it can be filled in at their own pace (Bryman and Bell 2011, 233). On the other hand, it is opportune to mention some disadvantages resulting from the survey's usage. Firstly, it is not possible to request further details or information from respondents, because of the anonymity of the questionnaire. Therefore, the survey's design was articulated as simply as possible (Bryman and Bell 2011, 233). Secondly, since the participant cannot be monitored during the questionnaire's filling, it is very likely to receive a significant amount of incomplete forms (Bryman and Bell 2011, 233). As a result, this phenomenon can emerge in the form of missing data.

From the cyber spread of the questionnaire, it was possible to record important features: for instance, the starting and ending date of the questionnaire's filling for every surveyee, dropouts for each question. The important features for this analysis are the age group, work-life balance situation, possible experiencing of gender discrimination in the workplace and opinions about Womenomics in general. In fact, some of these characteristics are needed to categorize different responses (e.g. age group, work-life balance), while others are necessary in order to find possible answers to the research question and sub-questions (e.g. gender discrimination experience and opinions about Womenomics). Whereas 136 respondents constitute an exiguous sample, it is believed that this study contributes to the enrichment and delving into the general knowledge on the research field.

After the grid's adjustments, the questionnaire was translated from English to Japanese and distributed in a double-language format by means of some Japanese acquaintances. All participants were provided with a brief introduction of the research topic,



written both in English and Japanese. Before filling the form in, respondents were informed of the full questionnaire's anonymity, hence any given reply was handled as confidential. In the final part of the introduction, contributors were thanked for their participation and for their cooperation's significance.

Surveyees took around 7-8 minutes to fill in the form and, at the end of the questionnaire, they were invited to leave additional comments or opinions to the research. Results were structured and collected through Qualtrics (<https://www.qualtrics.com>), which is a data management web platform also employed to disseminate questionnaires to the participants. In fact, after completing the form through an anonymous link, the survey's results were immediately stored as a list in the researcher's account. The whole questionnaire form can be seen in *Appendix A-Respondents' replies*.

#### **4. Questionnaire design**

The questionnaire mainly contains multiple-choice questions but there are also one matrix table, two open questions and few yes/no questions. In particular, since two questions concern the participant's knowledge and beliefs, they were formulated as open-ended ones in order to allow the respondent to reply with her own words (Bryman and Bell 2011, 249; 253). In fact, the concepts conveyed by these two-mentioned queries would be underestimated if structured in a multiple-choice format.

This 31-item questionnaire includes an introductory section about the project, a final comment. The majority of multiple-choice questions has five choices and a sixth one, which is the *would rather not answer* option (Bryman and Bell 2011, 260). In this respect, the present research added the *would rather not answer* option because it was necessary to give respondents the freedom to choose whether to answer or not to a specific demand.

Respondents' discomfort can result as an increase in non-cooperation, which can easily

undermine the research's validity (Rindfuss et al. 2015, 815). In this regard, it seems that in Japan people sometimes still prefer not to express their opinion or not to answer (Niikura 1999, 690-91). In fact, their uneasiness in expressing beliefs in surveys or interviews is given as a cultural feature (Horler and Yamazaki 1986, 87). Consequently, no name or other excessively specific information were asked.

Questions were ordered in six different blocks, according to every different topic and purpose. In fact, grouping questions that deal with a similar theme represents a clearer layout for the reader to understand (Dillman et al. 2014, 230). Besides, the most relevant question of every section was placed as the first in order to encourage the contributor to respond and to go ahead with the questions' list (Dillman et al. 2014, 230).

## **5. Limitations**

Before starting the data analysis, it is necessary to highlight the limitations of this project. At the very beginning of the field work, this research's scope was hampered by certain hurdles. While these limitations should be always borne in mind, the analysis of relevant information taken from respondents' replies will be in the spotlight in the following chapter.

1. Due to the survey's dissemination via SNS, it is not possible to record the questionnaire's response rate. Consequently, the only recordable information is those of respondents who filled in the form. As a result, this research's results cannot be representative of the entire Japanese nation because of the small sample size.

2. The questionnaire's grid was created in English and translated to Japanese afterwards. In this connection, interpretation was not only essential during the translation process, but also in open-ended replies. Even if only few participants actually contributed

to them, replies were carefully examined before drawing conclusions. That is a reason why the translation process might be biased.

3. A form entirely constituted by open-ended questions was purposely avoided; it is less likely to have a satisfying reply rate in each question by each contributor as well as it is time-consuming (Bryman and Bell 2011, 249). As a matter of fact, it is common for a respondent to omit open-ended questions or to barely reply, because of these questions' fussy format (Dillman et al. 2014, 110). Consequently, more close-ended questions were employed because they are more intuitive to respond, they are time-saving and easier to analyze afterwards (Johnson, Reynolds and Mycoff 2019, 198).

### Chapter 3: Data analysis

The following information comprises an accurate analysis about data collected through questionnaires spread by means of social networks. Through the data analysis, this section seeks to find reliable answers to the research question and sub-questions. First of all, it is necessary to mention that results are drawn from usable questionnaires alone. In fact, 114 replies were complete and 22 were incomplete, out of 136 received questionnaires. All the following information concerning the survey's questions can be visualized in detail in the *Appendix A-Respondents' replies*. Instead, *Figures 11* and *12* display more specifically Q3 and Q31's data.

The surveyor commented the results referring to each question with "Q" plus its correspondent number (e.g. Q2). Questions will not be examined according to their order in the questionnaire, but they will be displayed according to the main topic of each section. This procedure enhances the reader to link the findings with this dissertation's research question and sub-questions. Valuable information taken from the free comment section were included in this chapter whenever it was deemed necessary for the investigation. Moreover, additional comments included by respondents in the questionnaire's *other* section were considered, due to their feasible contribution to the examination.

#### **1. Long working-hours: still an obstacle to have a balanced life?**

According to the survey's data, the majority of women belongs to the first age group (18-30). Thus, it is important to consider the fact that a great portion of opinions comes from a young public. In particular, the 35.09% of women are between 18 and 30 years old. On the other hand, in the second age group, the 32.46% of women are between 31 and 40 years old. Moreover, the majority of surveyed women started to work for their current company before *Womenomics'* implementation (2013).

In the question which concerns respondent's occupation (Q12), the 59.85% of women said they are full-time workers, who seem to be satisfied of their work-life balance (64.91%; Q13). As stated in Q15, the main reason of their satisfaction appears to be *doable working-hours* (48.78%) and consequently, time available to spend with their kin (23.58%). As a matter of fact, long working-hours seem to be the problem in common among everyone (see *Figure 1*). In fact, Q14 illustrates that *long working-hours* (33.33%) is the most clicked choice for those who do not have a good work-life balance in Q13 (34.21%), together with the incapability of spending time with family and friends (33.33%). Thus, although the majority of respondents are satisfied with their work-life balance, there is still a portion of people who is not; the main cause of their frustration appears to be long working-hours.

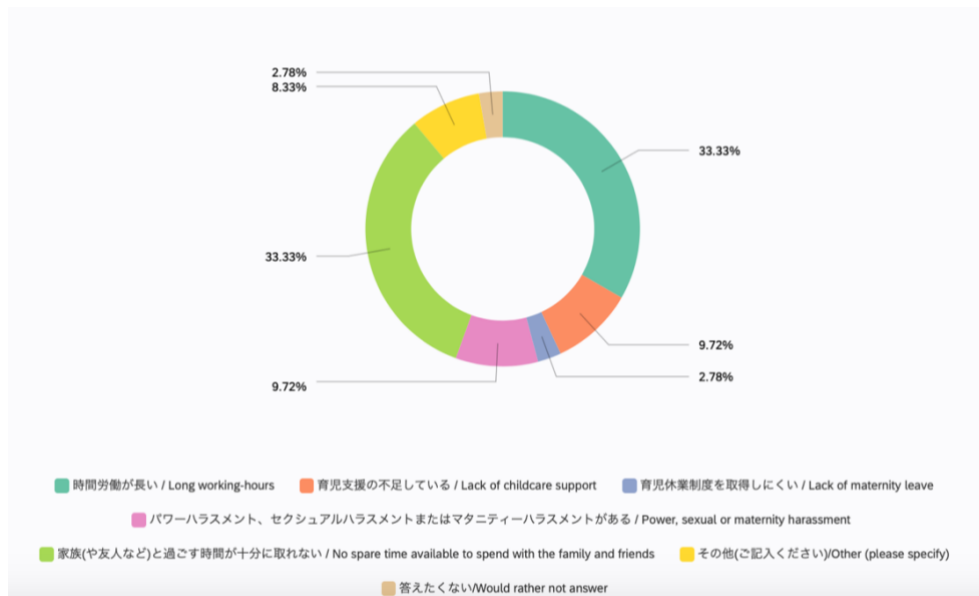


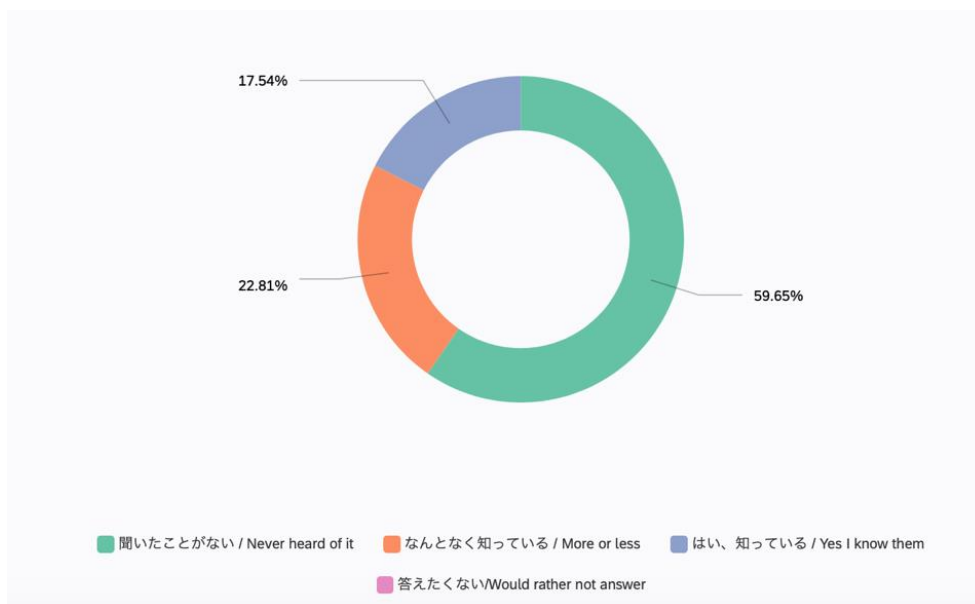
Figure 1: Q14-Respondent's reasons for their bad work-life balance

In connection with this, the 49.12% of respondents *strongly agree* with Q7, which asks if long working-hours are an obstacle to women's integration in the workforce. Moreover, another 38.60% of women *somewhat agree* with the latter statement. Thus, if we consider the two aforementioned percentages as a whole, the 87.72% of participants agree in some measure to Q7. In fact, as already mentioned in chapter one, scholars have clearly stated that women are often overwhelmed by the number of working-hours which toughen the task of managing both working and family life. In this regard, respondents' family life was investigated through Q16 which asks about marriage. The majority of contributors (57.89%) declared not to be married, while the 36.84% of respondents replied positively to the same question. According to the majority of participants' replies, they seem to be keenly aware of the challenges they face in their ordinary life concerning gender inequalities in the workplace.

One respondent clearly claims that sometimes, like in her case, if a woman happens to be pregnant, she has to resign (*Appendix A-Respondents' replies*, Q26-other, line 4). Therefore, if women choose career it is less likely for them to have a husband and children. This statement is discerned not only from respondents' marital status (Q16), but also from respondents' feedback on their progeny (Q19). In fact, the 25.23% of surveyees have children and the 73.83% do not. To summarize, the discontent of some respondents concerning their work-life balance seems to derive from excessively long working-hours. Moreover, the latter-mentioned issue seems to negatively affect their work-life balance, especially if they are married and they have children. Since the majority of respondents believe that long working-hours negatively affect their working routine, the low percentage of married women and mothers can be considered as a symptom of society's discontent. Thus, a better work-life balance should be guaranteed by the Japanese social norms in order to let both men and women enjoy not only their work but also their family life.

## 2. Low level of Womenomics' awareness among Japanese women

After having analyzed the literature concerning Womenomics, it is fundamental to examine women's opinion on this matter. First of all, it is opportune to understand if Japanese women are acquainted with Womenomics or not. In this connection, the very first question on the survey needs to be assessed. In fact, it asks if the respondent knows Womenomics (Q2). It is important to mention that this query provides the definition of the term Womenomics, which allows the reader to contextualize the question. As illustrated in *Figure 2*, the 59.65% of respondents never heard of Womenomics and the 22.81% roughly know what they are. Consequently, the striking majority of contributors either have no clue or poorly heard about these regulations. On the other hand, the 17.54% of women are aware of what Womenomics are. This parting among respondents is helpful to get a grasp of how many participants are aware of what will be following discussed.



*Figure 2: Q2-Respondents' potential knowledge of Womenomics*

In this respect, Q3 was organized as an open-ended question because it refers only to those women who actually know Womenomics. In fact, Q3 asks if Womenomics were helpful to women's professional ascent. The respondents of this question were divided in two categories illustrated in *Table A*. The yes-category indicates those respondents who said Womenomics were useful (10 people in total); the no-category includes those who stated that they were not useful (19 people in total). Consequently, according to participants' viewpoint, this evidence suggests that Womenomics' inefficiency in not helping women to rise in society. Although 19 people stated Womenomics' uselessness, the majority of them prefer not to give reasons for their answer.

Yes reasons	N	N%	No reasons	N2	N2%	Total
1. Talented personnel	1	3,4%	a. not useful	13	45,1%	
2. Women's active role	3	10,2%	b. Few female managers	3	10,4%	
3. More female managers	3	10,2%	c. Childcare/maternity leave	2	7,0%	
4. Raise awareness	3	10,2%	d. Female talent not recognized	1	3,5%	
	10	34,0%		19	66,0%	29

*Table A: Respondents' opinions about Womenomics' usefulness for women's professional ascent*

By contrast, other respondents among them, stated that this inefficiency derives from having still few female managers, from the poor maternity leave and childcare support, and from the fact that even if women rise in career, their talents are still not recognized. Thus, a greater commitment on the part of the authorities is needed in order to ease women's lives on the aforementioned problems. In fact, although women seem to be aware of what is negatively influencing their lives and the majority of them account for Womenomics' uselessness, their opinion appears to not be contemplated.



