

Diversity Management Selection 100
Collection of Best Practices



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Ministry of Economy, Trade and Industry

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I List of Enterprises for the FY2012 Diversity Management Selection 100 (by industry/region)

* “Human resources subject to recruitment or promotion”

- Circles are entered into the columns for categories of human resources subject to recruitment or promotion in accordance with the descriptions by enterprises in their applications for the selection. These human resources are not limited to regular employees. They may include part-timers, temporary employees and outsourced individuals (business owners).

- “Persons with diverse careers, skills and experiences:” Those recruited through various routes including mid-career recruitment and post-childcare reemployment.

- “No focus on any specific group:” Cases where enterprises positively provide education, vocational training and other opportunities for their existing employees to obtain diverse capabilities and knowledge.

- “Others:” Details (descriptions by enterprises in their applications) are given in the outlines of specific enterprises in the following pages.

1. Diversity Management Selection 100

	Enterprise name	300 or less employees	Location (prefecture)	Human resources subject to recruitment or promotion						
				Women	Foreigners	Persons with disabilities	Elderly persons	Persons with diverse careers, skills and experiences	No focus on any specific group	Others
	Construction									
1	Shigematsu Kensetsu Co., Ltd.	★	Ehime	○		○	○			
2	Green Life Industry Co., Ltd.	★	Fukuoka	○				○		
	Manufacturing									
3	Rokkatei Confectionery Co., Ltd.		Hokkaido	○					○	
4	Meister Inc.	★	Yamagata	○			○	○		
5	Kurita Aluminum Industry Co.	★	Ibaraki		○	○	○	○	○	
6	Kaneko Manufacturing Co.	★	Saitama	○	○		○	○		
7	Sanshu Seika Co.	★	Saitama	○					○	
8	Kao Corporation		Tokyo	○	○	○				

9	Kirin Holdings Company		Tokyo	○	○	○				
10	Sato Holdings Corporation		Tokyo	○	○	○	○	○	○	○
11	Suntory Holdings Limited		Tokyo	○	○	○	○			
12	Shiseido Company		Tokyo	○	○	○				
13	Hitachi, Ltd.		Tokyo	○	○	○	○	○		
14	Fuji Electric Co., Ltd.		Tokyo	○	○	○	○	○	○	
15	Ricoh Company, Ltd.		Tokyo	○	○	○	○	○		○
16	Nissan Motor Co., Ltd.		Kanagawa	○	○			○		
17	Otani	★	Niigata	○		○				
18	OGAWA NO SHO INC.	★	Nagano			○	○			
19	Kokuyo Co., Ltd.		Osaka			○				
20	Saraya Co., Ltd.		Osaka	○	○	○	○	○		
21	Winnac	★	Wakayama			○				
22	N.E. Works	★	Shimane	○			○			
23	TOTO Ltd.		Fukuoka	○		○		○		
24	USA Lantern, K.K.	★	Oita			○				
	Information and communications									
25	ISFnet, Inc.		Tokyo	○	○	○	○	○	○	○
26	NEC Soft, Ltd.		Tokyo	○	○	○	○	○	○	○
27	NTT Data Corporation		Tokyo	○	○	○	○	○		
28	SI Co., Ltd.	★	Hyogo	○		○	○	○		
	Wholesale/retail									
29	MO-HOUSE	★	Ibaraki	○				○		○
30	Start Today Co.		Chiba	○	○	○		○		○
31	Japan Laser Corporation	★	Tokyo	○	○	○	○	○		
32	HiSOL, Inc.	★	Tokyo	○			○	○		
33	Kimura Metal Industry Co., Ltd.	★	Aichi			○				
34	Tenhiko Industrial Co., Ltd.	★	Osaka	○			○			
	Finance/insurance									
35	Dai-ichi Life Insurance Company		Tokyo	○						
36	Resona Bank, Limited		Osaka	○						
	Academic research, specialists, and technical services									

37	OJT Solutions Inc.	★	Aichi				○	○		
	Living-related services/entertainment									
38	Kimono Brain Corporation	★	Niigata	○		○				○
39	Okinawa Tourist Service Incorporated		Okinawa		○					
	Other services									
40	24-7 Inc.	★	Hokkaido	○	○					○
41	Koureiisha Co.	★	Tokyo				○			
42	Support Gyoseishoshi Law Firm	★	Tokyo	○	○			○	○	○

2. Enterprises for Diversity Promotion Project Commendation

	Enterprise name	Location (prefecture)
1	Ramuresu K.K.	Hokkaido
2	AKACHANTOMAMASHA CO., LTD	Tokyo
3	wiwiw, Inc.	Tokyo
4	Harmony Residence Inc.	Tokyo
5	Yumemichis, Inc.	Tokyo
6	Work-Life Balance	Tokyo

II Toward Diversity Management to Create Values

1. Why is diversity management important now?

(1) Business strategy for building competitive advantages

Diversity management is a strategy for enterprises to utilize human resources required for building competitive advantages in a market environment or a technology structure where they are placed. It is important for enterprises to strategically utilize human resources as a part of the management strategy for the purpose of enhancing their competitiveness rather than promoting welfare and corporate social responsibility.

Globalization and other market environment changes have been behind the growing need for diversity management. These changes accelerate changes in and the uncertainty of competitive environments for enterprises and diversify their stakeholders.

Amid the changes, enterprises are required to take the following measures:

- Figuring out diversifying customer needs accurately and generating innovations to take new earnings opportunities.
- Responding to rapid environmental changes flexibly and positively and taking risks as business opportunities for flexible actions.
- Leading domestic and overseas investors to view enterprises as investment targets featuring sustainability.

As a business management strategy to meet these requirements, enterprises must conduct “diversity management” to create innovation and generate values by securing a wide range of human resources with various values¹ indispensable for business development and allowing them to exercise their potential² as much as possible. Diversity management is a standard tool for enterprises to survive the future.

(2) Achievements of diversity management

The diversification of employees itself is not the purpose of diversity management. Likewise, welfare and corporate social responsibility purposes are not the direct purposes of diversity management. The purpose is to make “business achievements” by securing various human resources indispensable for realizing the business strategy and by placing the right persons in the right positions and allowing them to exercise their potential as much as possible through the development of workplace culture and ways of working encouraging them to work ambitiously.

¹ “A wide range of human resources with various values” mean human resources that are diversified in terms of gender, age, nationality and the presence or absence of disabilities, as well as careers and lifestyles.

² “Potential” includes latent abilities and characteristics that various human resources possess.

Business achievements here can be divided into four categories:

(1) Product innovation:

Developing and improving goods and services for commercialization

(Various human resources can combine their knowledge, experiences and values in various fields to produce “new ideas.”)

(2) Process innovation:

Developing and improving means to develop, manufacture and sell goods and services

(including improving administrative efficiency)

(Pursuing ways of working for various human resources to exercise their potential as much as possible can work to improve efficiency and creativity.)

(3) Improving external assessments:

Improving customer satisfaction, improving social awareness, etc.

(The utilization of various human resources and relevant achievements can improve corporate assessments by customers and markets.)

(4) Workplace effects:

Improving employees’ motivations and workplace environments

(The development of environments for human resources to exercise their potential can improve employees’ motivations and create meaningful workplaces.)

The first and second categories can bring about “direct effects” linked to corporate earnings and achievements. The third and fourth categories can have “indirect effects” on corporate earnings and achievements.

Diversity management includes various efforts to secure and retain various human resources and promote exercise of their potential, leading the four categories of achievements to emerge compositely.

2. Fundamental ideas of and approaches to diversity management

The “fundamental ideas of and approaches to diversity management” below compiled common elements of efforts at enterprises selected under the “Diversity Management Selection 100” project in order to allow other enterprises to link diversity management to business achievements.

Based on the fundamental ideas, enterprises should not imitate efforts of others but create and implement their effective approaches to “diversity management” in accordance with their business purposes and market environments.

(1) Developing strategies to promote diversity management

Diversity management represents human resources utilization strategies positioned as part of business strategies for enterprises to build competitive advantages. Therefore, diversity management should be designed to meet the overall direction of business management. First, enterprises must consider what competitive advantages they should aim to establish, what business strategies they should develop to realize these advantages, what human resources they should secure to implement these strategies, how they should distribute these human resources, what missions they should give to these human resources and how they should manage these human resources to make business achievements. Answers to these questions should be consistently integrated.

a. Top leaders' commitments

- ◆ Do top leaders send clear messages on “what diversity management is for their enterprises” and “what meaning diversity management has for them?”

Diversity management is a human resources utilization challenge for realizing business strategies. Positions and measures for diversity management may differ depending on the conditions in which enterprises are placed.

Top leaders of enterprises should consider and understand why they conduct diversity management and what they aim to obtain through diversity management, before they brief employees on these questions in an easy-to-understand manner.

Top leaders of enterprises may be required to reform existing workplace culture and ways of working to implement diversity management. Therefore, they must repeat messages to employees to spread understanding about the necessity of such management throughout their respective enterprises. Important for diversity management is not only the utilization of human resources but also the development of human resources. Therefore, diversity management may not necessarily bring about immediate effects. Therefore, the top leaders must sustain long-term management efforts while continuously sending messages on the importance of diversity management.

- ◆ Do top leaders communicate with not only relevant divisions but also employees in general in proceeding with diversity management?

Diversity management is directly linked to employees' daily business operations so that particularly managerial officials' consciousness and management must be reformed. Top leaders of enterprises may fall short of realizing diversity management if relevant divisions alone are left to

promote such management. While checking whether employees exercise their potential sufficiently to contribute to enterprise-wide performances, the top leaders must make both top-down and bottom-up efforts to improve diversity management measures.

It is effective to develop arrangements to accept and implement proposals from employees. By listening to employees' opinions even on minor problems found in daily business operations and repeating relevant improvements, top leaders of enterprises may pave the way for a change-accepting culture to be developed.

b. Creating action guidelines and target achievement plans

◆ Is diversity management positioned in the corporate philosophy or action guidelines?

Enterprises can realize diversity management by positioning it clearly in their corporate philosophy or action guidelines for employees. As noted above, the diversification of employees itself is not any purpose of diversity management. Likewise, welfare and corporate social responsibility purposes are not direct purposes of diversity management. By creating guidelines or specific goals for action based on their corporate philosophy, enterprises can back up the promotion of specific actions and implement concrete measures.

◆ Have you set quantitative and qualitative goals and benchmarks? Do you manage progress or measure degrees of progress appropriately?

The creation of action guidelines alone may not lead to the realization of diversity management. In order to promote diversity management, enterprises must analyze the present situation, find challenges and set medium to long-term targets. They must regularly measure degrees of progress in attaining these targets and reflect progress in the implementation of measures. In this way, it is important to implement the PDCA (plan-do-check-act) cycle for diversity management. Securing various human resources quantitatively alone may not naturally lead to achievements.

Women's share of managerial jobs and foreigners' share as employees are frequently cited as indicators of diversity management promotion. It is important to set target levels for these indicators. But increasing these indicators should not be taken as any purpose of diversity management. Enterprises must always specify the purpose of diversity management and who should do what to make what achievements.

c. Creating a division in charge of diversity management

◆ Have you created arrangements to promote diversity?

In promoting diversity management, enterprises must reform not only personnel assessment, personnel distribution, work-life balance support and other personnel and labor management systems but also the entire organization including workplace management divisions. Arrangements to implement diversity management measures across divisional borders are required for proceeding with such enterprise-wide efforts comprehensively and systematically. This is because the appointment of officials with specific roles and the authority for such arrangements can be expected to increase the possibility of diversity management operations being sustained and make it easier for various divisions to become aware of and support these operations. An important premise for such arrangements is that personnel management officials rightly recognize diversity management.

If diversity management operations can be implemented flexibly even without any special or new division for such operations, some existing division may be authorized to take charge of diversity management. Particularly at small and medium-sized enterprises, this option may be more efficient in many cases.

◆ A competent division alone is promoting diversity management, isn't it? Does the diversity management division closely communicate with other divisions?

As noted above, diversity management cannot be completed within any single division. As far as diversity management is a business strategy to enhance corporate competitiveness, a division in charge of diversity management must closely communicate and cooperate with other divisions in implementing specific measures according to specific objectives.

(2) Paving the way for various human resources to fully exercise their potential

In diversity management, enterprises aim to create innovation and improve productivity by figuring out employees' potential and placing the right persons in the right positions. To this end, enterprises must give consideration to personal conditions and pave the way for all human resources to grow more ambitious about working and exercise their potential under various constraints. Consideration must be given to working mothers with children, foreigners with difficulties speaking Japanese, persons with disabilities who must be supported, and elderly persons who do not want to work five days a week on a full-time basis.

The word "challenged" indicates a new idea that persons with disabilities should be viewed as those who have been given missions or chances to take on challenges. Child-rearing

women tend to try to raise hourly productivity with a sense of tension under time constraints. They can also take advantage of their child-rearing experiences to produce abundant ideas. It is important to take disabilities and time constraints as positive business chances or opportunities to raise productivity, instead of as negative factors.

In order to lead various human resources to become more ambitious about working and exercise their potential, enterprises must boldly reform traditional management systems for "constraint-free employees" into more flexible ones.

Time and labor must be consumed to reform ways of working. Such reforms may be taken by "constraint-free" employees as temporarily "inconvenient," facing in-house resistance. By specifying what should be achieved finally, by paying attention not to the negative aspects of constrained people but to their potential and by developing and following up on knowhow or systems to extract their potential, however, enterprises can reform themselves into organizations where human resources with various backgrounds can work actively and voluntarily

a. Developing an environment for various flexible ways of working

- ◆ Have you reformed stereotyped ways of working into flexible ones meeting individual employees' respective conditions regarding work hours and places?

The stereotyped, rigid model for recruiting new male graduates as regular employees for long-term employment may serve to constrain opportunities for other human resources to exercise their potential. Traditional ways of working must be reformed to pave the way for diverse human resources to grow more ambitious about working and exercise their potential.

Flexible working environments and systems are required as human resources utilization strategies for enterprises to retain working mothers with children, employees with family members subject to nursing care, and other human resources under constraints and lead them to fully exercise their potential. For example, flextime and telework systems are effective for employees under time constraints.

Large enterprises tend to develop various new work systems in advance, while small and medium-sized enterprises are apt to create new systems and take new measures in response to the emergence of individual employees' specific needs. Enterprises should not only develop these systems but also check if these systems are easy for employees to use and reform them as necessary.

b. Reforming workplace management

- ◆ Are you making efforts to reform managerial officials' consciousness to allow various human resources to exercise their potential?

The largest challenge in implementing diversity management is workplace management. Even if diversity management systems are developed, constraints on opportunities for employees to exercise their potential may discourage them from working or exercising their potential sufficiently, leading diversity management to fail before any achievements are made.

First, employees including managerial officials must understand and agree to their enterprises' purposes of diversity management (why they must tackle diversity management now). Then, it may be effective to consider how best to take advantage of diversity for resolving present organizational challenges based on the grand goals of the corporate philosophy and action guidelines.

Employees may agree to the promotion of diversity management but oppose specific measures. In order to promote diversity management on a corporate-wide basis, enterprises must consider all divisions' respective specific measures to be taken at workplace levels and include these measures into performance evaluation to give sufficient incentives to managerial officials.

- ◆ Are you making efforts to improve the management skills of managerial officials?

It is necessary to improve the management skills of managerial officials. While *a-un breathing*, or rhythmic breathing, is sufficient for the traditional management of even organizations, more advanced workplace management skills are required to unite human resources in various conditions to maximize organizational performances for the purpose of achieving business goals.

In daily business operations, managerial officials must explain the business goals, processes, deadlines and performance evaluation for various employees through orderly communications. Particularly, they must make intentional efforts to convey ideas and win understanding at workplaces that are abundant with foreigners having different values and cultural practices, physically challenged persons having difficulties in communications even through domestic language, or people having diverse values.

Managerial officials cannot develop such management skills naturally. Training sessions and workshops must be used to reform their consciousness to improve their management skills. In an effective approach in addition to reforming workplace management from the viewpoint of diversity management, enterprises may take the viewpoint of diversity management into account when implementing workplace management reforms.

c. Specifying duties and developing fair personnel evaluation systems

◆ **Are personnel evaluation systems easy for everyone to understand? Are duties and goals specified to secure fair evaluation?**

Fair personnel evaluation must be implemented in accordance with duties and performances, irrespective of employees' personal attributes or ways of working. To this end, enterprises must specify roles that employees are expected to play and goals that they should achieve and must lead them to understand their ways of working and their goals and make efforts for achieving their goals. Their seniors are required to appropriately follow up on their efforts. In global business management where human resources of different nationalities and from different cultures are utilized, particularly, fair personnel evaluation is important for retaining and improving employees' ambitions to work.

Even if a work-life balance support system is designed to make it easier for users of the system to work, it may not turn out to be a useful system in the presence of fears that users of the system could be rated unfairly low. Even if some employees achieve great performances while using the system, their ambiguous evaluation may cause frictions between these and other employees.

In order to introduce a work-life balance support system and facilitate its implementation, enterprises must specify in advance the standard quantity and quality of output that users of the system are required to produce and must evaluate their performances based on such standards. Specific evaluation standards must be developed to allow work-life balance support system users to systematically work, produce the expected output and receive high ratings.

d. Promoting various human resources positively

◆ **Aren't you focusing on achieving numerical targets for promoting human resources?**

Under traditional personnel management systems, it is more difficult for human resources other than majority or mainstream employees in an organization to be promoted to managerial posts. In order to improve such situation and place the right persons in the right positions in accordance with their capabilities and performances, it may be effective for enterprises in some cases to implement "positive action" efforts as a transitional structural reform to positively promote non-majority or non-mainstream employees. But setting and achieving numerical targets for promoting these employees may bring about adverse effects. Enterprises must implement training sessions to make up for business experience shortages and reform employees' consciousness to expand the range of employees for promotion and must build a corporate-wide follow-up arrangement for promoted employees in order to develop an environment where promoted employees can exercise their potential sufficiently.

e. Expanding education and training to form careers and develop capabilities

- ◆ **Do you implement managerial job training for various human resources to put various persons into a decision-making class? Have you prepared various means to improve employees' skills?**

Women and other non-majority or non-mainstream human resources in organizations have had little access to opportunities for improving skills or to tangible and intangible in-house resources for developing management skills in some cases. If these human resources are selected and promoted to managerial jobs without any training, they may fail to fully exercise their potential and may lead to a feeling of failure.

