

FY2014

Diversity Management Selection 100

Collection of Best Practices



March 2015

Diversity Management Selection 100 Collection of Best Practices

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1. Purpose of Diversity Management Selection 100

- In order for our country to change its direction to “value creation” economy for further economic growth, it is necessary to proceed with diversity management in which all the people including women, foreigners, elderly people, and persons with disabilities can participate in innovations and value creation while exercising their unique abilities.
- Although there are many companies which recognize the importance of promoting diversity management in order to meet the challenges of globalization of the business environment and the decline in the labor population due to the dwindling birthrate and an aging population, they are actually at a standstill in adopting this method of management.
- Therefore, we have so far implemented the project of “Diversity Management Selection 100 — Collection of Best Practices” (Awards given by the Minister of Economy, Trade and Industry) since 2012 for the purposes of introducing innovative cases where companies are successful in tying their commitment to diversity management to enhancement of their management performance, widely infiltrating the layer of business managers with the significance of diversity management as a management strategy, strengthening incentives for promoting diversity management to increase the number of companies to be engaged in this management, and further, aiming at the development of Japanese industry and economy. We are planning to give awards to 100 companies in total. 89 companies have been selected for these two years, and this year will welcome the completion of this project.

What is “Diversity Management”?

Diversity Management is a “management for generating innovations to create values ⁽¹⁾ by utilizing a diversity of human resources,⁽²⁾ and bringing out their maximum abilities⁽³⁾.”

This is deemed to be an essential and effective strategy for enhancing Japanese enterprises’ competitiveness.

Note (1): A “diversity of human resources” include diversities not only in gender, age, nationality, and handicap but also in career and working style.

Note (2): “Abilities” include potential abilities and features possessed by a diversity of human resources.

Note (3): “Management for generating innovations to create values” refers to the management by which “free ideas” are generated to lead to the development of new products and services in a well-conditioned environment where respective human resources can work lively in organizations, employing their own features.

2. Implementation Outline

[Award Department]

- Diversity Management Selection 100
- Diversity Promotion Project Commendation

[Diversity Management Selection 100]

Enterprises excelling in “diversity management”

[Diversity Promotion Project Commendation]

Enterprises which proceed with projects or programs for expanding the employment of diversity management by supporting companies engaged in this management through business consultations and by widely diffusing intelligence on it.

[Criteria for Selection of Top 100 Enterprises Conducting Diversity Management]

“Diversity Management”

- ① By utilizing a diversity of human resources and providing opportunities for bringing out their maximum abilities
- ② Management for generating innovations to create values

[Viewpoints for Evaluation]

① Contents of Initiatives

What kinds of human resources are utilized and under what initiatives they can bring out their abilities are evaluated from the following three points of view. However, it is not necessary to meet all these three points of view at one time.

- Practicability : Not stopping at physical deployment of the system, but going so far as to put into practice commitment to the utilization of human resources on a work front level.
- Innovativeness / Advancement : Becoming a “model enterprise in terms of developing new and different initiatives from the conventional or starting to be engaged in this management in advance of other enterprises in the same industry and of the same size that can be referred to by other enterprises for their implementation.
- Leadership of Top Management : Top management’s clear will is expressed and disseminated to the work front.

② Results

Results achieved as the result of the above initiatives, are evaluated.

- Results : Generation of innovations through the exercise of abilities by a diversity of human resources and achievement of production improvement

[Criteria for Selection for Diversity Promotion Project Commendation]

1 Relatedness

The purpose of the enterprise’s business or program is to provide “diversity management support.”

2 Effectiveness

There is a certain amount of contribution the enterprise’s business or program makes to promotion of the dissemination of “diversity management.”

[Method of Judgement]

Judgement by the Steering Committee

[Judgement Schedule]

June 12 (Thu.), 2014	First meeting of the examination committee
From June 18 (Wed.) to 5:00 am, August 20 (Wed.), 2014	Deadline for applications
Mid-late September, 2014	Document screening (Initial screening)
October 2 (Thu.), 2014	Second meeting of the examination committee (applicant screening)
Mid October to December, 2014	Interviews (Secondary screening) ◆ Documentary Screening Only the enterprises applying for “Diversity Management Selection 100” which have passed the documentary screening (first screening)
January 23 (Fri.), 2015	Third meeting of the examination committee (Final decision on winners)

[Total number of applicants / Number of enterprises given the awards]

Awards Department	Total number of applicants	Number of enterprises given the awards
Diversity Management Selection 100	167	52
Diversity Promotion Project Commendation	12	2
Total	Total 179	54

[Relevant websites]

- HP for Diversity Management Selection 100 (Project outline and best practices can be accessed for your information.): <http://www.diversity100sen.go.jp/>
- Diversity Promotion — Strategy on Human Resources in the Age of Globalization (Economic Society Policy Office’s Facebook): <https://www.facebook.com/diversity.meti>

1. Why is diversity management important now?

(1) Business strategy for building competitive advantages

Diversity Management is a “management for generating innovations to create values (1) by utilizing a diversity of human resources,(2) and bringing out their maximum abilities(3).” 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 generate innovations and create 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.

Business achievements here can be divided into four categories:

Note (1): A “diversity of human resources” include diversities not only in gender, age, nationality, and handicap but also in career and working style.

Note (2): “Abilities” include potential abilities and features possessed by a diversity of human resources.

Note (3): “Management for generating innovations to create values” refers to the management by which “free ideas” are generated to lead to the development of new products and services in a well-conditioned environment where respective human resources can work lively in organizations, employing their own features.

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.

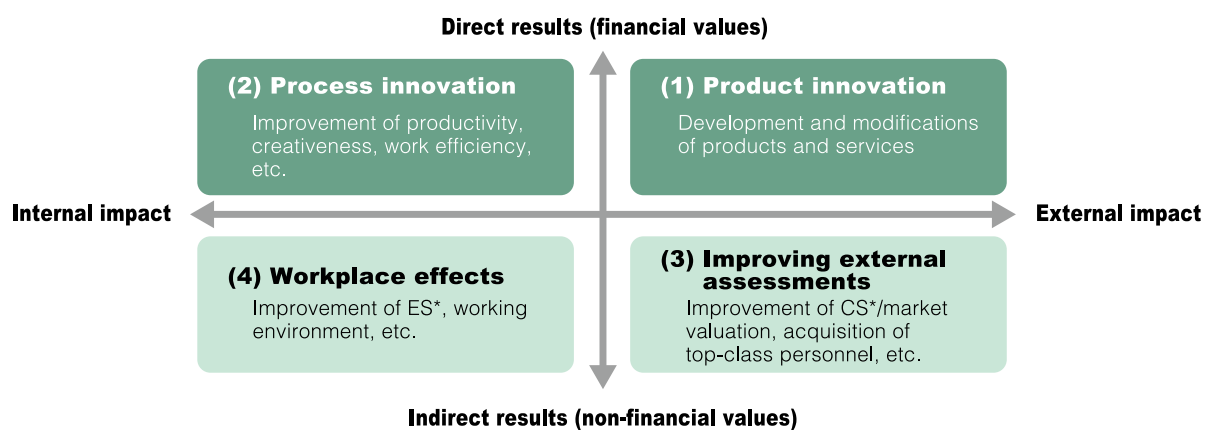
(The utilization of various human resources and relevant achievements can improve corporate assessments by customers and markets.)

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.)

Image of the result of diversity management



* CS/ES: Customer Satisfaction/Employee Satisfaction

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.

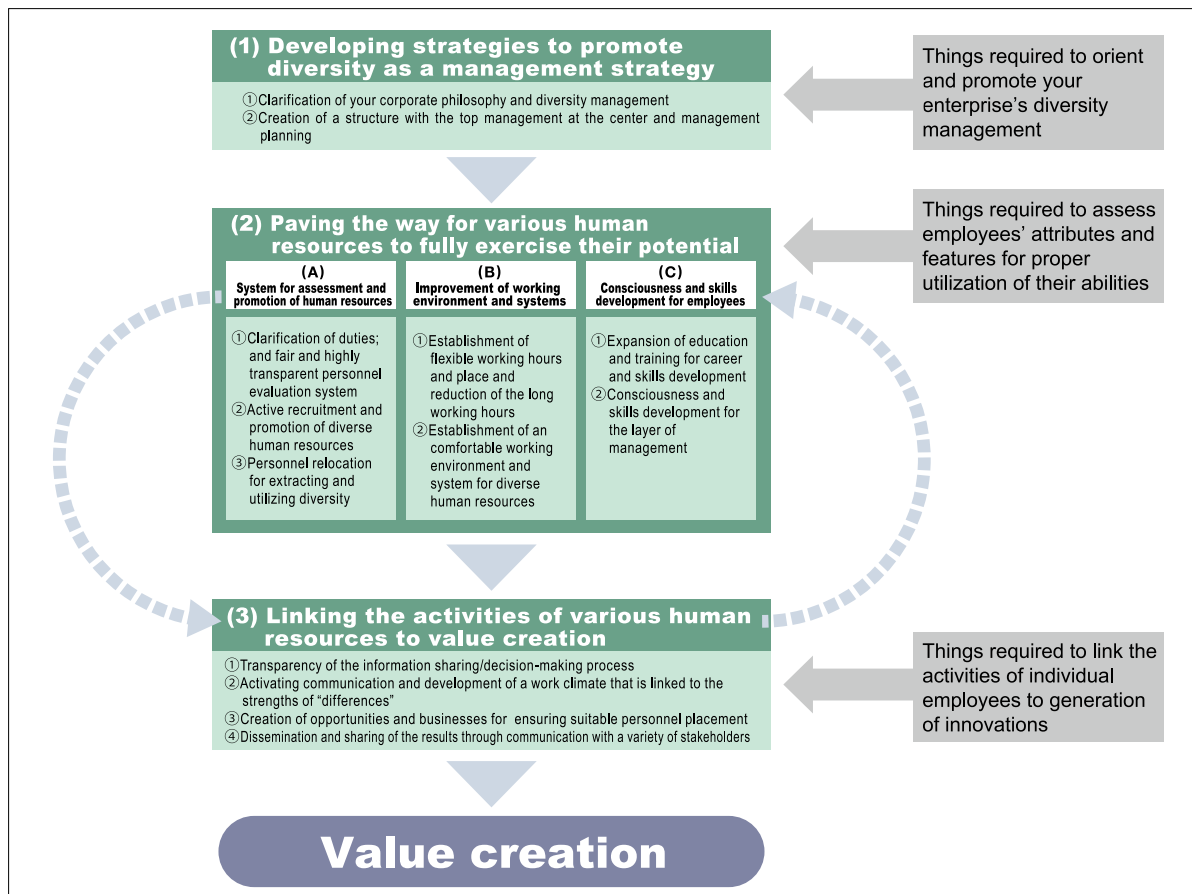
Diversity management includes various efforts to secure and retain various human resources and promote exercise of their potential, leading the four categories of achievements to emerge compositely.

2. Fundamental ideas of and approaches to diversity management

In order to link diversity management to satisfactory results, we had extracted common elements of the initiatives taken by the enterprises selected for “Diversity Management Selection 100” from FY2012 till the end of FY2014 so that you can widely refer to them beyond type of industry and corporate size. These elements are compiled in the “Fundamental ideas of and approaches to diversity management” shown below.

It is important for you to refer to the fundamental ideas not to just follow the efforts of other enterprises but to create your own effective “diversity management” and to put into practice what you can do now with your present framework.

Fundamental ideas of and approaches to diversity management



(1) Developing strategies to promote diversity as a management strategy

— Things required to orient and promote the corporate diversity management —

Diversity management is a strategy for human resources that is oriented as part of management strategies by enterprises to build competitive advantage. By exhibiting the diverse capabilities of human resources in management, the base for

utilization of human resources will be expanded and linked to responses to diverse market needs that make use of various perspectives, as well as the creation of innovation that makes use of "differences."

It is necessary for strategies for promoting diversity management to be designed so that they are integrated with the direction of overall management. First, it is necessary to think of what kind of competitive advantage you are aiming to establish, in the environment in which your company is currently placed, what kinds of management strategies will be established in order to realize this, what kinds of human resources to secure in order to execute this, how to position them, what kinds of missions to give them, and how to achieve results based on what kind of management, and to construct such a series of approaches so that they are consistent.

① Clarification of corporate philosophy and diversity management

◆ Can your corporate philosophy be a "foothold" for summing up a diversity of values and ideas? → [List of ideas \(1\)](#) ① [1]

The fact that a variety of human resources gather is likely to get together not only their attributes, but also their cultures, values, and ideas. Out of this diversity there will come out new ideas and innovations, and accordingly there will arise frictions among them, which will have to be properly dealt with at the work front level.

The "corporate philosophy" then provides the guidelines for solving the frictions among them. It is the most important for employees to judge and discuss how they should solve such issues to realize the most appropriate corporate management in reference to the "corporate philosophy." The practices of diversity management are

nothing but the cumulus of such problem-solving activities.

In this sense, it is necessary to clarify not only conceptual "corporate philosophy," but also more concrete "action guidelines." Sharing by all the employees of the targeted ideal image and the basic idea on it is the very first step toward diversity management.

- ◆ Is diversity management positioned in the relevance of the corporate philosophy and action guidelines? → [List of ideas \(1\)](#) ① [2]

Diversity Management is, as described above, a human resources strategy the company is positioned as part of the management strategy to build a competitive advantage. Welfare and CSR (Corporate Social Responsibility) are not the direct purposes of diversity management.

Therefore, it is necessary to clearly position diversity management in the whole context of corporate philosophy and action guidelines and embody it as the enterprise's unique strategy. To do so, you have to share the clear image of the result of diversity promotion aimed for by the enterprise. After all this, your definition of guidelines on diversity management and behavioral objectives will help you to implement concrete measures against the created background for promoting concrete actions.

- ◆ Do top leaders send clear messages on "what diversity management is for their enterprises" and "what meaning diversity management has for them?" → [List of ideas \(1\)](#) ① [3]

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.

② Creation of a structure with the top management at the center and management planning

- ◆ Have you set up appropriate targets to realize your action program? In addition, do you manage progress or measure the degree of progress by setting up benchmarks for the targets? → [List of ideas \(1\)](#) ② [1]

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.

With regard to selecting numerical targets, it is important to establish some that are adapted to the current conditions. For example, for enterprises where the percentage of women making up the employee force is small, it is effective to establish goals related to the ratio of women when hiring employees.

- ◆ Do top leaders communicate with not only relevant divisions but also employees in general in proceeding with diversity management? → [List of ideas \(1\)](#) ② [2] and [3]

In promoting diversity management, enterprises must reform not only personnel assessment, personnel distribution, worklife 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. This is first and foremost a management strategy that is intended only to "strengthen the competitiveness of the enterprise," so that relevant operating divisions and departments such as corporate planning divisions and various business departments are required to proceed with measures by keeping in close contact and cooperating with each other according to the objectives. The division in charge of diversity promotion is required to put into practice not only company-wide development and penetration of the personnel measures related to diversity promotion, but also to plan and review measures for diversity promotion as part of the management strategy.

◆ Do top leaders communicate with not only relevant divisions but also employees in general in proceeding with diversity management? → [List of ideas \(1\)](#) [②](#) [\[4\]](#)

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.

(2) Paving the way for various human resources to fully exercise their potential — Things required to assess employees' attributes and features for proper utilization of their abilities

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. In addition, there is a possibility of even the "constraint-free" employees having constraints in the long course of their careers. "Constraint" is not fixed, and therefore, it is important to recognize that everyone is likely to be affected by constraints.

(A) System for assessment and promotion of human resources

① Specifying duties and developing fair and transparent personnel evaluation systems

- ◆ Are personnel evaluation systems easy for everyone to understand? Are duties and goals specified to secure fair evaluation? →List of ideas (2)(A) ① [1],[2] and [3]

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. By doing so, even when there are time constraints, it becomes possible to move forward with work systematically, produce the expected output, and have human resources participate actively by maintaining a high level of motivation.

② Active promotion and recruitment of diverse human resources

- ◆ Do you make effective use of "positive action"? →List of ideas (2)(A) ② [1] and [2]

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. In addition, in order to promote foreigners, mid-career workers, etc., to managerial posts it is desirable to construct a personnel treatment system that is not associated with nationality and length of service.

③ Job placement and transfers that draw out and utilize diversity

- ◆ Are job placement and transfers consciously carried out in a way such that the diversity of experiences and skills of human resources is increased and new possibilities can be developed and exhibited? →List of ideas (2)(A) ③ [1]

It is important to actively increase diversity of the experiences and skills of human resources through conscious job placement, transfers, etc., rather than being limited to respecting the diversity of individual human resources. When the diversity of experiences and skills is increased, it becomes possible to further draw out the capabilities that each individual human resource can exhibit, and to broaden opportunities as well as possibilities for active participation.

In addition, by broadening the view of individual human resources through new experiences based on job placement and transfers, there are expectations for original ideas to be born regarding business plans, and to link these ideas to reform of the work process.

In job placement and transfers, it is important to increase the growth willingness of a person, by making comparisons with their own career conscious, while clearly conveying the significance of cultivation of human resources through sufficient communication with the person, rather than simply forcing the convenience of the enterprise side onto the person.

◆ Are employment classifications designed to support active participation by diverse human resources? →List of ideas (2)(A) ③ [2]

In order to expand opportunities for active participation by employees who have restrictions related to the workplace, etc., it is necessary to carry out individual personnel management that enables for various ways of working in accordance with individual circumstances. Although there are some enterprises that have established employment classifications of a type that are limited to work location, when an error is made in design or operation of employment classifications, it is necessary to take heed, as this restricts opportunities for active participation by various human resources, such as the employment classifications becoming substantively gender-segregated.

Even if employment classifications are to be established, as there are enterprises that establish mechanisms where, in setting and operating such classifications, it is possible to reciprocally switch between employment classifications by comparing employees' desires and the enterprise's needs for utilizing human resources, it is necessary to review whether there is rationality in upper limits in such cases. At the same time, even in comprehensive work where work locations are not limited, it is important to reexamine the frequency and timing of transfers associated with moves, and to carry out flexible operation such as by taking child-rearing and nursing care into consideration.

(B) Improvement of working environment and systems

① Establishment of flexible working hours and place and reduction of the long working hours

◆ Is it possible to choose flexible working styles on working hours and place? →List of ideas (2)(B) ① [1], [2] and [3]

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. In order to enable for various human resources to heighten their motivation to work and exhibit their abilities, it is necessary to reexamine the conventional way of working, and firstly, to carry out reforms in the way of working so that an environment where employees with time constraints can participate actively in an equal manner can be developed, such as by reducing long-term labor, etc.

For example, in order to anchor human resources who have capabilities and motivation despite having various constraints, such as employees who are raising children and employees who are caring for family members at home, to enterprises and to have them exhibit their capabilities to the fullest extent possible, it is necessary to develop and run a flexible working atmosphere/system, as a "human resources utilization strategy."

For the employees who have constraints on their working hours and place, it is not enough to adjust them according to the business volume and load, but it is necessary to provide supports that will not make constraints on working hours a handicap by increasing the degree of freedom on working hours and place and enabling choice of flexible working styles such as flextime system and teleworking.

◆ Are the stereotyped working styles reviewed and long working hours so reduced? →List of ideas (2)(B) ① [4]

Even if you decide on flexible working hours and place to work, if the working hour is presupposed to be long for employees, there will be many employees whose opportunities for exhibiting their abilities are restricted. There are not only employees who have family matters such as childcare and nursing care, but it is also pointed out that there are some foreign employees who cannot adapt themselves to the conventional Japanese styles of working and decide to leave the job.

Practicing in the entire workplace the ways of working for a shorter time to achieve satisfactory results is expected not only to enhance productivity but also to improve employee satisfaction.

However, any attempt to practice only the reduction of working hours will not change the actual state of performance, since workplace management and change in the roles in carrying out the business need to be changed for better results. While sharing the problem consciousness, as described above, there is a need to proceed at the same time with efforts to review relevant systems and workplace culture.

② Building an environment and corporate systems where diverse human resources can actively participate

◆ Is the working environment established for individual employees according to their own circumstances?
Are systems for supporting their duties established?→List of ideas (2)(B) ② [1], [2], [3], [4] and [5]

Various devices are required to put into practice in order to enhance active participation by employees who need special attention or have some constraints on their normal operations. For example, in a workplace where there are a comparatively larger number of women with insufficient muscular force and aged people, introduction of equipment for carrying works without using any muscular force will help to reduce work load. Similarly, the arrangement of hardware such as the adjustment of the height of the desk, extension of the passage, and elimination of the steps for the employees in wheelchairs will enable the employees with disabilities to work with

no constraints.

On the other hand, in order to establish a smooth communication between the employees, considerations and ingenuity may be sometimes required. For example, the communication with foreign employees is difficult not just because of language barrier but also of differences in values and cultural practices, but presenting the differences in the way of thinking by holding seminars and preparing manuals is deemed to be working for smooth communications.

In addition, flexible operation of the existing systems may sometimes help to establish an environment for active participation. For example, for employees in the childcare period, provision of allowance of child care-related costs such as babysitting and relocation to workplaces requiring less commuting time will help them secure the enough time for work.

In this way, when you establish an environment for individual employees in accordance with the their circumstances, it is not enough to one-sidedly develop a system, but it is important to always review it to know whether the system is actually easy for the employees to use, what are to be improved and devised in the day-to-day operations. Further, when you employ the person with disability, you are required to strengthen cooperation with external specialized organizations such as local job assistance agents at the time such as the employment of persons to be able to provide more appropriate supports.

(C) Consciousness and skills development for employees

① 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? →List of ideas (2)(C) ① [1]

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.

- ◆ Do you motivate employees for commitment to work and career development through the networking of human resources with a variety of carriers and values? →List of ideas (2)(C) ① [2]

In order to tackle the day-to-day business to with a high willingness to work maintained, it is important to have a prospect of medium- and long-term career development. However, especially for women, there are no "role models" in their immediate circles, and as such, it is pointed out that they have some difficulty in having their own future career image.

Therefore, it is effective to set up opportunities for them to talk about worries and issues with human resources with diverse experience in a widely-networked environment. They can exchange views on worries in a day-to-day business operations and future careers, and share successful experiences, which will make them feel that everybody harbors the same kinds of worries and issues and lead to improvement of their willingness to work.

In addition, if it is hard to achieve enough networking within the enterprise, it is also effective to jointly provide opportunities for networking among a multiple of enterprises. Your employees are expected to obtain wider views and perspectives difficult to acquire within the enterprise and vitality and specific suggestions for breaking the status quo.

② Consciousness and skills development for the layer of management

- ◆ Are you making efforts to reform managerial officials' consciousness to allow various human resources to exercise their potential?→List of ideas (2)(C) ② [1]

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.

Leadership, to lead the organization by maximizing the "difference" of each individual, will be required to managers.

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?

→List of ideas (2)(C) ② [2]

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.

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.

(3) Linking the activities of various human resources to value creation

~ What is necessary for linking the success of individual employees to creation of innovation ~

In order to link diversity management to results, reforms of the decision-making process and organization culture are sought after in order to respect and reflect the sense of values and ideas of various human resources and to link this to value creation while sharing the basic values and orientation as an enterprise in the form of corporate principles, action guidelines, etc.

Furthermore, through activities that externally communicate results based on diversity, corporate values increase through reputation and trust from general consumers and investors, and a virtuous cycle that links this to securing superior human resources, etc. is born.

① Transparency of the information sharing/decision-making process

◆ Do you provide a place that opinion of each employees can be expressed and system to share information? In addition, have those of diverse opinions been respected?→List of ideas (3) ① [1]

"Diverse opinions come out naturally If there are a variety of human resources." which is never be a case. Particularly, the "minority" of the workplace are placed in a situation where their thoughts and opinions are difficult to share. In recognition of that point, it is useful to create a mechanism that each employee can speak equally. For example, to provide an opportunity of "direct negotiation" to all employees or to create a system to present and share the awareness and suggestions in the workplace, such actions will change a corporate culture to be able to express an opinion naturally.

However, in that case, the attitude to respect the expressed the opinion, must be kept by the top management (or site management layer). If the opinion of the minority or unprecedented idea is excluded, then there will be no employee to speak with courage. On the introduction of the system, what is asked is the operation, such as how to utilize the diverse opinions obtained from the system.

- ◆ Do the internal information-sharing and decision-making processes have high transparency for all employees?
→List of ideas (3) ① [2]

It is necessary to ensure that the decision-making processes bring a sense of satisfaction, and are fair and have high transparency among various employees. The idea of "one should know without having to be told," and decision-making by only the majority/mainstream employees are not appropriate for diversity management. With regard to the decision-making process in management and in operation of in-house meetings, it is necessary for the opinions of various human resources who have different ways of working, senses of values, and communication styles to be reflected, and to reexamine the process so that there is a mechanism where a sense of satisfaction can be obtained regarding decision-making.

② Activating communication and development of a work climate that is linked to the strengths of "differences"

- ◆ Are you making efforts to reform managerial officials' consciousness to allow various human resources to exercise their potential?→List of ideas (3) ② [1]

Among enterprises that are making approaches to diversity management, there are many that are implementing offsite meetings and committee activities that are carried out in a cross-departmental manner away from everyday work. These approaches are effective in order to activate communication that generates corporate values while various human resources pool together their respective ideas and senses of values, and provide stimulation for each other, rather than simply participating in the activities. By consciously promoting these kinds of measures, an airy workplace climate that does not fall victim to sectionalism will constantly be created on a daily basis, and the diversity of the ideas and ways of thinking of individual employees will be linked to innovation.

③ The creation of opportunities and business to enable the suitable placement

- ◆ Are opportunities where various human resources can exhibit their capabilities in their work and make use of their individual strengths being actively established? →List of ideas (3) ③ [1] and [2]

In order to link diversity promotion to management results, it is important to create opportunities where human resources with various senses of values and capabilities can make use of their ability and exhibit their individual strengths in their work.

For example, the perspectives of individual employees as citizens and their experiences in child-rearing, nursing care, etc. can be put to use in developing products and services as well as marketing. In addition, in bringing up work where disabled persons and the elderly can exhibit their capabilities in accordance with their respective characteristics, and shaping how they proceed with work, process innovation occurs, increasing production efficiency for society as a whole, and thus enabling for a higher quality of products and services to be realized.

It is also possible to promote work improvement within the company by actively making use of the experiences of midcareer workers in their previous occupations and generating new services.

In other words, "creation of work" that makes use of strengths, and "provision of opportunities" for various human resources accelerate the growth of personnel, and are linked to creating new innovations from the perspectives and capabilities that each employee possesses.

- ◆ Do you support the new challenges of a variety of human resources company-wide and invent to tie them the result?→List of ideas (3) ③ [3]

To be successful in a new challenge with a variety of human resources such as mentioned above, it is required to back up the attempt and support continuously by fully utilizing the entire company know-how. However, as a common "failure" pattern, the case such as "formed a female team for product development aimed at female consumers", and then "Leave-it-all-to-you," can often be seen.

Whether it is a case of new business or business process improvement, it is simply not enough to recruit a new human resources in order to promote a new initiative, and the material for the human resources to play an active role must be prepared. In general, this point should have been recognized, however it is often a forgettable point in the effort to bear the "success of the diverse human resources". In addition, the diversity between the individuals will be overlooked if "female" is captured as a mono composition. In diversity management, it is required that utilizing individual ideas and skills as an organization.

It can be said that seriousness of the enterprise for promoting diversity appears as how they put one business (or such as business process) on track, rather than being satisfied by composing a team or starting an initiative.

④ Delivering and sharing of the results through the communication with a variety of stakeholders

◆ Are policies related to diversity promotion being communicated within enterprises, and are results being shared? → [List of ideas \(3\) ④ \[1\]](#)

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.

In particular, upon the top firmly recognize the achievements by the efforts, presenting feedback of the evaluation to the inside of the company, which will lead to the acceleration of the further diversity promotion.

◆ Is information on the state of active participation by various human resources being communicated outside enterprises? Has the result of diversity management been communicated and shared? → [List of ideas \(3\) ④ \[2\]](#)

While shortage of human resources due to the progress of low birth rate and longevity, securing a better human resources is becoming a pressing issue for any enterprise. In addition, in achieving the global expansion of the business, the enterprise shall look for the human resources beyond domesticity.

Being "an enterprise to work effectively and actively for a variety of human resources" will be recognized socially by communicating outside the company that diverse human resources have appointed and made achievements while working on the diversity management. To accept a wide variety of human resources is not only a contribution to the employment promotion of diverse human resources in the community, but also may lead to secure the better human resources from all over the country.

In addition, to communicate efforts and achievements of the diversity management actively outside the company and to increase the sympathy for the idea will improve customers' images of enterprises and investors' confidence in enterprises

So far it has stated repeatedly that the Diversity management is a business strategy rather than just "practical use of a variety of human resources". If so, working on diversity management, that will be regarded as a essential qualification for the company to grow in the future. Improvement of various stakeholders' ratings of enterprises, which will create 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."

Appendix: List of ideas on efforts to be made

So then, how have the various companies that are making pioneering efforts and were selected for the Diversity Management Selection 100 in FY 2012, FY 2013, and FY 2014 realized the ideas and approaches described in Section 2, “Fundamental ideas of and approaches to diversity management”?

We picked efforts that are examples of the matters described in each item of the preceding section from among the best practices in FY 2012, FY 2013, and FY 2014. We would like companies to utilize such efforts as a reference for the effective practice of diversity management for individual companies.

(1) Developing strategies to promote diversity as a management strategy

① Clarification of your corporate philosophy and diversity management

[1] Clarification of corporate philosophy

- ▶ To start with, the company has systematically established its “VISION: where we should go,” “MISSION: what we should go” and “VALUE: action of each individual.” They are shared in the morning meetings and a booklet was produced to be available at hand at all times. This effort is designed to show in which direction the company is headed and what each individual is required to do in the daily business in association with the company’s management philosophy. (Selected in 2014: EBINA DENKA KOGYO CO., LTD.)
- ▶ The company’s codes of conduct had been in place. However, they were expressed in terms of ideological words and difficult to understand. Thus, in line with the formulation of the new management plan, the “8 Rules for the New Work Style” was established to show the specific codes of conduct to facilitate the understanding of the employees. (Selected in 2014: SEIBU GIKEN CO., LTD.)
- ▶ They scrutinize what has been “common sense,” and to those who are persistent to their accustomed procedures and values, they talk over what would bring the most advantages for customers on the basis of our policy, “Customer determines our success,” and try to find the best way among all people involved to carry on the business. (Selected in 2014: GE Japan Inc.)

[2] Positioning in the corporate philosophy and action guidelines

- ▶ In 2010, Kao revised the “Kao Way” (Kao’s business philosophy) to specify, “We believe that the vitality engendered by diversity is a wellspring of business development, and therefore actively embrace differences of culture, nationality, belief, race and gender,” in its action principles. (Selected in 2012: Kao Corporation)
- ▶ For realizing this goal, the company has been seeking various types of employees with different personalities, sensibilities and capabilities, who can nevertheless stay together on the same course; has put up their personnel policy, “3G! generation free, gender free, global” in the mid-term business plan “70 VISION” drawn up for the 70th anniversary of its founding; and defined “diversity” as a resource for their business strategies. (Selected in 2013: Hikari Kikai Seisakusho Co., Ltd.)

[3] Declaration of diversity promotion by top leaders

- ▶ The company’s President, in his inauguration speech, he declared that he would carry out his longtime agenda of “Reforms without sanctuary,” putting up diversity as a personnel strategy that does not question age, sex or nationality. (...) He made it clear that he would take the leadership himself for promoting women, as he had been affirming the need for this over the years. (Selected in 2013: S.T. Corporation)
- ▶ The president at that time thought, “It is odd that we have so many talented female employees but so few are advancing to managerial roles. Our personnel system must be to blame for the poor involvement and resignation of female employees. If we can reform our systems and organizations to become a company where fewer female employees quit and instead continue their careers, these women could gain more experience and deepen their expertise. This would contribute to higher quality service and a deeper talent pool for managerial positions.” In 2005, President issued a company-wide proclamation regarding the involvement of female employees. (Selected in 2013: Sumitomo Life Insurance Company)

② Creation of a structure with the top management at the center and management planning

[1] Setting up appropriate targets

- ▶ The company has a specific numerical goal for raising the women’s share of managerial positions (section chief and higher): from the current 4.0% to “8.2% by 2017.” (Selected in 2013: Aioi Nissay Dowa Insurance Co., Ltd.)
- ▶ The company has set its KPI (key performance indicator) as “2020-10%-20%-30%,” that is, “to increase the ratio of the number of female employees in all the managerial posts to 10%, the ratio of the number of female employees in the managerial posts below 45 years old of age to 20% and the ratio of the number of female employees in the managerial posts below 40 years old of age to 30%.” The two companies before the merger have started to increase the recruitment of female employees since around 2006. Since those new employees at the time will approach the age to be eligible for managerial posts in 2020, the company has set a feasible goal to steadily provide empowerment of women. (Selected in 2014: HITACHI SOLUTIONS, LTD.)

[2] Establishment of Sections in charge (New/Revised)

- ▶ Nissan established the Diversity Development Office as an independent team dedicated to promoting diversity. Since then, Nissan has been making company-wide efforts for diversity promotion. (Selected in 2012: Nissan Motor Co., Ltd.)
- ▶ Saraya implemented work-life balance support measures mainly for female employees and proactively recruited foreigners, while taking these measures independently of each other. Two years ago, the company launched a diversity promotion office to systematize these measures for its entire organization. (Selected in 2012: Saraya Co., Ltd.)
- ▶ A position in charge of “promoting women” was established in the personnel department in 2008. The creation of such a position for promoting women was a message from the management team who promised to promote women as a company, enabling an environment in which measures more focused on women than before can be easily implemented. (Selected in 2013: Asahi Breweries, Ltd.)
- ▶ The company established its “Kirameki Life Promotion Office” headed by an official in charge of Personnel. The office currently consists of ten members (even male/female split), including members dedicated exclusively to female-employee issues, that plan and manage policies for promoting greater participation by women in the workplace. (Selected in 2013: Sekisui Chemical Co., Ltd.)

[3] Cooperation/Promotion System

- ▶ Sato created a diversity promotion office under the president’s direct control and decided to hold the 14 domestic group companies’ presidents responsible for conducting diversity promotion projects according to the conditions of each group company using a top-down approach. (Selected in 2012: Sato Holdings Corporation)
- ▶ In 2008, the Diversity Office was established as an organization under the jurisdiction of the Vice-President. Recognizing that a strong commitment from management is essential for promoting diversity, the President and other top management used company-wide forums and other venues to express the company’s commitment to diversity. At the same time, the Diversity Promotion Office, under the direction of the Vice-President, clearly conveyed the company’s direction, both inside and outside the company, with a strong intention to realize that direction. (Selected in 2013: Fujitsu Limited)
- ▶ Specifically, not only that the “Committee and Secretariat to Promote the Change in Work Style” was established in each business division and group company, but also employees of the ranks of general managers and managers were appointed in the secretariat as “dedicated staff” for the effort. In this manner, the system did not only allow the sharing of information through the “dedicated staff” on the overall movement of the group and each business division, but also enabled each division to carry out effective measures to achieve their respective targets. (Selected in 2014: DAI NIPPON PRINTING CO., LTD.)
- ▶ At Diversity Promotion Committee, director and executive director of the company was appointed as the head of the commissioners, and the head of Diversity Promotion Department and the head of Human Resource Nourishment Department were assigned as deputy heads of commissioners. 6 female employees among 15 commissioners (12 females and 3 males) were selected as commissioners by public recruiting. (...) Mainly by Diversity Promotion Commission, Diversity Promotion Department, and Human Resources Nourishment Department are positively advancing their activities as one composed of three organs. (Selected in 2014: The Chiba Bank, Ltd.)

[4] Communication with employees

- ▶ The Diversity Promotion Office holds “Diversity Meetings” in which employees talk with the president in person. Although there were opportunities for employees in a small number to directly talk with the management, the participation in the meeting is encouraged to female employees in the wake of the Diversity Declaration in 2013. (Selected in 2014: LIXIL Group Corporation)
- ▶ The company holds the “Town Hall Meeting” in which employees talk directly with the management including the president since 2009 when the current chairman/president took its post. The “Town Hall Meeting” is held in principle twice a year in about 23 offices and factories which the management including the president visits personally to explain the management policy directly to employees and conducts Q and A session for employees. This is an important opportunity for communication and the current chairman/president places higher importance than other matters and the meeting is held regularly and continuously. (Selected in 2014: CALBEE, INC..)

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

(A) System for assessment and promotion of human resources

① Specifying duties and developing fair and transparent personnel evaluation systems

[1] Development of highly transparent personnel evaluation systems

- ▶ 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. (Selected in 2012: SI Co., Ltd.)
- ▶ Tenhiko thoroughly reviewed the details of each department’s duties and thoroughly clarified each department’s

responsibilities, so as to build a highly transparent personnel system that enables the evaluation of individual employees according to their achievements. Tenhiko fully introduced the system in 2010 and established a mechanism for evaluation at the end of 2012 after repeatedly making revisions. (Selected in 2012: Tenhiko Industrial Co., Ltd.)

- ▶ Employees must be evaluated in such a way as to cause no disadvantages to short-time workers. While the evaluation system in which an employee is evaluated in various ways – by superiors, colleagues and other departments – was introduced, each employee is also evaluated according to his or her goal-attainment level and business contributions regardless of his or her length of working hours. Also, an evaluation meeting held by each department must be attended by an officer in charge of personnel evaluation so that an employee is not degraded because of his or her short working hours. (Selected in 2013: MSD K.K.)
- ▶ Both regulars and part-timers are evaluated by the same standard, and their salary increases accordingly. (Selected in 2013: Heart Co., Ltd.)
- ▶ The company introduced its “support system for nurturing” in 2010. Under this system, a so-called “growth sheet” or sheet for evaluating personnel was implemented. Based on this, a person in charge and a division manager meet with an employee once every three months to grasp the “nurturing” results (growth results) and share common goals. (Selected in 2013: Tashiro Coffee Co., Ltd.)

[2] Clarification of Division of Duties and Operations

- ▶ ISF net, Inc. classifies operations using four axes, namely, confidentiality, how much they depend on specific employees' knowledge, urgency, and importance, and distributes jobs to employees, according to individual employees' ways of working. For example, concerning work that can be left to a woman who is engaged in child care, projects that do not depend much on specific employee's knowledge and whose urgency is low are appropriate, considering that she might suddenly take time off due to situations such as her children being ill, although it does not matter whether a project's confidentiality or importance are high. This evaluation system can find work that can be left to employees who have constraints, even some work that used to be generally impossible to leave to them, and can expand the range of work that individual employees can manage. At the same time, companies can realize the idea of having the right person in the right place. (Selected in 2012: ISF net, Inc.)
- ▶ The company clearly specifies job details when making informal job offers, as the company needs human resources who can work independently as specialists. (Selected in 2013: Metrol Co., Ltd.)

[3] Clarification of goals

- ▶ The firm has introduced not only personnel evaluations by supervisors but also 360-degree evaluations through which all employees evaluate each other. There is just one criterion for evaluation, which is “contributions to the firm,” broken down into factors such as achievements and new, bold efforts. (Selected in 2012: Support Gyoseishoshi Law Firm)
- ▶ All the works of all the departments have been put in a list in which the work items and the names of employees corresponding to each work are listed up vertically and horizontally, respectively. This list is called the “ability table” (...). On the other hand, the “work distribution table” in which future work and an employee are mapped and the “training progress planning” which connects the “current time” and the “time in the future” have been developed in relation to the “ability table.” (Selected in 2014: KAWAMURA GISHI CO., LTD.)

② Active promotion and recruitment of diverse human resources

[1] “Positive action” implementation

- ▶ Female candidates are always included in the succession plan (a plan for nurturing successors) of board members drawn up mainly by those in charge of personnel affairs, where three categories of employees are listed: those good enough to become a board member immediately, those who would be good enough in two years, and those within five years. (Selected in 2013: MSD K.K.)
- ▶ In 2008, the “Challenge Post” system was adopted. This is an inter-organizational system that takes place twice a year that offers employees, who especially have restrictions on their working hours due to child or family care, posts with reduced working hours and/or telework. (Selected in 2013: Recruit Holdings Co., Ltd.)
- ▶ In 2008, the company started to call outstanding managerial persons of overseas group companies to Japan and conduct a MDP (management development program) jointly with the head office. (...) Five to six Japanese group companies send employees at general manager level to the program. This training is intended not only to develop simply management abilities, but also to abandon the conventional values such as “Japanese advantage” and “head office advantage” lurking in the company and share attitude and values with a diversity of employees. (Selected in 2014: HITACHI TRANSPORT SYSTEM, LTD.)

[2] Appropriate follow-up for promoted employees

- ▶ “WIND mentoring,” in which executive officers (20 people) mentor females in management positions (total of 104 people up to FY2013) came to be initiated once a year, on a one-on-one basis with each session lasting approximately 1 to 2 hours per person. This “WIND mentoring” aims to raise the consciousness and goals of women in management positions, strengthen their leadership and leadership abilities, and reduce anxieties that they may have regarding management positions. (Selected in 2013: Astellas Pharma Inc.)

- ▶ The company actively promotes the appointment of female employees in the selective “leadership training” to consciously provide opportunities for “stretching” for talent development to them by selecting outstanding female employees to develop their talent. (Selected in 2014: LIXIL Group Corporation)
- ▶ “Development training for department managers” (...) targets female chiefs and 16 have participated. Those who seem capable of taking position as a department manager are selected from female chiefs to participate in the 6 months program. During the 6 months they participate in leadership-development training and projects implemented across the departments to learn from female executives who are assigned as their mentor the leadership and broad perspective required for department managers. (Selected in 2014: GE Japan Inc.)

③ Personnel relocation for extracting and utilizing diversity

[1] Implementing job rotation

- ▶ 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. (Selected in 2012: Rokkatei Confectionery Co., Ltd.)
- ▶ By breaking down a work process for one product, the company assigns each employee for an appropriate part of the process. One may not be able to carry out the whole process but there are many sections which disabled employees can handle. As well, with a jig, persons with disabilities can sometimes manage parts of a process which they would not be able to otherwise. The company, first, fully immerses them in a single part of process, and then trains those who have mastered it in other parts of process, aiming to make them multifunctional. (Selected in 2013: Kyosei Co., Ltd.)

[2] Employment classifications designed to support active participation by diverse human resources

- ▶ 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. (Selected in 2012: Sanshu Seika Co.)
- ▶ Selectee promoted part-time instructors (all of them women) to full-time regular employees. With the intention of securing high quality instructors, this is an approach that the company took for instructors, who are recommended by the head of the school and who themselves wish to work as regular employees, so they can work for a longer period of time. (Selected in 2013: Selectee)
- ▶ In 2010, toward making an environment where employees can work at ease, the company promoted monthly-paid temporary workers called “Mate-Employees” to permanent workers, if their service years are more than four years, ahead of the Amendment of the Worker Dispatching Act; also reduced from 5 to 4 years for taking examination for promoting to regular-workers. (Selected in 2014: ISETAN MITSUKOSHI HOLDINGS)
- ▶ Accordingly, so that the employees employed in regions restrictively can experience broad work, “temporary relocation system” which admits the moving in limited period was introduced in 2004. From before that time, the employees employed in regions restrictively who aimed at career-up had been respectively relocated as “job posting”, it was systematized and opportunity was presented openly to the total employees. (Selected in 2014: Aflac (American Family Life Assurance Company of Columbus))
- ▶ Traditionally, persons with disabilities most often worked as fully in-house staff or engaged in work that does not have contact with the outside world. However, in the stream of participative “Role Innovation,” there were quite a few employees who were inspired to take on a challenge. (Selected in 2014: Mitsui Sumitomo Insurance Co., Ltd.)

(B) Improvement of working environment and systems

① Establishment of flexible working hours and place and reduction of the long working hours

[1] Flexible working place (telework etc.)

- ▶ Except for some employees working shifts at plants or as department store beauty staff, any employee at any post with or without titles can work from home one day a week for any purpose. Although they need to decide which day of the week is used for telework one year ahead at the most, which can be changed later as necessary, managerial members proactively use the system. (Selected in 2013: Procter & Gamble Japan)
- ▶ The company introduced the “Ultra Work” system. More specifically, the system allows for “working in a location of one’s choice.” It aims for removing constraints not just on time but also on location. Almost all employees, if they ask for it, would be allowed to use the system with permission from their manager(s). (Selected in 2013: Cybozu, Inc.)
- ▶ The company introduced a free address system on the occasion of integrating the five bases, which had been scattered around the center of Tokyo, into the Shinjuku headquarters. Conventionally, it was one’s desks where people worked. Today, however, none of sales people has a fixed desk of his or her own. Instead, they can work in a hub space installed in office floors or One Microsoft Café where all the employees gather. With a laptop computer, they can work anywhere they want. (Selected in 2013: Microsoft Japan Co., Ltd.)

[2] Flexible working days and hours

- ▶ Suntory has dramatically reformed its work-at-home and flextime systems. The application of the flextime system has

shifted from being applied by each department to being applied by each individual and has also removed requirements for core working hours so that employees can work anytime except late at night. As for the work-at-home system, individuals can work at home up to two days a week, specifying the time worked in ten-minute increments. During this time, they are also allowed to work at places other than their homes. When launching the system, Suntory required all 1,000 managers to have a one-day work-at-home experience as a first step. (Selected in 2012: Suntory Holdings Limited)

- ▶ SI features a flextime system where individual employees can freely make work schedules meeting daily, weekly and monthly maximum working hours. (Selected in 2012: SI Co., Ltd.)
- ▶ 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). (Selected in 2012: OJT Solutions Inc.)
- ▶ Based on the length of working hours, there are three kinds of employment systems: part-timers, semi-fulltimers (36 hours a week), and full-timers. Working hours can be adjusted depending on individual needs of co-workers. (Selected in 2013: Ikea Japan)
- ▶ A working system for employees with children (shorter working hours) was introduced. The company prepared a variety of options because commuting time, as well as drop-off and pickup times, vary depending on individuals. (Selected in 2013: Takashimaya Co., Ltd.)

[3] Change of the way of working in accordance with the events in life

- ▶ The “selective personnel system” is the company’s original system in which anyone can change his or her way of working in accordance with his or her events in life. Each employee is allowed to choose his or her working style among the following three options according to his or her own will. (PS2: more for work, PS: work-life balance, DS: more for life) (Selected in 2013: Cybozu, Inc.)

[4] Reduction of the long working hours

- ▶ To ensure the reduction of overtime work, President himself gave directions and imposed a target to achieve on each organization. The company’s organizations are made of 160 departments. Among them, the company set the management goal across the board of reducing overtime hours of 32 departments which had had the most overtime hours in the period from April to June 2012 to levels 50% lower in the following three months. As a result, the company saw 16 departments halve and 7 others reduce by 25% overtime hours that they had had respectively during the time from April to June. (Selected in 2013: SCSK Corporation)
- ▶ The company makes it a rule for all employees including men to terminate their work and leave on time at 17:30 so that women in the midst of child-rearing can continue to work. If overtime work is necessary, it must be approved by a superior. In general, working overtime without being able to finish it on time, except during a time period like the busy year-end when overtime is apparently necessary, is regarded as a shame in the company, since anything like that is proof of one’s incompetence at work management – a notion widespread throughout the entire company. Thus, employees are now trying to find a way to finish their work within the time limit. (Selected in 2013: Kenkoukazoku Co., Ltd.)