### 3. Womenomics' benefits for working women achieved hitherto

Acknowledging that full-time employees represent a striking majority than part-time ones (6.57%) suggests an actual improvement in the Japanese working system. As for companies' diversity in recruiting, Q32 shows which is the female employees' percentage in the company where respondents are working. The majority of surveyees (28.07%) selected the *more than 50%* choice (see *Figure 3*). That is another information in favor to Womenomics' positive outcomes. In fact, since one of Abe's goals was to increase female employees' percentage in the labor market, the last-mentioned information somehow appears to confirm this target's accomplishment. Moreover, these data appear to be all favorable to women's integration in the workforce. As a matter of fact, they show a shift towards hiring female personnel, which appears to be the most important accomplishment of Womenomics' in terms of working women's benefits achieved hitherto.

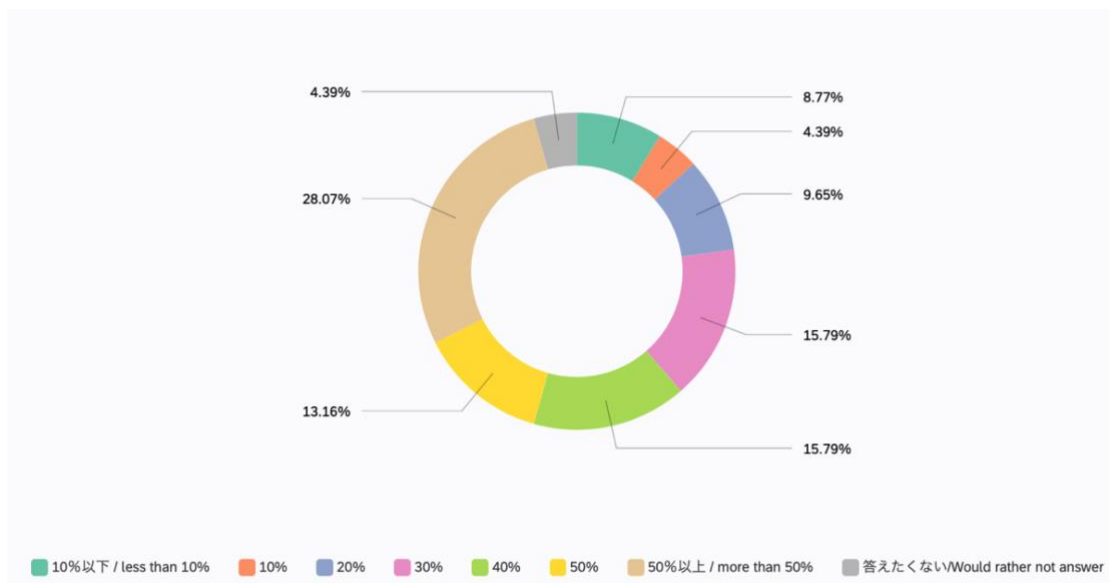


Figure 3: Q32-Female workers' percentage in respondents' workplace

#### 4. More working women but still few female managers

As stated earlier, female managers' shortage appears to be a persistent problem in Japanese labor market. Q24 asked whether respondents would like to become a manager someday. In this regard, the 28.32% said *yes*, the 24.78% said *no* and the 16.81% claimed to be *managers already*. The 5.31% of contributors preferred to specify their answer through the *other* choice.

A woman said she was already a manager in the past and another woman affirmed to be the leader of her own company (*Appendix A-Respondents' replies*, Q24-other, line 5). However, when a more general question about the same issue was asked (see *Figure 4-Q8*), the outcome was slightly different. The 60.53% of women answered positively and the 35.09% affirmed that, generally speaking, Japanese women do not wish to be managers. These latter data enhance a discrepancy in terms of what the respondent wishes and what a single participant thinks other women wish. It appears that, even if a discrete majority of contributors said they would like to be managers, when the same question is generalized, a larger number of women is likely to believe that female workers in Japan aspire to leadership positions.

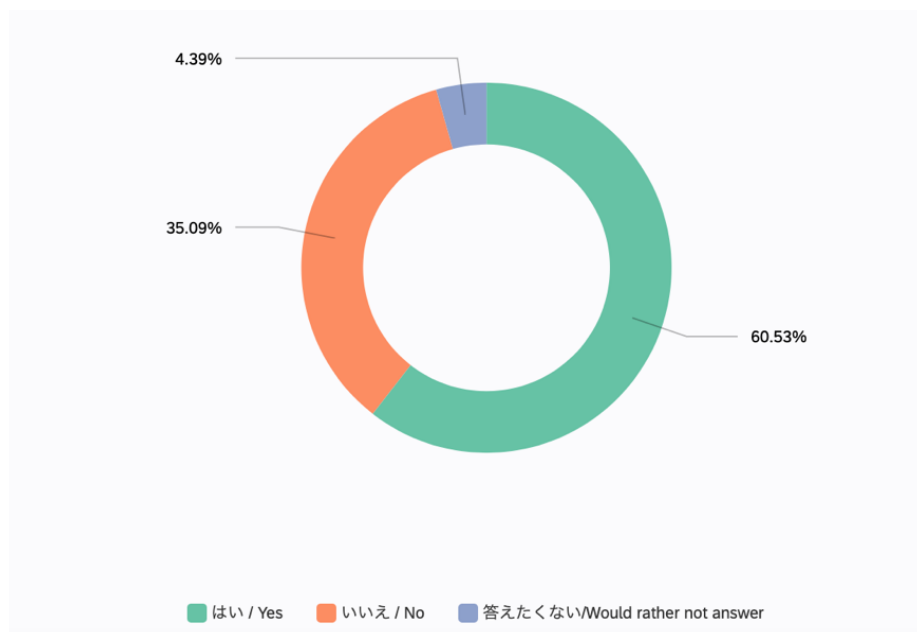
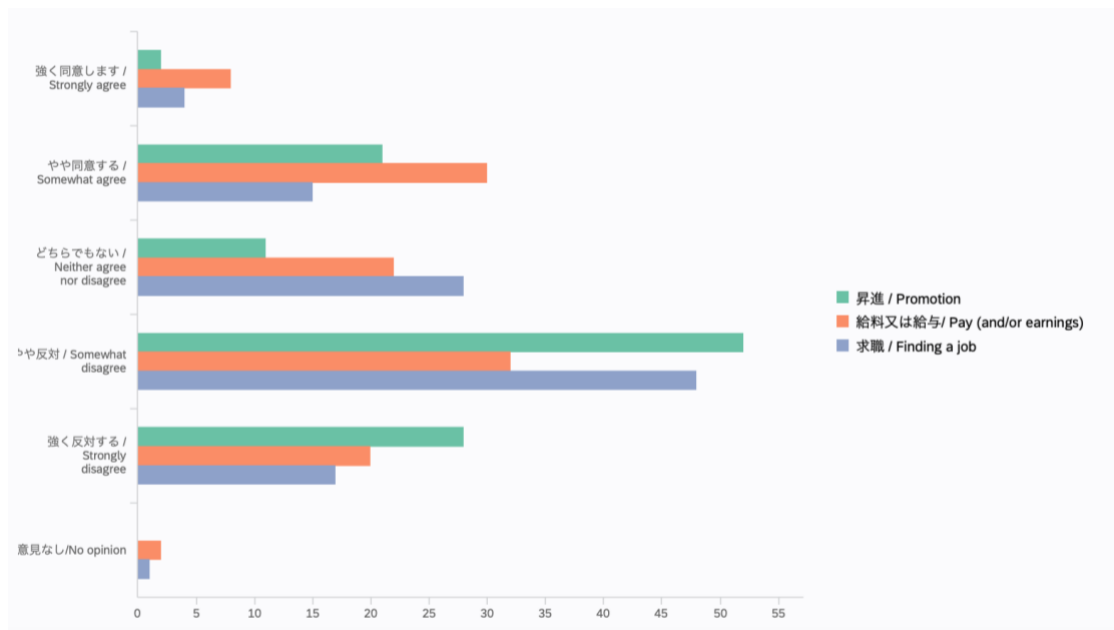


Figure 4: Q8-Respondents' opinion about Japanese women's willingness to be manager

Besides, Q4's results are important to highlight (see *Figure 5*). To the question concerning women's equal treatment to men according to three specific parameters (Q4), the majority of respondents opted for the *somewhat disagree* option. The 45.61% of women somewhat disagree to *promotion*, the 28.07% to *pay* and the 42.48% to *finding a job*. Since women disagree to *promotion*, it emerges that women believe that men have somehow an advantage. In particular, it seems that promotion is the most quoted questionnaire's choice (45.61%). These data seem to display female managers' scarcity and they appear to affirm women's wish for a higher working status. Nonetheless, according to the literature in chapter one, the last-mentioned information to a certain extent reconfirm a modest but visible increase in women hired as managers.



*Figure 5: Q4-Women's treatments in promotion, pay and finding a job compared to men's*

As far as women managers are concerned, Q6's results are worthy of remark. To the statement "Women in Japan are less ambitious than men and they do not want a managerial position in a company", the majority of respondents agreed. Even if percentages are somehow similar, the 34.21% *somewhat agreed* and the 5.26% *strongly agreed* with the previous claim. According to the surveyors' opinion, it is surprising how participants replied to this question. In fact, as illustrated in chapter one, there are still few women at the top of Japanese enterprises because of Womenomics' apparent flaw: hiring a large number of women for non-regular jobs.

On the contrary, information in Q6 reveal women's significant feeling of unwillingness for becoming managers. The acknowledgement of women's unease towards managerial roles still stands out in this investigation (See *Figure 6*). If we compare the outcomes of the aforementioned Q6, Q8 and Q24, data incoherence is striking. In fact, if respondents have to express a personal opinion concerning managerial positions, they answer positively in terms of covering those positions themselves. When the query is generalized, they are even more in favor. By contrast, when female ambitiousness is compared to the male one, they seem to admit that women's willingness to become managers is significant but not as much as men's.

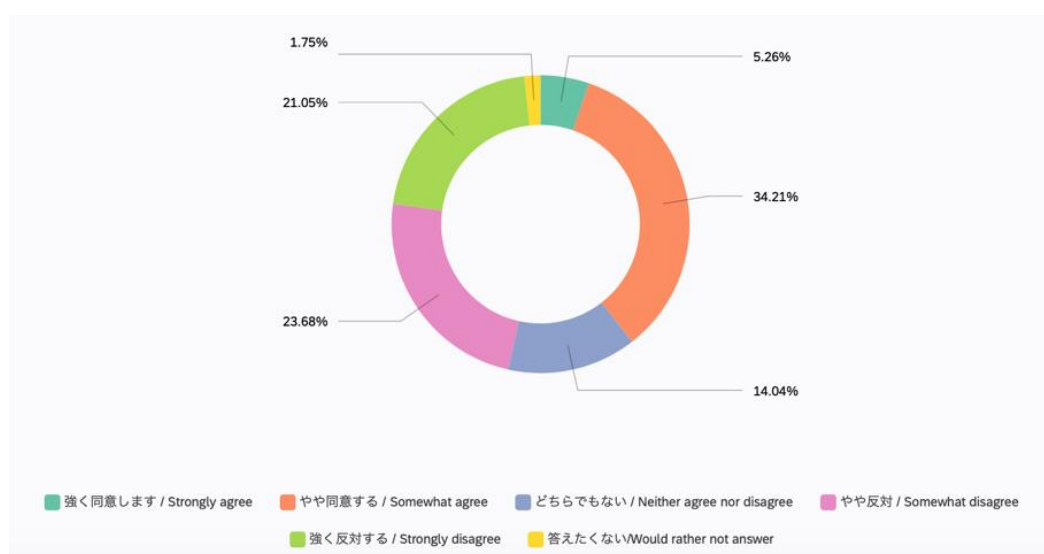


Figure 6: Q6-Respondents' agreement on a statement concerning ambitiousness and managerial roles

Women's apparent unwillingness of holding a managerial role in Japanese firms can be seen as an obstacle to gender equality's accomplishment. In fact, their uneasiness in becoming managers arises from the fact that they seem to feel uncomfortable when they hold a higher position than men. In this regard, since an apparent shared feeling of gender roles' fixing persists in contemporary society, this makes women afraid of standing out and professionally arise. Secondly, due to the strict rules of the Japanese working system, holding a high position in a company can be a great hurdle for a woman also in terms of work-life balance. That is why it seems that, albeit dissatisfied, they prefer a lower job status than a high one. Although this project focused only on respondents' feedback, it can be said that this unseen uneasiness is tangible among them. Nonetheless, sensitizing people to gender might be an option for making women more comfortable in holding high working positions.

#### **5. Women's empowerment in Japanese firms: promotion, maternity leave and childcare support**

A portion of the survey's questions deals with Japanese work world and respondents' workplace. As also stated in chapter one, nowadays women are willing to work for several reasons, one of which might be their economic independence. According to Q5, the conception of financial independence appears to be important to women (84.21%). However, how can they provide for their living while they work full-time and take care of their children? In this connection, Q25 seems to point out some measures taken into account by companies to promote women's empowerment in the workplace. In fact, it appears that maternity leave and childcare support are fundamental in order to assist working mothers in their lives (see *Figure 7*).

As a consequence, in Q25, the 25.11% of participants said the company they work for granted maternity leave to their employees, whereas the 20.26% said that, in their case, their company is providing more childcare support. These data give an insight on real and

practical proceeding of Japanese firms in relation to women's empowerment in the workplace. In this regard, a contributor who is in maternity leave stated that she does not have good communication with her boss because he does not understand her anxieties concerning the leave itself and her return to work (*Appendix A-Respondents' replies*, Q33, line 23).

