



アイリーニ・マネジメント・スクール主催

【論文解説】 国内と海外の知見から考える セクハラ・ゼロへの道筋

—スタートアップ研究の最前線—

Roadmap to Zero Sexual Harassment from
Domestic and International Perspectives

— The Cutting Edge of Startup Research —

Free Webinar

Feb 1, 2025 | 1:00 PM -2:00 PM



柏野 尊徳

Takanori Kashino



平岩 小絵

Sae Hiwaiwa



Kashino, T. (2025). Sexual harassment by multiple stakeholders in entrepreneurship: The case of Japan. JBVI, 23, e00517.

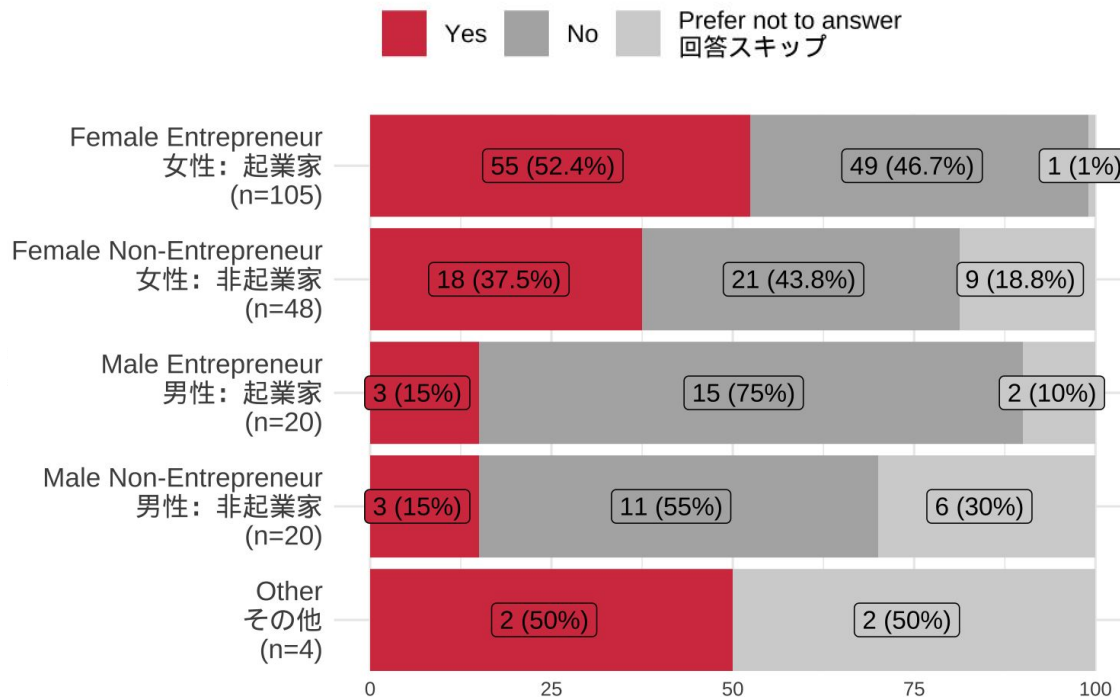
Announcements 事前案内 (+録画)



Slido

- If you feel unwell, please feel free to leave at any time. No need to inform us or send a message. Your health is our priority
気分がすぐれなくなった場合は、いつでも気軽に退出してください。
メッセージ等は不要です：健康第一
- Feel free to take a screenshot and share on social media
スライドのスクショOK、SNSで拡散OK
- Slido : <https://www.slido.com/#6993022>
<https://app.sli.do/event/3ZvexaPYUEedcUtnhmDWKV>

52.4% of Female Entrepreneurs Affected (n=105) 過去1年間で女性起業家の52.4%(n=105)が被害にあう



References: Kashino, 2025

Role of the social sciences: to describe phenomena, make them visible, and enable discussion 社会科学の役割：現象を記述し、可視化させ、議論できるようにする

 **Takanori Kashino** 柏野尊徳@シカゴ大学 🇺🇸 サーベイ...
@takanorikashino Promote

「スタートアップ・エコシステムにおけるセクシュアル・ハラスメント：予備調査」を本日発表しました。

現状の課題を示し、より良い環境づくりのための具体的な提言をたたき台として盛り込んでいます。

問題の社会的認知を高めるため、シェアにご協力いただければ幸いです。

[Translate post](#)

 EIRENE Management School Feedback & Future Participation
ご意見・今後の調査協力

**From Awareness to Action:
A Preliminary Survey on Sexual Harassment
in Japan's Startup Ecosystem (July 2024)**

**認識から行動へ：
日本のスタートアップ・エコシステムにおける
セクシュアル・ハラスメント予備調査 (2024年7月)**

Social Impact Center at Eirene Management School
アイリーノ・マネジメント・スクール ソーシャル・インパクト・センター
Takanori Kashino 柏野尊徳
kashino@eireneuniversity.org

Sexual Harassment in Startup Ecosystems 2024 スタートアップ・エコシステムにおけ...

From ems.eireneuniversity.org
3:01 AM · Jul 19, 2024 **208.4K Views**



東京新聞

#スキマバイトの隙間 #ごちろ特報部 #特集「PFAS」 ニュース一覧 東京・首都圏 社


#社会 #港区

セクハラ被害に遭った後、老舗ベンチャーキャピタルを雇い止めに…女性契約社員の訴え


2024年10月11日 20時03分

新興企業に投資するベンチャーキャピタル大手「S」契約社員が、セクハラ被害を訴えた後に不当に雇い止めにされた。違反に基づく損害賠償や地位確認などを求めている。セクハラの実害を認めたが法的責任はないと主張する。責任を否定し、社会的責任に基づく対応も拒否する。

◆忘年会の帰りにマフラーで首を絞められ

 **Y**

ありがとうございます。私はPEが長くVCにも多くの友人がいますが、この柏野さんのレポートが業界を動かしたのを見ていて、素晴らしいと思っています。宣伝もいたしますし微力ながらクラファンも参加させてください！



Sun 5:03 PM

References: 市野(2024), 竹谷(2024), @y_twtr (2025年1月27日 DM, X.com 本人許可を得て引用)

Crowdfunding in progress クラウドファンディング実施中

- Currently conducting activities to increase supporters: aiming to contribute to gender issue resolution based on research findings
支援者を増やす活動として実施中: 研究結果を踏まえたジェンダー問題解決への寄与を目指す
- We appreciate your support
ご支援お願いします

The screenshot shows an Indiegogo campaign page. At the top, the word "INDIEGOGO" is written in large, bold, pink letters. Below it, the campaign is titled "Research Paper" and "Support Open Access Publication: Sexual Harassment in Startups". The researcher is identified as Takanori Kashino, a member of Eirene Management School. The campaign has raised \$2,601 USD from 70 backers, with a flexible goal of \$3,536 and 5 days left. The campaign description is in both English and Japanese, explaining the goal of making research findings freely available to support a zero-tolerance approach to sexual harassment.