Motivation training and finely tuned follow-up systems are required for non-majority or non-mainstream human resources to exercise their potentials. For example, workplace management training and mentor systems for female employees can be used to positively provide women with knowhow that mainstream employees have inherited as implicit knowledge. These systems are very effective.

Also important are efforts to help various human resources build skills. In addition to providing on-the-job training related directly to jobs, enterprises may promote and support employees' acquisition of qualifications, may introduce e-learning programs that employees can use without being bound by time or space constraints and may develop leave and subsidy systems to promote employees' learning. By implementing these measures, enterprises may become organizations where individual employees voluntarily and positively try to build their skills. It will also be effective to provide these human resources with opportunities to build career plans and autonomously tackle their work.

- ◆ **Have you indicated various role models to make employees more ambitious to work?**

The presence of role models indicating medium to long-term prospects for career development is required for employees to remain ambitious to work. For women, particularly, the absence of familiar role models is frequently cited as a problem. A large enterprise may network best performing women at various divisions, allowing all female employees to find role models and share successful experiences. Such networking may also prompt them to feel that they are not alone and to become more ambitious to work. If enterprises are yet to have sufficient role models, they may network with each other to allow their employees to find role models outside their respective enterprises. This kind of networking will also be effective.

f. Sending information within and outside enterprises

- ◆ **Have you publicized performances of various human resources within and outside your enterprise? Have you developed any system to allow various human resources to diffuse their performances horizontally without limiting the diffusion to their respective workplaces?**

Even if various measures are taken for diversity management, failure to make all employees aware of these measures may prevent any enterprise-wide achievements from being made. Enterprises may positively publicize employees' specifics, duties and achievements to allow diversity promotion achievements to be shared throughout the organization, leading to corporate culture reforms. Publicizing role models who have raised ambitions to work and developed their performances may encourage other employees to grow more ambitious to work. This could become a measure to improve employees' ambitions to work.

Sending diversity management information outside enterprises may allow the general public to come to know that these enterprises provide workplaces where various human resources can easily exercise their potential, contributing to promoting local employment of various human resources and to securing excellent human resources from various regions throughout Japan. This may also improve various stakeholders' ratings of enterprises, including customers' images of enterprises and investors' confidence in enterprises, which creates a foundation of the enterprises' sustainability.

3. Conclusion

If enterprises are to establish competitive advantages in the current severe environment including the intensification of global competition and slumping domestic demand amid the falling number of children and aging population, they should take maximum advantage of various human resources' capabilities for creating values. If individual enterprises enhance their competitiveness by making effective use of human resources as business resources in nominal and real terms, it may help the Japanese economy overcome deflation and shift to a growth path.

Diversity management is part of a business strategy and should be implemented strategically to enhance corporate competitiveness. The biggest challenge for diversity management is workplace management reform. Top leaders' strong leadership and continuous efforts are indispensable for putting an end to inertial workplace practices among managerial and other employees to make progress in diversity management.

We expect enterprises to promote diversity management to enhance their competitiveness while referring to specific cases as described in "Diversity Management Selection 100 -- Collection of Best Practices."

III. FY2012 Diversity Management Selection 100 -- Collection of Best Practices

1. FY2012 Diversity Management Selection 100

(1) Summary (all selected enterprises)

* See Page 1 for explanations about the human resources subject to recruitment or promotion. Data cited in descriptions are at the time of assessment unless otherwise specified.

	Enterprise name	300 or less employees	Location	Human resources subject to recruitment or promotion							Page
				Women	Foreigners	Persons with disabilities	Elderly persons	Persons with diverse careers, skills and experiences	Persons with around	No focus on any specific	
	Construction										
1	Shigematsu Kensetsu Co., Ltd.	★	Ehime	○		○	○				19
2	Green Life Industry Co, Ltd.	★	Fukuoka	○				○			21
	Manufacturing										
3	Rokkatei Confectionery Co., Ltd.		Hokkaido	○					○		23
4	Meister Inc.	★	Yamagata	○			○	○			25
5	Kurita Aluminum Industry Co.	★	Ibaraki		○	○	○	○	○		27
6	Kaneko Manufacturing Co.	★	Saitama	○	○		○	○			29
7	Sanshu Seika Co.	★	Saitama	○					○		31
8	Kao Corporation		Tokyo	○	○	○					33
9	Kirin Holdings Company		Tokyo	○	○	○					35
10	Sato Holdings Corporation		Tokyo	○	○	○	○	○	○	○	37
11	Suntory Holdings Limited		Tokyo	○	○	○	○				39
12	Shiseido Company		Tokyo	○	○	○					41
13	Hitachi, Ltd.		Tokyo	○	○	○	○	○			43
14	Fuji Electric Co., Ltd.		Tokyo	○	○	○	○	○	○		45
15	Ricoh Company, Ltd.		Tokyo	○	○	○	○	○		○	47
16	Nissan Motor Co., Ltd.		Kanagawa	○	○			○			49
17	Otani	★	Niigata	○		○					51
18	OGAWA NO SHO INC.	★	Nagano			○	○				53
19	Kokuyo Co., Ltd.		Osaka			○					55
20	Saraya Co., Ltd.		Osaka	○	○	○	○	○			57
21	Winnac	★	Wakayama			○					59

22	N.E. Works	★	Shimane	○			○				61
23	TOTO Ltd.		Fukuoka	○		○		○			63
24	USA Lantern, K.K.	★	Oita			○					65
	Information and communications										
25	ISFnet, Inc.		Tokyo	○	○	○	○	○	○	○	67
26	NEC Soft, Ltd.		Tokyo	○	○	○	○	○	○	○	69
27	NTT Data Corporation		Tokyo	○	○	○	○	○			71
28	SI Co., Ltd.	★	Hyogo	○		○	○	○			73
	Wholesale/retail										
29	MO-HOUSE	★	Ibaraki	○				○		○	75
30	Start Today Co.		Chiba	○	○	○		○		○	77
31	Japan Laser Corporation	★	Tokyo	○	○	○	○	○			79
32	HiSOL, Inc.	★	Tokyo	○			○	○			81
33	Kimura Metal Industry Co., Ltd.	★	Aichi			○					83
34	Tenhiko Industrial Co., Ltd.	★	Osaka	○			○				85
	Finance/insurance										
35	Dai-ichi Life Insurance Company		Tokyo	○							87
36	Resona Bank, Limited		Osaka	○							89
	Academic research, specialized, and technical services										
37	OJT Solutions Inc.	★	Aichi				○	○			91
	Living-related services/entertainment										
38	Kmono Brain Corporation	★	Niigata	○		○				○	93
39	Okinawa Tourist Service Incorporated		Okinawa		○						95
	Other services										
40	24-7 Inc.	★	Hokkaido	○	○					○	97
41	Koureisha Co.	★	Tokyo				○				99
42	Support Gyoseishoshi Law Firm	★	Tokyo	○	○			○	○	○	101

Shigematsu Kensetsu Co., Ltd. (Construction)

<<Female salespersons and construction site supervisors have built strong confidential relationships with customers and improved customer satisfaction by developing products attracting attention from women.>>

◆ Background of diversity management

- In the construction industry where men are dominant, the top leader of Shigematsu Kensetsu has positively recruited women, expecting that "women's sensitivity and delicacy would be favorable for communications with customers." Particularly, the company uses women graduates from science and engineering faculties for supervising new house construction sites, developing products and working out advertisements, providing rare local workplaces for women university graduates.

◆ Specific measures

- Shigematsu Kensetsu named women to supervise construction sites eight years ago as instructed by its top leadership. Since long serving professionals tended to be powerful at traditional construction sites dominated by men, the top leader attempted to specify the duties of supervisors and professionals and facilitate their operations by putting women as foreign elements into these sites. As a result, women supervisors have rebuilt their duties with support from the leader, becoming able to conduct duties while maintaining good communications with others workers at construction sites.
- The enterprise's housing renovation division had consisted of only male employees. As most customers of the division were women (housewives), however, needs were growing for saleswomen. The enterprise recruited three saleswomen three years ago. Saleswomen form pairs with veteran salesmen. Basically, salesmen manage construction sites, with saleswoman communicating with customers. Male and female salespersons cooperate with each other in addressing sudden problems. Saleswomen listen to customers thoroughly and respond to their inquiries very carefully to build good relationships with them, contributing to improving customer satisfaction.
- The enterprise has basically adopted a teamwork system, allowing even childrearing women to respond to emergencies. It plans to open a daycare center available for the children of employees and customers in the spring of 2013.

◆ Achievements

- Female employees have positively participated in developing products. They develop convenient houses for women who would like to easily clean their house and keep from worrying about storage space, smoothly increasing the number of housing contracts won by the enterprise. Customer satisfaction has improved both for renovation and new housing construction services.
- The enterprise has created new systems and improved business processes (for the reduction of physical labor and other purposes) to make workplaces comfortable for female employees, achieving workplaces where men and elderly people as well as women can work comfortably, with their motivation heightened dramatically.

<Corporate Profile>

Year of foundation	1965	Capital	55 million yen
Head office address	7-6, Tokiwacho 4-chome, Imabari City, Ehime Prefecture 794-0015		
Business outline	General construction services (engineering, construction, contract-based operations), public sector building construction, renovation		
Sales(*)	411 million yen (*) latest business year (to September 2012)		

<Data for employees (unconsolidated)>

Number of employees	17 persons (no non-regular employees)
Number of employees by attribute category	[Women] 6 persons, women's share of managerial jobs at 5.9% [Persons with disabilities] 1 person [Aged 65 or more] 1 person
Average service years for regular employees	3.8 years for men, 3.3 years for women

Green Life Industry Co, Ltd. (Construction)

<<Green Life has positively promoted women since its shift to end user services, expanding sales with services satisfying customer needs.>>

◆ Background of diversity management

- Since Green Life shifted its business model from housing subcontractor services to gardening and exterior design and construction services for direct transactions with end users, the enterprise has positively recruited and promoted women. Sensitive considerations and follow-ups for customers are important for planning jobs to make designs while listening to customer requests. Female employees have taken full advantage of their sensitive considerations for such jobs.

◆ Specific measures

- Female employees ending childcare leave are given the same positions as before such leave. Each shop has a kid's corner (a space where toys are available for children) for customer visitors, allowing female employees to take their children to their workplaces when they cannot take children to childcare centers. The enterprise has encouraged employees to take their family members including children on company trips and to other events, developing a culture to comfortably support employees under time constraints.
- While a seniority order is usually given priority in the landscape gardening industry, the enterprise has introduced a performance (the number of contracts and sales value) evaluation system, achieving a workplace where employees can fully exercise their potential irrespective of gender or age. Women's share of employees exceeds 50%, unusually high in the landscape gardening industry. Female employees have tended to remain at the enterprise even after childbirth. (In the past five years, 85% of female employees after childbirth have chosen to remain at the enterprise.) As employees are fairly evaluated irrespective of gender, women's share of managerial jobs stands at 36%. Women head five of the 10 branches, indicating their great performance.

◆ Achievements

- Treatment and proposals by female employees have worked to improve customer satisfaction. Career continuation has been realized to upgrade skills and know-how for designing and sales business operations, leading to higher added values for design services and enhanced sales capabilities.
- The enterprise has smoothly expanded its branch network year by year. Female employees have taken advantage of their sensitivity to design gardening plans and continue careful follow-ups after construction, contributing to raising customers' confidence in the enterprise. This has led to the expansion of renovation services (designing and implementing the refurbishment and renovation of individual houses).
- As the public has become aware that the enterprise allows employees to fully exercise their potential irrespective of gender or age, the annual number of student applicants for graduation jobs at Green Life has increased from two or three to more than 100. A Taiwanese enterprise felt empathy with the Green Life corporate culture allowing employees to fully exercise their potential irrespective of gender and gave high ratings to Green Life employees' customer treatment and design proposal development capabilities, leading Green Life to expand into Taiwan.

<Corporate Profile>

Year of foundation	1976	Capital	20million yen
Head office address	32-20, Tanotsu 5-chome, Higashi-ku, Fukuoka City, Fukuoka Prefecture		
Business outline	Gardening, exterior greening, renovation and public greening services		

Sales(*)	1,525 million yen (*) Latest business year (to December 2011)
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<Data for employees (unconsolidated)>

Number of employees	80 persons (including 3 non-regular employees)
Number of employees by attribute category	[Women] 40 persons (including 2 non-regular employees), Women's share of managerial jobs at 36%
Average service years for regular employees	4.4 years (4.0 for men, 4.8 years for women)

Rokkatei Confectionery Co., Ltd. (Confectionery manufacturing and marketing)

<<Flexible job categories and rotation to place the right employees in the right positions have improved employees' productivity and motivation>>

◆ **Background of diversity management**

- Under strong leadership, Rokkatei has implemented various systems and measures to create a workplace where all employees can work comfortably without separating them by gender, or full-time or part-time workers. Although women had tended to leave Rokkatei upon marriage or childbirth, the enterprise has placed the right persons in the right positions while expanding and developing job categories in a bid to allow women and other employees who share its corporate philosophy to fully exercise their potential.

◆ **Specific measures**

- Rokkatei has implemented frequent job rotation between manufacturing, marketing, logistics and other divisions in a bid to allow all employees to become well versed in the operations of multiple divisions and flexibly cope with busy seasons. Employees can bring common knowledge and devices from their previous divisions to new ones to improve production efficiency.
- All employees create plans to take their paid holidays at the beginning of each fiscal year. These plans have been combined with the support system under the job rotation to lead all employees to take 100% of annual paid holidays. Rokkatei has maintained the 100% record for 24 years. In addition to the annual paid holidays, the enterprise gives public vacations of two weeks to two months to selected applicants in order to support employees' ambitions to take on challenges. It also provides employees with 80% of the costs for company trips. The enterprise has expanded these kinds of support.
- From the viewpoint that Rokkatei's possession of various skills and careers can enhance its business capabilities, the enterprise has provided all business operations from dining, farming and inspection services to call center, system development and daycare services on its own, allowing the right employees to be placed in the right positions according to their requests or capabilities.

◆ **Achievements**

- High-quality vacations and a system for employees' improvement proposals to directly benefit their ratings have worked to dramatically improve their abilities to focus on work and their motivations to work. Measures to thoroughly improve business efficiency based on employees' voluntary devices helped raise the profit margin as a productivity indicator from 7.5% in FY2008 to 10.1% in FY2011.
- Employees have taken advantage of various systems to acquire various skills and experiences inside and outside the enterprise and have begun to make business improvement proposals from new viewpoints. Female employees utilized public vacations to acquire childcare certificates and launched an in-house daycare center. In this way, the enterprise has simultaneously achieved the development of job categories to secure the right positions for excellent human resources and the implementation of work-balance support measures. These devices have encouraged employees to heighten their motivation to work and their loyalty to the enterprise.

<Corporate Profile>

Year of foundation	1933	Capital	131.5million yen
Head office address	3-19, Nishinijuyonjokita 1-chome, Obihiro City, Hokkaido Prefecture		
Business outline	Japanese and western confectionery manufacturing and marketing, museum management		
Sales(*)	15,031 million yen (*)Latest business year (to March 2012)		

<Data for employees (unconsolidated)>

Number of employees	1,249 persons (including 385 non-regular employees)
Number of employees by attribute category	[Women] 869 persons (including 376 non-regular employees), Women's share of managerial jobs at 6% [Persons with disabilities] 14 persons (including 5 non-regular employees) [Aged 65 or more] 3 persons (including 3 non-regular employees)
Average service years for regular employees	12.4 years (15.8 years for men, 9.9 years for women)

Meister Inc. (Manufacturing)

<<Meister has turned out Yamagata Prefecture's first woman certified technician and upgraded the skills of inexperienced workers with organizational support, contributing to expanding order receipts and sales.>>

◆ **Background of diversity management**

- In 1994, Meister began to train women technicians in a top-down approach, attempting to respond to the diversification of social and customer consciousness and values and reform its rigid workplace dominated by male technicians.
- Of 16 female employees, nine technicians (including eight certified technicians) exercise their potential at the workplace at present. Female employees are expanding into sales and quality control operations.

◆ **Specific measures**

- In order to train inexperienced female employees as technicians, Meister has beautified a rest facility, adopted specially designed safe work uniforms and secured an exclusive workshop for women. It has thus tried to eliminate masculine characteristics in the workplace and develop a work environment where inexperienced female employees can reduce their resistance to working and work comfortably. These efforts have helped women technicians settle at the enterprise.
- To encourage employees to continuously improve skills, Meister has shifted from the traditional seniority-based wage system to a performance-based one and made public its employees' certification as technicians, visualizing progress inside and outside the enterprise. In a bid to allow traditional skills to be carried over to younger generations, Meister has also positively recruited senior technicians aged 55 or older and recommended technicians to remain employed until the age of 70, focusing on human resources development.
- Meister realigns personnel every five years to allow all employees to diversify professional capabilities. It has built an adjustable, flexible work system for personnel alignment and projects allocation to employees, allowing childrearing women to work at ease. Many working mothers are performing well at the enterprise.

◆ **Achievements**

- The top leader of Meister has acknowledged that women could take advantage of their skillfulness, sensitivity and patience to meet microfabrication requirements for smaller and lighter components. By making efforts to patiently and continuously train women technicians, Meister turned out Yamagata Prefecture's first woman certified technician for cutting in seven years after recruiting its first women technicians. Women challengers have joined a world dominated by male technicians, allowing the enterprise to flexibly and sensitively respond to customer needs. As a result, customer satisfaction has increased, and order receipts and sales expanded 1.3-fold.
- Through the process to train inexperienced female employees, all employees' consciousness about skills and product quality has improved. As a result, Meister has successfully expanded into the medical equipment field. In efforts to achieve the settlement and stable employment of women, Meister has implemented 5S (arrangement, orderliness, cleaning, cleanliness and discipline) and other activities to improve its workplace environment. These efforts have created a workplace where employees can work comfortably irrespective of gender or age and contributed to increasing employees' motivation to work.

<Corporate Profile>

Year of foundation	1980	Capital	20 million yen
Head office address	156-1, Chuokogyodanchi, Sagae City, Yamagata		

Business outline	Polishing, designing and manufacturing of cutting tools for machinery processing and processing of machinery components
Sales(*)	645 million yen (*) Latest business year (to June 2012)

<Data for employees (unconsolidated)>

Number of employees	48 persons (including 2 non-regular employees)
Number of employees by attribute category	[Women] 16 persons (including 2 non-regular part-timers), Women's share of managerial jobs at 2%, [Aged 65 or more] 2 persons
Average service years for regular employees	12.3 years (12.4 years for men, 10.9 years for women)

Kurita Aluminum Industry Co. (Manufacturing)

<< Human resources are human assets: veteran professionals' tradition of skills, training all-round players, developing an easy-to-work environment.>>

◆ Background of diversity management

- In 2004, Kurita Aluminum created a business strategy for promoting information technology, specifying business management philosophy and challenges to visualize the management. Under the strategy, the enterprise has developed a culture encouraging individual employees to have common perceptions and make contributions to the enterprise. Since its acceptance of persons with disabilities, the enterprise has promoted efforts to lead employees including elderly persons and foreigners to fully exercise their potential.

