

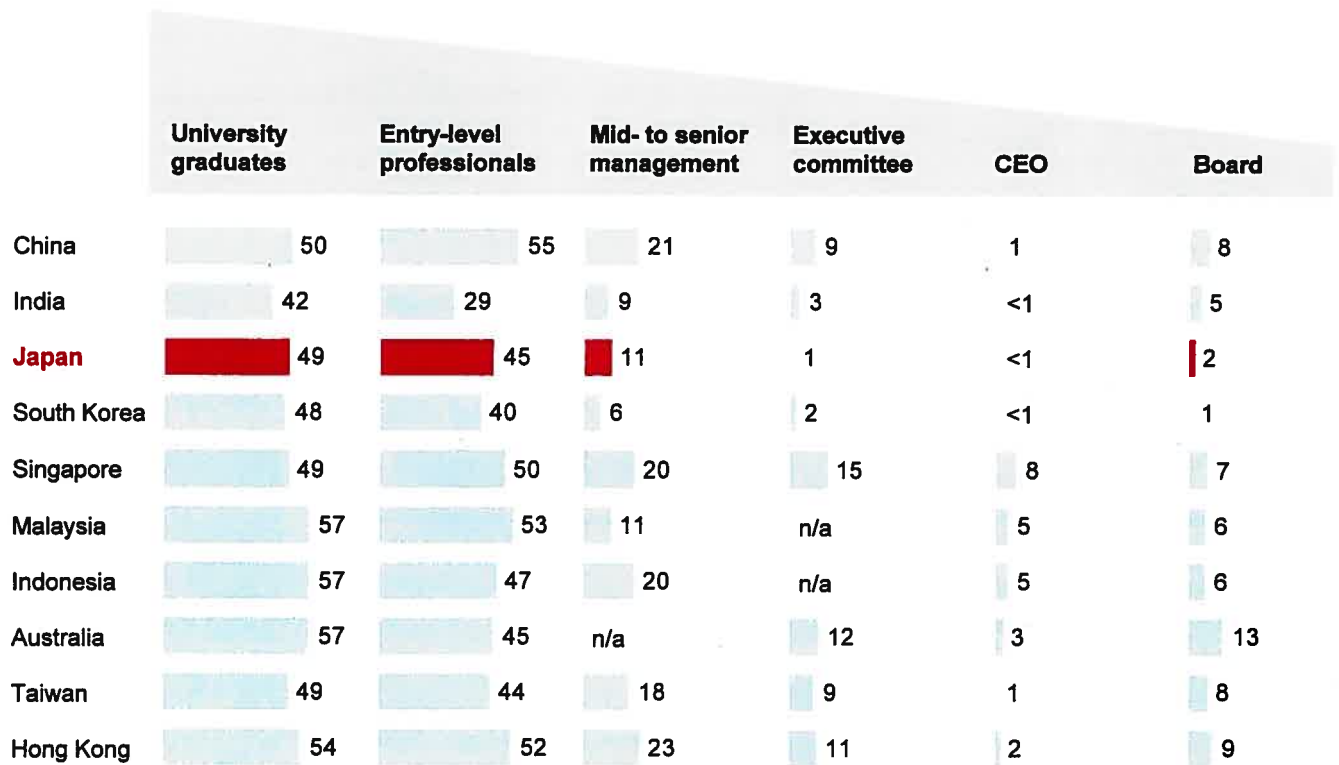
Source:

Dobbs, R., Manyika, J., Woetzel, J. and Desvaux, G. (2015). *The future of Japan: Reigniting productivity and growth*. Tokyo: McKinsey Global Institute (page 105)

**Japanese women step off the career ladder during their prime child-bearing years and occupy few senior leadership roles**

ESTIMATES

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SOURCE: McKinsey proprietary database, 2011; government publications