INDIEGOGO

EIRENE Management School

Research Paper

Support Open Access Publication:
Sexual Harassment in Startups

論文の無料公開を支援：
セクハラ・ゼロを目指して

The Journal of Business
Venturing Insights
Vol. 23 (June 2025)

Researcher
Takanori Kashino 柏野尊徳
Eirene Management School

FUNDING

**Open-Access: Startup
Sexual Harassment
Study 論文無料化**

Covers fees so everyone can freely read our crucial findings. セクハラ・ゼロを目指して、論文無料化を通じた知識の普及を支援する

Takanori Kashino
Minato-ku, Japan
[Ask a question](#)

\$2,601 USD 70 backers

73% of \$3,536 Flexible Goal 5 days left

-> <https://igg.me/at/zeroharassment>

Today's overview: Objectives, Structure, and Moderators

本日の概要：目的・構成・モデレーター

Objectives 目的：



社会科学の役割
The Role of the Social Sci.



内容解説
Content Explanation



環境づくり
Creating an Environment

Structure 構成：



Moderators モデレーター：



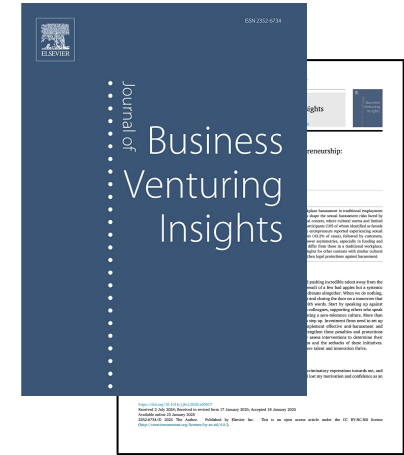
Takanori KASHINO
柏野 尊徳



Sae Hiraiwa
平岩 小絵

Paper Summary 論文概要

- Kashino (2025). Sexual Harassment by multiple stakeholders in entrepreneurship: The case of Japan, *Journal of Business Venturing Insights* , 23, e00517.
 - ABDC Journal List: Rank A, CiteScore: 11.7
- Submitted on 2024/07/02 → Accepted on 2025/01/18



Main reasons for acceptance 主な採択理由:

Novelty 新規性

Sexual harassment in entrepreneurship
起業環境でのセクハラ

Methodology 研究手法

Quant./Qual. analysis in Japan
国内事例を定量・定性の両面で分析

Relevance 社会性

Raises key issues in entrepreneurship
起業に関する重要な問題を提起



- 1. Research Context 研究背景**
- 2. Results 分析結果**
- 3. Discussion 解決策の議論**

What is Sexual Harassment? セクシュアル・ハラスメントとは？

Sexist Hostility 
性差別的な敵意

Enforcing gender roles and imposing stereotypes
性役割の強制、ステレオタイプの押し付け

 **Sexual Coercion**
性的強要

Forcing non-consensual sexual acts
圧力で望まない性的行為へ従事させる

Sexual Hostility 
性的な敵意

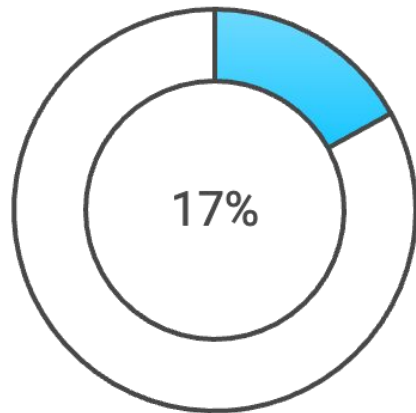
Intimidate someone through sexual content or expressions.
性的な内容や表現で、相手を威圧・貶める

 **Unwanted Sexual Attention**
望まれない性的関心

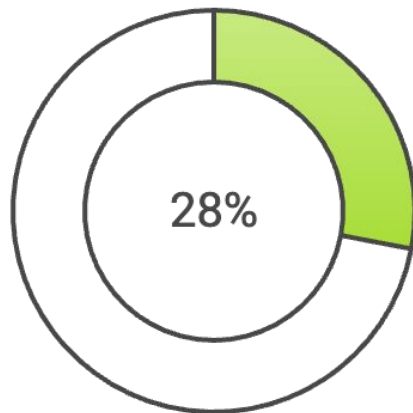
Unsolicited sexual interest or advances
求められていない性的な関心やアプローチ

References: Folke & Rickne, 2022; Fitzgerald et al., 1995; Hart, 2021; NASEM 2018

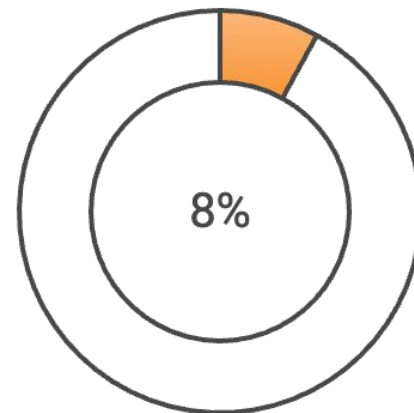
What we knew so far これまでわかっていること (Folke & Rickne, 2022)