◆ Specific measures

- The current chairman has given careful attention to employees, greeting employees every morning since he became president. His slogans including “employees are assets,” “promote financial restructuring but don’t implement personnel cutbacks,” “promote 6S (5S -- arrangement, orderliness, cleaning, cleanliness and discipline -- plus speed) activities,” “secure continuous profitability (secure net profit),” “improve technological capabilities,” “reduce defective products,” and “promote corporate philosophy” are posted at various locations in the enterprise to attract employees’ attention.
- The enterprise’s work rules provide for the continuous employment of employees until the age of 70 and its shouldering of costs for education, training and voluntary development of employees. Veteran engineers (including the oldest man aged 75 and the oldest woman aged 66) hold key posts to contribute to the tradition of techniques. The enterprise shoulders costs for outside seminars and correspondence courses to develop young engineers into all-round players. It has also led employees (including part-timers) to upgrade skills by acquiring qualifications as system administrator, social insurance labor consultant or class-1 health officer.
- Persons with disabilities, accepted from a facility in Ibaraki Prefecture, perform well in such operations as mold repair, heat treatment and machinery processing. They have created a technology development record note for communications with workplace chiefs. Under the practice that has continued for more than 10 years, employees with disabilities describe their views about their future independence.
- The enterprise recommends employees to take advantage of shorter working hours, attendance adjustment and other systems to work according to their respective conditions.

◆ Achievements

- Kurita Aluminum has adopted flexible skill development and work systems meeting different conditions of employees including elderly persons, persons with disabilities, female employees ending childcare leave, foreigners and part-timers, leading to their higher motivation to work.
- The continuous employments of employees until the age of 70 and the development of all-round players have enabled skills to be carried over to younger generations smoothly. The establishment of flexible work practices has allowed the enterprise to recover without dismissals after the 2008 Lehman Shock and the 2011 great earthquake and tsunami.

<Corporate Profile>

Year of foundation	1957	Capital	50 million yen
Head office address	4-5, Kitakandatsumachi, Tsuchiura City, Ibaraki Prefecture 300-0015		
Business outline	Casting, processing and installing of auto engine missions and other aluminum parts		
Sales(*)	3,344 million yen (*) Latest business year (to October 2012)		

<Data for employees (unconsolidated)>

Number of employees	216 persons (including 65 non-regular employees)
Number of employees by attribute category	[Women] 58 persons (including 40 non-regular employees), Women's share of managerial jobs at 1.0% [Foreigners] 34 persons [Persons with disabilities] 8 persons [Aged 65 or more] 11 persons
Average service years for regular employees	13 years for men, 12 years for women

Kaneko Manufacturing Co. (Manufacturing)

<<As foreign winds have blown into a group of professionals, Kaneko Manufacturing attempts to develop into an enterprise that can compete in the global market.>>

◆ Background of diversity management

- Behind efforts to improve technologies since its founding, Kaneko Manufacturing had had a rigid organization that had blocked attempts to take on challenges and failed to control production and quality fully in line with customer needs. In a bid to turn around the situation after the current president's assumption of the post, the enterprise recruited a woman who was inexperienced and featured flexible thinking. Since then, the enterprise has attempted to reform its organizational culture and explore new markets by utilizing human resources who have various experiences and skills as well as viewpoints and ideas that are free from the common sense in the industry or in-house practices.

◆ Specific measures

- A woman director entered the enterprise as an accountant and has led business reforms including the development of a slip processing system. As an accountant, she was in a position to figure out numerical data about personnel evaluation, orders, order receipts, earnings and other corporate conditions, made improvement proposals from an objective viewpoint and implemented institutional and organizational culture reforms along with outside experts.
- Later, thorough production and quality control became a business challenge for Kaneko Manufacturing in winning orders from large companies. It then offered to recruit an outside quality control expert. After recruiting a 62-year-old expert who had left another company, Kaneko Manufacturing tackled business reforms and became one of the first small or medium-sized enterprises to acquire the JISQ9100 quality standard for the aerospace industry in 2004. In an attempt to differentiate itself, Kaneko Manufacturing won a license to produce medical equipment under the Pharmaceutical Affairs Act in 2006. It has thus expanded into the aerospace and medical equipment fields.
- Since Kaneko Manufacturing took part in an overseas exhibition of the Japan External Trade Organization as proposed by the woman director, the enterprise realized direct transactions with overseas customers. In three years, it built a network linking companies in nearly 10 countries through direct transactions and preparatory business negotiations. In line with the overseas expansion, the enterprise has recruited a foreigner for negotiations with overseas customers and trained the foreigner as an employee for technology sales.

◆ Achievements

- Kaneko Manufacturing has developed an in-house environment where human resources with various skills and experiences from inside and outside the enterprise can exercise their potential. It has also developed a corporate culture to positively explore new business fields while responding to market changes. Through these efforts, Kaneko Manufacturing has shifted from a subcontractor for large domestic companies to a globally admired manufacturer with excellent technologies, raised its brand power and expanded its sales by some 10%.
- Developing into a manufacturer with technologies for medical equipment, aerospace and other growth industries, Kaneko Manufacturing has seen an increase in job applicants from both science and art faculties and obtained some 40 excellent university graduates in five years.

<Corporate Profile>

Year of foundation	1956	Capital	16 million yen
Head office address	3-13, Kokaba 1-chome, Iwatsuki-ku, Saitama City, Saitama Prefecture		
Business outline	Cutting, processing and assembling of endoscope edges, and cutting and processing of aircraft engineer parts		
Sales(*)	921 million yen (*) Latest business year(to December 2012)		

<Data for employees (unconsolidated)>

Number of employees	80 persons (including 3 non-regular employees)
Number of employees by attribute category	[Women] 18 persons (including 3 non-regular employees), Women's share of managerial jobs at 5.9% [Foreigners] 2 persons [Aged 65 or more] 2 persons
Average service years for regular employees	7 years for men, 5 years for women

Sanshu Seika Co. (Manufacturing)

<<Sanshu expands markets with its women-only product planning office targeting such markets and work rules for supporting various ways of working>>

◆ Background of diversity management

- While enterprises were generally promoting mass production of a limited range of products amid a price-cutting race, Sanshu switched to small-lot production of wider-ranging products upon the current president's assumption of the post in 1988. It obtained shares in niche markets with original equipment manufacturing services for department stores, special stores and theme parks. Fixing new products' share of total goods at 30% or more and focusing on how to satisfy needs of women accounting for 90% of consumers. Sanshu has established a women-only product planning office to give considerations to consumer needs in developing products.

◆ Specific measures

- Women part-timers support the manufacturing workplace. By leading all employees including part-timers to take part in committee activities and by explaining about monthly earnings and business environment changes at a daily morning meeting, Sanshu has promoted their understanding about the importance of quality improvement efforts. It has established a system to promote part-timers to regular employees, under which former part-timers now account for nearly 20% of the 57 regular employees. The system to open the way for part-timers to become regular employees has allowed part-timers to have future prospects and more ambitions to work.
- As women account for some 80% of employees, Sanshu has promoted a system for three roles per person, requiring all manufacturing line workers to become all-round players. The system has led employees to easily expect that others may work in place of them or that they may work in place of others next, resulting in a workplace environment where it is easy for female employees to take childcare leave. Women ending childcare leave are allowed to choose a shorter working hours system or a full-time work system to retain their careers as regular employees.
- As an excellent woman in charge of developing and renewing the homepage and printing illustrations as requested by customers, such as printing illustrations on *senbei* rice crackers, was to leave Sanshu due to her husband's job relocation, the enterprise flexibly introduced a telework system for her to work at home while retaining her career at the company.

◆ Achievements

- The women-only product planning office has sensitively and successfully satisfied market needs. A young woman employee has devised a product called "fried pasta" that has become a big hit accounting for more than 9% of the enterprise's sales. The product has attracted attention as a snack accompanying alcoholic beverages, allowing the company to explore liquor brewers and other new customers as well as new markets.
- Through the systems for shorter working hours for regular employees, for promoting part-timers to the regular employee status and for three roles per person, Sanshu has recruited women who had once left the company as well experienced employees and named them as division chiefs or assistant managers at the production line. It has thus built a workplace environment where women part-timers can retain their high motivation to work.

<Corporate Profile>

Year of foundation	1950	Capital	86 million yen
Head office address	2-8-3, Toyono-cho, Kasukabe City, Saitama Prefecture		
Business outline	Production and marketing of luxury rice confectionery for specialized confectionery shops		

Sales(*)	2,645 million yen (*)Latest business year (to June 2012)
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<Data for employees (unconsolidated)>

Number of employees	220 persons (including 163 non-regular employees)
Number of employees by attribute category	[Women]137 persons (including 129 non-regular employees), Women's share of managerial jobs at 27% [Foreigner]1 person [Persons with disabilities] 3 persons [Aged 65 or more] 12 persons
Average service years for regular employees	10.3 years for men, 9.8 years for women

Kao Corporation (Manufacturing)

<<Efforts to support the performance of various employees over the past 30 years have become a source for innovation, achieving the expansion of business operations and earnings.>>

◆ Background of diversity management

- Kao has had a traditional culture where employees are pleased to take on new challenges. In this culture, individual employees naturally unite their capabilities. This culture has led to the respect of diversity. Female employees at the Housework Science Laboratory (renamed the Life Science Laboratory later), founded in 1934, took leadership in diffusing products for housewives, developing a culture where the company naturally takes advantage of housewives' viewpoints for business operations. Many female employees participating in research and product development have expanded the scope of their operations to include housework research, outside speeches, consulting services for consumers, consumer trend surveys and analyses, and advice on product development and commercial film production.

◆ Specific measures

- Kao established the post of manager for developing women's capabilities in 1990 and developed work-life balance support systems between the late 1980s and the 1990s. In 2000, it created a committee to promote diversity in a bid to develop an environment where both men and women can fully exercise their potential. In 2010, the enterprise revised the "Kao Way" (Kao's business philosophy) to specify diversity as a source for business development.
- In 2006, Kao launched efforts to promote male employees' participation in childcare and diffuse a perception that male and female employees, and female employees' husbands should cooperate in taking care of children within their respective families.
- As a result, Kao now has an environment where ambitious employees can exercise their potential irrespective of gender. The women's share of managerial jobs increased from 3.7% in FY2006 to 7.9% in FY2012. At divisions for household products and cosmetics, women account for almost 50% of employees, with women's share of managerial jobs exceeding 20%. Some 40% of total male employees take childcare leave.
- Furthermore, Kao has promoted the global expansion of management training and built a fairer personnel management system to develop human resources supporting its global business development, bringing about an organizational culture where innovation can be easily created.

◆ Achievements

- As a result of its diversity promotion efforts in the past 30 years, Kao has developed an organizational culture where various human resources can continue to work while exercising their potential irrespective of gender, nationality or race. As an organization that can continue to create innovation based on the viewpoint of consumers, Kao has expanded its business operations, achieving its entry into cosmetics and healthcare business fields.

<Corporate Profile>

Year of foundation	1887	Capital	85,400 million yen
Head office address	14-10, Nihonbashi Kayaba-cho 1-chome, Chuo-ku, Tokyo		
Business outline	Chemical industry (production and marketing of household products including soap bars, cosmetics and industrial chemical products, and relevant services)		
Sales(*)	1,012,595 million yen (*) Latest business year (to December 2012)		

<Data for employees (unconsolidated)>

Number of employees	6,241 persons (including non-regular employees 189 persons)
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Breakdown of employees	[Women] 1,274 persons, Women's share of managerial jobs at 7.9% [Foreigners] 160 persons [Persons with disabilities] 105 persons (as of June 2012)
Average service years for regular employees	19.8 years (21.5 years for men, 13.5 years for women)

Kirin Holdings Company (Manufacturing)

<<Women managers have positively participated in developing products, allowing Kirin to offer products for women one after another and expand sales.>>

◆ Background of diversity management

- Around 2006 when the beer market was shrinking, Kirin was urgently required to create new markets. Since then, Kirin has promoted diversity, believing that proposals from various employees including women, instead of those mainly from male employees, would be required for developing products targeting housewives as dominant consumers at supermarket and convenience stores and working women.

◆ Specific measures

- The Kirin Group Vision 2021, makes it clear that the Kirin group will become a group where various persons work vigorously. In 2006, the president made a positive action declaration, concluding that the Kirin group should promote diversity to increase its corporate competitiveness. Specifically, Kirin began around 2004 to transfer female employees to sales and production workplaces where male employees had been dominant and to provide equal recruitment and training opportunities for men and women, paving the way for women to exercise their potential. As a result, women employees have been promoted to branch managers, brewery leaders, overseas managers and other posts that had been occupied by male employees. The women's share of managerial jobs rose from 1.5% in 2006 to 3.4% in 2013. The women's share of leaders including section heads increased from 1.9% in 2006 to 4.5% in 2013, indicating that Kirin has expanded opportunities for female employees to exercise their potential.
- Given that bottom-up efforts would be required, Kirin in 2007 launched the Kirin Women's Network to positively support female employees' performances. The network has made proposals to directors about measures to support female employees' performances, leading Kirin to create work-life balance support systems (including a leave of up to three years for employees who must move due to their spouses' job relocation), a women leader training program and other systems that have worked to reform the consciousness of female employees and support their careers.

◆ Achievements

- The abovementioned measures led female employees in sales jobs to make proposals to supermarket stores and restaurants from the viewpoint of consumers, contributing to expanding sales.
- Female employees' positive engagement in the product development process has allowed Kirin to plan and develop products based on ideas that would not emerge from the traditional beer market, contributing to improving earnings. These products include the Kirin Free alcohol-free beer that emerged from female employees' engagement in the product planning process based on a complaint that women during illness, pregnancy and breast-feeding cannot drink beer (alcoholic beverages). They also include the "From world kitchen series" of high value-added products, which have been developed under a concept that handmade beverages originating from families around the world should be picked up.

<Corporate Profile>

Year of foundation	1907	Capital	102,045 million yen
Head office address	10-2, Nakano 4-chome, Nakano-ku, Tokyo		
Business outline	Production and marketing of beverage, food and pharmaceutical products		
Sales(*)	2,186,100 million yen (*) Latest business year (to December 2012)		

<Data for employees (unconsolidated data for Kirin Brewery Company, Limited)>

Number of employees	5,518 persons (including 1,096 non-regular employees)
Number of employees by attribute category	[Women] 1,488 persons (including 500 non-regular employees), Women's share of managerial jobs at 4.5% (section head or higher positions) [Foreigners] Unpublished [Persons with disabilities] 115 persons
Average service years for regular employees	18.6 years for men, 15.7 years for women

Sato Holdings Corporation (Manufacturing)

<<Based on management training to lead managers to understand “diversity” as representing its business strategy, Sato has taken measures to further promote women’s performance. >>

◆ Background of diversity management

- Sato had been a binder maker and has developed into an integrated manufacturer of automatic recognition technology products. Behind the development has been an organizational culture where employees respect foreign and flexible ideas and enjoy changes. In order to accelerate its business expansion based on employees’ diverse ideas in response to diversifying market needs, Sato positioned diversity as a business challenge anew in 2011.

◆ Specific measures

- In 2011, Sato created a diversity promotion office under the president’s direct control, which has held the 14 domestic group companies’ presidents responsible for developing organizational culture and promoting diversity.
- Recognizing that “human resources are sources for producing added values,” Sato has traditionally created various systems beyond legal standards to develop an environment where employees can work at ease and exercise their potential, including those for reemploying employees aged 65 or older, supporting employees with sick children and promoting the recruitment of single mothers. In order to have managers share the goal of integrating these systems, Sato has implemented training workshops for management executives within its group to allow them to find the need for “diversity for business management” through thorough discussions and promote diversity.
- In addition to traditional programs including those for planning and producing seal and label products based on proposals by female employees, Sato has ambitiously launched new projects to further promote female and elderly employees’ performance, including a female engineers’ customer care group where how customers’ needs are absorbed is evaluated along with the number of contracts as a traditional performance evaluation benchmark to allow employees to utilize a shorter working hours system, as well as a project mainly for veteran product developers aged 56 or older to devise products for the nursing care and welfare market.
- Sato has also employed persons with disabilities in a bid to depart from monoculture ideas and recruited foreigners to expand overseas business operations. It has developed an e-learning system covering sign language and English versions as well as the conventional Japanese version so as to improve the learning environment.

◆ Achievements

- As female engineers in the customer care group have focused on figuring out customer needs, Sato has successfully increased the number of continuously placed orders. The group’s sensitive responses to customer needs have improved customer satisfaction.
- Through the series of diversity promotion efforts, Sato has successfully obtained and retained excellent human resources and launched new projects and services under its culture based on various ideas. With three female directors on the board, it has realized a speedy business expansion.

<Corporate Profile>

Year of foundation	1940	Capital	6,331 million yen
Head office address	Knowledge Plaza, 7-1, Shimomeguro 1-chome, Meguro-ku, Tokyo		
Business outline	Creation of group management strategies and management control (a pure holding company)		
Sales(*)	80,536 million yen (*) Latest business year (to March 2012)		

<Data for employees (consolidated data for domestic operations)>

Number of employees	2,184 persons (including 381 non-regular employees)
Number of employees by attribute category	[Women] 675 persons (including 334 non-regular employees), Women's share of managerial jobs at 7.6% [Foreigners] 38 persons (including no non-regular employees) [Persons with disabilities] 24 persons (including 18 non-regular employees) [Aged 65 or more] 5 persons (including 5 non-regular employees)
Average service years for regular employees	14.2 years for men, 10.8 years for women

Suntory Holdings Limited (Manufacturing)

<<Suntory supports individual employee performance by resolving problems based on workplace conditions and introducing flexible ways of working.>>

◆ Background of diversity management

- Suntory has been an organization of people who love the company very much, based on the motto of “Yatte Minahare -- Go for it!” Amid a sense of crisis that this strength could risk blocking reforms when Suntory shifts to its global expansion, the enterprise has attempted to switch to diversity management. Focusing on overcoming the gender, age, handicap and border between countries, Suntory has tackled common challenges for these barriers to reform ways of working and management and individuals’ ways of thinking and acting.

