

May 8, 2026 AAWR in Scotland

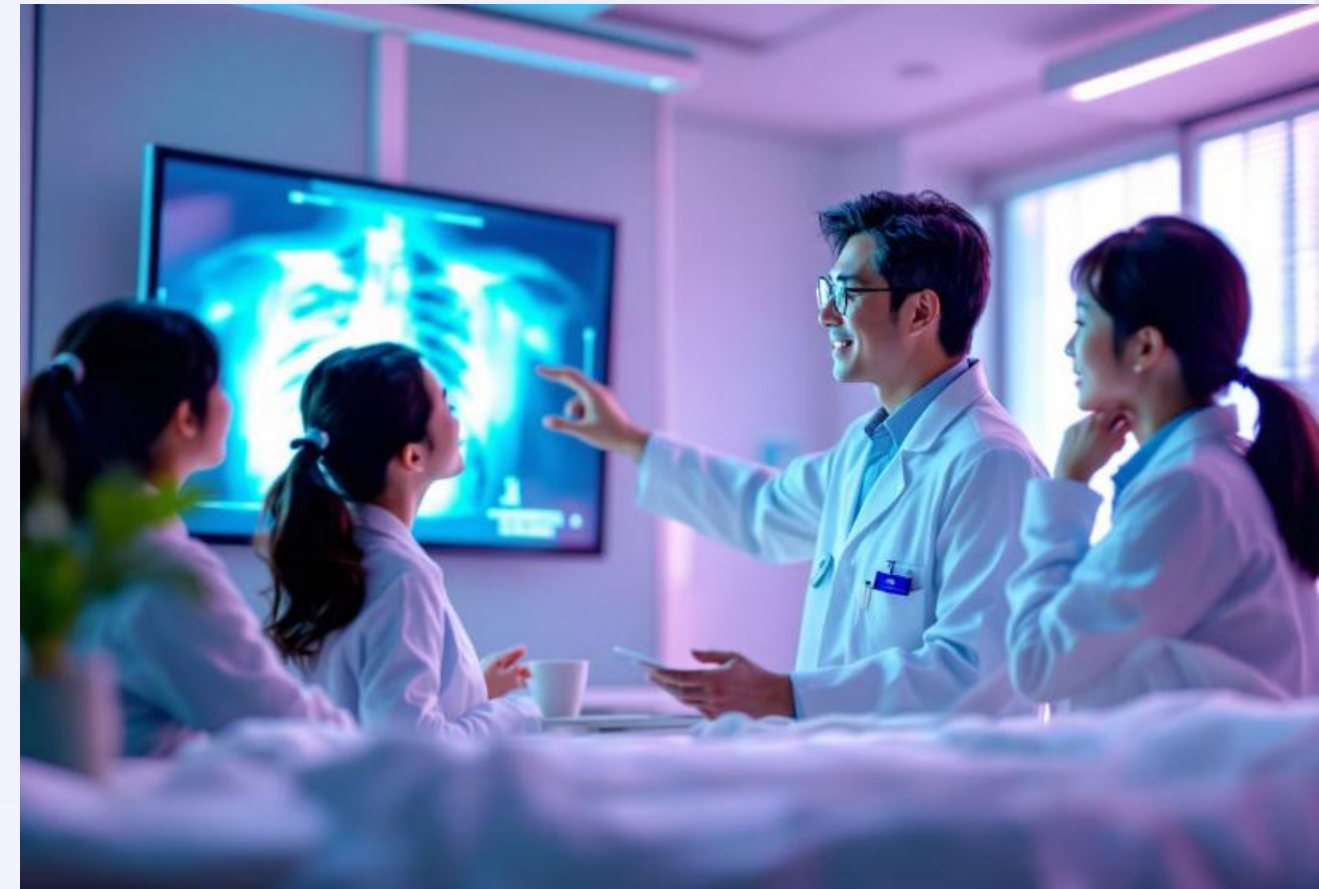
# “Ikigai and Kaizen”

## Promoting diversity and workstyle reform for the future of the Japan Radiological Society (JRS)

Noriko Oyama-Manabe, MD, PhD

Chair of the Diversity Committee  
Board of Directors of Japan Radiological Society

Prof. and Chair, Dept. of Radiology  
Jichi Medical University



# COI

Noriko Oyama-Manabe

I have no conflicts of interest to disclose.

