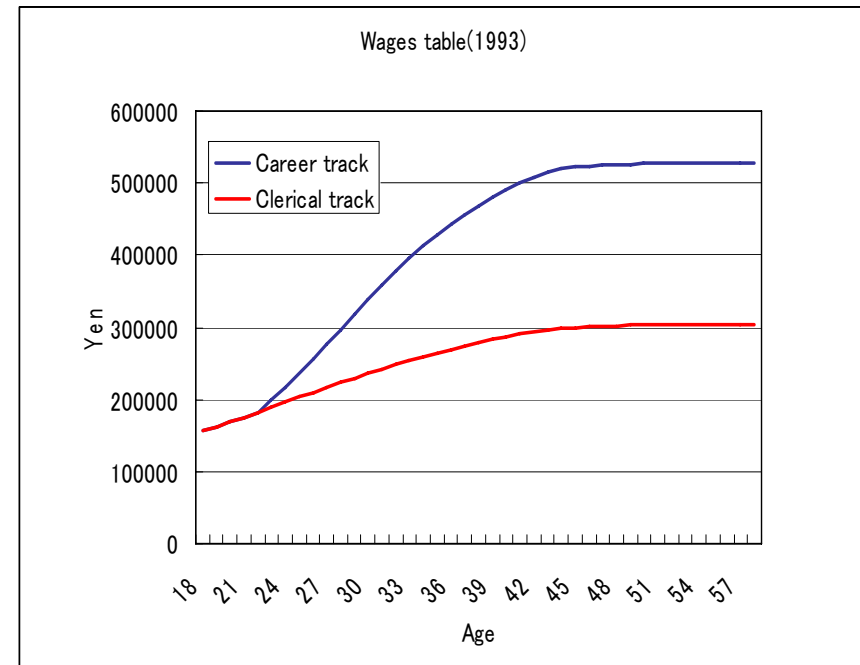
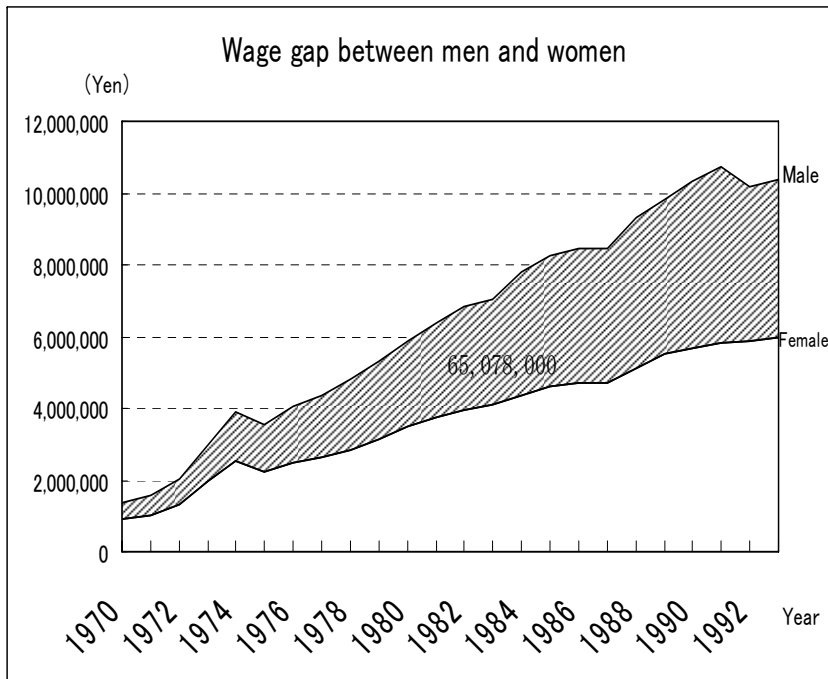