◆ Specific measures

- Suntory has implemented small-unit movements to solve challenges at workplaces under a bottom-up approach. For example, childcare support measures for female employees ending childcare leave have been proposed by “the childcare environment project,” diverse ways of working by “the unit of shorter working hours system users,” and the expansion of the range of job categories and the improvement of work environments by the saleswomen unit. Such proposals have led to specific solutions to these challenges.
- In 2010, the enterprise called on all employees to “create Suntory-style ways of working.” Employees have tried to take maximum advantage of information technology to dramatically reform their ways of working and make maximum achievements within limited time frames. Work-at-home and flextime systems have been revised for their more flexible implementation. In an attempt to settle the work-at-home system, Suntory has led all managers to have a one-day work-at-home experience. The system diffused so much that 40% of Suntory employees had work-at-home experiences in 2012.
- In 2013, Suntory added diversity, innovation and creativity to the key points for evaluating managers to further reform management, advancing further initiatives toward management innovation.
- Developing an environment where women can continue to exercise their potential has led to a recent increase in the number of female managers and in the number of female employees about to become managers, establishing a female personnel pipeline. In 2012, Suntory appointed its first female director.

◆ Achievements

- As female managers have increased, female employees have begun to engage in product development and other processes in a natural manner. For example, a female manager heads a team to develop skin-care products for mail-order sales targeting women who are 50 or older and low-alcohol beverages and women account for a majority of the team members. Female employees have thus contributed to developing products meeting customer needs and expanding earnings.
- A poll of employees has found that flexible ways of working have benefitted both the enterprise and its employees, improving their motivation to work. Maximizing time and place flexibility have brought about the emergence of working mothers who are performing well at the sales front, contributing to expanding the range of job categories.

Year of foundation	1899	Capital	70,000 million yen
Head office address	2-1-40, Dojimahama, Kita-ku, Osaka City, Osaka Prefecture		
Business outline	Food, liquor, restaurant, sport, flower and service businesses		
Sales(*)	1,851,567 million yen (*) Latest business year (to December 2012)		

	(Consolidated)
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<Corporate Profile>

<Data for employees (unconsolidated)>

Number of employees	6,109 persons (including 1,133 non-regular employees) *At the end of 2012
Number of employees by attribute category	[Women] 1,040 persons (regular employees) Women's share of managerial jobs at 8.6% [Foreigners] Not available [Persons with disabilities] 82 persons [Aged 65 or more] 31 persons
Average service years for regular employees	15.5 years (15.8 for men, 14.3 years for women)

Shiseido Company (Cosmetics production and marketing)

<<Female creators plan and develop products based on their sensitivity, contributing to developing a megabrand strategy.>>

◆ Background of diversity management

- All at Shiseido have shared the recognition that ideas of various human resources with various viewpoints, including women, are required for creating new markets in the field of everyday-life consumer goods for which markets change dramatically and frequently.
- Since 2005, Shiseido has created a “gender equality action plan” as a business management guideline and published it inside and outside its organization. The third gender equality action plan from 2010 focuses on “enhancing the promotion and training of female leaders” and “reforming ways of working.” Executive directors serve as the chair and deputy chair of the “gender equality project” organization to promote the action plan.

◆ Specific measures

- Shiseido has implemented programs to improve female employees’ career consciousness, including the “career support forum” (for speeches by outside and female directors, roundtable discussions and other events) and the “career navi lunch” (lunch meetings where female role models inside and outside the company make speeches). The enterprise has also established and managed the “Kangaroom” in-house childcare center and sponsored the “ikumen lunch” (for interviews with male employees with childcare leave experiences and their seniors and for their exchange of opinions with other employees) to promote male employees’ participation in childcare.
- Under the “megabrand strategy” launched in 2005, Shiseido formed an intersectional project to recover its No. 1 position in the slumping shampoo and rinse market and gave top female marketers decision-making authority to implement product development achievements that had never been attained through male employees’ traditional decisions.
- In a bid to expand into global markets, Shiseido created a “global personnel management policy” in 2008, launching efforts to train employees at overseas subsidiaries through personnel exchanges for deepening cooperation between Japanese and overseas workplaces and human resource cooperation, including personnel relocation, between overseas subsidiaries. In FY2012, the enterprise implemented a global leader training program for about 50 non-Japanese employees at overseas subsidiaries.

◆ Achievements

- Efforts to support the work-life balance and develop female employees’ careers under the gender equality action plan have led to an increase in the number of women in conferences making decisions on product development and fabrication. Under the abovementioned intersectional project, products were developed from unprecedented viewpoints including the touch after shampooing and the fine-tuned package, allowing Shiseido to win the No. 1 share of the shampoo and rinse market just after putting these products on sale. Through product development methods that take advantage of the viewpoints and ideas of various human resources including women, Shiseido has expanded earnings.

<Corporate Profile>

Year of foundation	1872	Capital	64,500 million yen
Head office address	7-5-5, Ginza, Chuo-ku, Tokyo		
Business outline	Production and marketing of cosmetics, etc.		
Sales (*)	682,400 million yen (*) Latest business year (to March 2012)		

<Data for employees (unconsolidated)>

Number of employees	5,877 persons (including 1,908 non-regular employees)
Number of employees by attribute category	[Women]3,497 persons (including 1,460 non-regular employees) Women's share of managerial jobs at 23.8% (*consolidated) [Foreigners]Not available [Persons with disabilities]112 persons
Average service years for regular employees	18.1 years for men, 17.4 years for women

Hitachi, Ltd. (Manufacturing)

<<In order to improve its global market competitiveness, Hitachi has placed the right persons in the right positions in line with its global human resources strategy.>>

◆ **Background of diversity management**

- In 2006, Hitachi launched a “diversity promotion project” under direct control by its president. The project began with the promotion of support for women to exercise their potential. In addition to consciousness reform and various enlightenment activities, Hitachi enhanced efforts to “reform ways of working” into more meaningful ones. In 2009, Hitachi started up a specialized diversity promotion organization and a “Hitachi group diversity promotion council” to accelerate group-wide efforts. Hitachi employees have really felt the need for changes through the business crisis after the Lehman Shock, business realignment and other difficulties, and promoted diversity management, not superficially but seriously.
- Under the understanding that employees must naturally be diversified to compete in global markets as customers and partners are varied, Hitachi launched a “Diversity for NEXT 100” project in 2012 to deepen diversity management as its business strategy.

◆ **Specific measures**

- Since 2009, Hitachi has switched from a seniority-based treatment system to a job-based one, clarified job categories and specified how to share roles in order to achieve optimum group and global human resources management for the purpose of contributing to business operations. It has thus promoted efforts to develop an environment where various human resources can exercise their potential.
- Hitachi had traditionally and positively promoted work-life balance improvement. In FY2012, however, it shifted to “work and life management” encouraging individual employees to further improve the quality of work and life by managing their work and life and their combination on their own. Hitachi leaders are strongly committed to enhancing efforts to improve women’s share of managerial jobs for the key purpose of bolstering female employees for business achievements.

◆ **Achievements**

- While women in general have yet to expand into or be utilized fully in the social infrastructure business field on which Hitachi focuses, the enterprise sees an increasing number of cases where women play leading roles in business projects to create new markets and explore new customers to expand its business scope.

< **Corporate Profile** >

Year of foundation	1920	Capital	427,780 million yen
Head office address	1-6-6, Marunouchi, Chiyoda-ku, Tokyo		
Business outline	Information/communications systems, electric power systems, social and industrial systems, etc.		
Sales(*)	96,658 million yen (consolidated) (*) Latest business year (to March 2012)		

< **Data for employees (unconsolidated)** >

Number of employees	32,251 persons
Breakdown of employees	[Women] 5,203 persons, Women’s share of managerial jobs at 3.5% [Foreigners] 277 persons [Persons with disabilities] 757 persons [Aged 65 or more] Not available

Average service years for regular employees	18.5 years for men, 14.1 years for women (At end of September 2012)
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Fuji Electric Co., Ltd. (Manufacturing)

<<Various human resources including women take advantage of teamwork to successfully exercise their potential.>>

◆ Background of diversity management

- In the second half of the 2000s, Fuji Electric management leaders shared the recognition that the enterprise should depart from its traditional stereotyped recruitment policy focusing on Japanese men in order to avoid manpower shortages upon the en masse retirement of baby-boomers and obtain excellent human resources.

◆ Specific measures

- In 2006, Fuji Electric created a “women success promotion office” put under direct control by the president. Conversations between the president and the office’s leaders were informed to all employees through an in-house journal and the Intranet and the president sent email messages on the promotion to all senior employees. Management leaders thus made efforts to have employees become aware that the leaders were seriously promoting women’s success.
- Fuji Electric has made top-down efforts to promote diversity management under its policy calling for respecting ambitions of various human resources and for taking advantage of teamwork to exercise collective strength. At the same time, a working group of employees of various attribute categories has made bottom-up efforts to pick up employees’ opinions and resolve their problems.
- Fuji Electric has implemented capacity-building programs for senior manager candidates and a mentor system for employees in the main career track to bolster female employees’ career consciousness and capacity development and promote them to managerial positions. Employees who return to the workplace after childcare leave participate in training along with their seniors to share their conditions and values under a system for career development and cooperation after their return to work.
- Based on questionnaire surveys of foreign employees and those with disabilities, the enterprise has promoted mutual understanding with these employees to develop an environment where they can work comfortably.

◆ Achievements

- Consciousness reform, environmental improvement and capacity-building efforts have resulted in an increase in the number of female managers and their candidates and encouraged female employees to retain their jobs even after marriage or childbirth and lower their leaving rate. Female engineering employees have implemented a project to recruit female graduates from science and engineering faculties, leading to the expanding recruitment of such females.
- The engineering division has some workplaces where more women lead and participate in projects. When coordination with various stakeholders is required, female employees take advantage of their expertise, knowledge and careful follow-up to make great contributions. They fully utilize their capabilities and aptitudes for successful business operations.

< Corporate Profile >

Year of foundation	1923	Capital	47,586 million yen
Head office address	Gate City Osaki East Tower, 1-11-2, Osaki, Shinagawa-ku, Tokyo		
Business outline	Development, production, marketing and servicing of energy, industrial, transportation and other social infrastructure equipment and systems, semiconductor devices and vending machines, and provision of relevant solutions		
Sales(*)	703,500 million yen (consolidated) (*) Latest business year (to March 2012)		

<Data for employees (unconsolidated)>

Number of employees	12,664 persons (including 1,783 non-regular employees)
Number of employees by attribute category	[Women] 1,454 persons (including 374 non-regular employees), Women's share of managerial jobs: not available [Foreigners] 88 persons [Persons with disabilities] 92 persons [Aged 65 or more] 135 persons
Average service years for regular employees	19.6 years for men, 17.2 years for women

Ricoh Company, Ltd. (Manufacturing)

<<Ricoh has proactively utilized female employees for overseas marketing in an effort to develop arrangements to facilitate its business expansion.>>

◆ Background of diversity management

- Upon the implementation of the Equal Employment Opportunity Act in 1986, top leaders at Ricoh quickly launched committee activities for promoting women's success and other efforts to develop an environment where women can continue to work. A rising number of female employees have used the childcare leave system and developed their skills and experiences. Ricoh has begun to develop an environment where women can serve as decisions makers.

◆ Specific measures

- In 2003, Ricoh introduced a career recovery system to check ratings and achievements before and after childcare leave for evaluating childcare leave and short working hours system users for their promotion. The system is designed to eliminate the negative effects of childcare leave on female employees' promotion. In order to train female employees, Ricoh has implemented step-by-step training programs and seminars for managers, manager candidates, young section heads and young employees (for exchange with senior employees). It has also introduced a work-life balance support reemployment system to reemploy women who left Ricoh for such reasons as childcare, nursing care and their spouses' job relocation. Ricoh has established a system to recruit non-regular employees as regular ones. The enterprise has thus supported various career paths.
- After the overseas marketing division introduced a challenging system for young employees to make bids for overseas positions, a rising number of female employees have made such bids, raising women's share of employees stationed at overseas offices. Female employees have offered to undertake a BOP (bottom of the pyramid) project, leading to proposals for overseas business operations for women.

◆ Achievements

- The development of work-life balance support systems and various career paths has led almost all female employees qualified for the childcare support system to use the system and return to work after childcare leave. The introduction of the career recovery system for employees ending childcare leave has worked to raise working mothers' share of women managers to 40%, helping widen the scope where working mothers can successfully exercise their potential.
- Although women's share of engineering employees had been low, such shares have rose beyond the company-wide average of 14% to 20% at some software development workplaces. Female engineers take advantage of their sensitivity successfully for careful checking including software evaluation.
- As employees stationed overseas in the overseas marketing division have increased, the number of female managers in the division has soared. Female managers successfully exercise their potential in research, planning and other operations where close communications with overseas bases are required. Female employees' careful attention and follow-up have allowed them to facilitate communications with customers, successfully creating an environment where business operations are performed smoothly.

< Corporate Profile >

Number of employees	12,494 persons (including 1,112 non-regular employees)
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Number of employees by attribute category *Only categories subject to diversity management	[Women] 1,856 persons (including 247 non-regular employees), Women's share of managerial jobs at 2.5% [Aged 65 or more] 3 persons [Foreigners] 76 persons [Persons with disabilities] 140 persons
Average service years for regular employees	17.4 years (17.5 years for men, 16.8 years for women)

< Data for employees (unconsolidated) >

Year of foundation	1936	Capital	135,300 million yen
Head office address	8-13-1, Ginza, Chuo-ku, Tokyo		
Business outline	Production and provision of imaging office machines including copiers and printers, and network solutions		
Sales(*)	795,471 million yen (*) Latest business year (to March 2012)		

Nissan Motor Co., Ltd. (Manufacturing)

<<Nissan has implemented career development support to promote female managers' success, attempting to develop into a truly global enterprise.>>

◆ **Background of diversity management**

- As Nissan has been required to reform itself for going global and respecting diversity since teaming up with Renault SA in 1999, it has tackled diversity management as a business strategy. In 2004, Nissan created a diversity promotion section and incorporated the concept of diversity into its global action guideline called the “NISSAN WAY” and its unique business management tool named “V-up,” developing a mechanism where diversity management can be implemented naturally for personnel evaluation and distribution, and other daily business operations.

◆ **Specific measures**

- As women's participation in the decision-making group has become a challenge, Nissan has implemented executive directors' mentoring of female candidates for department managers and distributed career advisers for female candidates for managers. Mentoring is designed to provide psychological support and develop career and management thinking. As a result of such mentoring, an enterprise-wide diversity mindset has been developed, with women's share of managerial jobs in the decision-making group rising about four-fold from 1.6% in 2004 to 6.7% in 2012.
- Nissan has taken advantage of female employees' viewpoints to improve production lines and raise productivity.
- While training and e-learning systems have been implemented to promote intercultural understanding, a corporate culture has been developed for employees to overcome conflicts arising from differences in values through daily business operations and management and to cooperate in achieving targets.

◆ **Achievements**

- In its product development division, Nissan has set up a “female attractiveness creation group” to verify gender gaps in using vehicles and acting and feed them back into product development workplaces. The group has allowed Nissan to develop the Serena, Note and other vehicles reflecting women customers' needs and enjoy their smooth sales.
- A female employee was selected as leader for planning the Note car, successfully making the car easier for women to use. The car's rear doors were designed to open up to 90 degrees to make it easy to put children into or take them out of child seats or to bring in or take out baggage. An around-view monitor was equipped on the car to support parking. As a result, Nissan attained its initial sales target for the Note in three months after its launch. The Note remained the bestseller among gasoline-fueled cars other than minivehicles in Japan for five consecutive months.
- Nissan has successfully obtained highly ambitious, capable human resources from throughout the world by promoting intercultural understanding to develop a corporate culture where human resources with various backgrounds and careers can fully exercise their potential.

<Corporate Profile>

Year of foundation	1933	Capital	605,813 million yen
Head office address	1-1-1, Takashima, Nishi-ku, Yokohama City, Kanagawa Prefecture		
Business outline	Production and marketing of automobiles and ships, and relevant businesses		
Sales(*)	FY2011 consolidated sales: 9,409,000 million yen (*) Latest business year (to May 2012)		

<Data for employees (unconsolidated)>

Number of employees	24,240 regular employees (736 non-regular employees) Total at 25,053 employees
Number of employees by attribute category	[Women] 1,915 regular employees, Women's share of managerial jobs at 6.7% (as of April 2012) [Foreigners] 266 persons (as of April 2012) [Persons with disabilities] 1.95% (Total for FY2011) [Aged 65 or more] Not available
Average service years for regular employees	18.3 years (19.9 years for men, 14.0 years for women) (FY2011)

Otani (Manufacturing)

<<By developing knowhow for long-term employment of persons with difficulties and raising female part-timers' motivation to work, Otani has upgraded productivity and developed nationwide sales.>>

◆ **Background of diversity management**

- Employment of persons with disabilities has made progress in the seal manufacturing industry where these persons can exercise their potential more easily. Since its founding, Otani has proactively employed local persons with disabilities and accepted their workplace training.
- In developing a nationwide store network, Otani began in 1995 to employ female part-timers.

◆ **Specific measures**

- When a new factory was built in 1988, Otani set up wider pathways allowing two wheelchairs to pass each other, a chime linked to revolving lights and other devices to make it easier for persons with disabilities to work comfortably. It has also led employees with disabilities to experience various job categories as much as possible and placed the right persons in the right positions in view of employees' hopes and capabilities.
- Otani has kept close communications with families of employees with disabilities and supported their learning of techniques and skills, accumulating know-how for continuing the employment of persons with disabilities. For evaluating employees with disabilities, Otani uses the same standards as for those employees without disabilities while giving considerations to their physical and health and gives ratings and compensations according to their efforts and achievements, irrespective of their disabilities. At present, there are some managers with disabilities
- When seeking to expand its store network, Otani had to utilize female part-timers. Then, the enterprise introduced four work shifts combining weekday, weekend, early and late hours, setting up a four-shift rotation system for part-timers' flexible working. It has also adopted performance-based pay hikes and transferred recruitment and other store management authorities in order to raise part-timers' motivation to work.