Risk Aversion Value (WTP)
セクハラ回避の価値



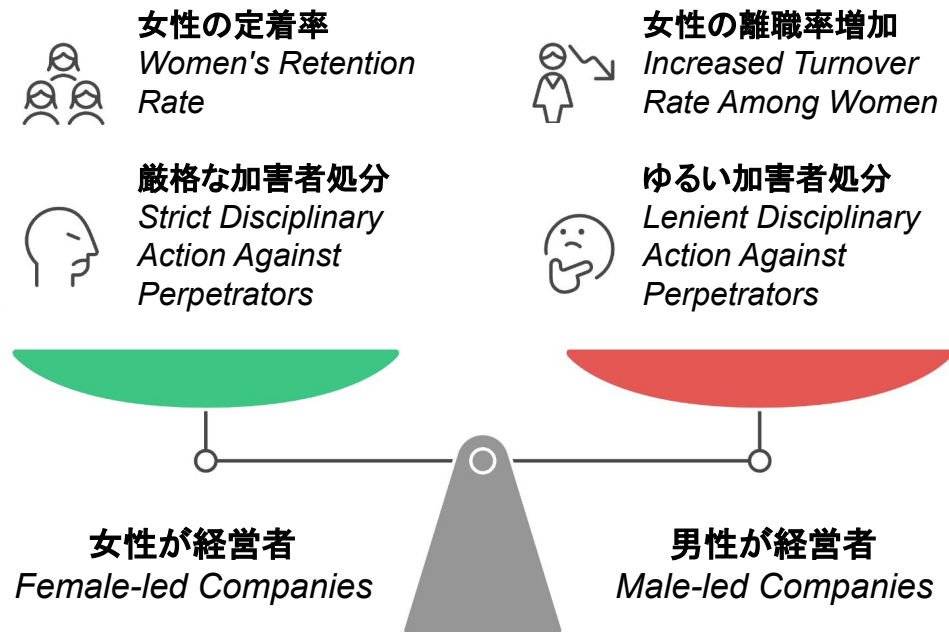
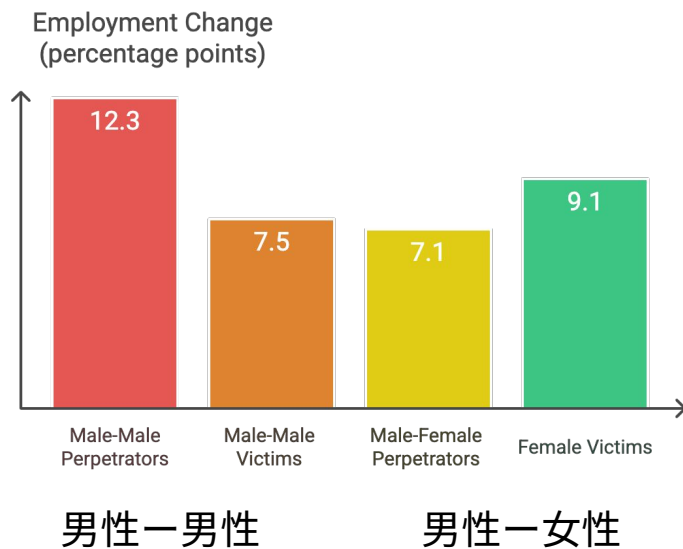
Career Advancement Tax
キャリア昇進税



Wage Gap Attribution Rate
賃金ギャップ寄与率

References: Folke & Rickne, 2022

What we knew so far これまでわかっていること (Adams-Prassl et al., 2024)



References: Adams-Prassl et al., 2024

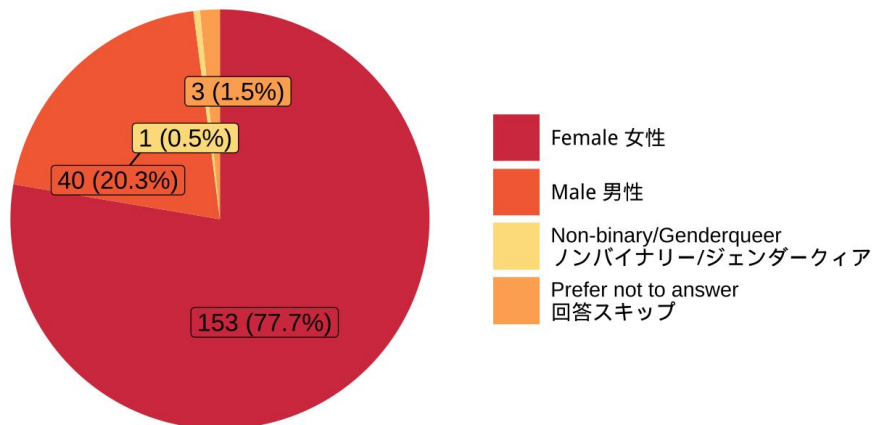


1. Research Context 研究背景
2. Results 分析結果
3. Discussion 解決策の議論

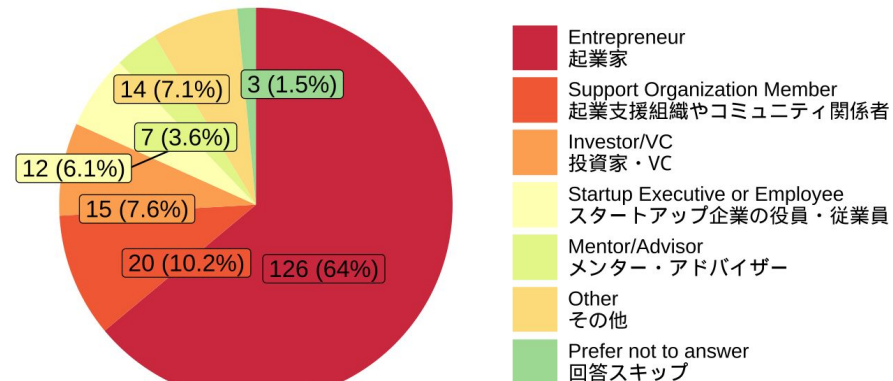
Respondent Profile: Detailed Breakdown (n=197)

回答者プロフィール：詳細内訳 (n=197)

Gender ジェンダー



Occupation 職業

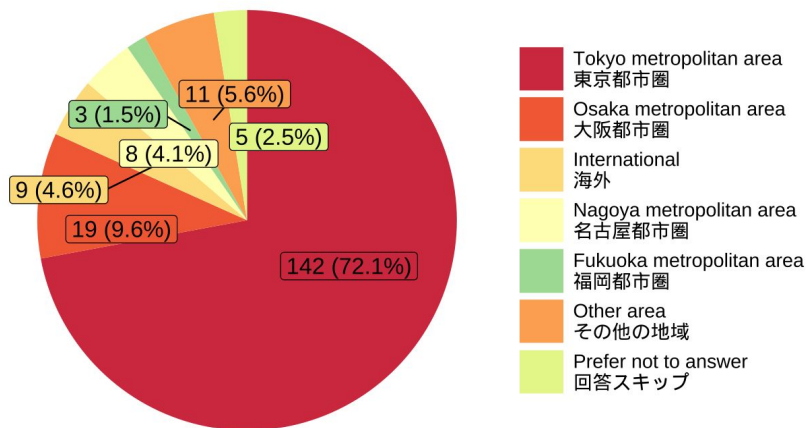


References: Kashino, 2025

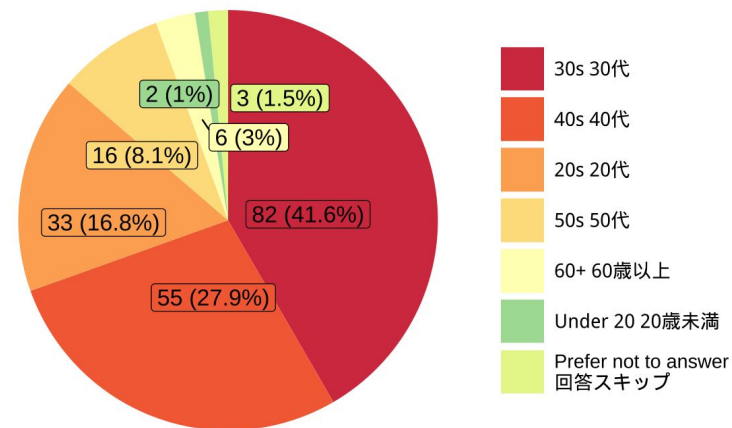
Respondent Profile: Detailed Breakdown (n=197)