② Establishment of an comfortable working environment and system for diverse human resources

[1] Improving working environment for women

- ▶ 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. (Selected in 2012: Meister Inc.)
- ▶ The company is actively recruiting women for work at construction sites. (...) Company, considering that it cannot survive unless the environment is improved and a system to accept women is established, started with the development of hard infrastructure. Restrooms and locker rooms for women were established at construction sites, and also shower rooms were installed. (Selected in 2014: Taisei Corporation)

[2] Improving working environment for childrearing

- ▶ 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. (Selected in 2012: Mo-House)
- ▶ At the Funabashi store, a inhouse daycare center called Dagis, which accepts children at 57 days old or older after mothers return to work from maternity leave, is available, and an environment in which childrearing mothers can work comfortably has been prepared. (Selected in 2013: Ikea Japan)

[3] Improving working environment for persons with disabilities

- ▶ When a new factory was built, 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. (Selected in 2012: Otani)

- ▶ The company took a creative approach by interviewing employees with disabilities such as physical disability, mental retardation, and mental disorder about the characteristics of their disabilities to compile individual files so that the company could take appropriate measures. (Selected in 2013, REGULUS CO., Ltd.)
- ▶ When communicating the day's work and a message to employees, the company writes them on a card as well. This is an effective measure to prevent employees with disabilities from forgetting what has been told. (Selected in 2013: Tokushuiryō Inc.)

[4] Improving working environment for the elderly

- ▶ The company has implemented a variety of unique approaches to facilities as well to realize an environment in which these elderly employees can work comfortably. For example, in the factory, all heavy tools are suspended from the ceiling so that workers can use the tools without lifting them up, and workload is reduced. Also, wheels are attached to all loading platforms in the factory so anybody can carry them easily. All uneven places in the floor were eliminated throughout the factory as well, including in the bathrooms. (Selected in 2013: Fujii Corporation Co., Ltd.)

[5] Improving working environment for foreigners

- ▶ 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. (Selected in 2012: Sato Holdings Corporation)
- ▶ For the stability of non-Japanese employees and development of their abilities, the company needs someone who understands "what non-Japanese employees do not understand." This is why the company has hired the non-Japanese employee, a Chinese national, with experience in another company, and entrusted him with the tasks of providing advice to other non-Japanese employees and creating a training program which they are required to take. (Selected in 2013: Okinawa Watabe Wedding Corporation)
- ▶ The head office in Japan has also converted its guide signs into English, provided vegetarian menus in the cafeteria, and established a place of worship in order to create environment to welcome a variety of employees from all over the world. (Selected in 2013: Rakuten, Inc.)

(C) Consciousness and skills development for employees

① Expansion of education and training for career and skills development

[1] Implementing education and training for diverse human resources

- ▶ Supporting the aim of "education geared at management positions for women who are able to become managers both in name and reality," the company implemented "education and training for a class of women's management positions," geared at female employees with an ambition to lead a team. More specifically, the company refined the criteria for management positions and, based on this, the company adopted a system by which management candidates can openly receive qualifications after passing a test and be appointed to a management position. (Selected in 2013: Toppan Forms Co., Ltd.)
- ▶ From 2011 Fujitsu launched the Female Leadership Development Program to groom female employee for leadership positions. Candidates are female employees one step away from a managerial position who are recommended by their respective divisions. (...) The half-year program includes intensive classes and on-the-job training. Someone a rank above the candidate's immediate supervisor is responsible for the training, and development plans are created for each individual. (Selected in 2013: Fujitsu Limited)

[2] Human resource network

- ▶ P&G advanced more than other Japanese corporations, but was far behind other P&G corporations in other countries. In order to catch up with the global standard of P&G in utilizing capabilities of female employees and respond to the pressure from P&G Global, they established a Women's Network with a parttime Diversity Manager in 1999 as a venue to exchange opinions with female managers across the departments. The post of Diversity Manager has been full-time since 2003. (Selected in 2013: Procter & Gamble Japan)
- ▶ With the consideration of expanding the job range of women, the company participated in a project called Shinsedai ("new generation") Eijo College. This project is a cross-industry joint business project to think about women's activities in business areas where the promotion of female workers is not making progress. This project was established by seven major enterprises, including the company, with the aim of making cross-industrial efforts toward the promotion of female salespersons, which remains as a common challenge of enterprises making progress in the promotion of female workers. (Selected in 2014: Sumitomo Mitsui Banking Corporation)
- ▶ As there are many employees with the qualification of career counselor at the human resources department, employees can directly contact the department to discuss their career design/life plan. There are three contact routes: by E-mail, by telephone and through "My Career Bank" system using their annual self-assessment statement. The counselors receive various consultations about the way of working, including matters of their families. (Selected in 2014: Pasona Group Inc.)

② Consciousness and skills development for the layer of management

[1] Managerial officials' consciousness reform

- ▶ The company's employee evaluation includes promotion of diversity in its behavioral assessment. For example, those in the upper class of managerial staff are evaluated according to criteria based on whether or not "he or she fosters a culture that promotes mutual recognition of diversified values, never fails to take up a member's idea that beats a precedent even though it may be something small, and praises him or her for it," line heads are evaluated as to whether or not "he or she refrains from pushing his or her own ideas on those with a sense of values different from his or hers, or from his or her worksite, listens to other ideas, and leads them toward a goal while recognizing a diversified sense of values." (Selected in 2013: Asahi Breweries, Ltd.)
- ▶ The company conducts awareness-raising activities through seminars, where the management staff is given advice such as "Since the roles required of the management staff have changed, you need to behave as a leader for your subordinates, for example, by presenting the performance goals persuasively." Also, in seminars gathering only supervisors who have direct female subordinates, the company clearly sends the message that "the key person who is to guide women who have no role models and to develop them into management staff is you." (Selected in 2014: Taisei Corporation)

[2] Implementing seminars for Managerial officials

- ▶ Diversity Management Seminars are for all branch office managers and branch company managers to share ideas and efforts to foster female subordinates, and understand important managerial points. 2,700 managers took the seminar this year. (Selected in 2013: Sampo Japan Insurance Inc.)
- ▶ In order to correct old gender views such as division of labor by gender role, the team started to implement awareness-raising seminars including classroom lecture and e-learning for all people in managerial posts. These seminars include not only lectures, but also group discussions and role playing with a view to enabling people in managerial posts to understand the feelings of women. (Selected in 2014: OSAKA GAS CO., LTD.)

(3) Linking the activities of various human resources to value creation

① Transparency of the information sharing/decision-making process

[1] Structure for sharing information and findings

- ▶ Japan Laser Corporation has been making efforts for a program in which employees e-mail "findings of the week" to their direct superiors (and cc the president) by every Friday for six years. These direct superiors are obliged to respond to the e-mails (and cc the president). Although there is a rule that the mail should not be just a business report, as far as following the rule, it is fine to include any findings in the e-mails: something the employees saw in a town in their daily lives, findings relating to employee's families or interests, or findings from their work. (Selected in 2012: Japan Laser Corporation)

[2] Transparency of the decision-making process

- ▶ When they created the company policies, they had difficulty in communicating them to employees in the beginning, from these experiences, "The Management Plan Presentation Meeting" has been held from 25 years ago, with participation by all employees including contractors. This has given the opportunity for all employees to deepen their understanding of the company philosophy and management policies that can be their good judgement tool in their daily work. Not only the presentation of the management is given, there are sessions where all the employees can discuss management, adjustment of working environment or supporting systems. (Selected in 2014: Takushin Sangyo Company)
- ▶ The company states the code of conduct based on the management philosophy, and in addition to the business plan and objectives of the period, "mission" of each employees are also added to them and distributed as a booklet. (...) In addition, about the evaluation, President herself decides how much result was made along the above-mentioned "mission," not by the working hours. Although individual result is not announced, all the achievements and the financial information of the every term are open in the company.(Selected in 2014: Rush International Co., Ltd.)

② Activating communication and development of a work climate that is linked to the strengths of "differences"

[1] System for people with divers attributes to communicate

- ▶ A project called "WAVE∞" consisting of 20 employees of both sexes and various ages / specialties / nationalities, was launched. The project team made proposal to the management concerning systematic reforms and environmental changes that could promote diversity management, beginning with the promotion of women. (Selected in 2013: Asahi Breweries, Ltd.)
- ▶ Moreover, 40 to 50% of the participants in the "LIXIL Women's Network" that was initially established to build a network to help female employees work in a motivated manner are currently male employees. The increase in the number of male employees is due to the fact that discussions about the way work is performed and the way performance is managed involved male employees. (Selected in 2014: LIXIL Group Corporation)

③ Creation of opportunities and businesses for ensuring suitable personnel placement

[1] Creation of the activities of individual employees to extract their potential

- ▶ Because the inspection task does not require speed as much as accuracy, the President considered that the employees with disabilities, who had great concentration, a long attention span, and abilities to fulfill work with high accuracy and diligence, would have a high aptitude for it. (Selected in 2013: Maruzen Unyu Soko Co., Ltd.)

- ▶ The company started providing improvement support service at SME's manufacturing site by making use of accumulated rich experiences and skills of seniors who retired a major manufacturer, instead of limiting senior's workplace only to temporally easy work, and differentiated from other similar companies by enhancing support for SME revitalization. (Selected in 2014: Sun Staff Inc.)

[2] Creation of operations to foster and activate the unexperienced

- ▶ There were no tasks that inexperienced employees could undertake. Therefore, as a first step, Meister Inc. started offering a regrinding service (using a technique to grind drill bits with a precision of 0.001-0.002 mm) for bits for commercial drills, which are relatively easy to handle for practice. They made the prices affordable, even though they expected to make a loss, and received large amounts of orders. Four female employees were engaged in such work every day, got accustomed to machining in half a year, and became capable of managing regular work. (Selected in 2012: Meister Inc.)
- ▶ When seniors were employed, tasks which would need judgment or special skills were initially carried out by experienced employees and work that was routine but could not be automated was separated for seniors. At the same time, because it would be difficult for some seniors to keep pace with young employees who worked in the same assembly-line production, they were assigned to handle a machine which was supposed to be operated by one person. It then became clear that senior women in particular were able to conduct light or fine work carefully and quickly. (Selected in 2013: Kato MFG. Co., Ltd.)

[3] Building follow-up system

- ▶ Tenhiko Industrial Co. Ltd. established the Tenhiko Web Sales (TWS) team, which was composed of four female staff members, and started a web sales business. (...) Although the staff members had no experience in the sale of special steel, the company established a support system in which expert male sales staff members pass on knowledge and know-how on handling special steel. (Selected in 2012: Tenhiko Industrial Co. Ltd.)
- ▶ Teams of three people, each composed of two trainers and one sales and project coordinator who transferred from Recruit (usually in his/her 40s), are in charge of one project each (we call them "father-and-son tag teams"). Even if one trainer falls ill, as the trainers are comparatively older, the other trainer can grasp the situation. (Selected in 2012: OJT Solutions Inc.)
- ▶ Especially for women who take care of household chores and child-rearing under time constraints, there were few opportunities to be successful as professionals, such as architects. However, (...) President of the company thought that, while she herself is struggling to find a balance between childcare and work, she wanted to provide a chance for child-rearing women to play active roles as well. (...) The company delegated one task to two female workers, and started experimenting with work sharing where people work together by helping each other. (Selected in 2013: Zm'ken Service Co., Ltd.)

④ Dissemination and sharing of the results through communication with a variety of stakeholders

[1] Providing information in the company

- ▶ "Diversity and inclusion" were incorporated into the staff department's business plan. A promotion team was formed, headed by the company's senior management. Finally, the company drew attention to the internal announcement by featuring these activities in the company newsletter. (Selected in 2013: Toppan Forms Co., Ltd.)
- ▶ Through "Good Morning, Daiwa," an in-house daily broadcasting program dealing the company news and house journals, they introduce episodes of a branch making the most of the system and encourage to promote it even further by intersectionally sharing the experiences and the knowhow. (Selected in 2013: Daiwa Securities Co., Ltd.)

[2] Diffusing information to outside the company

- ▶ The company published cases as a leading company for the employment of people with disabilities at the forum to promote the employment of people with disabilities hosted by the Hello-Work Niigata and receives a series of interviews from a variety of media including the local media, newspaper, magazine, etc. The company still receives requests for giving lectures and request for permission to make a workplace visit. (Selected in 2014: NIIGATA WACOAL SEWING CORPORATION)
- ▶ The company actively participated in events organized by a local university including the "Rikejo (female science students)" symposium and open campus among other events in 2014. Thanks to a variety of measures including PR and advertising activities, the company is now widely known as a workplace in which women can play a role, and with the increase in the number of both applicants and recruits, it has opportunities for recruitment of outstanding human resources. (Selected in 2014: SANYO SPECIAL STEEL CO., LTD.)

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Collection of Best Practices

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The development of female employees and foreign employees was supported throughout the company, and the expansion of the fields where they can participate actively was realized through intensive awareness-raising among the management staff.

Main points

Background and goals of diversity management

- Utilize the potential of talented female employees and expand their work fields
- Necessity of fostering foreign employees who lead global, large-scale projects

Specific measures taken for promoting diversity management

- Strong driving force from top management and establishment of a special organization for the development of human resources
- Awareness-raising activities starting with the management staff and changes in management
- Company-wide support for expansion of women's work fields to sales and construction sites
- Active development of core global human resources

Outcomes of diversity management

- Sparking motivation through the active participation of female management staff members and gaining a competitive edge in public works tenders
- Achievement of human resource development that enables large-scale projects overseas

Data

■ Corporate profile

Year of foundation	1917	Capital	112,448 million yen
Head office address	Shinjuku Center Building, 1-25-1, Nishi-Shinjuku, Shinjuku-ku, Tokyo		
Business outline	Design and construction for domestic/overseas buildings and civil engineering, environmental technologies, engineering, nuclear facilities, and urban development		
Sales	1,196,176 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of March 2014)
Number of employees	9,169 persons (including 1,196 non-regular employees)
Number of employees by attribute category	1,540 women (including 296 non-regular employees), women's share of managerial jobs: 0.6% 41 foreigners (including 16 non-regular employees)
Average service years for regular employees	19.1 years (19.1 years for men, 18.9 years for women)

Background and goals of diversity management

Utilize the potential of talented female employees and expand their work fields

Since its foundation in 1873, Taisei Corporation (hereinafter referred to as “the company”), with its advanced technologies, has been engaging in many construction-related projects, including construction work, civil engineering work, and planning and management for general construction.

The company’s approach to promoting women’s active participation dates back to the beginning of the 1990s. At that time, when Japan was enjoying its prosperity in the midst of the bubble economy, the shortage of human resources became prominent, and the company proactively employed talented women “who could work as men could.” After the economic bubble burst, the employment of women declined for a while. However, since around 2000, female students with a technical background started considering working in the construction industry, and the number of talented female applicants has increased. Taking these situations as opportunities, the company changed course toward the active hiring of female students to secure more talented human resources, anticipating a decline in the birthrate and the working population in the future in Japan.

In 2003, women were recruited as staff members for comprehensive work for the first time. Before then, female employees played active roles in parts of the company such as the design section and the technical research center where they could compete on the basis of their individual abilities. However, in order to promote the active participation of female graduates in comprehensive work, it was first necessary to expand their work to parts of the company such as the sales department and construction sites, where women had never been assigned, and increase the fields where they could work actively.

In 2006, the management made a decision to address the promotion of women’s active participation as an important business challenge, and in the following year, 2007, the “Office to Promote the Active Participation of Women” was established in the personnel department, under the leadership of which efforts to establish various systems and awareness-raising activities were started in earnest (described later).

Necessity of fostering foreign employees who lead global, large-scale projects

As for human resources, the promotion of the active participation not only of women but also of foreigners in overseas projects was becoming a big issue. Overseas, large-scale projects such as the Bosphorus Strait Railway Tunnel in Turkey and terminal buildings at the New Doha International Airport in Qatar were underway, and securing global human resources who would supervise those sites became an urgent task.

Until then, the company had not actively recruited foreigners and had worked with talented people contracted on a project basis. However, in response to the

abovementioned situations, the company was compelled to develop foreign employees who could play active roles globally.

Thus, recently, the company started the full-fledged recruitment of foreign students who study in Japan as human resources who can work actively in Japan and overseas. The company started developing such human resources, expecting them to learn construction management at sites in Japan and lead large-scale overseas projects in the future.

Specific measures taken for promoting diversity management

Strong driving force from top management and establishment of a special organization for the development of human resources

Since 2007, when the current president took office, the promotion of women’s active participation has been accelerating. As mentioned above, the company created a system to strongly encourage diversity promotion by establishing the special division called the “Office to Promote the Active Participation of Women” and promotes the appointment of women to managerial positions on occasion.

At first, this division carried out activities for female employees, focusing on the development of systems to support their work-life balance and awareness-raising. However, as the promotion of women’s active participation, including the development of these support systems, cannot proceed without the understanding of male employees, since 2010, in order to consciously involve male employees in these efforts, the company has conducted a variety of awareness-raising activities, for example, encouraging male employees to take child-care leave, having forums for male employees who actually took child-care leave, and holding seminars on the working style of men who have children, as child-care support for male employees. Also, the company fosters awareness to support women’s active participation; for example, the company holds seminars, inviting the partners of female employees to promote their understanding of the significance for women of continuing to work at the company.

In 2011, the company merged this division with the department in charge of the development of human resources and established the “Office to Promote the Vitality of Human Resources,” aiming for the company-wide development of human resources and support for their active participation, to take charge of promoting the active participation of foreigners and persons with disabilities. This organizational change facilitates both the establishment of careers for individual employees and the promotion of the active participation of various employees such as women, foreigners, and persons with disabilities, as this division watches over them over a long time span, from hiring of new graduates and their entry into the company to their retirement. In addition, the Corporate Planning Department in the President’s Office, which is responsible for the company’s

overall human resource strategy such as the promotion of the active participation of women and foreigners, summarizes the efforts made across many departments and reports on the progress made in such efforts and other matters at every management meeting and other meetings. The departments that engage in management grasp the whole picture of the utilization of human resources, which enables the company to regard the promotion of the active participation of women and foreigners as a management issue.

Awareness-raising activities starting with the management staff and changes in management

Recently, the company has been further focusing on management training for the management staff and providing opportunities to instruct the management staff about points to note when working with female or foreign subordinates, whom they have not dealt with much before, using concrete examples as much as possible. In addition, the company created a guidebook that summarizes this know-how and distributes it to the management staff. For example, regarding communication with foreign employees, the company submitted a questionnaire to both foreigners and the management staff in advance and then explained the gaps between their ways of thinking one by one politely. This guidebook provides points to note at the level of daily activities, such as “Since scolding someone in front of people is considered a denial of his or her personality, you need to instruct him or her individually without getting emotional,” and “You should avoid using words which can be interpreted as either ‘yes’ or ‘no’ depending on the intonation like ‘*li desu*’ (‘Alright’ or ‘No thanks,’ depending on the situation),” and also includes survey results indicating that “the number of years necessary for one to become a full-fledged employee” is considered by foreigners to be less than it is by their Japanese superiors.

As for managing human resources with different values or backgrounds, the organization cannot be controlled without the clarification of its methods for development and evaluation. In order for the management staff to recognize this reality, the company conducts awareness-raising activities through seminars, where the management staff is given advice such as “Since the roles required of the management staff have changed, you need to behave as a leader for your subordinates, for example, by presenting the performance goals persuasively.” Also, in seminars gathering only supervisors who have direct female subordinates, the company clearly sends the message that “the key person who is to guide women who have no role models and to develop them into management staff is you.”

Thus, redefining the roles of the management staff and politely instructing such staff on communication methods for specific situations vitalize on-site communications and enable not only the smooth execution of operations but also the revitalization of the workplace itself.

Company-wide support for the expansion of women’s work fields to sales and construction sites

Although it had not been rare for female employees employed as general office workers to be transferred to comprehensive work or specialist work, the expansion of work fields for women became full-fledged around 2007, at the same time as the establishment of the Office to Promote the Active Participation of Women. Interviews with one third of all the female employees about jobs and careers conducted by the personnel department revealed that women tend to engage in their work with a higher motivation than men imagine.

For sales, the public recruitment of sales staff was conducted, targeting female employees engaged in sales support as office workers. After examinations and interviews, the first five female sales staff members were assigned in the first year. The company meticulously held internal sales training for new salespeople, and since the OJT, they have been playing active roles as independent sales staff members. Some successful cases can be seen; for example, the female sales staff members didn’t give up even when customers refused but proceeded with negotiations with patience and successfully made adjustments and concluded contracts.

Also, the company is actively recruiting women for work at construction sites. At first, there were objections that it might be physically difficult for women to work at construction sites. However, the company, considering that it cannot survive unless the environment is improved and a system to accept women is established, started with the development of hard infrastructure.

Restrooms and locker rooms for women were established at construction sites, and also shower rooms were installed. In addition, the management informed the entire company of examples of women’s active participation such as when female employees had exhibited great performance at construction sites, where it had been considered difficult for women to work. The company received the first three registered certifications for “Nadeshiko Construction Teams” from the Japan Federation of Construction Contractors, which were given amidst a movement for promoting women’s activities in industry associations, and has been realizing the active participation of women at construction sites ahead of other companies in the industry. In addition, a network with other Nadeshiko Construction Teams has been established. The company has become the one that is fostering momentum toward the promotion of women’s active participation in the construction industry.

Proactive development of core global human resources

In 2014, the company decided to accept Vietnamese trainees who had visited Japan through the Industrial Training and Technical Internship Program at its construction sites for the model project being conducted by the Vietnamese Construction Human Resource Development Council (established by general contractors and specialist contractors), for which the company serves as the chair. Behind this background, the company considered it an international contribution of cooperation toward the development of construction human resources for Vietnam and future business development in Vietnam.



▲ A female employee playing an active role at a construction site

and took in the trainees at a total of three sites in Tokyo and Hokkaido experimentally.

Young Vietnamese employees are assigned to these model sites, and they take care of the trainees in general, including translation and interpretation during media interviews. Although these employees are also still undergoing training, they serve as a bridge while learning from the viewpoint of supervising the sites through supporting the trainees and performing normal operations in parallel.

Through this experience, they are expected to develop themselves and play active roles globally as persons who manage foreign workers at construction sites. In addition, through this model project, the company has been repeatedly examining its development methods, compliance, and considerations about safety when accepting trainees in the industry, while considering the further development of Vietnamese construction human resources.

Outcomes of diversity management

Sparking motivation through the active participation of female management staff members and gaining a competitive edge in public works tenders

As a result of successful efforts made for the expansion of women's work fields, the first woman was assigned as a management staff member in 2009 to the design section, and now outstanding results can be seen everywhere. For example, a woman who had been hired as an office worker in the beginning of the 1980s was assigned to comprehensive work, and after gaining experience and delivering results in the design section, she became the design section chief in 2009. In a project for a refrigerator-freezer facility in Onagawa-cho that the company engaged in for reconstruction after the Great East Japan Earthquake, she demonstrated her leadership as a director and completed the work even though the construction time was very short. This facility received a Good Design Award (Reconstruction Design Award) in

2013 and attracted tremendous attention from inside and outside the company, which led to the improvement of motivation among those around her as she became a role model for female employees.

In addition, efforts to support a work-life balance, promoted as part of the support for the active participation of women, were highly praised. Also the company received certifications under the Act on Advancement of Measures to Support Raising Next-Generation Children from the Ministry of Health, Labour and Welfare four times and received the Tokyo Labor Bureau Director's Award for Excellence in Promoting Equality and Opportunity as a company promoting equal opportunity, which gives the company a big advantage in public works tenders. Since the construction industry has difficulty in promoting women's active participation compared with other industries, such recognition increases a company's points for its qualifications and the evaluation items for bids for public works commissioned by local governments, which enables such a company to receive orders with a higher price compared with other companies. These achievements further foster momentum for creating a workplace where women can play active roles.

Achievement of human resource development that enables large-scale projects overseas

Having foreign employees at construction sites has raised safety awareness. Since there are cases in which Vietnamese employees don't easily understand the awareness and way of thinking about safety that Japanese people have, workers have formed the habit of considering safety more consciously than those at sites where only Japanese employees work, which has led to an increase in the awareness of safety at the site as a whole.

Also, ideas for managing Vietnamese technical interns have been accumulated, and the horizontal deployment of such ideas makes for more efficient and safer working sites. In addition to accumulating this management know-how, Vietnamese employees who have devoted themselves as interns are expected to work at the company's sites after returning to Vietnam, which will lead to the acquisition and development of forces that will facilitate further large-scale global projects in the future.



▲ Good Design Award-winning "Refrigerator-freezer facility [MASKAR]"

The Company has been able to shift to high value-added products and improve profitability based on the employment and fostering of people with disabilities for more than 20 years.

Main points

Background and goals of diversity management

- A turning-point for a local tofu producer with over 100 years' history
- A workplace with a determination to work with people with disabilities

Specific measures taken for promoting diversity management

- Building of the system to monitor the development based on man-to-man training under the "system to rehabilitate people with disabilities"
- Job distribution tailored to the characteristics of each worker and flexible production management
- Production of high quality tofu products through thorough safety and health management
- Delivery of a message in person by the president once a month to each employee

Outcomes of diversity management

- Shift to high value-added products in the wake of the employment and fostering of people with disabilities
- Improved corporate evaluation as "a company with a diverse workforce"

Data

■ Corporate profile

Year of foundation	1972	Capital	10 million yen
Head office address	No. 11-1, Koyo-cho 1-chome, Tomakomai City, Hokkaido		
Business outline	Production of tofu products		
Sales	10.7 million yen (as of December 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of December 2014)
Number of employees	9 persons (including 5 non-regular employees)
Number of employees by attribute category	5 women (including 3 non-regular employees) 2 persons with disabilities (2 persons are non-regular employees) 2 elderly persons (including 1 non-regular employee)
Average service years for regular employees	13.7 years (13.25 years for men, 14.2 years for women)

Background and goals of diversity management

A turning-point for a local tofu producer with over 100 years' history

KENKO TOFU, Inc. (hereinafter referred to as "the company") was founded as "Fukuhara Tofu Shop" in 1908 and was incorporated as a company in 1972. Ever since then, the company has been producing and selling tofu, deep-fried tofu, konjac and other products. In order to preserve the food culture of Japan and increase the consumption of soy products, the company engages in activities aimed at teaching tofu making and others. Since its foundation, the company conducted business stably with local stores and supermarkets for many years. With an intensification of price competition since the mid-1980s as a result of the rise of discount stores, however, the company was at the brink of going out of business despite its fight against the tide. In the circumstance, the current president decided to reduce production and produce higher quality products to sell at higher prices. Currently, the company is focused on the production and sale of handmade high quality products using soybeans of Hokkaido and mineral water of Tomakomai in addition to the normal line products

A workplace with a determination to work with people with disabilities

In 1985, just around the same time as the change of direction focused on quality, the company was asked by the Hello Work Job Center to employ a wheelchair person with disabilities. The company had an interview with the person. In the middle of the interview, the president found that "the disability of the person is not a "disability" at all if he works seated in a chair" and decided to employ him determined to give him the chance. Since the late fourth generation president employed a person with hearing disability in the past, the current president was not adamant about working with a person with disability. However, his lack of experience of working with a person with disability, he was at a loss as to what to do with him or her in order to work in the same workplace. Then, in 1992, the company was asked to employ a student graduating from a local nursing school and decided to accept one man with intellectual disabilities as an apprentice. In the following year, one woman with the same disabilities was employed. Since then, the company has employed and worked with 20 persons with disabilities over the past 20 years. The above two persons with intellectual disabilities still work in the company as key workers with 23 years and 21 years of service, respectively.

The company has actively employed so far socially-disadvantaged people including a single mother and has kept the faith in working with them in face of various circumstances and difficulties.

On the other hand, the company cannot afford to hold "redundant workers." A person once employed as the company's employee must actively contribute to the company and in the circumstances, a variety of measures

have been taken for the past 20 years to that end. Currently, a total of nine persons including women, elderly persons (re-employed after retirement) and persons with disabilities are producing high quality tofu products.

Specific measures taken for promoting diversity management

Building of the system to monitor the development based on man-to-man training under the "system in which a specific person plays the role of a parent in the company for people with disabilities"

In the beginning when the company began to hire people with disabilities, it was at a loss about what job to entrust them with and how to train them. There were times when errors were made despite repeated instructions, harsh words were uttered, which made it difficult for the company to communicate normally with people with disabilities for a long time.

As a result of these trials and errors, the method in which a specific person only provides man-to-man training to people with disabilities was adopted so as to avoid confusion in the direction. For example, a predetermined work program may be changed according to an order-receiving situation. In this case, it is difficult for an employee with disabilities to understand the change of the situation even if it is explained by the president or the site leader who manages the production, resulting in delay in the work. Then, the above method was introduced. Whenever a new instruction is required for the change of work, for example, an explanation is provided to them always by the specific person not by any person. This has enabled people with disabilities to carry on their tasks without any confusion in face of an unexpected event such as a change in work and allowed the production to go smoothly.

In addition, the president who learned to use various colors on the worksite to prevent errors by making inspections of advanced cases for the employment of persons with disabilities thought that there was still a big room for improvement and adopted a variety of measures to improve the ways to communicate with them including a careful use of words, easy explanation, etc.

It was possible to help settle people with disabilities in the workplace through a variety of measures and means including the establishment of a small-scale but familiar relationship and the presence of the person helping them as well as improvement in ways how work was conducted. In addition, a process which allows a person with disabilities to learn to fulfill his/her role as a qualified worker in three years was established.

Job distribution tailored to the characteristics of each worker and flexible production management

In the past when a person with lower limb disabilities was accepted, the company gradually incorporated him into the work process by increasing the number of tasks he could perform starting with easy jobs, such as the cleaning of

delivery boxes and the forming of ganmodoki (deep-fried tofu mixed with thinly sliced vegetables). Because of its small size, the company has trained employees so as to deal with any situation regardless of their age, gender or existence of disabilities and be capable of handling all kinds of jobs.

Currently, all the production, sorting-out and delivery are handled by nine people. Particularly, the employees with intellectual disabilities are in charge of production, while the elderly person who was reemployed after retirement is in charge of sorting out the products. However, as pointed out above, all the staff is trained so as to cope with any job for any eventuality including a sudden absence of an employee. For this reason, for example, an employee who needs to take care of children or provide nursing care can continue to work with peace of mind. Actually, there was a case in which an employee was forced to be absent from work due to an injury and all the rest of the staff covered his absence.

In principle, it is the job of the president to receive orders and manage productions. The production of tofu is started according to the orders received on the previous evening. The employees start to work at 7:30 in the morning and the day's work starts with the packing of tofu produced early in the morning by all the staff. Since the packing job must be finished before proceeding to the washing and cleaning of utensils and the work area, necessarily people with disabilities also engage in this work together with other staff. For example, the female staff with intellectual disabilities who has worked for 21 years is not good at handling tofu and sometimes she crushes finished tofu products. This is a "vexing question" in terms of a strict production management. However, the company copes with the situation by flexibly making production management using crushed tofu for other purposes instead of removing her from the packing line.

On the other hand, since the person with intellectual disabilities is capable of performing extremely careful and precise work, she works effectively in the production process by taking advantage of her characteristics. For example, when tofu products are cut according to size specifications, usually their sizes become inconsistent with the increase in number by losing concentration. However, she can keep the same consistency regardless of the duration of the job or the quantity to be handled. In addition, in the same manner, she can clean superbly the production tools without cutting corners in her work, which is indispensable for keeping high quality, and contributes to the maintenance of the quality of the products (see below).

In addition, with respect to the practice of the day-to-day operations, employees do not only perform "only what they are told to do," but also actively perform other work as necessary. When there is a space in the production schedule, each employee voluntarily decides the amount of work in view of work efficiency, which enables them to work autonomously and independently.

In this manner, regardless of the presence or absence of disabilities, the company has adopted a system where work is distributed flexibly among the employees by considering the aptitude of each person and allowing all the staff to perform work in a cooperative manner. This

system makes it possible for the company to produce safe and high quality tofu products.

Production of high quality tofu products through thorough safety and health management

As mentioned above, the company that shifted to the production of high end products by leaving behind the price competition in the 1990s has maintained a strict quality control ever since. In particular, the company has continued to make various efforts in terms of quality control. Since the trust in the company and the confidence in the brand are lost once an accident such as a food poisoning occurs, the company has started and continued to perform sanitary inspection at own expense since 1993 for more than 20 years including the purchase of two refrigerated cars in order to keep the products at below 10°C during the summertime as stipulated by the Food Sanitation Act to prevent their deterioration for the distribution. The Tomakomai Health Center conducts bacteria tests on tofu products regularly and the company publishes and updates the results on its website every month.

In the circumstances, the daily cleaning and washing of the workplace and production tools are an extremely important task. Every day, the cleaning job is performed securely. As mentioned earlier, this job is performed by the person with disabilities. Thanks to her uncompromised and non-corner cutting efforts, a good sanitation is maintained at all times and since the start of the voluntary sanitary inspection, the company has continued to produce quality tofu products in a safe and secure manner for more than 20 years.

In principle, while a sanitary inspection is performed for the purposes of guaranteeing the product quality, the numerical values published by the Health Center is an objective barometer of the quality of the workplace of the production. A virtuous cycle where all the employees review and improve the content of their work on the basis of the numerical values of the inspection results is in place.

Delivery of a message in person by the president once a month to each employee

The fact that all the employees perform their jobs under a relationship of trust in a cooperative manner within the company while maintaining a sense of tension in the atmosphere in which extremely high quality management is required is due partly to the daily message of the president that "each employee is precious and necessary for the company." There were times when considerations were given toward an employee with disabilities, other employees complained. At the time, the president persuaded them by saying "we need to be patient. We are all humans and cannot be replaced like a mechanical part" and has continued to keep the attitude to respect all the employees.

In addition, the salary is delivered personally by the president every month instead of a bank transfer with his message. In the message the president shares what occurred in a month with the employees including negative information such as accidents on food, claims from customers, etc. and expresses his view for the coming months.

The corporate culture under which all the employees respect each other has been created by sharing the current state of the company with the employees and continuously transmitting the message that all the difficulties need to be overcome by all the staff. As a result of such efforts, the company has transformed into an organization where all complement with each other and work together to produce high quality products.

Outcomes of diversity management

Shift to high value-added products in the wake of the employment and fostering of people with disabilities

As a result of the thorough quality management as mentioned earlier, the “Ajiwai Tofu” (rich taste) is being sold at the major retail shop in the city at a price three times higher than that of other companies. Since the production volume was small, the company continued to be in the red for many years. However, thanks to the sales of the main “Ajiwai Tofu” product, the company has become profitable and is increasing its business.

The fact that the timing when the company shifted into high quality products and the timing when the company started to employ people with disabilities coincided has convinced the president of the need to “strengthen the financial state of the company in order to continuously employ socially-disadvantaged people and single mothers.”

In addition, the company has persisted in its policy of “increasing profits by selling not the price, but the safety and security of taste” in the environment in which a plurality of people with disabilities is present at all times to enable each employee to work in an effective and autonomous manner. This has generated the virtuous cycle in which the improvement in the levels of each employee results in the production of higher quality products.

Improved corporate evaluation as “a company with a diverse workforce”

It is highly valued in Hokkaido including Tomakomai City in which the company is located that the company started to actively employ a diversity of human resources and incorporated into the company staff from the 1990s when people with disabilities and single mothers had far more difficulty in finding an employment.

The president has served as the chairman of the “Association of Persons with Mental and Physical Disabilities of Tomakomai” for 8 terms and 16 years since 1999 and endeavored to engage in diverse activities including lecture activities and acceptance of inspection tours for the promotion of the employment of people with disabilities by other companies in the city.

In the past when an employee with hearing disabilities was in charge of the delivery, the company asked the person to check the number at the destination in writing or using signals for communication. As such, the company has made efforts to create a community where people with disabilities can also get employment and work. The company with such a track record is highly valued by the local government and the support organizations as an excellent company in the city.



▲ High grade tofu in which Hokkaido-produced soy beans and water of Tomakomai are used

The Company has evolved from the charismatic management of the preceding president in order to develop and expand business by accelerating research and development focused on female engineer group.

Main points

Background and goals of diversity management

- Step up into a R & D focused company based on outsourced plating processing
- Shift into the management policy aimed to brush up skills of individuals

Specific measures taken for promoting diversity management

- Clarification of the roles of each department and each employee based on the newly introduced management philosophy
- Reform in working conditions designed to encourage employees to exhibit their talents and abilities
- Mechanism to foster expertise and autonomy

Outcomes of diversity management

- Acceleration of technology innovation and translation into practical use as a R&D focused company centered on the engineer group

Data

■ Corporate profile

Year of foundation	1946	Capital	10 million yen
Head office address	No. 22-13, Higashikojiya 5-chome, Ota-ku, Tokyo		
Business outline	Plating processing		
Sales	1,024 million yen (as of December 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of August 2014)
Number of employees	128 persons (including 38 non-regular employees)
Number of employees by attribute category	65 women (including 25 non-regular employees) Proportion of women in managerial posts: 9.52%
Average service years for regular employees	11.37 years (13.59 years for men, 9.15 years for women)

Background and goals of diversity management

Step up into a R & D focused company based on outsourced plating processing

EBINA DENKA KOGYO CO., LTD. (hereinafter referred to as “the company”) was founded in 1946 to perform electroplating and electroless plating processing of various materials. In the past high-growth period, the company delivered plated parts to leading manufacturing in Japan and made a large profit. Since the 1990s when the manufacturers started to transfer their manufacturing bases overseas, however, the company accelerated its focus on technology for survival. In order to dispel the image that “the plating is the workplace filled with 3K” and to step up into a R&D focused company, the company started from around 2000 its CI (Corporate Identity) activities in earnest. The company has attempted to improve its image by renewing its website and the company brochure in terms of software and by developing a comfortable working environment by renovating extensively the building of the plant including toilets in terms of hardware with the aim to recruit outstanding research personnel to enable sustainable technological development.

In particular, the company established the technology center “Techno Mark” as the base for prototyping and development specialized in plating at the vacant lot of the old Kamata factory in 2002. The company also established a newly laboratory for prototyping “Space i” in the main office building in 2010 to install the latest analysis equipment in order to enhance the research and development system.

Shift into the management policy aimed to brush up skills of individuals

In 2009, the current president took charge of the company due to the sudden death of the predecessor. Until then, the second-generation president with a charismatic leadership had taken decisions solely on matters related to the company’s management. In contrast, the current president

aims at management where each employee can work voluntarily and autonomously. In the past, the late president had the decision-making authority on all areas of business including research and development, sales and manufacturing and had the power for the assessment of employees. In contrast, the current president has promoted the decentralization of power and introduced a mechanism to secure transparency in management by establishing systems to set management policy, help perform business and evaluate personnel. In the process, the current president has clarified the roles expected to be played by each employee and started to recruit personnel with required abilities and skilled from outside. In 2011, the company celebrated its 65th anniversary, but its business performance was stagnant partly due to the fact the manufacturing bases for mobile phones and personal computers of the manufacturer that was its main customer had been transferred overseas. The company considered for a time to move their business overseas. However, the company decided against the move in consideration of the acquired past experience gained and the necessity to keep the personnel as the R & D focused company, and decided to focus its business in Japan to provide high value added products as “a plating manufacturer aimed at renewing the common sense in manufacturing.”

Specific measures taken for promoting diversity management

Clarification of the roles of each department and each employee based on the newly introduced management philosophy

To start with, the company has systematically established its “VISION: where we should go,” “MISSION: what we should go” and “VALUE: action of each individual.” They are shared in the morning meetings and a booklet was produced to be available at hand at all times. This effort is designed to show in which direction the company is headed and what each individual is required to do in the daily business in association with the company’s management philosophy.

As a part of the effort, the company formulated for the first time a mid-term management plan and reformed the organization to that end in 2012 (see below).

The mid-term plan will be reviewed by the management. In the meantime, the objectives and action plan of each department as well as the challenge and orientation of each employee will be established based on the plan and annual targets will be set. The appraisal and evaluation of each department and each employee will be performed through interviews held twice a year and reviews.

In addition, the roles expected from the departments and positions were not clear in the past and as a result, the responsibility as to who is responsible for what was not clear. However, not only that the business and role of each department were clarified, but also the authority and responsibility has been delegated to the general manager of each department in the reorganization carried out in around 2012. In addition, the Engineering department was



▲ The world’s first technology center for surface processing technology “Techno Mark”

reorganized and divided into the “Development department” and the “Production Engineering department,” while the sales and management department was reorganized and divided into the “Sales department” and the “Production Management Department” in 2013 in order to strengthen the function of research and development, technology proposal and quality management.

In this manner, the company has established clearly its direction and built a decentralized system to carry it out. The reorganization has allowed the roles and expectations of each department and each individual to be shared to bosses and their subordinates to act together through discussions.

In addition, the clarification of the requirements of human resources required by each department has allowed the recruitment of outstanding human resources. For example, the “Quality Guarantee Section” of the “Production Engineering Department” hired a mid-career staff that was in charge of quality management in a large company to build a system to deal with the healthcare field on which efforts will be focused in the future. In addition, female employees account for 50% of the reorganized “Sales department” and in particular, female employees with sales experience in other industries are being recruited as immediate assets (see below).

Reform in working conditions designed to encourage employees to exhibit their talents and abilities

The company is engaged in the reform in working conditions to use a variety of human resources and provide value-added high technologies and services by considering that the conventional working conditions cannot cope with new situations.

The implementation of the reform was triggered when the company faced the situation in which several outstanding female employees recruited in the 2000s took maternal leave all at once. In the company, the percentage of female employees is high, in particular in the field of research and development and the percentage of female employees exceed 50% (currently 25 women) in the “Development department” and the “Production Engineering department.” All five members of the “Prototype Development section” of the “Development department” are women including the manager and all the six members of the “Analysis Control unit” of the “Production Engineering department” are women. The company has started to develop all conditions required for experienced female employees to return to work after the maternity leave one by one by hearing from women concerned. For example, the aforementioned female employee recruited in a halfway through the year was originally working in the company as a dispatched employee. The company employed her as a permanent employee with shorter working hours – 20 hours a week because of her abilities and past performance. In the wake of this case, a new permanent employment system with shorter working hours has been institutionalized allowing them to work four hours a day and five days a week from the maternity leave until the child enrolls in elementary school. Moreover, a variety of support measures including a subsidy for childcare fee, a lump-sum payment for early

return to work, and re-employment system have been made available from 2014 in order to facilitate their return to work. Currently, the company is studying the possibility of allowing female engineers to work at their home.

At the same time, the company has implemented an effort so that all employees regardless of their gender may adopt an unambiguous work style within a limited time to perform more creative work. In particular, since male workers tended to work longer hours unbounded by time, they were asked not to stay back in the office by a top-down order from 5 o'clock onward in the afternoon. Since an employee is allowed to work overtime only by applying for permission to his/her boss, the overtime has been decreasing.

The backdrop of the reform in working conditions is the idea that “the company will not survive with the working style of the Showa era” in which people dealt with all received orders without worrying about time and will need to increase input by enhancing life outside the workplace of the company in order to create value-added products which are capable of differentiating the company from competitors.” This is the philosophy that the management of the company has learned from the working style and business philosophy of small and medium companies of Switzerland and Germany with which the company has business with. The company considers this as an indispensable requisite in order to survive in the global competition in the future.

Mechanism to foster expertise and autonomy

Moreover, the company has adopted an ingenious plan for fostering and developing the abilities of its employees. In particular, the research and development department dispatches a young employee to the university laboratory with which the company makes a joint research for a period of half a year in order to learn the leading research trends. In the beginning, this was intended to enable a young employee to obtain the master degree. However, since the first employee exercised his leadership and made a rapid progress, the company came to the recognition that the opportunity to “make a joint research with an authority on plating” itself contributes to the growth of the employee and the dispatch of its employee has continued to the present day. The outcomes of the joint research serve as the base for the development of new products.



▲ An aspect of the “Prototype Development section of the Development department

In addition, in the departments other than the research and development department, a newly recruited employee after university graduation who learns the basis knowledge during the half-year training for new employees engages in prototype-making with a senior employee on the job training (OJT) to meet the needs of each customer. Since the company develops plating processing technology and plating solution for a leading material as a part of manufacturing by commission, a completely new product or method is required to meet the needs of a customer. In the circumstances, under the understanding that it takes about three years for a new employee to have a good communication with a customer, the company provides a back-up support to him/her by providing all kinds of opportunities as explained above.

In the meantime, persons holding a managerial position are required to acquire knowledge and skills to conduct business in a global environment. In particular, a subsidy for English lesson fees is provided as a part of welfare activities with the aim to enable an employee to make a decision and conclude a business in international business negotiations. The company clearly shows the objective for the subsidy and the roles expected to be played by the employees who receive the subsidy in order to keep the motivation for learning.

Outcomes of diversity management

Acceleration of technology innovation and translation into practical use as a R&D focused company centered on the engineer group

The company has been gaining the speed and agility to generate new technologies as an engineer group with the completion of a line-up consisting of engineers that have acquired experience since their incorporation into the company as new university graduates and persons in charge of the sales and quality management as immediate assets. For example, the company has achieved new technological innovations to explore a new market, including the development of the color plating "Tough Black" (low-reflection plating having a reflection index of less than 1%) and the commercialization of the water purification and disinfection system "AGXX" developed by the Largentec Inc. of Germany in 2012, as well as the introduction of the three-dimensional wiring forming technology (3LM).

In addition, when looking for a new market for these technologies, an appropriate marketing activity is conducted based on the knowhow developed by the aforementioned female sales employee in the former company. The product leaflet which was focused on technical specifications in the past has been renewed and redesigned to allow customers to gain a clear understanding and an image of the technologies. Sales activities have been developed mainly by the current general manager of the Sales department who was in the development section in the past in order to dig up the needs of the customers and the company's technologies which were popular in many exhibitions are now developed for the translation into practical use. The number of business negotiations increased rapidly from 4 in 2013 to 32 in 2014 and the sales of the "AGXX" which was only a few tens of thousands of yen in 2013 increased to about 3 million yen in 2014. The renewal of the sales activities is also bearing fruit.

In addition, the motivation of the employees has also been increased thanks to the reform in working conditions and the expansion of policies to support compatibility. In particular, currently, all employees have learned to finish their daily work within their working hours and except for some departments such as the Production department, they leave work on time. One female employ that is currently on maternity leave is scheduled to return to work shortly and business development based on outstanding personnel is getting off the ground. In light of these outcomes, not only that the company now can recruit outstanding postgraduates, but also it has been featured in the media as a company where "Rikejo = science focused women" work, which has contributed to the improvement of the corporate brand.



▲ Leaflet of "AGXX" prepared by a female employee in charge of sales

The Company has engaged in transfer of skills and technology and operational improvements and has succeeded in shortening delivery time and acquiring new customers.