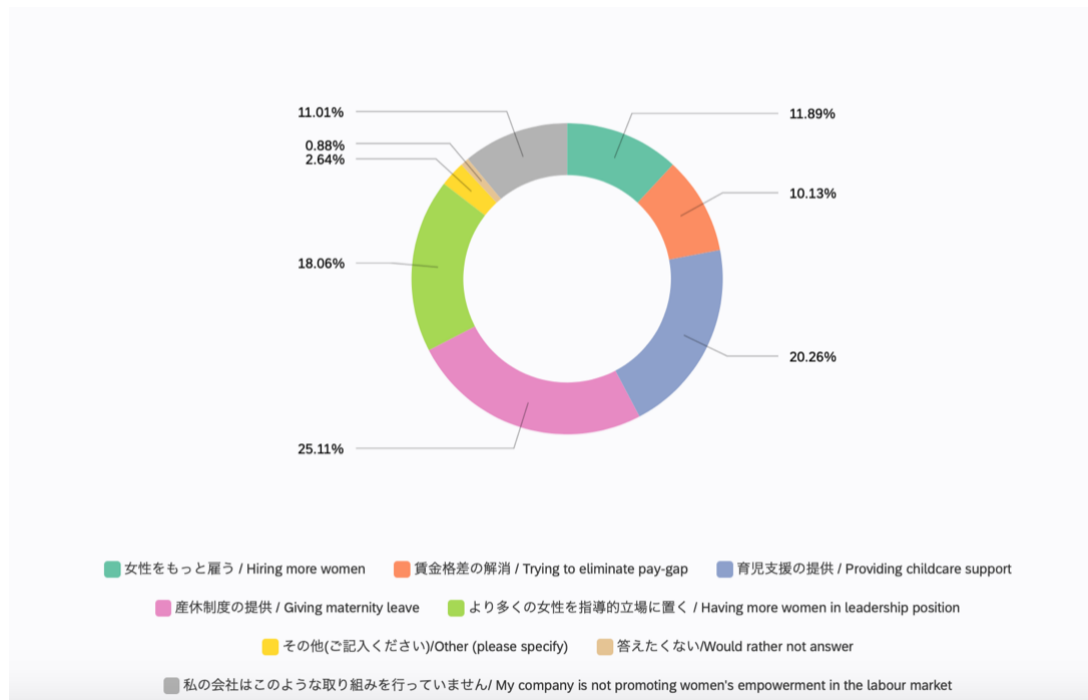


Figure 7: Q25-Respondents' opinion concerning women's empowerment in their workplace

On the other hand, according to some respondents, the improvements in the childcare support system seem still insufficient. As claimed by one surveyee, the lack of childcare support yet represents a great hurdle, which women have to face systematically after their maternity leave expires (*Appendix A-Respondents' replies*, Q33, line 27). Consequently, although companies are promoting the introduction of both childcare and maternity leave, this does not mean that everyone is comfortable with it. Dulcis in fundo, it is important to emphasize here that the 18.06% of women stated that their company is seeking women's empowerment by having more women in leadership position (Q25).

The data illustrated above create a connection with the issue of women managers' shortage. In fact, from Q4 it seems that women are less likely to be promoted at a professional level. On the other hand, according to respondents, companies appear to be slowly but efficiently acting on the matter. As previously mentioned, despite firms' measures in the setting of female promotions, it is essential to further investigate women's real will. In this connection, one of the participants decided to give her personal viewpoint on Q25. The respondent affirms that not only the system has to change, but also women's mindset. Furthermore, she states that there is a high probability of finding women who do not actually want to be promoted in the workplace (*Appendix A-Respondents' replies*, Q25-Other, line 3).

According to another surveyee, being awarded a promotion corresponds to longer working-hours and greater responsibilities for a woman. Consequently, a working mother would appear to be less prone to wish for advancement in career. Thus, this partly motivates some women's choice of not willing for a promotion (*Appendix A-Respondents' replies*, Q33, line 4). The unwillingness of rising in career can also suggest a lack of engagement, which might be caused by their families' education (*Appendix A-Respondents' replies*, Q33, line 22). According to the same respondent, commitment is the key to success, regardless to one's gender (*Appendix A-Respondents' replies*, Q33, line 22). However, since this analysis is not able to further investigate what women really want, it is opportune to bear in mind that the understanding of women's will concerning their empowerment in the workplace could represent a turning point for the research on this matter.

## **6. Gender equality in the Japanese workplace: still a long way to go**

### **a. A gendered workplace**

Another set of questions is related to gender inequality. These questions' aim is to understand how respondents perceive gender inequalities in their workplace and to what

extent companies are acting against gender disparities. First of all, the 54.39% of surveyees declared that gender inequality still represents a important issue in the company where they are currently working (Q26). Apropos, a contributor witnesses this issue with her own words, by saying that women “are good” only to cover the role they already have (Q33). Thus, they do not need to be promoted or to hold managerial positions. Additionally, she speaks about reverse gender discrimination and provides an example for it. In fact, it is said that if a man makes some tea for the customer, that is why it does not seem tasty. Besides, the gender discrimination of the past seems to have been restored in contemporary society in the form of a vicious circle. (*Appendix A-Respondents’ replies*, Q33, line 5)

As a matter of fact, the past appears as a common pattern in some surveyees’ replies. Particularly, one woman explains that in a company where she was previously working, she sensed a significant gender gap among employees. For example, the university graduates’ initial salary differed between boys and girls because it was not appropriate for females to “stand out”. (*Appendix A-Respondents’ replies*, Q33, line 7) On the other hand, it is encouraging that the 25.44% of women claimed that sex discrimination is not so important anymore (Q26). This last datum suggests an improvement in overcoming gender inequalities in the workplace by some companies already. Even more reassuring is the 12.28% who affirms that sex disparities never existed in the first place (Q26). In this connection, a respondent clearly states that she was able to be hired in a company where genders are equalized (*Appendix A-Respondents’ replies*, Q26-other, line 8).

Q27 directly addresses participants concerning their possible experience or knowledge of gender discrimination happened in their workplace. The 47.37% of *no* is comforting but the 26.32% of women said they experienced gender bias and the 23.68% heard something about such kind of situations (see *Figure 8*). Thus, these data demonstrate that, even if the majority of respondents did not experience gender bias in their workplace,



having positive answers for the 26.32% and the 23.68% of respondents means that gender discrimination is still present in the workplace. Moreover, participants seem well conscious of the current gender gap affecting their workplace. Nonetheless, the persistent problem concerning gender discrimination in the workplace is that although women are aware of its existence, they are not questioned on the matter. Thus, the problem cannot be solved if the stakeholders are not considered.

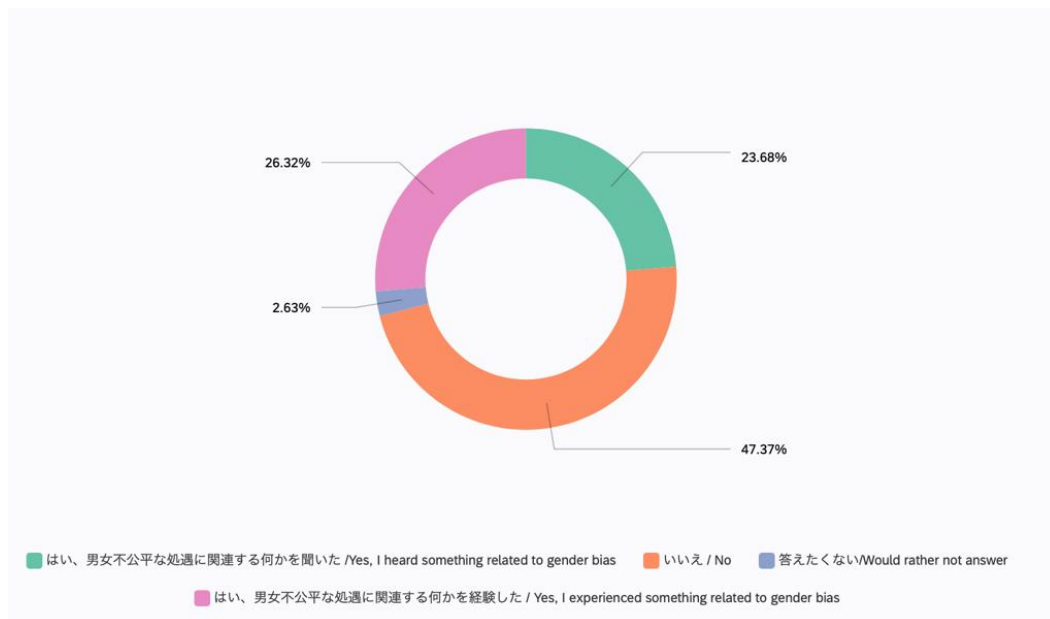


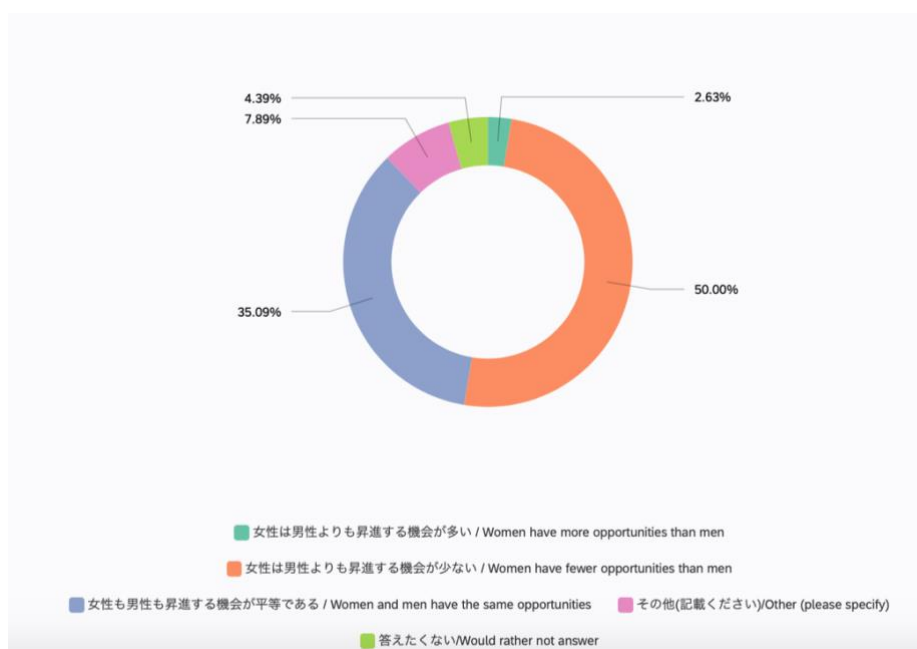
Figure 8: Q27-Respondents' answers on their experience of gender bias in their company

### b. Gender as a hurdle to professionally succeed

With regard to what described before, the promotion field is one of those where women are discriminated. According to a final comment left by a respondent, sometimes gender discrimination is so overwhelming that it is hard to endure (Q33). The latter participant witnesses the resignation of several female employees in her workplace, due to the threat of sexual harassment. Furthermore, she declares she will soon resign and that she is trying to persuade other people to do the same (*Appendix A-Respondents' replies*, Q33, line 3).

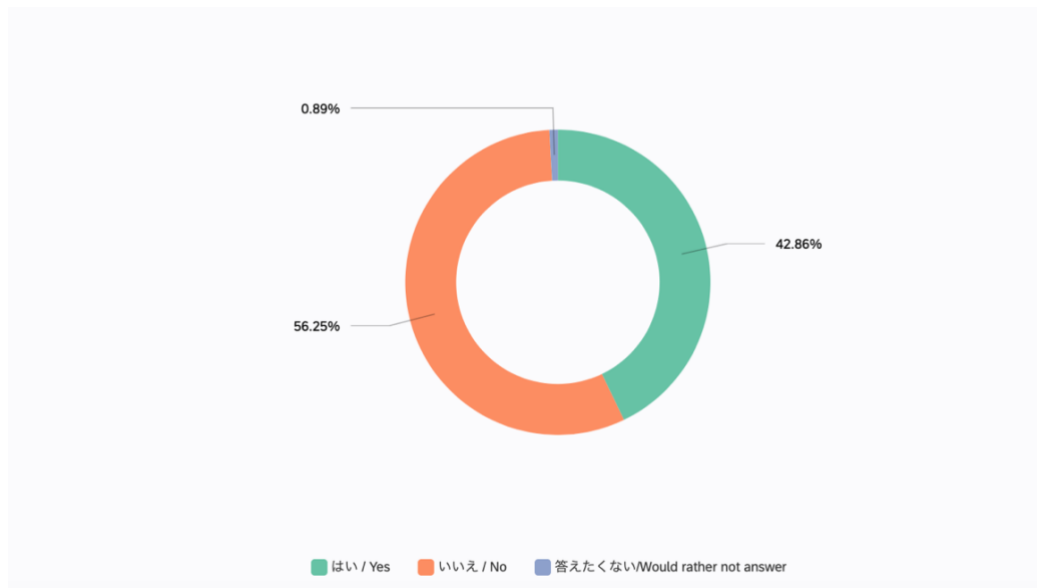
Compared to the aforementioned Q4, Q28 addresses more specifically the promotion issue. In this case, the 46.49% claimed that when it is time to promote an employee, gender does not matter at all. On the other hand, the 37.72% stated that gender is *somewhat important* and the 14.04% said that it is *very important*. Despite the total majority of denials, these are data which cannot be neglected. In fact, if we consider the positive answers as a whole (51.76%), they exceed the 46.49% of the negative ones. Consequently, promotion still remains a great hurdle for women's rise in career. This reconfirms promotion as a hint for female managers' shortage in Japanese companies.

Connected to Q28, Q29 asks about women's opportunities in the sphere of career advancement (see *Figure 9*). The striking majority of 50% confirms that female workers have still fewer opportunities than men. By contrast, the 35.09% states that there are equal opportunities for both sexes inside their company. However, there are some cases where women's advancement in a company is not even contemplated. For instance, a respondent in affirms that in her company women cannot be promoted. In fact, she explains that her boss does not even consider the possibility of make female employees rising in rank (*Appendix A- Respondents' replies, Q29-other, line 2*).



*Figure 9: Q29-Respondents' opinion on women's opportunities to advance*

A more introspective version of Q29 is offered in Q30 (see *Figure 10* below). Here, the participant is invited to reflect upon herself and her opinion about the issue in question. When contributors ponder the relationship between their gender (female) and their professional ascent, the 56.25% of them claim that in case of rising in career, gender is not relevant. In contrast to this datum, the 42.86% of women account gender as an obstacle to professional advancement.



*Figure 10: Q30-Respondents' opinions on possible gender's influence in their chance to rise in career*

Finally, Q31 directly invites respondents to provide their opinions and possible solutions to gender inequalities in the workplace. Surprisingly, this open-ended question was answered by the 43.38% of complete questionnaires' total respondents. As a result, surveyees provided many different insights along with several possible solutions to this issue, which are fully displayed in *Table B*. In a similar way to Q3, this question's answers (59) were divided in two categories: yes-category and no-category. In this case, the former includes those replies (55) which suggest potential resolutions to the problem. On the contrary, the latter category encompasses those respondents (4) who speak about no solution or affirm that inequalities in the workplace should be solved regardless of gender.

Among the yes-category replies, the highest-rated solution was to create a better working environment (22). This latter expression combines several work world-related features, which should, in respondents' opinion, be revitalized and modified. First of all, all employees should be guaranteed equal treatments and opportunities, regardless of their gender. In addition, more female managers should be hired and work flexibility should be provided.

