

Womenomics, the Workplace, and Women



Stanford Silicon Valley U.S.-Japan Dialogue *Final Report*

November 2016
Bechtel Conference Center, Encina Hall
Stanford University

Stanford

Shorenstein
APARC

Japan
Program

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International Studies

Womenomics, the Workplace, and Women

Stanford Silicon Valley U.S.-Japan Dialogue

Final Report

Sponsored by the generous support of the US-Japan Foundation (USFJ), the Japan Society for Promotion of Science (JSPS), and organized by Stanford University's Shorenstein Asia-Pacific Research Center (APARC) Japan Program in partnership with the Clayman Institute for Gender Research

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日本学術振興会

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for Gender Research

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We express our appreciation to the Clayman Institute for Gender Research at Stanford University for co-organizing the event. We are deeply indebted to Director Shelley Correll for her invaluable support in identifying participants and moderating one of the panels. Her knowledge and insights in the areas of gender, workplace dynamics and organizational culture, as well as her strong network within Silicon Valley were indispensable to the successful organization of the event. We also express our gratitude to Myer Strober for her expert recommendations. We appreciate the generous support that we received from the Walter H. Shorenstein Asia-Pacific Research Center (APARC) and the Freeman Spogli Institute for International Studies (FSI) at Stanford University and the staff members of Shorenstein APARC and FSI who worked tirelessly to allow the dialogue to proceed smoothly. We also appreciate our fellow scholars and researchers at Shorenstein APARC for their support and participation.

Finally, we thank the conference participants for their contributions and dedication. Our diverse and dynamic group of individuals came from locations near and far to take part in the spirited discussions. They contributed profound insights, expert knowledge and comparative perspectives. They continue to be engaged in post-conference communication, which enabled us to generate a list of ten concrete actions Japan can take to promote women's leadership. Thank you to everyone involved- we believe the 2016 Stanford Womenomics Conference was an extraordinary success. We hope that the trans-cultural, trans-sectoral and trans-generational networks created among the participants continue beyond the conference and become valuable assets in the pursuit to achieve gender equality in Japan and the U.S.

Takeo Hoshi
Director, Japan Program
Shorenstein APARC

Kenji Kushida
Research Scholar, Japan Program
Shorenstein APARC

Mariko Yoshihara Yang
Visiting Scholar, Japan Program
Shorenstein APARC

Executive Summary

Referred to as the Womenomics policy, gender equality and women's empowerment in the workplace are receiving renewed political attention in Japan. Given the nation's aging population and declining productivity, harnessing women in the workforce has become an irreplaceable part of the Abe administration's economic growth strategy, Abenomics, that began four years ago. In his keynote speech at the 2014 World Economic Forum Annual Meeting, Prime Minister Abe asserted that the female labor force was the "most underutilized resource" and has since declared a commitment to increasing the number of women in leadership positions to 30 percent throughout Japanese society by 2020.

This political pledge has yielded significant momentum. On December 25th, 2015, the Japanese Cabinet approved the Fourth Basic Plan for Gender Equality, which set forth a comprehensive policy direction. Five months later in April 2016, the Diet passed the Female Employment Promotion Legislation, requiring large corporations in private and public sectors to disclose gender diversity targets. However, despite these much-publicized efforts, progress has been slow. Japan fell back in the Global Gender Gap Index from 104th (2014) to 111th (2016), and now ranks in the bottom 20th percentile in the world. Japanese women are still far behind their male counterparts in earned income, leadership positions and professional achievement.

With support from the United States-Japan Foundation and the Japan Society for the Promotion of Science, the Shorenstein Asia Pacific Research Center (APARC) and the Clayman institute for Gender Research at Stanford University co-organized a program on November 4th and 5th, 2016, to discuss gender equality and women's empowerment. Guest speakers from both Japan and the U.S. (Washington, D.C., and Silicon Valley) gathered at Stanford University to discuss the common challenges women face in both societies. A diverse group of researchers, policymakers, women entrepreneurs, scientists, corporate leaders, diversity officers, human right specialists, and labor economists exchanged views on the institutional and normative impediments for women's advancement on both sides of the Pacific, and explored specific programs to achieve gender equality in the workplace.

Agenda

Public Conference

Day 1: November 4, 2016

Morning Sessions

8:55-9:25 Registration and Breakfast

9:25-9:40 Welcome Remarks

Takeo Hoshi	Director, Shorenstein APARC Japan Program, Stanford University
David Janes	Director, Foundation Grants, US-Japan Foundation
Toru Tamiya	Director, Japan Society for the Promotion of Science San Francisco

9:40-11:00 Panel Discussion I
“*Women in the Silicon Valley Ecosystem: Progress and Challenges*”

Chair:	Shelley Correll	Professor and Director, The Clayman Institute for Gender Research, Stanford University
Panelists:	Ari Horie	Founder and CEO, Women’s Startup Lab
	Yoky Matsuoka	Co-Founder, Google X
	Emily Murase	Executive Director, San Francisco Department on the Status of Women
	Mana Nakagawa	Women’s Diversity Program Manager, Facebook

11:00-11:20 Coffee Break

11:20-12:40 Panel Discussion II
“*Women in the Japanese Economy: Progress and Challenges*”

Chair:	Mariko Yang	Visiting Scholar, Shorenstein APARC Japan Program, Stanford University
Panelists:	Mitsue Kurihara	Audit and Supervisory Board Member, Development Bank of Japan
	Akiko Naka	CEO and Founder, Wantedly
	Yuko Osaki	Deputy Director, Local Government Bond Division, Ministry of Internal Affairs and Communications, Government of Japan
	Machiko Osawa	Professor, Japan Women’s University

12:40- 14:00 Lunch

Agenda

Public Conference

Day 1: November 4, 2016

Afternoon Sessions

14:00-15:20

Panel Discussion III

“Women’s Advancement in Workplace and Productivity Growth”

Chair:	Takeo Hoshi	Director, Shorenstein APARC Japan Program, Stanford University
Panelists:	Keiko Honda	Executive Vice President and Chief Executive Officer, Multilateral Investment Guarantee Agency, the World Bank Group
	Chiyo Kobayashi	Co-CEO, Washington Core
	Sachiko Kuno	President and CEO, S&R Foundation
	Kazuo Tase	Director, Office of CSR and SDGs Initiatives, Deloitte Tohmatsu Consulting

15:20-15:40

Coffee Break

15:40-17:00

Panel Discussion IV

“Work-Life Balance and Womenomics”

Chair:	Kenji Kushida	Research Scholar, Shorenstein APARC Japan Program, Stanford University
Panelists:	Diane Flynn	Chief Marketing Officer, GSV Labs and Co-Founder, ReBoot Career Accelerator for Women
	Nobuko Nagase	Professor, Ochanomizu University
	Atsuko Horie	President, Sourire
	Myra Strober	Professor, Stanford University

17:00-17:05

Closing Remarks

Agenda

Closed Sessions

Day 2: November 5, 2016

8:30-9:00 **Registration and Breakfast**

9:00-10:30 **Reflections of Day 1**

Discussion Leader: Mariko Yoshihara Yang (Stanford University)

10:30-10:45 **Coffee Break**

10:45-12:00 **Small Group Discussion: Morning Session**

12:00-13:00 **Lunch**

13:00-14:30 **Small Group Discussion: Afternoon Session**

14:30-14:45 **Coffee Break**

14:25-16:00 **Reflections of Day 2**

Discussion leader: Kenji Kushida (Stanford University)

Public Conference

Day 1: November 4, 2016

The first day was organized as a conference open to the public, which included four panels. Over 100 people gathered in the Bechtel Conference Room at Encina Hall, a historic venue on the Stanford campus.