Main points

Background and goals of diversity management

- Realization of the needs for both skilled workers and technicians
- Transfer of skilled focused on “contemporary master craftsmen” and clarification of goals to be aimed at

Specific measures taken for promoting diversity management

- No retirement and time-setting tailored to the situation of elderly persons
- Master/apprentice system to keep high quality and a variety of education and training systems

Outcomes of diversity management

- Acquisition of 265 new customers in five years
- Realization of short-time delivery by the introduction of the in-house network and production management system
- Venture into new fields by recruiting mid-career employees

Data

■ Corporate profile

Year of foundation	1956	Capital	10 million yen
Head office address	No. 23-13, Nakaikagami 2-chome, Ota-ku, Tokyo		
Business outline	Metal heat treatment		
Sales	518 million yen (as of May 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of January 2015)
Number of employees	46 persons (including 1 non-regular employees)
Number of employees by attribute category	7 elderly persons (including 0 non-regular employees)
Average service years for regular employees	18.0 years (15.2 years for men, 20.8 years for women)

Background and goals of diversity management

Realization of the needs for both skilled workers and technicians

KAMIJIMA HEAT TREATMENT CO., LTD. (hereinafter referred to as “the company”) which is engaged in metal heat treatment and in which many elderly persons work has the motto “to provide performance and quality that customers can be proud of as the customer-oriented heat treatment factory.”

Heat treatment to enhance the durability and toughness of metals is essential for mold components and cutting tools to exert superior performance. Most of the salt bath heat treatment is manually performed. In order to perform heat treatment on metals having a variety of shapes and materials, many years of experience are required. In the circumstances, the company has developed a system under the slogan of “Manufacturing starts from personnel training” where each employee can improve his/her skills and use the skilled learned fully during the period ranging from the time of joining the company to the time of leaving it.

The current president has recruited skilled workers with many years of experience as mid-career permanent employees in addition to fostering young employees. Thanks to their performance, the company has advanced into new fields and achieved operational improvements including quality control and process management, resulting in the improvement of financial results. The mid-career recruitment started with the employment of a technician in his 50s who had worked in a large company in 1996. The workers in the company acquired the heat treatment technique through the accumulation of onsite work experience or through trainings aimed at passing the licensing examination so far. However, there was no technician in the company that had learned academically the theory on heat treatment in a graduate school or in a university. That was the first time in which an expert in treatment technology on metal heat treatment joined the company. As a result, now, the company could deal with matters independently without the need to consult with technicians of a large company.

The fostering of young employees in terms of skills and technique and the mid-career employment of the skilled technician with theoretical background have not only contributed to the improvement in the technical levels and the surface treatment technique leading to operational improvements, but also have made the company publicly known.

As a result of a series of effects, the current president who became keenly aware of the importance of the presence of outstanding technicians recruited 2 persons in 2006, 1 person in 2009 and 2 persons in midway through the year. Moreover, one of the two employees on temporary assignment from a large company has become a permanent employee of the company at the end of October 2014, while the other person is expected to join the company in the future.

Transfer of skilled focused on “contemporary master craftsmen” and clarification of goals to be aimed at

The company employs a number of skilled workers of national treasure level, including four “contemporary master craftsmen” recognized by the Ministry of Health, Labour and Welfare, one “Tokyo meister” recognized by the Tokyo metropolitan government, and eight high-grade skilled experts in metal heat treatment. A half of the young employees are in their 20s and 30s and they are highly motivated to aim for “contemporary master craftsmen” and “Tokyo meister” in the future.

Specific measures taken for promoting diversity management

No retirement and time-setting tailored to the situation of elderly persons

Since its foundation, there is no retirement in the company. The current president considers that skills and technique are improved with age and employees can stay active so far as they are willing and thus, the company adopts the system where each employee himself decides his retirement when he cannot perform well enough any longer to pride in his work for the loss of physical abilities and concentration. Currently, the company has a wide variety of age groups including the 82 year old factory manager, three employees in their 70s and six employees in their 60s, and young employees in their 20s and 30s. The working hours of elderly employees are established according to the situation of each individual through an interview.

The company is committed to securing successors by opening the door to employment without being specific about its timing or its number. The company also uses official websites which include the “DREAM-MATCH-PROJECT” (MITI), “Brilliant technologies, resplendent companies and world-class manufacturing of Tokyo” (Tokyo metropolitan government) and “Job navigation” (Ota-ward) among others.

Master/apprentice system to keep high quality and a variety of education and training systems

Under the philosophy that “more than two persons should be capable of performing one technique at the highest level of Kajima,” the company undertakes to foster a wide variety of human resources by age group in order to keep quality. This is based on the idea of the current president that heat treatment technology which is a high-grade technique is securely transferred and a plurality of people should be capable of dealing with it at all times.

A new employee undertakes an internship of between 1 week and 2 months before joining the company and attends the “course for fostering human resources for metal heat treatment” organized by the Tobu Metal Heat Treatment Association in order to learn the basic skills. In order to enable him to obtain the second and the first grade of skill examination, a veteran employee and a young employee form a pair as “a master and an apprentice” in the actual work site where the “master”

provides an OJT training to the “apprentice” so that the apprentice may acquire the basics of heat treatment in sufficient time regardless of academic background or experience. This is due to the fact that many of products that the company handles are single products and the finished products need to be visually checked and judged despite the fact that heat treatment conditions of the products manufactured in the past are available on the database. In this manner, the apprentice learns the portions which cannot be determined by data alone under the guidance of its master in the actual site.

A middle-class skilled worker with the first class skill qualification certificate is encouraged to take part in the “Metal Heat Treatment Super Meister Program” hosted by the Tokyo Institute of Technology.

In addition, the company is focused on employee training by conducting in-house trainings and seminars for all employees in order to keep high quality. These expenses for developing human resources are borne by the company.



▲ Master/apprentice system

Outcomes of diversity management

Acquisition of 265 new customers in five years

A veteran technician with abundant knowledge and experience is capable of explain the technologies of the company and the characteristics thereof to many people concerned in addition to personally connected people in a variety of opportunities including business meetings and negotiations. In addition, thanks to the activities of highly skilled works including the “contemporary master craftsmen,” the technologies and skills of the company have been widely known and the reputation of “Commission difficult heat treatment to Kajima” has become established. Since its foundation, the company has never had a sales person. However, the company has been receiving orders of high difficulties. Thus, thanks to the active role played by elderly skilled workers and the mid-career recruited veteran technician, the company has acquired a total of 265 new customers in five years. Veteran technicians and skilled workers meet and discuss together about orders with high difficulties in order to provide optimum heat treatment and thus, the role played by the veteran workers is essential for the company. A bad reputation spreads quickly. Therefore, the company is committed to perform its obligations carefully at all times no matter how difficult is a commissioned order. In addition, the number of requests for performing heat treatment tests by universities and research institutes is increasing. Since many of the technical team members of these customers are doctors, only persons with considerable knowledge and technique can deal with the customers on equal terms. The company could never have dealt with such a situation without the active role played by the veteran technicians with abundant knowledge and experience in large companies.

Realization of short-time delivery by the introduction of the in-house network and production management system

The company has built the in-house network and centralized information by the initiative of the mid-career recruited veteran technician with abundant knowledge and experience in a large company. It has also introduced a new original production control system by adopting the knowledge of the onsite leader and the short-time delivery system has been realized.

The company which performs daily more than 150 cases of heat treatment used paper slips for management until the system was introduced. The real-time management of the progress of work schedule related to heat treatment of many items having different shapes and materials has allowed the understanding of any delay in delivery and shortened the average delivery time from 6.3 days to 5.0, a reduction of 20%. In addition, there are cases in which the identical heat treatment is newly requested for the same product ordered half a year before. In these cases, since it is possible to call up the past heat treatment data from the production control system, the time required for checking the treatment conditions is significantly reduced.

The company which performs heat treatment of single items having different materials and different shapes and needs to deliver them in a short period of time has achieved significant results in shortening delivery time. In addition, since heat treatment conditions performed every day on the work site are accumulated in aid system, it can be said that the system plays a part in the “transfer of technologies and skills.”

Venture into new fields by recruiting mid-career employees

The heat treatment of the company owes to the automotive industry to a large extent. In the circumstances in which the production of automobiles in Japan tends to decline, the company is looking at heat treatment in the aviation and aerospace fields. Since the field is highly specialized and it is difficult for the company to enter into the field in a short term, the company recruited a technician who had retired from an aviation parts supply company as a permanent employee and assigned him the post of the project team leader in order to prepare a system to that end. As a result, the company has acquired not only the certification of JIS Q 9100 (Quality Management Systems - Requirements for Aviation, Space and Defense Organizations), but also the Nadcap certification (unified certification system in the world for specific processes for aviation components) which is an international qualification which allows receiving orders from overseas manufacturers. Although the hurdle was high for acquiring the Nadcap certification which included many conditions such as the translation into English of all data and the examination in English among other requirements, the company obtained the certification in a short period of time thanks to the active role played by the staff that had the experience of acquiring the certification in the former company.

The company has participated in the “AMATERAS” which is the joint body for receiving orders for aerospace components based in the Tama area and the Ota ward by receiving support from the Tokyo metropolitan government and the company is in charge of heat treatment of components for civil aviation. In addition, the company is actively engaged in new efforts such as its participation in the “Shitamachi Bobsleigh Project.”

In the wake of the acquisition of these certifications and participation in the joint projects, the sales of aviation components have started to increase. In addition, the company takes advantage of the vacuum furnace

introduced for the treatment of aviation components to provide heat treatment for medical equipment, although in a small amount.

As stated above, the company takes on the challenge to expand its business area by making the most of its unique assets including salt bath processing, vacuum furnace, employees with outstanding skills and technique and ownership of various certifications.



▲ An aspect of heat treatment



▲ Information and Production Management System

The Company encourages foreigners including refugees to play an active role and develops its business in overseas countries.

Main points

Background and goals of diversity management

- Development overseas for survival
- Employment and use of foreigners including refugees

Specific measures taken for promoting diversity management

- Change of mindset before the recruitment
- Development of the in-house environment and change of mindset of employees
- Permeation of a global vision into employees

Outcomes of diversity management

- Increase in sales overseas and request for submission of a prototype by a major US company
- Continuation of no overtime through improvement of business operations
- Serving as a model for other small and medium-sized manufacturing industries

Data

■ Corporate profile

Year of foundation	1953	Capital	10 million yen
Head office address	350, Shimoongata-machi, Hachioji City, Tokyo		
Business outline	Polyurethane foaming mold for automobiles, sand casting for prototype parts, V process modeling, sand casting for aluminum alloy		
Sales	300 million yen (as of September 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of December 2014)
Number of employees	29 persons (including 3 non-regular employees)
Number of employees by attribute category	5 women (including 3 non-regular employees) 4 foreigners (1 person is a non-regular employee) 2 elderly persons (including 1 non-regular employee)
Average service years for regular employees	6 years (7 years for men, 5 years for women)

Background and goals of diversity management

Development overseas for survival

SAKAE CO., LTD. (hereinafter referred to as “the company”) has positioned the diversity management at the center of the management strategy since 2012 under the slogan of “breaking away from a subcontractor in Japan.” The company undertakes to serve as a “survival model” for other small and medium-sized manufacturing industries by increasing receiving orders through the expansion of sales channels into leading manufacturers overseas and by securing excellent personnel capable of conducting business with overseas partners.

The current president who is the fourth generation took charge of the company in 2001 due to the sudden death of the late president. The company faced with the situation that orders from the domestic automotive industry which had accounted for about 90% of its sales decreased at once right after the Lehman shock.

The president realized that something needed to be done immediately for survival and decided to develop business overseas. While making preparations at the workplace, the president himself visited the ASEAN countries, Europe and the USA for inspection purposes. In the process, the president realized that employees had feelings of resignation, such as “we cannot do this” in face of the language barrier and the emotional barrier to foreign companies and foreign people and he was convinced that change of mindset in employees was the urgent task for developing business overseas. As the first step for solving the problem, the company employed and used foreigners in order to globalize the company.

Employment and use of foreigners including refugees

In 2008, the company accepted three foreign technical interns by the initiative of the late president in order to learn Japanese and the casting technology. However, at the end of the three-year training period, they went back to their country. Not only that they went back to their country with the level of knowledge to serve as immediate assets for the company, but also that they were employed in posts not related to casting in their home country. In view of the situation, the company decided to employ foreigners strategically instead of accepting technical interns thereafter. The knowledge of Japanese was ignored for the employment of foreigners and foreign people who were eager to work and had business mind and who could settle in Japan were made eligible for employment. In the summer of 2012, under the vision of the president to proactively employ foreigners, the company recruited an expert who had worked in a human resource dispatching agency to be in charge of recruiting foreigners. While the recruiter was looking for human resources who could work for the company by getting in direct contact with foreigner supporting groups (NPO, etc.), the company took notice of refugees. In addition to that refugees who are with the status of residence can work in Japan, the risk that “they go back home after learning the job” is small. In the

circumstance, the company studied the feasibility of employing them and employed a refugee with a special working permit under the cooperation of Japan Association for Refugees.

In addition, the president gives lectures on career education at the Kinki University to provide an opportunity to university students to take interest in the company. In April 2014, the company employed a Korean student studying in Japan with an internship experience as a part of the policy of employing foreigners.

Specific measures taken for promoting diversity management

Change of mindset before the recruitment

So far, the company employed a total of six refugees under the cooperation of the NPO with trials and errors. Although five of them left the company, the company learned various lessons from the experience for employment of foreigners. The Japanese training system consisting of training a new employee through an in-house training, guidance by other employees and OJT produces a variety of conflicts including an emotional barrier, difference in expectations between the Japanese staff and foreign workers. The company realized that it was necessary to focus on making preparations for accepting foreigners in addition to follow-up after the incorporation for them to work with peace in mind.

In the circumstances, in order to provide assistance to the “preparatory course for refugees to work in Japan” which had been launched by the NPO by making use of the social welfare furtherance project of the Welfare Medical Service Agency (WAM), the company has wrapped up a list that refugees should understand for working in Japan. A variety of experiences of the company is reflected in the course, which includes various points to be borne in mind by foreigners going to work in Japan such as “be punctual for the start of work,” “engage in work while working,” etc. The course provides classroom training consisting of teaching foreigners how to introduce themselves and helping them understand the difference in working in Japan and in their countries. Foreigners further learn about the 5Ss (organization, tidiness, cleaning, cleanliness and discipline) as well as Japanese corporate culture followed by plant tours and OJT training in companies to be in touch with the actual technology. In the meantime, companies participating in the course show their visions to foreign workers to attract them to their companies through factory tours and OJT training.

The Cameroon who joined the company through the course has adapted to the company to work as a permanent employee. In April 2014, the company recruited a Korean student. In addition, a company in the Hachioji made use of this “preparatory course for refugees” to employ two refugees. Thus, the experience of the company is utilized by other companies.

Development of the in-house environment and change of mindset of employees

In the past, most of the work in the workplace was performed with the intuition of craftsmen. As a result, no manual on working procedures was available. However, in order to develop an environment where foreign workers can work smoothly, not only a work manual was prepared to promote the “visualization,” but also an improvement made with respect to the manner to convey the working procedures by using photos and providing notes in English. It was a big change for the company that employees has become conscious of the need to “show” and “convey” the information required for any work to put it actually into practice.

In particular, employees with craftsmanship who work silently were not used to listen to others over their work and could not accept the new situation. However, they have started to realize the need to adapt to the new situation in the course of working with a variety of human resources and listen to others, resulting in the improvement in daily work.

In addition, in order to communicate with the foreign workers, Japanese employees needed to have a minimum level of English. In the circumstance, the company has established its own online English conversation lesson system since 2013 in cooperation with a company in the Philippines to provide English conversation lessons. Currently, employees reserve their lesson time at their convenience during the working hours and learn English conversation for 30 minutes a day approximately via Skype in a room reserved for the purpose to return to work again. This forms a part of welfare benefits and these expenses are borne by the company.

Since this English learning system is specially prepared for small and medium manufacturing industries and is not commercially available, a variety of companies including small and medium manufacturing companies that are developing business overseas, companies in the Hachioji area and companies in other areas recognize its usefulness and its use is gradually spreading.



▲ Aspects of the online English lesson

Permeation of a global vision into employees

It is difficult for employees to understand and share the vision of “developing business overseas” by a simple utterance of the word by the president. The president considers that the idea of “developing business overseas” will permeate into employees for the first time when they see outcomes in terms of numbers including an increase in overseas sales as a result of employing foreigners and working together with them. Since the outcomes of the sales are the most convincing barometer, the management including the president has consistently focused on how to increase the sales overseas in the diversity management. The president bears in mind the necessity to explain in words the importance of “developing business overseas” from various points of view in daily communication with employees and accumulate outcomes in terms of “sales” in order to convince them both in words and in outcomes.

Outcomes of diversity management

Increase in sales overseas and request for submission of a prototype by a major US company

In the wake of the implementation of the policy to proactively employ foreign workers since 2012, the company has taken a variety of measures, including making preparations to accept them, introduction of English conversation, use of direct response marketing on the multilingual website introduced after the acceptance and quick response in multiple languages to enquiries, among others. As a result, there was a significant change in the mindset of the employees towards foreign

languages and overseas companies. Orders from overseas which were non-existent in 2011 accounted for 70% of all the company's sales in 2013. In addition, the company had received no enquiry in foreign languages on the website before the employment of foreigners and any enquiry made resulting from a name card exchange had been left untouched for the lack of the knowledge of the language. However, the company receives more than one enquiry a month from countries in Europe, the US and East Asia as of 2014 as a result of building its website in multiple languages including the enquiry form for the products and the description of the processes, in addition to the introduction of direct response marketing.

In addition, the company received a proposal to make a prototype from a US major company when its employees had negotiations with data written in English.

Continuation of no overtime through improvement of business operations

In the wake of the employment of foreigners in the work site, the productivity has been improved due to the increase in the number of business with overseas

manufacturers, the change in the mindset of the employees and the building of production management system which helps manage each worker. The ratio of current profits to assets has significantly improved from 0.25% in FY2012 to 5.23% in FY2013. In addition, the company keeps the overtime at nearly zero since April 2014. It can be said that this has been attained by the heightened awareness of the employees to produce outcomes through the improved awareness for operational reform, visualization of the work process and clarification of training and instruction method.

Serving as a model for other small and medium-sized manufacturing industries

The preparatory model for acceptance of foreigners carried out in cooperation with the NPO plays the key part for securing good talented human resources for small and medium-sized manufacturing industries. The number of enquires on the model is increasing from small and medium companies not only in the Hachioji area, but also from companies of differ prefectures regardless of business category.



▲ A variety of human resources with different age groups and nationalities work together

The Company strives to develop niche markets with all employees working together and the idea of female employee and the knowhow of a veteran developer have significantly contributed to the increase in business results.

Main points

Background and goals of diversity management

- Shift to a “manufacturer” capable of growing by meeting the market needs

Specific measures taken for promoting diversity management

- Acquisition of mid-career human resources that can share the corporate philosophy and values
- Development of a flexible system tailored to life events of female employees
- Development of creative new products by employees with a variety of experiences and knowhow

Outcomes of diversity management

- Achievement of business expansion through development of new products by meeting the needs of customers
- Reduction of business hours thanks to the website for overseas distributors built by a female worker returned to work

Data

■ Corporate profile

Year of foundation	1996	Capital	284 million yen
Head office address	8th fl., Fuerte Kojimachi 1-7 building, No. 7-25, Kojimachi 1-chome, Chiyoda-ku, Tokyo		
Business outline	Development, manufacturing and sales of polishing, cutting and micro-deburring tools		
Sales	1,150 million yen (as of December 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of August 2014)
Number of employees	19 persons (including 4 non-regular employees)
Number of employees by attribute category	4 women (including 0 non-regular employees) Proportion of women in managerial posts: 60%
Average service years for regular employees	6.4 years (5.7 years for men, 7 years for women)

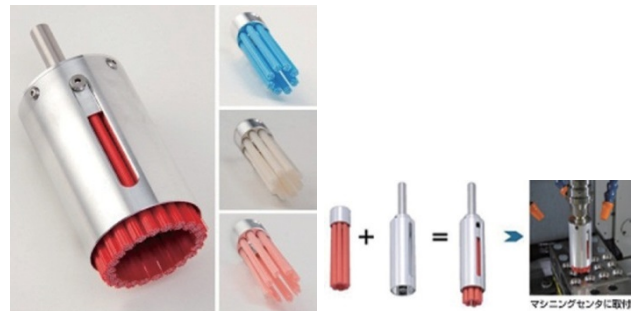
Background and goals of diversity management

Shift to a “manufacturer” capable of growing by meeting the market needs

XEBEC TECHNOLOGY CO., LTD. (hereinafter referred to as “the company”) was founded in 1996 to develop, manufacture and sell polishing, cutting and micro-deburring tools for industry. The company started to manufacture and sell ceramic grinding stones for mold polishing for industrial purposes using its proprietary material developed jointly with a chemical manufacturer and expanded its sales network not only in Japan but also overseas through a specialized trading company. Along with the growth of manufacturing industry in new developing countries, the company increased sales and the products of the company accounted for 40% of the global market share of ceramic grinding stones at the beginning of 2000s.

In 2002, the Development department of the company developed an automated deburring tool using a new material and commercialized in 2005. This tool having a brush-like shape uses ceramic fibers as the grinding material and removes burring with its tip end, and can be mounted on existing machining tools such as a machining center to perform deburring automatically. Conventionally, deburring of fine parts was manually performed and it was expected that this product would reduce the labor work. However, since this was a typical product-oriented product developed focused on the material without taking into consideration customers’ needs at this stage, the company faced difficulties in its sales. Due to the way the company had conducted its business so far in which it “simply sold its ceramic grinding stones,” the company had no knowledge of matching its development with the needs of the market and a few employees sold the product to a few manufacturers.

In the circumstances, the current president joined the company in 2005 at the death of the founder and was entrusted with the promotion of the sales of the company’s products as a person in charge of overseas sales. To start with, as stated above, the company had not conducted its own sales activities and the opportunities to understand the needs of the market and transmit its own information had been limited. The current president had doubts about such a situation and considered that the company’s growth could not be achieved if the market needs could not be reflected in the development, in addition to providing maintenance services. Then, the company realized that it would need personnel to engage in the sales of the products and business expansion and started to focus on personnel recruitment.



▲ Automated deburring tools

Specific measures taken for promoting diversity management

Acquisition of mid-career human resources that can share the corporate philosophy and values

The recruitment policy of “ignoring gender and age” and “opening managerial positions proactively to persons of talent regardless of gender” was adopted in a top-down manner. In the first place, the company recruited two persons in charge of sales in order to strengthen the sales staff capable of conducting sales both in Japan and overseas. One of them was a woman of foreign nationality with overseas sales experience in an electronic parts manufacturer and the other person came from a consulting company with no sales experience. The company placed more importance on the basic ability levels and the sharing of values for working than the knowledge and experience in the industry. The company recruited human resources one by one who understood and shared the philosophy of the company “our company will try to solve 100% of the deburring problems in the world by working together” and its business goals. The company could not afford to employ and train a new graduate and recruited necessarily mid-career people with experience in the respective former position. As a result, a variety of people with different backgrounds in terms of gender, age, and nationality gathered. The number of female employees doubled from 3 in 2005 to 6 in 2014. The recruitment of elderly persons under an advisory contract increased from 2 in 2005 to 7. In addition, the proportion of women in managerial posts has reached 60% (3 out of 5 persons) in 2012 and all employees are working effectively regardless of their gender.

Development of a flexible system tailored to life events of female employees

In the meantime, although the company succeeded in securing outstanding employees by recruitment activities, the majority of the recruited people were in their late 20s and there was a concern about the concentration of life events in female employees. Despite the fact that the number of inquiries and sales were rapidly increasing due to the success in overseas sales, the management work was not keeping up with the situation and was performed in the same manner as when the amount of sales was small. In the circumstance, in preparation for the eventuality of a female employee taking a maternity leave

or a childcare leave, a revision and standardization of work process was undertaken since 2006 to allow smooth continuation of business without interruption at all times. Specifically, the task was to systematize documentation and to use outsourcing and dispatch employees for simple work. The management task including export and import which a female employee was in charge was reorganized and subdivided to allow the task to be performed by other people.

However, the company should avoid at all costs that colleagues who had shared its spirit and values and grown together left the company for good even if their jobs could be handled by other employees. In the circumstances, in order to make compatible the household and work, the company heard in 2009 from an employee who would be taking a maternity leave soon to in order develop a short-time working hour system which allowed the company to deal with the physical state of a pregnant woman, difference in acceptance time of a nursery school and difference in household conditions in addition to putting into place the subsidy of nursery allowance. In addition, a female employee in childcare is assigned to a different post which allows her to willfully perform in her short-working hours including project management. In order to fairly evaluate her performance despite the short-working hours, the president himself judges the outcomes and the process of her work instead of considering the working hours.

So far, a total of 3 people in 5 occasions have taken the maternity and childcare leave and all of them have returned to work. Thus, the company has created a workplace where people can work after childbirth.

Development of creative new products by employees with a variety of experiences and knowhow

Since around 2012 when the sales of the existing products have been on track, the company has started to undertake the development of new products. This was the time for the company to feedback the market needs into the development. The company tried to recruit mid-career personnel with skills and experience of development in other industries for the purpose and could employ a middle aged male employee with more than 25 years of experience in the electric industry.

The company launched a new development base in the Ota-ward in 2013 in order to take advantage of his abilities. It was a dream come true for the company to launch the development based to verify the market needs. The company has assembled abundant equipment in order to deal with deburring of all types of materials and shapes with its own products and is conducting tests daily to accumulate data.

In the meantime, the female employee in charge of sales witnessed a situation during her round of visits for sales activity of the automated deburring tool where automation was not required but manual deburring was difficult. A deburring work is finely performed for the work piece by looking into a microscope by women having their nerves on edge. The female employee started voluntarily to examine the possibility of solving the problem with the company's technology. In the end, her efforts have

resulted in the development of a new "tool for hand tool" and the development of a new market (see below). In this manner, new products and new services are generated one after another in an environment where outstanding human resources with a variety of experiences strive for the growth of the company freely without bound by fixed work and deal daily with the needs of customers in a serious manner.

Outcomes of diversity management

Achievement of business expansion through development of new products by meeting the needs of customers

As stated above, what the female employee in charge of sales witnessed during her round of visits for sales activity was a deburring work performed by women having their nerves on edge by looking into a microscope. The number of female salespersons is very small in the industry. In a frank conversation among women, said employee became aware of the needs of the customer for deburring, resulting in the development of the "tool for hand tool" by reforming the company's existing product.

The "tool for hand tool" is used by attaching to a hand tool with the existing tool performance. Companies which were reluctant to perform deburring automation using a machining center easily acquired the tool for its handiness. Not only that this tool has made it possible to perform the same work with a lot less effort compared to manual work, but also the burden on the eyes of the workers has been reduced. In addition, the tool has contributed to the improvement in safety and the shortening of working hours.

In the beginning, the tool was translated into practical use for commercialization in order to meet the potential needs of female workers. However, the tool is also popular among male workers. In 2013, the sales of the tool recorded 30 million yen since the start of its sales in 2009, becoming one of the main products of the company. In addition, as a result of the recruitment of the aforementioned veteran developer and the launch of the development base, the product development speed to meet the needs of customers has been significantly accelerated. An example is the automation of deburring of the back of a thin and long cylinder where a hand cannot reach. The automation of the deburring work which was conventionally performed manually by connecting various equipment has contributed to the shortening of working hours of users. In addition, the number of patent applications for new products and new technologies which were non-existent since 2007 increased to five since 2013 thanks to the contribution of the veteran developer paving the way for the realization of new ideas.

Reduction of business hours thanks to the website for overseas distributors built by a female worker returned to work

Currently, the company has customers in about 30 countries and about 50 distributors in the world. With the

increase in the number of customers, the acquisition and management of information got complicated. However, employees were somehow handling their jobs in the conventional manner, that is, by mail and telephone, individually.

Confronted with the increase in the amount of work, the female employee who was in charge of these matters undertook to explore an efficient way to handle the matter in short working hours.

To start with, she developed and integrated the product information in the mind of employees in charge of sales to prepare a basic text on the company's products for "visualization" and to shorten time for dealing with distributors. In addition, she newly launched the "Overseas Distributor Partners' Site" to develop a mechanism which allowed the updating of new examples and product information. This mechanism has enabled the provision of information which was used to be performed one by one to about 50 distributors by simply uploading on the site and thus, a drastic improvement of shortening the working hours by 98% has been achieved. As a result, the number of paid holidays taken by the employees increased by two times in 2013 compared to that in 2012 due to the significant productivity improvement. The fact that an

employee confronted with an increase in the amount of work has created a tool designed to improve work efficiency has led to the improvement in productivity of the overall company.



▲ A professional group where small numbers of highly-skilled people work autonomously

The Company promotes a variety of working styles tailored to the change in lifestyle and increases the amount of sales by developing high value-added products and shifting into a new business model.

Main points

Background and goals of diversity management

- Support for the “women’s social advancement” in response to the generational change through cosmetic business
- “Culture and tradition” of women playing active roles consistently developed since the foundation of the company

Specific measures taken for promoting diversity management

- Development and operation of the system to help strike “a Good Balance of Work and Personal Life”
- Training and development of human resources based on the career progression system
- Corporate philosophy to help support employees to strike a good balance of work and personal life
- Active roles played by POLA ladies composed of a wide variety of age groups

Outcomes of diversity management

- Success in the development of main brands tailored to a variety of lifestyles
- Development of “POLA THE BEAUTY” designed to deal with a variety of customer needs

Data

■ Corporate profile

Year of foundation	1946	Capital	800 million yen
Head office address	2-2-3 Nishigotanda, Shinagawa-ku, Tokyo		
Business outline	Sales of cosmetics and healthy foods		
Sales	99,286 million yen (as of December 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Consolidated (as of December 2014)
Number of employees	1347 persons (including 415 non-regular employees)
Number of employees by attribute category	935 women (including 358 non-regular employees) Proportion of women in managerial posts: 27%
Average service years for regular employees	9.9 years (11 years for men, 9 years for women)

Background and goals of diversity management

Support for the “women’s social advancement” in response to the generational change through cosmetic business

POLA INC. (hereinafter referred to as “the company”) was founded in 1929 and has supported working women through cosmetic business since its foundation. The company has conducted door-to-door sales of skincare products focused on aging care and skin whitening by way of POLA ladies and has steadily evolved its business into the establishment of shops in which cosmetic and esthetic services are administered since 2000. Currently, the company conducts a variety of operations including the “POLA THE BEAUTY” which provides more esthetic-focused services than the door-to-door sales and shops in department stores.

Against a backdrop of the generational change including the declining birth rate and aging population, the population decline, the reduction in the rate of women staying at home due to women’s social participation and the heightened awareness of security, the number of customers which cannot be covered by door-to-door sales has increased. The company that was obliged to look at business models other than the door-to-door sales has increased the amount of sales by implementing a variety of measures including the expansion of contact points with customers, establishment of business with department stores and the development of products from the viewpoints of customers among others in which female employees participate in a full-fledged manner. In order to flexibly meet the needs of customers which diversify with the change of time, female employees that can share the viewpoints of customers who use the company’s products are playing an important role.

“Culture and tradition” of women playing active roles consistently developed since the foundation of the company

A number of women have played an active part in the field of sales and services since the establishment of the company because of the nature of the business – cosmetics. The culture to respect opinions of female employees has been cultivated naturally in an environment where women play an active part and shared by the whole company including the management. This idea is based on the management philosophy to “support working women” which has been maintained since the foundation. Since the early 1970s before the enforcement of Equal Employment Act, the company had recruited women as candidates for managerial posts in the same manner as men and provided the same treatment not only in recruitment but also in job progression without any disadvantage or prejudice. That is, a tradition in which women can work without being excessively aware of their status as women and without feeling strange has been developed earlier than other companies. The first female executive of the company reflects, “The fact that it was possible for me to engage in work with the strong desire to

carry out projects and to make them successful in an environment where women could play an active role in a natural manner led to outcomes and my promotion”.

Specific measures taken for promoting diversity management

Development and operation of the system to help strike “a Good Balance of Work and Personal Life”

Although there is no distinction in terms of treatment for reasons of gender, a variety of considerations need to be taken for women in their life events. To that end, the company has taken various efforts step by step to create an environment where all employees including women can work comfortably. For example, the company has developed a system to help employees to strike “a good balance of work and personal Life” since 2006 by introducing measures, including (1) extension of childcare leave (until the child is three years old), (2) choice of short working hours (until the child finishes third grade of elementary school), (3) childcare flexible use (until the child finishes third grade of elementary school) and (4) nursery leave (possible extension of up to three years), in order to deal with a variety of working styles.

The understanding of the use of the system is well advanced and considered as a matter of course. A number of employees take the maternity and childcare leaves in all the departments within the company and a total of about 40 to 50 people use the system at all times among the total number of about 1350 people and the number of employees who take the short working hours is nearly the same. All in all, about 10% of female employees use the both systems. The number of the users has been increasing since 2014.

When there is an employee who needs to take a maternity leave or childcare leave, the department chief reviews the distribution of work and develops an environment in which the absentee can take its leave with peace at mind. In addition, when choosing candidates for the department chief or a team leader, they are selected based on their performance without excluding employees taking a childcare leave and employees with short working hours. Currently, the proportion of women in managerial posts is 27% and they number more than 30 people and there are four female executives accounting for 30% of the whole executive staff.

Training and development of human resources based on the career progression system

The company has the company policy “Step out with courage and challenge the task with passion.” As a mechanism to embody it, the company has developed in 2009 the “career progression system” which provides a number of opportunities to employees for career progression, including a case in which an employee employed in a branch office undertakes the planning job in the head office for a limited period of two years based on their career planning because it is difficult for him/her to handle longer years.

The company assigns either the planning post or the sales post to a new employee. The sales post mainly consists of the development and management of POLA ladies. A person in the sales post can use the career progression system to take on the planning post. In this manner, the person who has gained an understanding of the relationship between the planning and the sales is now able to conduct sales activities with the understanding of both domains. The system has a positive effect on the business of the company, accordingly. This system has been developed, modeled on a case in which an employee transferred from the sales post to the planning post in the past, and institutionalized by modifying the existing content. The system has allowed a variety of working styles not bound by a post leading to the creation of many role models.

Corporate philosophy to help support employees to strike a good balance of work and personal life

In the situation in which a variety of efforts have been under way as stated above, the company published the “AAA (Anti-Aging Alliance) Declaration” in 2011, not only to transmit its position of “helping women live a splendid life” to the society, but also to declare to its employees its intention to increase efforts to “improve efficiency of business” and “support a variety of work styles.”

Considering that it is indispensable for the supporting party to be splendid in order to support women’s beauty, the company, the company links the review of work distribution and productivity improvement to the departmental goals. Such idea is transmitted to the chief of each department as the collective opinion of the management.

Specifically, all the departments determine “the efforts to improve efficiency” and prepare a list of the effort items, such as “no meeting after 18:00 hours,” “this work will be specifically stopped,” etc. Every three months, it is checked whether there has been an improvement in business conduction. The review of business enables the implementation of efficient work by not only helping narrow down the range of work which must be done at all costs, but also clarify unnecessary meetings or work. In addition, as a measure to prevent long working hours, the company has designated every Wednesday as the “Bertha Day” (no overtime day) and announces to the entire floor through in-house broadcasting system to urgent all employees to leave the company on time. In addition, the company promotes the utilization of the flex-time work and has introduced the system where employees can set the core time according to each work. Moreover, the rule is established in the Personnel department where every person should leave the office at 16:00 hours and if only this is not observed even once a month or by a person, not only the evaluation of the person himself but also that of the department as a whole will be decreased. It has been three or four years since the rule was introduced and the rule has been fully observed until the present day. The efforts have not only shortened the working hours, but also have allowed employees to use wisdom and ingenuity to work efficiently by predicting and anticipating work requirements in the future.

Active roles played by POLA ladies composed of a wide variety of age groups

The door-to-door sales of the company are supported by 150,000 POLA ladies. A POLA lady is a sole business proprietor that sells products of POLA under a consignment sales contract with POLA. POLA ladies consist of women of a variety of age groups, including women in their 80s and 90s as well as women in their 20s and the 30s who are playing active parts in recent years. Their task mainly consists of giving advice to and selling products of the company in accordance with the needs of each customer. A variety of women work as POLA ladies with different work styles according to their household situation and their future objectives; some of them use a few hours while raising their children, others work earnestly to become a shop owner, or aim to become a manager to control multiple shops.

Diverse role models are being born owing to the diffusion of various work styles among POLA ladies consisting of women of a variety of age groups and a virtuous cycle is being created in which young POLA ladies think of their own career plans by learning from older ladies with heightened motivation.

Outcomes of diversity management

Success in the development of main brands tailored to a variety of lifestyles

A variety of work styles have been adopted by both the employees and POLA ladies and the development of new products and the development of new business models are made possible by the exercise of ideas and sensitivity born from working with a variety of lifestyles.

Although the domestic market of cosmetics and skincare products continues flat, the aging care and skin whitening fields are expected to grow and the company will focus its research and development resources on the fields. The Apex series which are the main products of the company are the cosmetics which can be customized and adapted to each skin after performing a thorough analysis of the skin of a customer and there are more than 2.56 million combinations. Planning and sales from the perspective of women as customers are very important for cosmetics. It has become possible for the company to deal with a variety of troubles and needs of its customers by taking advantage of the female employees with diverse lifestyles. The Apex products are hit sellers with the sales amounting to 10 billion yen which account for 10% of all the sales of the company which amount to 100 billion yen.

In addition, the BA product series renewed in 2010 were originally developed by a female employee newly appointed as the product brand manager from the standpoint of customers with diverse lifestyles in order to meet their precise needs. The company treasures the quality based on senses such as sight, odor, taste and texture (perceived quality) in addition to the quality based on effect and efficacy in manufacturing. Quality which appeals to senses such as aroma and texture and gives pleasure to customers at the time of use is very important

for the company. The products whose annual sales amount to 30 billion yen have been selected many times as the best cosmetics by female magazines and greatly contribute to the sales and growth of the company.

Development of “POLA THE BEAUTY” designed to deal with a variety of customer needs

In the past, the sales channels of the company consisted mainly of the door-to-door sales conducted by POLA ladies. While these sales were stagnant due to the change in work styles of women due to their social participation, the idea of the “POLA THE BEAUTY” which provides more esthetic-focused services was born as a result of the fact that POLA ladies with a variety of lifestyles had understood the change in the lifestyles of their customers, their

troubles and needs in the performance of the door-to-door sales. And, it was female employees who had a good grip of the needs on site that encouraged and supported the realization of the idea. Since the establishment of the first shop in 2005, the “POLA THE BEAUTY” has been steadily growing. Currently, the “POLA THE BEAUTY” with a total of about 620 shops accounts for about 40% of the company's sales and is the main sales channel. Now, products which meet the needs of customers with a variety of lifestyles are produced and offered. The development of an environment which allows a variety of human resources to play an active role has led to the provision of products and services valued by customers and enabled the growth of the company.



▲ “Apex” product series, cosmetics customized and adapted the skin of a customer after a careful analysis



▲ “POLA THE BEAUTY” product series, cosmetics customized and adapted the skin of a customer after a careful analysis

The Company has made an extensive reform of the rigid man-centered corporate culture and a number of new ideas and business operations have successively generated as a result of the active appointment of female employees and meticulous talent management.

Main points

Background and goals of diversity management

- Birth of the new company “LIXIL” through the integration of five companies and formulation of the management philosophy
- Review and reconsideration of the corporate culture incapable of taking advantage of the abilities of female employees

Specific measures taken for promoting diversity management

- Implementation of positive actions encourage by the commitment of the management
- Building of a road map for the formation of female leaders through thorough talent management
- Participation of female employees in the overall corporate improvement activities using the Six Sigma method
- Coordinate effort to urgent and inspire awareness-raising

Outcomes of diversity management

- New challenge based on confidence and experience and success of the management to use different ideas

Data

■ Corporate profile

Year of foundation	2001	Capital	34,600 million yen
Head office address	Kasumigaseki Bld 36F, 3-2-5, Kasumigaseki, Chiyoda-ku, Tokyo		
Business outline	Manufacturing and sales of building materials and equipment and related services thereto		
Sales	954,806 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of March 2014) (*)
Number of employees	19,434 persons (including 2,993 non-regular employees)
Number of employees by attribute category	5,993 women (including 2,139 non-regular employees) Proportion of women in managerial posts: 5.1%
Average service years for regular employees	16.9 years (17.8 years for men, 13.8 years for women)
Remark	(*) Data of LIXIL CORPORATION

Background and goals of diversity management

Birth of the new company “LIXIL” through the integration of five companies and formulation of the management philosophy

The LIXIL Corporation (hereinafter referred to as “LIXIL”) which is the largest business company of the LIXIL Group Corporation (hereinafter referred to as “the company”) was created through the integration of five companies in 2011; Tostem Corporation, INAX Corporation, Shin Nikkei Co., Ltd, Sun Wave Corporation and Toyo Exterior Co., Ltd. The current president who is a “professional business administrator” learnt the skills of the management in other companies was asked to take the post of the president of the company by the current chairman in order to make use of the experience in the business administration in the global environment and human resources development. For the purposes of the management vision of “becoming the global leader in the living and life-related industry,” the company is engaged in creating a corporate culture capable of surviving in the global competition and increasing the vitality of employees.

In particular, from the perspective of diversity, the company focuses on three points of interest as the corporate culture of the company; “respect of diversity,” “provision of fair and equal opportunities” and “implementation of the merit system” by considering that the energy and creativity resulting from free discussions among a diversity of human resources are indispensable for the enhancement of the management. This is clearly stated in the section of “Work with Respect” in the “LIXIL VALUES (Shared Values)” which establish the values to be shared among employees in the management philosophy of the company.

Review and reconsideration of the corporate culture incapable of taking advantage of the abilities of female employees

The company is engaged in efforts focused on female employees that account for about 23% of all the employees. There was an underlying concern that female employees cannot play active roles in the company due to the old-fashioned seniority-based corporate culture. In 2012, the proportion of women in managerial posts in LIXIL was only 0.9% and most of the management posts were assigned to middle-aged and older employees with corporate history. In the circumstances, it was thought that the building of career formation by female employees was inhibited somehow.

In addition, the company has concluded that it was essential to allow all employees to demonstrate their abilities and promote the appointment of outstanding human resources in managerial posts in order to survive in the global competition in the future and help develop the company as a “strong and excellent company.” In the circumstances, in order to simultaneously foster the corporate culture and increase the vitality of employees, the company has determined to engage in the enhancement of personnel management, development of

human resources, development of working environment and fostering of culture.

Specific measures taken for promoting diversity management

Implementation of positive actions encourage by the commitment of the management

The company was very conscious of the need to “change the culture all at once” in order to create the system and atmosphere to promote the “appointment of outstanding human resources” regardless of gender. In January of 2013, the “LIXIL Diversity Declaration” was published inside and outside of the company in which the company laid out clear goals, including “converting 30% of people appointed in managerial posts regardless of gender in FY2015 into diversity talent,” “converting 30% of new employees recruited in April of 2014 regardless of gender to into diversity talent” and “converting 15% or more of participants in the leadership training (see below) regardless of gender into diversity talent” among other goals.

In the beginning, against the request of the management to list up female candidates for managerial posts, only negative opinions such as “no candidate was available,” “only a handful of female employees were working” etc. were raised by people on site. In the circumstances, the company took tough measures to ask each line chief in POS (People & Organization Development, referred to later) which is a mechanism of the talent management to list up at least 10 outstanding female employees and promoted all 23 female employees listed up to managers all at one once to convey that the management was genuinely serious about the matter to the worksite. Since then, the system has been gradually developed to the extent that the names of outstanding female employees are readily listed up.

In this manner, the number of female employees in managerial posts which was 22 in March 2012 has increased to 119 in November 2014, an increase of 5.7 times and the proportion of women in managerial posts has risen from 0.9% to 5.1%.

Incidentally, as the follow-up measures, the CEO and CHO provided opportunities such as round-table meetings to directly talk with the 23 employees promoted to managers to explain to them about their promotion to managerial posts. As a result, they are playing an active role in their respective posts and responding to the expectations placed on them.

Building of a road map for the formation of female leaders through thorough talent management

The appointment of female employee as mentioned above does not necessarily work effectively in the conventional mechanism for the development of human resources. In addition to the fact the role model is not available to serve as a guide because the absolute number of female employees is not abundant, female employees have much less opportunities compared to male workers to play an

active role in a workplace where there is an unspoken agreement that “a leader is a man.”

In the circumstance, the company actively promotes the appointment of female employees in the selective “leadership training” to consciously provide opportunities for “stretching” for talent development to them by selecting outstanding female employees to develop their talent. This program was initiated in 2012 for the purposes of enhancing the leadership of general manager-class employees who are candidates for senior management to learn business strategy and global business over one year, and was extended to manager-class employees. In the process of selecting participants in this program, the company is not only conscious of increasing the proportion of female employees, but also considers it as an opportunity to help all candidates for senior management to understand the importance of diversity where the CHO himself explains directly in detail why LIXIL promotes diversity.

In addition, presentations for the management are made in the program designed for young candidates and in one occasion, female employees occupied the first three places to show that they are capable of playing an active part. At the sight of the situation, male employees have become newly aware of the high potential of their counterparts and a climate is being built to improve themselves by working hard together.

In parallel to the development of leaders, the company implements the POD process mentioned earlier. In the POD which is held twice a year, leaders of each department discuss with the management including CEO and CHO for two hours about the policy for the development of human resources, work distribution and future prospect of each department for the purposes of urging the placement of the right people in the right jobs and their development.

In the first place, there is an underlying policy to “transfer the authority to manage personnel affairs from the Personnel Affairs department to each department.” In the past, a uniform assessment sheet was used for the evaluation of each employee and according to the evaluation points calculated by the head of each department, the final evaluation was made in the meetings held to that end. The system has been changed, however, to the so-called the “9 Box” system in which “Performance” (business outcomes) and “Actions in line with Values (LIXIL VALUES)” are evaluated based on the classification of “more than the expectations,” “just as the expectations” and “less than the expectations.” This new system enables each department to pick out outstanding and useful employees for it and use the human resources effectively under its responsibility.

This system has actually allowed outstanding employees to rise gradually to the surface. Currently, there is in place such a system where when a specific employee is mentioned in the POD, he/she will be promoted once he/she completes the leadership training programs set up for the purpose. In addition, on the contrary, those employees who have performed outstanding results in the program are nominated as candidates for promotion in the POD. Thus, the participation of female employees at above a certain level in this leadership training program

has allowed the management to include them as candidates for promotion.

Participation of female employees in the overall corporate improvement activities using the Six Sigma method

The president does not only include female employees in the leadership training above, but also gives instructions so that they play an active part in the actual business strategy and allocation of task force.

For example, the company has established the Six Sigma (a set of techniques and tools for process improvement systematized in the US in the 1990s) headquarters to engage in improvement activities in a cross-functional manner. In the beginning, no female leader participated in this activity due partly to the fact that the number of female employees was small and partly due to the fixed idea that a leader was a man in the area of “Kaizen=Improvement”. In the wake of the Diversity Declaration in 2013, the management instructed that female employees should account for 30% of the leaders in this activity and the team is now partly formed by female employees. In particular, the system is in place in which when those female employees mentioned in the POD lack practical business experience, they are encouraged to participate in this activity in a preferential manner.

Valuable experience can be obtained from the project activities in Six Sigma where human resources of various departments gather together and improve performance outcomes for the attainment of the goals contributing significantly to their development. The fact that the presentation of the final report on the outcomes of their activities is performed by each participant in front of the CEO and CHO enhances the motivation of the female employees.