Solution	N	N%	No solution	N2	N2%	Total
1. Better working environment	22	37,2%	a. Not related to gender	4	7%	
2. More childcare support	13	22,0%				
3. Raise awareness	5	8,5%				
4. Gender equality education	2	3,4%				
5. Reform people's mindset	8	13,5%				
6. Elimination of gendered roles	3	5,0%				
7. Cooperation between men and women	2	3,4%				
	55	93,0%		4	7%	59

*Table B: Respondents' suggested solutions on gender inequalities' possible eradication*

Another popular suggestion among contributors consists in shortening the total amount of working hours, so that men and women can cooperate in terms of childcare support and house chores (13). In fact, women would like to cooperate with their partners in the setting of children's upbringing. Besides, if companies would provide more childcare support for both genders and more paternity leave, the gender gap would significantly shrink.

The third most popular solution is to reform people's mindset (8). Nowadays, many women still blame the old generation's mindset which seems to affect the present young generations. In this regard, some contributors believe that the disappearance of the old myths would help to shorten the gender discrepancy in the workplace. The fourth possible solution is to raise awareness (5). In fact, sensitize workers at every level will be fruitful to avoid gender discrimination. If men and women will cooperate as individuals (2), Japanese society will be able to leave aside the old mindset and to create a new one, where people have the same rights and same responsibilities in society, no matter what their gender is.

## Conclusion

The originally stated aim of this investigation was to understand Japanese women's awareness of Womenomics and gender inequalities in the workplace. Through the analysis of those matters where women's opinion is left aside and through the respondents' useful feedback in the questionnaire, it was possible to understand women's consciousness of the two mentioned issues. Whereas it is not possible to generalize at a national level, the results analyzed in the data analysis chapter mostly confirm the issues illustrated in the literature review.

Japanese women seem not to be acquainted with Womenomics regulations. The majority of respondents who stated to have some knowledge of it declared Womenomics' uselessness or inefficiency in terms of women's empowerment. Thus, it appears that Womenomics regulations need to be reviewed in order to make them truly beneficial for working women. Perhaps a more developed information channel suitable for providing accurate details to society about Womenomics can be a solution to raise awareness. If women will be conscious of the existence of a set of laws devoted to their success in career, then they will be most likely to have an active role in favor of their own empowerment.

According to the questionnaire's participants, the lack of childcare support and maternity leave seems to be one of the main causes of Womenomics' inefficiency. Moreover, a special attention is devoted to men. In fact, women do not appear to be satisfied with men's behavior in terms of being "responsible fathers" (Siripala 2020). Thus, women demand for more cooperation from fathers and husbands who should help them raising their children and doing the house chores. They further suggest men should consider more the opportunity of taking paternity leave to give aid to their wives.

Female managers' increase in Japan seems to be another unfulfilled promise of Womenomics' implementation. In this regard, an interesting outcome was the one related to the discrepancy of what respondents want and what they think women want. As a matter of fact, from the results it appears that, generally speaking, women desire to be managers. However, if the same question is asked more specifically, less women state they personally want to become managers. Thus, do women really aim to be managers?

In addition, women are well aware of the persisting gender bias at work: most of the offered solutions are valid options which the government should take into account to solve the problem. On the other hand, although they have valuable suggestions to erase it, it seems that a little effort was made by the authorities to make its eradication happen. To have a better working environment results to be the first urgency among surveyees. Although this issue can include several other problems in itself, women claim that to have less working-hours, equal treatment for all the employees and more women on boards could positively change the Japanese workplace. According to many respondents, people's mentality should change in a way that leads to gendered labels' disappearance. In this way, both men and women can cooperate as individuals and not as males and females.

Women's awareness of the latter mentioned issues was tested through a quantitative data collection method: online questionnaires. Although this quantitative approach was adopted because of the impossibility of running interviews, it was fundamental in order to enlarge the sample size. Moreover, through the narrative and descriptive analysis of the survey's results, this research might positively contribute to the larger research field on Womenomics and gender inequalities in the workplace. In fact, this thesis can be considered as a possible resource for the research community investigating this matter.

In particular, it is believed that drawing attention to the lack of consideration of working women's perspective might encourage future scholars to deep their knowledge on

the topic through this aspect. In this regard, if women's perception concerning some social issues will be considered, then it is believed that it can bring benefits to both gender disparities in the workplace and Womenomics. In fact, the latter can be modified or enacted in a way that would favor women. For instance, they would possibly gain benefits in terms of more maternity leave and childcare support; they would have equal opportunities of rising in career and the same rights as male workers. Furthermore, the gender gap can be eradicated from the Japanese society in an easier way than before, because of women's suggestions about it. In fact, there are many ways women believe gender equality can be reached. One of the possible solutions listed by participants is the urge of a greater commitment of husbands to the role of being fathers. To summarize, equal opportunities and responsibilities would lead to a fair cooperation between men and women in the guise of social individuals.

Even though this thesis is focused on women's perception of the two issues described above, it does not exclude other possible queries which should be investigated. In relation to the thesis topic, there are several unanswered questions which need to be addressed. First of all, from the questionnaire's results it is not clear whether women truly wish to ascend professionally or not (see chapter 3, section 3). Therefore, this discrepancy in the collected data shows that the current investigation cannot provide an ultimate explanation for women's true work-related aspirations.

Secondly, in connection with the previous statement, women's lack of self-confidence seems to affect their decisions in a working environment. Thus, do women still cover a lower position than men because of their apparent reticence of rising in career? Although this paper provided a possible answer to the research question and sub-questions illustrated in the introduction, it is believed that the previously mentioned matters are only two examples among others which need to be researched. Moreover, this short dissertation and its results do

not null other possible suggestions to overcome gender inequalities and to better enact Womenomics in Japan.

Despite Womenomics' apparent flaws and the ongoing gender gap in Japanese society, with Womenomics' implementation, Abe achieved some positive goals. For instance, as mentioned earlier in the paper, there has been an increase of female employees in Japanese companies. At the same time, this achievement partly seems to have helped domestic economy to flourish again. Due to the labor shortage in Japan, women are undoubtedly an essential resource for the nation. Hence, they should also be further involved in policy-making and social decisions such as gender inequality solving and feasible Womenomics' adjustments for the next future.



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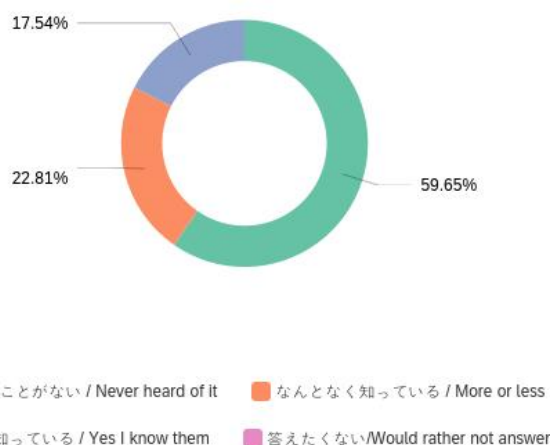
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## Appendix A-Respondents' replies

### Q2 - ウーマノミクスをご存知ですか？ Do you know Womenomics?

「ウーマノミクス」とは、「ウーマン」（女性）＋「エコノミクス」（経済）を組み合わせた造語。ゴールドマン・サックス証券のチーフ日本株ストラテジストであるキャシー・松井氏が1999年から提唱している概念で、女性の活躍による経済の活性化、働き手としても消費者としても女性のパワーがけん引する経済のあり方を意味します。安倍政権が成長戦略の一環として女性活躍を推進する方針を打ち出したことから、あらためて注目を集めています。

#### Q2-Do you know Womenomics?



#	Answer	%	Count
1	聞いたことがない / Never heard of it	59.65%	68
2	なんとなく知っている / More or less	22.81%	26
4	はい、知っている / Yes I know them	17.54%	20
6	答えたくない / Would rather not answer	0.00%	0
	Total	100%	114

### Q3 ウーマノミクスをご存知であれば、女性が会社で指導的立場に達するためにウーマノミクスはどのように役立ったとお考えですか。 If you know what Womenomics is, how has it been useful in helping women to reach leadership positions?

- I don't think it has.
- I still don't feel the atmosphere in our company, because there's only few female leaders in management position.
- I think that it is effective for women to gain leadership positions because people deepened their awareness of the need to leave for a certain period of time when women stepped up in society, such as maternity leave.
- I think that many female workers begin to take for granted that they continue to work through their lives, whether they get married and have children or not.
- In my opinion, the word has been just used a lot for promotion, but not for practical ways/politics.

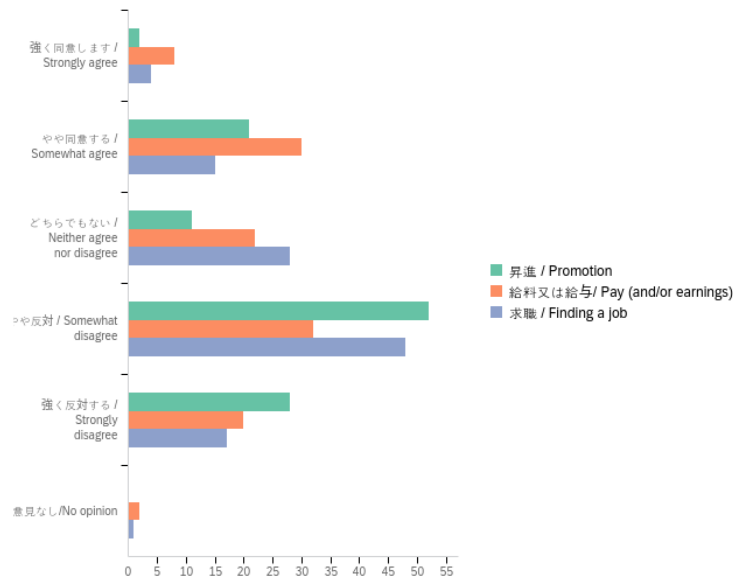


## 6. helpless

- 
7. あまり detail までには把握していませんが、日本では、なでしこ銘柄というものもあり、女性の活躍をポジティブに数値的に表現しようとしていることも、ウーマノミクス日本版と理解しました。
- 
8. あまり変わらないと思います
- 
9. あまり影響がない
- 
10. それまで男性管理職ばかり置いていた、企業上層部が改めて焦りだし、躍起になった、という意味では役に立ったのではないかと考えています。
- 
11. ウーマノミクスがなければ、たくさんの女性指導者は生まれてないと思う。
- 
12. 企業における女性管理職の数の開示には一定の効果があった
- 
13. 優秀な人材の確保が可能となる
- 
14. 全く現状は変わってません。
- 
15. 女性が活躍できる事を推奨し、この言葉を世に出すことで活性化につながるきっかけをつくっているのではないか。
- 
16. 実際には、就職や働き方などの現場で、あまり目に見えた変化はないように感じます。制度があっても、例えば結婚して、もしくはシングルでも子供のいる女性は「転勤」ができないと判断されて、管理職には向かないと判断されたり、女性自身も管理職にエントリーすることを諦める場合もあると思います。
- 
17. 影響は感じない
- 
18. 役には立ってないと思う
- 
19. 役に立ってない
- 
20. 役立っていない
- 
21. 数値目標が出されたことで、企業に対して「真面目に取り組まないといけない」というプレッシャーを与えたという効果はあったと思う。
- 
22. 新しい女性の働き方を社会へ提言することが出来、日本の労働社会へ問題提起をすることに役立ったかとは思う。しかし、実際に各政府機関、企業においてウーマノミクスが遂行されたかと問われれば、必ずしもそうではないと思う。
- 
23. 法的拘束により女性が昇進しているが実力を認められているわけではない
- 
24. 特に役に立っていない
- 
25. 特に役に立っているとは思わない。
- 
26. 社会は、男女で構成されていて 家族の中では大きな役割を担う女性が、家庭の中だけにとどまることなく、社会的役割を果たし、また管理職としてより高い地位を男性同様に確立していくためには 日本の社会構造をよりさらに柔軟にしていくためにもそのウーマノミクスの提唱は必要であると思えました。
- 
27. 私は日本の大企業勤めなのですが、日本の大企業では女性を一定率管理職につかせる KPI があるので、ウーマノミクスがあろうとなかろうと会社の管理職率にはあまり影響はないかもしれません。
- 
28. 組織上層部の意識づけに多少の影響があった
- 
29. 自分自身の経験としては、なんの変化も感じていない。また男女雇用均等に関わる部署の指導的立場にだけは必ず女性がたつなど、表向きな部分が多いと感じる。

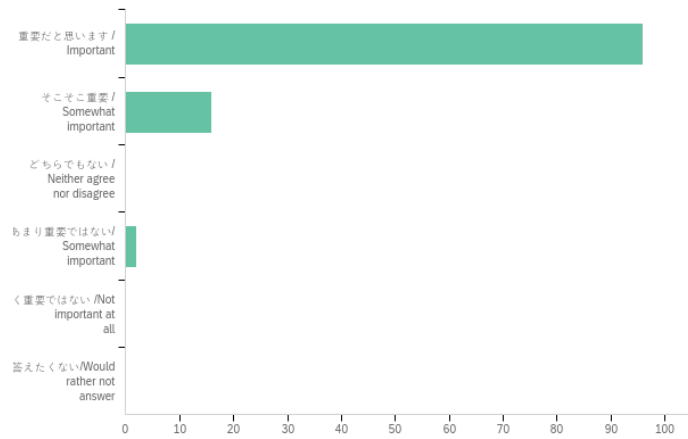
**Q4 - 次の項目について現代の日本の労働市場では、女性は男性と同等の待遇を受けていますか？ For each of the following aspects, would you say that, in contemporary Japanese labor market, women are getting equal treatments as men?**

Q4-For each of the following aspects, would you say that, in contemporary Japanese labor market, women are getting equal treatments as men?