These panel sessions were designed to encourage participants to exchange views in a comparative context. They provided an opportunity for the Japanese participants to learn about the specific progress and persistent constraints of their counterparts in the U.S., while the American participants learned about Prime Minister Abe's Womenomics policy and its impact on Japanese society. The conference also provided an opportunity for the panelists and audience to (1) understand the similarities and differences of women's status in the two societies, (2) uncover the complementary nature of the problem, and (3) explore how these two nations may best address strategies to promote workplace diversity.

Welcome Remarks

The conference opened with remarks by Takeo Hoshi (Director, Shorenstein APARC Japan Program, Stanford University), David Janes (Director of Foundation Grants and Assistant to the President, US-Japan Foundation), and Toru Tamiya (Director, Japan Society for Promotion of Science, San Francisco).

Takeo Hoshi began by introducing the renewed interest in harnessing the female labor force in Japan, arguably one of a few promising pillars of Abenomics. Women in Japan have long been underutilized as human capital. Hoshi emphasized that the conference provides a unique platform for experts from Japan and the U.S. to exchange information and viewpoints. **David Janes** followed by noting that empowering women is a major topic of interest for the US-Japan Foundation, which currently supports several projects on gender equality. He cited the progressive thought of a Japanese Buddhist monk who lived in the 8th to 9th century, Kobo Daishi, who claimed that human enlightenment could be achieved regardless of physical identity. The last 1,200 years have seen little progress on gender equality and Janes expressed hope that this conference would help push the agenda forward. **Toru Tamiya** introduced several statistics on women in the academic sector, including a Japanese policy in 2008, which required universities to increase the number of female researchers. While there have been some improvements, the number of women in academic research in Japan remains about half of that in the U.S. Tamiya concluded by emphasizing the importance of U.S.-Japan collaborations on studying *Womenomics*.

Women in the Silicon Valley Ecosystem: Progress and Challenges

Panel Discussion I



Photo credit: Flickr/Patrick Nouhailler

Shelley Correll (Moderator)

Professor and Director, The Clayman Institute for Gender Research, Stanford University

Ari Horie

Founder and CEO, Women's Startup Lab

Yoky Matsuoka

Co-Founder, Google X

Emily Murase

Executive Director, San Francisco Department on the Status of Women

Mana Nakagawa

Women's Diversity Program Manager, Facebook



Shelley Correll (Professor and Director of the Clayman Institute for Gender Research, Stanford University) opened the day by speaking about the overall objective of the conference: to analyze the progress and barriers that women face in the workplace and to discuss concrete ideas to advance them in Japan and the United States.

Correll set the context by introducing the current status of women in the U.S. Women have outnumbered men in colleges since the early 1980s, providing the university-industry pipelines flush with talented and educated female workers. Yet, women remain vastly underrepresented at the top level of all sectors across American society. Women occupy only 15 percent of the executive offices and 4.5 percent of CEO positions in America's Fortune 500 companies. In the political arena, women hold only 18 percent of the elected congressional offices. In academia, only 17 percent of presidents of major research universities are women. Correll pointed out that women are particularly underrepresented in STEM (Science, Technology, Engineering and Mathematics) fields, the lifeblood of Silicon Valley. In fact, women account for less than a quarter of the STEM workforce. She maintained that the reason behind this gap is no longer the lack of talent in the pipeline, but in their high attrition rate. Correll invited the audience to think about what role companies and social policy can play, and to consider whether a policy like Womenomics could possibly work in the U.S. The four female panelists represented various aspects of Silicon Valley: women-led startups, cutting-edge AI research, local government, and diversity offices at technology firms.

First, Correll asked the panelists to reflect upon the progress that Silicon Valley has achieved in empowering women. **Ari Horie** (Founder and CEO, Women's Startup Lab) spoke about her short tenure at IBM and her subsequent involvement in the startup sector. She began by describing her initial discouragement after witnessing the



trade-offs women made, including forgoing the prospect of having a family in order to advance in the workplace. However, Horie followed-up with a sense of encouragement by describing the promising changes she observed in the startup arena in recent years: the emergence of support organizations for female entrepreneurs, and the increase of male advisors who are committed to empowering women. **Yoky Matsuoka** (Co-Founder, Google X) spoke about the barriers that systematically discourage female students from majoring in STEM fields in college. Carnegie Mellon University's Computer Science Department increased its enrollment of female freshman students simply by dropping a technical prerequisite. In fact, these female students ended up out-performing their male counterparts by their third year. These examples illuminated Matsuoka's message that small changes could bring big differences in promoting women in traditionally male-dominated fields. **Emily Murase** (Executive Director, San Francisco Department on the Status of Women) reminded the audience that San Francisco remains the only city in the U.S. with a department dedicated to empowering women. She introduced several concrete case studies by the



Gender Equality Challenge Program; for example, a tech firm that increased its female board members by simply dropping gender-biased criteria, and a law firm that succeeded in altering its corporate culture by starting a chat group system for partners to safely share family concerns. Murase argued that creating incentive structures is more effective than regulating people's behaviors. **Mana Nakagawa** (Women's Diversity Program Manager, Facebook) spoke about unconscious biases that hinder women from advancing into tech leadership roles. She said experienced a

dramatic shift in her workplace after initiating an effort to address these biases. Nakagawa pointed out that data-driven research on gender equality is altering corporate behavior; technology companies are starting to acknowledge the economic benefits of workplace diversity.

Correll then turned the conversation over to workplace barriers. She proposed the following questions: What continues to hinder women from advancing in the workplace? What are specific areas to focus our change efforts? The energetic panel covered several issues including gender-based biases and stereotypes, the gender gap in STEM fields, the absence of legal support, and lack of sufficient family care policies. Horie spoke about

the biases that female engineers face, and sexual harassment that women entrepreneurs can encounter from advisors and funders. She called for the need for legal protection for women who work in startups. Matsuoka discussed the need for more flexible work arrangements in tech firms, which would allow a better work-life balance for young parents. She also discussed the behavioral differences between boys and girls that create the inherent gender gap, especially in STEM. Murase followed up with a discussion about San Francisco Unified School District's gender analysis on STEM education that revealed a need for innovative computer science curriculum, a field in which female students continue to be underrepresented. Murase also spoke about the challenges surrounding the costs of family care and expressed a need for policy support.

The discussion revealed that persistent gender inequality still exists in Silicon Valley, the acclaimed hub of progressive tech firms. While promising efforts to enhance workplace diversity have been implemented, women still face multiple barriers. At tech firms where speed is of the essence and there are few female team leaders, the focus on enhancing workplace diversity and eliminating the barriers women face in the workplace start to fall through cracks among middle management. Addressing and acknowledging the problems at executive-, team-, and individual-levels to find solutions is critical. As for change efforts, the panelists expressed differing views on quotas and targets. Some panelists pointed out that quotas have served as an effective method in Europe in countries such as Belgium, as well as in some of war-torn nations, including Eritrea, in reconstruction efforts. However, other panelists cautioned that quotas might create an excessive focus on quantitative, rather than qualitative, results. The panel concluded that quotas alone may not be productive, unless coupled with other effective programs.

Women in the Japanese Economy: Progress and Challenges

Panel Discussion II



Photo credit: Flickr/Moyan Brenn

Mariko Yoshihara Yang (Moderator)

Visiting Scholar, Shorenstein APARC Japan Program, Stanford University

Mitsue Kurihara

Audit and Supervisory Board Member, Development Bank of Japan

Akiko Naka

CEO and Founder, Wantedly

Yuko Osaki

Deputy Director, Local Government Bond Division,

Ministry of Internal Affairs and Communications, Government of Japan

Machiko Osawa

Professor, Japan Women's University

The second panel, moderated by **Mariko Yoshihara Yang** (Visiting Scholar, Shorenstein APARC Japan Program, Stanford University), discussed the progress and challenges women face in contemporary Japan. The four female speakers, who all came from Japan to speak at the conference, are leading figures in public corporations, central government, academia, and startups. The panelists shared their first-hand knowledge of the Abe administration's Womenomics policy and its impact on Japanese society.