# About Me

Noriko Oyama-Manabe, MD, PhD

Professor of Radiology, Jichi Medical University

Board-Certified Diagnostic Radiologist

Subspecialty: **Cardiovascular** Imaging (CT & MRI)

Research fellowship in **Boston** for three years

**Executive Board Member (Officer), Japan Radiological Society**

**Chair, Diversity & Work Style Reform Committee**

In a dual-radiologist family, raising **two sons**

Originally from Hokkaido (the northern part of Japan) like Scotland

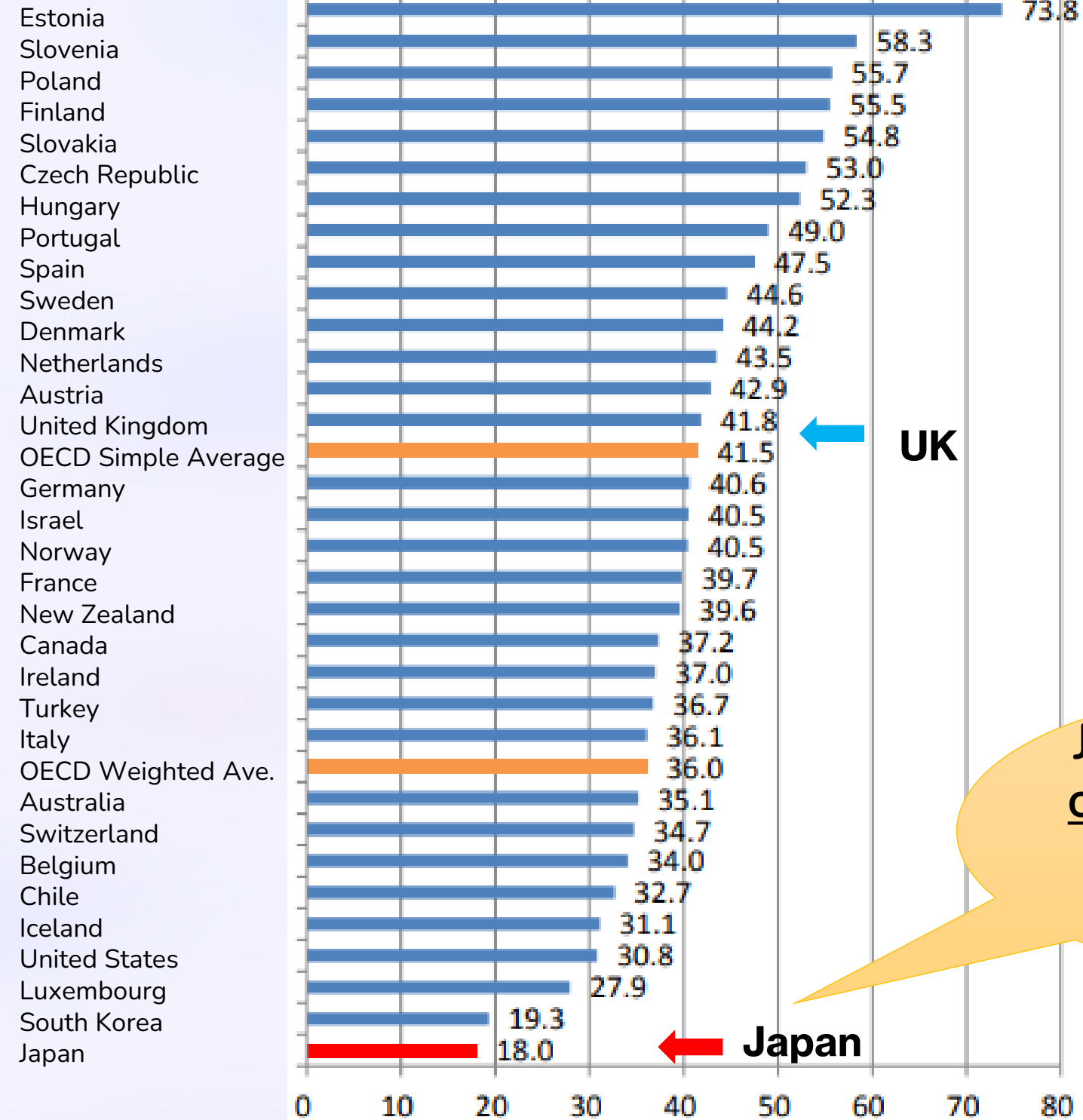
## Interests

Cooking | Reading | Yoga



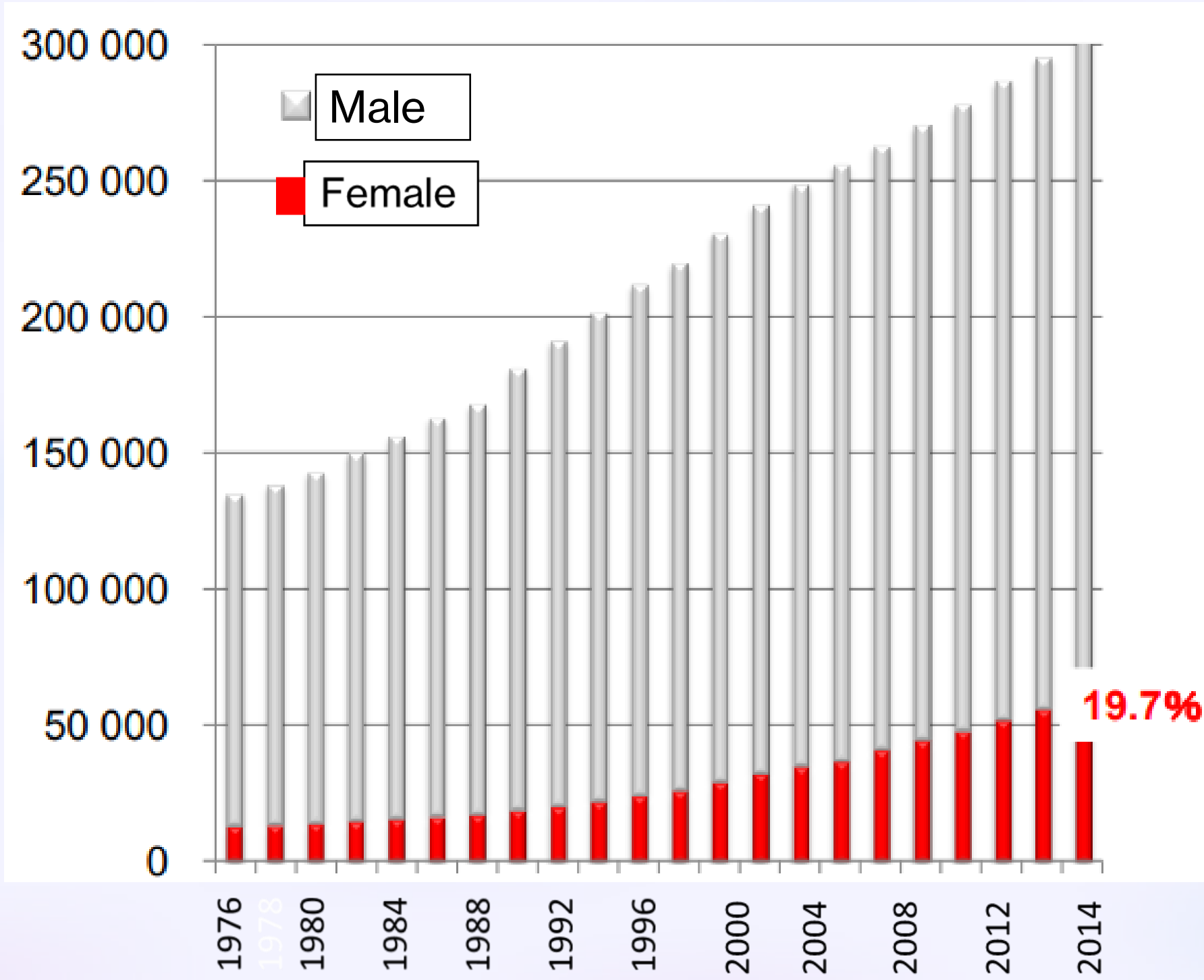
My hometown, Hokkaido

# Ratio of Female Doctors by Country (%)

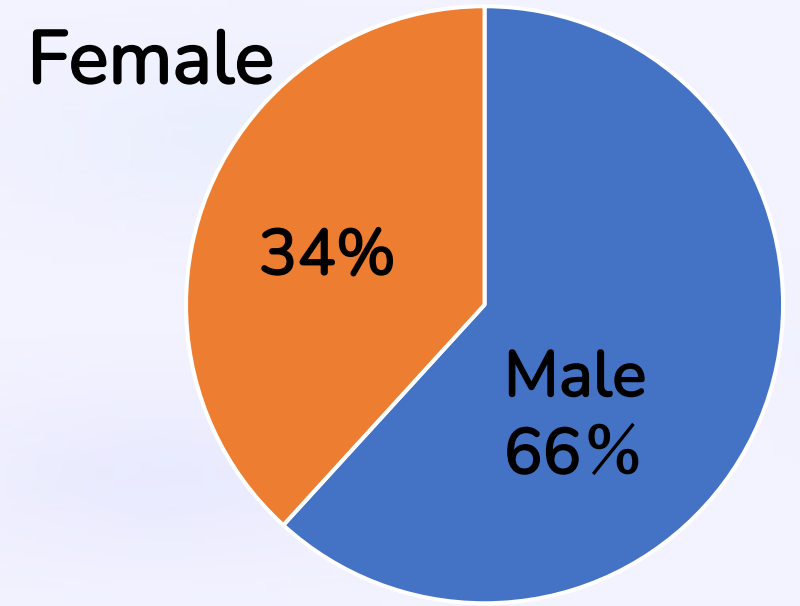


Japan ranked 121st out of 153 countries in the Gender Gap Index.