#	Question	強く同意 します / Strongly agree	やや同意 する / Somewha t agree	どちらで もない / Neither agree nor disagree	やや反 対 / Somew hat disagre e	強く反対 する / Strongly disagree	意見なし /No opinion	Total
1	昇進 / Promotio n	1.75%	2 18.42%	2 9.65%	1 45.61 1 %	5 24.56%	2 0.00%	0 114
2	給料又は 給与 / Pay (and/or earnings)	7.02%	8 26.32%	3 19.30%	2 28.07 2 %	3 17.54%	2 1.75%	2 114
3	求職 / Finding a job	3.54%	4 13.27%	1 24.78%	2 42.48 8 %	4 15.04%	1 0.88%	1 113

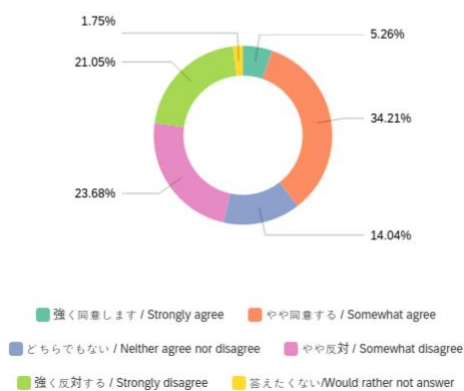
**Q5 - 日本の女性が経済的に自立することは重要だと思いますか？ Do you think it is important for a Japanese woman to be economically independent?**



#	Answer	%	Count
1	重要だと思います / Important	84.21%	96
3	そこそこ重要 / Somewhat important	14.04%	16
4	どちらでもない / Neither agree nor disagree	0.00%	0
5	あまり重要ではない / Somewhat important	1.75%	2
7	全く重要ではない / Not important at all	0.00%	0
9	答えたくない / Would rather not answer	0.00%	0
	Total	100%	114

Q6 - 次の文章にどの程度賛同しますか。「日本の女性は男性ほど意欲的ではなく、会社での管理職を望んでいません。」 To what extent would you agree/ disagree with the following statement: "Women in Japan are less ambitious than men and they do not want a managerial position in a company".

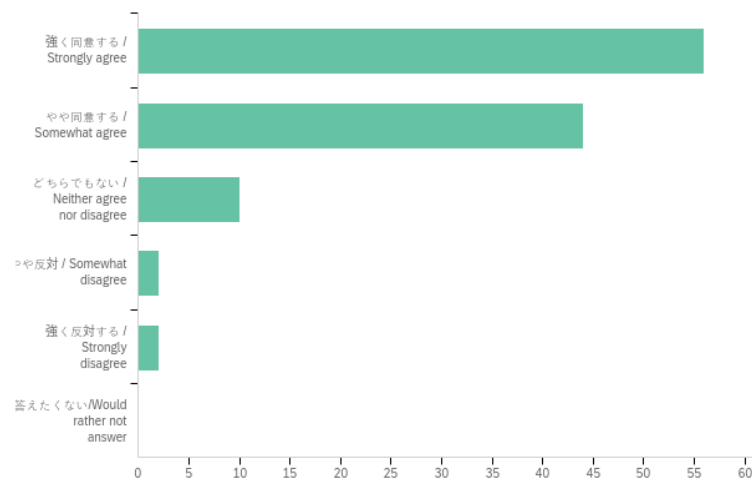
Q6-To what extent would you agree/ disagree with the following statement: "Women in Japan are less ambitious than men and they do not want a managerial position in a company".



#	Answer	%	Count
1	強く同意します / Strongly agree	5.26%	6

3	やや同意する / Somewhat agree	34.21%	39
4	どちらでもない / Neither agree nor disagree	14.04%	16
5	やや反対 / Somewhat disagree	23.68%	27
7	強く反対する / Strongly disagree	21.05%	24
9	答えたくない / Would rather not answer	1.75%	2
	Total	100%	114

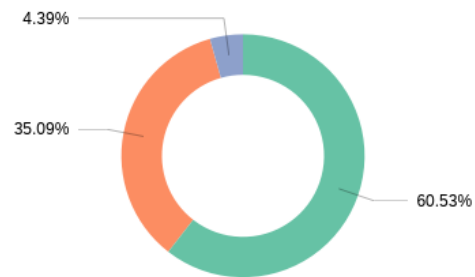
**Q7 - 長時間労働は女性の労働力参加の妨げになると思いますか。 Would you define "long working hours" as an obstacle to women's integration in the workforce?**



#	Answer	%	Count
1	強く同意する / Strongly agree	49.12%	56
3	やや同意する / Somewhat agree	38.60%	44
4	どちらでもない / Neither agree nor disagree	8.77%	10
5	やや反対 / Somewhat disagree	1.75%	2
7	強く反対する / Strongly disagree	1.75%	2
9	答えたくない / Would rather not answer	0.00%	0
	Total	100%	114

**Q8 - 最近の日本人女性はマネジメント的な仕事につきたいと思っていますか。 Nowadays, do you believe that Japanese women wish to reach a managerial role in their company?**

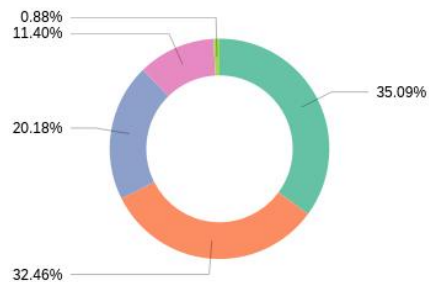
Q8-Nowadays, do you believe that Japanese women wish to reach a managerial role in their company?



■ はい / Yes ■ いいえ / No ■ 答えたくない / Would rather not answer

#	Answer	%	Count
1	はい / Yes	60.53%	69
2	いいえ / No	35.09%	40
4	答えたくない / Would rather not answer	4.39%	5
	Total	100%	114

Q9 - あなたの年齢を教えてください。Which is your age group?

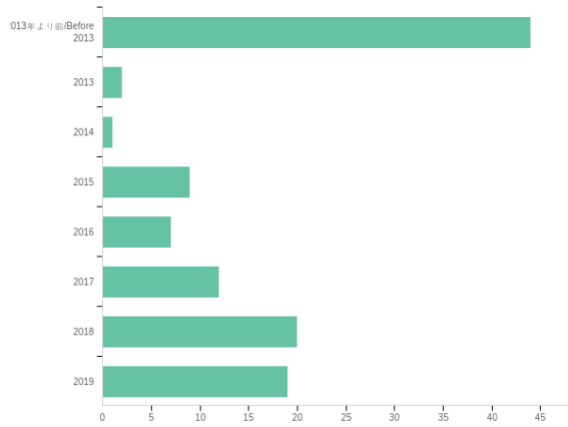


■ 18-30 ■ 31-40 ■ 41-50 ■ 51-60 ■ 61-65 ■ Over 65

#	Answer	%	Count
1	18-30	35.09%	40
2	31-40	32.46%	37
3	41-50	20.18%	23
4	51-60	11.40%	13
5	61-65	0.88%	1

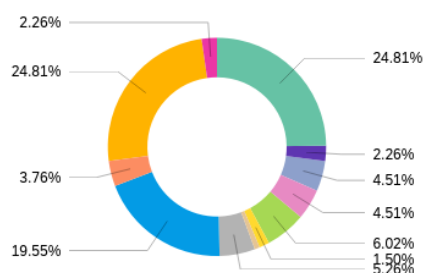
6	Over 65	0.00%	0
	Total	100%	114

Q10 - 今の会社に入社したのはいつですか？ When did you start working for the company?



#	Answer	%	Count
1	2013年より前/Before 2013	38.60%	44
2	2013	1.75%	2
3	2014	0.88%	1
4	2015	7.89%	9
5	2016	6.14%	7
6	2017	10.53%	12
7	2018	17.54%	20
8	2019	16.67%	19
	Total	100%	114

Q11 - 現在、どの部署で働いていますか？ (複数回答) Which department do you currently work in? (multiple answers are possible)



#	Answer	%	Count
1	顧客/顧客サービス/Customer/client services	24.81%	33
2	工学/Engineering	2.26%	3
3	人事/Human Resources	4.51%	6
4	金融/Finance	4.51%	6
5	IT/Information technology	6.02%	8
6	投資/Investing	1.50%	2
7	法的/Legal	0.75%	1
8	マーケティング/Marketing	5.26%	7
9	営業/Sales	19.55%	26
10	研究開発または製品開発/Research & Development and/ or Product Development	3.76%	5
14	その他(ご記入ください)/Other (please specify)	24.81%	33
15	答えたくない/Would rather not answer	2.26%	3
	Total	100%	133

#### Q11\_14\_TEXT - その他(ご記入ください)/Other (please specify)

1. 編集
2. design
3. 教育

4. Freelance interpreter

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5. 購買調達

---

6. 広告代理店

---

7. Management

---

8. 公益財団法人

---

9. ウェブ

---

10. 通信販売

---

11. 広報

---

12. 物流関係

---

13. 経理/Accounting

---

14. 経営コンサルティング

---

15. 事務

---

16. Medical care

---

17. 会社員

---

18. Design

---

19. 大学

---

20. International News Devision, Reporter

---

21. 翻訳

---

22. 購買

---

23. 編集

---

24. 翻訳

---

25. Logistics

---

26. 海外サポート

---

27. 製造

---

28. Procurement

---

29. デザイナー

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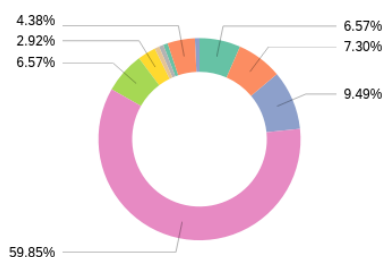
30. 教員

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31. 公務

**Q12 - 次のうち、現在の仕事に最も当てはまるものはどれですか？(複数回答)Which of the following best describes your current occupation? (multiple answers are possible)**





■ フィールド従業員 (例: キャッシャー、テラー、ドライバー、カスタマーサービス担当者-シフトマネージャーを含む) / Field employee (e.g. Cashier, Teller, Driver, Customer Service Rep - Includes Shift Manager)

■ 管理者 (例: オフィスマネージャー、エグゼクティブアシスタント、パラリーガル) / Administrator (e.g. Office Manager, Executive Assistant, Paralegal)

■ 個人の貢献者 (例: アナリスト、アソシエイト、エンジニア、シニアアナリスト、シニアエンジニア) / Individual contributor (e.g. Analyst, Associate, Engineer, Senior Analyst, Senior Engineer)

■ 正社員 / Full-time employee ■ パートタイム従業員 / Part-time employee

■ シニアマネージャー (例: 地域マネージャー、チーフサイエンティスト、部門マネージャー) / Senior manager (e.g. Regional Manager, Chief Scientist, Division Manager)

■ 副社長 (例: シニアディレクター、ゼネラルマネージャー) / Vice president (e.g. Senior Director, General Manager)

■ 上級副社長 / Senior Vice President

■ Cレベル/社長 (CEO、CFOなど) / C-Level/ President (e.g. CEO, CFO)

■ その他(ご記入ください)/Other (please specify) ■ □ 答えたくない/Would rather not answer

#	Answer	%	Count
1	フィールド従業員 (例: キャッシャー、テラー、ドライバー、カスタマーサービス担当者-シフトマネージャーを含む) / Field employee (e.g. Cashier, Teller, Driver, Customer Service Rep - Includes Shift Manager)	6.57%	9
2	管理者 (例: オフィスマネージャー、エグゼクティブアシスタント、パラリーガル) / Administrator (e.g. Office Manager, Executive Assistant, Paralegal)	7.30%	10
3	個人の貢献者 (例: アナリスト、アソシエイト、エンジニア、シニアアナリスト、シニアエンジニア) / Individual contributor (e.g. Analyst, Associate, Engineer, Senior Analyst, Senior Engineer)	9.49%	13
4	正社員 / Full-time employee	59.85%	82
5	パートタイム従業員 / Part-time employee	6.57%	9
7	シニアマネージャー (例: 地域マネージャー、チーフサイエンティスト、部門マネージャー) / Senior manager (e.g. Regional Manager, Chief Scientist, Division Manager)	2.92%	4
8	副社長 (例: シニアディレクター、ゼネラルマネージャー) / Vice president (e.g. Senior Director, General Manager)	0.73%	1
9	上級副社長 / Senior Vice President	0.73%	1
10	Cレベル/社長 (CEO、CFOなど) / C-Level/ President (e.g. CEO, CFO)	0.73%	1

1 1	その他(ご記入ください)/Other (please specify)	4.38%	6
1 2	<input type="checkbox"/> 答えたくない/Would rather not answer	0.73%	1
	Total	100%	137

Q12\_11\_TEXT - その他(ご記入ください)/Other (please specify)

1. Freelance interpreter

2. 経営者

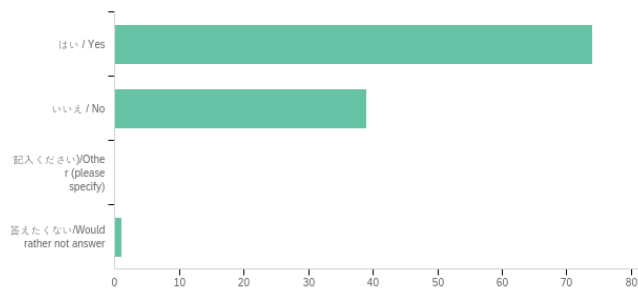
3. 編集者/Editor

4. 契約教員

5. 元社員 今はパート 仕事内容は課長職

6. 教員

Q13 - 現在の職業では、仕事と私生活のバランスが取れていると感じますか? Do you feel like you have appropriate work-life balance with your current occupation?