Yuko Osaki (Japan's Ministry of Internal Affairs and Communications) began by speaking about the under-representation and high attrition rate of female public servants: they had only 9 female officials in the ministry when she started, and lost 8 of them over the past 15 years. Despite harsh realities, Japan has made a major effort in recent years to better utilize women. The employment rate of women in the workforce has reached a record high of 63 percent. Osaki ended her talk with two bold proposals: providing free childcare to all employees and aggressively promoting female leadership at the municipal level. As the first female executive board member in the public bank's 65-year history, **Mitsue Kurihara** (Audit and Supervisory Board Member, Development Bank of Japan) followed by presenting current trends of women in Japanese business. Japan's new law, which requires companies with over 300 employees to set targets and disclose data on female employees, has pressured companies to hire more women in general and into top leadership positions. She pointed to the upward trend of women in corporate leadership positions, a pattern that has been observed since the early 2010s. Kurihara reiterated Osaki's point: Japan is undergoing dramatic changes. She urged her fellow female workers in Japan to contribute fully as productive members of the corporate community and avoid falling off the "glass cliff," now that the glass ceiling has been partly broken. Kurihara also discussed her experience as the founder of the Bank's Women Entrepreneurs Center. She communicated a need to change the status quo of female entrepreneurs in Japan who often opt for low-risk, low-reward businesses.



After discussing the specifics of the Abe Administration's Womenomics policy and recent changes in large corporations, the conference audience heard a personal account from a woman leading a Japanese startup. **Akiko Naka** (CEO and Founder, Wantedly) founded her social network company in her twenties. She spoke

about how she turned her original idea into a platform for engineers to find jobs through “self-branding.” The concept she developed in a tiny apartment building has grown into a successful social networking service with over 100 employees and one million active monthly users. Interestingly, Naka introduced the upsides of being a women founder of a tech startup – still rare in Japan – including the media coverage her business has benefited from. There is tremendous interest among Japanese women in entrepreneurship combined with growing attention placed on women in startup. Could venture business be more attractive to women in Japan who might face constraining norms in the large companies? What comparative advantages do female founders have in the Japanese context? Naka suggested that female traits, rather than external constraints, are hindering women from thriving in venture business where risk-taking is a norm and there are few transparent rules.

Yang brought back the conversation to the subject of unconscious biases, a common theme of the conference, and asked the panelists about the nature and degree of biases and stereotypes they have faced in the workplace. She asked: What potential solutions exist? Osaki mentioned that the bar is often set higher for female employees, requiring women to prove their success to their male counterparts. **Machiko Osawa** (Professor, Japan Women’s University) agreed that Japanese society imposes a distorted image of women, which per-



petuates gender stereotypes, and stressed the importance of educating young generations. The panelists also discussed how workplace culture, for example business socialization, that happens over drinks after work hours – continues to hinder women from advancing in workplace. Naka cut the subject from a different angle and brought up the issue of gender traits and workplace diversity, noting the challenge of creating a productive team of diverse gender identities including LGBTQ.

As a labor economist, Osawa presented her recent work on women’s career opportunities. Once again, she mentioned the rapid changes taking place in Japan since 2013. She maintained, however, that greater change is still needed to fully integrate women in Japan’s workforce. Contrary to popular perception, Osawa argued that job-related dissatisfaction, rather than family/community-related needs such as childbirth, are the major reasons behind Japanese women’s decision to quit jobs. In fact, many women quit even before having children. Other women end up moving to smaller firms or assume “non-regular” (temporary and part-time) positions, which often do not afford childcare leave, and later end up dropping out of the workforce. Osawa noted a critical shortcoming in Japan’s Wome-nomics policy: only those who keep their first jobs in large corporations receive the benefits of reforms. This accounts for only 2.6 percent of the highly educated women in Japan. She spoke about an ever-increasing socio-economic gap between regular and non-regular workers, noting that the latter have been overlooked. Osawa’s policy suggestions included introducing flexible work arrangements that encourage women to re-enter the workforce after family care leave.

In general, the panelists participating in Panel II were cautiously optimistic about recent initiatives. They acknowledged that the Japanese workplace has remained discriminatory toward women for so long, even after the introduction of the Gender Equality Law in 1987. Nonetheless, the panelists agreed that the momentum cannot and should not be overlooked. Japan is on a slow but promising trajectory to narrow the gender gap in the workplace. The conversation carried on until noon, which provided an excellent opportunity for the panelists and audience to mingle.

Women's Advancement in the Workplace and Productivity Growth

Panel Discussion III



Photo credit: Flickr/K.H. Reichert

Takeo Hoshi (Moderator)

Director, Shorenstein APARC Japan Program, Stanford University

Keiko Honda

Executive Vice President and Chief Executive Officer,

Multilateral Investment Guarantee Agency (MIGA), the World Bank Group

Chiyo Kobayashi

Co-CEO, Washington Core

Sachiko Kuno

President and CEO, S&R Foundation

Kazuo Tase

Director, Office of CSR and SDGs Initiatives, Deloitte Tohmatsu Consulting

Takeo Hoshi (Director, Shorenstein APARC Japan Program, Stanford University) kicked off the afternoon sessions by welcoming four Japanese panelists, who had flown from Tokyo and Washington, D.C., to exchange views on gender equality in Japan and the U.S. Hoshi pointed out that the Japanese government's recent efforts to promote women in the workplace have largely been motivated by economic benefits. The panelists discussed the institutional and normative issues surrounding Japanese society.



Kazuo Tase (Director, Office of CSR and SDGs Initiatives, Deloitte Tohmatsu Consulting) explained the observed correlation between gender and productivity in Japanese companies. Japanese men have long associated their commitment and loyalty to their jobs with the sheer number of hours they spend at the workplace. This has created an unhealthy corporate culture on long work hours, rather than on productivity, depriving time that could be spent at home and creating barriers for women from taking up full-time positions. Gender equality is defined by the United Nations as, “bearing in mind the biological differences, to provide social equitable opportunities.” Tase noted that Japan still has a long way to go.

Keiko Honda (Executive Vice President and CEO, Multilateral Investment Guarantee Agency, the World Bank Group) introduced the recent Gender Gap Report published by the World Economic Forum. While the U.S. certainly did not rank impressively, coming in at 45th place, Japan did far worse at 111th. She pointed out that the gender gap rankings for the two countries were relatively similar in terms of labor force participation (56th for the U.S. and 79th for Japan) and wage equity (66th for the U.S. and 58th for Japan). However, women in Japan lagged behind those in the U.S. in estimated earned income (50th for the U.S. and 100th for Japan), legislative and ministerial leadership (11th for the U.S. and 113th for Japan), and representation in technical jobs (1st for the U.S. and 101st for Japan). Hoshi pointed out that Japan has actually slipped in its

ranking over the past years, despite Prime Minister Abe's pledge to promote Womenomics. The government's focus on female empowerment should boost Japan's economic growth, and Honda cautiously hoped that the next generation of women leaders will support high levels of growth.