# Gender Ratio in Japan



## Medical Students in 2019



# Gender Ratio by Medical Specialty in Japan (%)

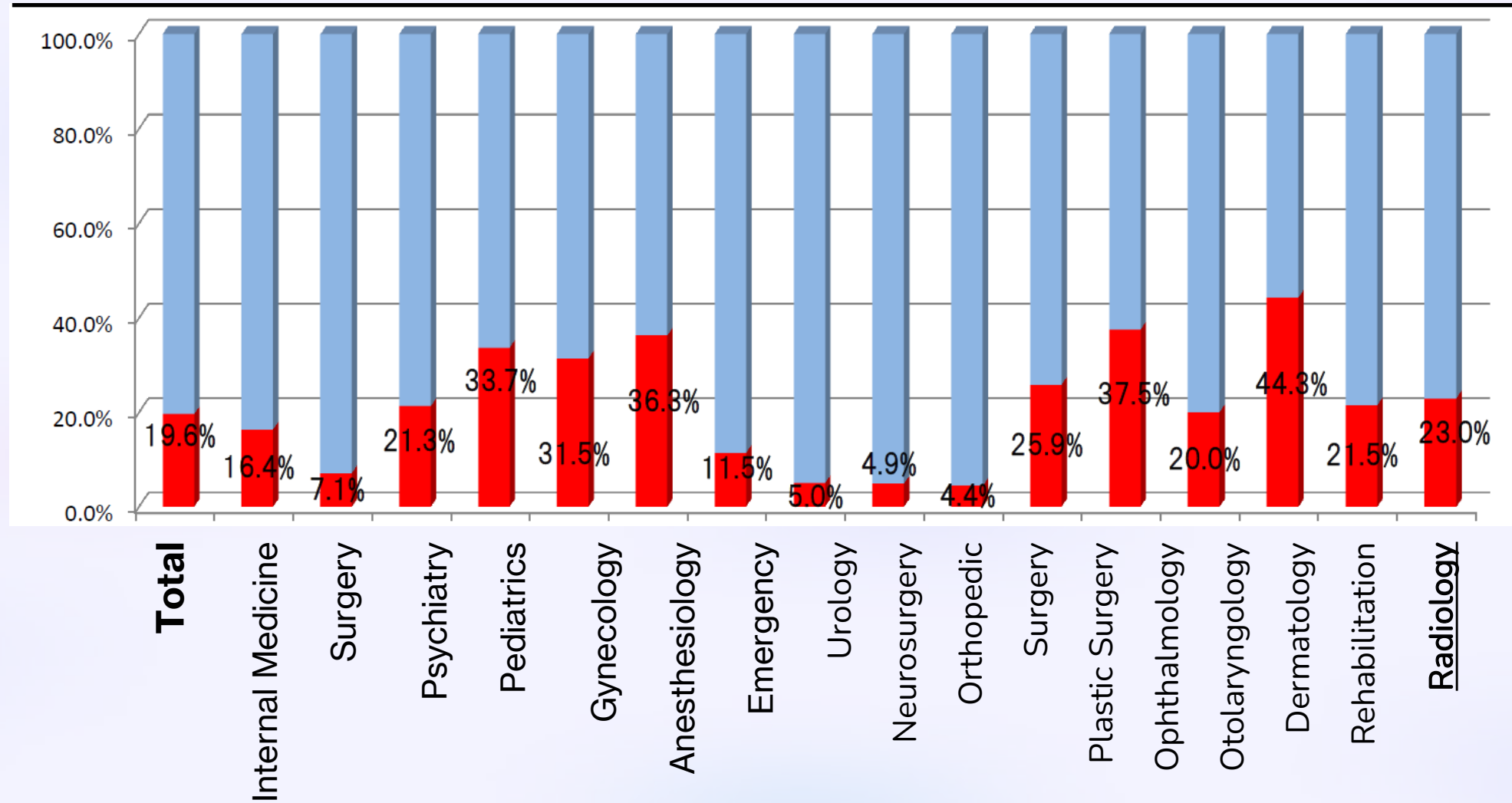
Female physicians (%) within various medical specialties in Japan

44  
Dermatology

38  
Plastic surgery

23  
Radiology

7  
Surgery



# Gender Ratio in Radiology

1

-1990s

Radiology field dominated by male. Few women in leadership roles.