◆ **Achievements**

- By increasing factory employees with advanced techniques and skills and utilizing part-timers for stores successfully, Otani has attained an economy of scale where its headquarters factory centrally produces seals as ordered at stores throughout Japan, boasting robust sales. The number of Otani stores now stands at 136, increasing more than 10-fold from the level at the time when nationwide sales were launched. Sales have dramatically expanded from 800 million yen to 2.7 billion yen. The equity ratio has exceeded 50%, indicating a stable business base.
- As employees with disabilities have enhanced the quality and quantity of their success, some of them have been promoted to managerial jobs. Workplace normalization and the settlement of employees with disabilities have worked to improve factory productivity, contributing to an earnings expansion.

<Corporate Profile>

Year of foundation	1966	Capital	100 million yen
Head office address	1-3-5, Kameda Kogyo Danchi, Konan-ku, Niigata City		
Business outline	Production and marketing of seals, rubber stamps, etc., business and postal card printing		

Sales(*)	2,741 million yen (*)Latest business year (to June 2012)
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<Data for employees (unconsolidated)>

Number of employees	597 persons (including 541 non-regular employees)
Number of employees by attribute category	[Women] 546 persons (including 522 non-regular employees), Women's share of managerial jobs at 68.7% (*including shop managers) [Persons with disabilities] 22 persons (including 6 non-regular employees) [Aged 65 or more] 29 persons (including 29 non-regular employees)
Average service years for regular employees	14 years (15 years for men, 13 years for women)

OGAWA NO SHO INC. (Manufacturing)

<<As employees in their 20s to 80s have stimulated each other to successfully invigorate their business operations and village, OGAWA NO SHO is developing further.>>

◆ Background of diversity management

- “In winter, we have no work to do in Ogawa Village covered with snow. We would like to start up an enterprise to create jobs and make the village independent. We would like to add values to farm products produced with our efforts and sell them. We would like to invigorate the community to please village residents.” Occupied with dreams, hopes and ideals, Ogawa Village residents aged 40 to 50 were united to launch OGAWA NO SHO INC. in May 1986.
- OGAWA NO SHO’s primary goal was to create jobs for elderly people. The enterprise took advantage of the goal. Believing that the best service would be to provide nostalgic country food products, the enterprise recruited seven elderly people aged 60 or more and used their knowledge about traditional home tastes and recipes for developing its original product -- Jomon Oyaki dumpling -- which is soft and easy to eat, even when served cold. It has been expanding domestic and overseas sales channels for the product.

◆ Specific measures

- Recruiting people at the age of 60 with no fixed retirement age, OGAWA NO SHO has continuously employed elderly persons. It creates a monthly work shift table for thorough attendance management. Employees are multifunctional workers with a wide range of experiences, who can adapt themselves to various operations and allow for some flexibility for each other.
- The enterprise has made progress in recruiting young people in their 20s and 30s as well. These young employees undertake Internet sales and relevant personal data security. They also accept physical labor to help elderly employees.
- Elderly employees work in a manner to go far ahead of young people. This sensitive manner pleases young employees. Elderly employees also praise young workers for working fast and efficiently. Elderly and young employees commend and respect each other to improve in-house morale through work naturally. Although the ages of OGAWA NO SHO employees range wide from the 20s to 80s, elderly employees in their 60s to 80s, youths in their 20s to 30s and middle-group workers in their 40s to 50s for management appropriately share roles, admit each other’s capabilities and respect each other, developing a united workplace atmosphere.

◆ Achievements

- New product ideas emerge from elderly people’s wisdom. They and management employees aged around 50 improve these ideas through discussions to devise products that meet market needs and sell well. Rather than the village’s traditional food, the careful development of new products based on the wisdom of elderly people has supported sales growth at the enterprise.
- Since its founding, the enterprise has explored channels for sales to other regions including Tokyo. It has also launched Internet sales on the recruitment of young people, successfully expanding into nationwide and global markets. Its sales have grown mostly smoothly since its founding.

< Corporate Profile >

Year of foundation	1986	Capital	30 million yen
Head office address	2876, Takafu, Kamiminochigun Ogawamura, Nagano Prefecture		
Business outline	Food production (Oyaki dumplings, pickles, deli food)		

Sales(*)	730 million yen (*)Latest business year (to September 2012)
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<Data for employees (unconsolidated)>

Number of employees	80 persons
Number of employees by attribute category	[Persons with disabilities] 3 persons [Aged 65 or more] 17 persons
Average service years for regular employees	11 years

Kokuyo Co., Ltd. (Manufacturing)

<<Kokuyo has improved profitability by creating jobs meeting the aptitudes of persons with disabilities through BPO* using a special subsidiary.>>

* BPO: Business Process Outsourcing

◆ Background of diversity management

- Kokuyo has given priority to employing persons with disabilities since before the war. Since Kokuyo founded a special subsidiary (Kokuyo K Heart Co., Ltd.) in 2004, the employment of persons with disabilities has become an objective. Business companies not only tackle the employment of persons with disabilities proactively but also use their business resources primarily for their own business purposes. By expanding the business operations of K Heart from subcontracted printing to the business process outsourcing area with higher added value, Kokuyo has attempted to improve the business performance of the business companies.

◆ Specific measures

- When business operations of K Heart were expanded, Kokuyo transferred senior and product development employees with know-how for traditional business operations from the business companies to the subsidiary for training and product development purposes to support the subsidiary. The business companies as the business process outsourcers reclassified their business processes and picked up specific processes to be outsourced to K Heart.
- K Heart for its part selects human resources suitable for business processes outsourced by the business companies. It assigns employees with disabilities to business processes according to their characteristics, conditions, skills and qualities. If some employees are expected to further exercise their potential, K Heart leads them to take up challenging new business operations. It has also introduced flexible ways of working and systems, including a flextime system for relearning and a work-at-home system.
- Information about the success of persons with disabilities working at the special subsidiary is positively disseminated by a relevant section throughout the Kokuyo group, allowing employees to generally be aware of the success of persons with disabilities and leading to a culture where employees with disabilities and others understand each other in the workplace.

◆ Achievements

- K Heart has improved its profitability and stabilized its business base by expanding business operations. In addition, the business companies have made major progress in increasing their business efficiency. Setting the goal of raising the ratio of core operations including new product development to 75% from 50%, the business companies have begun to produce achievements including the introduction of unique new products.
- Given opportunities to exercise their potential for business operations meeting their capabilities and skills, employees with disabilities have raised their motivation to work. Kokuyo is now proactively trying to create output with higher added values. In a specific case, it has developed its office furniture layout preparation service into a one-stop service covering from interviews with customers to the preparation.

< Corporate Profile >

Year of foundation	1905	Capital	15,800 million yen
Head office address	6-1-1, Oimazatominami, Higashinari-ku, Osaka City, Osaka Prefecture		
Business outline	Holding company		
Sales(*)	275,821 million yen (*) Latest business year (to December 2012)		

<Data for employees (unconsolidated)>

Number of employees	363 persons (including 16 non-regular employees)
Number of employees by attribute category	[Women] 144 persons (including 16 non-regular employees) Women's share of managerial jobs at 3.3% [Persons with disabilities] 19 persons (including 2 non-regular employees)
Average service years for regular employees	17.4 years (18.8 years for men, 13.6 years for women)

(*) Women's share of managerial jobs and average service years by gender are for Kokuyo and its four major subsidiaries.

Saraya Co., Ltd. (Manufacturing)

<<Saraya has helped women professionals retain careers and proactively recruited foreigners for overseas expansion.>>

◆ **Background of diversity management**

- Since its founding, Saraya had cited “the reduction of environmental load” as its corporate philosophy. When the incumbent president assumed the post, the enterprise adopted “building a sustainable society” as its philosophy and emphasized its concept of diversity for sustainable growth. Under its business strategy and expansion over recent years, the diversification of business operations and overseas expansion have made the diversification of human resources unavoidable, prompting the enterprise to expand diversity management measures.
- Saraya had traditionally implemented work-life balance support measures mainly for female employees and proactively recruited foreigners. Two years ago, the enterprise launched a diversity promotion office to systematize these measures for its entire organization.

◆ **Specific measures**

- Needs for work-life balance support and career formation measures have grown at Saraya since the 2000s for female employees who were recruited in the mid-1990s for its large-scale business expansion. Particularly, female employees with special know-how and skills have been dominant among food sanitation instructors supporting corporate customers’ building of food sanitation management arrangements. Saraya was urgently required to develop an environment where these female employees with special knowhow and skills would work over a long time. Specifically, Saraya has reclassified business processes of food sanitation instructors, assigned work-at-home employees to the preparation of documents and employed temporary staff for busy periods to flexibly change the number of operational workers in line with business fluctuations. It has also eased workplace and time constraints. These measures have allowed employees to develop various careers.
- For its overseas business expansion, Saraya has proactively recruited new foreign graduates including Chinese, Filipinos and Indians and made them responsible to some extent for research and development, and overseas operations.

◆ **Achievements**

- The flexible distribution of food sanitation instructors and the improvement of their business processes have contributed to raising productivity and employees’ motivation to work. Efforts to develop an environment where employees can work comfortably have been generally successful, leading applicants for jobs at Saraya to increase 10% annually. This has allowed the enterprise to obtain more excellent human resources.
- By promoting various human resources including women and foreigners to key positions, Saraya has successfully raised highly expected core employees’ motivation to work. Particularly, foreign employees have steadily expanded Saraya’s overseas business network to cover 15 locations in 11 countries over the past decade.

< Corporate Profile >

Year of foundation	1959	Capital	45 million yen
Head office address	2-2-8, Yuzato, Higashi Sumiyoshi-ku, Osaka		
Business outline	Development and production of and services for soaps, detergents, disinfectants and other preventive and health goods, and health instruments		
Sales(*)	23,648 million yen (*) Latest business year (to October 2012)		

<Data for employees (unconsolidated)>

Number of employees	1,102 persons (including 403 non-regular employees)
Number of employees by attribute category	[Women] 511 persons (including 330 non-regular employees), Women's share of managerial jobs at 7.6% [Foreigners] 20 persons [Persons with disabilities] 12 persons (including 7 with heavy disabilities) [Aged 65 or more] 20 persons
Average service years for regular employees	8.5 years (10.2 years for men, 6.6 years for women)

Winnac (Manufacturing)

<<Winnac has secured stable employment of and continuous income for people with disabilities for business purposes rather than welfare purposes.>>

◆ **Background of diversity management**

- Wakayama Prefecture, Wakayama City and Acro Nainen Co., Ltd. jointly founded Winnac as a third-sector business establishment to employ many persons with heavy disabilities in 1994. In 2009, Winnac founded its subsidiary WINWORKS KK where managers with disabilities conduct vocational training and guidance.

◆ **Specific measures**

- Upon its founding, Winnac had to develop ways to contact and guide employees with disabilities. Failing to select operations meeting their capabilities and aptitudes and find optimum ways for guiding them, Winnac recruited massive persons with disabilities and left them to quit.
- When the parent company expanded its die-cast products business in 2004, Winnac began to undertake deflashing of these products. The deflashing process was suitable for intellectually disabled persons who are excellent in concentrating on repetitive operations. In order to utilize persons with disabilities on a full-fledged basis, Winnac then assigned four employees to pension-related procedures for workers with disabilities, interviews with their parents and living-related guidance and support for them to develop an environment where these workers would work at ease. As a result, the business has been stabilized with the production workplace getting on track.
- In 2009, Winnac founded its subsidiary WINWORKS as a Type A job assistance workshop (persons with disabilities accounted for 82.4% of total employees as of October 2012), where Winnac employees with disabilities have served as managers. As the ratio of employees with disabilities has increased, these employees are working with positive thinking while supporting each other and praising each other's strength. As a result, they have grown confident of their work. Irrespective of disabilities, those with skills and knowhow can instruct others.
- In evaluating employees, Winnac annually measures the extent to which each employee has attained skill standards and reflects ratings in pays, contributing to raising employees' motivation to work.

◆ **Achievements**

- The ratio for persons with disabilities who remain employed at Winnac has dramatically increased, indicating their stable employment. (The average annual number of employees with disabilities who quit the enterprise declined from eight between 1994 and 1998 to 1.4 between 2008 and 2012.) Employees with disabilities have taught each other, contributing to improving their skills and productivity. Winnac has received inquiries from other enterprises supporting its corporate philosophy, leading to its business expansion.

< Corporate Profile >

Year of foundation	1994	Capital	80 million yen
Head office address	2017-3, Saikazaki, Wakayama		
Business outline	Deflashing and processing of diecast, gravity, mold and other metal products, and production of toner for recycling		
Sales(*)	676 million yen (*) Latest business year (to January 2012)		

<Data for employees (unconsolidated)>

Number of employees	52 persons (no non-regular employees)
Number of employees by attribute category	[Persons with disabilities] 11 persons
Average service years for regular employees	9 years

N.E. Works (Manufacturing)

<<N.E. Works has expanded its flower business under a flexible idea free from traditional business boundaries, securing both earnings and employment.>>

◆ Background of diversity management

- In October 2002, a parts maker for major electrical machinery manufacturers was reorganized into N.E. Works to achieve both the creation of regional jobs and employees' self-fulfillment, and business goals. Being free from stereotyped ideas and past business achievements, N.E. Works has flexibly expanded its business.
- Given that elderly people with visual degradation have difficulties in inspecting electronic components, N.E. Works explored new business areas and entered the food industry in a bid to postpone employee's retirement age. At present, the enterprise undertakes confectionery production and marketing, and food flower production and shipment, in addition to the electronic component business. Female and elderly employees with microfabrication capabilities for producing electronic components are assigned to developing pressed flower designs for confectioneries and growing food flowers to expand the flower business.

◆ Specific measures

- The articles of association list what employees would like to realize as business purposes. Based on these purposes, N.E. Works devises business ideas and takes advantage of employees' skills and capabilities to develop new projects or services.
- N.E. Works positively accepts product development ideas proposed by employees engaged in production and processing. The confectionery production and marketing operations started with rice crackers with pressed flowers alone. Accepting a female employee's proposal that real flower petals be used for a "flower petal rice cake" as a special local product, N.E. Works positively developed and commercialized rice cakes and tarts using pressed flowers.
- The delicacy and colors of pressed food flowers produced with women's sense and micro fabrication skills for electronics components have gained a good reputation. In 2012, N.E. Works began to ship pressed flowers. The enterprise has developed equipment for childrearing women and elderly persons in their 20s to 70s to produce food flowers at home, establishing a year-round mass production system.

◆ Achievements

- Although electronic component production differs far from food production, N.E. Works has taken advantage of microfabrication skills, quality control know-how and clean rooms for electronic component production to enter into the new flower production business and to expand its business operations.
- Even after starting production and shipment of pressed flowers as its flower business, female employees proposed body arts, flower showers, aroma candles and other non-food flower products. N.E. Works launched these products as higher value-added goods that are more advantageous than food flowers in preservability and transportation cost, attracting attention from luxury hotels and restaurants at home and abroad. They have been exported to France and Indonesia.

< Corporate Profile >

Year of foundation	2002	Capital	29 million yen
Head office address	661-7, Minari, Nita-gun, Okuizumo-cho, Shimane Prefecture		
Business outline	Production and inspection of electronic components, production and marketing of confectioneries, production and shipment of food flowers		

Sales(*)	150 million yen (*)Latest business year (to July 2012)
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<Data for employees (unconsolidated)>

Number of employees	34 persons (including no non-regular employees)
Number of employees by attribute category	[Women] 25 persons (including no non-regular employees) [Aged 65 or more] 0
Average service years for regular employees	Not available

TOTO Ltd. (Manufacturing)

<<TOTO has taken advantage of female engineers' viewpoints for research and development to produce hit products contributing to expanding earnings.>>

◆ **Background of diversity management**

- Since 2005, TOTO has made proactive efforts to create an environment where women can fully exercise their potential, developing a culture where women's successful performance is natural. Paying attention to the viewpoints of women who clean up lavatory basins, kitchens and other water-related home equipment, TOTO has shifted from technology-oriented manufacturing led by male engineers to customer-oriented product development in which female engineers take part in research and development from the viewpoint of customers.

◆ **Specific measures**

- During the FY2005-2009 period, TOTO's top leader declared the promotion of women's successful performance, conducted relevant enlightenment activities and visited workplaces of sales and production divisions and group companies for exchanges of opinions with employees to reform the culture and organization. In 2008, TOTO revised its personnel system to evaluate employees under uniform standards irrespective of gender or job category.
- Since FY2010, TOTO has implemented group-by-group female employee training programs including a women's forum (for women in their latter 30s to 40s with three years or longer experiences as managers), a women step-up training program (for women aged between 35 and 42 expected to be promoted) and a mentoring session (women in the main career track who entered the enterprise five years ago). In a bid to develop an environment where female employees can work comfortably, TOTO has expanded a flextime system for childrearing female employees and introduced a system for paid holidays to be taken on an hourly basis.
- As numerical targets, TOTO has set women's share of managerial jobs at 10% in 2017 and the share for persons with disabilities in the total workforce at 2.5% in the same year in its medium-term business strategy called the "V Plan." At the initiative of the top leader, the entire organization has been promoting measures to achieve these targets.

◆ **Achievements**

- As the top leader has made steady efforts to promote female employees' successful performance, male employees have deepened their understanding of the promotion, with female employees encouraged to take challenges. TOTO has transformed itself into a vigorous organization where female employees proactively and naturally undertake product research and development, and proposal-based sales. Even after the V Plan was created in 2009, TOTO has continued to improve earnings.
- An engineering team dominated by female employees developed the "Air in Shower" through research on numerical data about perceived quality (shower comfort), bringing about TOTO's second female employee to win the TBM (TOTO Business Masters) award for excellence in 2012. Including the "Clean Anti-bacterial Water" that has been developed with cleanliness-oriented women customers' needs take into account for sterilizing the Washlet nozzle and basin, new products have sold well, contributing to improving earnings.

< Corporate Profile >

Year of foundation	1917	Capital	35,579 million yen
Head office address	2-1-1, Nakashima, Kokurakita-ku, Kitakyushu City, Fukuoka Prefecture		
Business outline	Production of housing equipment		
Sales(*)	452,686 million yen (*) Latest business year (to March 2012)		

< Data for employees (unconsolidated) >

Number of employees	9,495 persons (including 2,474 non-regular employees) *As of April 2012
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Number of employees by attribute category	[Women] 3,358 persons (including 1,666 non-regular employees)
* Attribute categories subject to diversity management	Women's share of managerial jobs at 3.9% [Foreigners] 17 persons [Persons with disabilities] 101 persons [Aged 65 or more] 5 persons
Average service years for regular employees	20.3 years (20.5 years for men, 19.7 years for women)

USA Lantern. K.K. (Manufacturing)

<<By dividing the traditional lantern manufacturing process, USA Lantern has become Japan's largest producer of vinyl lanterns.>>

◆ Background of diversity management

- Lanterns have traditionally been craftworks that have been made by craft workers with their manual labor mainly on a family (domestic) business basis. Since USA Lantern employed persons with disabilities at the request of a welfare facility close to its factory in 1981, however, the enterprise has divided the lantern production process to achieve both the employment of persons with disabilities and the commercialization of lantern production.