回答者プロフィール：詳細内訳 (n=197)

Residence 居住地

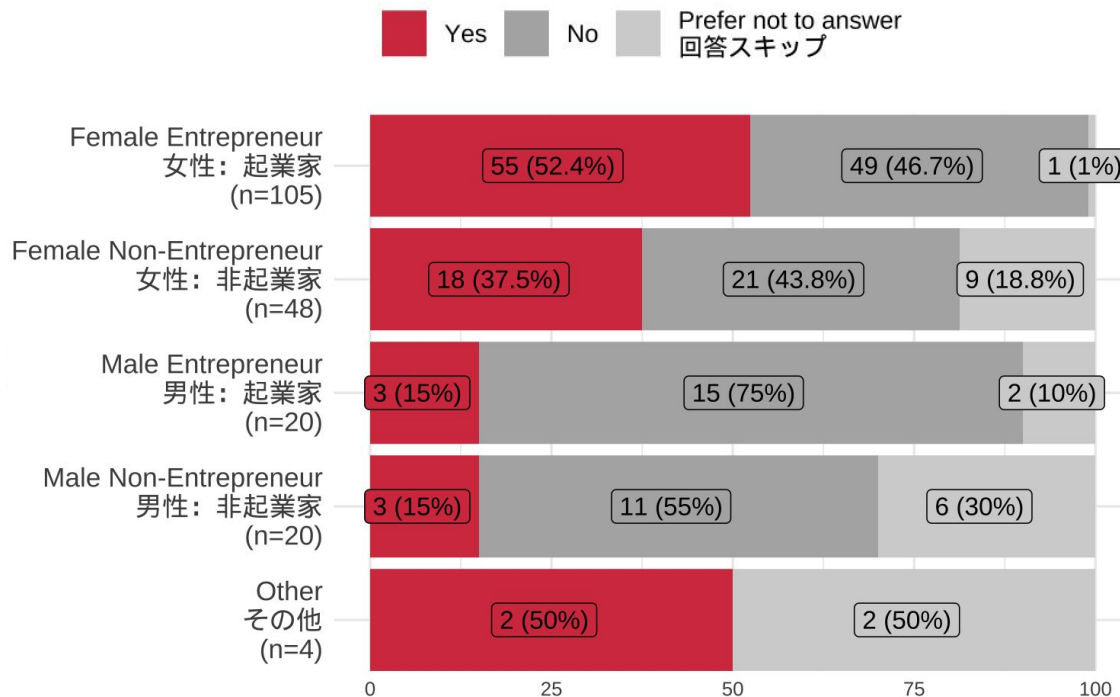


Age 年代



References: Kashino, 2025

52.4% of Female Entrepreneurs Affected (n=105) 過去1年間で女性起業家の52.4%(n=105)が被害にあう



References: Kashino, 2025

Women are four times more likely to be victimized than men

女性が被害にあう可能性は男性の4倍

Table 8

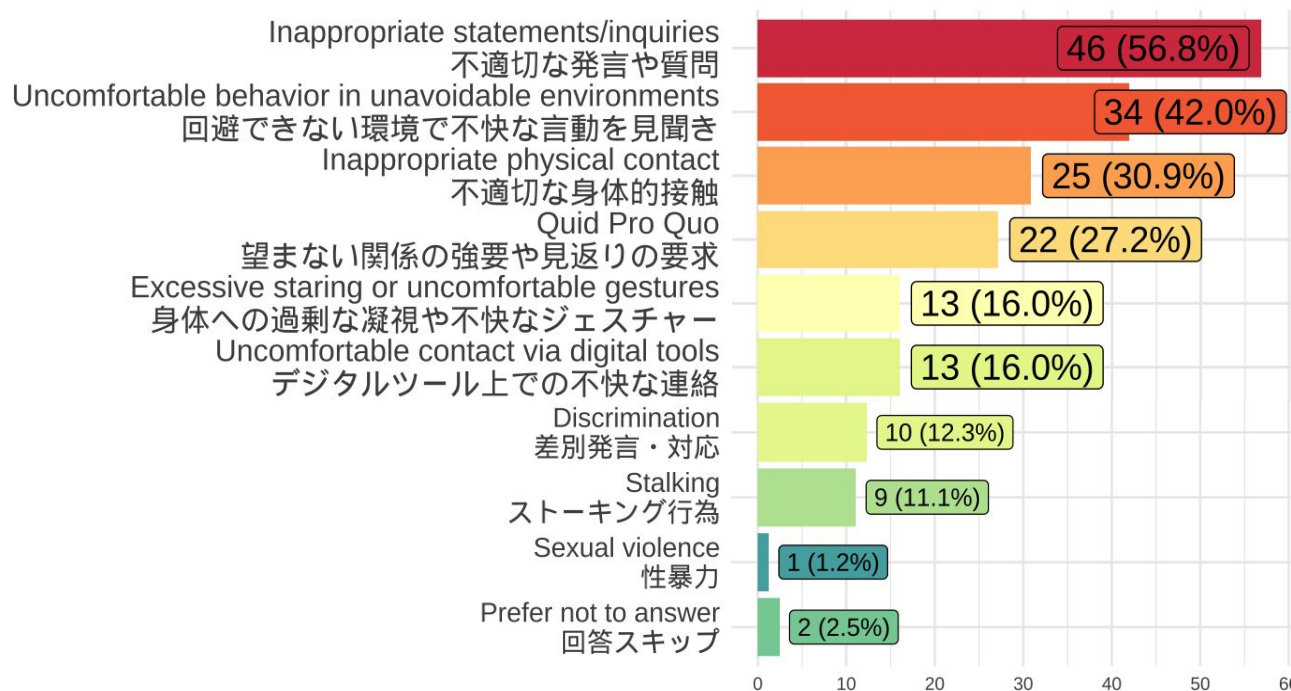
Logistic regression results for entrepreneurs.

