

# Equity and Ethnicity in Japanese Firms' Global Talent Management

**Introduction/イントロダクション**

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## Today's Workshop: Program

### Opening Remarks, Introduction/開会・イントロダクション

Jun Kurihara (Research Director, CIGS)/栗原 潤 (キャノングローバル戦略研究所 研究主幹)

### I: Presentation/講演

#### “Equity and Ethnicity in Japanese Firms' Global Talent Management”

Hilary J. Holbrow (Ph.D. candidate, Sociology Department of Cornell University,  
International Research Fellow, CIGS)/

ヒラリー・ホルブラウ (Cornell University, CIGS)

### II: Discussion /討論

Moderator: Jun Kurihara (Research Director, CIGS)/栗原 潤 (キャノングローバル戦略研究所 研究主幹)

### Closing Remarks/閉会

Jun Kurihara (Research Director, CIGS)/栗原 潤 (キャノングローバル戦略研究所 研究主幹)

## Foreigners Residing in Japan (in Thousands, As of June 2016)

	Total	Profes- sors	Highly Skilled Profns	Man- agers	Re- searchers	Teach- ers	Int'l Cultural Activities	Intra- Com- panies	Engi- neers	Techni- cal Interns	Students	Family Members	Perma- nent Residents
<b>Total</b>	<b>2,307</b>	<b>7.7</b>	<b>2.7</b>	<b>20.1</b>	<b>1.6</b>	<b>10.8</b>	<b>154.0</b>	<b>16.0</b>	<b>38.6</b>	<b>210.9</b>	<b>257.7</b>	<b>140.2</b>	<b>1,392</b>
<b>Asia</b>	<b>1,905</b>	<b>4.1</b>	<b>2.2</b>	<b>17.8</b>	<b>1.1</b>	<b>0.9</b>	<b>130.0</b>	<b>13.0</b>	<b>36.0</b>	<b>210.8</b>	<b>241.5</b>	<b>126.9</b>	<b>1,077</b>
<b>China</b>	678	1.6	1.8	10.1	0.5	0.1	67.4	5.6	15.8	85.1	105.9	66.6	306
<b>Taiwan</b>	51	0.2	0.1	0.7	0.1	0.0	6.5	0.6	0.1	0.0	8.9	1.8	27
<b>S.Korea</b>	457	0.9	0.1	3.0	0.2	0.1	18.4	1.6	1.0	0.0	15.8	12.2	399
<b>Europe</b>	<b>70</b>	<b>1.7</b>	<b>0.2</b>	<b>1.1</b>	<b>0.3</b>	<b>1.6</b>	<b>10.3</b>	<b>1.7</b>	<b>2.1</b>	<b>0.0</b>	<b>8.5</b>	<b>5.6</b>	<b>32</b>
<b>France</b>	11	0.3	0.1	0.3	0.1	0.1	2.2	0.4	0.1	-	1.4	1.1	4
<b>UK</b>	16	0.5	0.0	0.2	0.0	1.2	3.1	0.2	0.1	-	0.6	0.7	8
<b>Africa</b>	<b>14</b>	<b>0.2</b>	<b>0.0</b>	<b>0.1</b>	<b>0.0</b>	<b>0.2</b>	<b>0.8</b>	<b>0.0</b>	<b>0.1</b>	<b>0.0</b>	<b>2.1</b>	<b>1.7</b>	<b>7</b>
<b>N. America</b>	<b>67</b>	<b>1.3</b>	<b>0.2</b>	<b>0.8</b>	<b>0.1</b>	<b>6.9</b>	<b>10.0</b>	<b>0.9</b>	<b>0.2</b>	<b>0.0</b>	<b>3.8</b>	<b>4.5</b>	<b>35</b>
<b>Canada</b>	10	0.2	0.0	0.0	0.0	0.9	1.8	0.1	0.0	-	0.4	0.4	5
<b>USA</b>	53	1.0	0.1	0.7	0.1	5.6	7.9	0.8	0.1	0.0	2.9	3.8	27
<b>S. America</b>	<b>238</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>1.0</b>	<b>0.6</b>	<b>234</b>
<b>Brazil</b>	176	0.0	0.0	0.0	0.0	0.0	0.2	0.1	0.0	0.0	0.5	0.5	174
<b>Oceania</b>	<b>13</b>	<b>0.3</b>	<b>0.0</b>	<b>0.3</b>	<b>0.0</b>	<b>1.1</b>	<b>2.1</b>	<b>0.2</b>	<b>0.1</b>	<b>-</b>	<b>0.8</b>	<b>0.9</b>	<b>6</b>

Source: Japan's Ministry of Justice

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## Discussion: the Ice Breaker's Comments

### I: Immigrants to Japan

Japan's Conservative, Highly Selective Immigration Regime (*Speaker's Slide 12*)

Tomorrow's Japan: A Less Attractive Destination for Skilled Immigrants (*Slide 29*)

*What Sectors Could Play a Leading Role to Formulate a Less Selective Immigration Regime?*

*Can Japanese Society Accept a Less Selective Immigration Regime in a Swiftly and Orderly Manner?*

### II: Research Question 1: Ethnic Bias or Prejudice in the Workplace

Ethnic Bias or Prejudice: Yes or No? (*Slide 13*)

What Is the Root Cause of Ethnic Bias or Prejudice? Nationality? Race? Gender? Language?

Is a Clear-cut Dichotomy of "Yes or No to Ethnic Bias in Japan" Appropriate?

### III: Research Question 2: How Does Ethnic Bias/Prejudice Affect Workers' Earnings?

How about Relationships among Competence, Seniority, and Earnings? (*Slide 14*)

How about Differences within Japanese Industry?

### IV: Answers to RQ1: Ethnic Bias/Prejudice—Yes, or No

Problems associated with Statistical Approach: (*Slide 22*)

e.g., Differences in *Gender*, Length of Service in Years, Type of Required Skills, and *Industry*;

*Different Societal/Historical Backgrounds*

### V: Answers to RQ2: Does Ethnic Bias/Prejudice Affect Workers' Earnings?

Problems associated with Statistical Approach: (*Slides 25-29*)

e.g., Different Statistical Populations: Westerners transferred to Japan, head-hunted from abroad, vs.

Asians Just Graduated from Japanese Universities;

Different in Corporate Performance (i.e. *Winning or Losing?* or *Industry?*)

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