Sachiko Kuno (President and CEO, S&R Foundation) spoke about her experience launching companies in Japan and the U.S. as both a scientist and an entrepreneur. She spoke about her early STEM education in Kyoto, and reflected on her experiences studying and working abroad. She stressed the importance of wom-



en achieving independence and self-realization through professional careers, and encouraged young people to study and work abroad. Kuno also echoed Tase's point and agreed that long work hours do not yield productivity, calling for change in Japanese corporate culture. **Chiyo Kobayashi** (Co-CEO, Washington Core) introduced a case study of women emerging as effective leaders during the Fukushima disaster recovery efforts, an observation by Japan's first female Minister on Declining Birthrate and Consumer Affairs, Masako Mori. Kobayashi argued that

cognitive skills are becoming increasingly more important in the workplace, and female traits such as an inclination towards a collaborative work style, inter-personal skills, and detail oriented-ness are a part of this trend.

Hoshi asked the panelists to discuss good practices that are propelling progress for women in the U.S. Kobayashi introduced specific strategies adopted by large American large corporations, such as, “amplification” (women reinforcing one another's point during meetings), “reverse mentoring” (junior women mentoring senior male executives), “sponsorship” (recognizing and rewarding women for their achievements and talents and providing them access to networks and vouching for them for key assignments), and “image projects” (systematically monitoring and reviewing gender bias in marketing materials). Honda spoke about how the World Bank Group provides unconscious bias training, and sets targets to promote gender equality. Tase suggested the following practices: (1) creating a Chief Employee Experience Officer position, (2) setting a legal mandate to put a cap on working hours, (3) enforcing corporate disclosure of non-financial information including social impact, (4) introducing quotas for board diversity, and (5) enforcing a zero tolerance policy for sexual harassment. Hoshi followed-up on Tase's point regarding the legal cap on working hours: while Japanese companies often have agreements with their employees on work hours, there is no mechanism to enforce those limits. Kuno added that only 6 percent of venture capitalists in Silicon Valley are women, and as little as 3 percent of the venture funds go to female-owned companies. She stressed the importance of closing the gender gap in venture financing and improving funding support for women entrepreneurs.

In the Q&A, one member of the audience asked if the panelists see any promise of the Japanese companies becoming less rigid in structure and women possibly playing a bigger role, especially in the manufacturing sector. However, the panelists remained hesitant, pointing out that Japanese companies no longer have the motivation nor incentive to be as innovative and competitive as they used to be in the post-war economic

growth era. They noted that quick decisions and moonshot projects are harder to achieve in today's rigid Japanese organizations. Daniel Sneider (Associate Director for Research, Shorenstein APARC) raised the issue of political and social rationale behind Japan's recent focus on female empowerment. He asked: Is the Womenomics policy the result of a choice between accepting women versus immigrants in the face of a shrinking working population? Many panelists acknowledged this question, but added that the Japanese government has recently begun to incorporate immigrant workers in its policy discussions. Phillip Lipsky (Freeman Spogli Institute for International Studies, Stanford University) raised the issue of gender imbalance in politics, inviting the panelists to transition to possible impediments for women in the Japanese and the U.S. political arena. The panelists responded with observations on the general lack of political ambition among women in Japanese business.

Work-Life Balance and Womenomics

Panel Discussion IV



Photo credit: Flickr/Mike Cartmell

Kenji Kushida (Moderator)

Research Scholar, Shorenstein APARC Japan Program, Stanford University

Diane Flynn

Chief Marketing Officer, GSV Labs and Cofounder, ReBoot Career Accelerator for Women

Atsuko Horie

President, Sourire

Nobuko Nagase

Professor, Ochanomizu University

Myra Strober

Professor, Graduate School of Education, Stanford University

The final panel discussion of the public conference focused on specific strategies for women and men in Japan can take to achieve better work-life balance. Moderated by **Kenji Kushida** (Research Scholar, Shorenstein APARC Japan Program, Stanford University), the panelists presented analyses of the Japanese labor market and discussed specific policy recommendations. Kushida started by discussing a recent tragic incident where a young Japanese woman, at a prominent advertising agency, committed suicide due to overwork. He pointed out that the immediate and severe backlash from



the company justifying the corporate culture was as shocking as the incident itself. Kushida also introduced a proposal raised by Yoshie Komuro, a Japanese female entrepreneur, to change the custom that enforces ministerial employees to stay overnight preparing for Diet sessions. These changes will encourage healthier work-life balance for families in the government while also saving taxpayer money by eliminating the costs associated with overtime work. Kushida invited the panelists to present similarly concrete proposals.



Myra Strober (Professor, Graduate School of Education, Stanford University) presented recent statistics on Japan's labor shortage and women's advancement in various areas, comparing the data with that of the U.S. Strober mentioned that Japan is ahead of the U.S. in low-cost childcare provisions, where the government recently succeeded in expanding public daycare slots to include 219,000 more children and aims to add 500,000 more by 2019. In contrast, American families in metropolitan areas spend on average between 20 to 30 percent of their income

on childcare. Strober presented six policy recommendations: (1) expanding the number of daycare slots available, (2) decreasing work hours for full-time jobs and eliminating most social obligations, (3) evaluating

by performance instead of seniority, (4) changing tax laws to encourage work by wives, (5) strengthening the laws about moving women into leadership positions, and (6) changing societal views about gender roles. Strober also emphasized the importance of acknowledging both unconscious and conscious biases in homes and the workplace, as a way to change the socialization of gender roles. She argued that much more work has to be done both in the U.S. and Japan in the areas of gender equality, and pointed to the ways that both societies could learn from one another. Pointing out that Japan is making a strong business case of gender equality, Strober expressed optimism in Japan's fulfilling the policy goals. **Nobuko Nagase** (Professor, Ochanomizu University) gave an overview of her recent empirical work. Echoing the sentiment expressed in Panel II, Nagase discussed promising changes taking place in Japan, including the recent introduction of flexible work arrangements. Despite the efforts, however, 60 percent of Japanese women quit jobs after giving birth to their first children, and only get part-time job opportunities upon return to the workplace. Like Osawa, Nagase stressed the increasing income gap between women in full-time promotion-track positions, and those in part-time or "non-regular" positions.

These scholarly analyses were followed by an introduction of specific training programs launched by women entrepreneurs in both the U.S. and Japan. **Diane Flynn** (Chief Marketing Officer, GSV Labs and Co-founder, ReBoot Career Accelerator for Women) spoke about a career re-launching program she had founded in Silicon Valley. Introducing her own trajectories as a professional, a stay-home mother, and a career returnee, Flynn noted that 43 percent of working mothers in the U.S. put their careers on pause after childbirth, a trend that is increasing among the millennial generation. According to the Center for Talented Innovation, 90 percent of these women wish to re-enter the workforce. Indeed, two-thirds of the women who participate in Flynn's program are highly educated ex-professionals whose expertise range in areas such as high tech, biotech, law, non-profit, government, and education institutions. The diverse networks and skill sets these women accumulate through family care and volunteer work are intangible assets to companies, and an increasing number of corporate leaders in the Silicon Valley have begun to believe that these returnees bring a competitive advantage to their organizations. Flynn's Japanese counterpart, **Atsuko Horie** (President and CEO, Sourire), introduced another entrepreneurial effort she had launched in Japan to bring more women into the workplace through an innovative training program. In recent years, a large number of female college students have opted not to apply for full-time jobs upon graduation, due to their negative perception of the lives of professional women. She spoke about how Sourire's Work-Life Internship program allows female college students to spend time with young families as "interns," which pairs them with working mothers. Horie argued that the program instills confidence in the young female students, and encourages them to explore full-time career options.



Following the presentations, the audience participated in a Q&A with the panelists. Strober highlighted internal versus external markets, concepts developed in the field of labor economics, as a highly relevant in

understanding the current situation in Japan. Nagase agreed by explaining the difficulty of fully integrating female returnees in Japanese companies where the wage is determined internally by seniority within the organization more than one's ability or productivity. Under the current system, there is a gross mismatch between the returnees' credentials and their compensation, which discourages many capable women who took a career break. Both scholars urged Japanese companies to change their employment practice, tap into an external pool of on-ramping workers and utilize more women wishing to return to the labor market. Kushida pointed out that companies like Wantedly serve as facilitators of such external-markets, and that Japanese large corporations are starting to see the value of mid-career recruits. Flynn also pointed out that many women in Silicon Valley with school-age children prefer part-time work. Developing a robust external market and allowing more diverse job arrangements would clearly be a solution to permitting healthier work-life balance and utilization of the female workforce.