Coordinate effort to urgent and inspire awareness-raising

These efforts are supported by the Diversity Promotion Office in the Personnel Affairs department and the “LIXIL Women’s Network” which is a voluntary activity developed by female workers. This office which was established in April 2012 (at the time, called the Promotion group) performs a variety of enlightenment activities including the publication of messages of the president on the promotion of diversity and introduction of role models through the in-house intranet and holds “Diversity Meetings” in which employees talk with the president in person. Although there were opportunities for employees in a small number to directly talk with the management, the participation in the meeting is encouraged to female employees in the wake of the Diversity Declaration in 2013.

To start with, it was because of the lack of understanding on the part of female employees in their 30s and 40s of the promotion of diversity in the in-house survey conducted previously. Actually, it was thought that the results were attributed more to a sense of resignation among female employees in their generations as a result of their past experience than to the actual lack of understanding. It was for this reason that the focus of the participation in the “Diversity Meetings” was placed on female employees in their 30s and in their 40s in order to eliminate the “sense of

resignation” in the first place by providing a variety of measures to stimulate their motivation and lead to the realization of outcomes. It has been made possible through their participation in the meetings together with male employees with the management to understand differences of views in the career building of female employees (for example, the short-working hour system for childcare is whether a “consideration” or “a loss of opportunities”).

Moreover, 40 to 50% of the participants in the “LIXIL Women’s Network” that was initially established to build a network to help female employees work in a motivated manner are currently male employees. The increase in the number of male employees is due to the fact that discussions about the way work is performed and the way performance is managed involved male employees. There has been an increase in activities in a manner different from that intended by the company and currently, the network is working autonomously as a place for voluntary enlightenment and skill improvement regardless of gender.

Outcomes of diversity management

New challenge based on confidence and experience and success of the management to use different ideas

In the wake of the efforts aimed at the development of diverse human resources and talent, the number of cases has increased in recent years in which female employees produce results. For example, the female employee who has become the leader of the development of the “Window Treatment” in the interior department in a series of product development for new markets has succeeded in the development of a “window frame with a curtail rail” and a “honeycomb thermo screen” which are the first products beyond the conventional product category resulting in accounting for 10% of the sales of window frames. These products have been developed by looking at the possibility of a new product to enhance the convenience of both builders and end users by not being bound by the fixed idea of a window frame (curtain rail). An idea which would have been considered exorbitant in the past managed to become reality after strenuous negotiations and adjustments among various departments and group companies and the products are highly appreciated by customers in the end.

In addition, diverse outcomes have been obtained including a case in which a female employee newly appointed to be in charge of the development of global

products produced results by getting involved in the planning of kitchen products in a number of countries including China, Vietnam, North America, etc. in ten months after the appointment and a case in which a female employee with short-working hours for childcare made proposal for improved efficiency through the systematization of the order-receiving procedures of living materials, which has resulted in the shortening of more than 800 working hours, among other results.

In addition, the improvement activities through Six Sigma which have been revitalized by the participation of female employees as leaders in about 30% of its activities produced results in the improvement of efficiency and cost reductions, etc. in each project amounting to 163 million yen in FY 2013. The employees that played an active role in these activities have been promoted properly and they are performing in due course in their respective managerial posts.

Moreover, the female employee who was awarded the award of excellence in the presentation to the management for reporting the results of the leadership training is currently playing an active part in charge of Kenya in the Africa Sanitation Project after having transferred from the Product Management department to the Project by applying for the job and is engaged in the diffusion of the sanitary equipment (anhydrous toilet of circulation type) in coordination with external organizations such as UNICEF and JICA by making many round trips between Kenya and Japan. This effort is a first step in the development of a market of 2.5 billion people beyond the scope of the CSR of the company and is highly valued both inside and outside of the company.



▲ An aspect in which the female employee explains how to use the toilet in Kenya

The Company has improved productivity and quality through the reform in the work shift of its factories based on the diversity vision that “the growth of each employee is the growth of the company.”

Main points

Background and goals of diversity management

- Public affirmation by the president of the indispensability of diversity for the growth of the company
- Strong commitment to the numerical targets

Specific measures taken for promoting diversity management

- Implementation of activities focused on the diversity committee
- Transmission of information by the president himself and conduction of management by talking directly with employees
- Reform in the work shift of the factories

Outcomes of diversity management

- Improvement in productivity and quality through a reform in work shift

Data

■ Corporate profile

Year of foundation	1949	Capital	11,946 million yen
Head office address	Marunouchi Trust Tower main building 22F, 1-8-3, Marunouchi, Chiyoda-ku, Tokyo		
Business outline	Manufacturing and sales of confectionary and food		
Sales	199,941 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of March 2014)
Number of employees	3,259 persons (including 1,634 non-regular employees)
Number of employees by attribute category	1,663 women (including 1,087 non-regular employees) Proportion of women in managerial posts: 14.3%
Average service years for regular employees	14.8 years (17.5 years for men, 12.1 years for women)

Background and goals of diversity management

Public affirmation by the president of the indispensability of diversity for the growth of the company

CALBEE, INC. (hereinafter referred to as “the company”) was established in 1949 and manufactures and sells confectionary and food. The current chairman also took the post of CEO in June 2009 and the company started to promote diversity activities in earnest since April of the following year.

The chairman of the company recognized for the first time the importance of diversity when he was serving as the president of Johnson and Johnson in Japan. When he took part in a global meeting which was held regularly with a participation of 50 people around the world, he was told by his American boss why diversity was not promoted in his company in Japan despite that there was no special reason such as religion for preventing the implementation of diversity in Japan and that it was not acceptable that diverse human resources and female employees were not allowed to play an active part in a foreign-owned company. He felt that his boss was right. When he put into practice diversity management in the Japanese company, the company was revitalized and achieved a significant growth. The current chairman of the company became strongly aware of the effect produced by diversity management according to this success.

The chairman of the company affirms that “the objective of promoting diverse management is to grow the company.” He stresses the point that it is essential to exploit the potential of the company for its growth and one of the challenges for the purpose is the promotion of diversity.

Strong commitment to the numerical targets

The chairman considers that it is not sufficient to simply establish a qualitative goal in order to promote diversity management without quantitative numerical targets for the company management and attaches importance to numerical values such as the women’s employment rate and the proportion of women in managerial posts. The chairman considers that “the company management starts with the establishment of its objectives. These should be determined based on numbers.” When he was practicing diversity management in his previous post, he declared that he would achieve the women’s employment rate of 35% and the proportion of women in managerial posts and executive posts of 25% and 25%, respectively. He has now declared to all the employees that he would achieve the proportion of women in managerial posts of 30% in the present company by the year 2020. Unlike the soaring days through the convoy system in the past, the present era is the era of hard competition and it is essential that each employee perform at his/her full potential in order to survive the competition. The chairman emphasizes that it is impossible for an aging and uniform organization that has not changed and is composed only of elderly male employees having to survive competition and thus, it is a matter of course to promote diversity in the circumstances.

It is true that there are employees who are not concerned in the least about the promotion of diversity at this moment. However, in order to enable the company to continue, it is the responsibility of the management to increase their awareness to help the company grow and prosper.

Specific measures taken for promoting diversity management

Implementation of activities focused on the diversity committee

In April of 2010, the Diversity Committee composed of 15 employees was launched to initiate activities aimed to increase the employees’ awareness of diversity. In the first year, to start with, briefing sessions were held in its offices to explain the content of diversity and the objectives and meanings of its promotion. At the same time, it was emphasized that it was important for each employee with a variety of viewpoints to set forth his/her views regarding the matter in order to pick out problems and find solutions to them. In addition, the first “Diversity Forum” (held every year since then) of the Calbee Group was held in which all employees took part to air their views by raising a hand. In addition, in order to explore compelling questions on the promotion of diversity, other enlightenment activities were carried out including the conduction of questionnaire survey and the preparation of a handbook on the system to help strike a good balance of work and personal life for making known the availability of such a system.

In the second year, in order to develop further activities for the diffusion of the effort, as a means to involve not only the head office but also manufacturing factories, a workshop for factories, a workshop for support women’s career and a workshop for communication for encouraging mutual understanding and sympathy were established. In addition, in order to revitalize the committee members, recruitment of new members was organized from employees publicly. The company made the promotion of diversity and promoted its understanding by developing grassroots activities focused on each workshop. From the third year onward, the person in charge of the personnel department became the chairman of the Diversity Committee by taking into consideration the possibility of reflecting the opinions collected in the first and the second years in the personnel system. The increase in the number of ex-members of the Diversity Committee has allowed the development activities designed to promote diversity through the provision of ideas under the collaboration of a number of employees. In the Calbee Group, the understanding of diversity is promoted in three steps of “understanding” → “conviction” → “action.” It is not possible for us to proceed to action without the process of the “understanding” → “conviction.” The degree of “understanding” varies to a great extent from one person to another and the speed of “conviction” also depends on the person. For this reason, it is considered important to deal with this process tirelessly. Currently, the effort is in the stage of the “understanding” → “conviction.” Once this stage is cleared, the process of the “conviction” → “action” is achieved shortly in many occasions. The company considers it important for

employees to understand the outcomes in a numerical manner so that the importance of diversity management is understood in a convincing fashion.

Transmission of information by the president himself and conduction of management by talking directly with employees

The company holds the “Town Hall Meeting” in which employees talk directly with the management including the president since 2009 when the current chairman/president took its post. The “Town Hall Meeting” is held in principle twice a year in about 23 offices and factories which the management including the president visits personally to explain the management policy directly to employees and conducts Q and A session for employees. This is an important opportunity for communication and the current chairman/president places higher importance than other matters and the meeting is held regularly and continuously.

In addition, the “Matsujuku” (a cramming session) is held in multiple places in which participants discuss the “importance of learning” with the chairman as the head of the session and the senior adviser as the honorary head. The name “Matsujuku” has been adopted from the initials of both the head of the session and the honorary head. Discussions are held between the head of the session and the honorary head and employees that have wished to participate regardless of their departments and posts. In FY2013, a total of 6 sessions were held with a participation of 112 people to exchange opinions animatedly. In the meantime, the view of the chairman/president that diversity is needed is put into practice with respect to the appointment of human resources in managerial posts or in higher posts. For example, as of 2014, the executive director of operations for the central Japan passed the test for the promotion to a section chief during her childcare leave owing to her past records in having built the marketing field of the company. Later, she was promoted to the post of a general manager while maintaining her working hours based on childcare shift (short working hour system). When she was promoted to the post of the executive general manager, the president supported her promotion by saying, “the company is not looking for long

working hours, but outcomes. If outcomes are obtained with shorter working hours, there is no problem at all.” In this manner, an executive general manager with shorter working hours leaving the office at 16:00 hours was born. The management is firmly committed to promote human resources with talent and abilities, accordingly.

Reform in the work shift of the factories

Thanks to the work shift reform implemented in 2013, an environment and culture that encourages employees with shorter working hours for childcare have been developed in the Shonan factory.

This reform was brought about in response to requests “to return to work as an operator” placed by multiple employees with shorter working hours for childcare. An operator performs an important task of making adjustments of production work and machinery in the production line. The request of those operators who had been engaged in the production line since the launch of the line matched with the desire of their boss who also wished them to continue working as skeleton members. In the factory, the production is performed in principle in three shifts during 24 hours a day. In the circumstance, employees with shorter working hours for childcare who did not come under any of the shifts were forced to transfer to other areas of work including indirect or auxiliary work and could not make use of the skills and experience acquired before their maternity leave. Before the reform, teams were formed in three shifts for each product. As a result, if employees with shorter working hours for childcare were fixed for the day shift, other employees would be assigned to other two shifts. In order to prepare a work shift schedule could be accepted and accommodated by all employees, the manager had an interview with each of 140 employees to explain the need to distribute working staff in accordance with their skills and abilities and to improve the work efficiency for their understanding and acceptance.

Thereafter, training for acquiring the production skills was provided to enable them to perform multiple tasks. Thanks to this training, all employees except those with working hour restrictions could work in the production process of any product. The multi-skill development has enabled the



▲ An aspect of the “Town Hall Meeting” held across the country (left)



▲ An aspect of “Matsujuku” (right)

factory to deal with a sudden lack of workers and an environment where not only employees with childcare, but all workers can work with a peaceful mind.

Outcomes of diversity management

Improvement in productivity and quality through a reform in work shift

Due to the reform in the work shift, the factory could reduce the production cost by 2.1% (compared to 2012) and increased the annual production volume by 28% (compared to 2012). In addition, as a result of the productivity improvement, the overtime was reduced by about 20%.

When highly skilled female employees who had played an active part before a maternity leave returned to work and the new work shift started, they found a variety of problems using their knowledge and abilities and implemented improvement in the raw material treatment, processing, seasoning, packaging and production equipment in parallel to their normal work. As a result of performing a variety of tasks with their boss and other employees including planning, its verification, data analysis among others, it has been possible to reduce the waiting hours for the assembly and testing process, improve the capacity of the packaging machine, improve the product quality and build a mechanism for quality check.

The female employees themselves with shorter working hours for childcare reported the effort of the factory in the meeting to report progress which is held once a year and in which all the factories take part. Not only workers in other factories, but also non-factory workers responded favorably. In the wake of this occasion, the number of inspection tours of the factor has increased and there are factories who have introduced the same system. Currently, actions are being taken to distribute personnel and build an environment which will help improve the overall productivity of the company.



▲ An aspect of the production of potato chips in the Shonan factory

The Company does not only provides high added-value services, but also has improved work efficiency through the innovation of the evaluation and development system as well as the work style that conforms to the shift of its business model.

Main points

Background and goals of diversity management

- Increase in the necessity to make an internal reform of the organization due to the technological innovation and change in customer needs
- Effort to prevent women from leaving the company and enable them to play an active part

Specific measures taken for promoting diversity management

- To the second stage of the development of Development of an environment to allow female employees to play an active role
- Introduction of a program to develop female employees for leaders
- Promotion of the “innovation in work style” beyond the “reduction in working hours”

Outcomes of diversity management

- Contribution to the reduction of 300 hours per year through work reform performed by sales-supporting personnel with short working hours
- Acceleration of technological development by female employees from the perspective of consumers to find and solve their problems

Data

■ Corporate profile

Year of foundation	1894	Capital	114,464 million yen
Head office address	1-1-1, Ichigaya Kagacho, Shinjuku-ku, Tokyo		
Business outline	General printing company which, with a competitive edge in printing technology and information technology, operates a wide range of businesses including printing of printed matter, commercial printing, manufacturing of packaging and building materials, electronics products and provides a diversity of products and services.		
Sales	Consolidated : 1,448,550 million yen and non-consolidated: 919,016 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of march 2014)
Number of employees	10,827 persons (including 0 non-regular employee)
Number of employees by attribute category	1,813 women (including 0 non-regular employee) Proportion of women in managerial posts: 3.0%
Average service years for regular employees	14.5 years (17.2 years for men, 11.7 years for women)

Background and goals of diversity management

Increase in the necessity to make an internal reform of the organization due to the technological innovation and change in customer needs

DAI NIPPON PRINTING CO., LTD. (hereinafter referred to as “the company”) which was found in 1876 as a printing company sets the “P & I Solution” through the integration of “Printing Technology” and “Information Technology” as its corporate vision. The business of the company is mainly classified into three types; “Information Communication,” “Living and Industry” and “Electronics” and business divisions are established for each type. In the past, the business model based on build-to-order manufacturing in which the focus was placed on manufacturing products precisely and as soon as possible in accordance with orders from customers was predominant. However, it is not possible nowadays to generate added value unless the company discovers problems that are not uncovered by customers themselves and proposes solutions for solving them. For this reason, it is indispensable for employees themselves to stand on the same footing as customers and consumers for looking at problems and finding solutions to them. In the circumstances, it is difficult for a company to deal with the problem with a conventional standard organizational structure, work style and staff deployment. Therefore, it is the key to the business in the future that all human resources play their part in the right place to generate ideas in a creative manner to submit them to customers and consumers. Thus, the business foundation of a company should be laid upon “diversity” itself. In this sense, the company engages in changing the traditional systems and mechanisms to respond to the current business model as its concerted effort to focus on the use of human resources.

Effort to prevent women from leaving the company and enable them to play an active part

The company started to actively employ female employees since late in the 1990s and there was a continued tendency that the rate of female employees leaving their jobs increased around after 5 year’s employment. This was particularly significant in salespersons and until the beginning of the 2000s, an expected situation continued in which about half of them left the company after 5 year’s employment. In order to find the reasons why, about 50 female employees were interviewed in 2002 and many said that they could not assimilate the idea of continuing to work after childbirth and childcare leave. In view of the situation, the company introduced a variety of systems and measures including the implementation of the network learning program aimed to help female employees in managerial posts to play an active role in the company and the return-to-work program which allows women to take a maternity and childcare leave and return to work smoothly with a view to enabling female employees to continue working. The labor turnover rate which stood as of 2003 at

10% has dropped to 3% since 2008 which is more or less equivalent to that of male employees.

Specific measures taken for promoting diversity management

To the second stage of the development of Development of an environment to allow female employees to play an active role

Following the building of an environment which allows women to return to work at ease after a maternity leave, a variety of measures have been implemented to build an environment to allow employees to strike a good balance between work and family by calling their participation in company of their spouses in seminars on the return to work after childcare leave and holding a “family-friendly day.” The next step was the implementation of measures to support the career building of female employees. Specifically, the system to evaluate users of the short working hour system was modified to make evaluation based on time-based performance in 2010 so that the short working hours were not detrimental to their career. Moreover, seminars are provided once a year to users of the short working hour system and their managers, respectively in order to show them how to pursue their career while using the system and give guidance to their managers on how to allocate work to and develop those using the e short working hour system.

With the increase in the number of female employees coming back to work after life events such as childbirth and childcare, individual differences after returning to work in the extent of growth and speed for career formation have become evident. It was gradually found that the type of work performed by each employee before the life events had a large effect on this in addition to personal efforts. It was discovered that there was a tendency that employees who were aware and confident that they had undertaken and overcome difficult tasks in their early ages engaged in their work after their return to produce outcomes by exercising their ingenuity within a limited time, improving efficiency and cooperating with other people in order to achieve the same work target as before leaving their work. It was thought that partially the above problems is caused by the fact that bosses (mostly men) deal with subordinate female employees by showing reservations towards them differently from male counterparts in work distribution and daily dealings. In the circumstances, nowadays, the focus in seminars for middle management is placed on how to help young employees regardless of gender to acquire business experience and success experience. In addition, the “meetings designed to support women in their workplace” are implemented for female employees in the late 20s and their managers to support the building of a network among employees.

Introduction of a program to develop female employees for leaders

In addition to the aforementioned environment development, the “mentor system” and the “mentor development program” are being implemented with a view

to developing workplace mentors (senior employees to consult with/role models) and next-generation executive candidates and to establishing a system to support women in their workplace. In the beginning of the introduction, this was conducted by matching senior female employees and junior female employees in sales. However, currently, mentors are in charge of developing female leader candidates within the mentor system.

In this program, deputy-division managers and general managers with abundant experience in management of the workplace serve as “mentors for mentor candidates” (called “advisors”) for subject female employees. Subject female employees learn the viewpoints of both the training-giving side and the training-receiving side and acquire behaviors and roles of a leader. They are registered as “mentors” after the completion of the mentoring period and will be involved in the development of young female employees from the perspective of a mentor. A total of 49 women were designated as “advisors” and 63 “mentors” have been produced in the past five years.

Mentors do not only build relationship and communicate with young employees, but also serve themselves as a role model. The mentors who have completed the mentoring program are listed on the in-house website and any employee can contact freely with a mentor. Thanks to the effort, the female ratio in the managerial posts which was 0.3% in FY2006 has increased to 3.0% in FY2013.

Promotion of the “innovation in work style” beyond the “reduction in working hours”

In the meantime, an effort designed to reduce overtime work has been implemented across the company from the early 2000s. However, due to a sense of crisis in the face of the change in the business model, an effort to “drastically change the work style” has been implemented. In 2009, the “first basic plan” focused on the effort to “create time and resources,” in 2012, the “second basic plan” focused on the effort to “make an effective use of time and resources” and in 2013, another effort to “change the work style” with the aim to improve added values and increase the speed of innovation have been started. Here, the management proposes objectives, targets and philosophy of the change in work style, and teams and individuals make an effective use of time and resources based on them according to their respective desirable work style to increase added value of work in order to meet the needs of customers and consumers and solve social problems at high levels. The company does not only aim to reduce working hours, but also place a focus on the original objective of work to “increase added value of products and services to provide” and the motivation of employees for the effort has been largely enhanced. However, in a company in which each business division is highly independent and the business content covers a wide range of areas, it was impossible to propose “innovation” in a uniform manner. In the circumstances, the company built a system which enabled each business division to achieve innovation flexibly according to its situation and problems in order to carry out the effort in an effective manner. Specifically, not only that the “Committee and Secretariat to Promote the Change in Work Style” was

established in each business division and group company, but also employees of the ranks of general managers and managers were appointed in the secretariat as “dedicated staff” for the effort. In this manner, the system did not only allow the sharing of information through the “dedicated staff” on the overall movement of the group and each business division, but also enabled each division to carry out effective measures to achieve their respective targets. In order to allow the implementation of a concerted effort focused on the company instead of individualized effort of each division or group, the company has positioned dedicated staff from the management with consent and collaboration from each business division since FY2013. Through the implementation and promotion of the effort to improve work efficiency according to the needs of each business division and group company, the reduction in working hours as a result of improved work process and improvement in added value in work have been achieved (see below). The monthly average overtime which stood at about 40 hours has been reduced to about 20 hours in FY2013 and it is seen that change in work style has been achieved.

Outcomes of diversity management

Contribution to the reduction of 300 hours per year through work reform performed by sales-supporting personnel with short working hours

As a result of the improvement in the quality and efficiency of work based on the change in work style as mentioned above, the work style and roles of female employees in charge of clerical affairs in each department have also changed.

While each department has been carrying out the improvement in the quality and efficiency of work, the Information Solution Business Division has transferred the work related to the preparation of invoices which was performed so far by personnel dedicated to the job to a team of 6 female employees including short-working hour employees who were in charge of in-house clerical affairs so far. However, since this simply added the burden of 32 hours/month (384 hours/year) of the work related to the preparation of invoices to other employees including short-working hour employees, it was indispensable to improve work efficiency through the revision of work process so that the new task could be accommodated in the current work.

In the past, this work consisted of receiving basic data required for preparing invoices in paper form from related departments, editing the received data manually and visually checking after the preparation. On this occasion, the team of 6 female employees including short-working hour employees proposed an improvement in the work process and after consultation with related departments, the process has been systematized including the use of electronic data. This has minimized the time for required for the preparation and verification. In addition, the work time for the job has been significantly reduced from 32

hours/month to 3 hours/month (384 hours/year to 36 hours/year). Moreover, the new system has enabled the sharing of work among the female team including short-working hour employees in addition to the elimination of dedicated staff for the job.

Acceleration of technological development by female employees from the perspective of consumers to find and solve their problems

In the Development Department of the Packing Business Division, their work is divided mainly into the design of machinery for packaging and the design of packaging materials for packages. Especially, in the latter, there are a number of female employees graduated from science-based universities specialized in chemistry and biology with basic knowledge of plastic materials and the number of women applying for the company in order to “engage in packing design” has been increasing. In recent years, the number of food manufacturers and consumer goods manufacturers that consider the environment and improvement in convenience for use has increased and a number of new products have been developed by female engineers with consumer’s point of view. There is a tendency that female employees that cook and use detergents daily can develop more new products from the perspective of end users than male employees to meet the requirement of customers. In addition, with the increase in the number of female employees in partner companies, female engineers are expected to play an important part from the perspective of doing business smoothly by sharing sense and consumer’s point of view when making communications.

Products developed mainly by female employees include the package for space food and the plant-derived wrapping film. The company has been engaged in the project for manufacturing the package for space food for many years and has succeeded in the development of packing material for the “Space Japanese Food” which has strength and storage ability to endure the environment

of the space and is easily cooked and eaten in 2007. The product was used for the Space Shuttle mission in the following year. The major characteristics of this wrapping material are the use of the IB (Innovative Barrier) Film which is transparent and has high barrier performance to “enable astronauts to enjoy food in the space”. In the past, emphasis was placed on functionality, but the product places emphasis on the “richness in food taste”. The company received a certification of appreciation for the development from the Japanese Society for Food Science and Technology and the reputation of the product both inside and outside the company is increasing. In addition, in respect of the latter, two female engineers has been engaged in the translation into a product of the biomass-derived wrapping film using plant-derived materials and the environmental evaluation. The amount of sales of the product has increased by about 850 million yen compared to 2011 in addition to a successful joint development with a partner company based on their consumer-based point of view and meticulous communication. Since environmental consideration is essential for corporate sustainability, the market of the product will be further expanded.



▲ (Left) Wrapping material in consideration of the environment
(Right) Package for the Space Japanese Food

The Company steadily transfers skills of “contemporary master craftsmen” to skilled workers with an unbiased age composition and specializes in low volume production of a wide variety of products to gain new customers.

Main points

Background and goals of diversity management

- Sense of crisis for the transfer of skills triggered the employment of a wide variety of human resources.

Specific measures taken for promoting diversity management

- Work style tailored to each employee
- Building of a mechanism for the smooth transfer of skills
- Development of human resources in accordance with their aptitude and support for acquisition of qualification for multi-skill development of young employees
- Creation of opportunities for employees

Outcomes of diversity management

- Increase in the number of new customers by about 3 times and an increase in sales in new fields by 21%
- Remarkable improvement in work efficiency and improvement in productivity due to the “IT Improvement Activity”

Data

■ Corporate profile

Year of foundation	1947	Capital	11million yen
Head office address	3-5-10, Mabuchi, Ota-ku, Tokyo		
Business outline	Plating and surface treatment		
Sales	521 million yen (as of December 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of December 2014)
Number of employees	38 persons (including 0 non-regular employee)
Number of employees by attribute category	7 women (including 0 non-regular employee) Proportion of women in managerial posts: 0% 6 elderly persons (including 0 non-regular employee)
Average service years for regular employees	8.2 years (12 years for men, 4.4 years for women)

Background and goals of diversity management

Sense of crisis for the transfer of skills triggered the employment of a wide variety of human resources.

DENKAHIMAKU Kogyo Co., Ltd. (hereinafter referred to as “the company”) which was found in 1947 has metal surface treatment technology to provide alumite treatment to a wide variety of components in low volume production. An employee who has been playing a part since the foundation era was awarded the award of the “contemporary master craftsman” of the Ministry of Health, Labour, and Welfare in 2001 and the award of Medal with Yellow Ribbon in 2007. In addition, a number of workers qualified as a first class technician, a second class technician and meisters (highly skilled technicians) are working for the company.

The company started to engage in the effort to promote diversity in 2002 under the second-generation current president. At the time, the president developed a sense of crisis for the transfer of skills due to the aging of the foundation members and lack of young human resources. Although the company decided to start to employ a few young workers every year to respond to the situation, no new university or high school graduates applied for the job and there were also difficulties in recruiting mid-career workers. In order to find a way out of the situation, the current president developed various facilities including the staff canteen and lockers and built a company dormitory for employees from rural areas by reforming his own condominium. And, the company developed recruitment activities using staff recruitment services on the web. In 2003, the company transmitted a message “United effort achieves more than one man’s efforts” to employees in order to facilitate the creation of a virtuous cycle in which the development of the working environment and careful training of acquired human resources heightened the sense of competition and attraction among employees and allowed the acquisition of new human resources.”

Through trials and errors, the company changed its policy for personnel recruitment. In the past, the company mainly employed mid-career workers in the same industry. However, having come to the understanding that employees with no previous experience could acquire more easily its own method and technology without prejudice and work effectively, the company started to actively recruit inexperienced workers. In addition, the company employed people including women in childcare who were not employed by other companies as regular employees. As a result, currently, the company is formed of a variety of employees regardless of age, gender and experience without concentration on a specific generation, including members from the time of foundation and mid-career employees.

The company has not only ensured the transfer of skills through the recruitment of a variety of human resources and improved its technological strength in the production site in which young and middle-age persons have grown and are playing an active role, but also has improved the

work efficiency through informatization (“IT Improvement” (see below)), resulting in the acquisition of new customers. Although the amount of sales temporarily dropped due to the Lehman shock, there has been a steady recovery and it stood in 2012 at nearly the same level as at the peak time.

Specific measures taken for promoting diversity management

Work style tailored to each employee

The labor regulations of the company only stipulate the working hours “from 8:00 AM till 5:00 PM in principle” and the work style is flexibly adjusted according to the situation of each employee. There is a variety of work styles among employees including an elderly worker who sets working days and working hours according to his physical conditions and an employee who strikes a good balance between child-bearing and work, among others. The individual work style is frankly determined through discussion at the time of recruitment or in daily communications.

The contract with elderly persons over 65 years old is renewed every year, but hardly any worker leaves the company. The 82-year old “contemporary master craftsman” (awarded with the Medal with Yellow Ribbon) and skilled technicians in the 70s support the development of human resources in the company. People in the 70s and over can work short hours according to their physical conditions and they work from 8:00 AM till 4:00 PM or three times a week. The female worker without her spouse adjusts her working hours to the time to take her child to and from the kindergarten/school. In this manner, a flexible work system is available in consideration of the situation of each employee.

Building of a mechanism for the smooth transfer of skills

There were veteran workers who did not wish to teach technique to others considering that “skills and techniques are self-acquired assets.” In order to solve this problem, the company has adopted the system in 2008 in which young employees judge whether they wish an employee who has reached the retirement age continue to work for the company. In this manner, an employee who does not take trouble in teaching technique to young employees will find it difficult to continue working. In the meantime, veteran employees judge whether a young employee has acquired sufficient ability to obtain a technical qualification or not. As a result of the introduction of a system in which veteran and young workers evaluate each other, they now care for one another and the transfer of skills is now easier.

In addition, communication between people with a big age gap is difficult as if they use different languages. It is very difficult to fill the gap and the stability of workforce was poor for this reason in the past. In the circumstances, the company recruited middle aged persons to eliminate the bias in the workplace.

Currently, a relatively young leader trains a newly employed person. In one or two years, however, the new employee can directly make questions to people older than the young leader, and at this point, his training is transferred to older people. For example, if the 82-year old person forms a pair with a 26-year old employee, the manager in his 40s serves as the middleman between them. Once their relationship has been established, the manager ceases to intervene to allow the 82-year old and 26-year old to communicate directly.

In addition, only 1 to 2 new persons are employed for each section in order to prevent productivity from dropping by sparing too much time for training. This allows the provision of detailed training and prevents new employees from making complaints of training time and content.



▲ (Left) The veteran “contemporary master craftsman” and a middle aged manager (right)

Development of human resources in accordance with their aptitude and support for acquisition of qualification for multi-skill development of young employees

The president says, “It is important to understand what each employee is good at and to give him/her a push accordingly. It is important to consider what he/she can do, not what he/she cannot do.” The president has been engaged in developing human resources in a ten year span by bearing in mind the role they would perform in the future.

The company pays all costs to help employees to acquire outside qualifications including national qualifications until they acquire them. After their acquisition, not a temporary bonus, but an amount determined according to the type of qualifications is paid to qualified employees every month and there are more than twenty qualifications which are subject to monthly payment.

The president says, “It is not only for the company, but also for employees to encourage them to acquire qualifications so that when they have to leave the company and work in other places for any reasons, they will not have any difficulty in getting a job.” The president Akimoto strongly encourages employees to give them learning opportunities and improve their motivation in order to bring out their potential capacity and emphasizes the point when holding an interview for employment.

The support for acquiring qualifications was triggered by the 82-year old veteran technician of the company who has provided a distinguished service to the company. The company established the plan for acquisition of qualifications to show him its gratitude and appreciation. After acquiring the first grade qualification as skilled technical, the veteran technician was nominated a “contemporary master craftsman” in later days and was awarded the “Medal with Yellow Ribbon” five years later for the first time as a technician in the alumite industry. In addition to the acquisition of qualifications, the company enables young technicians to gain multiple skills through job rotation and tries not to stop a process even with a small number of people and to enhance their motivation.

Creation of opportunities for employees

In order to increase opportunities for employees to work effectively and to advance into a new market, the company participates in the “AMATERAS” which is the join body for receiving orders for aerospace components by receiving support from the Tokyo metropolitan government and the is actively engaged in new efforts such as its participation in the “Shitamachi Bobsleigh Project.” This does not only improve the motivation of employees, but also enables the company to receive new orders (see below).

Outcomes of diversity management

Increase in the number of new customers by about 3 times and an increase in sales in new fields by 21%

The number of new customers increased by more than 100 companies every year thanks to the improvement in services and quality with the growth of young employees in addition to older ones and active participation in various projects of local governments and regions led mainly by the mid-career employees. The number of delivery record increased by 2.6 times from 752 companies in FY2003 to 1950 companies in FY2013.

In addition, as mentioned earlier, the number of new businesses has been increasing due to the participation in the “AMATERAS” which is the join body for receiving orders for aerospace components by receiving support from the Tokyo metropolitan government. The company has acquired not only the certification of JIS Q 9100 which is specific to the aerospace industry to guarantee the quality of aircraft components, but also has built a network with small to medium companies which have acquired the Nadcap certification which is a similar quality certification, resulting in the increase in the number of inquiries from large companies. As a result, the sales of products related to aerospace and defense sector which accounted for 6% in 2008 over the total sales increased to 21% in 2013.

In addition, the participation in a variety of projects including the “AMATERAS,” “Shitamachi Bobsleigh Project” and “Lunar Dream Capsule Project” is an attraction of the company at the time of recruiting personnel. This has also a positive impact within the company leading directly to the improvement in motivation. The improvement in the

corporate image has brought about a virtuous cycle including securing of outstanding human resources.

Remarkable improvement in work efficiency and improvement in productivity due to the “IT Improvement Activity”

The effort of the “IT Improvement” implemented by the initiative of a female employee has allowed unified management of quotations, instructions and delivery notes and the work efficiency has been largely enhanced, accordingly. The company received the APSOM award of FY2013 of the Manufacturing APS Promotion Organization, a NPO for this effort. In addition, the company was selected as a “company putting IT into practice” of the “small and medium-sized enterprise IT management capability award” in 2014 hosted by Ministry of Economy, Trade and Industry.

The female employee has been working in the company for four years and adjusts her working hours and holidays according to the schedules of the school of her child. She was initially employed as a clerical worker. In the course of her work, she faced the situation in which she received a number of phone calls asking, “When the delivery-notes will be sent?” “Why the delivery- notes is not attached to the products?” etc. In fact, the delivery notes had fallen behind because the many of the products were delivered in short periods. In the circumstances, the female employee told her boss who is the mid-career leader about her concern over the delay in the sending of delivery-notes. The boss suggested to her the idea of participating in the trial project for “IT Improvement” in collaboration with Hosei University. The leader had also in mind to improve the efficiency in the in-house work and was entertaining the idea of engaging in “IT Improvement” as a collaborative project between university and industry. The female employee took on the job as the person in charge and engaged in the “IT Improvement” project in consultation with the leader.

In the past, when the person who had made a slip for a delivery was absent, it was difficult for her to find a necessary document including quotations from a mountain of documents. In addition, she spent all her time on accounting affairs such as the preparation of invoices at the month end and corporate cut-off date for invoices. Such a situation has been radically transformed through the introduction of the system. The system issues quotation, work instructions to the site, delivery notes, receipts and invoices all in combination and allows also search for any document through a customer name, which has resulted in a significant improvement in work efficiency. Now, an environment has been developed where persons in charge of sales with a tablet can input a work instruction at a customer's place and both efficiency and convenience have been radically enhanced.

The approach to IT Improvement of the company is firstly the “suboptimization.” The total optimization is costly and when a trouble occurs in a place, everything stops. For the sake of steady improvement, it is preferable that a trial is made, and opinions of the site are checked before introducing a total system. The female employ is still engaged in the IT Improvement effort by looking at problems and challenges in communication with people at the site. The company has improved productivity thanks to its efforts for the improvement of work efficiency based on IT. However, the company has put in place an environment to allow each of employees to be motivated and dedicate to work by allowing a combined use of both hand-writing and IT tool (Contexer) in order to not force the use of IT technology on veteran employees who play the core roles in the company and make them feel alienated at times.



▲ Outcomes of the IT Improvement activities (a part)



▲ Workers in a variety of age groups surrounding the president

The Company has improved motivation of employees through “work style innovation” and strengthened the core business through a strategic use of clinical coordinators.

Main points

Background and goals of diversity management

- Leveling between men and women in the rate in managerial posts: “Building Talent Edge Project” started in Asia/Pacific region.

Specific measures taken for promoting diversity management

- Putting into practice the “work style innovation” through the introduction of a new system and thorough awareness raising
- Strategic use of clinical coordinators (CC)

Outcomes of diversity management

- Improvement in the proportion of female workers and worker’s motivation through the “work style innovation”
- Penetration of the peritoneal dialysis therapy and academic achievements brought about by the awareness-raising by clinical coordinators (CC)

Data

■ Corporate profile

Year of foundation	1969	Capital	3,930 million yen
Head office address	Triton Square 9F, 1-8-10, Harumi, Chuo-ku, Tokyo		
Business outline	Import, manufacturing and sales of dialysis products, plasma protein formulation and drug administration systems, and aftercare services		
Sales	50,501 million yen (in 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of July 2014)
Number of employees	896 persons (including 84 non-regular employee)
Number of employees by attribute category	352 women (including 48 non-regular employee) Proportion of women in managerial posts: 21%
Average service years for regular employees	12.2 years (13.4 years for men, 10.9 years for women)

Background and goals of diversity management

Leveling between men and women in the rate in managerial posts: “Building Talent Edge Project” started in Asia and Pacific region

BAXTER LIMITED (hereinafter referred to as “the company”) is a wholly owned subsidiary of Baxter International Inc., USA. The Baxter Group holds bases in North America, Europe, Latin America and Asia/Pacific region to provide treatment methods for hemophilia, immune disorders, kidney disease and other diseases in more than 100 countries around the world and employs more than 50,000 people. The Baxter Group for which people with a variety of nationalities and races work started to actively engages in the use of female employees as the key to diversity promotion in the Asia/Pacific region. In 2005, the “Building Talent Edge Project” was started a project across the Asia/Pacific region. The ultimate goal of this project is to level off the rate in managerial posts between men and women. If opportunities are given indifferently regardless of gender, the proportion of men and women in managerial posts should be nearly fifty-fifty. In the circumstances, to begin with, the company approached the project by approximating the male-female ratio at the time of employment to “fifty-fifty (50:50).” In order to increase the number of women to apply for the company, the company took various measures including requesting personnel recruitment agencies to introduce the same number of men and women. Once an equal number of men and women have been secured, the next step is to implement promotion and talent development fairly and accurately. The basic philosophy in this project was that the integration of all these requirements would allow an effective management.

As a result, the female ratio in managerial posts in the company in the Asia/Pacific region reached 50% in 2008 and the level is currently maintained. During the period, the amount of sales in the region increased by 11.1%, which corresponds to nearly four times the composite annual growth rate (CAGR) in the previous four years. Despite the achievement of the goal in the Asia/Pacific region as a whole, Baxter in Japan fell behind in the effort with respect to women. In the circumstance, the company established the “Inclusion and Diversity Committee” in 2011. The company analyzed meticulously the needs for work style and career formation based on in-house questionnaires and interviews to formulate required efforts and develop a comprehensive plan for the promotion of diversity and inclusion before putting them into practice. Specifically, seminars called “Women@work” aimed at the career development and establishment of networking of female employees and the “Inclusion Seminars” for all women in managerial posts were introduced for talent development and awareness-raising. In addition, a series of efforts aimed at aware-raising and diversification of work style were started in a concerted effort among employees as a whole including women. As a result, the female ratio in managerial posts stands at 20.6% as of January 2014.

Specific measures taken for promoting diversity management

Putting into practice the “work style innovation” through the introduction of a new system and thorough awareness raising

In 2011, the company started a new system called the “Work Style Innovation” to achieve a flexible work style and an effort aimed at awareness-raising for its full implementation. In addition to the introduction of no-overtime day twice a week and electronic commuting without limitation in the number of days with the approval of the boss, the company developed an environment which allows employees to access to e-mails and data regardless of time and place by handing out smart phones and tablet terminals. The company has also introduced a system whereby female employees unable to make a business trip for childcare can exchange information with overseas bases or watch the meeting to which they could not attend in later days by making use of the web meeting system and vide-recording system at the meeting rooms in addition to the decision to finish meetings before 3:00PM. This has not only shortened the time for meetings, but also remarkably increased the speed in decision-making. In addition, the executive in charge of personnel management himself distributes to all employees an e-mail with a message of what he is putting into practice, for example, “I will finish work by coming earlier in the morning and go to a gym for dieting purposes,” etc. This is aimed to encourage employees to adopt a flexible work style by serving himself as a role model. This has developed into two-way communication with employees and he received opinions and good cases of “work style” from employees across the country, which has resulted in the gradual shift of the “work style” of the company. As a consequence of the accumulation of these opinions and good cases, the “Iku Boss Check List” specific to the company was born. The company developed an “Iku Boss Campaign” by preparing a checklist consisting of 12 items that may represent an “Iku Boss,” that is, “a boss who is not only capable of considering the balance between work and life of subordinates/staff working together in the workplace and producing outcomes of the organization while supporting their career and life, but also enjoying his own work and private life” and the like. In the campaign, “Iku Boss seals” and “Iku Boss cards” were distributed to all employees and all people in managerial posts, respectively. An “Iku Boss card” is a pasteboard for “Iku Boss seals”. If an employee considers in light of the “Iku Boss Check List” that his boss meets the requirements of the check items such as “his boss evaluates fairly all his subordinates based on performance including an employee who cannot work overtime for reasons of childcare or nursing”, “his boss enjoys both his work and his private life”, etc., he presents a seal to his boss on the spot. There is also an arrangement in place in which the card is attached to the entrance of the private room for a person in managerial post to enable those employees who feel shy of giving the seal directly to paste it seal on the card. This has given the opportunity to allow a boss and

his/her subordinates to think of the balance between work and life.



▲ “Iku Boss card” attached to the entrance of the private room of the person in managerial post

Strategic use of clinical coordinators (CC)

One of the company's main products is a product for the treatment of “peritoneal dialysis (PD).” When the renal function is decreased and renal failure is caused, unwanted waste products, water, sodium and the like gradually accumulate in the body without being excreted and these should be removed by dialysis. Currently, the most widely performed dialysis therapy is “hemodialysis (HD)” in which the blood is purified by taking blood out of the body and passing it through the dialyzer made from synthetic membranes. In the meantime, the “peritoneal dialysis” is a treatment in which a dialysis fluid is put in the peritoneal cavity for a certain period of time to remove body wasters, water and the like in the blood through biological membranes called peritoneal membranes and diffuse to the dialysate side for removing the dialysate out of the body for purification. This treatment can be performed at home.

In order to spread the “peritoneal dialysis therapy,” it is important that a medical team composed of doctors, nurses and others who treat patients in the hospital understand the treatment method in an adequate manner. In the circumstance, the company has positioned a “clinical coordinator (CC)” that has qualification and experience of nurse in each business division to provide enlightenment on the treatment method and education on the product to doctors and nurses and serve as a connection between the company's product and the medical front. Since people with the qualification of nurse are mostly women, all the clinical coordinators (CC) of the company are women.

In the beginning, CCs worked in the sales department to assist MRs (medical representative) in their sales activities based on the policy of the sales manager of each branch office. As a result, there was a disparity in the skills of the CCs. Therefore, in 2011, the company transferred CCs to the marketing department to make use of their expertise in peritoneal dialysis which is the core business of the company. Specifically, the company defined the role and capacity requirements of a CC according to the “Career

Development and Promotion Program” and drafted the “job description” describing the rating points. Then, using the assessment tool jointly developed with a third party organization and other tools, the company conducted a multi-faceted evaluation of each CC and formulated the “Capacity Development Plan” by clarifying their strengths and weaknesses. Thereafter, an opportunity was provided in which each CC had an interview with her boss to consider carefully her career plan. The company attempted to standardize the skills of the CCs and maximize their abilities in order to expand the peritoneal dialysis business.

Outcomes of diversity management

Improvement in the proportion of female workers and worker's motivation through the “work style innovation”

Since the launch of the “Talent Edge Project,” the female ratio has increased and as of January 2014, the ratio of female employees among all regular employees and among managerial posts is 36.1% and 20.6 % (15.4% equivalent to an executive post, 15.4 % equivalent to a general manager post, 21.1% equivalent to a manager post, and 27.4% equivalent to a post before ascension to a manager), respectively.

Since 2011 onward, the “return-to-work ratio from childcare leave” has been 100% and the number of female employees who have returned to work from childcare leave since 2011 onward is 53 and 5 of them have been promoted.

In addition, regarding working hours, the overtime which was 20 hours per month as an average around 2010 has been shortened to 14 hours a month. Moreover, according to an attitude survey conducted to employees within the organization, the engagement index which shows motivation and will to achieve is higher than other companies by 18%, while the inclusion index which measures work environment which allows a variety of human resources to work effectively has increased by 13% over the past four years. These attitude surveys are provided by a human resource consulting company enabling a comparison with other companies which adopt the same survey.

The company's sales which had been sluggish until 2004 have been increasing gradually since the launch of the “Talent Edge Project” to the present day.

Penetration of the peritoneal dialysis therapy and academic achievements brought about by the awareness-raising by clinical coordinators (CC)

In 2014, two CCS have been promoted to managerial posts. It can be said that the talent development through the implementation of the “Career Development and Promotion Program,” an adequate evaluation and the fact that female employees have started to take managerial posts as their future career path marked a big change.

Since it has become possible for the company to understand exactly the skills and career path, etc. of each CC through the “Career Development and Promotion Program”, the company has left project based activities implemented by a plurality of working groups to CCs in addition to their normal work. The planning and management designed to cause the “Nurse College” which is a part of the enlightenment activities, “CQI (Continuous Quality Improvement)” and “SDM (Shared Decision Making)” to become a household word have been developed as a result of such decision.

In peritoneal dialysis, in order to safely perform dialysis at home over a long period of time, an effort to improve the quality of treatment including the prevention of peritonitis by loading and unloading dialysate in a clean manner is indispensable. The concept of CQI consists in that medical staff engage in continuous improvements from this standpoint. In addition, SDM consists in the idea that at the time of the introduction of dialysis treatment which marks a big turning point in life for patients, medical staff and patients discuss the treatment and life after the introduction of dialysis treatment thoroughly and make decisions together over the dialysis method to be chosen in order to maintain and improve their quality of life (QOL). Here, the treatment method should be chosen together upon submission of medical information including complications of patients and their dialysis treatment on the part of medical staff and the life design, future dreams, precious things in life, etc. on the part of patients, instead of that patients make decisions based on one-sided information from medical staff. The company expects that this will not only enhance the extent of satisfaction, but also of the will to be subjected to treatment of patients and considers indispensable for peritoneal dialysis, accordingly.

The “Nurse College” is a training program designed to improve knowledge and technique of nurses that get newly involved in peritoneal dialysis treatment in order to provide nursing care of patient with peritoneal dialysis. The program is certified by the Japan Academy of Nephrology Nursing (JANN) and attendance to this program gives qualification points for the examination of the “Dialysis Therapy Nurse.” About 4,000 nurses have attended the “Nurse College” and the number of hospitals participating in the CQI/SDM practice seminars which have been newly added as a curriculum has reached 57 across the country. The fact that CQI/SDM has been accepted as a household word by hospitals and medical staff is seen in that four lectures on CQI and ADM and two lectures on SDM were presented for the first time in the Japanese Society for Dialysis Therapy in 2014, which is reflected as an outcome of a medical scientific meeting.