Variable	Model 1	Model 2	Model 3	Odds Ratio†
(Intercept)	-1.6094 (0.6324) *	0.6913 (1.1479)	-0.4593 (1.5452)	2.00 (0.20, 19.11)
Female	1.6309 (0.6656) *	1.3885 (0.6847) *	1.9528 (0.7585) *	4.01 (1.16, 18.62)
Age	-	-0.0545 (0.0236) *	-0.0474 (0.0270).	0.95 (0.90, 0.99)
Experience: <3 months	-	-	0.0052 (0.8561)	-
Experience: 1-3 years	-	-	0.1817 (0.6740)	-
Experience: 4-6 years	-	-	1.2723 (0.7369).	-
Experience: 7-9 years	-	-	-0.1650 (0.7102)	-
Experience: other	-	-	1.8462 (1.1905)	-
Null Deviance	152.79	152.79	152.79	-
Residual Deviance	145.13	139.33	131.38	-
AIC	149.13	145.33	147.38	-
Pseudo R ²	0.0891	0.1527	0.2347	-
Observations	110	110	110	-

Notes: Sample size: This analysis focuses on respondents who identified as entrepreneurs (n = 126). Respondents with incomplete responses (n = 16) were excluded, resulting in a final sample size of n = 110. *Model details:* Logistic regression analyzes the experience of sexual harassment as the dependent variable (1 = Yes, 0 = No). Standard errors are shown in parentheses. p < 0.1; *p < 0.05. †The Odds Ratio shows the odds ratio with 95% Confidence Interval for Model 2, which showed the best fit based on AIC. While exploring various model specifications, we tested other variables, such as residence and business area, in Model 3. However, this consistently resulted in a poorer model fit than the current Model 3.

References: Kashino, 2025

Harassment Forms: Verbal to Relational Demands 不適切な言動や望まない関係の要求など、様々な形を取る

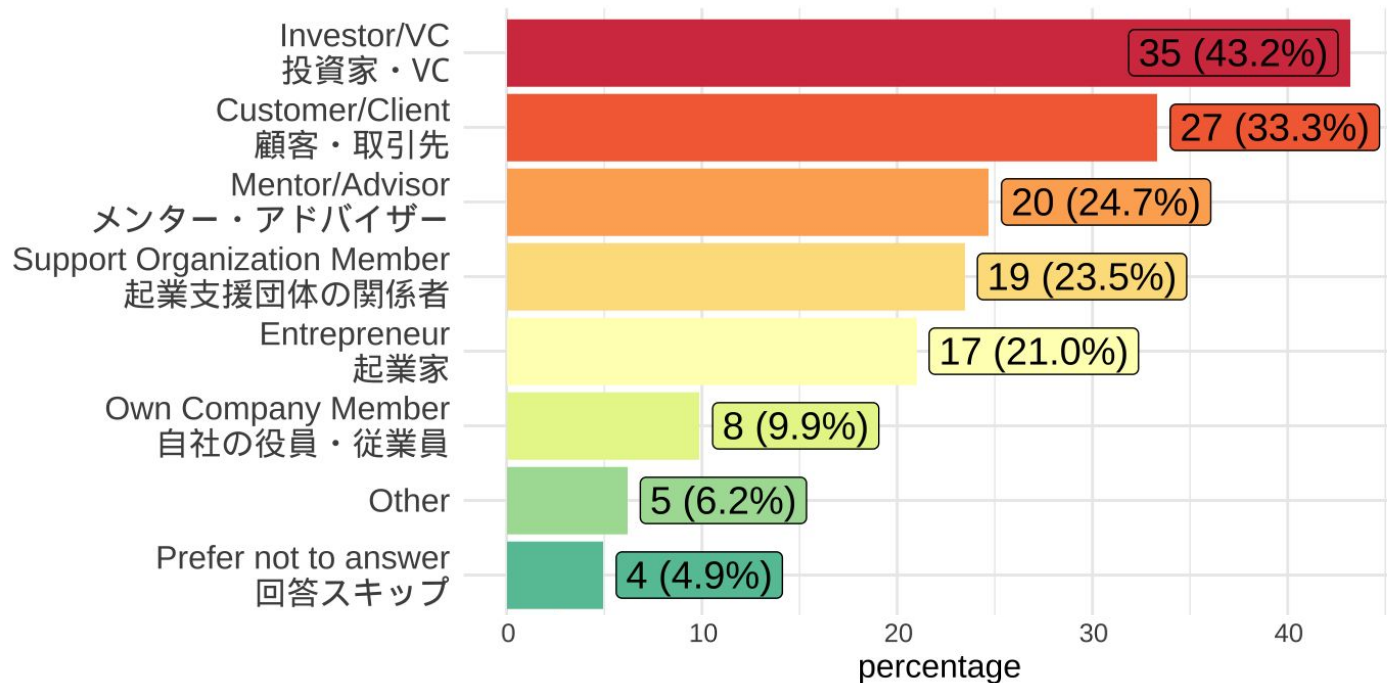


References: Kashino, 2025

Q2: What types of harassment have you experienced? (Select all that apply) どのような出来事でしたか?: 複数選択可 (n=81)

Perpetrated by Multiple Stakeholders

様々なステークホルダーによる加害



Note: Details of others (n=5) include one teacher, one event participant, one successor manager, one industry professional, and one community member

註: その他(n=5)の詳細は教師、イベント参加者、後継経営者、業界関係者、コミュニティ内のメンバー

References: Kashino, 2025

Q3: Who committed this act against you? (Select all that apply) 誰からの行為でしたか?: 複数選択可 (n=81)