During the Q&A session, Daniel Sneider brought up the issue of elderly care and how it can be woven into the discussion of gender equality and women's empowerment in Japan. Strober acknowledged the significance of this problem and pointed out that elderly care poses serious challenges to people's work-life balance. She noted that in the U.S., more days of absenteeism are lost for elderly care than childcare, but people tend not to openly discuss that fact. The panel concluded by agreeing that elderly care should be incorporated into future Womenomics policy discussions.

Closed Sessions

Day 2: November 5, 2016

The second day of the conference included closed roundtable sessions. The panelists reconvened in the Bechtel Conference Center to focus on Japan, and explore concrete solutions to advance women's leadership and participation under the Abe Administration's Womenomics policy. The morning session began with an overview and reflection of the expert discussions from the previous day, which served to provide invaluable context. Several important issues and action-areas highlighted



included: (1) calling for effective corporate training to eliminate gender bias, (2) changing workplace norms, practices, and benefits to provide equal employment opportunities, (3) encouraging women to specialize in STEM fields through early and innovative education, (4) institutionalizing financial and legal support for female entrepreneurs, (5) encouraging women to re-enter the labor force after family care leave, and (6) creating incentives and support mechanisms for men to participate in childcare and housework.



The participants were encouraged not only to articulate an in-depth analysis of specific issues but also to identify overarching themes to generate a collective framework and organize the diverse topics. The roundtable sessions allowed broad themes to emerge, including the societal view on gender roles and the economic versus humanitarian considerations of female empowerment. The open-ended, self-governing design of the roundtable session was intended to encourage unrestricted

and candid conversation among participants, and succeeded in motivating lively discussions through teamwork. The group agreed to focus discussions on four sectors: government, large corporations, start-ups, and educational institutions. The participants divided themselves into small groups where they continued brainstorming. The government group discussed reform ideas to promote gender equality that will distribute benefits widely across all sectors. The large corporations group explored specific action plans to help companies increase female participation in the workplace. The start-ups group highlighted the challenges and promises

women face in Japan's startup sector and discussed ways to promote female entrepreneurs. The educational institutions group focused on the role of universities in sharing knowledge to ensure gender equality and promoting awareness to nurture a bias-free mindset among new generations. The participants engaged in discussions throughout the day. Ultimately, each group was tasked with writing and reporting at least one concrete action. The list of actions can be found on pages 35-38 of this report.



Closed Sessions Participants

Day 2: November 5, 2016

List in Alphabetical Order

Shelley Correll

Professor and Director, The Clayman Institute for Gender Research, Stanford University

Diane Flynn

Chief Marketing Officer, GSVlabs and Co-founder, ReBoot Career Accelerator for Women

Keiko Honda

Executive Vice President and CEO, Multilateral Investment Guarantee Agency (MIGA), the World Bank Group

Ari Horie

Founder and CEO, Women's Startup Lab

Atsuko Horie

President, Sourire

Takeo Hoshi

Director, Shorenstein APARC Japan Program, Stanford University

David Janes

Director, Foundation Grants, US-Japan Foundation

Rie Kijima

Interim Director, Master's Programs in International Comparative Education & International Education Policy Analysis, Stanford Graduate School of Education

Chiyo Kobayashi

Co-CEO, Washington Core

Sachiko Kuno

President and CEO, S&R Foundation

Mitsue Kurihara

Audit and Supervisory Board Member, Development Bank of Japan

Kenji Kushida

Research Scholar, Shorenstein APARC Japan Program, Stanford University

Closed Sessions Participants Con't

Day 2: November 5, 2016

List in Alphabetical Order

Yoky Matsuoka

Co-Founder, Google X

Emily Murase

Executive Director, San Francisco Department on the Status of Women

Nobuko Nagase

Professor, Ochanomizu University

Akiko Naka

CEO and Founder, Wantedly

Machiko Osawa

Professor, Japan Women's University

Jaclyn Selby

Research Scholar, Shorenstein APARC Japan Program, Stanford University

Myra Strober

Professor, Graduate School of Education, Stanford University

Yuko Osaki

*Deputy Director, Local Government Bond Division,
Ministry of Internal Affairs and Communications, Government of Japan*

Kenta Takamori

Financial Advisor, J.P. Morgan Securities

Kazuo Tase

Director, Office of CSR and SDGs Initiatives, Deloitte Tohmatsu Consulting

Mariko Yoshihara Yang

Visiting Scholar, Shorenstein APARC Japan Program, Stanford University

About the Speakers

List in Alphabetical Order



Shelley Correll is a professor of sociology and organizational behavior at Stanford University, where she is also the director of the Clayman Institute for Gender Research. Her expertise is in the areas of gender, workplace dynamics and organizational culture, with a special focus on gender and technical work. She has received numerous national awards for her research on the “motherhood penalty,” research that demonstrates how motherhood influences the workplace evaluations, pay and job opportunities of mothers. Professor Correll recently led a nationwide, interdisciplinary project on “redesigning work” that evaluates how workplace structures and practices can be reconfigured to be simultaneously more inclusive and more innovative. She is currently conducting research in a Silicon Valley tech company to understand how gender stereotypes and organizational practices affect the advancement and retention of women in technical jobs. This research will be featured in a book she is writing called *Delivering on Diversity: Eliminating Bias and Spurring Innovation*. Professor Correll will teach a class called “Gender and Work in the U.S. and Japan” in the Stanford Study Abroad Program in Kyoto, Japan in spring 2017.



Diane Flynn is the Chief Marketing Officer of GSVlabs, a leading Silicon Valley accelerator for individuals, startups and corporations seeking growth and innovation. She is also the Co-founder of ReBoot Career Accelerator for women returning to the workforce after taking a work pause. ReBoot gets women current, connected, and confident to return by teaching essential workplace tech skills and providing a community of like-minded returners. ReBoot Career Accelerator for Women is now offered in Silicon Valley, Chicago, Seattle, and New York, with Club ReBoot programs opening in five cities this winter. ReBoot was recently featured on The Today Show, WSJ, Forbes, ABC Business News, and PRI’s The TakeAway, all indications of the growing interest in tapping into this new and exciting talent pool. Key sponsors include IBM, Expedia, and Frontier Communications; Training partners include Google, LinkedIn, and Enjoy. Diane is passionate about helping women reinvent themselves and find their purpose. She also chairs the marketing committees for several non-profit boards. She holds a BA in Economics from Stanford and a MBA from Harvard.



Keiko Honda is the Executive Vice President and Chief Executive Officer of the Multilateral Investment Guarantee Agency (MIGA), the political risk insurance and credit enhancement arm of the World Bank Group. Previously, Honda was the first woman senior partner in Asia at the McKinsey & Company. There, she advised financial institutions on matters related to corporate finance, corporate strategy, and business development. Prior to joining McKinsey, Honda worked for Bain & Company and Lehman Brothers.

Honda also served as a visiting associate professor at Hitotsubashi University's business school and as a lecturer at Chuo University's business school. She has served on a number of Japanese government committees under several administrations, including the council of regulatory reform. She was the vice chair of the committee on the promotion of economic partnership agreements and free trade agreements for keizai doyukai, the Japanese association of corporate executives. Honda has authored and co-authored several books, including *M&A and Alliance Strategy* and *Turnaround*. She holds a bachelor's degree in consumer economics from Ochanomizu University and an MBA from the university of Pennsylvania's Wharton School, where she was selected as a Fulbright Scholar.