2

2000s-2010s

Gradual increase in female radiologists, but still underrepresented in decision-making positions.

3

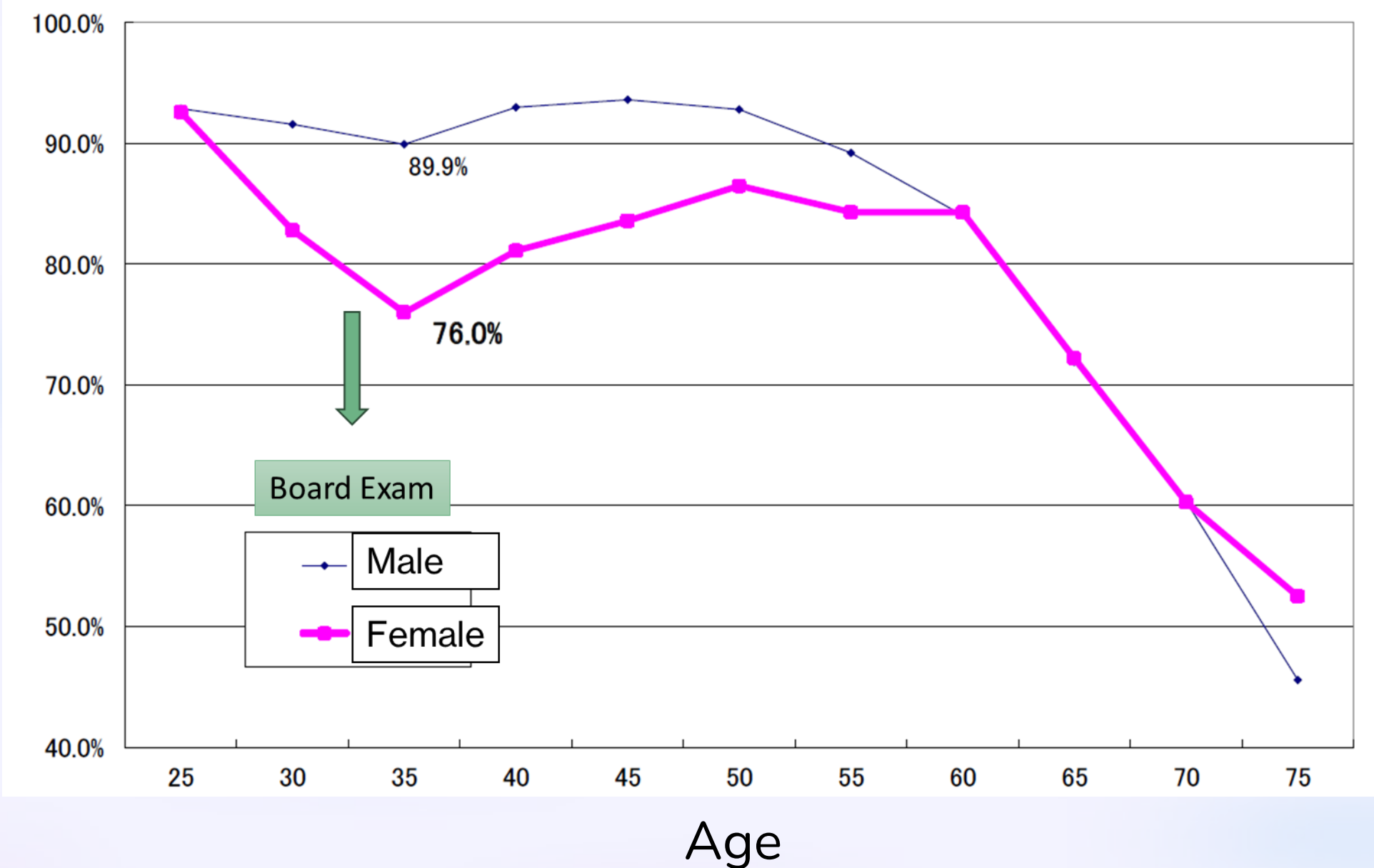
2020s

Growing awareness of gender gap. Initial steps taken to address imbalance.