The relationship btw Perpetrators and Incidents : MCA

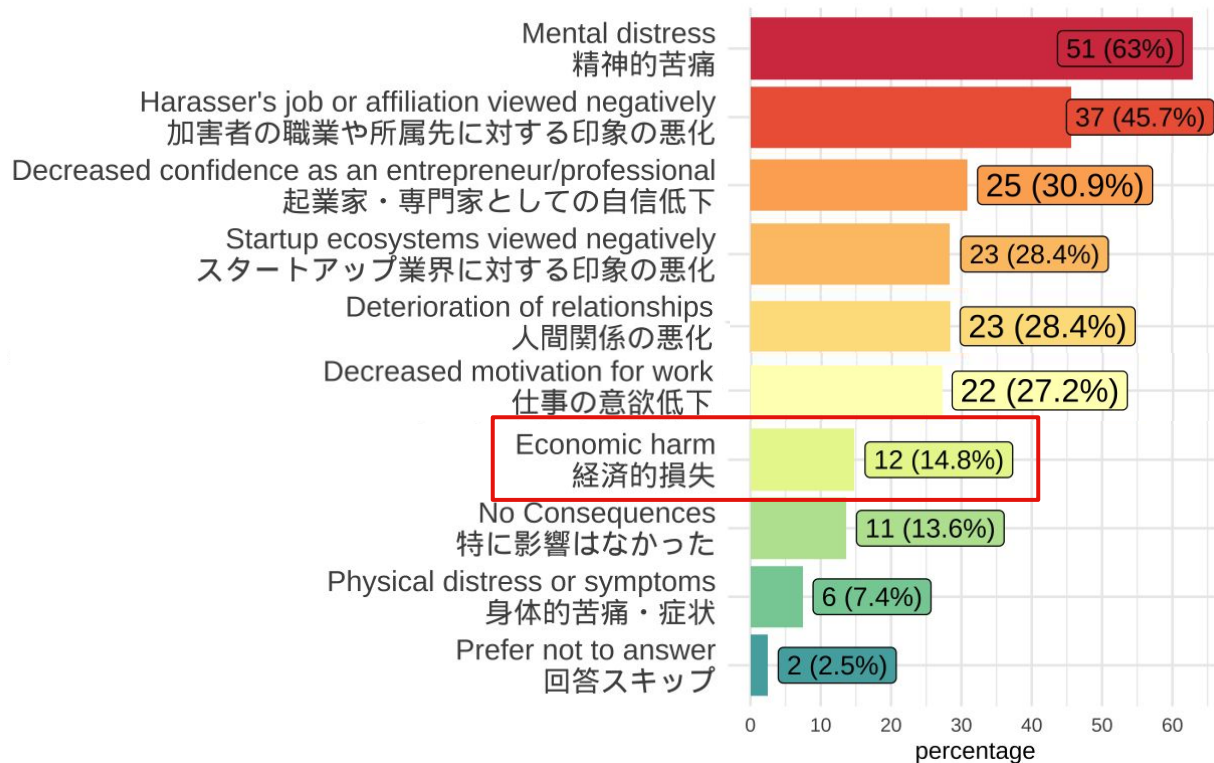
加害者と加害内容の関係：MCA



References: Kashino, 2025

14.8% Suffered Economic Losses

14.8%が経済的被害に



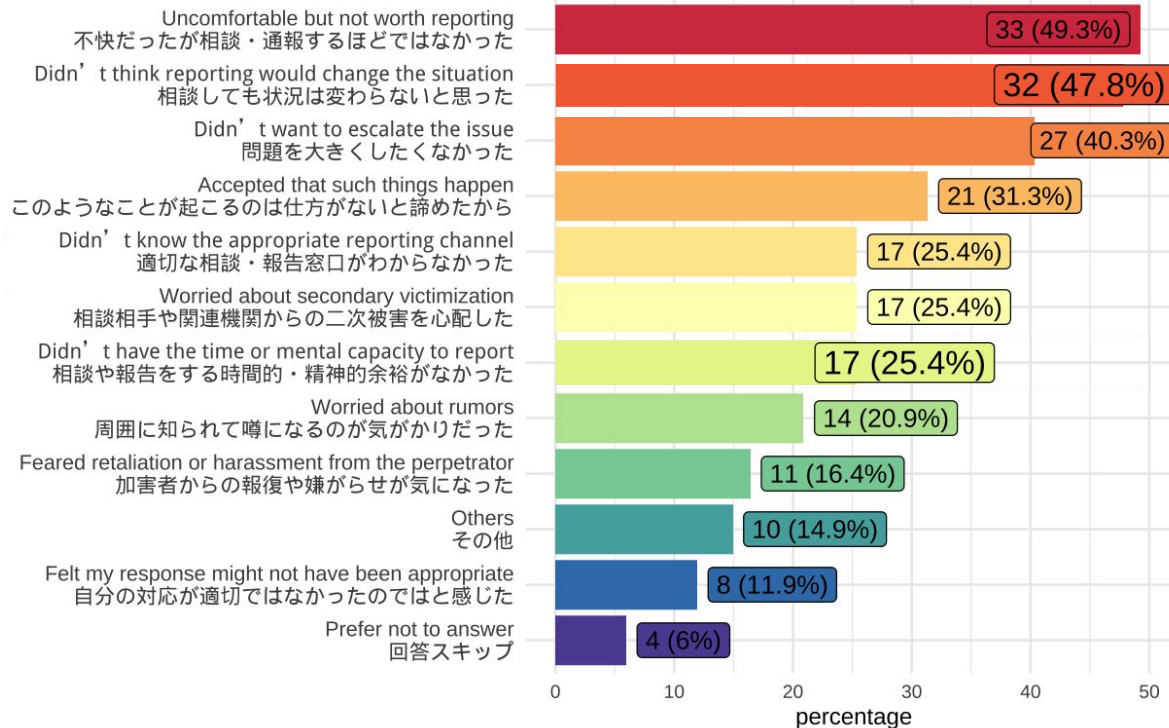
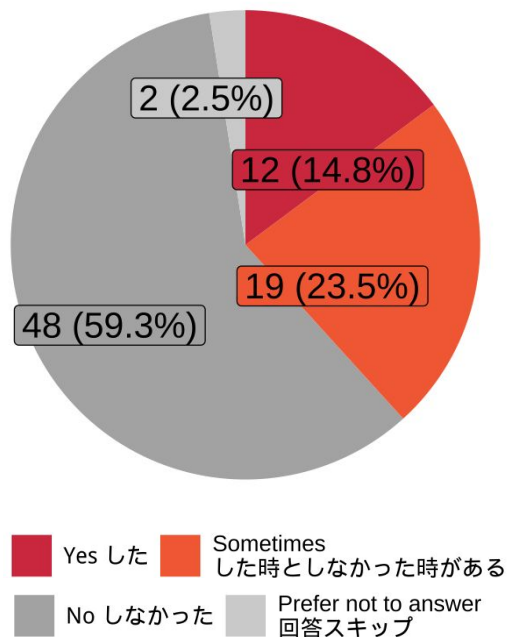
References: Kashino, 2025

Q4: How did this experience impact you? (Select all that apply) どのような影響がありましたか？:複数選択可 (n=81)

20

Underreporting Masks True Extent

被害の相談や報告は少ないため実態が表面化しにくい



References: Kashino, 2025

Qualitative analysis of open-ended responses from affected respondents

被害にあった回答者の自由回答を定性分析 (n=48)

Table 4

Occupation and gender of qualitative respondents (subset of 197 total participants).