Chiyo Kobayashi is the CEO of one of Washington DC's premier boutique consulting firms, Washington CORE. Established in 1995, Washington CORE's team of 25 full-time professional consultants provides research and consulting services to multinational companies, government agencies, and NGOs based around the world. Over the course of her career, Ms. Kobayashi has earned a reputation as a top advisor to a variety of organizations throughout the Asia-Pacific region. Through her extensive network of global experts, Ms. Kobayashi possesses both the access and knowledge to advise top executives and policy-

makers on critical challenges presented by today's technology-driven economy. She is also a frequent contributor to Japanese publications and journals including the *Nihon Keizai Shimbun*. Prior to establishing Washington CORE, Ms. Kobayashi was a business consultant for General Electric. She earned her M.A. in International Business from the University of Virginia and her B.A. in American History from West Virginia University after transferring from Tsuda College in Tokyo. In addition to her work at Washington CORE, Ms. Kobayashi is involved in numerous professional and community activities in the DC area, and has served as a board member of the local Japanese Chamber of Commerce and the Japanese-American Society of Washington. She is the former ping pong champion of Toyama Prefecture and currently lives in Bethesda, MD with her husband and their four children.



Dr. Sachiko Kuno is the President and CEO of S&R Foundation, a 501(c)(3) organization she co-founded in Washington, DC in 2000. S&R Foundation supports talented individuals with great potential and high aspirations in the arts, sciences and social entrepreneurship, especially those who are furthering international cultural collaboration. Kuno was the founding CEO of Sucampo Pharmaceuticals, Inc. (NASDAQ: SCMP) until she stepped down in 2012. She currently serves on the boards of numerous organizations, including Johns Hopkins Medicine, Maureen and Mike Mansfield Foundation and Strathmore Hall Foundation. She also serves on the advisory board of THIS for Diplomats at

Meridian International Center. Kuno has received a number of awards over the years, including the Ernst and Young Entrepreneur of the Year Award for the Greater Washington Area in the Life Sciences Category (2007) and recognition as one of the 25 “Women Who Mean Business” by The Washington Business Journal (2009). She has also been named in Forbes Magazine’s Top 50 America’s Richest Self Made Women (2015) and the World’s 100 Most Powerful Women by Forbes Japan (2015).



Mitsue Kurihara is an Audit & Supervisory Board Member of the Development Bank of Japan. She is the first female board member in DBJ history. Previously, she was the general manager of one of DBJ’s corporate finance departments, the one that supports the healthcare and service sectors, as well as general manager of the DBJ Women Entrepreneurs Center (DBJ-WEC) from 2011 to 2015. She launched DBJ-WEC in 2011 to support new businesses by women entrepreneurs. She was a visiting fellow with Shorenstein APARC at Stanford University from 2008 to 2010, where she did research on venture capitalism and mergers & acquisitions. Prior to joining Shorenstein APARC,

she had worked at DBJ for twenty years. She has comprehensive experience in policy-based financing, in addition to having been involved in the merger of Japan Development Bank with Hokkaido-Tohoku Development Finance Public Corporation into DBJ during her term in the Treasury Department. She was a director in the Department for Business Development and leveraged her wide network of regional bank and enterprise connections to provide advice on various industrial restructuring and other M&A deals from 2003 to 2008. Ms. Kurihara is an outside director of the Fund Corporation for the Overseas Development of Japan’s ICT and Postal Services (JICT, a joint public/private-sector fund) and also has the experience of having been seconded for a time to the Ministry of Education, Culture, Sports, Science and Technology. She is a graduate of Hitotsubashi University (BA in law).



Kenji E. Kushida is the Japan Program Research Scholar at the Walter H. Shorenstein Asia-Pacific Research Center and an affiliated researcher at the Berkeley Roundtable on the International Economy. Kushida's research interests are in the fields of comparative politics, political economy, and information technology. He has four streams of academic research and publication: political economy issues surrounding information technology such as Cloud Computing; institutional and governance structures of Japan's Fukushima nuclear disaster; political strategies of foreign multinational corporations in

Japan; and Japan's political economic transformation since the 1990s. Kushida has written two general audience books in Japanese, entitled *Biculturalism and the Japanese: Beyond English Linguistic Capabilities* (Chuko Shinsho, 2006) and *International Schools, an Introduction* (Fusosha, 2008). Kushida holds a PhD in political science from the University of California, Berkeley. He received his MA in East Asian studies and BAs in economics and East Asian studies, all from Stanford University.



Yoky Matsuoka grew up assuming she would become a professional tennis player. One thing led to another, and she ended up with a B.S. from UC Berkeley and a Ph.D. from MIT in Electrical Engineering & Computer Science in the fields of artificial intelligence and computational neuroscience. Subsequently, she became a professor at Carnegie Mellon University, and later the University of Washington, developing robotic devices for rehabilitating and assisting the human body and brain. This work led her to the MacArthur Award

and being named one of "The Brilliant Ten" by Popular Science Magazine and one of the "Top 10 Women to Watch in 2010" by *Barbie*. In late 2009, Matsuoka joined Google [x] as one of the three founding members before taking her position as VP of Technology at Nest. Recent (2015) honors include "The Next List" by *Wired* Magazine and The Excellence in Achievement Award from UC Berkeley. She is happy to have four children under age 10 and most of all enjoys cheering them on from the sidelines of their extracurricular activities.



Emily Murase has served as Executive Director of the San Francisco Department on the Status of Women since 2004, where she has pioneered strategies for implementing women's human rights at the local level that earned San Francisco the 2010 Gender Equality Award from the UN Institute for Training and Research, as well as coverage in reports of the Ford Foundation, the Columbia University Human Rights Law Review, and Ms. Magazine. Previously, Dr. Murase worked as an award-winning account executive for AT&T Japan in Tokyo, served in the first Clinton White House as Director for International Economic Affairs, and represented the International Bureau of the Federal Communications

Commission at multilateral meetings of the Asia Pacific Economic Cooperation Forum. She is a member of the U.S.-Japan Council and the Council on Foreign Relations. Active in her children's education and related parent communities, Dr. Murase was elected in 2010 to the San Francisco Board of Education which oversees the education of 57,000 public school students and became the first Japanese American to hold office in the 160+ year history of the school board. Now in her second term, she served as Board President in 2015. Dr. Murase holds an AB from Bryn Mawr College, a master's from the Graduate School of International Relations & Pacific Studies at UC San Diego, a PhD in communication from Stanford, and first class certification in the Japanese Language Proficiency Test. Emily resides in San Francisco with her husband Neal Taniguchi and their two daughters, Chief Negotiator Junko Taniguchi, and Chief Curiosity Officer Izumi Murase, of the Murase/Taniguchi household.



Nobuko Nagase is a professor of Labor Economics and Social Policy at Ochanomizu University in Tokyo, Japan. She has written about work and family from the Asian perspective, comparing Japan with other East Asian and Western economies. Her interests include wage structure and work choice, labor market regulations and social security, tax and other institutional effects on work and gender, marital behavior and child-birth timing. Nagase has conducted empirical studies on child care supply, public pension, long-term care insurance, child care leave and other institutional features of the Japanese

system. Results of her research have been published in various scholarly peer-reviewed journals in Japan, including Japanese Economic Journal, Journal of Population Problem, Econometric Review, and Quarterly Journal of Social Policy. She obtained her Ph.D. in 1995 and her B.A. in 1989 from the University of Tokyo, Economics Department. During 2013-2016, she conducted a comparative study of female labor in Japan, the U.S. and Germany, supported by the Abe Fellowship program. During 2008-2012, she was a principal investigator for a large five-year competitive fund on Work and Life Balance Issues: Designing Work Styles that Enable Career Development and Family and Community Activities, sponsored by the Japanese Ministry of Education, Culture, Sports, Science and Technology, and the Japan Society for the Promotion of Science. During 2003-2007, with the support of Renmin University, she was a principal investigator in conducting comparative panel surveys in Beijing, as part of a large competitive fund awarded to Ochanomizu University as the 21st Century Center of Excellence for the research titled "Frontier of Gender Studies." She served in governmental appointments such as the Special Committee on Council for Gender Equality at the Japanese Cabinet Office, the Japanese Tax Commission, and the Statistics Committee. Since 2012, she has been a member of the Science Council of Japan.