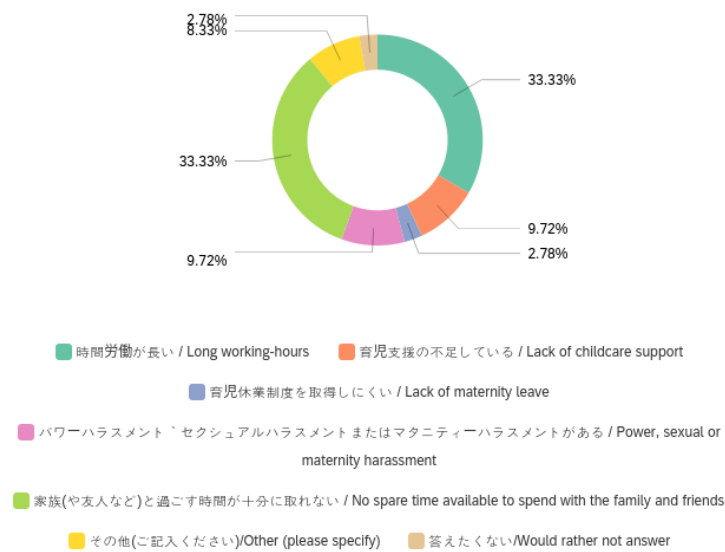


#	Answer	%	Count
1	はい / Yes	64.91%	74
2	いいえ / No	34.21%	39
4	その他(ご記入ください)/Other (please specify)	0.00%	0
5	答えたくない/Would rather not answer	0.88%	1
	Total	100%	114

Q13\_4\_TEXT - その他(ご記入ください)/Other (please specify)

Q14 - 13番の質問に「いいえ」と回答した場合理由を教えてください。(複数回答) If you chose “no” in Q13, please state a reason why. (multiple answers are possible)

Q14-If you chose "no" in Q13, please state a reason why. (multiple answers are possible)

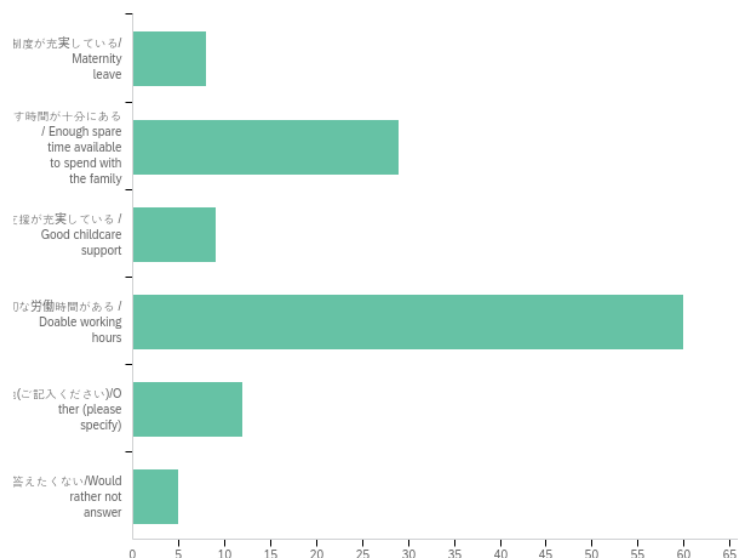


#	Answer	%	Count
1	時間労働が長い / Long working-hours	33.33%	24
2	育児支援の不足している / Lack of childcare support	9.72%	7
3	育児休業制度を取得しにくい / Lack of maternity leave	2.78%	2
4	パワーハラスメント、セクシュアルハラスメントまたはマタニティーハラスメントがある / Power, sexual or maternity harassment	9.72%	7
5	家族(や友人など)と過ごす時間が十分に取れない / No spare time available to spend with the family and friends	33.33%	24
6	その他(ご記入ください)/Other (please specify)	8.33%	6
7	答えたくない/Would rather not answer	2.78%	2
	Total	100%	72

Q14\_6\_TEXT - その他(ご記入ください)/Other (please specify)

1. 通勤にかかる時間が長すぎる
2. アルバイトだが、正社員なみに働いているため
3. 自分の時間が確保できない
4. 賃金が低い
5. 労働時間が長いだけでなく、不規則。休みでも仕事が入る
6. IT業界の技術系なので、労働時間外の勉強も多いので時間が足りないです。

Q15 - 13番の質問に「はい」と回答した場合理由を教えてください。(複数回答) If you chose “yes” in Q13, please state a reason why. (multiple answers are possible)



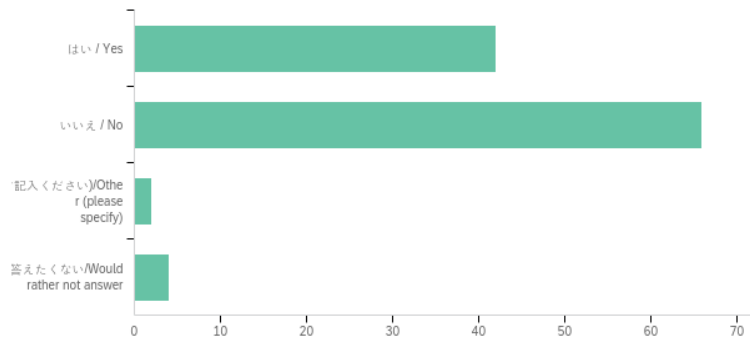
#	Answer	%	Count
1	育児休業制度が充実している / Maternity leave	6.50%	8
2	家族と過ごす時間が十分にある / Enough spare time available to spend with the family	23.58%	29
3	育児支援が充実している / Good childcare support	7.32%	9
4	適切な労働時間がある / Doable working hours	48.78%	60
5	その他(ご記入ください) / Other (please specify)	9.76%	12
6	答えたくない / Would rather not answer	4.07%	5
	Total	100%	123

Q15\_5\_TEXT - その他(ご記入ください) / Other (please specify)

1. 自分自身で公私のバランスをとることが許される環境にある
  2. 支障が出るほど働いてない
  3. 有給を積極的に取れる
  4. 生活が充実している
  5. フレックスタイム制が導入されている
  6. Able to take care of old parents.
1. 残業時間が非常に少ない(職場としてプレッシャー低い)にもかかわらず給与水準が高く余暇を有意義に過ごせる。←財閥系製造業の日本企業だが外国人従業員比率が高いことが要因。

2. 育児時間勤務でも、正当な評価を得られる
3. 時短勤務、在宅勤務、フレックス勤務など、働く場所や時間が、柔軟に選択できる制度がある
4. 他の仕事と両立できる。複数の仕事をするので仕事の量を考慮してもらえる。
5. 授業以外の時間に自由度が高い
6. 在宅勤務が出来る

**Q16 - あなたはご結婚されていますか?Are you married?**



#	Answer	%	Count
1	はい / Yes	36.84%	42
2	いいえ / No	57.89%	66
3	その他(ご記入ください)/Other (please specify)	1.75%	2
4	答えたくない/Would rather not answer	3.51%	4
	Total	100%	114

**Q16\_3\_TEXT - その他(ご記入ください)/Other (please specify)**

1. Divorced
2. 離婚歴 1 回

**Q17 - ご希望の場合は、16 番の質問に「いいえ」を選択した理由を明記してください。If you like, state a reason why you chose "no" in Q16.**

1. 答えたくない
2. 自分のやりたいことをしてきて今の結果がある。
3. もっと経済的に安定してから結婚したいから 結婚すると自分の希望する部署に配属されないかもしれないから(出張が多いため既婚女性は配属されていない)
4. 結婚して子供を持ったが離婚した。
5. 仕事において結婚したら昇格に不利になるため
6. 特にキャリアを選んだわけでは無いのですが、結果的にキャリアを選んでいた。

7. unfortunately just have no chance to marry.
- 
8. 相手がいないから
- 
9. 相手がいない
- 
10. お互い離れ離れだったため（遠距離）
- 
11. 海外担当で出張が多くて結婚はあまり考えられない。というのと日本の男子は、仕事ができる女子を好きになる人は少数派な気がします。。
- 
12. I chose “no” because in fact I’m not married. If you’re asking me why I’m not married, then I have no idea. You tell me! Lol But joking aside, marriage is absolutely not appealing to me at all. I hate settling and compromising, almost as much as being fixated to eternal hell of house chores. I don’t want to dissolve into a mother. My career is just for securing a decent income for the next 30 years so I don’t become homeless. It’s certainly not of ambition. But, even so, marriage would have been a burden on my career/life decision making and I wouldn’t want to get married unless my lifetime income is guaranteed.
- 
13. まだ結婚する気がないから。
- 
14. まだどのようなキャリアを歩むか決めていないから
- 
15. あえてしなかったわけではありませんので個人的な意見に過ぎませんが、20代～30代前半を男性と同条件で休まず働いたことにより、管理職になる条件が男性と同じ段階で整ったので、後悔はしていません。
- 
16. そもそも彼氏がいないから。まだ若いから。
- 
17. I’m still young haha
- 

離婚

**Q18 - 16 番の質問に「はい」と回答した場合、理由を教えてください。 If you chose “yes” in Q16, please state a reason why.**

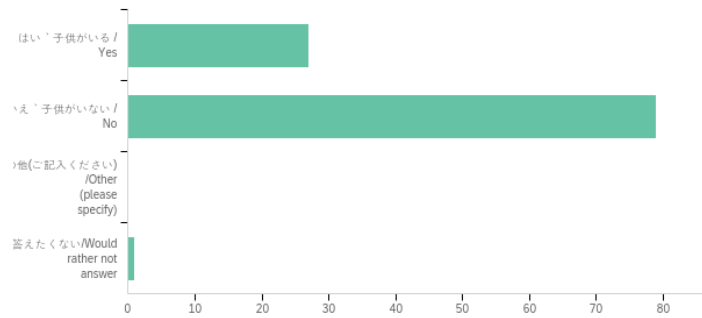
#	Answer	%	Count
1	キャリアではなく家族を選んだ / I chose family instead of career	5.26%	2
2	結婚しなければならいから / because I had to get married	2.63%	1
3	個人的に結婚したかった / I wanted to get married	50.00%	19
4	子供が欲しかった / I wanted to have children	15.79%	6
5	その他(ご記入ください)/Other (please specify)	13.16%	5
6	答えたくない/Would rather not answer	13.16%	5
	Total	100%	38

Q18\_5\_TEXT - その他(ご記入ください)/Other (please specify)

1. 社会的プレッシャーから
- 
2. 偶々、結婚したくなる人と出会った
- 
3. 親との約束
- 
4. 16の質問がどれかわからない

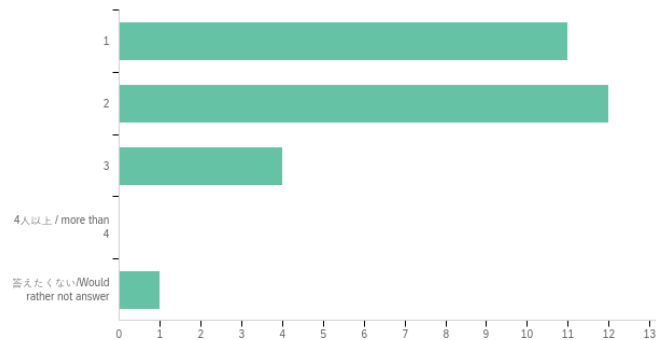
## 5. パートナーが結婚を望んだから

## Q19 - お子様はいらっしゃいますか？ Do you have children?



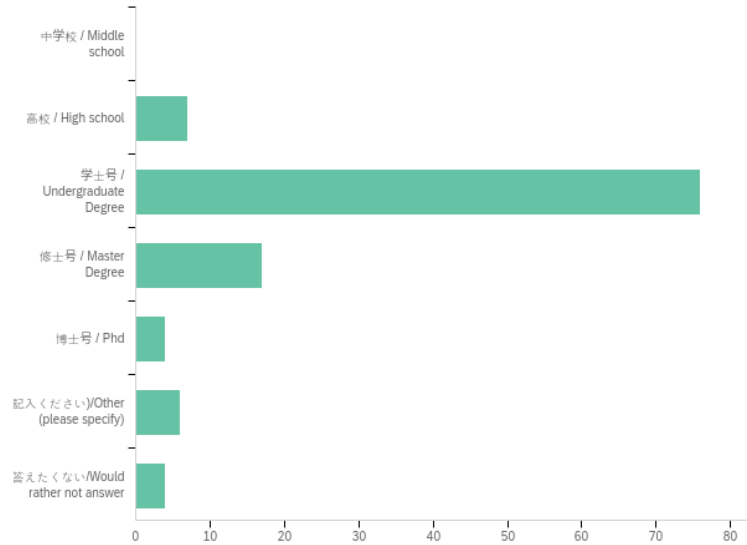
#	Answer	%	Count
1	はい、子供がいる / Yes	25.23%	27
4	いいえ、子供がいない / No	73.83%	79
5	その他(ご記入ください)/Other (please specify)	0.00%	0
6	答えたくない/Would rather not answer	0.93%	1
	Total	100%	107

## Q20 - 19番の質問で「子供がいる」と回答した方、何人の子供がいますか？ If you chose one of the “yes I have children” options in Q19, how many children do you have?



#	Answer	%	Count
1	1	39.29%	11
2	2	42.86%	12
3	3	14.29%	4
4	4人以上 / more than 4	0.00%	0
6	答えたくない/Would rather not answer	3.57%	1
	Total	100%	28

Q21 - あなたが修了した最終学歴は何ですか？ What is the highest level of education you have completed?



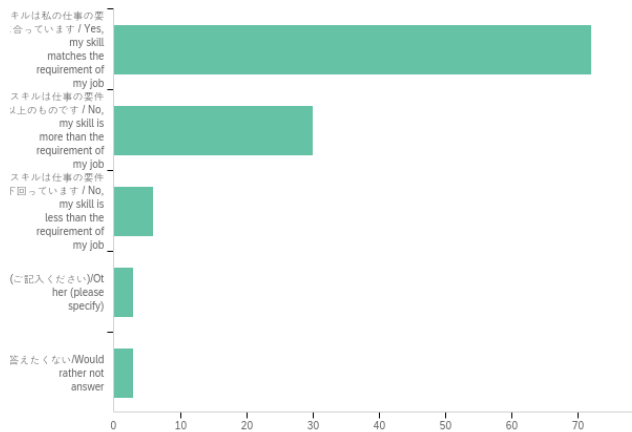
#	Answer	%	Count
1	中学校 / Middle school	0.00%	0
2	高校 / High school	6.14%	7
3	学士号 / Undergraduate Degree	66.67%	76
4	修士号 / Master Degree	14.91%	17
5	博士号 / Phd	3.51%	4
6	その他(ご記入ください)/Other (please specify)	5.26%	6
7	答えたくない/Would rather not answer	3.51%	4
	Total	100%	114

Q21\_6\_TEXT - その他(ご記入ください)/Other (please specify)

1. 短期大学卒
2. 専門学校卒業
3. 専門学校
4. まだ卒業していない
5. Currently MBA student
6. 看護学校 school for being a nurse

Q22 - あなたのスキルは現在の仕事の要件に合っていると思いますか？ Do you think that your skill match the requirement of your current job?