The extent of acceptance of the peritoneal dialysis therapy which is the core business of the company is steadily growing in the medical setting and medical circles as a result of the maximization of the ability and strategic use of clinical coordinators.



▲ CQI practice seminars at hospital

The Company has achieved an accurate and highly productive process by improving the production device in order to expand the work field for people with disabilities.

Main points

Background and goals of diversity management

- Employment of people with disabilities based on the desire to grow with the region

Specific measures taken for promoting diversity management

- Expansion of the work field for people with disabilities through the introduction of a large electronically-controlled automatic sewing machine
- Detailed support by the “subject member meetings” for people with disabilities
- Classification of skills and effort for multi-skill development

Outcomes of diversity management

- Process innovation brought about by the introduction of a large electronically-controlled automatic sewing machine
- Expansion of the work field for and settlement in the workplace of people with disabilities
- High rating as a leading company for employment of people with disabilities

Data

■ Corporate profile

Year of foundation	1973	Capital	50 million yen
Head office address	263, Hataya, Nishigama-ku, Niigata City, Niigata Prefecture		
Business outline	Manufacturing of clothing including underwear such as brassieres, home wear such as pajamas, sportswear and swimwear		
Sales	1, 582 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of December 2014)
Number of employees	223 persons (including 61 non-regular employee)
Number of employees by attribute category	201 women (including 51 non-regular employee) Proportion of women in managerial posts: 40% 9 people with disabilities (including 6 non-regular employee) Employment rate of people with disabilities: 4.64%
Average service years for regular employees	15.7 years (11.9 years for men, 19.1 years for women)

Background and goals of diversity management

Employment of people with disabilities based on the desire to grow with the region

NIIGATA WACOAL SEWING CORPORATION (hereinafter referred to as “the company”) was established as a subsidiary of Wacoal specialized in the manufacturing of nightwear. The company does not only manufacture products and develops technologies, but also serves as a technical center for providing technical training to overseas factories of the Wacoal group.

Currently, the company employs a total of nine people with disabilities and five people of the receiving sections train them by having acquired the qualification of counselor for people with disabilities on work and life and standing close and watching.

It was in 1981 when the company employed for the first time a person with physical disability who was a woman graduating from a local middle school through the Hello-Work, an official recruitment agency. In 1984, the company employed a woman with intellectual disability graduating from a local a school for children with physical or mental disabilities (currently, special support education school) in the same manner. These two persons are still working actively as professionals in padding nightwear and received in 2010 and 2014 an award as outstanding workers from the governor of the Niigata Prefecture.

In 2004, the company also employed a man with severe intellectual disability. He is engaged in work related to the folding, labeling and tagging in the inspection section. A conveyor equipped with a metal detector which reads the barcode of a product was introduced to trace products and count their number in order to allow the person with physical disability to concentrate on his work. The two women with intellectual disability who are not good at communication are engaged in technical drawing with CAD using their high concentration in a quiet place without sewing-machine noise.

With the “desire to grow with the region and to make people with disabilities achieve self-realization,” the company has been engaged in the employment of people with disabilities in cooperation with the Hello-Work and special support education schools so far. The company carefully determines their work by understanding the characteristics of each of them. If there is a need for it, it reforms a device, or introduces a technique/apparatus to prepare an environment to facilitate their work. The company actively makes investments by using the subsidy system of the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers (hereinafter, “the Organization”).

Specific measures taken for promoting diversity management

Expansion of the work field for people with disabilities through the introduction of a large electronically-controlled automatic sewing machine

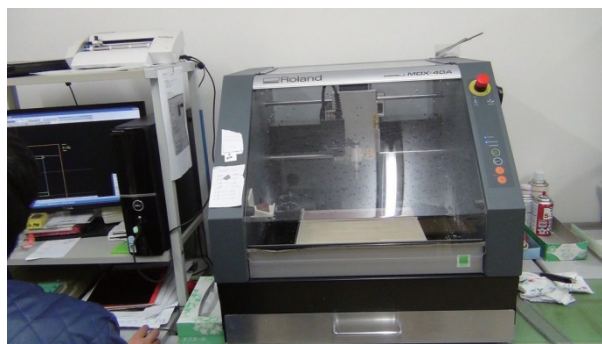
A woman with intellectual disability who had joined the company after graduating from a normal high school was not good at paying attention to a plurality of work simultaneously and was in charge of auxiliary work such as labeling of products and inspection. However, she strongly wanted to get involved in sewing which is the main task of the company. In order to grant her request and with the desire of the president that she worked there many years, the company introduced a “large electronically-controlled automatic sewing machine” by using the “subsidy for the installation of equipment for people with disabilities” of the Organization in 2011. The large electronically-controlled automatic sewing machine automatically performs sewing operations through preprogramming without the need to manually push forward fabric. So far, the machine was used for products such as bags and shoes with certain fixed patterns, but there was no precedent in the apparel industry in which patterns are diverse and trends change in a short period of time. The company experienced repeated failures in cooperation with a sewing manufacturer to learn by trial and error.

In an electronically-controlled automatic sewing machine, it is necessary to sandwich a cloth with a guide (clamp) groove along a seam from upside and downside. However, a conventional metal clamp costs 100,000 to 300,000 yen a piece. In the circumstances, the company developed a technique to manufacture plastic clamps by themselves using CAD and an automatic cutting machine. The technique allows manufacturing of clamps one after another at a cost of 100 to 200 yen a piece by reading data of the sewing pattern designed by CAD into the automatic cutting machine and cutting them off from a plastic board. If a sewing pattern is programmed in an electronically-controlled sewing machine and a cut cloth is set on the sewing machine by clamping, sewing is automatically performed by simply pushing the button. Not only that the operation is easy, but also sewing is performed precisely without differences in size providing stable quality. Now, the company can deal with a product with a short life cycle due to a change in trend by manufacturing cost-effective clamps. In addition, since the automatic machine allows sewing to progress without the need to manually push a cloth, the next cloth can be prepared while the machine is working. The operation rate has approached 100% and the productivity has been improved by about 2 times.

With the establishment of the utilization method of the electronically-controlled automatic sewing machine, the company introduced another large machine. Since not only people with disabilities but also employees without skills can use it, the productivity has been further enhanced.



▲ Sewing operation using the large electronically-controlled automatic sewing machine



▲ Manufacturing of clamps with an automatic cutter from CAD data

Detailed support by the “subject member meetings” for people with disabilities

The company provides opportunities to regularly talk about the situation of the effort of people with disabilities by holding subject member meetings. The meeting is composed of the president, the counselor on work and life of people with disabilities and the manager of general affairs section as well as the chief of the section to which the subject person with disabilities belong, the in-house job coaching staff and a professional consultant. The meeting is held in consideration of the privacy for each of people with disabilities individually. Every three month approximately, employees concerned with the care of people with disabilities meet to share the progress work and problems which need to be solved, to study work range and to talk about daily general affairs of their daily life.

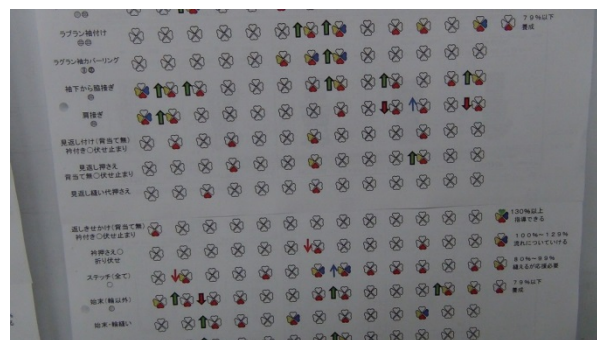
Classification of skills and effort for multi-skill development

Women account for about 90% of all employees of the company. Their average working years is about 20 years and many women return to work after a maternity leave and/or childcare leave. Although an environment which allows employees to take holidays according to their household situation has been in place, currently, the effort to classify skills for multi-skill development of employees is underway.

Specifically, the level of skill or the learning level of individual skills of all employees including people with physical disabilities is classified into the categories of “over

130%: capable of training other people,” “100 -129%: capable of following the flow,” “80-99%: capable of performing sewing, but requiring assistance” and “under 79%: needing training” and each category is marked with a colored four-leaf clover. With an increase in skill level, a leaf is colored and when the highest level is reached, all the four leaves become colored, which shows the learning level at a glance.

According to this list, an employee at the level capable of training others teaches a plurality of skills in a planned manner to employees who need to “learn skills” little by little. In this manner, the company attempts to enable employees to acquire multiple skills with many colored leaves. With an increase in the number of multi-skilled employees, the company aims at achieving a strong and women-friendly workplace in which the production line can be maintained even if a key person is absent.

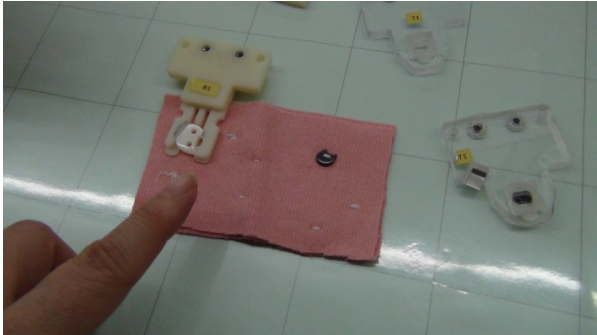


▲ The four-leaf clovers arranged vertically show the skill level of employees.

Outcomes of diversity management

Process innovation brought about by the introduction of a large electronically-controlled automatic sewing machine

As mentioned earlier, the company has applied the knowhow of the large electronically-controlled automatic sewing machine introduced for expanding the work area for people with disabilities to the existing smaller machines and as a result, it has become possible to provide sewing of special buttons/appliqués which was not possible with a manual machine. It was not possible for a conventional sewing machine to sew a small button with up and down restrictions (cat-type button, etc.) in a certain direction while holding it with a hand. However, in the same manner as the large machine, small plastic clamps are prepared with an automatic cutting machine from the shape data of the actual product and by sandwiching a cloth and a button, they can be sewn without the need to press them down with a hand. Thanks to this process, the sewing operation can be done easily and precisely leading to the increase in productivity.



▲ A cat-type button and a small clamp

Expansion of the work field for and settlement in the workplace of people with disabilities

Employees in the position to think of the work style of people with disabilities are encouraged to acquire qualifications such as the counselor on work and life for people with physical disabilities and the second-type workplace adaptation supporter (in-house job coach). In subject member meetings held around them, the work style of each employee with disability is considered in order to revise their work as necessary and find a most suitable work. And, the company receives support both from inside and outside it so that people with disabilities may be able to maximize their ability and work effectively, and has achieved the expansion of their work area and workplace settlement. The life support worker at the Support Center for Employment and Life of People with Disabilities in the Niigata-city regularly pays a visit to the

company and gives advice to people with mental disabilities. A person with mental disability tends to reject coming to work or work unstably when his/her condition deteriorates. In the circumstances, the worker give advice on how to proceed with the work and listens to his/her private troubles that cannot be told to the company. The company also receives support in terms of hardware such as equipment to allow people with disabilities to work easily from the Organization including the aforementioned “subsidy for the installation of equipment for people with disabilities.”

High rating as a leading company for employment of people with disabilities

In 2011, the company was awarded the Minister of Health, Labour and Welfare Award as an “outstanding company for the employment of people with disabilities.” At the same time, the company received from the president of the Organization the “outstanding performance award for a good case for improving workplace for people with disabilities.”

In the wake of this opportunity, the effort of the company for the employment of people with disabilities has become widely known. The company published cases as a leading company for the employment of people with disabilities at the forum to promote the employment of people with disabilities hosted by the Hello-Work Niigata and receives a series of interviews from a variety of media including the local media, newspaper, magazine, etc. The company still receives requests for giving lectures and request for permission to make a workplace visit.

The Company has newly entered into cosmetics business and food business centered around female employees under the annual salary system and achieved evolution from a “sake brewery.”

Main points

Background and goals of diversity management

- Start of cosmetics business by an old sake brewery by focusing on the “efficacy” of Japanese sake
- Emergence of ideas through the collaboration of human resources with a variety of background

Specific measures taken for promoting diversity management

- “Annual salary system” that supports the active role played by mid-career workers
- Building of a system to share information among all employees and listen to on-site voices
- Development of a new beauty market through the “SAKEBROJECT” pursued by a team of four women newly formed in a cross-departmental manner

Outcomes of diversity management

- Breakthrough into health and beauty business and shop-based business and development thereof
- Creation of the “sake bath” market and improvement in brand name

Data

■ Corporate profile

Year of foundation	1949	Capital	32 million yen
Head office address	2-8-3, Ishibiki, Kanazwa City, Ishikawa Prefecture		
Business outline	Production and sales of Japanese sake, shochu (distilled beverage), seasonings, fermented food and cosmetics, among others.		
Sales	2,522 million yen (as of June 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of July 2014)
Number of employees	108 persons (including 15 non-regular employee)
Number of employees by attribute category	57 women (including 14 non-regular employee) Rate of women in managerial posts:17.5%
Average service years for regular employees	13.0 years (18 years for men, 8years for women)

Background and goals of diversity management

Start of cosmetics business by an old sake brewery by focusing on the “efficacy” of Japanese sake

FUKUMITSUYA SAKE BREWERY (hereinafter referred to as “the company”) which was originally found in 1625 (the current company was established in 1949) is the oldest sake brewery in Kanazawa and the current president is the 13th-generation owner. In the postwar era, coupled with the period of high economic growth, the company achieved a rapid growth both in production amount and sales under the brand name of “Fukumasamune.” In the meantime, the Japanese sake market which mainly targeted at middle to elderly men started to gradually decline and the slump in consumption became evident. In the circumstances, the company which has the company policy of “tradition is a continuation of innovation” announced the “Junmai sake” in 2001 to engage in an innovative effort to produce sake only with rice and water by abolishing the addition of artificial alcohol or sugar which had been so far the main stream. The company intended to break away from the market dependent on middle to elderly men with clear conscience to shift from “sake for the sake of getting drunk” to sake for tasting and enjoying”. The company took a variety of measures including not only the production method as “Junmai sake,” but also a complete renewal of the package designs and corporate image and introduction of a direct sales channel by targeting at women and from the perspective of how to induce them into drinking. While the number of female consumers started to gradually increase thanks to the effort, the current president focused on the potential of Japanese sake to “beautify women” from both inside and outside of the body and started full-scale research and development on fermentation from around 2002 based on the “Health and Beauty Business Department” which had started to pursue activities in a small scale since the beginning of 1990s.

The company succeeded in developing the fermented rice solution “FRS” and the fermented rice extract “FRE” in the process of pursuing active joint research with a university and engaged in the development of a new product group including fermented cosmetics and functional food, etc. Currently, the company has redefined itself as a “rice fermentation company” from a “sake brewery” and continues its expansion based on the three main pillars of the sake business, cosmetics business and functional food business.

Emergence of ideas through the collaboration of human resources with a variety of background

It is the thorough strategy on human resources of the company that has supported such business development not restricted to the sake production. In the past, employees were all experts in brewery, but the company has built an interdisciplinary research environment by recruiting human resources graduated from science universities and schools of graduate with a variety of backgrounds, such as chemistry, electricity, systems and biology.

In the meantime, new graduates have not been recruited in the planning and sales departments and instead, mid-career human resources with experience in other companies were employed. As of July 2014, mid-career employees account for over 30% of all employees, of which 72% are women and the proportion of women in managerial posts is about 19%. In particular, the ratio of women in the field of new business domains such as the health and beauty (cosmetics) business, functional food business, shop business, etc., and the sales channel is high. However, the company did not recruit women for their sake and this is as a result of having looked for a variety of human resources with a focus on their skills. The company is supported by employees who have shared the company’s philosophy of continuous improvement and innovation and wished to work for the company by fully using their experience in their respective posts.



▲ Main products of Fukumitsuya (left: Junmai sake “Kagatobi” and “Kuroobi”, center: “AminoRice”, a natural-type cosmetic with high humidity retention, and right: “ANP71”, a fermented rice drink, and “Koji Amazake”, Junmai sweet sake.

Specific measures taken for promoting diversity management

“Annual salary system” that supports the active role played by mid-career workers

As mentioned earlier, the company employs many mid-career workers in so-called “humanities”-related work except the production and development. In addition to the fact that it was difficult to start with for small and medium companies to recruit new graduates in 1980s and 90s, despite that experience and inspiration are required in these works, since it takes a long time and a lot of efforts to qualify a new graduate, the company has adopted a system to recruit mid-career workers to meet requirements.

The company submits the expected work content to an applicant and makes a contract based on the “annual salary system” in which the amount of remunerations for the applicant is determined in consultation with the interviewer in reference to the annual income in the previous post and his/her skills. The contract is renewed every year and the contents thereof including the salary and post as well as the welfare programs, that is, the work style on the whole, are worked out between employees and the management.

This system was introduced as a result of increasing the number of mid-career workers for starting the shop business in 1999 and implemented in 2001 as the annual salary system. Currently, mid-career employees which account for over 30% of all employees correspond to employees under this contract system. Three out of four members of the “SAKEBRPJECT” mentioned below are mid-career employees and engage in highly-specialized work such as advertising, design, web sales promotion, etc.

A mechanism has been established in which outstanding people can show their ability to the fullest using their skills and experience thanks to the characteristics of the system that the job specifications, roles and power are clearly defined in advance, that applicants for a post can compare and adjust their own skills and experience with the philosophy and business goals of the company and that employees newly joined in the company can claim rights and demand requests, but at the same time take responsibility to achieve goals. In addition, since a mismatching is less likely to occur at the time of their recruitment and they are more stable in the workplace than new graduate employees.

Building of a system to share information among all employees and listen to on-site voices

The company holds the general manager meeting twice a month to mutually understand the trends of each department and an on-site level meeting is voluntarily held every month to solve problems occurring on each site in cooperation with other departments. This close interdepartmental connection serves as a place for the emergence of new products and planning ideas. In addition, currently the company operates four wholly-owned shops, and employees working there upload

a daily report on the web addressed to the management of the company including the president for the purposes of sharing information on the reaction of customers and the on-site situation. Since the wholly-owned shops are not only direct sales channels, but also a place for testing new products and plans, opinions of shop employees are directly examined by the management. The company values the opportunities to promote a better reciprocal understanding by helping each shop staff to understand and share the corporate philosophy and direction and engage in daily work with problem-awareness including the involvement of the president himself in the recruitment of shop employees.

Development of a new beauty market through the “SAKEBROJECT” pursued by a team of four women newly formed in a cross-departmental manner

In 2009, on occasion that the “Suppin Sakeburo Senyo Geneki (undiluted solution for non-makeup sake bath),” a product of the company, was featured in the blog of a celebrity, the number of inquiries and sales of the product rapidly increased. The product is a bathing powder prepared from the undiluted solution of Junmai sake for sake bath and it was nothing more than one product in the cosmetics business. However, in view of the rapid increase in the number of inquiries, the president decided to explore the product for a new market instead of considering the phenomenon as a temporary boom and formed a team for an in-house venture in a cross-departmental manner called the “SAKEBROJECT.” Product development and marketing activities as a project specially designated by the president were carried out mainly by four female employees who are usually in charge of research and development, planning and design, web marketing and advertising by involving also other employees and departments. These members that were composed of three mid-career employees and one new graduate employee proceeded with the planning to embody the needs of women who are the product’s target by taking advantage of each expertise area.

The product development consisted in improving quality by increasing the amount of amino acid of the existing product and in increasing the number of product types available with “ginger” and “Japanese basil”, in addition to the existing “Junmai.” In addition, the website specific to “sake bath” was opened to transmit information and strengthen sales promotion. Owing to these efforts, the boom did not end as a temporary phenomenon, but the sales of the products have been consistent for the past five years since then.

Outcomes of diversity management

Breakthrough into health and beauty business and shop-based business and development thereof

The health and beauty business which includes basic cosmetics and functional food leveraging on the rice

fermentation technology has grown to account for 20% of the total sales of the company. In addition, the shop's sales ratio has also increased and the sales of the four wholly-owned shops account for 13% of the total sales of the company.

The wholly-owned shops are mainly operated by female employees (88% of the four shops are women) and the company enhances the customers' satisfaction by speedily reflecting the customer response in the realization of new products and planning. For example, the company has created a new image of Japanese sake by planning and holding a variety of events in collaboration with a young writer, a popular expert on cooking, a famous foreign chef and the like. Three of the wholly-owned shops are located in Tokyo and one in Kanazawa city and each shop has respective targets. The information on the customers' needs acquired there is fed back to the head office and the research and development department to allow the company to swiftly develop its business in response to the market trends.

In addition, the applicants for the company in the areas of research and development, health and beauty business and shop business are overwhelmingly women and a virtuous cycle has been generated in which outstanding human resources can be attracted by emphasizing the role to be played by women.

Creation of the "sake bath" market and improvement in brand name

Thanks to the efforts on the "SAKEBROJECT," the sales increased in 2009 by 460% compared to the previous year and the company was featured by mass media both in publications and broadcasting in 118 occasions. The sales has been consistent since 2010 onward and even after the end of the explosive boom, the related products play the key role in the health and beauty business.

In addition, the degree of attention by the media has been increased and the company receives over 400 inquiries for

interviews annually, while publications and broadcasting continue. As a result, the company receives inquiries from a variety of people concerned in the fields of winery and food, beauty and export-related business and develops its business accordingly.

The company has firmly established the brand image of a "rice fermentation company" by taking full advantage of competent female employees in the cosmetics business clearly targeted at women. Currently, in light of the fact that a half of the end users of the company are women (85% of visitors to the shops are women), the company is further accelerating its business expansion.



▲ "Suppin Sakeburo Senyo Geneki (undiluted solution for non-makeup sake bath)" (bathing powder)



▲ A wholly-owned shop "SAKE SHOP FUKUMITSUYA in Kanazawa"

The Company has succeeded in developing the world first aqueous gravure printing technology by taking advantage of the skills and knowhow of highly skilled employees motivated by the introduction of the “retirement age of 66 years old.”

Main points

Background and goals of diversity management

- Exploration of new technologies to improve the 3K workplace (Kitsui-hard, Kitanai=dirty, Kiken=dangerous) and raw materials with heavy environmental load

Specific measures taken for promoting diversity management

- “Retirement age of 66 years old” to transfer skills of highly skilled employees and lack of human resources
- Development of aqueous gravure printing technology centered around skilled employees
- Program to transfer craftsman skills tailored to current young employees
- Flexible work style of elderly employee and development of workplace environment

Outcomes of diversity management

- Realization of transfer of skills and technological innovation in a workplace in which elderly employees can work long and stably

Data

■ Corporate profile

Year of foundation	1950	Capital	280 million yen
Head office address	3-143, Akatsuki-cho, Seto City, Aichi Prefecture		
Business outline	Manufacturing and sales of food package through gravure printing		
Sales	14,000 million yen(as of September 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Consolidated (as of September 2014)
Number of employees	498 persons (including 22 non-regular employee)
Number of employees by attribute category	19 elderly people (including 13 non-regular employee) (*)
Average service years for regular employees	12.4 years (16.4 years for men, 8.4 years for women)
Remark	(*) Over 65 years old

Background and goals of diversity management

Exploration of new technologies to improve the 3K workplace (Kitsui=hard, Kitanai=dirty, Kiken=dangerous) and raw materials with heavy environmental load

FUJI Special Paper. Inc. (hereinafter referred to as “the company”) started its operations in 1950 by manufacturing “waxed paper” (paraffin paper) for wrapping food such as caramels and currently manufactures mainly food packages using cellophane and plastic. With the emergence of retail business including supermarkets and the drastic change in the way of food distribution during the period between the postwar era and rapid economic growth, food packages with higher appeal to consumers were required. At the same time, a variety of new materials such as a film made of synthetic resin were developed and the company engaged in continuous technological innovation of printing and packaging to suit the new materials.

In 1970, the current president joined the company managed by his father-in-law. At the time, the company was dedicated to gravure printing using organic solvents such as toluene, etc. and the workplace was filled with an odor specific to organic solvents. The factory was a workplace with the so-called 3K and the stability of the work force was low. A volatile organic solvent discharges gas both inside and outside the workplace and adversely affects the global environment. It was a long-cherished wish of the company to reduce the use of organic solvents to an absolute minimum and shift to aqueous printing. With the relocation of the main factory, the company started to take on the improvement of the workplace environment of the factory by replacing all the production equipment. In 1993, the new factory started its operations and three years later, the company started the development of aqueous gravure printing.

Specific measures taken for promoting diversity management

“Retirement age of 66 years old” to transfer skills of highly skilled employees and lack of human resources

The most serious problem for the management of the company when the current president took charge of the company was the lack of human resources and the transfer of skills. Printing on a package film cannot be performed mechanically and in order to realize the colors and sharpness required by a food manufacturer that is the main customer, a craftsmanship technique is required to perform a fine adjustment by considering the weather conditions and the state of a film. In a situation in which young employees are not stable, it was necessary for the time being that skilled works with a craftsman technique played the key role. In addition, with the building of the

new factory, it was also indispensable to secure employees.

In the circumstances, in 1994, the company extended its retirement age from 60 years old to 66 years old all at once. The president decided to introduce the “advanced system” not only to keep the human resources necessary for transfer of the new factory and the technical development of aqueous gravure printing, but also to anticipate the time in which the retirement would be extended due to the declining birth rate and aging population.

The extension of the retirement age was made possible thanks to the company’s particular “retirement allowance” system that the company had implemented so far. The company had adopted the system to pay the retirement allowance in three installments at the age of 35, 45 and 55 with the consent of employees. This was popular among employees because a large amount of money to be used for child education and house purchase was made available when it was needed and unexpectedly, it was possible for the company to extend the retirement age without putting a squeeze on the financial situation of the company.

Since the new system has allowed elderly employees to look ahead and work with motivation and eagerness, they have not only engaged in the development of new technology, but also in the teaching of skills to young employees (see below), and the innovative technology of the company has been secured.

Development of aqueous gravure printing technology centered skilled employees

As mentioned earlier, it was considered impossible to perform aqueous gravure printing which makes printing on a plastic film with an aqueous ink using the conventional technology. However, in addition to the adverse effect of the organic solvents not only on employees but also on the global environment, they were used for wrapping food taken by consumers even if they were not eaten directly and thus, it was necessary to take measures not to leave the slightest odor for the sake of peace of mind and safety for consumers.

In 1996, when the company had moved to the new factory and operations had got off the ground, the current president took charge of the company and launched the project for the development of aqueous gravure printing technology. In this project, the company collaborated with manufacturers specializing in the respective fields of film, ink and others to research on a variety of subjects including the remodeling of the printing machine, establishment of a new printing plate manufacturing technique in order to obtain an adequate technology capable of mass-production.

It was the highly-skilled employees who had full knowledge of printing technologies which had been developed by the company since its foundation that played the key role in this project. In order to realize aqueous gravure printing, it was necessary to find the right combination capable of reproducing the most excellent color from infinite combinations between materials such as ink film and ink and the production and printing technologies to process them. The company had experienced twice in the past technological innovation to

deal with new materials. The first occasion was when plastic films replaced cellophane and the second occasion was when the lamination processing was started to be used widely. In both occasions, despite that the company faced problems such as ink blurring with the conventional materials and the method, it overcame the problems through trials and errors including the use of various materials, use and drying of ink, etc. to develop printing technologies capable of producing beautiful printing in both occasions. The “craftsmen” who had taken on these technological innovations were still working in 1996 and the management was convinced that the past experience would serve for the third technological innovation. After trials and errors, the company developed a technology in which instead of the conventional organic solvent, an aqueous ink using water and alcohol was used for printing by making smaller and shallower each pore (dot) for gravure printing. As a result, not only that ink is dried faster (printing speed is increased), but also the reproduction performance of the color in minor portions has been improved in addition to the expansion of the range of colors to be expressed compared to the conventional printing method using organic solvents. This technology has become the core technology of the company.



▲ Packages using the aqueous gravure printing technology

Moreover, after the analysis of the production data, it was found that the amount of ink used decreased by 10 to 15% compared to the conventional gravure printing. In the circumstances, the company has use of aqueous gravure printing, which currently accounts for about 80% of both the production volume and sales amount. The company receives also many inquiries from food manufacturers.

Program to transfer craftsman skills tailored to current young employees

Since the package printing technology cannot be acquired in a brief space of time or automated, it was a pressing issue for the company to train and develop next-generation craftsmen.

In the beginning of the 2000s, since other companies related to automobile industry in the area increased employment, it was difficult to recruit young human resources. In the circumstances, the company attempted to recruit and settle in the job young people by changing its

policy for training and development. In addition to providing man-to-man training, the company actively gave young employees opportunities to demonstrate their ability. As a result, young people who did not work stably in the past under the training method of “learning craftsmanship by looking” gradually started to settle down in the job. Gravure printing is not a simple mechanical work, but the mixing of inks depends on the day’s weather. A high skill is indispensable for a fine adjustment. In the past, in this industry, it took 10 years for a young employee to be allowed to use a printing machine after gaining training on the job. However, currently, in three to four years, a new employee is given on-the-job training to acquire knowledge and knowhow on the printing by learning each operation related to the printing machine together with a skilled employee.

In addition, the company has put in place a system in which young employees and people in managerial posts hold meetings regularly to determine a range of subjects including the skill development and work improvement so that each employee will work to that end throughout the year. In addition, the company gives opportunities to employees with a sense of advancement and a certain knowledge level to engage in problems directly linked to the company management regarding cost reduction and quality improvement.

Flexible work style of elderly employee and development of workplace environment

Currently, nearly all employees work until the age of 66 years old. In addition, if they choose to continue to work for the company, they can continue to work under a re-employment contract.

The company deals with the working hours and work content of elderly people flexibly. For example, when nursing is required at home or when an elder employee is not physically well, he is removed from the shift work and transferred to other workplace where he can adjust his working hours. Not only elderly employees but also female employees after a maternity leave use this system.

In addition, the packaging work which was carried out only at day time corresponded in many cases to elderly people who cannot work in the night shift. However, the packing work was a hard work for elderly people because heavy products needed to be handled. In the circumstances, the company implemented measures to amend the situation by introducing an auxiliary tool to allow heavy products to be handled easily not only by elderly people, but also by female workers and people with disabilities.



▲ Aspects of an operation in which a heavy object is handled using a tool

Outcomes of diversity management

Realization of transfer of skills and technological innovation in a workplace in which elderly employees can work long and stably

Thanks to the technique of the skilled elderly employees, an aqueous gravure printing technology has been established for the first time in the world. As mentioned earlier, this has allowed a significant improvement in the effect on the labor environment of the employees and global environment and a provision of safe and secure packages for consumers. The company received a number of awards including the “Minister of Economy, Trade and Industry Award” of the “5th Monodzukuri Award” for the development as “the development of a people and environmentally-friendly aqueous gravure printing system.”

Thanks to the establishment of the aqueous gravure printing technology, the weight of the aqueous gravure printing of the company has increased leading to the reduction by 85% in the use of VOC (volatile organic solvents) and 40% in the use of inks across the company. In addition, the production has been stabilized due to the fact that it is now possible to procure raw materials that are less likely to be affected by energy derived from petroleum resources.

Active roles played by elderly employees are not limited to the development of the aqueous gravure printing technology. The elderly employees who retired at the retirement age and were re-employed were appointed the person in charge and the deputy-person in charge of the building of the factory in a joint venture in China started in October 2014. Since both of them had experience in the launch of factory, it was possible for the company to launch the business earlier by taking advantage of their knowledge and experience.

Moreover, the OB/OG club is established to frequently interact with active employees to exchange opinions over the technologies. With the success in the development of the aqueous gravure printing, many employees have pride in and work for the environmentally-friendly company with the pride of contributing to it with high skills regardless of age. In recent years, elderly employees and young employees form a tag team to work together for the realization of technical innovations.

The Company has actively employed foreign workers since its foundation and continuously increased sales by strengthening overseas bases.

Main points

Background and goals of diversity management

- Three brightness models constitute the company's policy
- Active recruitment of foreigners as a result of the lack of Japanese workers
- Increase in the number of foreign employees starting from the employment of a Chinese student studying in Japan as a part-time worker

Specific measures taken for promoting diversity management

- Desire of the president to develop business abroad
- Establishment of an organization to deal with the globalization
- Detailed consideration to help foreign employees to settle in the job
- Development of abilities through OJT without creating a barrier to foreign employees

Outcomes of diversity management

- Start up of the factory in Shenzhen, China and increase in income and profits

Data

■ Corporate profile

Year of foundation	1981	Capital	133 million yen
Head office address	6-82-2, Yamaga-cho, Yao City, Osaka		
Business outline	Manufacturing of magnesium alloy parts		
Sales	Consolidated : 1,205 million yen (as of March 2014)		

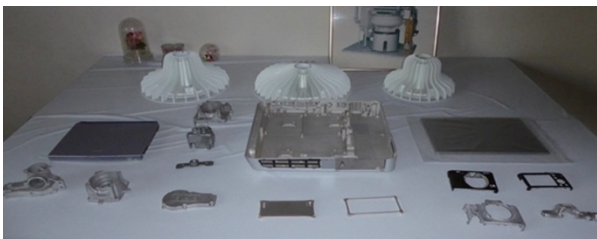
■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of December 2014)
Number of employees	48 persons (including 25 non-regular employee)
Number of employees by attribute category	13 women (including 10 non-regular employee) 25 foreigners (including 18 non-regular employee) 3 persons with physical disabilities (including 0 non-regular employee) 1 elderly person (including 0 non-regular employee)
Average service years for regular employees	11 years (10 years for men, 12 years for women)

Background and goals of diversity management

Three brightness models constitute the company's policy

STG CO., LTD. (hereinafter referred to as "the company") was established in 1966 and is engaged in the manufacturing and sales of a variety of materials focused on magnesium alloy parts. The company does not only own equipment for manufacturing die casting machine specialized in magnesium die casting and machining centers, molds and casting technology tailored to the manufacturing of respective parts, but also deals with a wide variety of processes from casting, trimming to final checking. The company is highly trusted by customers as a specialist in downsized and lightweight magnesium LED heat sink products and currently has bases in Thailand, China and Hong Kong to conduct a global business.



▲ Magnesium die casting products which are the main products of the company

As the name of the company indicates, the word "brilliance (brightness)" represents the company's management philosophy. The company aims to realize the "brilliance of customers," "brilliance of employees" and "brilliance of society as a whole" since its establishment. The company adopts the three pillars: "use of a wide variety of human resources," "creation of employment opportunities for socially vulnerable people" and "use of elderly people" in connection with the "brilliance of employees" as its personnel management philosophy and actively makes use of capable human resources regardless of gender, nationality, existence of disabilities, age and the like.

Active recruitment of foreigners as a result of the lack of Japanese workers

It was in 1997 that the company succeeded in downsizing parts, which is one of its main business and its business started to blossom. At the time, magnesium alloy was adopted as the housing of the personal computers which were launched by a leading electronics manufacturer and the sales of the company increased all at once. The president comments that "the time marked the turning point for its business expansion." On the other hand, the company had a problem at the time. It was the lack of human resources despite business booming. Despite advertisement for recruitment of necessary human resources, the company had difficulty in recruiting them. In the circumstances, the company took note of foreigners. As of 1988, the company employed foreigners including a worker from Bangladesh and

continued to employ foreign employees from Iran, Peru, etc.

It was necessary for the company to actively recruit foreigners in order to continue its growth by not being particular about the recruitment of Japanese people. The company started to employ foreigners from this period in earnest.

Increase in the number of foreign employees starting from the employment of a Chinese student studying in Japan as a part-time worker

When the company advertised for part-time workers at the time of business expansion since 1997, a Chinese student studying in the graduate school of Osaka University applied for the post in response to the advertisement. Thereafter, various foreigners joined the company through the Chinese student. For example, the male worker who serves as the president of the STG China in Shenzhen is the brother of this Chinese student. In addition, the Chinese student introduced his sister-in-law to the company and thus, the company expanded the employment of foreigners through a human network. In addition, a community called the Aoyama Danchi in which many people from Vietnam reside is formed in Yao City, Osaka in which the company is located, more foreigners lived than other areas. If a Vietnamese is employed, other Vietnamese applied for the job through word of mouth. There was an advantage in the point that reliable people gathered thanks to the introduction of an employee already working in the company. Therefore, it was relatively easy to rest assured of the characteristics and mentality of foreigners joining the company.

Specific measures taken for promoting diversity management

Desire of the president to develop business abroad

Since 1997 onward, the company increased sales thanks to the adoption of magnesium alloy as the housing of personal computers. However, in order to respond to the expansion of operations by its main customers, the company needed to consider the direction of its new business model. Although the president entertained the desire to "expand business abroad by taking advantage of the abilities of the outstanding Chinese employees and students," it was difficult to promote the newly employed Chinese employee without providing training in advance to a higher post in light of Japanese employees having the idea of the seniority system by length of service so that he might play a central role in the business expansion abroad. In the circumstance, the president decided to prepare the ground both in terms of business expansion abroad and development of human resources so as to enable the Chinese employee to work effectively.

Establishment of an organization to deal with the globalization

In order to expand business abroad, the company established the Global Strategy Promotion Section in 2002

to promote business expansion abroad and development of human resources. The female employee who had joined the company in 1998 was nominated the chief of the section. It was not that she had a background for overseas strategy, but she had a strong interest in China in which the company intended to develop business and studied Chinese language. She was also aware of the need to take advantage of the ability of the Chinese employee that was studying in Japan. In the first place, she was dispatched to a Japanese company in China to acquire knowledge to take advantage of foreign people in terms of labor management and strategy.

However, since the company has employed many foreigners in the past, hardly any employee of the company paid a special attention to foreigners. The Global Strategy Promotion Section had been also established to further promote their use because the system to allow foreigners to work comfortably in the company was already in place.

Detailed consideration to help foreign employees to settle in the job

The company supported the active participation of foreign employees by sharing the idea that “it has been taken for granted at the site from the beginning” and female employees play a big role in the effort.

Many women having completed their child-bearing years have been working prior to the establishment of the Global Strategy Promotion Section. Many women with child-bearing experience take good care of foreign employees by sensing their plight or listening attentively to them. For example, when a foreign employee seems to be physically ill, they perceive immediately that something is amiss and inform a male employee at the site. This allows the male employee to provide care to the foreign employee and as a result, an environment is created in which foreign employees can work comfortably.

This kind of consideration is not given due to role rotation or role sharing such as “who takes care of which employee.” Not only female employees with child-bearing experience, but also some male employees notice changes in other people’s physical conditions. In most cases, this is perceived by employees in communication with foreign employees. This is not made possible by simply introducing a system. Since there is a case in which because of the introduction of role sharing as a system, the optimum work is impaired as a whole, the company has made it possible for foreign employees settle in the job without institutionalizing it as a system.

Development of abilities through OJT without creating a barrier to foreign employees

In order to help develop abilities of foreign employees that have joined company, the company provides training to them through onsite job shadowing by encouraging them to deal with customers even if their command of Japanese is not sufficiently high.

For example, the company has entrusted a Vietnamese employee who spoke only a few words of Japanese with delivery to customers from early days after joining the company. In addition, once a foreign employee was put in charge of dealing with customers over the phone resulting

in claims. The company increases opportunities for foreign employees to deal with customers without giving them a special treatment. If a problem arises in the process, the company examines the situation to explore the aptitude. That is to say, the company does not get a foreign employee on a job on the premise of his/her ability, but encourages him/her to gain experience improve skills. It is the policy of the company to “entrust a foreign employee with a job at which he/she may not be good at and check his/her ability and motivation” in order to develop his/her talent. It can be said that it is the main characteristic of the company to adopt a system in which foreign employees are trained and developed in the same manner as Japanese employees without creating a barrier to them.

Outcomes of diversity management

Start up of the factory in Shenzhen, China and increase in income and profits

In the efforts to help foreigners to settle in the job, the Chinese employee that joined the company in 1998 has demonstrated his ability in the company as a whole and in recent years, the company has expanded its business in China through him, accordingly. The launch of its subsidiary company in Shenzhen was due to the fact that one of its customers was located in Shenzhen. The company considered that this Chinese employee was the most adequately person in the company and selected him as the person in charge of the subsidiary.

There were two key points in the launch of the subsidiary in China. One was that the person understood the local language and life environment in the location. Since he is Chinese, there was no problem in this point. The other point was the difficulty in terms of payment and collection of sales amount in China. It takes easily four months or six months for a Japanese employee to collect money due to differences in collection form and business practice from Chinese customers. In addition, unless the Chinese is not capable of performing his duties, collection of payments will be stalled. Not only that this Chinese employee was well versed in the way the business was conducted and practiced there, but also he was expected to have the potential to produce outcomes according to his performance in Japan.

In 2006, the factory in Shenzhen was rapidly launched and since 2007 onward, the subsidiary company has kept its business in the black. The subsidiary increased its income and profits in FY2013 and the number of customers in China increased from 1 at the start of business to 12. It is expected that profits will increase by three times this fiscal year in comparison to the previous year. Particularly, for the past 1 to 2 years, profits have been increasing with the increase in number of customers. The growth of the Shenzhen factory is making great contribution to the expansion and management stability of the company. Since then, the company launched its subsidiary in Thailand in 2011 and the company has now three production bases including that in Japan. Since the company has been adapted to adequately respond to

overseas business development of Japanese manufacturers and to perform optimum production within the company including its subsidiaries, it is now able to reduce its production cost by 20% and a strong business management base has established.



▲ STG CO., LTD continues to grow by making use of foreigners

The Company has expanded its overseas market by providing many opportunities to young works including foreigners and the president himself transmits the company's role.

Main points

Background and goals of diversity management

- Development of businesses related to water, energy and environment all over the world

Specific measures taken for promoting diversity management

- Recruitment of personnel with clear definition of candidate profiles
- Development of young employees through thorough on the job training (OJT)
- Transfer of skills from elderly people to young employees

Outcomes of diversity management

- Product development with the understanding of the characteristics of the Chinese market
- Building of an integrated business system by performing consolidation accounting by combining the financial results of its Chinese subsidiary company into the combined financial results of the parent company
- Simultaneous realization of technology transfer by OJT by elderly employees and reception of orders for products
- Expansion of possibilities to acquire new customers

Data

■ Corporate profile

Year of foundation	2004	Capital	380 million yen
Head office address	6-1, Nagisa-cho, Izumiotsu City, Osaka		
Business outline	Manufacturing and sales of internal device for petroleum refining and petrochemical industry, screen for water intake, water treatment equipment, etc.		
Sales	6,212 million yen (as of June 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of December 2014)
Number of employees	165 persons (including 17 non-regular employee)
Number of employees by attribute category	17 foreigners (including 3 non-regular employees) 5 elderly people (including 5 non-regular employees)
Average service years for regular employees	5.5 years (5.7 years for men, 4.3 years for women)

Background and goals of diversity management

Development of businesses related to water, energy and environment all over the world

NAGAOKA INTERNATIONAL CORPORATION (hereinafter referred to as “the company”) was established in 2004 and engages in the development and sales of water intake works, water treatment device and screens without chemicals. The company contributes to the realization of a better life by providing technologies for efficiently producing “water” and “energy” indispensable for human life and “environmentally-friendly” technologies. Since its establishment, the company develops business not only in Japan, but also all over the world and the sales in overseas markets account for 80% of the total sales of the company. In particular, in environment-related business, since not only that progress situation differs by country but also an event which has occurred in one country has an effect on other countries, a global perspective is required to solve problems. The size of overseas markets is far much larger than that in Japan and is expected to grow in the future. Under the recognition that “no market is left in Japan,” since its establishment, the company has continued its focus on overseas markets. And, it considers indispensable to make use of a variety of human resources including foreigners in order to survive the global competition.

Specific measures taken for promoting diversity management

Recruitment of personnel with clear definition of candidate profiles

The markets in which the company develops its business are expanding all over the world. The company recruits people focused on “human resources capable of understanding the management philosophy and working effectively” and ignores “nationality, gender and age.” The company conducts 6 interviews with applicants in its recruitment process including an explanatory meeting before final decision and the president attends in all of them to transmit the management philosophy and the ideal candidates he is looking for. If the recruitment is left to the personnel affairs department, the company may become aware of a mismatching after the incorporation of a worker due to a perfunctory explanation of the job. If recruitment is conducted based only on academic background and qualifications, the recruitment activity itself becomes a dead letter. In the circumstances, the company unreservedly talks about the good points and the bad points about the company from the start in the process of recruitment and tells applicants that “they should not work simply as a cog in a wheel, but get the best from themselves to aim to become an executive.” This may be not an efficient manner, but enables the company to recruit human resources that truly share the company’s philosophy by the president clarifying the ideal candidates he is looking for. As a result, the turnover rate of the

company is very low under the recent new recruitment policy.

In addition, the number of foreign employees of the total staff of 170 is 18, of which Chinese employees are 15. The number of prospective new graduate employees in FY2015 is 8 people, of which two of them are Chinese. The employment of many numbers of foreigners is not due to that a numerical target for recruitment has been established, but this is as a consequence of having recruited human resources with abilities required for the development of the business of the company. Of course, it is better that a new employee joining the company can speak Japanese. However, the company considers it more important to “have the attitude to work.” The attitude to actively speak up from a standpoint of a person having a different background to lead the company strengthens the company. Many of the foreigners working in the company have the strong spirit and heart to lead the business of the company in the future.

Development of young employees through thorough on the job training (OJT)

New graduate employees joining the company receive the same training regardless of their academic backgrounds. It is possible for the company to get the measure of their aptitude without any preconception due to their academic background. After the completion of the training, they will work in a variety of work positions.

In addition, the company gives them opportunities to work overseas from the early days of their incorporation. Following the corporate policy that, “a lot of things can be learned from failure, and failure is a shortcut for growth,” the company takes responsibility for any failure of young employees. According to the extent of their growth, their discretionary power is increased and the number of work to be entrusted will also be increased. The company aims not only to help them acquire abilities to deal with the job, but also learn to plan their job and have responsibility in addition to improving their motivation. Since the cost for the development of human resources is limited, the company attempts to develop the abilities of employees through on the job training.

Transfer of skills from elderly people to young employees

The retirement age of the company is 65 years old across the board according to its working regulations. It is premised that all employees work till 65 years old of age unless there is some particular reason. After the retirement age onward, if wished, employees may be employed under the reemployment system.

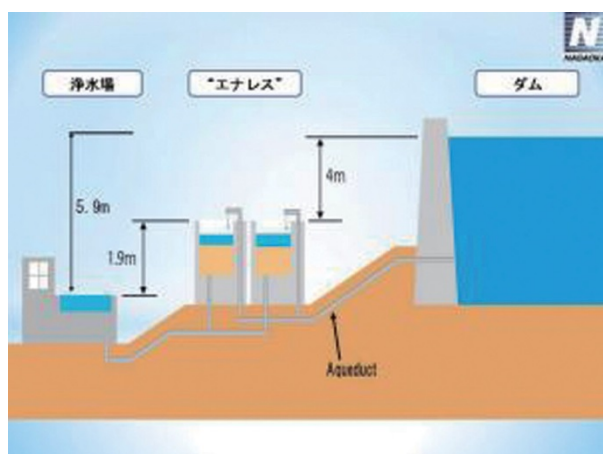
As of 2014, persons holding a managerial post are 20 and the eldest person is 75 years old. The main role of the elderly is to transfer special skills to young employees and the core technologies and skills of the company are transferred through the on the job training.