Akiko Naka serves as a founder and chief executive officer at Wantedly, Inc., the professional social networking service she started in her apartment. Following its official launch in February 2012, Wantedly grew to 1 million monthly active users and 15,000 corporates, and has become the leading professional social networking service in Tokyo. She believes that social products enable people to change their life. Prior to Wantedly, she was a growth coordinator at Facebook Japan, contributing in the marketing and product development of Facebook in Japan. Before joining Facebook, she worked at Goldman Sachs in equity sales. She graduated from Kyoto University in 2008 with a B.A. in Economics.



Mana Nakagawa is the Women's Diversity Program Manager at Facebook where she manages women's programs to support, grow, and retain women across Facebook globally. Prior to joining Facebook, she obtained her Ph.D. in International Comparative Education at Stanford University, where she researched the growth of women faculty and women in leadership across universities globally, particularly in the STEM fields. While at Stanford, Mana was also a Graduate Dissertation Fellow at the Clayman Institute for Gender Research, and worked as the international researcher for Sheryl Sandberg's global bestseller, *Lean In: Women, Work and the Will to Lead*. Mana received an M.A. in

Sociology from Stanford, B.A. in Sociology from the University of Pennsylvania, and was a Fulbright Scholar to Japan, where she conducted research on gender inequalities among high school dropouts and social shut-ins in Japan. Her lifelong interests in the impact of gender dynamics on Japanese women and men in the workplace continue to transcend her research, professional, and personal life.



Machiko Osawa is director of research at the Institute for Women and Careers and professor of economics at Japan Women's University. She was an associate professor at Asia University from 1990 to 1996, a senior researcher at the Japan Institute for Labour from 1987 to 1990 and assistant professor of economics at University of Michigan at Dearborn 1986-1987. She was served on the advisory board of the Ministry of Health, Labour and Welfare; the Prime Minister's Office; and the Ministry of Economy, Trade and Industry. She has authored numerous articles and books, including *Economics for*

the New Family" (1998), *Nonstandard Work in Developed Economies* (2003), *Towards a Work-Life Balanced Society* (2006), *Work-Life Synergy* (2008), *Japan's Working Poor* (2010) and *What's Holding Back Japanese Women* (2015). Ms Osawa has a PhD in economics from Southern Illinois University at Carbondale (1984) and was a Hewlett Fellow at the University of Chicago (1984-86).



Myra Strober is a labor economist and Professor Emerita at the School of Education at Stanford University. She is also Professor of Economics at the Graduate School of Business at Stanford University (by courtesy). Myra's research and consulting focus on gender issues at the workplace, work and family, and interdisciplinarity in higher education. She is the author of numerous articles on occupational segregation, women in the professions and management, the economics of childcare, feminist economics and the teaching of economics. Myra's most recent book is a memoir, *Sharing the Work: What My Family and Career Taught Me About Breaking Through (and Holding the Door Open*

for Others) (2016). She is also co-author, with Agnes Chan, of *The Road Winds Uphill All the Way: Gender, Work, and Family in the United States and Japan* (1999). Myra was the founding director of the Stanford Center for Research on Women (now the Michelle R. Clayman Institute for Gender Research). She was also the first chair of the National Council for Research on Women (now called Re: Gender), a consortium of U.S. centers for research on women, which today has more than 100 member centers. Myra was President of the International Association for Feminist Economics, and Vice President of the NOW Legal Defense and Education Fund (now Legal Momentum). She was an associate editor of *Feminist Economics* and a member of the Board of Trustees of Mills College. Myra has consulted with several corporations on improved utilization of women in management and on work-family issues. She has also been an expert witness in cases involving the valuation of work in the home, sex discrimination, and sexual harassment. Myra holds a BS degree in industrial and labor relations from Cornell University, an MA in economics from Tufts University, and a Ph.D. in economics from MIT.



Yuko Osaki is originally from Kurashiki City, Okayama, Japan. She joined the Ministry of Internal Affairs and Communications in 2002. Osaki's role in the ministry has been local tax system planning and communication with LDP Research Commission on the Tax System. Currently, she is responsible for the local government bond planning and "lottery" system. To date Osaki has worked at two municipalities, Ibaraki and Yamanashi prefectural offices. During her five years as a director at the Yamanashi Prefectural Office, she was involved in a project to export Japanese "Koshu" wine to the EU and in the promotion of the jewelry production area.



Kazuo Tase was born in 1967 in Fukuoka, Japan. Learned nuclear engineering and macro-economics at Tokyo University before joining the Japanese Foreign Service in 1992. Worked on global issues including UN peacekeeping, human rights and humanitarian frameworks, African development, Japan's financial contributions to international organizations. As First Secretary at the Permanent Mission of Japan to the UN (New York), served as personal assistant for Mdm. Sadako Ogata when she led the Commission on Human Security as one of the two co-chairs with Professor Amartya Sen. Resigned from the Ministry of Foreign Affairs in 2005 and became Chief, Human Security Unit, OCHA, the United Nations, to lead mainstreaming the concept of human security in the UN system and more broadly. The first Secretary-General's Report on human security in 2010 was issued under his leadership. Between 2010 and 2013, served as Acting Director, UN Information Center in Pakistan, to support flood- and conflict-affected populations. Engaged also in the major media strategy to eradicate Polio in the war-affected regions in the country. Moved on to the private sector in June 2014, assuming the office of Director, Global Management Institute, Deloitte Tohmatsu Consulting (DTC), Japan, to support Japanese corporations to advance into emerging markets. In May 2016, became the first Director for CSR and SDGs Initiatives of DTC, to support corporations to embed SDGs and other global goals, targets and principles in their core business operations.



Mariko Yoshihara Yang joins the Shorenstein Asia-Pacific Research Center (Shorenstein APARC) as a visiting scholar, the Japan Program Fellow. As an Affiliate Professor at Ritsumeikan University, Mariko has taught graduate courses in sociological research methods and conducts research on topics that intersect institutional behavior and technological innovations around the world. Recently, her historical analysis of the Small Business Innovation Research (SBIR), a forty-year-old U.S. policy to support innovative small firms, was published as a contributing chapter in *Science of Science, Technology and Innovation Policy* (Tokyo University Press, 2015). Mariko is currently

investigating cross-national differences in the mindset of post-doctoral labor force engaged in promoting academic innovation in the U.S., Switzerland, and Japan. Mariko's passion as an educator and scholar has recently led her to co-found a non-profit organization in Japan, SKY Labo, to inspire young girls in Science, Technology, Engineering and Mathematics (STEM) and Design Thinking. Mariko hopes to nurture a new generation of women in the STEM fields who will serve as catalysts in bringing more innovation and creativity into the Japanese society. Mariko holds a Ph.D. and an M.A. in Political Science from Stanford University. She received a B.A. in Political Science from the University of California, Irvine, *magna cum laude*, and a B.A. in Literature from the University of the Sacred Heart, Tokyo, Japan.