◆ Specific measures

- In order to have intellectually disabled persons play a key role in inheriting lantern production skills, USA Lantern has divided the production process. The traditional process was divided into three -- (1) making frameworks, (2) pasting and (3) drying and finishing -- to which employees with disabilities have been assigned according to their respective skills for repetitive operations.
- The enterprise has replaced traditional wooden frameworks with metal frameworks to prevent deformation and subjects framework production to rhythmical repetitive operations by persons with disabilities. It has also developed and introduced machines to automate some operations. Through these constant efforts to raise productivity, USA Lantern has built an integrated lantern production system where persons with disabilities can work comfortably.
- In order to figure out the aptitudes of persons with disabilities in one year after its decision to employ them, USA Lantern has them experience operations three times. Based on the trial experiences, it determines specific operations for them after their entry into the enterprise. This employment process allows the enterprise to place the right persons in the right positions and facilitate employees' adaptation to factory work.
- USA Lantern conducts a 20-minute inspection each at the start and end of daily work to secure a sufficient quality of lanterns produced through the division of labor. Employees themselves inspect products and point to each other's mistakes, leading to the improvement of their skills and communications capabilities (sociability).
- Employees with disabilities teach elementary school pupils in the neighborhood how to make frameworks and paste. Teaching contributes to developing their human relations and skills.

◆ Achievements

- By developing a lantern manufacturing environment where employees with intellectual disabilities can work comfortably and by improving products, USA Lantern has become able to accept massive orders and short deadlines that it could not accept with the traditional production process, becoming Japan's largest producer of vinyl lanterns. As an enterprise contributing to a regional economy through manufacturing, USA Lantern was selected as one of "the 300 vigorous small and medium-sized manufacturers for FY2006" (by the METI Small and Medium Enterprise Agency).

< Corporate Profile >

Year of foundation	1984	Capital	10 million yen
Head office address	29-4, Hashizu, Usa City, Oita Prefecture		
Business outline	Production and wholesale of vinyl lanterns		
Sales(*)	115 million yen (*) Latest business year (to September 2012)		

< Data for employees (unconsolidated) >

Number of employees	14 persons (including no non-regular employees)
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Number of employees by attribute category	[Women] 9 persons [Aged 65 or more] 1 person [Persons with disabilities] 9 persons
Average service years for regular employees	18 years

ISFnet, Inc. (Information and communications)

<<Through thorough efforts to allow persons with difficulties in finding jobs to exercise their potential, ISFnet has achieved both its business expansion and job creation.>>

◆ Background of diversity management

- Since its founding in 2000, ISFnet has proactively recruited not only persons with disabilities and elderly people but also NEETs/freeters, homeless persons and other people with difficulties in finding jobs and trained them into useful workers for its business expansion. Acknowledging that the differentiation of sensitivity and other small points can drive enterprises in a mature society, ISFnet has taken advantage of ideas from a wide diversity of employees for daily business operations and development.

◆ Specific measures

- While skills and ways of working differ from employee to employee, ISFnet has carefully assigned employees to specific jobs in accordance with their respective (potential) capabilities and skills. Instead of dividing operations into two categories -- simple and other operations, it has classified operations by confidentiality, attribute, urgency and importance and distributed employees to specific jobs in consideration of their constraints, placing the right persons in the right positions. By implementing a system for employees to propose operations that could be separated from daily operations, the enterprise has attempted to achieve both the improvement of business efficiency and the creation of jobs.
- Subject to evaluation are not careers or skills of employees before their entry into the enterprise but efforts to achieve personal goals set after the entry and results of such efforts. The evaluation system is sufficiently fair as to result in higher ratings for employees who make more efforts irrespective of gender, age or disabilities. The enterprise also evaluates employees' human characteristics including morals and ethics, publicizes those with higher ratings inside and outside its organization and incorporates such ratings into their comprehensive personal evaluation results. This evaluation system has contributed to boosting customers' confidence in the enterprise that undertakes operations where greater security is required.

◆ Achievements

- The abovementioned measures have worked to develop an environment where employees can feel satisfaction with growing along with the enterprise.
- By assigning employees to jobs that are suitable for them, the enterprise has successfully allowed them to exercise their potential and raised their motivation to work.
- By classifying jobs more finely and placing the right persons in the right positions, the enterprise created 140 million yen worth of business operations or jobs in FY2011, continuing to expand earnings. Large-scale system maintenance and other services to increase employment have produced the enterprise's competitive advantages for its business expansion.

< Corporate Profile >

Year of foundation	2000	Capital	200 million yen
Head office address	Aoyama Tower Place 8F, 8-4-14, Akasaka, Minato-ku, Tokyo		
Business outline	Information/communications system engineering, production and maintenance, relevant consulting services, etc.		
Sales(*)	8,700 million yen (*) Latest business year (to December 2012)		

< Data for employees (unconsolidated) >

Number of employees	2,371 persons (including 454 non-regular employees)
Number of employees by attribute category	[Women] 425 persons (including 311 non-regular employees) Women's share of managerial jobs at 8.6% [Foreigners] 250 persons [Persons with disabilities] 242 persons

	[Aged 65 or more] 7 persons
Average service years for regular employees	3.7 years for men, 3.5 years for women

NEC Soft, Ltd. (Information and communications)

<<NEC Soft has analyzed differences between attribute categories about career views through detailed surveys and promoted work-life balance support to develop female system engineers into precious business resources.>>

◆ Background of diversity management

- As the group's first female director was appointed in 2001, group companies attempted to network minority female managers for their exchanges and communications. Despite equal recruitment and training programs for men and women (with women accounting for some 30% of recruitment), however, the early leaving rate for women was higher than for men, with their share of managerial jobs remaining lower, indicating that there was a large number of problems.

◆ Specific measures

- NEC Soft closely analyzed employee attitude surveys to look for factors behind these problems and found that far more male employees had undertaken difficult but challenging jobs or had been commended for taking on challenges. This clearly indicated that female employees' lower efficacy and ambition to become managers, which had been viewed as personal problems, were attributable to the environmental factor of gender gaps in promotion, positioning and job distribution within the organization. NEC Soft management leaders then widely recognized that the promotion of female employees' success was a major management challenge.
- NEC Soft has created know-how collections and held forums for managers to become aware of women's career views (including a view that the relationship between their life events and career formation makes it difficult for them to make long-term plans), trying to improve management skills to develop an organizational culture where various human resources can exercise their potential.

◆ Achievements

- Under a production innovation campaign to achieve work-life balance, cut production costs and improve product quality, NEC Soft has taken into account proposals from female managers as well as others to promote the consideration of how to improve business processes for greater productivity and achievements within a limited time, realizing greater business efficiency.
- Attitude surveys numerically indicate organizational culture changes where the entire organization has grown more conscious of eliminating excessive work and managing working hours and has felt the fairness of managers.
- Female employees' leaving rate has declined (from 7.01% in 2007 to 2.71% in 2011) and their promotion rates increased substantially (women's share of leaders rose from 7.6% in 2007 to 11.8% in 2013 and their share of managerial jobs from 2.6% to 5.4%). Ways of working have been improved to make it easier for female employees to return to system development workplaces after childcare leave to keep careers and upgrade skills. A rising number of female employees are performing well as managers after doing so.

< Corporate Profile >

Year of foundation	1975	Capital	8,668 million yen
Head office address	18-7, Shinkiba 1-chome, Koto-ku, Tokyo		
Business outline	Consultation, system integration, software packages, education (training) system development and operation support, development of basic software and general-purpose application packages, ASP (application service provider)/ SaaS (software as a service) (application services)		
Sales(*)	112,589 million yen (*)Latest business year (to March 2012)		

< Data for employees (unconsolidated) >

Number of employees	4,832 persons (including 3 non-regular employees)
Number of employees by attribute category	[Women] 855 persons (including 3 non-regular employees) Women's share of managerial jobs at 5.4% [Foreigners] 72 persons [Persons with disabilities] 62 persons (including 2 non-regular employees) [Aged 65 or more] None
Average service years for regular employees	16.3 years for men, 12.1 years for women

NTT Data Corporation (Information/communications)

<<NTT Data promotes supporting career development and reforming ways of working in pursuit of an information technology enterprise where women can fully exercise their potential.>>

◆ Background of diversity management

- Despite the introduction of pioneering work-life balance support systems including three-year childcare leave and short working hours for employees with children up to the third grade of elementary school, female employees' retention rate and women's share of managerial jobs had been low at system development workplaces. In a bid to improve the retention rate, NTT Data has launched efforts to increase work efficiency and revise labor-intensive jobs to reform ways of working.
- How to respond to the information technology industry's globalization (how to cope with time differences and reform Japan's unique custom-made system development featuring higher costs) had also been a challenge. NTT Data had been required to generally reform ways of working and improve business processes in order to efficiently build systems while securing their excellent quality in cooperation with overseas staffs.

◆ Specific measures

- In order to improve the job retention rate for female employees, NTT Data since 2008 has provided relevant information through various seminars and mail magazines. Since 2011, the enterprise has conducted consciousness surveys covering all employees and interviews with some 350 female employees to promote "female employees' success." The surveys found that twice as many male employees said they might keep their ways of working over the next 10 years compared with female employees. The interviews indicated female employees' real feeling that they could not imagine being promoted to a managerial position due to the small number of existing female managers. In a bid to lead female employees to grow more conscious of contributing to the enterprise while taking advantage of generous systems, NTT Data has enhanced top leaders' messages, cited specific and familiar role models, promoted female managers' dispatch of information and developed networks for female employees to reform their consciousness and in-house management.
- In order to increase its business efficiency, NTT Data has also called for "work style innovation" for an environment where employees can work comfortably, making efforts to increase the flexibility of working hours and workplaces through training for reforming managers' ways of working and the development of work-at-home and discretionary work systems. At the same time, the enterprise has adopted software development automation and other ultra-fast system development measures to shorten delivery periods and improve productivity.

◆ Achievements

- The expansion of the work-life balance support system, the introduction and promotion of the work-at-home and discretionary work systems, software development automation measures and the improvement of project management capabilities have helped improve role-sharing and work control, allowing the enterprise to allocate work to employees under time constraints. Women's share of employees rose from about 7% in 2001 to about 16% in 2011. These systems regarding ways of working have been made available not only for female employees but also for male employees who must undertake childcare or nursing care. Employee satisfaction surveys have indicated a continuous rise in satisfaction.

<Corporate Profile>

Year of foundation	1988	Capital	142,520 million yen
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Head office address	3-3-3, Toyosu, Koto-ku, Tokyo
Business outline	System integration, network services and related operations
Sales	1,251,177 million yen (*)Latest business year (to March 2013)

<Data for employees (unconsolidated)>

Number of employees	11,096 persons (including 176 non-regular employees) (At the end of December 2012)
Number of employees by attribute category	[Women] 1,832 persons, Women's share of managerial jobs at 4.5% [Foreigners] 67 persons [Persons with disabilities] 84 persons (additional 75 persons at a special subsidiary) [Aged 65 or more] 2 persons (At the end of December 2012)
Average service years for regular employees	13.7 years for men, 8.7 years for women

SI Co., Ltd. (Information/communications)

<<SI has created various ways of working by building a flextime program and unique evaluation and wage systems supporting work-sharing.>>

◆ Background of diversity management

- SI had begun with outsourced data entry services. By creating flexible work and fair evaluation systems, the enterprise has obtained human resources with excellent capabilities under some constraints and expanded its business operations. At present, SI provides data aggregation, questionnaire aggregation, call center, website creation and other services.

◆ Specific measures

- SI features a flextime system where individual employees can freely make work schedules meeting daily, weekly and monthly maximum working hours. They report monthly schedules to workplace managers who make work shifts. Workplace managers control workloads and work schedules and request support from other workplaces as necessary under an arrangement to flexibly move human resources in response to employees' unexpected absence. Employees thoroughly make progress reports to control themselves to prevent their unexpected absence from affecting overall business operations.
- Supporting the above flextime system are performance-based wage and evaluation systems that have been revised repeatedly over a long time. Work specifications and manuals have been produced for standardizing work. Performance evaluation items include time taken for specific operations in specific areas, and integrated attendance and progress management (almost all work operations from typing to sales have been divided into 118 categories that are graded according to their details).
- Not only women with children but also elderly people, persons with disabilities and other various human resources work as regular employees while exercising their potential. New employees start with a uniform hourly pay irrespective of their previous jobs, skills or disabilities and undergo semiannual performance evaluation for pay revisions. In 2006, the enterprise abolished the mandatory retirement age system and introduced an age-free system, allowing ambitious employees to continue working at the enterprise as long as they hope to do so, irrespective of age.

◆ Achievements

- SI has obtained excellent human resources with skills by building flextime, age-free and work-sharing systems to guarantee various ways of working and by adopting a complete "equal pay for equal work" system. Taking advantage of a proposal by a female employee who had quit her previous job upon childbirth, the enterprise has expanded into new services (including system development and website management). Its transparent system to fairly evaluate capabilities and performances irrespective of age, gender, school career, skills or disabilities has raised employees' motivation to work and their contributions to the enterprise.

<Corporate Profile>

Year of foundation	1991	Capital	10 million yen
Head office address	26-3, Ishikura, Himeji, Hyogo Prefecture		
Business outline	Information processing, data input/processing, outsourcing, homepage production/maintenance, website management		
Sales(*)	120 million yen (*) Latest business year (to July 2012)		

<Data for employees (unconsolidated)>

Number of employees	64 persons (no non-regular employees)
Number of employees	[Women] 58 persons

by attribute category	Women's share of managerial jobs at 90.9% (leaders and higher posts) [Persons with disabilities] 7 persons [Aged 65 or more] 6 persons
Average service years for regular employees	13.5 years

Mo-House (Wholesale/retail)

<<MO-HOUSE is a breastfeeding wear market pioneer, combining female employees with various careers to expand business operations.>>

◆ Background of diversity management

- MO-HOUSE was founded in 1997 to liberalize lifestyles of women who have become mothers. The enterprise has taken advantage of breastfeeding wear as a tool to implement both business operations and social activities.
- Most employees at MO-HOUSE are childrearing mothers. The enterprise has overcome childcare-related constraints in various ways to facilitate business operations and support employees' continuous career development.

◆ Specific measures

- At its office and shops including an outlet in Tokyo's Aoyama, MO-HOUSE has introduced a child-accommodating work style, allowing mothers to work while taking care of their babies aged 0 to 1. About one-third of the employees go to work along with their infant children. To secure child safety on the hardware side, MO-HOUSE has taken measures such as the adoption of lockable drawers for scissors and other stationery items, and documents. On the software side, the enterprise has developed work manuals including a call for keeping dangerous equipment away from children. Employees are allowed to breastfeed and change diapers for their children at any time while working.
- MO-HOUSE has offered jobs to women who had given up on working or developing careers due to childcare difficulties including the absence of available childcare facilities. The enterprise has recruited these women irrespective of career and assigned them to jobs according to their capabilities and hopes. In order to eliminate childcare-based absenteeism, it has created flexible work arrangements where employees undertake multiple operations and mutually check up on the operational progress through email and other means so that they can address unexpected events.
- MO-HOUSE has also introduced a work-at-home system and helped employees open branches or salons in remote locations, supporting employees who have difficulties in working at the existing office and shops.

◆ Achievements

- Taking advantage of viewpoints of women who have experienced childbirth and childcare, MO-HOUSE has explored the breastfeeding wear market and commercialized such wears.
- MO-HOUSE has created flexible work arrangements allowing women under time constraints to fully exercise their potential, developing a culture where employees follow up on and cooperate with each other.
- The child-accommodating work style has allowed MO-HOUSE to obtain excellent women who had been forced to give up on career. MO-HOUSE employees with various experiences based on their previous jobs utilize their skills and know-how to contribute to various projects including the exploration of sales to department stores, the production of websites and the expansion of lecture meeting services.
- These employees have become new role models for not only young employees who have no children but also visitors and other people who get aware of MO-HOUSE.

<Corporate Profile>

Year of foundation	1997	Capital	3 million yen
Head office address	Mo-baco 2F, 2-17-4, Umezono, Tsukuba Ctiy, Ibaraki Prefecture		
Business outline	Planning, production and marketing of breastfeeding wear and inner garments		
Sales(*)	329 million yen (*) Latest business year (to August 2012)		

<Data for employees (unconsolidated)>

Number of employees	45 persons (including 40 non-regular employees)
Number of employees by attribute category	[Women] 45 persons (including 40 non-regular employees) Women's share of managerial jobs at 100%
Average service years for regular employees	3 years

Start Today Co. (Wholesale/retail)

<<Start Today has realized a six-hour workday through thorough efforts to improve efficiency and taken advantage of all employees' satisfaction to drive its growth.>>

◆ Background of diversity management

- Start Today has a corporate culture that encourages employees to do what they want and work pleasantly to expand their opportunities to exercise their potential, irrespective of attribute category or career. The enterprise has introduced a six-hour workday for employees to balance their work and private life and make their life satisfactory to invigorate the organization.

◆ Specific measures

- In May 2012, Start Today shifted to the six-hour (from 9 a.m. to 3 p.m.) workday system to develop an environment where employees can concentrate on their work by continuing to work for six hours from 9 a.m. without a lunch break. The system allowing employees to finish work at 3 p.m. enables those with infant children to pick up their children at childcare centers even without using a short working hours system.
- Behind the system is the enterprise's policy of covering most electronic commerce business processes from dealing with customers to system development, allowing in-house divisions to solve troubles only through their coordination.
- At logistics, customer support and other divisions where daily work cannot be ended at 3 p.m., two work shifts are adopted to stagger the finish time for the later shift and secure business operations. The enterprise has also reduced the length of its in-house business meeting from one hour to 45 minutes and simplified materials for such meetings to improve productivity.
- At the initiative of the top leader, Start Today has created a character called "Rokujiro" to fully disseminate the leader's concept that priority should be given to natural human pleasures emerging from efforts to make life affluent.
- Start Today has recruited many people with disabilities. At divisions with hearing-impaired employees, other employees voluntarily learn and use sign language. The personnel management division uses sign language for morning meetings to secure smooth communications with hearing-impaired job applicants. Employees with disabilities work at system engineering, design, logistics and other divisions, where these and other employees take care to communicate with each other.