Occupation	Total	Gender		
		Female	Male	Prefer not to answer
Entrepreneur	36	35	1	0
Support organization member	5	4	1	0
Startup partner	5	3	2	0
Other/Prefer not to answer	2	1	0	1

References: Kashino, 2025

The Cyclical Model 被害が起こる仕組み

① Embedded Discrimination 埋め込まれた差別

Gender Stereotypes
ジェンダーステレオタイプ

Role Expectations
役割期待

② Systemic Exploitation 構造的な搾取

Abuse of Power
権力の乱用

Predatory Support
搾取的支援

Blurred Boundaries
曖昧な境界線

③ Safeguard Voids 保護策の欠如

Insufficient Education
不十分な教育・啓蒙

Inadequate Protection
不適切な保護

Lack of Reporting Systems
報告制度の不在

④ Adaptive Burden Choice 理不尽な選択肢

Ecosystem Exit
エコシステムからの撤退

Resigned Endurance
諦め耐える

Costly Confrontation
高コストの対立

References: Kashino, 2025



1. Research Context 研究背景
2. Results 分析結果
3. Discussion 解決策の議論

Solutions 解決策

教育と研修

ジェンダー平等のための教育と研修実施

法整備と ガバナンス強化

セクハラに対する規制とガバナンス強化

包括的な 支援体制の確立

匿名の支援と専門家ネットワークの設立

エビデンスに基づく評価と改善

データ収集と利害関係者間の協力の促進



References: Kashino, 2025

Discussion Topics 議論のポイント

1. **Current Situation:** Any scenarios in your company/industry where harassment risks might arise? **現状:** 自社や業界で、ハラスメントのリスクがありそうな場面は？

2. **Countermeasure Evaluation:** Which solution do you consider most feasible?

対策評価: 解決策の中で最も実行

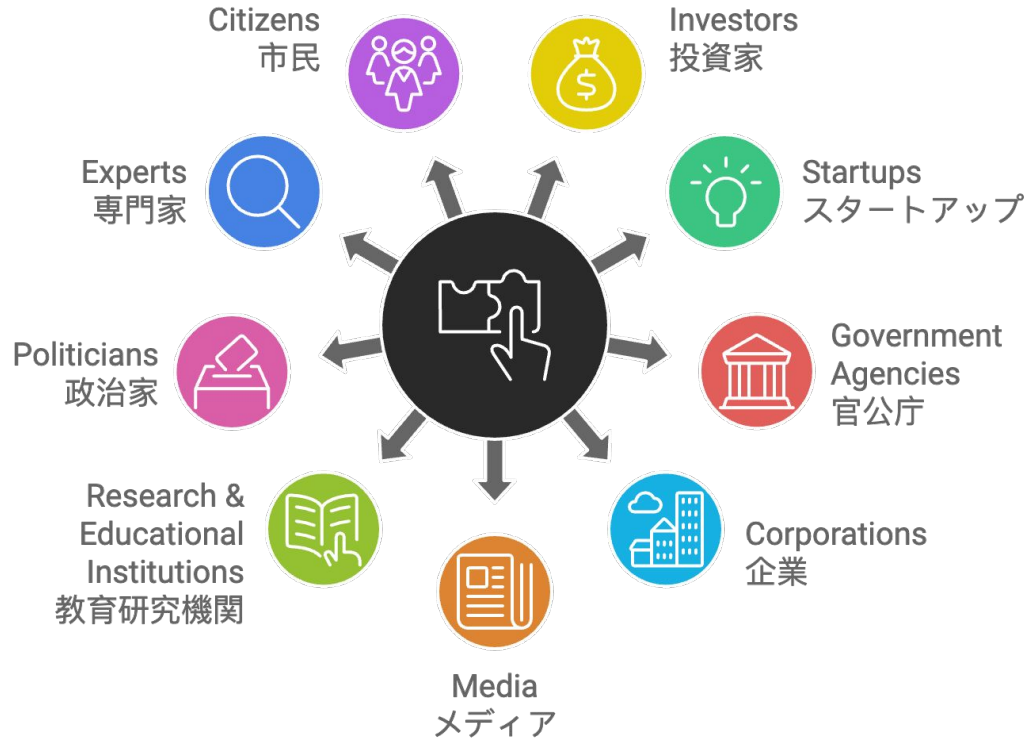
可能だと考えられるのは？

3. **Barriers and Overcoming**

Measures 実施障壁と克服策



Expand our support base 支援者を増やす



Crowdfunding in progress クラウドファンディング実施中

- Currently conducting activities to increase supporters: aiming to contribute to gender issue resolution based on research findings
支援者を増やす活動として実施中: 研究結果を踏まえたジェンダー問題解決への寄与を目指す
- We appreciate your support
ご支援お願いします

The screenshot shows an Indiegogo campaign page. At the top, the word "INDIEGOGO" is written in large, bold, pink letters. Below it, the campaign is titled "Open-Access: Startup Sexual Harassment Study 論文無料化". The campaign is for a "Research Paper" by Takanori Kashino, a researcher at Eirene Management School. The paper is titled "Support Open Access Publication: Sexual Harassment in Startups" and is available in both English and Japanese. The campaign has raised \$2,601 USD from 70 backers, which is 73% of the \$3,536 flexible goal. There are 5 days left in the campaign. The page also includes a small image of the research paper cover and a profile picture of the researcher.

