

10 May 2022

## Only 41% of female employees have a female manager as a role model

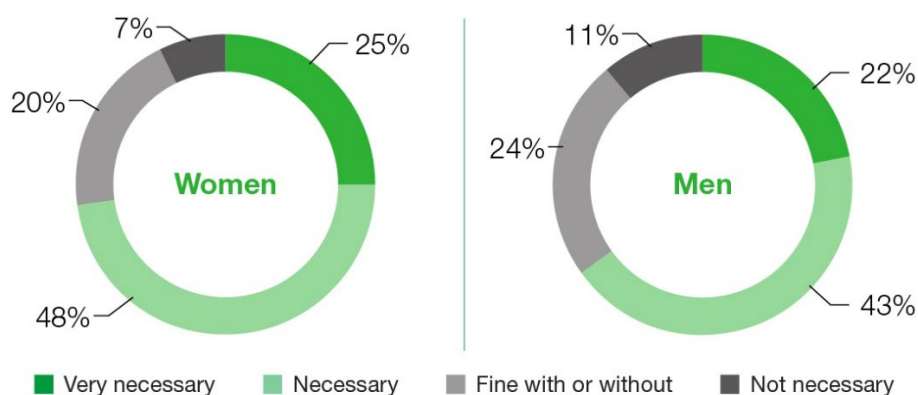
Having a same-sex manager to look up to impacts employees' desire to become a manager, according to Robert Walters Japan survey

On May 10, specialist professional recruitment firm Robert Walters Japan announced the results of a survey on management conducted among company employees working in Japanese and foreign-affiliated companies in Japan.

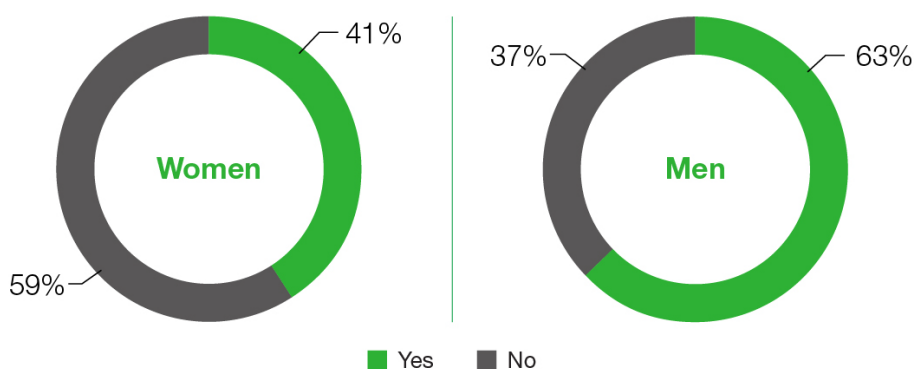
### Over 70% of female employees want a role model

When we asked respondents whether they needed someone whom they could consult with and seek career advice from, 73% of female employees said that such an individual was necessary. Among male employees, 65% believed that they needed a mentor to confide in. On the other hand, only 41% of female company employees answered that they have a manager of the same gender whom they look up to at work, while the response rate was 63% for male employees.

#### Do you need someone you can talk to about your career or get advice from?



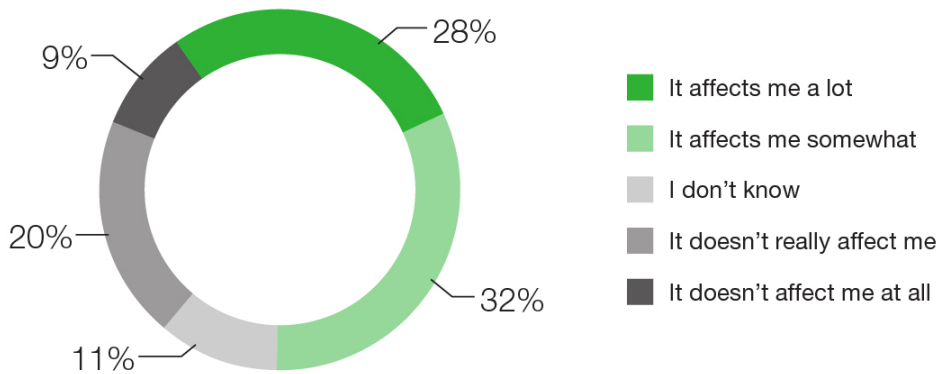
#### Is there/was there a manager of the same sex at work that you look up to?



**Presence of a respectable, same-sex manager affects desire to be in management**

60% of company employees said that the presence or absence of a manager of the same sex whom they could look up to affects their desire to be in management. As mentioned previously, female employees desire to have role models and female managers they can look up to for their careers, but the reality is that only a few have female managers present who can serve as role models.

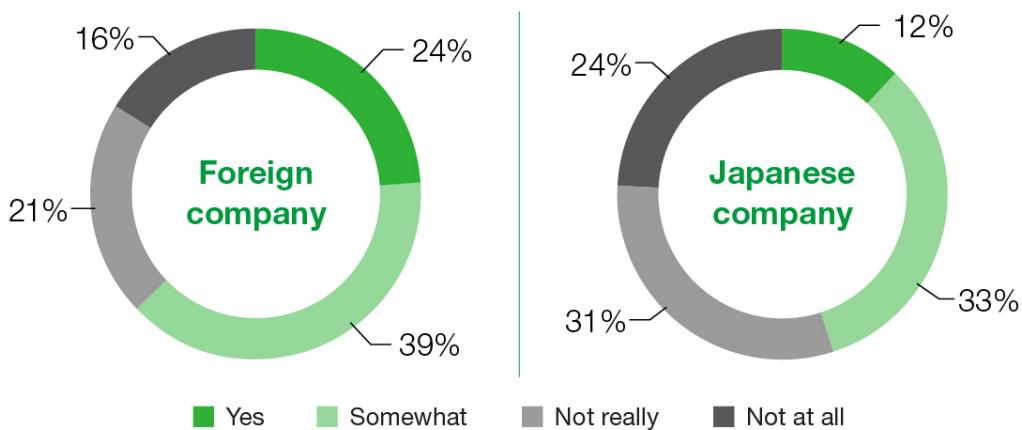
**Does the presence or absence of respectable same-sex managers affect your desire to become a manager?**



**“My manager cares about my development”: 63% in foreign-affiliated companies, 45% in Japanese companies**

When asked about their relationship with their boss, most respondents said that they have good communication with their manager (79%). Eighty-eight percent also responded that their manager gives them autonomy over their work. Among employees working in foreign-affiliated companies, 63% believed that their manager is enthusiastic about their career development, compared to 45% of employees in Japanese companies.

**Is/was your manager enthusiastic about your career development?**



The survey results revealed that many female employees want a role model to whom they can turn to for guidance regarding their careers. While there is a movement to increase the presence of female managers, there are also changes in the way managers are being promoted in an increasingly diverse workforce. To encourage employees to aspire to become managers, it is critical for managers themselves to accept and embody diverse work styles.

(Survey period: 10-18 March 2022, Target: Company employees registered with Robert Walters Japan and living in Japan n=930)

**About Robert Walters Japan:**

Established in London, United Kingdom, in 1985, Robert Walters is a specialist recruitment consultancy with operations in 31 countries around the world. Robert Walters Japan established its Tokyo office in 2000 and Osaka office in 2007. For over 20 years, we've been a driving force in the Japanese bilingual recruitment market, providing high quality candidates for our clients and access to the best jobs. Our consultants are experts in their respective industries and work in teams to provide recruitment consultation services across a wide range of industries and job categories.

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