◆ Achievements

- As working hours declined by 25% due to the introduction of the six-hour workday system to promote work-life balance support, improve productivity and enhance creativity, productivity (sales divided by employees' total working hours) increased 25% from the previous year with sales remaining unchanged. In favorable cases, employees tour stores to figure out trends after finishing their daily work, using extra time for marketing. As the enterprise has developed a culture or a work environment where employees can challenge what they want to do, irrespective of attribute category, skill or experience, employees have raised their motivation to work.

<Corporate Profile>

Year of foundation	1998	Capital	1,359 million yen
Head office address	WGB Malibu West 16F, 2-6-1, Nakase, Mihama-ku, Chiba City, Chiba Prefecture		
Business outline	Electronic commerce through the ZOZOTOWN fashion sales website		
Sales(*)	31,806 million yen (*) Latest business year (to March 2012)		

<Data for employees (unconsolidated)>

Number of employees	430 persons (including 12 non-regular employees)
Number of employees by attribute category	[Women] 195 persons (including 3 non-regular employees) Women's share of managerial jobs at 17% [Foreigners] 4 persons [Persons with disabilities] 10 persons
Average service years for regular employees	About 4 years

Japan Laser Corporation. (Wholesale/retail)

<<After remaining in the red for three years on end, Japan Laser diversified human resources under the slogan of “protecting employees” and achieved a record profit.>>

◆ Background of diversity management

- Japan Laser was founded as a pioneer laser equipment trading company owned 100% by a major electronic optical machinery maker. When the incumbent president assumed the post in 1994, the enterprise plunged into insolvency after remaining in the red for three years and lost mainstream employees and business territories. With employees expecting to reconstruct the enterprise, it proactively recruited, utilized and trained women who were willing to return to work after quitting jobs upon marriage, overseas university graduates who failed to find jobs, foreigners and persons with disabilities, while making thorough cost-cutting efforts.

◆ Specific measures

- Japan Laser has secured employees and maintained their work motivation by flexibly revising work rules to develop an environment where employees can continue working instead of quitting the enterprise. For example, the enterprise created a short working hours system for employees after childcare leave, a rule for their shift to part-time jobs, a work-at-home system for female employees whose husbands are relocated, and a system for shorter working hours for medical treatment.
- Japan Laser has led multiple employees to share business operations for risk-hedging purposes. It has introduced a very transparent employee evaluation system where employees' performances are rated irrespective of nationality, education career, age or gender. By designing the system to reward employees' efforts, the enterprise has developed an organizational culture where employees always try to develop their capabilities and work with competitive consciousness. It has also provided employees with costs for seminars and correspondence courses as well as learning opportunities to support their capability and skills development.

◆ Achievements

- As employees take advantage of their excellent foreign language or technological skills to perform well, Japan Laser has developed products for super niche markets, won original equipment manufacturing contracts and provided higher value-added after-sale services, improving its competitiveness. As a result, it has received sales support requests from overseas enterprises one after another. In the year to March 2004, it booked more than 100 million yen in pretax profit. In the past three years, its annual pretax profit remained at record levels above 300 million yen.
- Through the first management employee buyout in Japan in 2007, Japan Laser won its complete independence from its parent. As the enterprise has won various business management awards³ and has been introduced through magazines and other media, it has enhanced its awareness and brand image, attracting excellent job applicants (including doctorate holders, students with overseas study experiences and postdoctoral students).

<Corporate Profile>

Year of foundation	1968	Capital	30 million yen
Head office address	2-14-1, Nishiwaseda, Shinjuku-ku, Tokyo 169-0051		

³ Japan Laser won the Small and Medium Agency Director-General Award for the first Grand Prize for top-priority companies in Japan in May 2011, the business management grand prize in Shinjuku Ward's FY 2011 commendation of excellent enterprises in January 2012 and the 10th grand prize for courageous business management from the Tokyo Chamber of Commerce and Industry in October 2012.

Business outline	Laser equipment import and marketing
Sales(*)	3,030 million yen (*) Latest business year (to December 2012)

<Data for employees (unconsolidated)>

Number of employees	52 persons (including 9 non-regular employees)
Number of employees by attribute category	[Women] 14 persons (including 5 non-regular employees) Women's share of managerial jobs at 12%
* Only attribute categories subject to diversity management	[Foreigners] 1person [Persons with disabilities] 1 person [Aged 65 or more] 2 persons
Average service years for regular employees	15 years for men, 11 years for women

HiSOL, Inc. (Wholesale/retail)

<<Free from stereotyped ideas from human resources with various careers, HiSol successfully developed new products and services.>>

◆ **Background of diversity management**

- HiSOL had been importing semiconductor manufacturing and development systems for domestic sales before the information technology bubble burst in 2000, prompting the enterprise to shift to a new business model to produce and sell products meeting customer needs that existing products could not satisfy. At present, imported products account for 60% of its sales and its own products for 40%.
- Fresh ideas of employees who shifted to HiSOL from other companies and are free from stereotyped semiconductor industry ideas, as well as fine-tuned customer support by female employees fluent in foreign languages, have been indispensable for HiSOL to find customer needs and provide products meeting such needs.

◆ **Specific measures**

- Female employees had been engaged only in auxiliary clerical work before HiSOL reformed its organization in 2002 to lead female employees fluent in English to undertake contract examination and other sales support operations in product-by-product teams. As the enterprise has tried to thoroughly improve productivity to overcome an earnings slump after the Leman Shock, female employees have begun to serve as channels for overseas manufacturers and participate in overseas business negotiations. Female employees have thus taken full advantage of their English skills to undertake core sales and contracting operations.
- As female employees undertook core business operations, clerical employees' autonomous operations became a challenge. As proposed by female employees, HiSOL adopted a no-overtime system that classifies female employees' operations as highly specialized and allows them to control their ways of working irrespective of the progress in operations of salesmen and to leave the workplace at 5 p.m. The enterprise has developed an organization where employees always share schedules and operational conditions and support each other to prevent anyone from being overloaded.

◆ **Achievements**

- As female employees have become contacts for HiSOL's negotiations with foreign companies, the enterprise has gained greater confidence from those in Europe and North America where women have been employed proactively, leading to an increase in the number of overseas business partners and in the range of products it handles. Female employees' fine-tuned responses to domestic customers have increased these customers' security and satisfaction.
- Most employees at HiSOL are from companies outside the semiconductor industry and have produced new business seeds with their ideas free from stereotyped semiconductor industry ideas. In a specific case, an employee from another company proposed a semiconductor production system using an acid solution and faced opposition from expert employees who branded such system as unprecedented and dangerous. But the employee acquired the dangerous object handler qualification and persuaded opponents while proposing measures to solve problems one by one and led the enterprise to adopt the product. As a result, sales have increased substantially.

<Corporate Profile>

Year of foundation	1993	Capital	50 million yen
Head office address	1-17-6, Ueno, Taito-ku, Tokyo		
Business outline	Semiconductor manufacturing/development, equipment import and marketing		
Sales(*)	735 million yen (*) Latest business year (to December 2012)		

<Data for employees (unconsolidated)>

Number of employees	25 persons
Number of employees by attribute category	[Women] 5 persons, Women's share of managerial jobs at 8% [Aged 65 or more] 1 person
Average service years for regular employees	12 years for men, 15 years for women

Kimura Metal Industry Co., Ltd. (Wholesale/retail)

<<Kimura Metal Industry has taken advantage of the excellent power of concentration of people with intellectual disabilities to raise the value added to products, helping persons with disabilities to become independent.>>

◆ Background of diversity management

- Some 10 years ago, the president of Kimura Metal Industry decided to employ persons with disabilities in order to expand regional employment of such persons and develop an environment where such persons become independent. Then, the president intended to recruit persons with disabilities not as employees for auxiliary operations but as those who exercise their potential for commercial purposes. The president paid attention to the enterprise's material recycling division where persons with disabilities could take advantage of their power of concentration. The enterprise thus recruited 13 persons with disabilities and four job coaches as regular employees.

◆ Specific measures

- Personnel with disabilities manually disassemble personal computers, communications equipment and the like. Their fine-tuned manual selection of recyclable materials has raised collection rates for precious and base metals, allowing the enterprise to take advantage of the characteristics of persons with disabilities for improving the value added to materials. At present, 15 job coaches serve as job instructors for 52 employees with disabilities, conduct safety control operations and provide living-related support for these employees.
- Before entering the enterprise, persons with disabilities undergo practical training for two weeks. Supported by job coaches, they adapt themselves to work with daily working hours being increased gradually from around four hours to eight hours. The enterprise invites their guardians to the training to gain their understanding or consent. It closely cooperates with not only their guardians but also relevant schools and centers for job search and life support for persons with disabilities to allow employees with disabilities to work stably. Job coaches find the aptitudes of employees with disabilities and take their characteristics into account in assigning them to specific jobs in an attempt to improve their disassembling capabilities.
- Hesitant fresh employees with disabilities are guided by senior employees. Employees with disabilities help each other. They thoroughly observe safety rules and greet everyone, stimulating conventional employees. Kimura Metal Industry pursues a united workplace where employees understand each other.

◆ Achievements

- Employees with intellectual disabilities are often good at concentrating on work, featuring productivity that is 20% higher than for conventional employees. Their fine-tuned selection has worked to improve the quality of materials and overall profitability.
- By distributing job coaches appropriately and deepening confidential relations with families of employees with disabilities, relevant schools and centers for job search and life support for persons with disabilities, Kimura Metal Industry has allowed these employees to work securely and satisfactorily. Their job retention rate has been kept very high

<Corporate Profile>

Year of foundation	1982	Capital	30 million yen
Head office address	116-1, Aza Kashiwase, Oaza Funatsu, Komaki City, Aichi Prefecture		
Business outline	Scrapping, recycling and reusing of industrial machines, and collecting, processing and marketing of nonferrous metals		
Sales(*)	3,962 million yen (*) Latest business year (to May 2012)		

<Data for employees (unconsolidated)>

Number of employees	181 persons (including 40 non-regular employees)
Number of employees by attribute category	[Persons with disabilities] 52 persons
Average service years for regular employees	5.9 years

Tenhiko Industrial Co., Ltd. (Wholesale/retail)

<<Tenhiko brought out the potential of female employees and succeeded in developing new channels, which significantly increased the number of new customers as a revenue stream.>>

◆ **Background of diversity management**

- Against the backdrop of the hollowing-out of the domestic industry, Tenhiko started considering expansion of its business overseas to acquire new business opportunities. However, while the company attempted to recruit human resources excellent in foreign language ability, Tenhiko, a SME, faced difficulty in hiring college graduates and skilled English speakers. To overcome the challenge, the company changed its viewpoint and focused on recruiting female college graduates, who have more difficulty in finding jobs relative to men. This approach allowed the company to hire a female employee who is graduates of national universities and excellent in foreign languages. Considering this an advantage, the company established a new web sales department targeting overseas countries, in which the female employee lead the selling of products overseas via the Internet.

◆ **Specific measures**

- The newly hired female staff was initially in charge of trade-related clerical work, using her foreign language skill. However, triggered by her return to work after childcare leave, the top management decided to realize his plan to create a new web sales department, called the Tenhiko Web Sales (TWS) team, aiming to boost its sales overseas by utilizing her excellent foreign-language skill.
- At the beginning of operating TWS, the company established a full-support system for TWS, which was composed of female staff alone with no experience in sales. Under the system, expert male sales staffs convey the knowledge on special steel materials and know-how of handling such materials to the TWS staff. As the background of male staff's proactive cooperation in TWS, the organization's environment where employees are able to smoothly communicate and assist each other functioned effectively, based on the initiatives of internal committees, which are reflected in personnel realignment.
- Furthermore, the company has been endeavoring to create a corporate culture in which superior human resources are able to exercise their potential and lead the workplace, by establishing a highly-transparent personnel system so as to evaluate individual achievements based on a clear standard of duties, and developing a work-life balance support system as necessary and improving the working environment so as to allow brilliant female employees to continue their careers.

◆ **Achievements**

- Tenhiko was introduced to the public as a company whose workers are highly-motivated, including an initiative to utilize female employees. This raised public awareness of the company and increased the applicants among new graduates to the company from 20-30 persons 7-8 years ago to more than 2,000 in recent years. In particular, the company has succeeded in recruiting superb human resources, mainly women. Currently, eight among 11 female staff are fluent in English or Chinese, and in the spring of 2011, it hired four new school graduates with high foreign language skills, including a person who newly graduated from a college overseas.
- TWS is developing effective sales services by connecting the headquarters and affiliated companies overseas in Thailand and Shanghai and informing customers' requests to overseas offices of the company. The team also serves as a contact office via its website to respond to special steel needs mainly in Asian countries, even in small amounts with various kinds, which contributes to doubling the ratio of sales overseas. In addition, the number of domestic small-lot orders is also growing. This TWS approach contributes to the new conclusion of contracts more effectively than the door-to-door sales method that salespersons, mainly men,

conventionally attempt.

<Corporate Profile>

Year of foundation	1944	Capital	20.8 million yen
Head office address	5-5-26, Nankominami, Suminoe-ku, Osaka City		
Business outline	Special steel processing; raw material marketing		
Sales (*)	3,534 million yen (*) Latest business year (to March 2012)		

<Data for employees (unconsolidated)>

Number of employees	35 persons (no regular part-timers)
Number of employees by attribute category	[Women] 11 persons, Women's share of managerial jobs at 0%, [Aged 65 or more] None
Average service years for regular employees	17 years for men, 6 years for women

Dai-ichi Life Insurance Company (Finance/insurance)

<<The company provides full and strong support with female employees to expand their job categories to consulting services and sales assisting services, contributing to increase the profitability.>>

◆ Background of diversity management

- In the 1990s, Dai-ichi Insurance Company promoted efforts to encourage female employees to develop their careers, including appointing them in certain positions and improving the program for supporting work-life balance, mainly focusing on helping excellent human resources to stay at the company as precious management resources. However, the company is now shifting its viewpoint to diversity management, considering the program as a management strategy per se or efforts to foster human resources who will lead such strategy, as respective employees are required to upgrade their skills and streamline their workflows from the management viewpoint.
- The company closely coordinates an approach to promoting diversity management with its management plan, and the details of this approach are updated every year.

◆ Specific measures

- The company's current challenge in management is how to utilize in-house female staff as a potential force who have been mainly engaged in clerical or assistant positions in the past. To overcome this challenge, female employees in clerical positions in the headquarters led the improvement of service processes, while some branches introduced trial programs to expand female employees' job categories, such as to insurance consultants at the customer consultation counters and to sales assistants utilizing information data bases for consulting, which were expanded to all branches across Japan in a sequential manner.
- The former effort contributed to gaining trust from customers as well as increasing sales through attentive service, by combining a regular service in which employees respond to a request from customers and an additional consulting service in which employees explain to customers the coverage of their insurance in plain words, so that employees are able to efficiently use opportunities to face customers. The latter effort contributed to increasing smooth conclusions of new insurance contracts through effective use of customers' information on their insurance payouts or benefits, by providing a new service with customers in which in-house female staff utilized the know-how and product information that they learned and offered advice to the company's salespersons on selling points based on such know-how and information. One of the branches that introduced the trial program visualizes its achievement numerically in a manner that the service created a value of 25 or more million yen per employee involved in it, and it conveys its achievements and know-how to all offices and branches of the company as a best practice.
- When conducting such efforts, the company first analyzes the target level that each employee sets and writes in a personnel survey sheet, and it endeavors to follow up on the employees for setting targets so that they are able to reflect the standpoint of management and profitability in their target more sufficiently.

◆ Achievements

- As the job rating approach and duties changed, female employees found their jobs challenging, raised their awareness, and changed their services, such as spontaneously proposing improvement in services and setting high-level numerical targets, which achieved an innovative way of working.
- As a result, the number of successful cases that contributed to the company's profit increased, including new conclusion of insurance contracts. In addition, a significant number of contracts was concluded through insurance consulting services at the consulting counters, far exceeding the target. Furthermore, through the initiative to improve service processes, the company successfully streamlined the service hours of target services by nearly 15% as a simple average,

and it also enhanced productivity.

<Corporate Profile>

Year of foundation	1902	Capital	420,400 million yen
Head office address	1-13-1, Yurakucho, Chiyoda-ku, Tokyo		
Business outline	Life insurance services		
Sales (*)	4,398,207 million yen; (*) Latest business year (to March 2012)		

<Data for employees (unconsolidated)>

Number of employees	56,852 persons
Breakdown of employees	[Women] 51,523 persons, Women's share of managerial jobs at 17.6%
Average service years for regular employees	18.8 years for men, 10.5 years for women (in-house staff)

Resona Bank, Limited (Finance)

<<Resona Bank aims to achieve a goal to be the most popular bank among women from the perspectives of both women's career development and work-life balance support.>>

◆ **Background of diversity management**

- Resona Bank endeavored to shift its framework as financial business into financial service business when it freshly restarted its management after the government injected public funds into the bank in 2003. As a part of the shift, the bank decided to foster female employees who were mainly engaged in clerical work so that it can utilize them in retail sales services as top players who autonomously and proactively handle the services, aiming to create an organization with diversity that is flexible to adapt to environmental changes.

◆ **Specific measures**

- As the top management conveyed a message that the bank should aim to achieve a goal to be the most popular bank among women by changing the company into one that is comfortable for female employees, the bank carried out leadership training workshops for female employees from 2005 to 2007. Providing female employees with opportunities to make presentations about the results of the workshops to the management allowed nearly 100 female employees in total, who had had few occasions to experience management and leadership, to have an opportunity to build and exercise capacity. Through this program, many female staff became good role models for other employees. In 2005, the company established the Resona Women's Council, an advisory body directly run by the management. The body has improved working environments and realized diversified ways of working, through which female employees are able to continue their careers, including introducing a program to realign employee positions between full-time workers and partner workers (part-time workers) as well as holding Resona Dads-and-Moms Gatherings. At the same time, it has been endeavoring to discuss various issues and make recommendations, aiming to reform the corporate culture to encourage all employees to work actively in their workplaces. These efforts have significantly contributed to expanding women's share of managerial jobs from 4% in 2003 to 16.8% in 2012.
- Furthermore, consolidating branches' clerical work into the headquarters helped female employees to expand their job categories from clerical work to sales services, and this expansion also became a drive to overcome the bank's challenge that as a community based bank it should focus on services targeting individual consumers. This motivated the headquarters to fully support the education of female employees on sales services through trainings, dispatching instructors and other measures. By doing so, the company provided the employees with successful career experiences and also got the efforts on track.