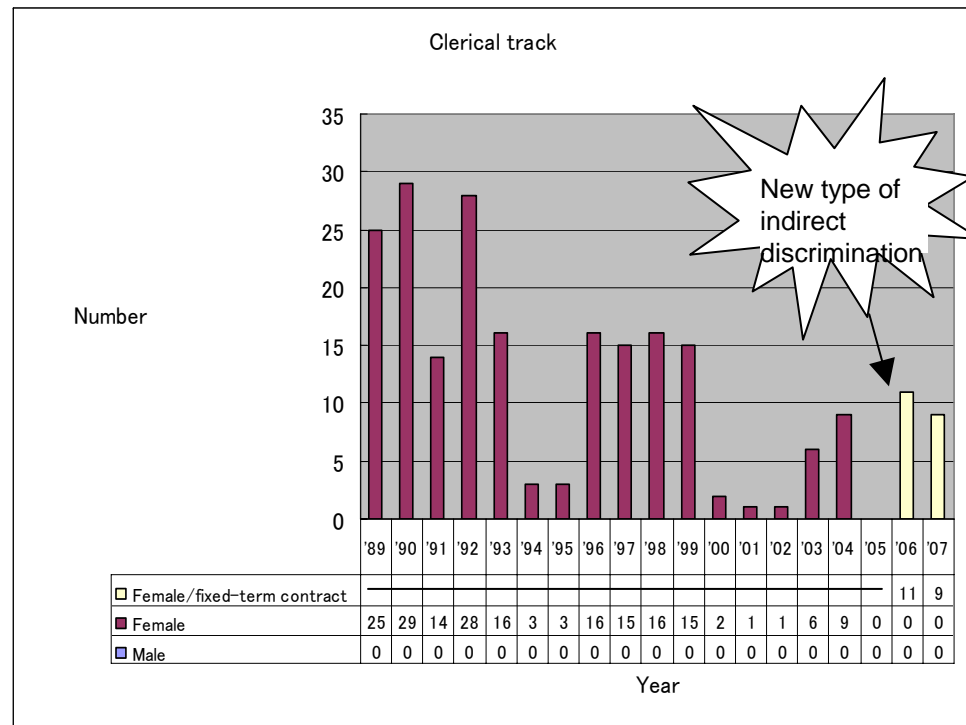
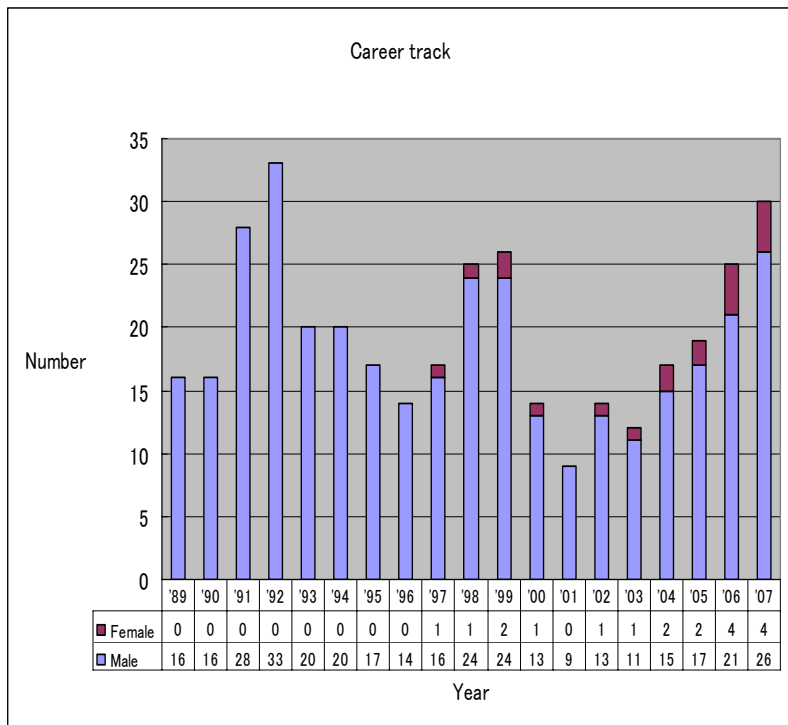
Gender Gap in Okaya & Co.



- At the time Ms. Fujisawa retired (1993), the total wage difference between her and male employee amounted to 65,078,000 yen.
- Regarding life-long wage, including retirement allowance and pension, the difference is about 102,051,900 yen.

- No woman is in management position.
- The wage of a woman who worked until retirement age is equivalent to that of a 28 years old male.

Situation of New Recruits after the Introduction of the Two-track Employment System



- No male employee has been hired as a clerical track worker.
- Since 2006, the company started hiring fixed-term contract employees (maximum year of contract is 5 years) instead of hiring worker under indefinite term contract.
- It seems like a new type of indirect discrimination.