-> <https://igg.me/at/zeroharassment>

References 参考文献

- Adams-Prassl, A., Huttunen, K., Nix, E., & Zhang, N. (2024). Violence against Women at Work. *The Quarterly Journal of Economics*, 139(2), 937-991. doi:10.1093/qje/qjad045
- Ahl, H., & Marlow, S. (2021). Exploring the false promise of entrepreneurship through a postfeminist critique of the enterprise policy discourse in Sweden and the UK. *Human Relations*, 74(1), 41-68.
- Brush, C., Edelman, L. F., Manolova, T., & Welter, F. (2019). A gendered look at entrepreneurship ecosystems. *Small Business Economics*, 53(2), 393-408. doi:10.1007/s11187-018-9992-9
- Bullough, A., Guelich, U., Manolova, T. S., & Schjoedt, L. (2022). Women's entrepreneurship and culture: gender role expectations and identities, societal culture, and the entrepreneurial environment. *Small Business Economics*, 58(2), 985-996. doi:10.1007/s11187-020-00429-6
- Cabinet Secretariat. (2022). Startup Development Five-year Plan. Japanese Government
- Civil Code of Japan. Article 709: Japanese Law Translation Database System.
- Clayton, P. (2024). Mentored without incubation: Start-up survival, funding, and the role of entrepreneurial support organization services. *Research policy*, 53(4). doi:10.1016/j.respol.2024.104975
- Creswell, J. W., & Clark, V. L. P. (2017). *Designing and conducting mixed methods research*: Sage publications.
- Crowley, J. E. (2023). The life of the party: Entrepreneurial labor, sexual harassment, and the fashion industry. *Women's Studies International Forum*, 101. doi:10.1016/j.wsif.2023.102825
- Dalton, E. (2021). Coerced Silence. In *Sexual Harassment in Japanese Politics* (pp. 45-80).
- Dussich, J. P. J. (2016). Decisions Not to Report Sexual Assault: A Comparative Study among Women Living in Japan Who Are Japanese, Korean, Chinese, and English-Speaking. *International Journal of Offender Therapy and Comparative Criminology*, 45(3), 278-301. doi:10.1177/0306624x01453002
- Ellard-Gray, A., Jeffrey, N. K., Choubak, M., & Crann, S. E. (2015). Finding the Hidden Participant. *International Journal of Qualitative Methods*, 14(5). doi:10.1177/1609406915621420
- Fitzgerald, L. F., & Cortina, L. M. (2018). Sexual harassment in work organizations: A view from the 21st century. In C. B. Travis, J. W. White, A. Rutherford, W. S. Williams, S. L. Cook, & K. F. Wyche (Eds.), *APA handbook of the psychology of women: Perspectives on women's private and public lives* (pp. 215-234): American Psychological Association.
- Fitzgerald, L. F., Drasgow, F., Hulin, C. L., Gelfand, M. J., & Magley, V. J. (1997). Antecedents and consequences of sexual harassment in organizations: a test of an integrated model. *J Appl Psychol*, 82(4), 578-589. doi:10.1037/0021-9010.82.4.578
- Folke, O., & Rickne, J. (2022). Sexual Harassment and Gender Inequality in the Labor Market. *The Quarterly Journal of Economics*, 137(4), 2163-2212. doi:10.1093/qje/qjac018
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2012). Seeking Qualitative Rigor in Inductive Research. *Organizational Research Methods*, 16(1), 15-31.
- Gobel, M. S., & Miyamoto, Y. (2024). Self- and Other-Oriented in High Rank: A Cultural Psychological Approach to Social Hierarchy. *Pers Soc Psychol Rev*, 28(1), 54-80. doi:10.1177/10888683231172252
- Goto, E. (2023). Translating "Sexual Harassment" in Japan and Egypt: Conception and Perception on the Move. *International Quarterly for Asian Studies*, 54(2), 173-190. doi:10.11588/iqas.2023.2.22457
- Guzman, J., & Kacperczyk, A. (2019). Gender gap in entrepreneurship. *Research policy*, 48(7), 1666-1680.
- ILO (International Labour Organization). (2022). Experiences of violence and harassment at work: a global first survey (9789220391563). Retrieved from Geneva: <https://researchrepository.ilo.org/esploro/outputs/report/995318827002676>
- Kashino, T. (2025). Sexual harassment by multiple stakeholders in entrepreneurship: The case of Japan. *Journal of Business Venturing Insights*, 23. doi:10.1016/j.jbvi.2025.e00517
- Lê, S., Josse, J., & Husson, F. (2008). FactoMineR: An RPackage for Multivariate Analysis. *Journal of Statistical Software*, 25(1), 1-18. doi:10.18637/jss.v025.i01
- McDonald, P. (2012). Workplace Sexual Harassment 30 Years on: A Review of the Literature. *International Journal of Management Reviews*, 14(1), 1-17. doi:10.1111/j.1468-2370.2011.00300.x
- McLaughlin, H., Uggen, C., & Blackstone, A. (2012). Sexual Harassment, Workplace Authority, and the Paradox of Power. *Am Sociol Rev*, 77(4), 625-647. doi:10.1177/0003122412451728
- McLaughlin, H., Uggen, C., & Blackstone, A. (2017). The Economic and Career Effects of Sexual Harassment on Working Women. *Gen Soc*, 31(3), 333-358. doi:10.1177/0891243217704631
- Nemoto, K. (2016). Too few women at the top: The persistence of inequality in Japan. In *Too Few Women at the Top*: Cornell University Press.
- Ozkazanc-Pan, B., & Clark Muntean, S. (2021). *Entrepreneurial Ecosystems*. Cambridge: Cambridge University Press.
- R Core Team. (2024). R: A Language and Environment for Statistical Computing. Vienna, Austria. Retrieved from <https://www.R-project.org/>
- Ribeiro-Navarrete, S., Saura, J. R., & Palacios-Marques, D. (2021). Towards a new era of mass data collection: Assessing pandemic surveillance technologies to preserve user privacy. *Technological Forecasting and Social Change*, 167, 120681. doi:10.1016/j.techfore.2021.120681
- RStudio Team. (2020). RStudio: Integrated Development Environment for R. Boston, MA: RStudio, PBC. Retrieved from <http://www.rstudio.com/>
- Saguy, A. C., & Rees, M. E. (2021). Gender, Power, and Harassment: Sociology in the #MeToo Era. *Annual Review of Sociology*, 47(1), 417-435. doi:10.1146/annurev-soc-090320-031147
- Strauss, A., & Corbin, J. M. (1990). *Basics of qualitative research: Grounded theory procedures and techniques*. Thousand Oaks, CA, US: Sage Publications, Inc.
- The Economist. (2024). The Glass-Ceiling Index. Retrieved Aug 25 <https://www.economist.com/graphic-detail/glass-ceiling-index>
- Tourangeau, R., & Yan, T. (2007). Sensitive questions in surveys. *Psychol Bull*, 133(5), 859-883. doi:10.1037/0033-2909.133.5.859
- Vasanth Raju, N., & Harinarayana, N. (2016). Online survey tools: A case study of Google Forms. Paper presented at the National conference on scientific, computational & information research trends in engineering, GSSS-IETW, Mysore.
- World Bank. (2024). Women, Business and the Law 2024: The World Bank.
- 市野凜. (2024, August 28). “女性起業家の半数がセクハラ被害” スタートアップ業界で何が. NHK. Retrieved from <https://www.nhk.or.jp/minplus/0026/topic132.html>
- 竹谷直子 (2024, December 13). 「性行為をすれど投資する」相次ぐ女性起業家へのセクハラ 規制法の「穴」がスタートアップを苦しめている. 東京新聞. Retrieved from <https://www.tokyo-np.co.jp/article/373226>



EIRENE Management School