Outcomes of diversity management

Product development with the understanding of the characteristics of the Chinese market

In recent years, the company has developed a water treatment device which does not use electric power or chemicals and introduced in China, and succeeded in purifying the dam which had been giving off a stench due to water bloom. It was difficult for Japanese technicians accustomed to advanced technologies to understand the local environmental needs and this was made possible through the to-the-point understanding by a young Chinese employee. The Chinese employee made several round trips between the site and Japan together with a Japanese veteran employee. At the site, they learned the way to actually operate the device and the restrictions for its use and they studied the way to improve the device to solve the problem. The company has excellent technology regarding water treatment and has succeeded in developing the device not in the process of innovating technology, but in the process of meeting the functional needs required by a customer.

The introduction of this product into the Chinese market has enabled the company to establish its presence in China by gaining trust from the market. The product was commended by the International Water Association (IWA) which is the world's supreme authority as an "innovative technology" and its performance and effect have become recognized internationally.



▲ Schematic view of the developed water purification device Henares

Building of an integrated business system by performing consolidation accounting by combining the financial results of its Chinese subsidiary company into the combined financial results of the parent company

In order to smoothly develop business in China, it is indispensable for the company to consolidate accounting with multiple subsidiaries. The company established its subsidiary sales company in Shenyang in 2011 and in Beijing in 2013 to start its sales activities in China and started

local production in two factories in Dalian and Shenyang established in a joint venture in 2013. In order that these four subsidiary companies to work fully, it was necessary to cut waste by streamlining the accounting of the four subsidiaries. It was the mid-career Chinese female employee that acted as driving force.

The problem at the time was "the lack of visibility in the overall accounting of the company." In the circumstances, in addition to understanding the accounting methods used by each subsidiary, she took on the rebuilding a system from the scratch to unify the accounting system and, accounts, accounting policy and accounting provisions related to the accounting system of all the four subsidiaries. Moreover, the use of an internet-banking for the management of money has allowed an easy understanding of the status of the balance. In addition, an audit company is now used for all the four companies and the tax investigation of the three companies is entrusted to a company. Moreover, she took great pains to show the subsidiaries the reason why "so much effort should be put into accounting-related works" in addition to changing and unifying the system. She thought that unless the company's policy on the accounting is not shared and understood, the need for the effort would not be understood and a backlash against the vast amount of daily work would occur.

The optimum management system built thanks to the efforts of this Chinese employee has not only enabled the company to collect exact data it is looking for and perform smooth management of all the subsidiaries including financial statements, but also has contributed to the improved efficiency of the company.

Simultaneous realization of technology transfer by OJT by elderly employees and reception of orders for products

The active role played by elderly employees does not only allow the transfer of skills to young employees, but also contributes to securing orders made to the company. Its factory in Kaiduka manufactures internal device for petroleum industry. When the company received an inquiry from a customer about a large internal device for petrochemical use to be used in China, the company had no equipment capable of manufacturing a large internal device. However, the company would lose a rare opportunity to get a large order.

The elderly employee in charge of the OJT (on the job training) visited a major manufacturer for which he had worked earlier together with a young employee and requested the manufacturer for collaboration to manufacture the large internal device. In addition to submitting the drawing for manufacturing the device to the manufacturer, the company sent its technicians to explain the processing procedure. In consequence, the company has received a total of five orders for a similar product for China from the following year onward.

The young employee took the lead in a series of processes including the preparation of quotations required in these work processes, negotiation on the price and delivery with the manufacturer, management of processes for the manufacturing, price negotiation with a packaging company for packing a large volume for export, adjustment

of schedules with a shipping company for shipment and budget management, while the elderly employee provided the necessary knowledge and experience. In particular, in order to succeed in receiving orders, a bargaining power to obtain collaboration from an outside company and inventiveness for solving problems were required. A team formed by the young employee and the elderly did not only result in the acquisition of the orders, but also in the young employee acquiring a lot of knowledge and experience. The company is poised to create an environment which a variety of human resources can exert their abilities and opportunities to combine talents to generate synergy effects in the future in order to further promote business overseas.

Expansion of possibilities to acquire new customers

In 2008, the company formed part of the mission to China led by the Ministry of Health, Labour and Welfare and established a relationship with the Chinese central government ministries and agencies (Ministry of Water Resources and Ministry of Construction) as well as their extra-departmental body Chinese Water and Sewage

Association. Since then, the company has started to develop water business in China by building connections with water utilities companies and China Construction Technology Consulting Company through academic conferences and exhibitions and the possibilities to further expand business in China has been increased. In order to develop water business in China, since comprehensive knowledge and experience not only in tap water intake and purification equipment, but also in sewage treatment are required, the company cooperated with Japanese leading companies in order to expand its market. In addition, the size and achievements of a company as well as personal connections with decision-makers are important for doing business in China and the company has established relationship with the aforementioned governmental organizations and succeeded in expanding sales by promoting technical exchanges. In particular, thanks to the technology recognized by the International Water Association and the achievements of purification equipment in Japan, the company has got a certain reputation. As a consequence of this situation, the company has been able to develop business smoothly and expand its business in China.

The company has made strenuous efforts to make people with disabilities to not feel handicapped by their condition by “thinking possibility” and engages in developing new services using its knowhow.

Main points

Background and goals of diversity management

- Implementation of a significant change in the management policy in the wake of the change of the president in response to the change in business environment

Specific measures taken for promoting diversity management

- Establishment of a “Mission Statement” based on the management philosophy
- Transfer of skills through the introduction of the quality management system and improvement of the management
- Work distribution, effective personnel allocation and human resources development system based on quality management system
- Implementation of the effort to “remove barriers” both in terms of software and hardware

Outcomes of diversity management

- Development of new businesses in which each employee demonstrates his/her ability regardless of disabilities or restrictions

Data

■ Corporate profile

Year of foundation	1946	Capital	84 million yen
Head office address	1-12-1, Goryo, Daito City, Osaka		
Business outline	Manufacturing and sales of prostheses, orthoses, wheelchairs and nursing support equipment, communications equipment, artificial bodies and hearing aids		
Sales	6,938 million yen (as of June 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of June 2014)
Number of employees	600 persons (including 117 non-regular employee)
Number of employees by attribute category	215 women (including 84 non-regular employee) Proportion of women in managerial posts: 5 % 22 people with disabilities (including 7 non-regular employees) Employment ratio of people with disabilities: 4.18%
Average service years for regular employees	10.9 years (14.2 years for men, 7.5 years for women)

Background and goals of diversity management

Implementation of a significant change in the management policy in the wake of the change of the president in response to the change in business environment

KAWAMURA GISHI CO., LTD. (hereinafter referred to as “the company”) was founded in 1946 and engages in the manufacturing and sales of prostheses, orthoses, wheelchairs and nursing support equipment among others. The company aims to become “a company capable of attracting smiling faces from all over the world” as the KAWAMURA Group together with its wholesale company, Pacific Supply Co., Ltd.

From the beginning of its foundation immediately after the end of war, the company employed many people with disabilities and has expanded its business by developing products from users’ point of view. In addition to the philosophy of the president that “it is important to produce from users’ point of view and there are many things to be learned from people with disabilities,” there were many technicians with disabilities in a leadership position and an atmosphere has been created in the company that it is nothing special to work with people with disabilities as a matter of course.

In the era of the second-generation president, the company expanded its business thanks to the high economic growth. However, in 2000, when the current president took charge of the company, the social environment surrounding people with disabilities and nursing changed in line with the enforcement of the Long-Term Care Insurance Act and others. In the face of a rapid deterioration in business results, coupled with the construction of the new company building, the president decided to re-define the management philosophy and restructure the organization and business processes including the introduction of a quality management system under the conviction that the company could not continue with the traditional business style. In this manner, the company has been transformed from “a top-down president and craftsmen” to a mobile organization in which each employee thinks and acts autonomously.

Specific measures taken for promoting diversity management

Establishment of a “Mission Statement” based on the management philosophy

The company has established its mission statement consisting of thirty statements in line with its corporate philosophy of “never giving up improving the QOL of our soul partners and customers”. The wording of the “improvement of QOL” embraces the corporate policy of providing “products to improve the life and livelihood of each person” on top of manufacturing prostheses, orthoses and other products.

Despite its existence, the corporate philosophy had not permeated the behavior of the employees. In order to amend the situation, the mission statement to communicate the purpose and overall plan of the company to all employees was introduced to explain in detail their role. The statement serves to solve problems and situations by providing a clear guidance on how to behave and act.

30の行動指針	
1日	私が働く目的は理念の実現です。私は理念実現への使命感にあふれています。人生の中で、働き方やバランスは変わりますが、理念の実現を絶対にあきらめない、その思いが変わることはありません。そのために今日の自分にできる最善を尽くします
2日	私はグッドパートナーとともに生涯にわたりお客さまに価値を届けています
3日	私は毎朝元気に声を出し、明るく笑顔で挨拶をしています。清潔な身だしなみでお客さまに安心と信頼をいただいています
4日	私はいるものといらないものを分け、いらないものを捨てています。必要なものや情報は皆が使いやすい、決まった場所に置いています
5日	一番大切なのは安全です。私は、何よりも安全を優先しています。ヒヤリハットをソウルパートナー、グッドパートナーと共有し、ともに事故の撲滅に努めています
6日	私は入社時に描いた夢の実現と働く中で見つけた自らの職責を果たすために日々研鑽を続けています
7日	私たち一人一人が安心と価値を創っています。私たちは開発提案、技術提案、改善提案の仕組みを活用しています
8日	私は、ソウルパートナーを尊敬し、常に感謝しています。仕事を手伝ってもらったときは“おかげさまで、ありがとうございます”と声に出して感謝を伝えています
9日	利益やお金は大切です。私は製品やサービスの価値にふさわしい代金を1日でも早くいただきたいです
10日	私は、東北活性化支援の一員です。2011年3月11日を決して忘れません。思いを風化させず、自ら動き、すべきこと、できることを考え、活性化への貢献を続けています
11日	私は失敗やミスを通しません。私は悪い癖を歓迎します。問題をソウルパートナーと共有し、ともに解決しています。私は、失敗とミスの違いを考え、ミスをゼロにする努力を続けています

▲ Excerpt of the “30 guidelines for action” of the Mission Statement

In addition, the management including the president actively advocates the slogan “Think Possibility” as the company’s watchword. For example, the company considers it important for a person with upper limb deficiency to think “what can be done with one hand?” “it may be possible to do this and that with this apparatus,” etc.

This is something that has been consciously taken into consideration in particular in recent years ever since the company has started to accept people with mental disabilities and intellectual difficulties, in addition to people with physical disabilities as permanent employees and part-time workers. Although a number of people with physical disabilities have been working effectively in the company for many years, there has been hardly any opportunity to be in contact with people with mental disabilities and intellectual difficulties. As a result, there was a worry in accepting them. However, people with mental disabilities and intellectual difficulties who had started with a simple work like scanning learned gradually to perform more complicated task. In the face of their progress, employees have become aware of their prejudice against them. In addition, in the process of working together and learning from each other based on mutual respect, people with disabilities have also learned to live in harmony with the community and they are also changing gradually, as seen in the improvement in their appearance, for example.

Under the recognition that “nobody is perfect,” the management of the company considers the “altruist management” focused on others as the ideal the company aims for in the future. To think “what can be done and how

should be done" has led to the development of employment support services (see below).

Transfer of skills through the introduction of the quality management system and improvement of the management

The company puts effort into the quality management of their products. In the past, it was considered that prostheses and orthoses were made to order and standardization or mechanization was not possible. However, the current president concluded that it was inevitable to introduce a mechanism of standardization in order to improve work performance and took the top-down resolution to perform quality management as an overall effort including the manufacturing department in view of cases in which companies in the same industry were forced to cease operations due to difficulties in the transfer of skills.

The project team under the president was launched centered on the quality warranty section to develop a mechanism to document the work process of each department and the company acquired the quality management system ISO9001 in 2005.

In the beginning, "craftsmen" in the manufacturing department opposed to the introduction of the quality management system by arguing that "skills are in one's head". In the circumstances, the president persuaded them by classifying skills into "skills that can be acquired by anybody in 3 to 4 years training" and "skills that are performed only by a craftsman" and standardizing the former alone. The company subdivided the work processes of all departments into segments and succeeded in "visualization" in the standardization process.

The improvement in the overall work process has contributed to a great extent to the active employment of people with disabilities of the company in the future (see below).

Work distribution, effective personnel allocation and human resources development system based on quality management system

The progress in the documentation and "visualization" of the aforementioned work process has enabled the matching between the work content of a department and the required skills for the performance of the work. For example, the work of "company visiting tour" is divided into the segments of "acceptance of visit," "communication with the company reception," "guide on the day," etc. Each work is evaluated from the perspective of the degree of performance including whether a certain task is performed by one person, or an assistance is required, etc. The extent of subdivisions of work varies according to each department. For example, in the manufacturing department, a work is subdivided by individual skill such as "drilling a hole using a drilling machine."

All the works of all the departments have been put in a list in which the work items and the names of employees corresponding to each work are listed up vertically and horizontally, respectively. This list is called the "ability table" which allows an integrated management of the "current" degree of acquisition of the skill of an employee and the

work content of each department, and contributes to the improvement in work efficiency of the department as a whole and the development of abilities of each employee. On the other hand, the "work distribution table" in which future work and an employee are mapped and the "training progress planning" which connects the "current time" and the "time in the future" have been developed in relation to the "ability table." The "work distribution table" allows the company to consider the role to be assigned to an employee in the future in accordance with the needs and function of the organization on the whole and as a consequence of the consideration, the training plan of each employee is specifically established individually in the "training progress planning," such as "the employee A will be trained by the employee B in this manner and during this period," etc. This paves the way for the provision of training based on an objective evaluation of abilities and skills at that point in time.

The company has been improving this system for the past ten years and from a certain time, the attachment of the "ability table" for a recruitment request from each department and for a replenishment request for a retired employee has become compulsory. Since a glance at the table allows the company to gain an understanding of the situation and arrange personnel in an adequate manner accordingly. For example, when a part-time worker in charge of sewing leaves, the company checks the worker in the ability table and makes a new personnel arrangement by clearly understanding the needs. Since this system clarifies the requirements demanded from each employee, the company does not need to be particular about the employment/arrangement of a "permanent employee" that "can do everything" and "can work all times." If a person has a certain skill set, he/she can perform in a department in which the skill set is required. As a result, it has become possible for the company to accurately match the characteristics and abilities of a person with mental or intellectual difficulties with the work. Currently, regardless of the presence or absence of disabilities, the company can evaluate all employees under the same criteria.

Implementation of the effort to "remove barriers" both in terms of software and hardware

The company holds interviews with applicants with disabilities or difficulties in a normal recruitment process "without considering their disabilities" for the posts of sales, manufacturing and marketing. The company attaches weight to the personal characters and the understanding/sharing of the company's philosophy for employment and does not discriminate them in work allocation, either.

The company is "a professional" in prosthetic legs, wheelchairs and living environment development and all employees pride on their knowledge of these equipment. Many cases are seen within the company in which in-house manufactured products are effectively used to make work easier and improve the QOL. For example, an employee with a lower limb disability in the walking was recommended to use an electric wheelchair within the workplace and his action range as well as the field of work has been significantly increased, accordingly.

This kind of improvement in the working environment is carried out according to the needs of each employee in a flexible manner. For example, the height of the desk is adjusted and the layout of the workplace is changed for an employee in a wheelchair, while the in-house manufactured communication equipment is used for an employee with dysarthria (speech disorder-impossibility of pronunciation). In addition, this is applied not only to the workplace environment, but also to the work process and a process which is detrimental for people with disabilities is eliminated or simplified in order to tailor a work to suit a person". For example, in the past, there was a case in which a totally blind employee drew up the minutes of a meeting. Due to the complicity of the traditional in-house document format in which input columns were subdivided into many segments, the format was changed into a simpler form to enable the employee to draw up the minutes with easy input work. Thanks to the clarification of the work process based on the quality management system, it is possible for the company to take measures flexibly in order to adapt to the moment and meet the needs of an employee at the site.

In the meantime, in terms of work style, an effort is underway to flexibly deal with time and place. An employee is allowed to stagger commuting hours and move the 7.5 working hours forward and backward with the permission of the section chief. In addition, employees can work for shortened hours for childcare or nursing care. There is an underlying strong desire on the part of the management to "expect irreplaceable employees to work for many years" and there is its corporate philosophy of "never giving up improving the QOL of our soul partners and customers". The company continues its efforts to remove physical and psychological barriers step by step.

Outcomes of diversity management

Development of new businesses in which each employee demonstrates his/her ability regardless of disabilities or restrictions

As mentioned above, many technicians with disabilities using prosthetics and orthotics in a leadership position got engaged in the transfer of skills, development of successors, and product development and created the foundation of "KAWAMURA and Technology." The transfer of skills is now smoothly conducted from older employees to young employees through the quality management mechanism to support the manufacturing of the company. The representative product of such an effort is the short leg brace "ORTOP AFO series" and about 14,000 units

(about 500 million yen at the end-user price) are sold annually and has become the standard product of the brace industry.

In the meantime, the company has promoted a variety of work styles regardless of the presence or absence of disabilities or of time constraint to allow female employees with childcare to continue working. In addition, the company actively engages people with disabilities in work in contact with customers, such as a showroom as an attempt to expand their working opportunities. Such an effort serves as a place publicize that the company embodies its corporate philosophy.

All employees of the PR department in charge of the company tour are women, and for their kind guidance, about 2000 people visit the company annually including local elementary and middle schools, students on a school trip, etc. Inspection tours for a fee in combination with a professional seminar on prostheses and orthoses have started since 2012, which results in sales of 700,000 yen in a year.

In addition, an effort to summarize the know-how developed in the company to work together with people with disabilities and transmit it to other companies is underway in response to the proposal of an employee. It is expected that this may serve as a new business base in combination with consulting services in the future.



▲ An aspect in which a person with disabilities performs as a normal worker

The Company has expanded the environment in which women can work effectively in combination with the development of system and work environment, realized the translation into business of research results and created a friendly workplace.

Main points

Background and goals of diversity management

- Development of “a friendly environment for everyone” in anticipation of the decrease in the number of working population
- Shift from the personnel organization focused on men

Specific measures taken for promoting diversity management

- Support to help strike a good balance between work and family in excess of legal stipulations
- Development of working environment in pursuit of “friendliness of work”
- Change in “work system” and expansion of “work field” in addition to the system enhancement
- Increase in the proportion of female employees for the realization of the target in 2028

Outcomes of diversity management

- Development of a user-friendly alloy powder for surface reform
- Expansion of opportunities for recruitment of outstanding human resources through the strengthening of recruitment activities

Data

■ Corporate profile

Year of foundation	1935	Capital	20,182 million yen
Head office address	3007, Aza Ichimonji, Shikamakunakashima, Himeji City, Hyogo Prefecture		
Business outline	Steel Industry		
Sales	151,750 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of march 2014)
Number of employees	1,691 persons (including 122 non-regular employee)
Number of employees by attribute category	171 women (including 8 non-regular employee) Proportion of women in managerial posts: 3.0%
Average service years for regular employees	17.6 years (18.5 years for men, 13.1 years for women)

Background and goals of diversity management

Development of “a friendly environment for everyone” in anticipation of the decrease in the number of working population

SANYO SPECIAL STEEL CO., LTD. (hereinafter referred to as “the company”) was established in 1935 and has been growing through the provision of “high reliability steel” based on high credibility gained from customers. The company provides essential elements for a variety of industries including automobile, railway and construction machinery among others through the manufacturing and sales of a wide range of special steel and special materials including steel for bearing, structural steel, tool steel, stainless steel, and formed and fabricated materials. In the midst of the progress in aging population and a decrease in the labor force population, there was a growing sense of crisis that it would be difficult to secure the required number of human resources in the steel industry which has been considered the “workplace for men” in the past. In a situation in which a wider variety of human resources need to work effectively, the company has started an effort earlier than other companies in the same industry to develop a workplace environment in which a variety of human resources focused on female employees can play an active role and to recruit women.

Shift from the personnel organization focused on men

The steel industry is exposed to a severe international competition. In 2007 when the president at the time took charge of the company, the company declared a strong message to “support female employees to play an active role” in the understanding that in order to survive in the severe environment and continue to grow, it was necessary to secure outstanding human resources. Such a message was declared in rather an early stage compared to other companies in the same industry. There was an underlying conviction of the president that (1) it was very important for the company to secure human resources in a long-term perspective and the company needed to “develop a women-friendly working environment” as a part of the effort and that (2) it would be possible to maintain and increase the competitiveness of the company by creating a company in which outstanding human resources can play a role regardless of gender. For many years in the past, recruitment had been focused on men. In the understanding that a variety of human resources need to play a part in order for the company to maintain and increase the competitive edge in the future, the company started to develop an environment to allow women that account for the half of the population to work effectively.

In order to promote the effort, the specific target of “increasing the percentage of female employees to 25% by the end of March 2028, 20 years later from now” was established. At the time in 2007 when the effort was started, female employees accounted for 7% of all employees and only 2% in the technical jobs that deal with

the manufacturing of products. The target of 2028 can be achieved only if the women account for the half of the new recruitment of the company every year. It is the manifestation of a strong will of the company to engage in the effort with a unified voice in addition to showing its strong determination to the outside world by deliberately setting a high target.

Specific measures taken for promoting diversity management

Support to help strike a good balance between work and family in excess of legal stipulations

In the first place, the company took on the review of the system. The law stipulates six weeks of a maternity leave before birth, but it is possible to use the prenatal maternity leave system from the early stage of pregnancy (immediately after the confirmation of pregnancy) in the company. Since the physical condition of a pregnant woman is unstable in the early stage of pregnancy, pregnant women are allowed to take a maternity leave during an unstable period and choose the work style that best fits the physical condition and situation of each employee. In addition, when an employee returns to work before the completion of childcare period, she receives a subsidy (up to 20,000 yen per month) for the cost of providing care to a child at a nursery house and this is also very popular among the users.

In addition, a system has been introduced in which if an employee who left her job for reasons of childbirth and childcare wishes to return to work, she can work again as a permanent employee with the same treatment before her leave if certain requirements are met. In this manner, a variety of measures have been taken so as to enable outstanding human resources to continue working after a life event.

Development of working environment in pursuit of “friendliness of work”

Since the workplace was basically for men, there was no facility that paid attention to female workers particularly in many factory facilities in which technical specialists worked. Owing to the characteristics of the work of the company, employees worked in many different sites, but facilities for women were very limited. To start with, the company has developed a variety of basic facilities for female employees including toilets, locker rooms, bath, space for relaxation without worrying about the presence of men and others.

In addition, a maternity uniform to allow a pregnant woman to work comfortably was developed in response to the on-site voices. The maternity uniform is very popular also outside the company and many inquiries are received.



▲ Maternity uniform to allow a pregnant woman to work comfortably

Change in “work system” and expansion of the “field of work” in addition to the system enhancement

In line with the improvement in systems and facilities, the company has allocated women to shift work and jobs conventionally reserved for men. In the past, female technical specialists nearly exclusively worked at day time. However, since the labor environment has been developed for women with the aforementioned improvement in systems and facilities, women are allocated to workplaces with a 3-shift work/2-shift work. Currently, 21 women work in workplaces with a shift work. Pregnant technical specialist continues working by making use of the maternity/childcare leave system or the short-working hour system. In addition, their field of work has been expanded in recent years: Conventionally, women mainly worked as auxiliary staff in tests and researches, but now they are also allocated in intermediate processes and final production lines.

Increase in the proportion of female employees for the realization of the target in 2028

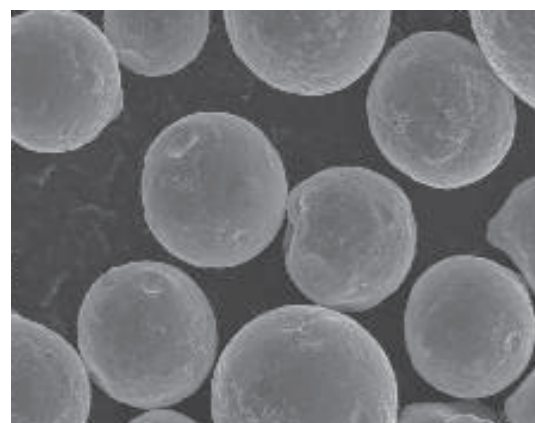
In the beginning when the company started the effort, the ratio of female employees was 7 % (98 out of 1352). As of April 2014, however, the ratio of female employees is 11 % (159 out of 1359) and both the ratio and the number have increased. The promotion to managerial posts has increased. As of the end of March 2007, only three women were in managerial posts including one manager who held the highest post for women, while as of April 2014, there are eight women in managerial posts including 7 managers and 1 general manager who holds the highest post for women. This has been achieved as a result of the effort for the past seven years.

Outcomes of diversity management

Development of a user-friendly alloy powder for surface reform

The company has succeeded in the recruitment and settlement of outstanding human resources and in the building of an environment that allows them to play a role, which has resulted in outcomes in research and development.

The representative outcome was the development of the alloy powder for surface reform. The female employee who joined the company when it had started to recruit and allocate women and develop the environment actively has played a significant part in the development of the product. She visited customers actively together with a person in charge of sales two to three years after joining the company and listened to their requests for the product. Following the requests, she looked into the problem to analyze carefully and theoretically the cause of the deficiency which occurred at the time of use and concluded that not only the mixing of the materials, but also the in-house manufacturing process should be changed. Upon her earnest persuasion, the company has improved the manufacturing process leading to the development of the “alloy powder for surface reform.” The product is positioned by the company as the main item of the alloy powder for surface reform which provides heat resistance and wear resistance to steel-making equipment and die cast equipment. Its sales amounted to about 40 million yen in FY2012 and 2013. The product recorded the sales of 23 million yen in the first half of FY2014 and has become the number one product as a material for surface reform. She was commended by the company in 2012.



0.1mm

▲ Alloy powder for surface reform

This female employ is the first woman to experience pregnancy and birth in the research department. Having come back to work after a childcare leave, she continues working using the short-time work system. When an employee returns to work, an interview is conducted to discuss working hours to allow her to strike a good balance between work and childcare.

Expansion of opportunities for recruitment of outstanding human resources through the strengthening of recruitment activities

In recognition of a variety of efforts for supporting a good balance between work and family, the company was commended by the government of Hyogo Prefecture as a company that strikes a good balance between work and family. The company has been featured in many occasions in mass media and its recognition as a work-friendly company has increased.

In the recruitment for posts with prospects of a managerial post, the number of female students who had cited the company's effort to provide opportunities for women to play a key role as the motive for their application increased by 19 in 2014 compared to 2006, which accounted for 29 % of all female applicants. Two women out of seven for posts with prospects of a managerial post and two women out of five for technical posts were recruited in April 2014. Moreover, the company actively participated in events organized by a local university including the "Rikejo (female science students)" symposium and open campus among other events in 2014.

Thanks to a variety of measures including PR and advertising activities, the company is now widely known as a workplace in which women can play a role, and with the

increase in the number of both applicants and recruits, it has opportunities for recruitment of outstanding human resources.



▲ An aspect of an event for "Rikejo (female science students)"

The company considers people with disabilities as a potential workforce and eliminates misunderstanding and prejudice caused by the lack of knowledge through the “inclusion” of all employees.

Main points

Background and goals of diversity management

- Positioning of people with disabilities as a potential workforce

Specific measures taken for promoting diversity management

- Manufacturing of trays for many types of high-value added food
- Hand sorting by people with disabilities unique in the industry to support the manufacturing of ecological trays
- “Inclusion” of FP Corporation realized by the “floor hockey”

Outcomes of diversity management

- Formation of the market for “ecological trays” and the development of “ECO-APET”
- Transmission of the active role played by people with intellectual disabilities that supports good business performance

Data

■ Corporate profile

Year of foundation	1962	Capital	13,150 million yen
Head office address	1-13-15, Akebono-cho, Fukuyama City, Hiroshima Prefecture		
Business outline	Manufacturing and sales of polystyrene paper and other simple food containers made of synthetic resin, and sales of related packaging materials		
Sales	131,322 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of march 2014)
Number of employees	748 persons (including 2 non-regular employee)
Number of employees by attribute category	372 people with disabilities (including 0 non-regular employee) Employment ratio of people with disabilities: 16.0% (*)
Average service years for regular employees	11.8 years (14.6 years for men, 9 years for women)
Remark	(*) The number and the employment ratio of people with disabilities are the numerical values of a total of 33 companies in the group based on the “Special exceptions for the calculation of a corporate group”

Background and goals of diversity management

Positioning of people with disabilities as a potential workforce

FP CORPORATION (FPCO) Group engages in the manufacturing, distribution and sales of food trays as well as sales of related materials. People with disabilities employed by the Group are allocated in its main business, the manufacturing of trays and the recycling operations (sorting of recovered trays) in four subsidiaries with a special status in terms of employment of people with disabilities (hereinafter referred to as “Ducks Group”) including Ducks Company (hereinafter referred to as “Duck Co.”) and FPCO International Package Co., Ltd. (hereinafter referred to as “FPCO I Package Co.”) which is recognized as a company of A type to support people with disabilities to continue working.

The Ducks Co. was established in 1986 in the wake of an encounter with the “Ahiruno-kai (Ducks Association)” which is an association of parents with children with intellectual disabilities. In order to provide places of work for people with disabilities, the “Ahiruno-kai” was making a tour of various parts of Japan to look for companies that would agree with its gist. The president of FPCO (the current chairman) established the Ducks Co. to manufacture trays under the cooperation of the association and started to employ people with disabilities. Thereafter, although the company was approved as a subsidiary with a special status in terms of employment of people with disabilities, at the time of its establishment, the employment of people with disabilities was not compulsory and the number of subsidiaries with a special status was limited and in particular, the Ducks Co. was the first subsidiary with a special status focused on people with intellectual disabilities.

Trays were manufactured at the Ducks Co. by a special method called “vacuum molding” which consists in forming a shape by adhering resin to a mold in a near vacuum state and it was difficult to change the production line for the operation by people with disabilities. Therefore, there was no other alternative than using the normal production line in an efficient manner. The Ducks Co started to think of how to enable people with disabilities to engage in the production and make a profit. A variety of measures were taken including the attachment of buttons to call a leader in an emergency and the installation of double safety device, among others and the business of the Ducks Co. got off the ground in about one year.

In the meantime, the FPCO I Package Co. was approved as a company of type to provide support for continuous employment support to people with disabilities under the Act to Support Independence of Disabled People for the first time in Japan for a profit corporation. The company is engaged in the sorting of used trays which serve as raw materials for the manufacturing of recycled trays (ecological trays) and the manufacturing of foldable containers.

FPCO Group consistently considers that the Group employs people with disabilities not as a welfare work, but as a workforce in order to fully enhance their abilities and

with a view to allowing them to play a part in the main business of the Group for profit-making.

Specific measures taken for promoting diversity management

Manufacturing of trays for many types of high-value added food

Since physical distribution costs of food trays are very high, unless the business is conducted under the principle of local production for local consumption by having production bases in various areas, the transportation costs pile up. In the circumstance, the FPCO Group holds production bases across Japan.

One of them is the Ducks Shikoku Co. (hereinafter referred to as “Ducks Shikoku Co.”) in which the ratio between people with disabilities and healthy people is 2 to 1. A person with disabilities has been working for 19 years since the establishment of the company. The company engages in the molding of lids for fast food containers and people with disabilities are in charge of the inspection, packaging and casing. However, healthy people are not beside them to give instructions. With experience, a person with disabilities does not only take care of own work, but also oversees the whole production line. When he/she becomes capable of deciding by him/herself what to do next, the person will be promoted to the chief or assistant-chief of a line to teach other people. Many people with disabilities work in the Ducks Shikoku Co. as “a workforce” not in a welfare business, but “in a profit corporation.”

The evaluation criteria of the Ducks Shikoku Co. play a key part in the effort to support the system. The evaluation criteria of the company of people with disabilities are not different at all from those for healthy people. An increase in pay is determined in combination of a variety of elements including the attendance rate, attitude toward work, cooperativeness with people around, etc. In addition, all people with disabilities make presentations in front of all employees of their own annual target once a year and a specific target regarding quality and efficiency once in a quarter.

Hand sorting by people with disabilities unique in the industry to support the manufacturing of ecological trays

In the FPCO Group, “ecological trays” are manufactured by the processes of classifying trays recovered from supermarkets and others into white trays, colored trays and unsuitable trays accurately, carefully cleaning selected trays after crushing to melt and pelletize, and putting them back into raw materials for attaching new films on the surface thereof.

The company has been engaged in the tray recycling since 1990 and in the beginning, trays were sorted by a machine. However, the degree of sorting was not good enough and it was decided to introduce hand sorting by people with disabilities.

In 2007, the company introduced tentatively a belt conveyor to introduce the process of hand sorting by

people with disabilities in parallel to mechanical sorting. After trials and errors in terms of the speed of the belt conveyor, composition of the device, distribution of work, positioning of workers and the like for the optimization of the process, it was made possible for people with disabilities to manually sort trays flowing in quantities very rapidly and accurately.

A total of six people with disabilities are in charge of processes in a line ranging from putting trays recovered from supermarkets into the line, through eliminating dangerous goods and unsuitable trays and separating white trays from colored trays to making the final selection. Speed and accuracy are required in each work so as not to stop the belt conveyor running at a high speed. It is not that there is a special training program for people with disabilities to learn this technique. They acquire this technique through on the job training (OJT).

In principle, each person with disability is arranged in a position most suitable to him/her according to their aptitude. However, the leader at the site changes their positions flexibly according to their physical condition on a particular day.

The company makes the most of the characteristics of people with intellectual abilities that they can concentrate on a work and perform it accurately, but the effort is not limited to it. The screening and sorting process needs to be performed as a team where a person performs his/her own duty while placing trust on persons before and after him/her. Inherent concentration and consideration towards other people cultivated through teamwork are essential in this work, including caring for other people not in good physical condition, picking up immediately a tray dropped by the person in front, etc.

The FPCO I Package Co. prepares an “individual support plan” (A type plan to provide support for continuous employment) based on the “law to provide a comprehensive support to the daily life and social life of persons with disabilities” and gains an understanding (monitoring) of the implementation status, and revises the plan every time the company holds individual interviews twice a year. In addition, each employee makes it a rule to set at least one specific target in the work without fail, such as “to improve accuracy in inspection.” In most workplaces, a person with intellectual disabilities presents the performance of the day before and points to be improved as well as the targets of the day at the morning assembly. It is possible to achieve a sense of accomplishment by clearly setting a target.

“Inclusion” of FP Corporation realized by the “floor hockey”

The FPCO Group on the whole actively engages in floor hockey and as of November 2014, there are 17 teams with a participation of a total of 501 employees across Japan. Companies mainly formed by people with disabilities such as the Ducks Co. and FPCO I Package Co. and other companies in the FPCO Group have hardly any opportunity to get in touch. With a view to fostering a sense of community supporting and forming part of the FPCO Group, the effort of floor hockey was started. The floor hockey is a hockey played indoors and an official winter event organized by the international sports

organization “Special Olympics” that supports the participation in sports of people with intellectual disabilities.

The floor hockey of the FPCO is played as a “universal” match by both people with intellectual disabilities and healthy people together. A team is composed of 11 to 16 people and at least six of them are people with intellectual disabilities. All people participate in a match by turns. The 9th “All Japan Floor Hockey Games” hosted by the Japan Floor Hockey Federation based on this “universal” rule was held in 2014.

Since the FPCO Group holds bases across Japan, for example, the Ducks Co. and the FPCO Tokyo head office in Tokyo, and the FPCO I Package Nishinomiya Co. and the FPCO Osaka branch in Kansai form a tag team composed of people with disabilities and healthy people, respectively. The floor hockey activities are part of the welfare program and all the tools and uniforms have been donated by the chairman.

Regardless of the presence or absence of disabilities, good or bad, age or gender, all participate in the game and there is no “substitute player”. The participating teams are classified by the level and games are played according to the level of the teams by “division.” All participants are awarded with a medal in honor of having triumphed over the past.

The passing of the puck between people with disabilities and healthy people who have hardly any opportunity to meet with each other eliminates misunderstanding and prejudice caused by the lack of knowledge. The floor hockey is the source for “inclusion” that FPCO Group aims at.



▲ Teams of the FPCO at the “FPCO Cup All Japan Floor Hockey Games”

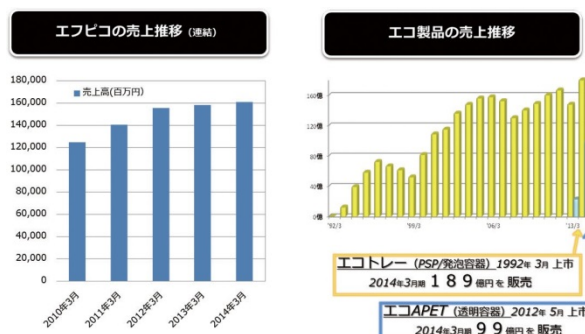
Outcomes of diversity management

Formation of the market for “ecological trays” and the development of “ECO-APET”

Against the backdrop of the remarkable improvement in both the sorting errors and sorted discharge thanks to hand sorting by people with intellectual disabilities compared to the period (2007) in which sorting was performed automatically by a machine, the sales amount of the “ecological trays” have continued to increase since March 1992 and as the end of March 2014, its sales reached 18.9 billion yen, which account for over 10% of all the sales of the FPCO. The success of the ecological tray business has not only contributed to the increase in the

overall sales of the FPCO, but also formed a new market called ecological trays.

The EPCO Group newly launched the ECO-APET which is a recycled transparent container in 2010 by taking advantage of the technology and knowhow accumulated in the ecological trays. In the past, cloudy styrofoam (PSP) was used as the raw material for ecological trays. The ECO-APET was a challenge for the recycling of transparent containers. There were a wide range of transparent materials, such as polypropylene (PP) and OPS (biaxially oriented polystyrene sheet) among others and they should be separated by material for recycling. Since it was difficult to distinguish their difference, the EPCO developed a sorting device specific to transparent materials in cooperation with a machine manufacture in 2008. Optical sensors are mounted on the device and materials of transparent trays fed by the belt conveyor are optically distinguished and classified. It was taken into consideration to make use careful hand sorting by people with intellectual disabilities developed in the ecological trays from the moment of designing the sorting device. Before feeding containers into the sorting device, it was necessary to remove impurities such as rubber bands, non-transparent containers, etc and people with intellectual disabilities are in charge of this step. In addition, it is indispensable to put containers on the belt conveyor in such a manner that they are not overlapped with each other in order to allow the sensors to accurately distinguish them, and arrange them in a vertical direction without a gap, and these steps are also handled by them. As a consequence of achieving an increase in speed and efficiency, the sales of the ECO-APET has reached 9.9 billion yen at the end of March 2014. The manufacturing of the ecological trays could not have been achieved without the active part played people with disabilities.



▲ The overall sales of the FPCO has increased in line with the increase in sales of the ecological products

Transmission of the active role played by people with intellectual disabilities that supports good business performance to the society

A total of 12 companies and branches and 11 people in the FPCO Group have been commended for the effort for the employment of people with disabilities in the main business of the manufacturing and recycling of trays. In addition, the recycling plants are open to the public and accept inspection tours. The company does not only ask for cooperation in putting out recyclables for collection in as clean a state as possible by promoting the understanding that people with disabilities are engaged in hand sorting and by deepening the reliance on the recycle system of the company, but also raises awareness of the society about the recycling. A concerted effort by the Group has made it possible to realize the recycling of trays in the industry. The number of visitors to the plants increased from 12,379 (FY2006) to 18,662 (FY2013) by 50%, resulting in the improvement of recognition of the FPCO and the transmission of the potential of people with disabilities in business development.

The company has changed its organizational culture to take advantage of techniques and skills of foreign employees, and its business development overseas has contributed to a significant increase in sales.

Main points

Background and goals of diversity management

- Business development overseas with its core technology essential for energy-saving and environment-related apparatuses
- Review of the corporate culture which prevented foreign new graduates from settling in the company.

Specific measures taken for promoting diversity management

- Promotion of innovative “work style” in parallel to the formulation of the management plan
- Shift to the implementation of more efficient work through reform of both the evaluation system and work style
- Positioning of foreigners in the sales and accounting departments and support for their playing a part

Outcomes of diversity management

- Realization of steady global development by taking advantage of the skills of each foreign employee
- Development of creativity through communication among a variety of employees

Data

■ Corporate profile

Year of foundation	1965	Capital	100 million yen
Head office address	3108-3, Aoyagi, Koga City, Fukuoka Prefecture		
Business outline	Manufacturing and sales of energy-saving and environment-related apparatuses		
Sales	4,887 million yen (as of December 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Consolidated (as of December 2014)
Number of employees	252 persons (including 34 non-regular employee)
Number of employees by attribute category	4 foreigners (including 0 non-regular employee)
Average service years for regular employees	9.6 years (12.2 years for men, 6.9 years for women)

Background and goals of diversity management

Business development overseas with its core technology essential for energy-saving and environment-related apparatuses

SEIBU GIKEN CO., LTD. (hereinafter referred to as “the company”) was founded in 1965 as a “pioneer of university-originated ventures.” The founder of the company who is the father of the current president started to conduct a contract research for a company while he was working as a teacher of the Engineering Faculty at Kyushu University in order to realize his wish to “produce an unmatched product using his original ideas and technology to contribute to the society. The company expanded its business through the manufacturing and sales of energy-saving and environment-related apparatuses, such as total heat exchanger, desiccant dehumidifier and VOC concentration apparatus using “honeycomb laminates” which is its core technology essential for these apparatuses.

Due to its small size, it was difficult for the company to find an outlet in leading companies in Japan and on the contrary, foreign manufacturers rated fairly the technology of the company. From the beginning of the 1970s, the company advanced into Korea, Europe, USA and Taiwan to sell the essential parts of mechanical devices to local air-conditioner manufactures, and developed its overseas business.

In the late 1990s, the company started to sell the device as a whole as a system. However, since it was difficult for the company to deal with the needs using the facilities in Japan alone, the company decided to establish manufacturing and sales bases overseas as well. In 2001, it established a subsidiary in the USA and a subsidiary for manufacturing and sales in 2007 in China after establishing a base there in 2005. In the new business development, the company recognized the need to employ a Chinese employee as a person to deal with inquiries from overseas including China and understand the situation of the subsidiaries and it started to recruit Chinese and Korean people, accordingly.

Review of the corporate culture which prevented foreign new graduates from settling in the company

A Chinese technician was the first foreigner employed by the company in 2000. He had taken the degree of doctor at the Kumamoto University and published his papers both in Japan and China. He had excellent academic achievements as an engineer and a researcher and employed as an immediate asset.

Since a Chinese technician known in the world of research and development, it was only a matter of time to employ new foreigners. However, two Chinese new female graduates employed with the launch of its subsidiary in China around 2007 left the job in 1 to 2 years for family reasons such as marriage. The situation was different from the case of the Chinese technician who was evaluated according to his abilities and skills. In view of the situation,

the company concluded that it was indispensable to develop a training system, an appropriate evaluation system and an environment easy to work for foreign employees so that they functioned as a workforce and undertook an overall reform of the company.

Specific measures taken for promoting diversity management

Promotion of innovative “work style” in parallel to the formulation of the management plan

The company started to clarify its corporate philosophy and direction of the management. It would celebrate its 50th anniversary of the foundation in July 2015. At the end of 2013, the company formulated the “New 5 Year Management Plan (2014-2018)” which embodied the vision in 10 year's time and in which the target of “creating a company capable of subsisting for 100 years” based on a sustained growth was established. In addition to establishing its vision as of 2023 and the business direction, the corporate climate and culture were stipulated. Moreover, the “8 Rules for the New Work Style” were established. The company's codes of conduct had been in place. However, they were expressed in terms of ideological words and difficult to understand. Thus, in line with the formulation of the new management plan, the “8 Rules for the New Work Style” was established to show the specific codes of conduct to facilitate the understanding of the employees.

These “8 rules” embody the belief of the president that “it is indispensable for the management of the company that each employee continues to hold the desire to grow as a professional” and in addition to having time for self-improvement, the importance of realizing an unambiguous and lively work style is emphasized. It can be said that these rules do not aim to improve the work style superficially including the reduction in working hours, but to improve the work style of each employee in conformity with his/her role and responsibilities by reviewing his/her work. Moreover, there is described for fair and equitable evaluation of all employees that “1. Understand the objective value of the work that an employee performs” and “6. Show off own achievements to his/her boss and people around.”

In the time in which the company was engaged in manufacturing apparatuses and devices to suit the needs of customers, it was recommended and considered valuable to work late. However, currently, the company has shifted to a business model where it solves problems of customers using its core technologies and where each employee is required to think and act autonomously. In the circumstances, it is stipulated in the “8 Rules for the New Work Style” that “7. Create consciously a connection between own work and hobby” and “8. Enlighten yourself by making use of an increased spare time” under the recognition that each employee needs to improve him/herself in order to create a more innovative organization.

8 Rules for the New Work Style

1. Understand the objective value of the work that an employee performs.
2. Do your best to increase the density of work within the regular work time to start with, despite the need for some overtime
3. Take care not only of yourself but also of others so that all may leave office on time.
4. Improve both the quantity and quality of your output (outcomes).
5. Be conscious of time (schedule, deadline, delivery time) at all times.
6. Show off own achievements to his/her boss and people around.
7. Create consciously a connection between own work and hobby.
8. Enlighten yourself by making use of an increased spare time.

Shift to the implementation of more efficient work through reform of both the evaluation system and work style

In order to promote the change in work style as mentioned above, the company has also undertaken the reform of its evaluation system. In the past, evaluation was based on the seniority system by length of time and its criteria and results were ambiguous. However, the company has newly introduced the management by objectives (MBO) and work skills evaluation in recent years. The former is used to measure the status of achievement of the target set by an employee for the year by interviewing him/her once a month in principle. The latter is designed to clarify the roles required from each department and measure the extent of its accomplishments to determine promotions.

The mechanism to measure employees based on outcomes and business performance instead of the length of working hours is related to the increase in the number of female employees. In light of the situation in which it is difficult for a female employee to strike a good balance between work and family life including household and childcare despite the development of maternity leave and childcare leave, it has become indispensable to introduce a flexible work style regardless of age and gender. The company also addresses the issue of correcting the long hours working culture in a top-down manner. It started with the establishment of the “concentration time” and obligation of to apply for overtime.

The “concentration time” is a system originally introduced in the design department around 2011, which “prohibits in principle all telephones, meetings and private conversations during one and a half hours both in the morning and in the afternoon. The design work requires concentration and the system was introduced to allow employees to concentrate in their work. Currently, the system has been adopted by other departments and the “concentration time” is implemented between 10 and 11:30 in the morning (in the design department, the system is also introduced in the afternoon) to allow all employees to efficiently engage in their work.

In addition, although each employee did overtime at his/her discretion, in order to press home the point of “leaving office on time whenever it is possible,” it was made compulsory to apply for overtime by units of 30

minutes. The purpose and the time required must be included in the application to reduce overtime. In the beginning, many complained about the system alleging the lack of time, but all employees have started to adapt themselves to the new work style gradually. The introduction of a new evaluation system based on work content and its output and of a complicated system for overtime, employees are more motivated to leave office on time.

Positioning of foreigners in the sales and accounting departments and support for their playing a part

Since around 2012, the company has started to employ foreigners in other positions than the development positions. Currently, in addition to the Chinese technician who works as the top of the technical department, two Chinese and one Korean are working and another Korean is expected to join in the next fiscal year.