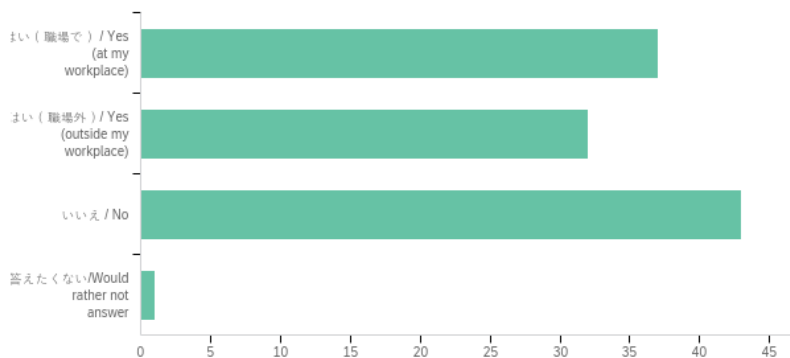


#	Answer	%	Count
1	はい、私のスキルは私の仕事の要件に合っています / Yes, my skill matches the requirement of my job	63.16%	72
2	いいえ、私のスキルは仕事の要件以上のものです / No, my skill is more than the requirement of my job	26.32%	30
3	いいえ、私のスキルは仕事の要件を下回っています / No, my skill is less than the requirement of my job	5.26%	6
4	その他(ご記入ください)/Other (please specify)	2.63%	3
5	答えたくない/Would rather not answer	2.63%	3
	Total	100%	114

#### Q22\_4\_TEXT - その他(ご記入ください)/Other (please specify)

- 適性はあるが、伸び悩んでいる。
- 専門は音楽でしたが、今の仕事には直接関係がありません。理由は、音楽の仕事でシングルマザーで子供をそだけることが不可能だったからです。仕事を選ぶいちばんの理由が「お給料」だったことはとても残念なことで、今でも仕事を本当には好きになれません。
- 私のスキルは仕事の要件以上です。この仕事の他に起業もしています。

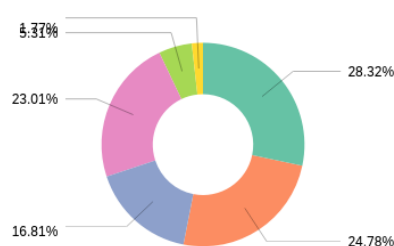
#### Q23 - 過去 12 か月間、職場または他の場所でスキルアップ等のためのトレーニングを受けましたか？ Over the past 12 months, have you had any training to improve your job skills, either at the workplace or somewhere else?



#	Answer	%	Count
1	はい（職場で） / Yes (at my workplace)	32.74%	37

2	はい（職場外） / Yes (outside my workplace)	28.32%	32
3	いいえ / No	38.05%	43
5	答えたくない/Would rather not answer	0.88%	1
	Total	100%	113

Q24 - いずれはマネージャー等の管理職につきたいと思いますか？ Generally speaking, would you like to be a manager/hold a leadership position in a company some day?



■ はい / Yes   
 ■ いいえ / No   
 ■ 私はすでにマネージャーです / I already am a manager  
■ どちらでもない / Neither agree or disagree   
 ■ その他(ご記入ください)/Other (please specify)  
■ 答えたくない/Would rather not answer

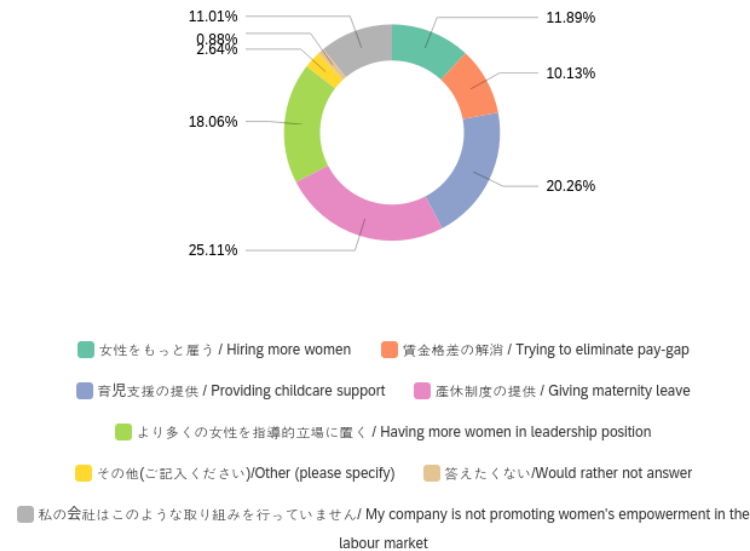
#	Answer	%	Count
1	はい / Yes	28.32%	32
2	いいえ / No	24.78%	28
3	私はすでにマネージャーです / I already am a manager	16.81%	19
4	どちらでもない / Neither agree or disagree	23.01%	26
5	その他(ご記入ください)/Other (please specify)	5.31%	6
6	答えたくない/Would rather not answer	1.77%	2
	Total	100%	113

Q24\_5\_TEXT - その他(ご記入ください)/Other (please specify)

1. if it earns, yes
2. 課長の名刺だが給与が低すぎる
3. Once I was a manager when I had a full time job.
4. まだわからない
5. この仕事ではデザイナーです。自分で起業した会社では管理職です。バランスを考えて選択しています。
6. 准教授になりたい

Q25 - あなたの会社は、職場で女性の活躍を促進するためにどのような取り組みを行っていますか？(複数回答)How does your company try to promote women's empowerment in the workplace? (multiple answers are possible)

Q25-How does your company try to promote women's empowerment in the workplace?  
(multiple answers are possible)



#	Answer	%	Count
1	女性をもっと雇う / Hiring more women	11.89%	27
2	賃金格差の解消 / Trying to eliminate pay-gap	10.13%	23
3	育児支援の提供 / Providing childcare support	20.26%	46
4	産休制度の提供 / Giving maternity leave	25.11%	57
5	より多くの女性を指導的立場に置く / Having more women in leadership position	18.06%	41
8	その他(ご記入ください)/Other (please specify)	2.64%	6
6	答えたくない/Would rather not answer	0.88%	2
7	私の会社はこのような取り組みを行っていません / My company is not promoting women's empowerment in the labour market	11.01%	25
	Total	100%	227

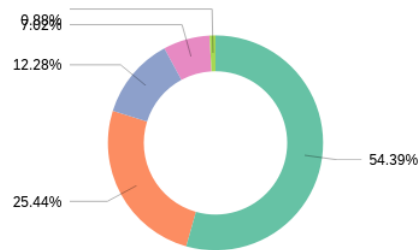
Q25\_6\_TEXT - その他(ご記入ください)/Other (please specify)

1. Doesn't apply as I work freelance
2. 不明
3. 女性の意識改革が必要。昇格したいと自発的に考える人が少ない状況と考えます。
4. マネージャーの育成が必要。これができるれば、全て問題解決につながる

5. 男女の賃金格差はない

6. 毎週スキルトレーニングの時間があります。研修制度も充実しています。ホラクラシーカンパニーです。

Q26 - 社内の男女格差・不平等をどのように思いますか？ How would you define gender inequality in the company?



■ 今現在も重要な問題 / Still an important matter
 ■ もうそれほど重要ではない / Not so important anymore  
■ 男女格差はそもそも存在しなかった / It never existed in the first place  
■ その他(ご記入ください)/Other (please specify)
 ■ 答えたくない/Would rather not answer

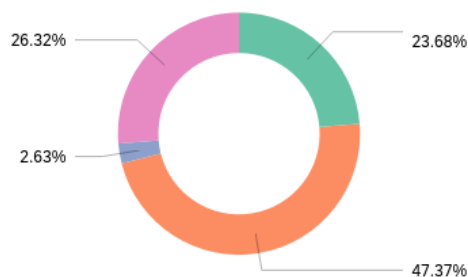
#	Answer	%	Count
1	今現在も重要な問題 / Still an important matter	54.39%	62
2	もうそれほど重要ではない / Not so important anymore	25.44%	29
3	男女格差はそもそも存在しなかった / It never existed in the first place	12.28%	14
5	その他(ご記入ください)/Other (please specify)	7.02%	8
6	答えたくない/Would rather not answer	0.88%	1
	Total	100%	114

Q26\_5\_TEXT - その他(ご記入ください)/Other (please specify)

1. i think lots of men here wouldn't even think of the inequality
2. 私ひとりだけが問題を感じていて、他の男性は何一つ問題はないと思っている
3. 女性が公平に扱われていないと騒ぐ人が多いが、代わりに待遇されているサービス等も多くあることを忘れてはいけないし、産休等で長期離脱をする可能性があり、雇う側も扱いづらいのは事実なので、完全に雇用の面の扱いを平等にするのは難しいと思う。
4. 子供がいるとやむを得ない。子供のことを考えると育児か仕事かどちらかになる。
5. 意識されないほど当たり前の認識となるべき
6. 格差、不平等とは感じない。変に 2020 年 30%を意識して無能な女性をも引き上げる会社や社会に疑問を感じる。本来、女性も男性もなく、フェアに一個人を見ることが理想なはずが、最近は女性活躍推進をしすぎて気持ち悪い。
7. だいぶ意識はあがって来たとは思いますが、やっぱりいろいろ女子だからと言われることが多いです。
8. 男女格差の無い会社に入ることができました。

Q27あなたは会社で男女不公平な処遇の話を知ったり、または、男女不公平な処遇をご自身で経験されたことはありますか。  
。 Have you ever heard or have you ever experienced situations related to gender bias in your company?

Q27- Have you ever heard or have you ever experienced situations related to gender bias in your company?



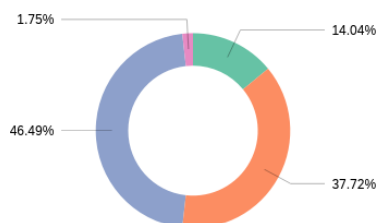
■ はい、男女不公平な処遇に関する何かを知った / Yes, I heard something related to gender bias

■ いいえ / No ■ 答えたくない / Would rather not answer

■ はい、男女不公平な処遇に関する何かを経験した / Yes, I experienced something related to gender bias

#	Answer	%	Count
1	はい、男女不公平な処遇に関する何かを知った / Yes, I heard something related to gender bias	23.68%	27
2	いいえ / No	47.37%	54
4	答えたくない / Would rather not answer	2.63%	3
5	はい、男女不公平な処遇に関する何かを経験した / Yes, I experienced something related to gender bias	26.32%	30
	Total	100%	114

Q28 - あなたの会社では昇進を決定する際、性別はどのくらい重要だと考えますか？ When determining promotions at your company, how important is gender in your opinion?



■ とても重要 / Very important ■ やや重要 / Somewhat important

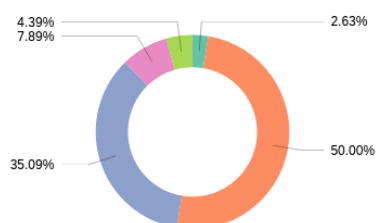
■ まったく重要ではない / Not important at all ■ 答えたくない / Would rather not answer

#	Answer	%	Count
2	とても重要 / Very important	14.04%	16

3	やや重要 / Somewhat important	37.72%	43
5	まったく重要ではない / Not important at all	46.49%	53
7	答えたくない/Would rather not answer	1.75%	2
	Total	100%	114

**Q29 - あなたの会社では女性は男性と比べて昇進する機会が多い、少ない、または同じだと思いますか？ In your company, do you think that women have more, fewer or the same opportunities to advance as men?**

Q29-In your company, do you think that women have more, fewer or the same opportunities to advance as men?



- 女性は男性よりも昇進する機会が多い / Women have more opportunities than men
- 女性は男性よりも昇進する機会が少ない / Women have fewer opportunities than men
- 女性も男性も昇進する機会が平等である / Women and men have the same opportunities
- その他(記載ください)/Other (please specify) ■ 答えたくない/Would rather not answer

#	Answer	%	Count
1	女性は男性よりも昇進する機会が多い / Women have more opportunities than men	2.63%	3
2	女性は男性よりも昇進する機会が少ない / Women have fewer opportunities than men	50.00%	57
3	女性も男性も昇進する機会が平等である / Women and men have the same opportunities	35.09%	40
4	その他(記載ください)/Other (please specify)	7.89%	9
5	答えたくない/Would rather not answer	4.39%	5
	Total	100%	114

Q29\_4\_TEXT - その他(記載ください)/Other (please specify)

1. 社員数が少なく、女性(未婚)の割合が高いため、男女より年齢でポジションが決められる傾向にあると感じる
2. 女性は昇進できない。経営者は女性を昇進させるつもりがない。
3. 内勤は昇格出来るが、花形でもある営業マネージャーはいない。
4. 今の会社は小さい組織なので問題はありませんが、以前、社員 800 名の会社にいた時には女性の昇進の機会は少なかったと感じていました。
5. 女性管理職の比率を増やすために、女性をどんどん管理職にしている。仕事ができるかできないかで評価されていないように感じる。

6. 昇進する前に結婚、妊娠で辞めていく

7. 女性の管理職率に KPI があるので、女性のほうが昇進しやすいです。

8. 機会は平等だが、なりたい女性が少ない+育児等によって管理職につける年齢が遅くなる（結果としてより上位の職群にはつげなくなる）という状況にあります

**Q30女性であることが（つまり、性別が）ご自身の昇進、業務内容（重要なプロジェクトを任せたり）等、ご自身のキャリアアップに影響を与えたと思ったことはありますか？ Have you ever thought that your gender influenced your chance to rise in your career, to be promoted, to get a key assignment, or chance to get ahead?**

Q30- Have you ever thought that your gender influenced your chance to rise in your career, to be promoted, to get a key assignment, or chance to get ahead?



■ はい / Yes ■ いいえ / No ■ 答えたくない / Would rather not answer

#	Answer	%	Count
1	はい / Yes	42.86%	48
2	いいえ / No	56.25%	63
4	答えたくない / Would rather not answer	0.89%	1
	Total	100%	112

**Q31 - 職場の男女格差をなくすための解決策は何だと思いますか？ What do you think can be a solution to overcome gender inequalities in the workplace?**

- 個人という一番ミクロな単位でものごとを考え、働きやすい環境をつくること
- 管理職が、男性だけを優遇してはならないと学ぶこと。採用の時に顔の好みなどで採用することなどがいまだにまかり通っている、女性の管理職でもそうするし誰も隠そうともしない。人権やプライバシーの意識教育が必要
- 性別のせいにはしない
- 男尊女卑思考の経営陣の刷新
- 育児休暇の保証 賃金の平等
- Raise salary for women
- 男女格差があること、男女格差は問題であるということを、職場の全員が認識すること。
- 家庭教育から変えていく必要を感じます。会社組織でなら、人員に余裕がある状態を作る事と、マネジメント教育、コンプライアンス教育は最低限必要だと考えます。ただ、取締役等上層部が考えを改めない限り、組織は変わらないので、特に小規模企業はかなり厳しいと思います。
- 同様に近い仕事をする事
- 男性の意識改革 女性の過剰なコンプレックスの打破

11. 男女問わず、それぞれの意識改革が必要である。

---

12. 女性管理職を増やす 保育所を増やし子供を持つ母親も働きやすい環境を作る

---

13. management team must learn more about gender inequalities and hear our voices.