**Female 29%**

# The M-Shaped Curve of Employment Rates for Female Doctors in Japan

Employment Rates



# Session Chairs at JRS Annual Meeting 2020

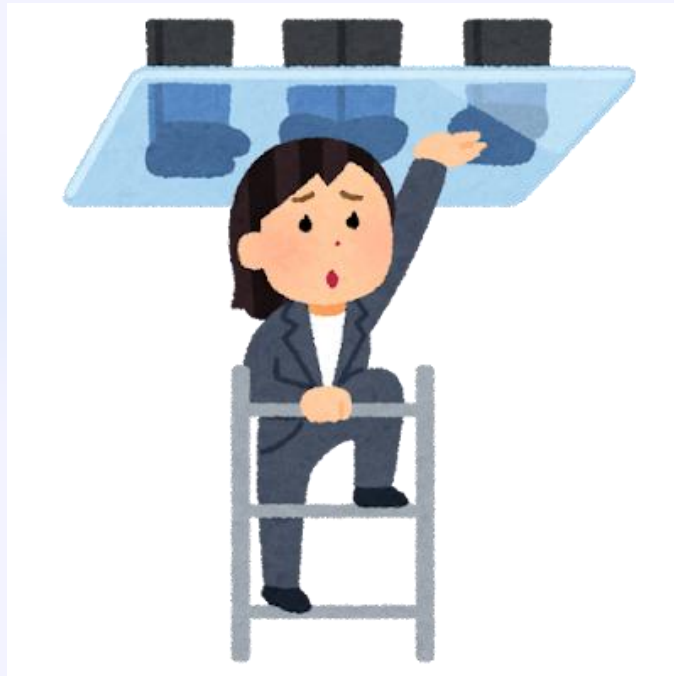
Session Chairs	Total Number of Session Chairs	Male	%	Female	%
Symposium	57	49	86.0%	8	14.0%
Educational session	39	38	97.4%	1	2.6%
General oral presentation	42	40	95.2%	2	4.8%
Poster presentation	29	27	93.1%	2	6.9%

Female Chair  
only 8%

The low proportion of female radiologists serving as chairs and symposium speakers

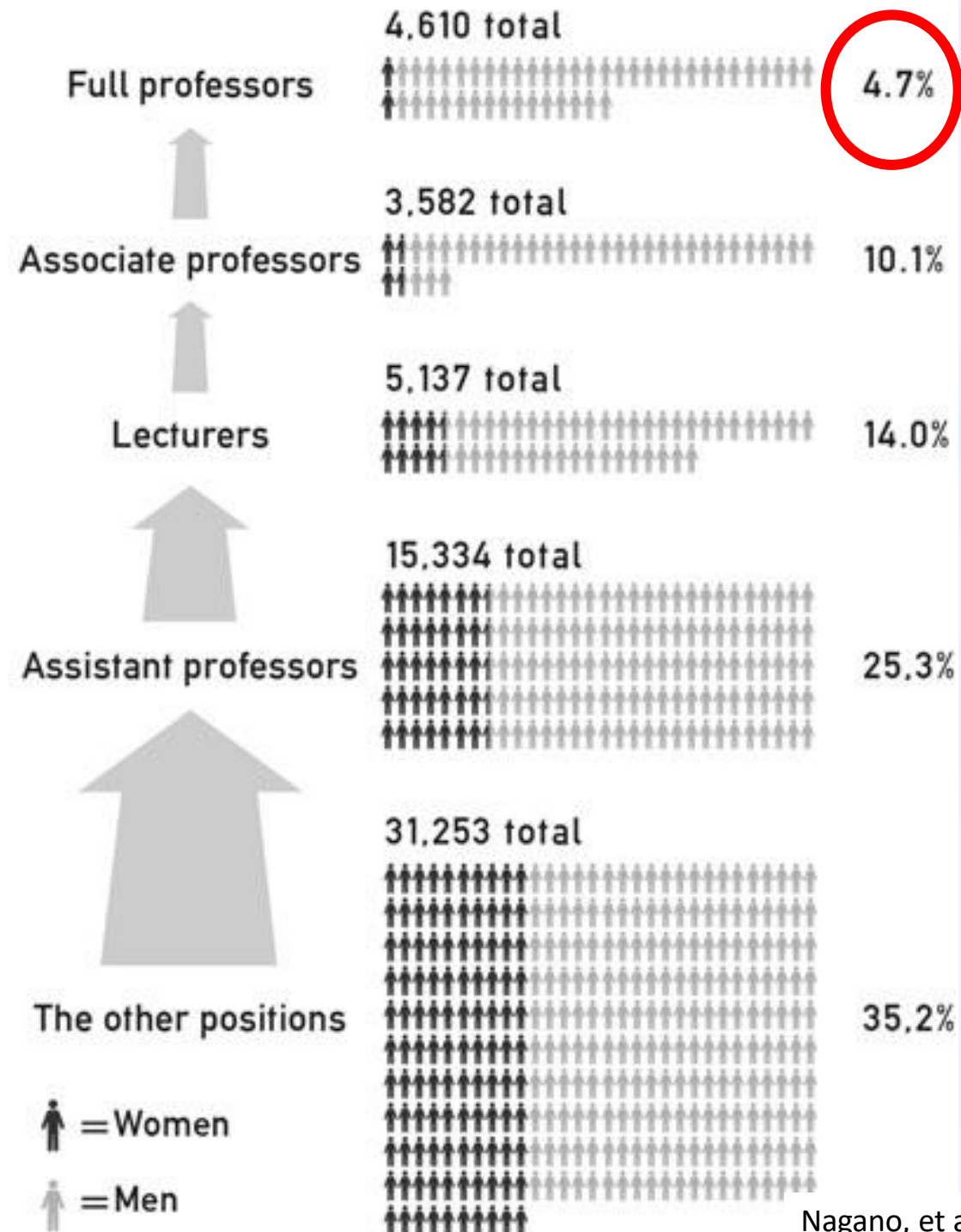
# Japan's Academic Barriers to Gender Equality