The foreign employee in charge of accounting joined the company after completing his master course of the Department of Economic Engineering of Kyushu University School of Economics. He compiles data on the management situation of the Chinese subsidiary by keeping a close contact with his counterpart in the subsidiary to gather information which was not accessible to the Japanese accountant.

In addition, foreign employees in charge of sales form a pair with a veteran Japanese salesman are building their relationship with customers while learning knowhow and skills on the job training.

In 2000, when the Chinese technician joined the company, it was difficult for the Chinese employee and Japanese employees to understand each other due to cultural differences. Now, they share the view, however, that mutual understanding is enhanced as they speak to each other frankly, and the removal of a barrier between them has improved the team ability, accordingly. In addition, in order to allow Japanese employees to smoothly conduct business with the Chinese subsidiary, the company provides a course of Chinese language with the Chinese employee serving as the teacher in which employees of the administrative department can also take part to learn daily conversation.

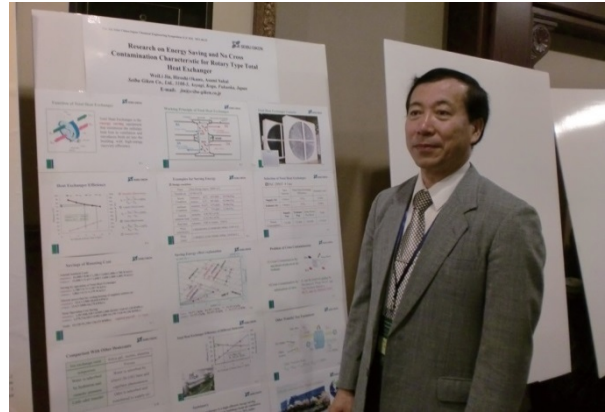
Outcomes of diversity management

Realization of steady global development by taking advantage of the skills of each foreign employee

The Chinese technician joined the company that joined the company in 2000 has become the chief of the development department and has published so far more than 60 papers on the company products in academic meetings held both in Japan and China. In addition, the number of applications for patent centered on him is more than 30 and half of them have been registered. These academic publications contributed to the marketing to understand customers' needs in China and the development of business strategy to meet the needs of the overseas market as well as proposal of new products. In addition, the compilation of monthly reports of the Chinese subsidiary by the Chinese employee of the accounting department allows employees to immediately ask questions to root out problems and provide information required for business judgment to the management. As a consequence of the activities of the Chinese employees, the amount of sales in China which was about 200 million yen in 2006 has significantly increased. The amount of sales to China in FY2013 after the establishment of the Chinese subsidiary was about 225 million yen. In addition, the amount of sales by the Chinese subsidiary itself is expected to increase from about 128 million yen at the time of establishment to about 1,040 million yen in FY2014. As a result, the company's strategy in China is going on smoothly. In the meantime, in the overseas sales department, the Korean employee is in contact directly with Korean companies, which allows the company to deal with detailed needs and conduct sales promotion in accordance with the Korean market. As a result, the amount of sales in Korea of the VOC concentration apparatus is expected to increase from 150 million yen in 2009 to 638 million yen in FY2014.

Development of creativity through communication among a variety of employees

Innovation in work style focused on efficiency and productivity and the introduction of a fair evaluation system have allowed not only foreign employees but also female employees to stably settle in the company in recent years. In addition, there has been created an atmosphere in which both foreign employees and Japanese employees cooperate with each other to contribute for the



▲ An aspect of the presentation of the Chinese technician at an international meeting

development of the company. In addition, thanks to the successful enhancement of awareness-raising through work style innovation for improving the quality of work, a corporate culture to work together by accepting differences in culture and values has been created in the company. In the VC activity (cross-sectoral technology innovation activity), now employees listen to and accept a variety of views and opinions and actively discuss with each other based on a variety of knowledge and experience. In particular, the "Ultra-low dew point energy-saving dehumidifier" has been developed in a cross-sectoral manner between the sales department and development department in order to meet the needs of a customer. A cross-sectoral development team was formed around the aforementioned Chinese technician as the leader and the idea obtained from users' perspectives was looked at from a variety of angles to produce this new product different from products of other companies. As a consequence, the sales in this field have increased of 200 million yen in 2012 to 700 million yen in 2007. Along with the expansion of the main business, there has been created an atmosphere in the company in which new and diverse ideas are generated, shared, developed by employees.



▲ New product developed in a cross-sectoral manner

The company has shifted into an organization which allows each employee to exert his/her ability and produce outcomes backed up by the strong will of the management and strong support from the “Diverse Human Resources Active Support Office.”

Main points

Background and goals of diversity management

- Promotion of “individual ability improvement” in response to the intensification of competition due to electricity deregulation

Specific measures taken for promoting diversity management

- Stipulation of diversity promotion in the management vision and the strong commitment by the president
- Effort of the “Chubu Diversity Net” that drives diversity promotion in Chubu area
- Establishment of a subsidiary with a special status in terms of employment of people with disabilities to actively promote employment of people with severe disabilities
- Exploration of new businesses to take care of people with mental disabilities centered on the “Diverse Human Resources Active Support Office.”

Outcomes of diversity management

- Progress of empowerment of women and reform of work style
- Contribution to the improvement in efficiency and promotion of corporate understanding by people with disabilities playing an active part

Data

■ Corporate profile

Year of foundation	1951	Capital	430,777 million yen
Head office address	1, Higashishinmachi, Higashi-ku, Nagoya City, Aichi Prefecture		
Business outline	Electricity business		
Sales	2,485,675 million yen (as of March 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of August 2014)
Number of employees	19,407 persons (including 1,497 non-regular employee)
Number of employees by attribute category	2,726 women (including 824 non-regular employee) Proportion of women in managerial posts: 1.8 % 312 people with disabilities (including 116 non-regular employee) Employment ratio of people with disabilities: 2.1 % (*)
Average service years for regular employees	21.6 years (22.1 years for men, 17.2 years for women)
Remark	(*) The number and the employment ratio of people with disabilities include the Chuden Wing Co., Ltd, its subsidiary with a special status in terms of employment of people with disabilities

Background and goals of diversity management

Promotion of “individual ability improvement” in response to the intensification of competition due to electricity deregulation

It was in 2007 that CHUBU ELECTRIC POWER CO., INC. (hereinafter referred to as “the company”) that supplies power to mainly to the five prefectures in the Chubu region has started to undertake in earnest the effort to encourage a variety of human resources to play an active part in the company. In addition to the increased need to respond to a variety of customers’ needs to strengthen the company’s competitiveness due to the significant change in work environment including the electricity deregulation, it has become necessary for the company to respond to the shortage of labor force due to the aging population combined with the diminishing number of children and change in values of workers. In the circumstances, the company has put forth the policy to encourage a variety of human resources to play an active part in the company by considering that it is important that each employee performs at his/her full potential to strengthen the company’s competitiveness.

As the first step, the company decided to undertake the effort to encourage women to play an active part in the company and launched a cross-sectoral project to that end. The team was composed of a total of 20 members including two dedicated staff and 18 employees including section chief and discussed the meaning and necessity of encouraging female employees to play an active part in the company in consultation with relevant departments and sections. In the process, it was considered necessary to establish a dedicated organization to take on the task in earnest and upon approval of the management meeting, the “Office for the Promotion of Empowerment of Women” was established in 2007. The Office was composed of a male chief, 1 male employee and 2 female employees and the activity aimed to promote the empowerment of women “not only for women” was started.

In the beginning, the adverse reaction against changing the current situation was strong and the team was asked why it was necessary to engage in such an effort. In the circumstances, in order to kick off its activities, the team started to explain the meaning of promoting the empowerment of women in front of all female employees and persons in managerial posts thereof in the branches in each area (18 meetings in total). Starting with these “kick off seminars”, the team conducted a variety of activities for the promotion of striking a good balance between work and life, including the awareness-raising through the in-house website and in-house magazine, implementation of various seminars for women and others. Thanks to these activities, employees gradually became conscious of the need to positively address the issue of the promotion of empowerment of women.

Specific measures taken for promoting diversity management

Stipulation of diversity promotion in the management vision and the strong commitment by the president

In the “Management Vision 2030 of Chubu Electric Power Group” formulated in February 2011, it was clearly stipulated that it was necessary to promote diversity in order to “establish the business base to realize growth”. Under the understanding that it was essential to allow each employ to fully exert his/her abilities and activate the organization to support their efforts, the team transmits the message using various means including the annual report. In 2013, the “Office for the Promotion of Empowerment of Women” was developed into the “Office to Support Success of a Variety of Human Resources” in order to promote not only women but also a variety of human resources including elderly people and people with disabilities in an integrated manner. In addition, the company set the numerical target of “doubling the number of women in managerial posts (over section chiefs) by 2020 compared to 2014” in line with the commitment of the president.

The current president took office some five years ago. He has the experience of having worked temporarily on loan under a foreign female boss at the World Bank and recognizes that there is no difference in abilities by men and women”. The management is convinced that women can play an active part in the company if only opportunities are given. The atmosphere in the company is gradually changing due to the fact that the management has made it clear to drive the promotion of the empowerment of women.

To convey the message of the president, the company provides the opportunities for female section chiefs just a step before a managerial post to directly talk with the president. A total of about 100 female chiefs out of 400 actually had an interview and this has served as an appeal that the president is serious about the effort.

In addition, apart from providing various seminars to women by age and by class and at the time of childcare, seminars are also provided to women in managerial posts before they are promoted. When compared to 2007 when the dedicated organization was created, the number of women in managerial posts and chiefs just a step before a managerial post has increased by 1.6 times and 2.3 times in 2014.

Moreover, the company is planning to provide seminars to all over 5000 people in managerial posts in the future to raise their awareness about the effort. In addition, it is planned to clearly indicate the inclusion of “the provision of guidance, training and support to subordinates regardless of their gender, age and the presence or absence of disabilities” in the role of people in managerial posts, and to enhance the personnel management system to allow the training plan and main guidance contents to be traced with a view to effectively supporting subordinate training and development.

Effort of the “Chubu Diversity Net” that drives diversity promotion in Chubu area

At about the same time as when the “Office for the Promotion of Empowerment of Women” was established in 2007, the company established the “Chubu Diversity Net” in cooperation with companies that were engaged in promotion of diversity in the Chubu region. The company is playing a leading role in coordination with other three lead managers in leading 87 member companies in the Chubu region. The network which focuses its efforts on the promotion of empowerment of women plans and organizes a variety of events, including forums for person in charge of the effort promotion, joint seminars among different industries for female employees as well as lecture meeting for company presidents.

Member companies do not only widen the network among persons in charge of the promotion, but also learn efforts of other company to put them into practice in own companies. In addition, they send working mothers and people in managerial posts to joint seminars for training and development purposes.

Establishment of a subsidiary with a special status in terms of employment of people with disabilities to actively promote employment of people with severe disabilities

In order to encourage people with disabilities (referred to in the company as “challenged”) to play an active part in the company, the company established the “Chuden Wing Co., Ltd”, a wholly-owned subsidiary company, to promote the employment of people with severe disabilities and intellectual disabilities. The subsidiary engages in printing, sales of gift products and horticulture, and currently 35 people with intellectual disabilities (7 severely disabled), 15 people with physical disabilities (12 severely disabled) and 1 person with mental disability are out of 76 employees are working.

In 2000 when the company started to consider the possibility of the establishment of the subsidiary, it was difficult for it to increase employment including people with disabilities due to the fact that the deregulation of electricity had forced the company to implement a variety of measures including personnel reduction, business restructuring, outsourcing and others. In addition, at the time, the development of barrier-free facilities was not advanced and it was thought that it would take time to refurbish the head office and branches. In the circumstances, the company adopted the form of a subsidiary with a special status in terms of employment of people with disabilities to provide a place for people with disabilities to work and install new barrier-free facilities to promote their employment.

The most peculiar feature of the relationship between the Chubu Electric Power and the Chuden Wing Co., Ltd. is the fact that the vice-president of the former serves as the president of the latter. In general terms, a subsidiary with a special status in terms of employment of people with disabilities is often separated from the management and business of the head office and is placed in an “isolated” environment, so to speak. However, from the establishment of the subsidiary, the company stipulated that “the president of the subsidiary is served by an

executive for personnel coordination including the vice-president” and “the executive is served by the group business promotion director or the personnel director” to allow the management of the head office to look at the effort of the subsidiary company.

In addition, the company lays emphasis on the talent development of people with disabilities, and actively provides support for their skill development. For example, three people with hearing difficulties in the printing department have voluntarily obtained the national qualification for offset printing work (one of them obtained the first grade qualification) and the company sent a sign language interpreter for the licensing examination. The company also takes various measures for people with disabilities including their assignment based on their aptitude and management of their physical condition through counseling. The turnover rate is also at a low level.

Exploration of new businesses to take care of people with mental disabilities centered on the “Diverse Human Resources Active Support Office”

In 2013, the company has launched the “Business Support Team (BST)” in which eight people with disabilities including people with developmental disorder are widely engaged in routine tasks such as data input, calculation, etc. In the beginning, their work was focused on clerical tasks related to salaries and employee services such as welfare benefits of the personnel department and currently, they also deal with tasks of other departments. Hardly any employee in the head office has been in contact with a person with developmental disorder and in some occasions, employees moved about in confusion to deal with a person with developmental disorder that had fallen in panic. To respond to such a situation, an outside job coach and an employee with qualifications to deal with the situation in the Chuden Wing were consulted about the instruction method and work contents for smooth progress of work.

Since the BST in the head office has got off the ground, the company has started to extend the same mechanism to each branch. To start with, tasks that can be performed effectively by people with disabilities must be looked at. However, since it is difficult for a branch office to deal with the situation for lack of precedent, a member of the “Office to Support Success of a Variety of Human Resources” visits each branch to provide advice by showing examples of the head office.

Outcomes of diversity management

Progress of empowerment of women and reform of work style

So far, the company has been engaged in awareness change in male employees including those in managerial post from the perspective of the promotion of empowerment of women. This has contributed to the promotion of striking a good balance between work and life

resulting in the reduction of long-hour working practice. The overtime work per employee of the company as a whole in FY2013 was reduced by 13% compared to 2007 when the dedicated organization was established. In addition, although no male employee had taken childcare leave until FY2007, 56 employees have taken it to the present day and it can be seen that the attitude and consciousness toward work have been gradually changing. With the backdrop that 70% of married female employees in the company have been married to people who work in the same place, there is a corporate culture that allows male employees to actively take part in childcare and female employees to play an active part as a result. In addition, the company also engages in expanding the fields of work of female employees and they work effectively in fields that have been reserved for male employees in the past such as the operation of a power plant, or a dam, negotiation to acquire a land, etc. Since the Great East Japan Earthquake of 2011, female employees with expert knowledge have been present in meetings to explain to local residents about nuclear power generation to provide a careful explanation from viewpoint of ordinary people and to facilitate the understanding of housewives. In this manner, outcomes are emerging both inside and outside the company.

Contribution to the improvement in efficiency and promotion of corporate understanding by people with disabilities playing an active part

Owing to the effort to allocate work to the BST, several works such as filing and data classification which used to be put off are performed at an adequate timing allowing employees to search for documents and data as necessary. This has contributed to the reduction in working hours of employees and in the department where the BST

belongs the overtime per employee in FY2013 was reduced by 37% compared to the previous year. In addition, by assigning work related to the forwarding of ledger sheets to the BST, a cost reduction has been realized.

On the other hand, the operation of the “Chuden Wing Co., Ltd.” established based on the spirit of “Coexistence and Respect for Man’s Life and Dignity” attracts much attention and so far more than 26,000 people including those of administrative organizations and companies, students of special support education schools and the general public have visited the place, contributing to the improvement in the understanding of the effort for diversity promotion. In addition, potted plants cultured through the horticulture business are very popular among people in the neighborhood and there is an atmosphere to support the place in which people with disabilities work in earnest by the local community as a whole.



▲ An aspect in which employees of the Chuden Wing work

The company supports empowerment of women by urging reconsideration of views on gender through the stipulation of LGBT and changes the workplace climate in parallel to the change in work style.

Main points

Background and goals of diversity management

- “Securing of diversity” in order to respond to changes in business environment

Specific measures taken for promoting diversity management

- Preparation of grounds for promoting empowerment of women that started 20 years ago
- Launch of the “Diversity Promotion Team” and clarification of problems
- Effort to improve management skills through seminars for all people in managerial posts
- Effort to urge changes in the old values through the acceptance of LGBT (sexual minority)

Outcomes of diversity management

- Encouragement for female employees to play an active part through effective posting to take advantage of their abilities
- Improvement in significant productivity achieved through work style innovation

Data

■ Corporate profile

Year of foundation	1897	Capital	132,267 million yen
Head office address	4-1-2, Hirano-cho, Chuo-ku, Osaka City, Osaka		
Business outline	Production, supply and sales of gas, generation, supply and sales of electricity, sales of gas appliances, acceptance of order for gas work, etc		
Sales	1,221,846 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of March 2014)
Number of employees	5,861 persons
Number of employees by attribute category	803 women Proportion of women in managerial posts: 2.2%
Average service years for regular employees	22.2 years (21.4 years for men, 23 years for women)

Background and goals of diversity management

“Securing of diversity” in order to respond to changes in business environment

OSAKA GAS CO., LTD. (hereinafter referred to as “the company”) has been engaged in the expansion of the fields of work for women and enhancement of measures to support the balance between childcare/nursing with work since the 1980s and published the “Osaka Gas Group Diversity Promotion Policy” in line with the new mid-term management plan formulated in March 2014 to newly position the diversity promotion exceeding the promotion of empowerment of women as a management strategy. Behind the decision, there is an underlying idea of the management that not only the expansion of business areas, but also diversification of human resources are indispensable in order to respond to the change in business environment including the intensification of competition due to the deregulation of energy and others. The company is not only engaged in energy business, but also in a wide range of businesses including real estate business focused on condominiums/apartments and office buildings for sale and let, information related business to provide a wide range of IT services including system design/development and operation and maintenance, and materials related business for the development of new materials in the fields of carbon materials and chemical materials and creation of new use thereof, and they account for a significant portion of the total sales of the company. The company considers that “it is essential that each employee has a full of curiosity and creative ideas, interacts with people with different points of view, values and ideas and flexibly accepts opinions of other without prejudice” in order to produce new values in a variety of businesses.

The “Osaka Gas Group Diversity Promotion Policy” has been launched to state explicitly the idea of the management and further accelerate the promotion of a variety of human resources. To begin with, it features the promotion of empowerment of women and sets three consisting in keeping the employment rate of women in positions with career track at 30% or more, to raising the proportion of women in managerial posts to 5% by 2020 and promoting women to an executive soon.

Specific measures taken for promoting diversity management

Preparation of grounds for promoting empowerment of women that started 20 years ago

The company has been steadily engaged in the effort to promote empowerment of women for the past 20 years. It started to employ women for positions with career track in line with the enforcement in 1986 of the Equal Employment Opportunity Law. However, female employees had been working effectively before that time, and, in particular, female employees with expert

knowledge had played an active role in the development of gas cookers. At the time, women mainly cooked at home and female points of view were indispensable for the development of cooking appliances.

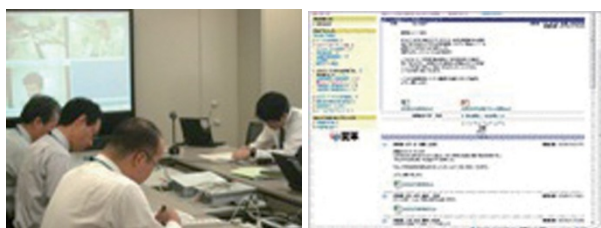
In addition, the company started to operate cooking schools since the 1930s and female employees majored in domestic science in a university or college played an active part here. Women had the advantage of understanding opinions and views of the participants in cooking schools and users of cooking appliances and in particular, female women with planning abilities were engaged in product development.

There was the background that cooking was recognized at the time as “the area where women played the main part”. With the increase in the number of female employees, the expansion of their work fields started to become an issue. In the circumstances, the company did not only provide opportunities in accordance with their abilities through the “opposition system (in-house application) and training and development system, but also enhanced the system to support the balance between work and life. For example, since the introduction in 1992 of the childcare leave system and nursing leave system, the company has developed work-family balance support systems beyond the bounds prescribed by the law, including the childcare leave for a maximum of three years and short working hours until the child becomes the third grade at elementary school, among others. Thanks to the development of these systems, the turnover of female employees for reasons of nursing or maternity/childcare which was about 10% ten years ago dropped to 1.5% as of 2014.

In addition, in terms of the expansion of their work fields, the maintenance and supply of town gas was performed almost by male employees 20 years ago. However, the company has promoted women with abilities and will through the “opposition system”, and currently about 50 female employees, about 6% of all female employees, are engaged in the job including shift works.

In the meantime, the company promoted the effort to improve work efficiency and productivity of all employees including men. Since 2008, it has promoted the activity for “Work Style Innovation” (Smart Work Activity from FY2013), which consisted in the elimination of papers through digitalization of in-house documents, improvement of efficiency in the preparation of monthly reposts and meeting materials through visualization base (systemization), implementation of remote conferences with a plurality of bases through the web conference system and introduction of shared office (office system where employees are free to change desk).

From FY2013, with a view to further improving productivity, awareness-raising seminars on work style were conducted for employees in managerial posts, while other employees were provided with workshops designed to raise their awareness about time management for its enhancement. Moreover, the company encourages employees to take inventory of their work to eliminate busywork in order to reduce working hours by improving work efficiency.



▲ Effort to improve work efficiency
(Left: an aspect of a web conference, right: information sharing IT tool (Web Colo))

Launch of the “Diversity Promotion Team” and clarification of problems

As stated above, the company has provided support for the promotion of empowerment of women and the promotion of life-work balance represented by the “Smart Work Activity” under labor-management cooperation. In order to further accelerate the effort on diversity promotion, a dedicated team was established at the Personnel Department in April of 2013. In the past, the work of the department was divided vertically into recruitment, training and development, transfer and promotion, welfare, institutional design, etc. Therefore, in order to develop measures for a consistent utilization of human resources, an organization which could act in a cross-sectoral manner was necessary. In the circumstance, the company established the “Diversity Promotion Team” to enhance internal communication and cooperation at the Personnel Department and to perform activities freely to deal effectively with the management problems of the company. The “Diversity Promotion Team” positions the empowerment of women as the touchstone of diversity and sets the policy of “convey expectations, provide opportunities and train through work” to engage in the effort to develop female employees, raise awareness of employees in managerial posts and visualize women who work effectively. In particular, the team has focused on the low proportion of women in managerial posts and started to gain an understanding of the current situation of female employees with keen awareness about the corporate culture and gender vies.

Specifically, the team had an interview with about 100 female employees in positions with career track under 45 years old of age and it was found that fewer women compared to men had a mid-to-long term career perspective and that many of them found difficulties in communicating with their bosses. In addition, it was discovered that their work experience, in particular, their tasks assigned by their bosses at an early stage had a large impact on the career formation of female employees. In the circumstances, in the understanding that provision of support to female employees alone is not sufficient and in recognition of the urgency of awareness-raising of people in managerial posts, the team is developing measures to that end.

Effort to improve management skills through seminars for all people in managerial posts

In order to correct old gender views such as division of labor by gender role, the team started to implement awareness-raising seminars including classroom lecture

and e-learning for all people in managerial posts. These seminars include not only lectures, but also group discussions and role playing with a view to enabling people in managerial posts to understand the feelings of women. For example, there were not a few cases in which some managerial people felt hesitant or reluctant to communicate with female subordinates for reasons of privacy. However, they came to understand that it is precisely this attitude that robbed them of the opportunity to think seriously of the career formation of female subordinates and their career formation was obstructed, accordingly. As stated above, the team lays stress on the fact in the seminars that it is effective to consciously “convey expectations, provide opportunities and train through work” to female subordinates.

On the other hand, the team has newly introduced a mentoring program as a measure to support young female employees for their career development in the future by nominating a total of 14 people in managerial posts who are popular for their high skills to train subordinates. In FY2014, 23 chief-class women are covered under the program and it is being studied to extend the coverage to candidates to managerial posts in the future. An interview a month or a total of eight interviews a year are expected to be held with a mentor in whom “diagonal or dyadic relationship” is encouraged for consultation. In addition to the fact that the building of personal connections based on the trust relationship with a mentor is beneficial to female employees in work, it serves as a message to announce publicly this system within the company that “the company is serious about promoting outstanding female employees” and “the workplace has a positive atmosphere where veteran employees of other organizations can be used for consultation”.

Effort to urge changes in the old values through the acceptance of LGBT (sexual minority)

The diversity promotion by the company is characterized in that “a diversity of human resources” includes not only “gender” and “age,” but also “sexual orientation/gender identity” in the “Osaka Gas Group Diversity Promotion Policy” referred to above.

In anticipation of a growing social request following the promulgation of the revision of the guidelines of the Equal Employment Opportunity Law at the end of 2013 which included that speech and conduct among people of the same sex may become a cause of sexual harassment, the management decided its inclusion despite the fact that it was considered premature to refer to LGBT (“Lesbian, Gay, Bisexual and Transgender”) which is hardly exposed, while the focus is laid on empowerment of women.

The effort on LGBT consists mainly of awareness-raising activities based on a specified nonprofit corporation that aims to create a LGBT-friendly workplace including the addition of the related matter on the sexual harassment prevention manual/recruitment interview manual, implementation of seminars on human rights for employees by group and in addition to the Diversity Promotion Team, the Compliance department and the Center for Human Rights Education and Training cooperate.

There is an underlying expectation that consideration toward LGBT not exposed does not only lead to the consideration of the human rights of people with disabilities that cannot be perceived in appearance, but also to the review of the old-fashioned gender views such as “like a man” and “like a women.” In the seminars for people in managerial posts, it is pointed out that they should provide opportunities of work regardless of gender and communicate with subordinates with interest in their private matters. The awareness-raising about LGBT serves as reinforcement of the effort.

Outcomes of diversity management

Encouragement for female employees to play an active part through effective posting to take advantage of their abilities

The number of female employees playing an active part in a variety of posts has increased along with the recruitment of women for posts with career track started in 1966 and the expansion of work fields for women in the 1990s. As mentioned above, a number of female employees contributed to the development of cooking appliances since before the enforcement of the Equal Employment Opportunity Law, and there was the contribution of a female employee that was engaged in the development immediately after joining the company to the launch in 2012 of the new gas rice cooker “Jikabi-Takumi.” The product is a new model of the rice cooker launched in 1991 in whose development many partners outside the company had participated and a series of complicated negotiations were required for the new development. Under proper management of her boss, she was successful in handling the matter. A total of 15,000 units of the product have been sold as of October 2014. In addition, the number of female employees is increasing in the workplace under a shift work system, which is in charge of maintenance and supply of city gas that requires

sustained attention and flexible response in an emergency. In 2014, a female employee was promoted to a chief for the first time in this work for her abilities as a result of the application of the policy of the right man in the right place. Currently, the proportion of women in managerial posts has increased from 0.3% in 2004 to 2.2% in the company as a whole.

Moreover, the social evaluation of the company has increased due to the publication of the numerical target for empowerment of women and referral to LGBT including its exposure in the media.

Improvement in significant productivity achieved through work style innovation

The working hours have also been reduced thanks to the introduction of a variety of tools designed to improve work efficiency. For example, the number of the users of the original bulletin board system “Web Colo” (a tool for sharing meeting materials, etc.) of the company has increased by 4.3 times compared to 4 years ago, the number of digitalized in-house approval applications by 2.4 times compared to 4 years ago, the number of the users of the visualization base (systemization) by 2.3 time compared to 3 years ago, and the number of attendants to data utilization education (lectures on how to operate Excel data, training on how to improve work efficiency including “skills to shorten working hours”, etc.) by 1.8 times compared to a year ago. In addition, the inclusion of the smart work target (effort to improve productivity and labor management) in the performance evaluation of employees in managerial posts has not only enhanced its effectiveness, but also has contributed to their awareness-raising.

As a result, the working hours which had been increasing were reduced. For example, the overtime per person in FY2013 has decreased by about 10% compared to FY2012. As a consequence of all these efforts, the company has successfully prepared the ground for supporting the promotion of the use of a diversity of human resources.

The Company promotes multi-faceted diversity management focused on the promotion of women to managerial posts based on the target of “2020 – 10% - 20% - 30%”.

Main points

Background and goals of diversity management

- Promotion of women to managerial posts based on the target of “2020 – 10% - 20% - 30%”.

Specific measures taken for promoting diversity management

- Formulation of training and development plan for female employees for their promotion to managerial posts
- Establishment of the working group for the promotion of empowerment of women
- Active part played by foreign employees for the development of overseas business
- Effort to encourage people with disabilities to play a part

Outcomes of diversity management

- Certification of the product of the company as “the First Kanagawa Nadeshiko Brand”
- New solution created by the team of Iku-boss and Iku-men
- Implementation of proposals of people with disabilities

Data

■ Corporate profile

Year of foundation	1970	Capital	38,758 million yen
Head office address	4-12-7, Higashi-Shinagawa, Shinagawa-ku, Tokyo		
Business outline	Provision of software and services, sales of information processing apparatuses		
Sales	285,457 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of September 30, 2014)
Number of employees	9,524 persons (including 159 non-regular employee)
Number of employees by attribute category	1,258 women (including 19 non-regular employee) Proportion of women in managerial posts: 3.2% 113 foreigners (including 0 non-regular employee) 113 people with disabilities (including 2 non-regular employee) Employment rate of people with disabilities: 2.0 % (*)
Average service years for regular employees	About 16 years
Remark	(*) The employment rate of people with disabilities is the numerical value of the Hitachi Group based on the “Exceptions in Method for Calculating Corporate Groups”

Background and goals of diversity management

Promotion of women to managerial posts based on the target of “2020 – 10% - 20% - 30%”

HITACHI SOLUTIONS, LTD. (hereinafter referred to as “the company”) was established as a result of a merger between Hitachi Soft Engineering, Ltd. and Hitachi System and Services, Ltd. in October 2010. There is the idea in the IT industry that human resources are all of the management resources. These two companies had started the effort to take advantage of a variety of human resources including the establishment of a working group to look into the working style of female employees based on this idea nearly at the same time (around 2006). In 2009, the Diversity Promotion Center was established within Hitachi System and Services, Ltd and the Center has survived the merger in 2010 and is further strengthening its activities.

The Action Guidelines for Employees of the company stipulate that “employees must place a high regard on diversity and make a concerted effort to toward the goal.” The company has distributed the “Action Card” in which all the guidelines are listed to all employees to take with them at all times. In addition, the company raises the awareness about the “Diversity Management” by including “use of a diversity of human resources” in the evaluation columns of people in managerial posts and “acceptance of diversity” in the evaluation columns of employees.

Currently, the company aims to achieve the three objectives of “acceleration of training of female leaders,” “awareness-raising about women’s career development” and “awareness-raising of people in managerial posts” to “practice diversity management.” Because of the nature of the business of IT industry, the ratio of the number of female employees of the company was as low as about 15% of all employees since before the merger, which is low within the Hitachi Group, and that there was a long period without a female managerial employee. Following the government’s target of “202030” (to increase the ratio of women in leading positions to 30% by 2020), the company has set its KPI (key performance indicator) as “2020-10%-20%-30%,” that is, “to increase the ratio of the number of female employees in all the managerial posts to 10%, the ratio of the number of female employees in the managerial posts below 45 years old of age to 20% and the ratio of the number of female employees in the managerial posts below 40 years old of age to 30%.” The two companies before the merger have started to increase the recruitment of female employees since around 2006. Since those new employees at the time will approach the age to be eligible for managerial posts in 2020, the company has set a feasible goal to steadily provide empowerment of women. As a consequence of the effort, the employment ratio of women has increased from 25.9% in 2011 to 31.3% in 2013, while the proportion of women in managerial posts from 2.4% in 2011 to 2.8% in 2013, respectively.

Specific measures taken for promoting diversity management

Formulation of training and development plan for female employees for their promotion to managerial posts

The company has in place a training and development plan for female employees. In the past, a training and development plan covered employees above general managers, that is, the majority was men. Since the number of women in managerial posts was limited, hardly any role model is available. In the circumstance, the company has formulated a meticulous training and development plan for female employees from an early stage bearing in mind their promotion to managerial posts.

The training and development plan specifies job assignment and training attendance program and bosses and the personnel department follow the progress regularly. In a case where necessary skills have not been acquired, the training and development plan is revised from time to time.

In terms of their involvement in projects, the company is committed to widen their career scope by allowing them to gain experience both in large projects and small projects as necessary.

Establishment of the working group for the promotion of empowerment of women

Since 2013, the company has established a working group for the promotion of empowerment of women for each business department to review work style and raise awareness of managerial people. The members of the working groups are elected regardless of gender, not by appointment from the chief of the department, but through application by voluntary employees, and a working group is formed by about 20 persons.

The working group of the Sales Management department is pursuing its activities under the name of the “We” Project based on the desire that “We wish take advantage of Woman Energy and create a project in which not only women but also men participate.” In light of the results of the questionnaire conducted in advance, the team is engaged in three efforts. One is the promotion of “life-work balance”. For example, in order to create an environment friendly to female employees returned to work after a maternity leave or a childcare leave, the team looks at systems of other companies to implement them if appropriate in the company. Second one is the activation of the in-house network”. Since there was hardly any intersectional communication within the Sales Management department itself in the past, the working group holds periodically meetings by theme to enable employees to exchange information and opinions in a cross-sectoral manner and discuss their worries and problems. Third one is the “in-house awareness-raising about diversity”. This effort is aimed to share the on-site voices among the department and create a better organization by hearing from female employees and managerial people about their career in the future.

Active part played by foreign employees for the development of overseas business

The company has started to increase the employment of foreign students studying in Japan since 2008 and they account for about 5% of all new graduate employees. An employee with career counselor's qualification is assigned to take care of foreign employees by getting into contact with them regularly to find any problems regarding their career and private life so that the company has a grip on them.

Since 2011, the company has started to focus on business overseas. In the same year, a male Turkish was promoted for the first time as a foreigner to the post of manager and he plays a leading role in overseas business including businesses with Turkey, India and Vietnam. Each project team is composed of Japanese employees and foreign employees and the company aims to establish a system in which not only foreign employees but also Japanese employees participate actively in overseas business. Through these efforts, the company is expected to get an overseas project.

This Turkish employee is also actively engaged in developing an environment in which foreign employees can work comfortably. He attempts to create an in-house community which provides an environment for foreign employees to talk easily and unreservedly with each other. Since the company has in place a system to respond to a request placed by a foreign employee, for example, the introduction of a system to "send automatically documents necessary for the renewal of the visa from the company," the motivation of foreign employees has been enhanced.

Effort to encourage people with disabilities to play a part

The company has a long-standing history of employment of people with disabilities. It is also the company that established a sports team formed by people with disabilities for the first time in Japan. The sight of people with disabilities engaged in sports is impressive and eliminates the barrier between them and healthy employees.

The company has been employing people with disabilities since its establishment and in-house barrier-free facilities are well distributed. In recent years, the company is strengthening its effort to create an environment which is friendly to people with intellectual disabilities, mental disabilities and hearing disabilities.

For example, in the past, a person with hearing difficulties was provided with assistance of communication in writing or sign-language interpretation according to the judgment of his superior. Now, the company has made it a rule to provide sign-language interpretation for a conference covering all employees, personal interview for evaluation, etc. The company makes it clear all employees through the introduction of the system that not only healthy people but also people with disabilities work for the company. In addition, following their suggestion, a sign-language workshop is held regularly.

With respect to their career plans in the future, they hold an interview with their bosses once in half a year to discuss their vision in 3 to 5 years. The shortage of role models and lack of sharing of employees as role models

were the problem in order to think of the future career of people with disabilities. Now, however, an environment has been developed in which people with disabilities can interact with each other easily through the use of the in-house SNS and allow them to think of their career. In addition, the company provides them with opportunities to think of their own work style by entrusting a person with disabilities with attending an inspection tour of an outside organization on the working status of people with disabilities and by sending him to other companies to make an inspection tour of their effort to promote the activities of people with disabilities. The company also encourages them to actively tell someone whatever they notice in the workplace in order to improve the work environment and provide new services.

Outcomes of diversity management

Certification of the product of the company as "the First Kanagawa Nadeshiko Brand"

Four products of the company were awarded with the "First Kanagawa Nadeshiko Brand" of FY2013 (selected among products (objects and services) of companies located in the Kanagawa Prefecture) to whose development women had contributed) in the field of information and communication equipment. The certified products are: the built-in database "Entier" that allows an easy operation of car navigation system and household equipment; the content operation software "Means" developed by a team centered on 3 women; the finger vein authentication "Yubimon JS1" in which women participated in the development from the design and which achieves a high recognition rate even with an artificial nail; and the electronic blackboard "StarBoard" which can be easily used by women because of its height and positions of the function buttons.

New solution created by the team of Iku-boss and Iku-men

In 2013, the team formed voluntarily by Iku-boss and Iku-men developed a total CRM solution for fan-based business such as a pro-sports team. This effort was featured by media and evaluated as "men for creating innovation in an organization using their childcare experience", that is, a real case of "Iku-men 2.0". Both the managerial person and his subordinate who had played a leading role in the development were male employees having experienced a childcare leave, that is, "Iku-boss" and "Iku-men", respectively. In the wake of the launch of the policy for promoting diversity as a concerted effort by the company, male employees are also encouraged to take a childcare leave. It is expected that the participation of male employees in childcare will deepen their understanding toward the new work style of women and life-work balance and result in new business proposals from new points of view. Both male employees who spent more time with their children as a result of the childcare leave coached and watched baseball or soccer and enjoyed the sports with

their children. As a result of an awareness derived from the occasion, the two employees proposed the commercialization of total CRM solution for fan-based business to the management. Iku-boss and Iku-men that agreed with the idea participated in the development and in August 2013, the “marketing platform for increasing and developing fans” was released. Already, some professional baseball teams and J-1 teams have introduced the product. In the example of a professional baseball team, once registered as a member, the member is granted benefits such as the opening of “my page,” viewing of a digital guidebook reserved for members. On the other hand, the professional baseball team benefits from inducing fans to its fan club and can improve its services by analyzing their behaviors.

The B to B business accounts for the majority of the business of the company. However, the creation of the solution focused on end users is expected to lead to other developments.



▲ Development of new services based on new awareness through the “Iku boss” and “Iku men”

Implementation of proposals of people with disabilities

People with disabilities are encouraged to actively tell someone what they have noticed in the course of their work. Actually, some of their proposals have been translated into practice in the form of the installation of the “Communication Service in Writing” at the reception and the implementation of “Sign Language Interpretation Service” in a large form, among others, in order to provide adequate services to people with disabilities. The person with disabilities took photo of the “Communication Service in Writing” available at a public institution to specifically explain his proposal in earnest.

The company considers employees as friends who work together.

Close communication and understanding of needs have allowed the company to expand its field of business.

Main points

Background and goals of diversity management

- “Human resources” are the most important pillar in the management policy.
- Make friends who share the basic principles and grow with the company.

Specific measures taken for promoting diversity management

- Development of a system to re-employ female employees who left the job and an environment to play an active role
- Various mechanisms to create close personal relationship
- Employment of human resources that share the basic principles through a variety of encounters and opportunities

Outcomes of diversity management

- Expansion of trading area as a result of the transfer of an employee
- Development of a girth sensor and a brainwave sensor from the standpoint of a user
- Foundations for overseas development

Data

■ Corporate profile

Year of foundation	1994	Capital	50 million yen
Head office address	2-3-9, Koraibashi, Chuo-ku, Osaka City, Osaka		
Business outline	Software development and hardware development		
Sales	1,179 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of July 2014)
Number of employees	138 persons (including 26 non-regular employee)
Number of employees by attribute category	34 women (including 3 non-regular employee) Proportion of women in managerial posts: 21% 4 foreigners (including 0 non-regular employee)
Average service years for regular employees	6.8 years (6.8 years for men, 6.7 years for women)

Background and goals of diversity management

“Human resources” are the most important pillar in the management policy.

PROASSIST, LTD. (hereinafter referred to as “the company”) was established in 1994 by the founder who had worked as an engineer in the past, focused on the proposal and building of systems by taking advantage of his knowledge, experience and technique of hardware. The current number of employees is about 140. In the beginning of the establishment, the company engaged only in the development of built-in systems to be built in machines and household electrical appliances, but currently its business has been expanded into a wide range of IT businesses including the development of business application systems, provision of Web solutions, etc.

The company has placed “human resources” as the most important pillar in the management policy from its establishment. Under the philosophy that “all employees are families” and “the company exists for employees,” the company employs human resources regardless of gender, nationality or age, and focuses on developing an environment which allows employees to work comfortably and effectively. On its intranet, the company lays emphasis on the importance of “striking a good balance between work and life” all the time, and expands its business size year by year through the increase in the number of friends who share the basic principles of the company which consists in “becoming happy together with working friends.”

Make friends who share the basic principles and grow with the company.

The current president who was a house wife before the establishment of the company had no specific management strategy and had difficulties in gathering outstanding friends for starting the business. In the circumstances, the president had concluded to “conduct business together with friends to live with instead of starting with capable people.” The company has actively employed not only people engineering skills, but also human resources who share the basic principles of the company and have a will to grow with the company. It takes time and patience to find friends to live with and grow with them. The company focuses on acquiring three skills: “technical skill,” “conceptual skill” and “human resource skill.” In particular, the president considers the “human resource skill” as the most important of all and lays emphasis on its development. All employees as one team with the skill support the company to sustain its continued growth.

Specific measures taken for promoting diversity management

Development of a system to re-employ female employees who left the job and an environment to play an active role

The company had in place from before a childcare leave system and a short-hours working system which were available for both men and women. However, with the understanding that the existing systems alone were not enough to provide a workplace and corporate culture to allow all employees to strike a good balance between work and life, the company has developed a system not only to promote temporary workers or contract workers to permanent employees, but also to re-employ female employees who left the job for family reasons. A total of five women have returned to work so far and one of them has been promoted to the deputy general manager, one to the assistant-manager and one to a leader. They were promoted to the current posts for their work after their return and strongly support the company. In addition, since its establishment, the company conducts business aimed at dispatching engineers to a customer company in addition to commissioned/contracted development of systems, and if an employee needs to move for reasons of his/her spouse or marriage, the company finds a workplace to dispatch him/her to at the new place to allow him/her to continue working for the company. Actually, the company has an experience of having found a dispatch destination (work place) in Shonan, Kanagawa Prefecture, in which it had no connection. When its employee moved there, the company looked for a work place for him and concluded a dispatch contract with the work place. This effort is not established as a system, but on an as needed basis. It is a great loss for the company to lose an employee who shares its philosophy and the company makes all the efforts to maintain and keep capable employees settled in the company by meeting their situation and supporting their desired work style.

Various mechanisms to create close personal relationship

As stated in its management policy, the company provides a variety of opportunities to allow employees to communicate with and understand one another and “become happy together with working friends.” One of the most representative efforts is the regular holding of the “CommAssist Meeting.” The considers that the most important thing for the creation of a friendly working environment and a teamwork is “to know each other” and once a month, a buffet style meeting is held in which employees exchange opinions frankly with each other about any subjects except business regardless of their positions. The main subject of the day is decided by the personnel department and the content discussed is recorded in the minute. A glimpse of the part of an employee that cannot be seen in daily work allows other employees to gain an understanding of the character and ideas of the employee and to smoothly conduct work with

him/her because he/she thinks and behaves in this or that fashion. In addition, this allows interdepartmental communication.

In addition, the company organizes every year a company trip. The number of the trips organized so far exceeds twenty and its enthusiasm is well known by travel agencies in the Kansai area. The company does not position the trip simply as a part of welfare activities. Through a series of processes required for the preparation of the trip, a young employee entrusted with its organization does not only acquire knowledge and experience, but also forms his personal connections within the company in the process of organizing the trip which includes getting in contact with people of different departments for adjustments and discussing related matters with a travel agency. The company trip serves to promote closer communication among employees and understanding of a diversity of ideas and forms of thinking.



▲ A group photo on a company trip to the Ise Shrine

Employment of human resources that share the basic principles through a variety of encounters and opportunities

The company has continued to recruit new graduates since the second year of its establishment. It is a normal practice for a venture company just established to focus on recruiting mid-career people in order to acquire immediate assets and recruit new graduates once the management of the company gets off the ground. However, the company lays emphasis on whether “a new employee is poised to grow and progress with the company” and whether “a new employee understand the basic principles of the company and is willing to work together” for recruiting new graduates.

In line with the recruitment of new graduates, the company acquires human resources that share the philosophy of the company through a variety of opportunities. For example, the first foreigner that the company recruited was a New Zealander that the president had met during her skiing trip. The president explained to him about the basic principles of the company and business content in their conversation and he got interested. Although basic knowledge of Japanese is required, the president places more importance on whether a candidate for the job shares the basic principles or philosophy. Later, foreigners of a variety of nationalities including a Mongolian, a Chinese, a Korean, etc. have joined the

company. The company did nothing special for the recruitment of the foreigners, but adopted the policy to employ people that share the basic principles of the company, which resulted in the acquisition of a variety of human resources.

Outcomes of diversity management

Expansion of trading area as a result of the transfer of an employee

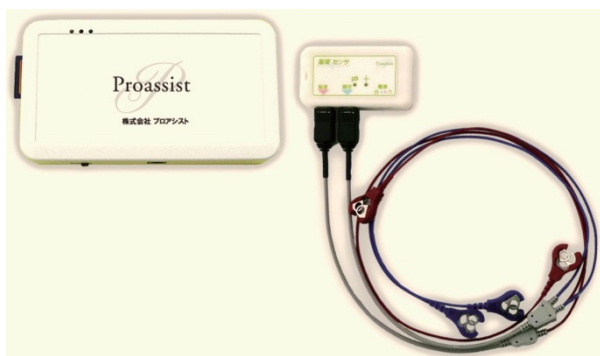
As a consequence of having made efforts to allow its employees to continue working for the company, including the search for a workplace for an employee forced to move to live in other area, the company receives requests to dispatch an additional employee or contract work for the quality of the dispatched employee.

The company has the slogan that “the company follows its employees.” A new connection was created through the search for a workplace for its employee in his/her new location, which led to the acquisition of new customers and expansion of business. That is, owing to the fact that the company followed the employee instead of that he/she followed the company, the company acquired a new customer. Through this experience, the company has learned that it is possible to acquire new customers in other areas in which it had no business connection.

Development of a girth sensor and a brainwave sensor from the standpoint of a user

As a consequence of having established a system that allows women to continue working without being affected by life events, a variety of results have been obtained in which women played an active role. The company developed a girth with a built-in sensor in 2011 and a brainwave of the world’s smallest class in 2012. Behind the success, outstanding female employees played a key role.

The girth with a built-in sensor allows the measurement of the heart rate that could be conventionally performed only at obstetrics and gynecology or clinics at home. In the development process of the product, the company focused not only on enhancing technical novelty and precision, but also on an appropriate feeling of use and shape from the perspective of women who would be eventually its users. The product will be translated into practical use shortly. In addition, the brainwave sensor is a product that measures brainwave data during sleep and allows its measurement at home without the need to go to a hospital. The development of the product was carried out with the collaboration of an elderly employee and a university professor as the technical advisor. While various people got involved in the development, a female employee did not only serve as its coordinator, but also participated partly in the development. The product is expected to contribute to the improvement of the QOL of the users.