---

14. それぞれの考えを会社が定期的に吸い上げて、話し合うこと。会社全体の課題として考え続けること。

---

15. 制度を作る。(例えば〇%は女性管理職がいなくてはならない等)

---

16. フレキシブルな働き方(リモートワークなど)

---

17. 男女共同で働き、お互いの共通点、相違点に対する理解、尊重を育むこと

---

18. 家庭において、育児や家事が男女平等に行われることが重要。

---

19. 男性も交えて対等な立場で意見交換する場を積極的に設ける

---

20. 男女だけでなく、多種多様な能力について寛容であること

---

21. 男性の育児参加を当たり前のことにする

---

22. 会社に女性の活躍推進制度はすでに整っている。あとは、家庭持ちの管理職のロールモデルが必要と思う。また、そこを目指したいと思う女性が増えるかどうかだと思う。

---

23. 日本では、男性も働き方に重いプレッシャーがかけられている場合が多いです。そのため、彼らが家族と一緒に過ごしたり奥さんや子供を手伝うことがそもそも難しいので、その負担が女性にかかっています。その結果、女性の社会進出が難しくなっていると感じます。つまり、女性の立場の向上だけをしても問題の解決にはならず、企業そのものの体質を根本的に改善する必要を強く感じます。

---

24. 女性社員の採用を増やす。役員クラスの役職で女性を採用する。

---

25. 仕事に対し、日本は職務要件が明確でなく曖昧な範囲が多いため、女性の仕事や男性の仕事と感覚ですみ分けられがち。そのため職務要件の定義を明確にし、能力に応じた評価と昇格の機会を平等に提供する。さらに必要な知識とスキルを明確にし、その能力を図る。ただし測り方は360度で評価を行うが男性からの評価と女性からの評価両方の視点でおこなう。考え方や気づきは男性と女性で違うことがある点は課題だがその事を正しく理解して物事を解決していく。

---

26. 育児に対するフォローが充実していること(会社内だけでなく、家庭においても)

---

27. 男女間の役割をなくす

---

28. Ability/system to evaluate appropriate skill for the position

---

29. 男女社内での肩書きに関係なく意見し合える場を定期的に設けるべき。

---

30. 性別で仕事や生活を制限しないこと。但し、女性しか子供を産むことができないので、その点は考慮が必要。

---

31. All Japanese people should change this traditional common sense--- "Housework and childcare are woman's job" "

---

32. 男性も育児休業や育児に関連する休暇(この看病など)を取りやすくする。女性ばかり休んで仕事に穴を開ける状態がキャリアアップのスピードを低下させていると感じるから。

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33. I am sorry i have no idea to this question.but this is really important to discuss between female and male.

---

34. 制度よりも個々人の認識

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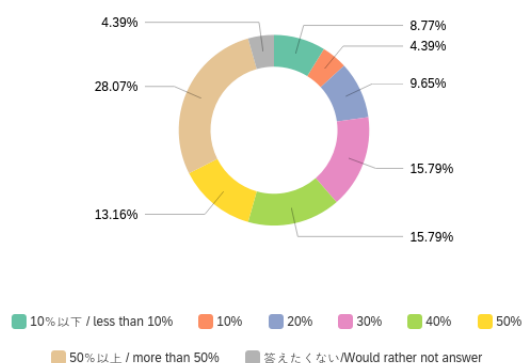
35. 管理職の意識改革 制度はあるものの、それを使う管理職の意識は変わっていない。発言に、ハラスメントと捉えかねないことを言っていると感ずることがよくある。



36. わからない。産休、育休で長く休むとブランクも実際感じるし難しい問題だと思う
- 
37. 日本人男性の積極的な家事、育児の参加
- 
38. 長時間労働を無くし男女とも家事や育児を作る時間や金銭的な余裕を作れる社会
- 
39. 男性が家事育児に積極的に参画する（現在は当事者意識が少ない男性が多い）
- 
40. 子供の頃からの男女平等の教育
- 
41. 男性の育児家事の参加
- 
42. マインドから変えること。個性の尊重。
- 
43. 労働時間の削減
- 
44. 子どもがいることがキャリアアップのための妨げにならないこと
- 
45. 日本社会全体の長時間労働の解消、男女平等教育の是正、女性の幸せは結婚して子供を産むことなどといった文化的刷り込み教育をなくす
- 
46. 男だから、女だから、と言わないことだと思います。男性でも今時介護で時短勤務の人もいますし、時短勤務で働いてる一従業員として見るべきだと思います。もちろん制度が充実してること前提ですが
- 
47. Shorten total worktime.
- 
48. To educate women to free them from playing victims and dragging other women down.
- 
49. 男性が仕事中心の人生にならないようにすること
- 
50. 男性の育時休業取得推進、雑用を女性社員にやらせるのをやめる
- 
51. 意識を変えていくこと
- 
52. 産休育休などの制度設計は言うまでもなく、女性側の意識改革が必要。
- 
53. 女性を多く雇い、女性の声を反映する
- 
54. Structural system for maternity leave support, flex work hours, working remotely etc. Women also need to have mindset of break our glass ceiling.
- 
55. たゞんせいかわのいしきのかいかく
- 
56. 古い考えの会社はつぶれます。古い考えの会社は賢い人から選ばれない。
- 
57. 性別役割分業意識
- 
58. 長時間労働の是正、幅広い分野への女性の登用
- 
59. 性別によって仕事の向き不向きや、意欲を決めつけるような「無意識のバイアス」をなくすこと。

Q32 - あなたの会社の女性労働者の割合をお答えください？ What is the percentage of female workers in your company?

Q32-What is the percentage of female workers in your company?



#	Answer	%	Count
1	10%以下 / less than 10%	8.77%	10
2	10%	4.39%	5
3	20%	9.65%	11
4	30%	15.79%	18
5	40%	15.79%	18
6	50%	13.16%	15
7	50%以上 / more than 50%	28.07%	32
9	答えたくない/Would rather not answer	4.39%	5
	Total	100%	114

Q33 - その他何かコメントがあれば自由に記入してください。あなたの経験や視点についての追加情報を歓迎します。 If you like, please freely comment below. Any additional information about your experience and point of view is welcome.

- 前職は激務の職場で、多くの時間を仕事に費やさなければならず、子育てと家庭、仕事のバランスが保てずキャリアを諦めて退職しました。多くの企業では、女性管理職を増やそうとしていますが、子育てと職務環境では厳しい場合が多いのではないかと思います。職務範囲が曖昧なために、必要以上の成果の要求と、長時間労働となります。例えば時短労働は勤務時間が減るだけで、仕事量が減るわけではない。そのような状況下では、女性管理職の増加、ひいては出生率の増加は見込めないと感じています。
- 産休制度は形上あるが、妊娠期間中の身体をいたわる感情、体制が会社に整っていないため、妊婦さんがとても働きにくく感じているのを目の当たりにした。形にこだわるだけで中身が作られていないと感じるし、そのような企業は中小企業には多いのではないのでしょうか。
- 毎日がセクハラ連続で人が次々に辞めていく職場です。私も辞める予定です。後輩にも辞めることを勧めています。
- It seems that there are some women who don't want to get promoted because they have to take care of their kids. They cannot join conferences after 6 pm as they need to pickup kids. Working long hours and taking care of kids alone makes it very difficult for women to keep working here in Japan.
- 女性はアシスタント的役割しかない・できない・それ以上する必要がないと認識している経営者や管理者はまだ多い。職場では、来客に男性がお茶を入れると「おいしくなさそう」などと言われる逆差別もある。お茶を入れるの

は女性だと決めつけていて、それがジェンダーによる差別だと全く認識していない。このような高齢世代の女性への態度を見て、若い世代までも同じように性別による差別に疑問を抱かない悪循環が生じている。

- 
6. 日本は税制の中に配偶者控除があり、これがある限り、女性は扶養内で働く事を意識して、この事が日本の中での女性の社会進出を妨げている根本原因です。私はこの排除を強く求めたい。これがなくなれば、日本の社会はかわります。鈴木佳美
- 
7. 現在の職場では、男女格差はそれ程感じないが、過去勤めた企業では、格差を大いに感じた。大卒初任給も男女で差があった様である。女性が前にしゃしゃり出ることは良しとされない風潮があった。古い風習が残り、なかなか変わらない政府機関、企業がまだまだあると感じる。
- 
8. 身体の違いがある為完全に平等にするのは難しいと思う。それよりは、生理であったり出産、妊活への理解を深めてもらえる方がありがたい。会社にもよるが、3社経験してみて、女性である自分から見ても女性はは不平不満、要求は多くせに会社への貢献の意識が男性より低い傾向にあるように感じるので、不平等といわれても仕方のない部分も感じる。
- 
9. 男性でも女性でも、感情的、主観的な人は仕事のパートナーとして不適切だと思います。企業は理性的で公平な視点に立つ人材を育てるべきだと思います。
- 
10. 最近興味を持った話題です。自分のことについて、よく考えるいい機会でした。ありがとうございました。
- 
11. 大変興味深い研究です。日本の良いところもたくさん知っていただいていると思いますが、日本では「長期休暇」はほとんど取れないし、取ることに罪悪感を感じる人たちがたくさんいます。長い時間働くこと 休みを取らないことが「真面目」で「良いこと」というイメージがまだまだ残っています。成果主義については、逆にまだまだ批判的でもあります。「もしうまくいかなかったときに、自分で責任を取る」ことへの恐怖や不安や、自身のなさが原因だと思います。日本の子供たちは「ほめられる」ことが少なく、その結果自分に自信のない大人になり、いつも自分の「できないこと」「得意でないこと」やフォーカスして、本来のその人らしさや、得意なことを自信を持ってアピールする機会が、欧米に比べると極端に少ないような気がします。企業の体質改善ももちろん必要ですが、子供たちの「教育」から見直さない限り、日本で女性が生き生きと笑顔で活躍できるようにはならないのではと、考えています。
- 
12. 日本の企業は女性の社会進出が遅れたため、まだ差別が大きいです。
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13. 企業の女性役員が何人存在するのかでその企業が平等に機会を与えているのか気になる。女性よりも男性を役員にする傾向が日系企業にはある。外資系は女性の役員が多いため違いが如実と感じる。女性の役員が数多く存在すれば、キャリアパスを目指すロールモデルもできるため組織ご活性化すると思っている。
- 
14. 平成生まれ以降の世代は男女平等を感じるが昭和世代は既得権益を主張する人が多いので、コミュニケーションロスを解決することが女性の社会進出を促進できると思う？
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15. I suppose that many female workers (not only Japanese women) may wonder about their carrier, private lives and happiness. All of women should co-operate to make our future!
- 
16. 会社自体には女性がある程度いますが、自分の部署、職種はあまり女性がいません。そのため、良くも悪くも目立ちます。そして、現在私は新卒3年目なので、若い女性となるとさらに目立ちます。それにより、他の同期とは違う扱いを受けることはあると感じることがあります。それが良い方向に向かうことも、悪い方向に向かうこともあると感じています。加えて、先輩の女性があまりいないこともあり、自分のキャリアパスもなかなか描きづらい現状があります。
- 
17. 私は働きながら2人の子供を育てています。私も自分のキャリアを大切にしていますが、夫との家事と育児の分担でいつも悩んでいます。その理由は、私に比べて男性である夫が育児や家事のために早く帰ることが夫の会社ではとてもイレギュラーなことのため会議などが定時以降にも入ることが多いためです。日本の企業でも性別に関わらずリモートワークや早帰りがもっと進むことを願っています。
- 
18. 今の職場では、子どもがいる女性はキャリアアップのチャンスを逃すことが多い。それが怖くて、子どもがほしいが踏み出せない。

19. 昇進に関しては弊社では女性を引き上げようとしているので女性であることは有利に働く。でも末端レベルで考えると若い女性であるということが舐められたりすることにつながり、仕事における自信、自己肯定感につながり男女の違いを生むと思う。育休やフレックス、有給の使いやすさは育児のしやすさと直結するので、制度及びそらが実際に使われることは男女平等を促進すると考える
- 
20. 営業では周りがほぼ男性です。窮屈に感じることが多いです。女性登用の機会が増えればと思いますが、責任を持って社会に出る意欲を持つ日本人女性は少ないと思います。是非、女性の労働環境改善に何かしら貢献できれば幸いです。
- 
21. I work for traditional and out-of-age company but having new characteristics too. It is Family-own company and most staff join this company after retirement. This is a severe rare case but the average age is over 60 and I am 52 but one of the youngest. So their mind is very old and they often sleep at his desk in the office. But only good 2 points Can stand working there 1-remote work 2-flex time But no paid leave. Because I work as part time now.
- 
22. 何となくですが、日本の女子は女子だから甘やかされてる人も多い気がします。雇用機会均等に制度的になった後も、女子の就労率が低いのは「将来の夢がお嫁さん」「大変なことは男子がやるべき」という風に働く意欲がそもそも低い人が多いことも一つあると思います。本気で頑張れば女子にもキャリアパスはあると思います(頑張るのを諦める人も多いですが)
- 
23. 私は出版社で編集の仕事をしています。現在、育児休暇中ですが、上司は男性で、私の休職中の不安や復職後のキャリアについて理解がなく、コミュニケーションが上手くいっていません。産休・育休前後のフォローなど、会社側がより柔軟に対応してくれるようになればと願っています。
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24. Sadly, "Western" criticism is the fastest and only way to change this rotten society.
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25. 素晴らしいアンケートだと思います。結果が気になります。頑張ってください。
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26. 法律事務所の職員としての回答なので、少し特殊なデータになってしまったかもしれませんが 職員のうち 90%が女性という職場の性質として、差別はなくとも働きやすいですが、弁護士はとても忙しいので男性が圧倒的に多いです
- 
27. 日本の女性はたしかに上の立場に立ちたくないと考えている人がまだまだ多いと思うが、それは社会の構造や価値観により、女性がばりばり働いて活躍し主張することがよく思われないことから、女性自身が自分らしく生きづらく、なかなか自信を持ってないせいもあると思う。あとは保育園に入れないなどの育児支援の不足で結局仕事に戻れない人も多い。男性が長時間労働で家事育児にほとんど関われないことが多いのも、女性の活躍を阻む要因である。
- 
28. 会社のみならず、パートナーの理解が大切だと感じています。出産は女性しか出来ませんので、その間、仕事から離れることは仕方がない、自然なことだとは思いますが、戻りの働き方は、本人、パートナー、会社、上司、チームメート、など、それぞれの理解度に左右されると感じています。
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29. 昇進に関しては、男女ともに昇進意欲が低下しているように感じます。
- 
30. 起業する女性が増えています。女性は高学歴になり仕事をするほど子供を産まなくなると思っている人がいますが、それは間違いです。社会の人々の仕事への考え方、働き方や制度が変われば女性はもっと自由に子供を産み育てるでしょう。
- 
31. 男女問わず効率良い働き方を進めて、長時間労働を改めるべき。管理職として実践し、超過勤務4割減、年10日以上の年休取得ができました。