◆ **Achievements**

- Triggered by providing female staff not only with programs, including those to support work-life balance and support female candidates for management positions, but also with opportunities to experience various services, female employees became aware of career development and they were highly motivated, which, as a result, decreased retirement rates of female employees to 3.4%, while dramatically increasing the ratio of working mothers to 18.6% between 2008 to 2012. This achievement has also contributed to the recruiting of excellent human resources.
- Female salespersons' passion that they should know their customers better to assist them better helped to gain trust from customers, which contributed to further strengthening the retail department as a strong point of the company that aims to establish a framework as financial services business.
- In 2006, the bank established a project team in which female employees plan and develop new products, titled "My Potentiality Project." The team has been steadily achieving certain results by selling specific products, such as investment trust funds, housing loans exclusively for

women, and medical insurance.

<Corporate Profile>

Year of foundation	1918	Capital	279,900 million yen
Head office address	Osaka City, Osaka Prefecture		
Business outline	Various financial services, including deposits, loans, buying and selling of trading securities, investing securities, and domestic and foreign exchange		
Sales (*)	583,262 million yen; (*) Latest business year (to March 2012)		

<Data for employees (unconsolidated)>

Number of employees	15,190 persons (including 5,505 non-regular part-timers) *At the end of September 2012
Number of employees by attribute category	[Women] 9,091 persons (including 5,035 non-regular part-timers) Women's share of managerial jobs at 16.8% (managers); 3.9% (business leaders)
Average service years for regular employees	19 years for men, 11.8 years for women

OJT Solutions Inc.**(Academic research, specialists, and technical services)**

<<Toyota's DNA dramatically improved job sites in different industries: New solution business provided by experts.>>

◆ **Background of diversity management**

- OJT Solutions was established in 2002 as a joint venture of Toyota Motor Corporation and Recruit Group. It takes measures to provide job opportunities to former managers of Toyota in which they make use of their know-how and skills ("Kaizen" (improvement) in the Toyota method), while creating a consulting business.

◆ **Specific measures**

- OJT Solutions develops retired laborers on a production site of Toyota Motor Corporation as trainers, and provides unique solutions including human resources development and improvement guidance to customer companies. The target customers and processes are not limited to automobile manufacturers and production processes, but cover a broad range of fields including logistics, services and hospitals.
- OJT Solutions has recruited retired persons (former managers and assistant managers, etc.) with sufficient know-how for business improvement who can work on business patiently through the same eyes as customers. Trainers range in age from 58 to 69 with an average age of 64. OJT Solutions does not introduce the mandatory retirement system, so that employees can work for years depending on their vitality and intelligence.
- A team of three people including two trainers and one sales and project coordinator (a person mainly in his/her 40s who was transferred from Recruit) is in charge of business. Trainers work in pairs so that the company can continue cases where one trainer falls sick. The coordinator serves as an intermediary to reduce friction in coordination with customer companies such as development of an improved environment. Each of them has different skills and special strengths, leading to solving problems from a number of perspectives.
- OJT Solution has developed a flexible work system which allows telework (one time per week) and three-quarter work (one day for telework and three days of the four remaining days for working at the office). Employees can return to full-time work after temporary part-time work. The company introduced a system in which senior employees can work with high spirit, at ease mentally and physically, including privileges of an interval leave (5-days paid holiday) at the end of one project (about a six-month period), and a refreshment leave (10-days paid holiday or 5-days paid holiday + travel coupons) at the end of four projects.

◆ **Achievements**

- Know-how, which is deemed as Toyota's DNA, has developed into various aspects across industries, bringing about new solutions. The tradition of know-how by trainers with specialized knowledge and management skills, such as the changing of the layout of an endoscope room in a hospital to conform with the flow of patients and the visualizing of the clerical work process in an insurance company, achieves "Kaizen" in non-manufacturing industries as well, and leads to an increase in orders received.

< Corporate Profile >

Year of foundation	2002	Capital	250 million yen
Head office address	2-3-4, Nishiki, Naka-ku, Nagoya City, Aichi Prefecture		
Business outline	Solution business		
Sales (*)	998 million yen (*) Latest business year (to March 2012)		

<Data for employees (unconsolidated)>

Number of employees	82 persons (including 64 non-regular employees)
Number of employees by attribute category	[Aged 65 or more] 24 persons (all non-regular employees)
Average service years for regular employees	8 years (4 years excluding terms on loan)

Kimono Brain Corporation (Living-related services/entertainment)

<<Top management has actively developed job categories to employ persons with intellectual disabilities, achieving a system to enable responses to large orders.>>

◆ Background of diversity management

- The vice-president's career includes her role as director of the Niigata Prefecture Women's Foundation, and she is actively involved in the utilization of women and persons with disabilities within the company. Under the belief of the vice-president that a match between a type of work and the abilities and characteristics of an employee is expected to bring about a large contribution, Kimono Brain has developed job opportunities for persons with disabilities and single mothers one after another, in expanding its businesses from kimono sales to aftercare, recycling and other businesses.

◆ Specific measures

- Kimono Brain established the Support Committee for Persons with Disabilities, consisting of 25 employees with a 2-year term, and organized teams in terms of necessary support, such as the "intellectual and psychological support team" and "wheelchair support team." This developed a system in which all employees are involved with employees with disabilities.
- Kimono Brain achieves placing the right employees including persons with disabilities into the right positions through the development of job fields. It focuses on the point that persons with disabilities have trouble in jobs with complicated processes, but are able to perform repetitive works rather efficiently. Thus, works including "tatou paper stringing⁴," inspection of processed kimonos for residual needles and shredding of confidential documents are separated and are assigned to each person. For example, the company originally used to purchase finished tatou paper from a manufacturer, but dared to switch to semifinished product delivery and to handle only the last "stringing" process which requires manual work within the company in order to achieve stable supply. This created "stringing" work for employees with intellectual disabilities, and brought about the realization of a production process which enables responses to large orders.
- In addition, Kimono Brain has positively promoted female leaders of each section to managerial positions, and has implemented flexible system operation according to each employee's requests including short-time work and change of work-type as work-life balance support, achieving the development of female employees' careers.

◆ Achievements

- Work segmentation and placing the right employees in the right positions lead to expansion of business results including an increase in orders received and establishment of new business, resulting in sales remaining steady at around 2 billion yen in the past five years. Furthermore, Kimono Brain succeeded in the acquisition and development of excellent women, with women's share of managerial jobs as assistant manager exceeding 60%. Thus, employees can fully exercise their potential regardless of gender or disabilities.

< Corporate Profile >

Year of foundation	1988	Capital	90 million yen
Head office address	597-1, Aza Kamishima Ushi, Tookamachi City, Niigata Prefecture		
Business outline	Kimono total processing		
Sales (*)	2,190 million yen (*) Latest business year (to July 2012)		

< Data for employees (unconsolidated) >

⁴ Tatou paper is wrapping paper that is used to store a kimono. Tatou paper strings means strings attached to the edges of tatou paper to tie the edges after wrapping a kimono in order to keep the kimono from falling out due to the paper opening.

Number of employees	239 persons (including 69 non-regular employees)
Number of employees by attribute category	[Women] 169 persons (including 55 non-regular employees) Women's share of managerial jobs at 45.5% [Persons with disabilities] 25 persons (including 7 non-regular employees) [Aged 65 or more] 6 persons (non-regular employees)
Average service years for regular employees	9 years

Okinawa Tourist Service Incorporated (Living-related services/entertainment)

<<The development of a new market targeted at Muslims by a foreign employee resulted in the achievement of turning the current profits into positive figures.>>

◆ Background of diversity management

- While the Japanese economy grew stagnant in the 1990s, Asia's economy continued to grow moderately, therefore, Okinawa Tourist Service narrowed down its target to trips to Japan from overseas (inbound). Based on the belief that making a project proposal with the understanding of the lives, eating habits, and taboos of foreigners is important, people from abroad have been actively recruited and used since about 10 years ago. In addition, Okinawa Tourist Service shifted to a framework in which foreign employees are directly responsible for planning and sales.

◆ Specific measures

- Okinawa Tourist Service treats all employees equally by such measures as making an English edition of the company's management policy and a course of action for all employees to understand thoroughly regardless of nationality. Moreover, in the employee evaluation, common evaluations are conducted on all employees including evaluations for actions in accordance with the company's management policy and course of action, for work-related knowledge of business, and for universal knowledge. Okinawa Tourist Service recommends employees to take courses in the Open University of Japan to acquire universal knowledge, and allows them to learn basic knowledge including planning, public relations and governance even though they are not directly linked to the current operations. Furthermore, workshops inviting external lecturers for managers including branch manager candidates have been conducted, which also serve as the company's communication hub, bringing a sense of unity within the company.
- The center of the overseas markets was East Asia in the past, while approaches to the Southeast Asian market including Singapore and Malaysia started to be taken mainly by employees from the Philippines with the aim of expanding customers and acquiring stable customers. Response to different cultures including the eating habits of Muslims was a challenging issue, but the Philippine employee negotiated with hotels and tourist facilities accepting Muslims to respond to their eating habits and religious considerations, and gave lectures on cooking methods including the procurement of ingredients and cooking utensils, by using the experience of living in Japan, resulting in obtaining the understanding and cooperation of each facility.

◆ Achievements

- These efforts brought about acceptance of a group of 100 Muslims from Singapore first in June 2012, followed by groups from Malaysia in November and from Indonesia in December, leading to the development of a new Muslim market.
- Foreign employees' mindset of accepting and responding to cultural differences as a matter of course realized hospitality which is different from that of a Japanese employee tending to standardize services, and led to the provision of new services.

<Corporate Profile>

Year of foundation	October 1958	Capital	55 million yen
Head office address	2-3, Matsuo 1-chome, Naha City, Okinawa Prefecture, 900-8602		
Business outline	Travel agency business		
Sales (*)	7,203 million yen (*) Latest business year (to December 2011)		

<Data for employees (unconsolidated)>

Number of employees	558 persons (including 183 non-regular employees) (As of January 2013)
Number of employees by attribute category	[Women] 284 persons (including 106 non-regular employees) Women's share of managerial jobs at 20% [Foreigners] 36 persons [Persons with disabilities] 7 persons
Average service years for regular employees	3.8 years for men, 3.3 years for women

24-7 Inc. (Services)

<<Various efforts to connect the abilities and experiences of excellent human resources to the development of the company's business resulted in significantly expanding the scope of businesses.>>

◆ Background of diversity management

- 24-7 Inc. was established in 2005 with the website creation business at its core, and has been expanded into the web design business and web marketing business. Against this background, a complete telework system has been developed in order so that capable female employees can be involved in projects continuously even during childrearing. Moreover, in making full-scale overseas development including the establishment of the local corporation in Singapore, 24-7 Inc. leaves the role of connecting overseas towards acquiring global business to foreign employees. Among them, a French programmer played an active role in redesigning the company's website available from abroad and sales activities to foreign companies.

◆ Specific measures

- When the highly-skilled female programmer gave birth, the complete telework system was introduced through flexible operation of the system to work continuously. Working conditions equivalent to the office have been built by making the maximum use of mail and messenger software. Although the number of attendances at work amounts to only several days a year, there exists no interference with operations through the various communication means mentioned above. In addition, flexible use of the flextime system makes it possible to conduct work to suit the convenience of childrearing.
- Even with the use of telework and flextime systems, fair evaluation and treatment are implemented including evaluation according to the content of the completed program.
- The first co-working space (Garage labs) in Hokkaido, complete with a power source and Internet environment, was established in 2011. With the connection with excellent freelance workers using the space, 24-7 Inc. improves the technical skills of its employees through implementing IT workshops and exchanges of knowledge and opinions. (As of October 2012, the number of registrants for using the space was about 159.)

◆ Achievements

- Various efforts to connect the abilities and experiences of excellent human resources to the development of the company's business resulted in an increase in orders received not only from Japan but also from overseas and significant expansion of business results (from 130 million yen in 2010 to 160 million yen in 2012).
- Conditions that allow easy realization of collaboration with excellent outside human resources with abundant skills and diverse careers and the ability to work flexibly were taken up in the media, leading to the acquisition of excellent human resources.

< Corporate Profile >

Year of foundation	2005	Capital	28.5 million yen
Head office address	2-2, North 3, West 14, Chuo-ku, Sapporo, Hokkaido Prefecture		
Business outline	Web marketing, development of websites and applications, operation of co-working space		
Sales (*)	164 million yen (*) Latest business year (to May 2012)		

< Data for employees (unconsolidated) >

Number of employees	23 persons (including 3 non-regular employees)
Number of employees by attribute category	[Women] 8 persons (including 3 non-regular employees) Women's share of managerial jobs at 16.6%

	[Foreigners] 2 persons (including 1 non-regular employee)
Average service years for regular employees	4 years

Koureisha Co. (Services)

<<Koureisha tries to increase personnel and expand its business in response to the needs of elderly people to continue to work vigorously after mandatory retirement.>>

◆ Background of diversity management

- Koureisha was established in 2000 by paying attention to the large number of people who were willing to work in good health after mandatory retirement. Initially, Koureisha started by contract work from a gas company and a gas equipment manufacturer with 25 registered employees, and expanded its business by obtaining the qualifications for worker dispatching and recruiting services. Now, Koureisha has over 600 registered temporary members and offers a broad range of businesses with about 100 types.

◆ Specific measures

- In order to make up for any contingency including the aspect of health, as well as giving priority to workers' convenience, a "work-sharing system" is adopted, in which more than two people are in charge of work for one person (a system in which the same work is conducted by different people on different days of the week). The management philosophy is based on "humanism" with "the company putting the employees first," considering that "if the company has a high regard for its employees, the employees take care of customers, resulting in an increase in sales and paying a dividend." A year-end bonus and performance bonus are paid on a current profit-linked basis (more than 30% of the current profits are returned to the employees).
- The qualification for entry of registered employees is people aged from 60 to 75, and there is no mandatory retirement system. In recruiting, not only the abilities of "what they can do making use of past experiences," but also their basic actions and a personality that can communicate smoothly are valued, since work is conducted with younger people in the place to which they are to be dispatched. In line with an increase in the number of registered temporary members, "CS (customer satisfaction) manner training" has been introduced to secure and maintain the quality of basic actions.
- With each business in a new field, Koureisha tackles the business by putting elderly people with the most appropriate skills and experience into each case, and has expanded its business. It started a housekeeping service in April 2012 because most elderly women have no PC skills, and of the 235 registered temporary members of the service, more than 70% of whom are people aged 60 and above, the majority are women.

◆ Achievements

- The results of evaluation for the management philosophy of humanism and comfortable working conditions through the adoption of the work-sharing system, as well as an increase in requests for interviews from media, led to an increase in the number of applicants, and success in the acquisition of excellent senior human resources.
- Customer satisfaction has been improved due to stable dispatch of human resources through work sharing, and earnest and courteous services through CS manner training. Moreover, the number of orders received has significantly increased, and sales have dramatically increased from 163 million yen in 2006 to 450 million yen in 2012.

<Corporate Profile>

Year of foundation	2000	Capital	10 million yen
Head office address	3-6-4 Sotokanda, Chiyoda-ku, Tokyo		
Business outline	Worker dispatch business		
Sales (*)	383 million yen (*) Latest business year (to March 2012)		

<Data for employees (unconsolidated)>

Number of employees	10 persons (excluding 319 dispatched workers and 18 part-time employees)
Number of employees by attribute category	[Aged 65 or more] 260 persons (non-regular employees)
Average service years for regular employees	3.7 years (4.4 years for men, 1.0 year for women)

Support Gyoseishoshi Law Firm (Services)

<<Staff with diverse skills and careers has responded to diversified consultations and procedure services, expanding customer bases.>>

◆ Background of diversity management

- With the development of an Internet environment, the number of requests for consultation from individual customers on the web has increased in recent years. In response to the diversified contents of consultation, the business fields and know-how need to be diversified, and diversification of the staff has been promoted correspondingly.

◆ Specific measures

- In receiving a job offer in a new field, the firm puts the initiative to the employees first by using such systems as recruiting applicants by sending emails to all employees simultaneously. Moreover, the establishment of the “Limit 8 Rule,” a rule for work hours which prohibits, in principle, overtime work after 20:00, makes employees try to detect and solve problems at an early date. It has brought about the promotion of business efficiency within teams on a consistent basis, a clear definition of the business method, and a complete leveling and standardization of business volume, resulting in the realization of continuous working of employees who take care of children or family members subject to nursing care. In addition, improvement of the environment for continuous working and the creation of a sense of ease lead to enhancing employees’ willingness to work with a long-term perspective on the assumption of bolstering their careers.
- The firm introduces not only personnel evaluation by supervisors but also a 360-degree evaluation where all employees evaluate each other, therefore, the employees endeavor to share information and promote understanding through implementation of business reports and telephone conferences on a daily basis. As a result, this leads to efficient and appropriate splitting of work, as well as ensuring transparency of evaluation, leading to the promotion of an improved working environment for women and foreigners, and improvement of team strength.

◆ Achievements

- Posting a face photograph and self-introduction of each staff member on the web increases the sense of intimacy and credibility, bringing in new individual customers, especially women and foreigners. In conjunction with this, amid an increase in consultations from women for starting small businesses, a female employee positively responded to a consultation for starting sales of handmade soap with a strong interest, leading to expansion of the scope of pharmaceutical-related business (cosmetics, medical equipment, etc.).
- The possession of diverse skills and know-how in the organization through employees’ active efforts in diversified consultations and procedure services prompted expansion of the business scope not only of conventional agency services but also of consulting services, accepting various offers from major corporate clients related to logistics.
- Attracted by this organization which offers a chance to try a challenging job regardless of attribute categories, excellent human resources have been acquired and retained. Moreover, it has led to improvement of performance including an increase in sales by 150% on the basis of the settlement of accounts, through improvement of the skills and awareness of each staff, and expansion of the scope of commissioned business.

< Corporate Profile >

Year of foundation	2008	Capital	0 million yen
Head office address	Shinjuku Monolith Building 2F, 2-3-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo		
Business outline	Administrative scrivener services		
Sales (*)	125 million yen (*) Latest business year (to June 2012)		

<Data for employees>

Number of employees	25 persons (including 7 non-regular employees)
Number of employees by attribute category	[Women] 14 persons (including 4 non-regular employees) Women's share of managerial jobs at 67% [Foreigners] 4 persons
Average service years for regular employees	2 years