glass ceiling



due to cultural factors  
seniority-based systems and  
traditional gender roles

## Demographics of Women Physicians in the Academic Medicine



Professors  
4.7%

# Current Diversity Challenges in JRS

## ● Gender Imbalance

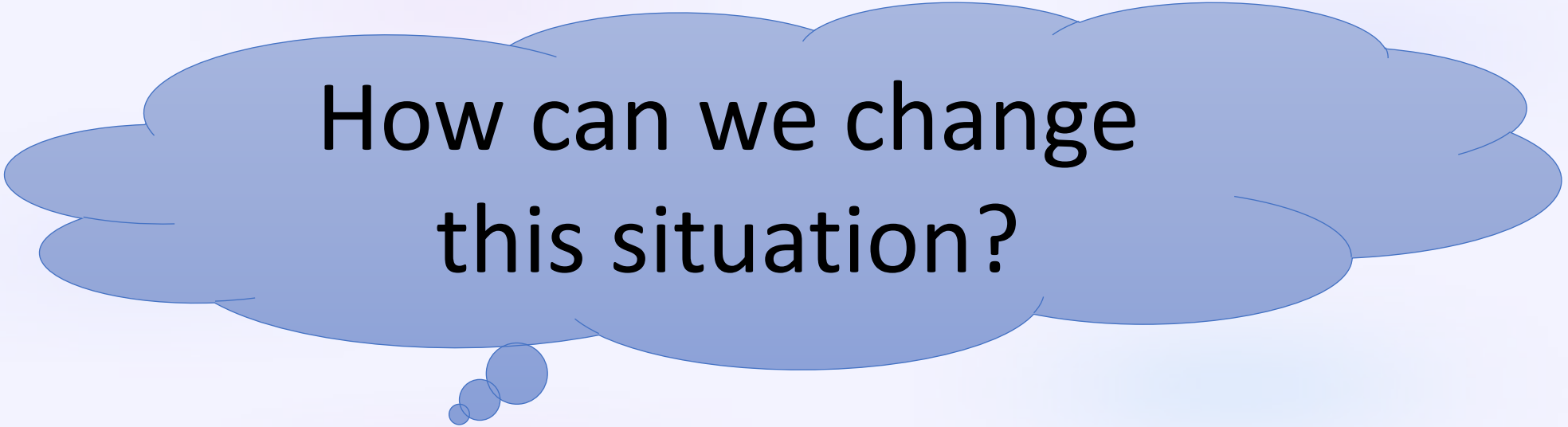
Female representation in leadership and speaker roles is disproportionately low.

## ● Declining Engagement

Young radiologists are showing decreased interest in research and academic fields.

## ● Structural Barriers

Existing systems may hinder diversity and inclusion efforts.



How can we change  
this situation?



# Empowering Female Radiologists

## Leadership Training

Providing specialized leadership development programs for women in radiology.

## Networking Opportunities

Creating platforms for female radiologists to connect and support each other.

## Recognition Programs

Establishing awards and grants specifically for outstanding female radiologists.