Ten Actions Japan can take to promote women's leadership

Referred to as the Womenomics policy, gender equality and woman's empowerment in the workplace are receiving renewed political attention in Japan. Given the nation's aging population and declining productivity, harnessing women in the workforce has become irreplaceable in Abe Administration's economic growth strategy, Abenomics, initiated four years ago. In his keynote speech at the 2014 World Economic Forum Annual Meeting, Prime Minister Abe asserted that the female labor force was the "most underutilized resource" and has since declared a commitment to increasing the number of women in leadership positions to 30 percent throughout Japanese society by 2020.

This political pledge has yielded significant momentum. On December 25th, 2015, the Japanese Cabinet approved the Fourth Basic Plan for Gender Equality, which set forth a comprehensive policy direction. Five months later in April 2016, the Diet passed the Female Employment Promotion Legislation, requiring large corporations in private and public sectors to disclose gender diversity targets. Despite these much-publicized efforts, however, progress has been slow. Japan slipped in the Global Gender Gap Index from 104th (2014) to 111th (2016) under the current administration, now ranking in the bottom 20 percent of the world. Women in Japan are still far behind their male counterparts in earned income, leadership positions, and professional achievement.

With the support from the United States-Japan Foundation and the Japan Society for the Promotion of Science, the Shorenstein Asia Pacific Research Center (APARC) and the Clayman Institute for Gender Research at Stanford University co-organized a program on November 4th and 5th, 2016 to discuss workplace gender equality and empowerment of women. Guest speakers from both Japan and the U.S. (Washington, D.C., and Silicon Valley) gathered at Stanford University to tackle the common challenges women face in these two societies. The diverse group of researchers and policymakers, entrepreneurs and scientists, corporate leaders and diversity officers, and human right specialist and labor economists exchanged their views. The Japanese panelists learned about the specific progress and persistent constraints of their counterparts in the U.S., particularly in the Silicon Valley, while the Americans panelists learned about Prime Minister Abe's Womenomics policy and its impact on the Japanese society. The conference uncovered the institutional and normative impediments for women's advancement and explored specific programs to achieve gender equality in the workplace on both sides of the Pacific.

The two-day dialogue resulted in a set of concrete actions that will further promote women's empowerment in Japan. These actions are divided into four groups according to who would initiate those: government, large corporations, start-ups, and educational institutions. Many of the actions will go beyond the simple removal of barriers for women and contribute to revitalizing the Japanese economy.

Government:

The Japanese government should establish concrete measures to achieve targets stipulated in the Fourth Basic Plan for Gender Equality, which was approved by the Japanese Cabinet on December 25th, 2015, and went into effect in April 2016. The following reforms will help promote this process and distribute benefits to all workers equally. A special emphasis was placed on ensuring versatility across many sectors.

1. Abolish the income tax deduction and social security premium exemption for dependent spouses and increase family care allowance. The spousal exemptions that allow income tax breaks and social security premiums discourage many married women from seeking full-time employment. The Japanese government has recently proposed to scale back the spousal tax break by raising the annual threshold from ¥1.03 to ¥1.5 million or less starting in 2018. However, this incremental measure will act only as a short-term solution. Japan needs a comprehensive solution to best utilize women as a workforce. By completely eliminating the spousal exemption and providing family care allowance, more women will be incentivized to take on full-time and leadership positions in the workplace. Families with young children and aging parents will be compensated with family care allowance.

2. Expand the scope of corporate disclosure on gender equality and establish a “Women’s Empowerment Index.” The public database on gender equality, launched by the Cabinet Office in 2014 and administered by the Ministry of Health, Labor and Welfare since 2016, remains limited in its scope and scale. The government should add more substantial measures in the rubric such as hours of overtime work and “re-entry/on-ramping” rate of women, and mandate the reporting requirement. Based on the expanded database, the government should calculate a Women’s Empowerment Index and issue certifications to people with high ratings. The index would be embedded in the parameters for stakeholder decision-making to provide financial incentives for corporations to sustain a more diverse work environment.

Large Corporations:

To increase women’s participation in the workplace, companies need to eliminate gender-based stereotypes in hiring and promotion practices, encourage more women to pursue full-time positions, and support women who seek to re-enter the labor force after temporary leave. Large corporations in Japan can take the following actions to lead these changes:

3. Scrutinize the yardsticks used for recruitment and promotion, and eliminate evaluation criteria that systematically sorts out certain types of candidates. Companies need to provide training to mid-career managers and top leaders to address unconscious biases in the workplace. It is critical to ensure a level-playing field for women and men.

4. Introduce a legal ceiling and penalties for overtime work and lift compulsory job transfers that disrupt family life. This will help change the prevailing work culture of devotion and self-sacrifice. Companies should consider decentralizing personnel administration so local offices will more closely monitor individual needs and preferences of employees’ and reflect them into their career trajectories. Such reforms will encourage more women to apply for full-time employment and leadership opportunities while reducing premature resignations of women with families.

5. Create a mandate for departments to establish and provide clear job descriptions for each position to ensure consistency across departments. This would allow employees to better articulate their skill sets when seeking new job opportunities within organizations or when they re-enter the labor market after taking breaks in their careers. In the long term, this will help Japan develop a more robust external labor market that promotes mobility between organizations and across sectors, not just within companies.

6. Create a clear evaluation criteria for women with specialized career and raise their visibility within and outside the organization. Visibility of an employee's technical skills is known to influence her or his prospect for advancement. When women propose ideas based on their specialization and expertise, they should employ "amplification" techniques, where they repeat each other's ideas to increase their credibility during meetings and brainstorming sessions. Corporate leaders should also make a point of acknowledging their expertise and vouch for their competence. Large corporations should facilitate their promotion to manager and board member positions.

Start-ups:

Although women are still underrepresented in entrepreneurial leadership positions, the gender gap is less severe in the startup sector than in large corporations. Thus, promotion of entrepreneurship in general will increase the chances for women's empowerment and leadership.

7. Create platforms to catalyze startups led by women and raise the visibility of successful female entrepreneurs. There should be a platform where novices and experienced entrepreneurs can interact. Routine exchange among successful female founders and aspiring entrepreneurs will help build a community that catalyzes women-led startups as they try to turn ideas into full-time businesses. Similarly, there should be a platform where female leaders in small startups and large corporations meet regularly to provide mutual mentorship. Corporate executives could learn the latest business trends while female entrepreneurs expand their professional networks.

8. Expand policies to encourage a culture of entrepreneurship with specific incentives for female entrepreneurs. The government should consider increasing the public funding for startups led by women and providing robust legal support for female entrepreneurs. Increased assistance to incubators and accelerators, specializing in supporting female founders, would also contribute to women's empowerment.

Educational Institutions:

Educational institutions play a key role in creating knowledge to ensure gender equality, promoting awareness and nurturing a bias-free mindset among young people. Furthermore, women's advancement in education generally yields greater participation in the economy and society. Recent advancements have created a reversal among the OECD countries. More than half of all students graduating from secondary and higher education are female; however, Japan is still behind. The following two initiatives will help close the gap:

9. Strengthen gender equality promotion offices at educational institutions. This includes hiring a dedicated diversity officer, who will help universities conduct gender analysis of leadership posts to monitor women in academic leadership positions. Furthermore, universities should introduce family friendly policies to support young faculty members. When faculty members take parental leave, universities should provide

funding for temporary staff to lay the groundwork for their return. In addition, academic conferences held at universities should provide childcare services for out-of-town participants.

10. Create continuing education centers to offer certificate programs to provide skills and training for women who want to re-enter the workforce. The programs could provide specialized knowledge as well as skill development including self-assessment, counseling, resume-building, practice interviewing, and unconscious bias training. This will allow workers access to education and support throughout the onboarding process and transition into the workplace. These centers should also provide career services to match qualified workers with potential employers.

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