# JRS Diversity Action Plans: An Overview

1

2020

Initial diversity efforts launched by the Japan Radiological Society.

2

2022

Action Plan#1

Introduction of “Quota system” for director and delegate elections.

3

2022

Action Plan#2

Establishment of the "Diversity and Work Reform Promotion Committee".

4

2023

Action Plan#3

Promotion of early-career radiologists through leadership training and mentoring.



## Action Plan#1

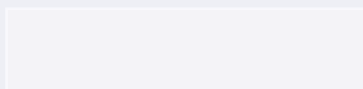
# Quota System for Director and Delegate Elections

**20%**

Percentage of seats reserved for female members in delegate elections.

**2022**

The year JRS introduced the quota system to promote diversity.



# Action Plan#1

## Gender Diversity Progress: Delegates and Board of Directors (BOD)

Significant improvements in gender ratios for both delegates and directors from 2020 to 2026. Implementation of quota systems has driven measurable progress in gender representation.

### Female ratio Changes

2020

7%  
Delegates

0%  
BOD

18%  
Speakers

8%  
Chairs



2026

20%  
Delegates

12%  
BOD

30%  
Speakers

50%  
Chairs

## Role of Diversity Committee

1

### Policy Development

Creating and implementing diversity-focused policies within the society.

2

### Monitoring Progress

Tracking gender representation metrics and reporting on improvements.

3

### Education and Awareness

Organizing workshops and seminars on diversity and inclusion.

4

### Advocacy

Championing gender equality initiatives at all levels of the society.



# Diversity Support Program

## Encouragement Award for first authors of general presentations

who meet one of the following criteria:

(a) Affiliated with a medical institution with fewer than 600 beds.

(b) Currently raising children (preschool age or younger).

(c) Holders of a disability certificate.

In 2025, **23** young radiologists received the Encourage Award.

## Action Plan#2

# Diversity and Childcare Rooms at Annual Meeting



### Parent-Child Viewing

Permanent installation of viewing rooms at academic meetings.

### Expanded Access

Diversity Rooms now available for various accessibility needs.

### Caregiver Support

One additional caregiver allowed, including professional babysitters if needed.

### HOT Support

For participants who require home oxygen therapy

### Kid's Tour during the meeting

Professional  
childcare for  
preschool children



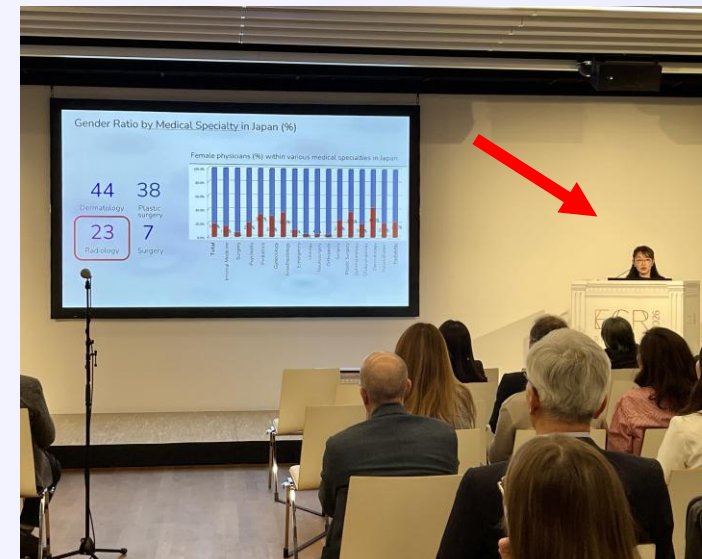
Kid's tour at LEGO LAND



# Action Plan#2

## Networking

1. JRS supports membership fees for five female radiologists as international members of (AAWR)
2. Participation in online meetings and international discussions
3. Building domestic and international networking opportunities
4. “Japan Presents” sessions at RSNA2024 and ECR 2026



# Action Plan#3

## Symposium for NEXT generation @ JRS annual meeting



- Plan and lead the session by young radiologist
- Raise visibility of early-career radiologists



## Future Proposal

- Collect opinions from young radiologists nationwide
- Submit proposals to JRS for improvement and innovation

# JRS-NEXT PROJECTS

## Networking Building

- Encourage cross-subspecialty and cross-background exchange
- Promote mutual understanding and new perspectives

## Education & Seminars

- Educational events planned by young members
- Create a continuous learning environment

## Promotion & Recruitment

- Showcase the attractiveness of radiology
- Outreach to medical students and junior residents

**THANK YOU FOR YOUR ATTENTION!**