▲ The brainwave sensor developed by the company

Foundations for overseas development

In 2008, the company concluded a business partnership agreement with the Tata Elxsi (a part of the Tata Group, the largest company conglomerate in India, hereinafter referred to as “Tata Co.”) and has started its overseas operations in earnest. There is an underlying reason for this. The company has constantly employed foreigners and it was not so difficult for the company to develop business overseas. The president looks back and says that “the company has employed a number of foreign employees so far and all employees have come to think

that we would develop business overseas sometime in the future and they felt no resistance to business development overseas, accordingly.”

The business partnership with the Tata Co. started in April 2008. When Tata Co. was considering its business expansion in the Kansai area, they heard that the company was providing a variety of business support to major companies and approached the company. In June of the same year, the joint development center was established within Tata Co. The cooperation with Tata Co with its about 3,500 employees allows the company to receive orders of the size that it would not cope with its own staff alone.

The past experience of the company was very useful for the negotiation before the conclusion of the agreement. The company had employed multiple foreigners and could negotiate boldly with the counterpart. Therefore, when the company received an enquiry about the partnership with the foreign company, its employees actively took on the negotiations positively for the conclusion of the partnership agreement. The company plans to establish its base in India in the future and will receive a full backup from Tata Elxsi.

The company is poised to grow further in the future by gathering “employees = friends” and valuing them.

The company aims to develop an “effective workforce” regardless of gender or career by exploiting abilities of outstanding human resources.

Main points

Background and goals of diversity management

- Development of “comprehensive effective workforce” regardless of gender or career to be competitive

Specific measures taken for promoting diversity management

- Measures to expand women's work fields since 2000 onward
- Participation of male managerial employees in the training of female managerial employees for awareness-raising
- Active provision of opportunities and transparent personnel evaluation
- Sharing of values and awareness irrespective of companies or nationalities

Outcomes of diversity management

- Contribution to repeat orders overseas due to an active role played by female employees

Data

■ Corporate profile

Year of foundation	1959	Capital	16,802 million yen
Head office address	7-2-18, Toyo, Koto-ku, Tokyo		
Business outline	Domestic logistics business and international logistics business with a focus on comprehensive contract of corporate logistics business		
Sales	Consolidated : 624,504 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of June 2014)
Number of employees	2,130 persons (including 151 non-regular employee)
Number of employees by attribute category	304 women (including 26 non-regular employee) Proportion of women in managerial posts: 1.7%
Average service years for regular employees	15.6 years (16.9 years for men, 14.3 years for women)

Background and goals of diversity management

Development of “comprehensive effective workforce” regardless of gender or career to be competitive

HITACHI TRANSPORT SYSTEM, LTD. (hereinafter referred to as “the company”) was established in 1950 as a subsidiary of Hitachi, Ltd to be in charge of its transportation operations. Currently, the company focuses on the system logistics (3PL: Comprehensive contract of corporate logistics business) designed to comprehensively support corporate logistics business including transportation, storage, information system and others. The company started its effort for diversity promotion in line with the Hitachi Group in 2009 and established the “Diversity Promotion Center” in July 2012. Currently, under the order of the president of “development of comprehensive effective workforce”, an effort led by the Center is underway to create an environment to allow a diversity of human resources including female employees, foreign employees and others to play a role.

There is an underlying reason that the number of diverse employees with different backgrounds both in Japan and overseas has increased due to the M&A that the company has actively undertaken in recent years, in addition to changes in macro environment, such as overseas development of its customers in recent years, reduction of the domestic market due to the decreasing birthrate and aging population, lack of human resources in the logistics industry as a whole, etc. In an environment in which the number of opportunities for the company to conduct business overseas, it is essential to respect diversity. If the company is particular about the conventional distinction such as “a man or a woman,” “a new graduate or a mid-career employee,” “the head office or a group company” in addition to the distinction between “Japanese or a foreigner,” it may lose the chance to provide opportunities for outstanding human resources to play an active role. In the circumstance, the company has decided to engage in the effort to promote diversity to allow the company to develop business “as a whole in a concerted manner.”

Particularly, although a number of outstanding female employees with a good command of language gathered in the area of trade affairs since the 1980s, their work and career were tacitly differentiated from those of male employees. Not only a few but many female employees who were not provided with the same education as male employees and had no opportunities within the company left the company to move to foreign companies looking for opportunities. At the time, the effort to promote empowerment of women had been already in progress in overseas companies. At the sight of the situation that a person was “judged” only according to his/her talent and abilities regardless of his/her nationality and gender, the current present felt that with opportunities, a woman could play an active part in the company.

Since 2000, along with the increase in the number of female employees and expansion of opportunities for

development of empowerment, the company has strongly promoted diversity promotion to encourage all employees to become “an effective workforce.”

Specific measures taken for promoting diversity management

Measures to expand women’s work fields since 2000 onward

It was the intention of the company to promote empowerment of outstanding female employees. There was no precedent, however, that a female employee engaged in onsite job, and in the beginning, their work consisted mainly of clerical work, accordingly. However, the management concluded that the company should promote empowerment of outstanding personnel in order to provide a wide range of services to its customers, the effort to expand women’s work fields was started.

For example, the Power Infrastructure System Department within the Social Infrastructure Development Center transports valuable products such as generators and transformers of a power plant and female employees worked effectively in shipment preparation work which required detailed clerical work from the past. In addition to their current work, the company took the decision to delegate the control of the site to female employees. There are a plurality of interested parties in the transportation of goods, such as a trading company, an end user, a partner company and others. In the circumstances, in order to deliver goods on time, sensitive response to customers, close communication with people at the site, schedule control and exchange of documents are indispensable. It was considered that their abilities developed in clerical work such as shipment preparation work could be made use of for the performance of the job.

However, in order to work at the site, considerable experience is required. For this reason, a on the job (OJT) training program was prepared for female employees wishing to work at the site. To begin with, trainees will engage in the process from loading to shipment in a plant in Japan for two years. Next, they will work actually at the shipment site in Japan. Here, they will learn how to coordinate with customers and how to provide instructions to workers at the site. Finally, based on their experience in Japan, they will work at the site overseas and will engage in the same job as in Japan. The onsite training takes about 2 to 3 years and a total of 4 to 5 years are required for the completion of the training. The termination of the training means the completion of a series of practices and qualifies them to work at overseas site as a standalone worker.

This process was reserved for new male graduates in the past, but the process has been made available also for female employees. There was no culture in the logistics industry as a whole that women work at the site and there was confusion at the site in the beginning. At the sight of competent female employees in a careful follow-up system, a feeling of “you can do it if you try” is building up at the site.



▲ Handling of valuable goods at the site (up: on-site witnessing on board, down: on-site witnessing in the Philippines)

Participation of male managerial employees in the training of female managerial employees for awareness-raising

The "Diversity Promotion Center" conducts training for female managerial employees twice a year since 2012. Currently, the number of women in managerial posts is only ten and they work in different departments and different locations. As a result, there was hardly any opportunity to know about other women in managerial posts. This training is focused primarily on network building of women in managerial posts, information sharing and awareness-raising, while it is expected that employees gain an understanding that the company is serious about the promotion of empowerment of women through the holding of this kind of efforts across the company.

The training takes two days. In addition to network building of women in managerial posts, female employees at the chief level participate to exchange opinions and views with women in managerial posts on the first day. The initiative aims to build a pipeline leading to the next generation by directly bringing women in managerial posts that serve as the role models into contact with them. On the second day, male employees in managerial posts also participate.

There are many male employees have never had a subordinate in regional branches and this provides a good opportunity to discuss a variety of topics including the awareness and work style of women among others. Through comparing and adjusting awareness and views, the occasion provides not only good stimulus to both, but also a good experience for male managerial people to consider themselves as a minority among the participants. There have been men in managerial posts that wished to have a female employee among their staff by being able to visualize her working at the site during the training. It can be said that this kind of opportunities to interact with each other serve as a place for forming grounds to allow employees to play a part in the company regardless of gender.

Active provision of opportunities and transparent personnel evaluation

Generally speaking, it is difficult for women to develop a long-term career plan due to life events. However, the company adopts the policy of providing opportunities to all employees regardless of gender despite some differences in timing and speed and has introduced measures so that gender differences may not make a decisive difference in career development.

In the past, female employees were not provided the opportunities to build their career in foreign countries. In recent years, however, the company makes it a rule to gain an understanding of each employee in terms of their desires and career prospects by urging them to discuss the matter with their boss. Based on such understanding, a female employee wishing to work abroad will be provided opportunities gradually including business trips abroad. In addition, with the increase in the number of people with different backgrounds, it has become necessary to change the conventional personnel evaluation based on seniority into a fair and equitable evaluation system based on results.

In particular, with respect to the results obtained in the position and work acquired through the aforementioned opportunities, it is necessary to set a clear target and make evaluation based on whether "the target has been achieved or not". In order to motive employees and generate a synergy effect among them, such as "as he is doing well, I need do more", etc., it is necessary to give transparency to evaluation by measuring performance of the set target, degree of achievement of the expected role, instead of such an ambiguous evaluation as that based on a subjective view of a boss.

Currently, the company has in place a new system designed to evaluate a person from 360 degrees. This system incorporates not only the viewpoint of the boss, but also different points of view of other people and it is expected that objectivity is guaranteed through a multi-faceted evaluation.

Sharing of values and awareness irrespective of companies or nationalities

In addition to problems such as the expansion of women's work fields and promotion of empowerment of female employees, it was necessary for the company to make employees with a variety of careers to become an effective

workforce. With the globalization of logistics, it was essential for the company to get a partner to allow an increase in the quantity/range of logistics to be handled and smooth performance of work overseas, the company actively implemented M&A since the mid 2000s. With the incorporation of human resources with different backgrounds into the company, the conventional Japanese personnel management based on seniority system has become ineffective. With the aim to give a fair evaluation of outstanding human resources that have accumulated career so far in different companies and arrange them in the right position, it was necessary for the company to review and adjust the conventional stereotyped values and evaluation system. In the circumstances, in 2008, the company started to call outstanding managerial persons of overseas group companies to Japan and conduct a MDP (management development program) jointly with the head office. In the training program during 4 nights and 5 days, issues related to management are discussed based on case study and five to six Japanese group companies send employees at general manager level to the program. This training is intended not only to develop simply management abilities, but also to abandon the conventional values such as “Japanese advantage” and “head office advantage” lurking in the company and share attitude and values with a diversity of employees. Participants in the training are employees that will play a key role in the company in 10 years. These opportunities to discuss management on an equal footing with outstanding human resources of group companies both in Japan and abroad allow them to work together based on mutual respect. There is an underlying desire of the current president that they will look at the future direction of the company on the whole through these opportunities by ignoring the conventional wisdom and values.

Outcomes of diversity management

Contribution to repeat orders overseas due to an active role played by female employees

With the increase in the number of female employees both in Japan and overseas, the results of their work are gradually emerging. For example, a female employee of the first class of the aforementioned training program has been working since then in many countries around the world. At the kick-off meeting of a project in which about 20 people from Japanese and foreign trading companies and the end user took part in the United Arab Emirates to which she was dispatched for the first time after the completion of the training, she handled a wide range of matters, ranging from preparation of data to progress of the proceedings. It was a general consensus at the time that Japanese companies lagged behind in terms of empowerment of women. She was dispatched in such circumstances. A Japanese woman playing an active role at the site of logistics in which men had played a primary role was impressive for overseas people. For her careful and accurate work, the company received words of appreciation praising her from people present in the meeting after some years of it.

Moreover, owing to the success of the project, the company received a new order for the same project in the second stage from the customer three years later, contributing to sales of 270 million yen. With the practical experience during her office work, she learned to negotiate at the actual site with customers and acquired skilled to manage work. She is now playing an active part in the company. The results of the employee do not only give a positive impact on young female employees, but also on male employees.

In addition, in line with the increase in the number of people capable of working effectively overseas, the ratio of overseas sales has gradually increased and currently they account for about 40% of total sales. The ratio is expected to exceed 50% in 3 to 4 years and the company is looking forward to that various human resources will further play a key part.

The company constructed the system by taking 20 years to ensure women's active participation, and created new added-values by developing individual employees' skills and abilities.

Main points

Background and goals of diversity management

- Correct the bias of mono-cultural, male-centered workplace and build a system for individual employees to play active roles
- Recruit more women and expand their work fields

Specific measures taken for promoting diversity management

- Promotion of "the work & life program" not only for women's success and continued employment but also for all employees
- Realization of a short time work system for all employees; this project was proposed by various employees
- Adoption of a multiple-track personnel promotion system and support of employees' career-plans
- Construction of a system for persons with disabilities to participate actively in each community
- Compatibility of business and CSR by building "nursery schools near stations" under the "HAPPY CHILD PROJECT"

Outcomes of diversity management

- Success in the "HAPPY CHILD PROJECT" and employees' awareness-raising

Data

■ Corporate profile

Year of foundation	1987	Capital	200,000 million yen
Head office address	2-2-2 Yoyogi, Shibuya-ku, Tokyo		
Business outline	Railway operation, living service ("Ekinaka", real estate rental, etc.), IT "Suica" operation, rolling stock manufacturing		
Sales	1,932,599 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of March 2014)
Number of employees	67,278 (including 8,041 non-regular employees)
Number of employees by attribute category	6,925 women (including 1,367 non-regular employees), Women's share of managerial jobs: 3% 792 persons with disabilities (including 0 non-regular employees), employment rate of persons with disabilities: 2.37%
Average service years for regular employees	17.4 years (18.4 years for men, 8 years for women)

Background and goals of diversity management

Correct the bias of mono-cultural organization and develop individual employees' active role

Since its foundation in 1987 following the breakup and privatization of Japanese National Railways, the East Japan Railway Company (hereinafter referred to as "the company") was a typical male-centered mono-cultural organization, with 680 women employees of all 82,500 employees, as small as 0.8%, and most of them engaged in health occupations in the JR hospitals. The management thought that such homogenous organization could not keep up with the changes in the world and worried about the survival of the company, thus, embarking on proactive recruitment of women for their active participation.

In 2012, the company formulated "a group management plan V" under a concept of "Living in communities. Developing in the world," and set up a goal in annual business plans that "Corporate culture for various employees to lively play important roles should be created." The current president explains the importance of diversity promotion, saying "Without mobilizing various human resources including subcontractors, neither can trains run nor can train operation schedules be observed. The railroad business is indeed diversity itself." The employees also recognize strongly the importance of diversity in order to provide services for an average of 16.8 million daily passengers and an unspecified large number of users. Because the company stopped new recruitment since seven years before the privatization, the age distribution of employees disperses in an uneven structure; the number of the employees in their 40's, a pillar of work, is very few. Therefore, it is a pressing issue to fill the shortage of workers who inherit the field techniques, such as track maintenance, civil engineering, and electric signal systems. To bridge this gap, keep safety and security, and operate the business effectively, it is essential that individual employees play active roles and that "women's active participation" is promoted.

Initiatives for recruitment of women and expansion of their work fields

The company started recruitment of university-educated women in 1988 and expanded it to high school-, college-, and vocational school-educated women in 1991. However their work fields were limited to the tourism and planning divisions under the Labor Standards Act, which prohibited them to work on holidays and late at nights. But the Act amended in 1999 abolished such regulations, so the company increased the number of women assigned to railroad jobs (at stations and as crews), and promoted them to a train crew from 2000. The ticket gates and crew's rooms, where there had been only men, were equipped with women's toilets and accommodations. Though the equipment investment cost was large, the message, "women's participation is mandatory regardless of the cost," was included in the management targets and

plans, thus the women's work fields having been gradually expanded.

However, five years after the initiative, the number of women employees remained about 3%, their job assignments were biased, and their service years were shorter than men, thus more efforts were needed.

Specific measures taken for promoting diversity management

"A work & life program" targeted women's active role applies to all employees

Based on the management strategy that "various workers activity can indeed strengthen the corporate competitiveness," the company started in 2004 a positive action "F Program," which was aimed to "streamline the environment where women can maximize their ability." In 2005 the "F Program" set up numerical targets to increase the percentage of women to more than 20% of all recruitments, which has been achieved every year until now. The company also extended the maternity leave period to 2 years after childbirth (now 3 years), and introduced "a reemployment support system" for women who retired for reasons of "marriage," "childrearing," and "husband's transfer" (now including "long-term care"), thus preventing early retirement and supporting continuous employment.

As a result, women's turnovers were reduced and their managerial jobs were increased, but some employees thought of these measures that "men do not concern" or "merely support women's childrearing." Therefore, in 2009 the company started a new program, "a work & life program," for diversity promotion and a work & life balance (WLB). From 2010, all the branches started to study "the work & life program" through networking activities. Currently in all 12 branches, the head is designated as a diversity promotor, and the personal section head is designated as a work & life program promotor, thus each branch has been fully supporting the activities.

Realization of a short-time work system for all employees, which is based on the proposal of the working group consisting of representative employees from each branch

In early 2004, the work & childcare balance support measures for working mothers were thought among men workers that these are only for women, which caused the stagnation in the efforts for promotion of women's participation.

So, in 2009, 12 employees of different age brackets, gender and type of jobs, who were gathered from among applicants, formed a working group, and spent one year seeking a new system available for all employees. They proposed to the management that "short-time work and the short number of work days" should be introduced into the night and day shifts (at stations and for crews). The idea was disapproved by the night and day shifts division and the personnel divisions because it seemed to be difficult in fair management and to reduce work efficiency, but the then president (current chairman) approved the

idea, saying “The wall should be overcome even if the efficiency is reduced,” thus “the short-time work and the short number of work days system” started in 2010. The system has been understood across the company and utilized by many employees, because it is innovative not only among the planning division but also among all types of job divisions, and because it was proposed with a bottom-up approach and accepted by the management. The system has been studied in each workplace through seminars held by the abovementioned work & life program promoters. In 2010, this system was utilized by 60 employees (including 4 men), and in 2014 by 268 employees (including 11 men), thus the system has taken hold as favorable. This is seen as a pioneering case by industries, and many other manufacturers, who are hesitating the introduction, often ask us about it.

Introduction of the multiple-track personnel promotion system for fair and equal opportunities and the career-plans support

While streamlining the work & life support system and the WLB, the company thoroughly reviewed in 2012 the personnel management and wage systems, with the aim of promoting ambitious employees’ activities. The company abolished the rating test, and instead introduced the multiple-track personnel promotion system, and newly established the positions of “Operation Chief” as a manager’s assistant and “Engineering Specialist” as a human resources development professional. Because the company currently faces massive retirements of employees in their 50’s, the objective is that their techniques and skills are smoothly handed over to talented employees. To achieve the reform, the company also intends to abolish the seniority system, make the personnel management system flexible and efficient, and develop human resources.

For this purpose, the company is encouraging not only fresh graduates but also mid-career workers (about 5,000 in total) to play an active role, and providing them with a fair opportunity by establishing new systems, such as an accelerated promotion system and a skipping a grade system.

The company has also expanded training courses to provide skill-up opportunities for motivated applicants. For example, the company sends every year about 100 employees to overseas branches for improving their skills, and about 600 employees to study abroad for a short- and long-term period, so that they can play active roles in the global markets. Also, the overseas dispatching system for OJT training, regardless of the division, is being applied for by most of excellent young workers.

Introduction of a system for persons with disabilities to play active roles in their communities

In the past, the company thought that persons with disabilities might be difficult working in the railroad company and hesitated to employ them. However, the company reconsidered that as far as users are diversified, services are also needed to be diversified, and started to positively employ persons with disabilities from around 2003. They are mainly assigned to branch offices. By

avoiding metropolitan areas where clerical work is accumulated, the 12 branches offer jobs to persons with disabilities, showing that their skills can fully be exhibited in the communities. They are not discriminated in evaluations and encouraged to apply for the opportunity announcement system. In the overseas training (study abroad) program, which has a more than 10 times competition rate and about 100 persons are approved upon interviews, five persons with disabilities were selected among 103 in 2013. They were selected by interviews, documentary eliminations and motivations, and all of whom were recommended by each branch. Their experience of overseas railroad services can give the company good opportunities to reconsider services and hospitalities. Although barrier-free facilities have been increased and less people seem to extend a helping hand to persons with disabilities in Japan, their feedback from overseas training can contribute to the company. By nurturing such good service spirits, the company, as an infrastructure-based service business, will get extremely powerful capability needed for its growth.

Compatibility of business and CSR by building “nursery schools near stations” under the “HAPPY CHILD PROJECT”

Based on a women employees’ idea, the company opened in 1996 “nursery schools near stations” as one of the new projects. In the hope of women’s active participation, the company has currently been running 80 childcare facilities including nursery schools by utilizing unused land.

As for employer-provided childcare facilities, the company opened three facilities in Tokyo and one in Sendai in 2010, supporting working mothers. One of them in Tokyo with the area of 360 m² was renewed in 2013 as “a diversity-type employer-provided childcare facility,” which is open on holidays for community use. The company has contracted with several corporations on this facility; each corporation has to purchase necessary spaces according to the number of users.

In addition, the company built in 2013 composite facilities annexed by a daycare center in Kichijoji, which have become a multiple generations’ exchange place, a core of the community.

Our living service business is an important income source. Despite that there were wide options for usage, commercial facilities or offices, the childcare support project has been promoted with the strong hope of the management. We believe that providing an environment, where children can play at ease, will bring increased roadside land prices and enrich the communities.



▲ Multiple generations' exchange facilities under the JR railway viaduct

Outcomes of diversity management

Success in “HAPPY CHILD PROJECT” and employees' awareness-raising

Our childcare support projects, such as building “nursery schools near stations,” are a pioneering scheme, the accumulated know-hows of which are disclosed to other private railway companies and childcare providers. The company was also involved in the establishment of the certificated childcare system in Tokyo, and has taken the initiative for developing the “nursery schools near stations.” The company has been cooperating with municipalities along the railroad lines to help with their measures for “children on waiting list” and “balance of work & life.” At the beginning of our project in 2008, the number of facilities was 20, which was increased to 80 in 2014. The company devised, as a new resolution of social problems, “a diversity-type employer-provided childcare facility,” whose accommodation was increased from 15 to 30 children within one year.

The problems of costs and enrolling kindergarteners in such facilities were resolved by formulating a scheme to allow low cost use for communities (citizens and neighboring corporations) and unlimited use (extended childcare hours at the same cost). By introducing such a scheme, the maintaining cost of the facilities is reduced, and the company can bear the outsourcing childcare cost alone, which enables the company to open more facilities in the future.

Through the development of these facilities, which can resolve certain social problems, both the company and employees are closely involved in local communities, and can directly experience work & life balance and diversity. In addition, as more employees are involved in the establishment of such facilities and engage in a practice of work & life balance, their understanding and stability as workforce have been improved. Recently, more train and station crews are making plans, such as “workshops for children's riding manners,” by using their experiences in “Life.” For example, their guidance on baby-car-using manners contributes to improving the quality of our services.



▲ The Series E235 trains equipped with a “free space” is scheduled to run from autumn in 2015

The company restored and revitalized after the disaster with the dynamic force of women employees who sympathized with the corporate philosophy, “contribution to global environmental conservation.”

Main points

Background and goals of diversity management

- “Fresh start” in the wake of the Great East Japan Earthquake
- Redefinition of the corporate philosophy, “contribution to global environmental conservation”

Specific measures taken for promoting diversity management

- Proposal of a flexible work style under “a 5-day week and 3-hour-or-more/day system”
- Preparation of guidelines for jobs to enhance field workers’ independency
- Personnel management system enabling employees to promote by “deciding own wages”
- Employees’ skill-up through qualification acquisition support and enhancement of work efficiency

Outcomes of diversity management

- Improved recycling rates and customers satisfaction through employees’ skill-up and work efficiency
- Highly improved stability of workforce with awareness and motivation

Data

■ Corporate profile

Year of foundation	1973	Capital	10 million yen
Head office address	34-48 Nakanobaba, Shimonogo, Iwanuma City, Miyagi Prefecture		
Business outline	Wholesale of raw metallic materials, industrial waste disposal		
Sales	162 million yen (as of August 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of July 2014)
Number of employees	14 (including 7 non-regular employees)
Number of employees by attribute category	8 women (including 6 non-regular employees)
Average service years for regular employees	3.3 years (2.3 years for men, 4.3 years for women)

Background and goals of diversity management

“Fresh start” in the wake of the Great East Japan Earthquake

SATO KINZOKU CO., LTD. (hereinafter referred to as “the company”), located in the industrial complex near Sendai Airport, runs special metal recycling and industrial metallic waste intermediate disposal business. In general, this business is called ‘a venous industry’ (an industry that re-inputs scraps discharged by industries into the cyclic process of society and nature), a so-called 3K (dirty, dangerous and demeaning) business. In such workplace, dismantling work is usually carried out by using heavy machines, but the company sorts out meticulously by hand industrial wastes, such as electronic office equipment, and recycling them, not just discarding.

In this business, securing of manpower is traditionally difficult. The Great East Japan Earthquake of March 2011 made an already difficult situation even more difficult, because a lot of employees left the company, endangering its survival. The first floor of our offices was heavily flooded by the tsunami and the restoration seemed hopeless. In the midst of difficulty, the company was helped and encouraged by women employees and customers who trusted our careful work. So the company started toward restoration together with the president, three regular workers, and two non-regular workers.



▲ Immediately after the Great East Japan Earthquake
(a white building on the top right is the company)

Redefinition of the company's philosophy “contribution to global environmental conservation”

At first the company sought job-seekers at a recruiting center and employed several people, but they left soon without understanding the company's philosophy or importance of business.

In such situations, it was part-time working mothers who were performing unexpectedly careful work. They exhibited skills while talking each other during the rest time about concerns on childrearing in the wake of the disaster. The president thought that corporations should support society and employees and reconsider the *raison d'être* of corporations more positively.

So, the company set up a motto, “the company should sustain a zero-waste society through metallic resources recycling to coexist in the rich global environment”, and changed the policy so as to employ people who can share the same philosophy and work together.

Specific measures taken for promoting diversity management

Proposal of the flexible work style, “a 5-day week and 3-hour-or-more/day system”

The company established a human resource development team, and recruited part-time workers working for 3 hours or more/day between 9:00 and 17.30 (depending on requests) and 3-days/week from Monday to Friday (except holidays), with a catch copy of “Will you contribute a little to an environment?” by targeting childrearing mothers who “wish to participate in society without compromising childrearing.” As a result some mothers, who want to stay at home when their children return to home from school, accepted these conditions, because there were few companies satisfying their needs.

Upon recruitment, the company explained carefully about jobs and decided working conditions depending on their request for working days and hours during the contract period of three months. The working conditions can be changed upon contract renewals, and some employees wish to prolong working hours after becoming accustomed to jobs.

Preparation of guidelines for jobs to enhance field workers' independency

Newly recruited part-time working mothers must be instructed man-to-man by the senior staff. Because OA equipment dismantling and sorting jobs vary according to the levels and degrees requested by customers, an instruction manual, if any, will overwhelm unskilled workers. So, the staff prepared job guidelines for the minimum necessary methods and procedures, showing the degrees and portions to be dismantled. As a result, unskilled employees became effective working power.

Currently, two regular women workers (promoted from part-timers after the disaster; later discussed) are playing important roles: one adjusts between the sales and field divisions and makes plans for jobs by referring to various contracts with customers, and the other supervises part-time field workers to assign daily jobs according to work schedules. Since women regular workers, who were former part-timers, can perform jobs most effectively and speak for other workers, the sales and field divisions are well-communicated, resulting in effective business performance.



▲ Workers are dismantling OS equipment with a power tool



▲ Weekly meeting of all members who work on OA equipment dismantling

Personnel management system enabling employees to promote by “deciding own wages”

In addition to part-timers, regular workers are also employed/promoted. To avoid mismatch with jobs, the company has established an evaluation system, in which new employees can discuss with a recruitment staff to demonstrate how well they can cope with jobs and to decide own wages corresponding to the skills. This is advantageous for both sides because new employees can start working with their specific knowledge, while the company can expect their quick and versatile performance. Thus, the company can obtain excellent human resources who can smoothly negotiate with customers.

Workers' ranks and wages are decided according to the abilities through discussions with their boss. Poor performance is resulted in a lower position, but they are given an opportunity to feedback and reflect on poor performance. For example, the company evaluates section chiefs on the basis of management skills, rather than their own workload, thereby raising the awareness as a leader.

Employees' skill-up through qualification acquisition support to enhance work efficiency

The company newly established “qualification acquisition support rules” in 2012. The objective is to encourage women employees to obtain a driving license of small forklifts.

Around that time, OA equipment dismantling and sorting jobs were manually performed by women, but the remaining wastes had to be transported by forklift by men every time sorting was finished. This job was relied upon a

few men because there was a fixed idea that forklift driving is men's job, which lowered job efficiency. Therefore, the company decided to bear qualification obtaining costs and to treat favorably those who contribute to the company with high performance. The president urged women regular workers to get a license, and the first forklift driver debuted in the company.

Her agile steering of a forklift can speed up OA equipment dismantling and sorting jobs and finish within the OA equipment division alone, thus improving job efficiency, enhancing autonomy in the field, and bringing challenging spirits among employees. The past idea of “forklift = men's work” disappeared. Seeing a woman driving a small pink forklift, employees have come to take it for granted.

Outcomes of diversity management

Improved recycling rates and customers satisfaction through employees' skill-up and work efficiency

The company has overcome stereotypical ideas one by one that “recycling business = 3K,” “employment = fulltime” and “forklift = men,” dug up human resources and their buried talents, and begun to create new values more than before the disaster.

As a result, the recycling rates of OA equipment increased by 12 percentage points and the annual sales of OA equipment (including metallic material scrap) disposal ran up to 113.9 percent from the previous year.

By realizing work efficiency through the development of women employees' skills, expanding their work fields, and active roles being played by part-timers in the shift system, the disposal amount and quality have been increased and appreciated by customers (manufacturers). In the past, the company sometimes received complaints because of delayed work due to shortage of hands. But now complaints have been drastically decreased by women employees' positive negotiations to smooth the relationship between the field and customers, effective planning of work schedules, and averaged workload.

Highly improved stability of workforce with awareness and motivation

By redefining the corporate philosophy “contribution to global environmental conservation,” the company has been able to obtain human resources with the same idea and to gain great unifying power. Also, consideration for individual employees and transparent evaluations and feedback greatly raise employees' motivations; the qualification acquisition support is helpful to encourage workers' new challenges; thus a vivid atmosphere has been emerged.

The company, which restarted with three regular employees and two part-timers just after the disaster, has now 14 employees, who work with high motivation to support a smooth growth of the business.



▲ A woman worker driving a small forklift

To become a “Top Retailer in Asia,” Group CEO declared that “the overall ratio of female managers should be 50 percent.”

Main points

Background and goals of diversity management

- Group CEO’s declaration, “the ratio of female managers should be 50 percent in 2020”

Specific measures taken for promoting diversity management

- “Yukata Magic” project across the company led by women buyers
- Stabilization of foreign workforce and localization of management
- Establishment of a diversity promotion office and implementation of “Great Satisfaction Activity”

Outcomes of diversity management

- Development of new markets by successful “Yukata Magic” projects and creation of new challenges
- Increased foreign customers visiting our stores in Japan through tie-up with foreign workers in the overseas core office

Data

■ Corporate profile

Year of foundation	1926	Capital	220,007 million yen
Head office address	5-1, 1-chome, Nakase, Mihama-ku, Chiba City, Chiba Prefecture		
Business outline	Retail, developer, banking and financing, management of servicing companies as their shareholder		
Sales	6,395,142 million yen (as of February 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Consolidated (as of February 2014) (*)
Number of employees	127,952 (including 108,468 non-regular employees)
Number of employees by attribute category	95,691 women (including 89,837 non-regular employees); Ratio of female managers: 11.1%; 183 foreigners (including 4 non-regular employees)
Average service years for regular employees	17.7 years (20.1 years for men, 15.3 years for women)
Remarks	(*) Consolidated with AEON RETAIL CO., LTD.

Background and goals of diversity management

Group CEO's declaration, "the ratio of female managers should be 50 percent in 2020"

AEON CO., LTD. (hereinafter referred to as "the company") is a shareholding company of AEON Group. The group engages in retailing, baking and financing, service business, etc. in all 14 countries including Japan, China and ASEAN countries, with its operating revenue of approx. 6.4 trillion yen. Aiming at "becoming a top retailer in Asia in 2020," the company set up a "Four Shifts Strategy" as a mid-term business plan beginning from 2011, which was shared by the group. According to the plan, in January 2014, it opened No.1 store in Vietnam (Asia-shift); in 2013, achieved a surplus in the urban-type supermarket ("MY Basket"); in the same year, opened a store for active seniors "G.G. (Grand Generation) mall" (Senior-shift); and in 2012, initiated a comprehensive portal site "AEON Square" (Digital-shift), all of which have been making considerable achievements. To accelerate the "Four-shift strategy," all employees' cooperation is needed regardless of gender or nationality, so a human resources development strategy was added to these "Shifts." Currently the AEON group controls more than 100 companies, including Jusco Co., Ltd., which was established in 1970 by three local companies, Okadaya, Futagi, and Shiro. The company's consistent principle is that "there should be no discrimination on the basis of gender, nationality, education, career, age, etc.," but diversification was yet to be promoted. For example, the ratio of women managers remained 10% in 2013. Therefore, the company reviewed the diversity promotion management system which had been tackled since long before. Based on the management's consensus that diversified human resources are essential to strengthen the company, the Group CEO declared in the shareholders meeting in 2013 that "the ratio of female managers should be 50 percent in 2020," and explicitly stated that diversity promotion should be incorporated in management strategies. First the company targets women's success as a touchstone, then spreads to people with disabilities, foreigners and elderly employees.

Specific measures taken for promoting diversity management

"Yukata Magic" project across the company led by women buyers

One of the successful cases achieved by women's participation is a "Yukata Magic" project, Yukata Brand, initiated in the store of AEON Retail Co., Ltd. (hereinafter referred to as "AEON Retail"), one of the major subsidiaries of the company. In 2005, a woman employee (current executive officer and head of the H&BC Product Planning Department) became Yukata buyers' leader. Until then, male buyers had been responsible for procurement of almost all products. Those

days AEON Retail was gradually increasing women buyers to introduce consumers' viewpoint, but its sales was sluggish.

The cause lied in the target setting. Yukata is usually worn by young girls, such as high school & college students and OLs, but AEON Retail's had limited the target to housewives in their 40's to 50's and their children. Its policy had been to sell conservative goods that were not influenced by trends, and AEON Retail had dealt with only orthodox-designed Yukatas. That is to say, its concept mismatched with consumers' need for Yukata. To develop the sales of Yukata, it needed to attract young girls. The new leader wished that young girls would think "When it comes to Yukata, let's buy at AEON Retail." Persuaded by her belief, AEON Retail decided to leverage Yukata business targeting young women. It launched a project team that could deal with a whole process from planning to sales, and appointed the woman as a project leader. It was the first attempt for AEON Retail to tackle such a product development project across the division.

First of all, the team members visited fireworks displays to study what kind of Yukatas young girls wore, and carefully analyzed the trends: white color Yukatas were considered taboo in the past because of see-through, but recently they are likely to be accepted; large motifs are more likely loved than traditional designs; what colors and designs women prefer, etc.

The project team seriously thought of the result of analysis, "Why young girls wear Yukata at all?" "maybe they want to be more attractive as a female," etc. The team finally came up with "Yukata Magic," and highlighted a concept that "wearing Yukata makes you look like a different person as if enchanted, and you feel like becoming someone else." The team proceeded with PRs and developed Yukatas as a total fashion including accessories, footwear, etc. The product development was carried out together with suppliers (textile manufacturers). They dyed textile in the traditional way, but such a way was not suitable for mass-production and could not change designs quickly. So, the team requested the dyers to use the latest printing technology, which was disliked by them as saying "it is a wrong way," but finally reached the consensus through tenacious negotiations.

The sales persons behind the counter also had to change a way of selling. Generally, the sales policy of AEON Retail was self-service, in which customers were left to their own choice to buy articles. So the sales persons were instructed to explain to customers face-to-face in the store and to advise each customer about fashionable colors and color-combinations, etc. They were fully trained so that they could advise about a suitable assortment of Yukata. They did not like such a burden first, but as the sales was growing, they came to think it worthwhile and enjoyable. The success of the "Yukata Magic" project increased the sales of Yukata in AEON Retail to 113.5% (2007-to-2006 comparison).

Stabilization of foreign workforce and localization of management

AEON Group consists of three headquarters located in Japan, China and ASEAN. To promote the "Asia-shift," one of the company's four-shift strategies, it is important to

nurture domestic/overseas foreign employees to become the management.

For that purpose, the company started management nurturing seminars (already done in Japan) in Chinese and ASEAN headquarters. The seminar consists of three stages: “Basic Management Program (BMP: basic),” “New Management Program (NMP: intermediate),” and “Advanced Management Program (AMP: advanced).” The company also runs “AEON Business School (former JUSCO College),” where training courses are provided on human affairs, finance, development of shops, etc. A similar school will be built in China to nurture and secure core human resources.

Further, the company is training some executive candidates among foreign employees in the overseas headquarters, by inviting them to the Management Division and stores in Japan.

Currently, there are 179 foreign employees working in AEON Group in Japan. They are interviewed at the personnel affairs division in order to help with career plans and to secure continued employment.

Establishment of diversity promotion office and implementation of “Great Satisfaction Activity”

In July 2013, the company installed a diversity promotion office directly under the Group CEO, and assigned three women employees there. In April 2014, each of 65 companies in the Group also assigned one responsible person and two women for diversity promotion, thus improving the diversity promotion system.

The office names the diversity promotion activity as “Great Satisfaction,” which means “satisfactions of employees and their families, customers and the company created by diversification,” and prepared a logo.

The male-to-female ratio is roughly 1:1 at the time of recruitment, but it changes to 7:3 and 9:1 for managerial jobs after 5 to 10 years. The Office investigated the reasons of women’s retirement, and found that women have concern about careers, not about life events, saying “If I continue working here, what my future career will be?” So, the company started measures for women to find role models and to draw their future career plans.

The company holds “a great satisfaction college: career design course” everywhere in Japan for women employees, who are about 5 years after joining. This is intended that women employees can visualize a desirable future course, and that they can fill inadequate skills to break a negative cycle of concerns about the future and earlier retirement. Also, the company holds panel discussions for women workers by inviting married women who keep a balance of work and life and those who are playing active roles in managerial posts.

Each company in the Group holds once a quarter of the year a “Great Satisfaction Summit” participated by promotion members to share good cases of diversity management. Further, a “Great Satisfaction Award” is given once a year for the best practice in the Group.

The Office publishes a pamphlet showing good cases as a result of the “Great Satisfaction Activity,” and announces them in the seminars as Group’s common property, thus accelerating diversification across the whole Group.

Outcomes of diversity management

Development of new markets by the successful “Yukata Magic” project and creation of new challenges

The successful “Yukata Magic” project gained popularity among young women customers. Next, AEON Retail targeted young men to promote the sales of Yukata by investigating their tastes and trends, in the same way that young girls were targeted. In 2009 the sales of men’s Yukatas started increasing.

As sales persons accumulate more experiences of customer services, they willingly show customers how to wear a kimono, how to tie an obi, etc. Each company’s successful cases are published by Weekly News to the other companies, which stimulates competition among them. Because sales persons can propose coordination of Yukata according to customers’ desire, the sales of coordinated Yukatas and obis sell more briskly than inexpensive ready-made sets, thus the unit price of Yukata increased to 110.3% from the previous year of 2007, when the Yukata Magic was initiated.

Since 2007, the “Yukata Magic” has been steadily expanding, and the sales of Yukata recorded 2.7 billion yen in 2013, winning a top market share of 19.5%, thus Yukata becoming a major summer sale item in AEON Retail.

In addition to the “Yukata Magic,” successful cases are increasing due to women’s efforts. One example is “AEON Lake Town” with an eco-system, the largest facilities as commercial ones, where a three-woman team guides in the eco-facility in the hall, and makes eco-experience plans for customers, thus dispatching the company’s message of environmental initiatives. Since the opening, the consumer-oriented facilities gained about 2,000 visitors to guided tours, including planting acorns, and about 5,000 visitors participating in the eco-classroom. This contributes to raising the company’s environmental brand value.

Kajitaku Co., Ltd. in the AEON Group providing housekeeping services has a woman COO. It employs women part-timers in their 50’s and 60’s, who have experienced childcare and housekeeping and passed a skill examination of Level 3 of HPAA (Home Products & Attendants Association). It has made Internet reservations available for the first time in such a business, providing new housekeeping services used freely by customers.

Increased foreign customers visiting our stores in Japan through tie-up with foreign workers in the overseas core office

To promote the sales, the company is making the stores more easily accessible for foreign customers who visit Japan, by taking opinions of foreign employees in the domestic AEON Group. Based on their ideas, the Japan’s headquarters have been promoting available measures in cooperation with Chinese and ASEAN headquarters and overseas subsidiaries: such as introductions of tax-exempt procedures, installation of ATMs from which Japanese Yen

can be withdrawn with foreign credit cards, improvement of multilingual signboards, within stores. As a result, customers' satisfaction has increased, and also the settlement with a China UnionPay card (the most prevalent card in China) soared to 200% in 2013 compared with the previous year.



▲ Scene of coordination of "Yukata Magic"

Production increased to 8 times and product return decreased to near zero, by concentrating women employees' love to hina dolls and by defying the common wisdom in the hina doll industry that production and sales are separated

Main points

Background and goals of diversity management

- Foundation of the market-oriented company that defies the common wisdom in the hina doll industry
- Establishment of market superiority by modern designs and intensive product inspections

Specific measures taken for promoting diversity management

- Recruitment of women "who have the most similar sense to customers" and work sharing
- Business expansion by work sharing and training of new recruits
- Flexible working system based on employees' family situation, such as flexible break time and bringing children to workplace

Outcomes of diversity management

- Increased production to 8 times and decreased return products to near zero by careful customer services and product planning ability
- Greatly increased turnover by improved sales promotion in response to customers' needs

Data

■ Corporate profile

Year of foundation	2008	Capital	5 million yen
Head office address	2F, Maruhiko bldg., 1-6-5, Nihonbashi-horidome-cho, Chuo-ku, Tokyo		
Business outline	Manufacture and retail of dolls for seasonal festival (hina dolls & Boys' May Festival dolls)		
Sales	219 million yen (as of September 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of December 2014)
Number of employees	13 (including 7 non-regular employees)
Number of employees by attribute category	11 women (including 6 non-regular employees)
Average service years for regular employees	2.8 years (0.2 years for men, 2.8 years for women)

Background and goals of diversity management

Foundation of the market-oriented company that defies the common wisdom in the hina doll industry

Fracoco Co., Ltd. (hereinafter referred to as “the company”), founded in 2008, manufactures and sells seasonal festival dolls (hina dolls & Boys’ May Festival dolls). The founder (current president) was born in the family of a puppeteer, and he himself was making and selling dolls as a puppeteer. But he thought that manufacturing sites were too far apart from customers’ needs.” So, he founded a company to manufacture and sell seasonal festival dolls (hina dolls & Boy’s May Festival dolls) that sincerely respond to customers’ voices. The dolls are only sold via Internet mail orders. The company conducts every activity from manufacturing to retailing in the highly specific market, by breaking the industry’s common wisdom of separation between production and sales.

In the Japanese doll market, manufacturing and sale are completely separated. Doll shops usually combine various dolls individually made by doll makers and sell under their own brands. So, the voices of a selling side rarely reach the production sites.

Unlike daily products, hina dolls are expensive and rarely repurchased, so, repeaters are few. Therefore, such dolls must be sold out during the season, and after-sales and follow-up services are less provided. Though such dolls are expensive, customer satisfaction is not so high, and as a matter of fact, the claim rate reaches near 10 percent and product return rates are as high as 4% to 5% in doll shops.

Customers who decide to buy dolls have gradually changed from ‘grandparents’ to ‘mothers’ since around 10 years ago, and the demand for traditional slender-face dolls and gorgeous tiered doll stands is decreasing. Therefore, the president decided to found an own company to manufacture and sell self-designed and self-planned dolls in cooperation with puppeteers, doll head craftsmen, and tool craftsmen.

Establishment of superiority by modern designs and intensive product inspections

Unlike clear-cut “adult face” dolls, the company’s dolls are characterized with a “baby face,” and compact-sized designs and colors, which are harmonized with modern housing situations. The company inspects them intensively before shipment.

The baby face dolls and compact size tiered stands are made in cooperation with the employees with the same concept, based on the needs of president’s mother’s generation inherited by his family’ shop. Inspection work is carried out carefully by checking fine portions, such as stray hair and “Kimekomi” parts to finish them perfectly, because the president thought that the high claim rates lie in the way of traditional selling, in which “dolls are sold immediately after the shipment from doll makers just before each season ends.”

The company’s strategy for manufacturing, distribution, and sales in response to customers’ needs has been successful, and all dolls manufactured are sold out by mainly the reservation sales method alone.

Specific measures taken for promoting diversity management

Recruitment of women “who have the most similar sense to customers” and work sharing

To realize a business model described as above, it is needed to streamline systems, including inspections, and respond to individual customers’ requests. So, the company recruits women with the most similar sense to customers to utilize their senses. In 2011, two most motivated and excellent part-timers were employed. One year later, they were promoted to regulars, and currently supervise other part-timers who engage in inspections. Unlike other makers, because reservation sales is centered, inspections are carried out throughout a year according to the plans. Even childrearing employees under time pressure can work without problems under the mid-long term management system.

Because women workers who have children cannot overtime work or quick response to customers, the company also recruited young women without time constraint. Currently, there are seven employees in their 30’s to 50’s with children and six in their 20’s. Of the six, three regular workers are in charge of planning for product catalogs, website, as well as production and sales management and product planning (described later). In the recruitment, the company focuses on persons’ humanity and sincerity toward jobs rather than past experiences and skills. Skills can be trained after joining, so, the company focuses on how they can support customers’ requests rather than immediately helpful workforce. The most emphasis is placed on persons who have mother-like feeling that wishes her children’s growth, love dolls, take responsibility when facing unexpected problems, and have a strong challenge spirit. The company uses an assessment tool to value human resources whether they have a sense of responsibility and motivation.

Business expansion by work sharing and training of new recruits

Even though the company does not demand experiences or skills of new recruits, the contents of jobs are at high levels. New regular workers are requested soon to produce catalogs, output ideas, make designs and plan for products. They are requested to provide ideas and opinions from the viewpoints of “young mothers.” Although full-fledged design and system construction of websites are left to professionals, management of pages and basic system designs are left to employees along with routine jobs. They are given time and opportunity to master most jobs within about three months. After about half a year they participate in workshops to learn know-hows and involve in full-scale product planning. Various jobs, which were carried out by the president

before, are gradually taken over by them to cope with increasing orders.



▲ Renewed product catalogue



▲ New hina dolls designed by employees with two-year career

Flexible work system based on employees' family situations, such as flexible break time and bringing children to workplace

As for the inspections, final finishing process and packaging of products, the company has a flexible work system so that employees, who are busy for childrearing, can bring their children to the workplace. The company also provides recreation events three times a year, including dinner parties, one-day bus tours, etc. participated with their children.

In 2014, the company made a rule book to clarify working time. If employees need to be tardy, early leave, or absence, they can fill lost hours later. For example, they need to leave for two hours earlier for their children's school event, they can fill by overtime work for one hour the next day and one hour for the day after. They can apply for a leave/holiday so as not to impact the work progress. This increases their freedom and self-management, resulting in improved teamwork and a zero retirement rate since the foundation.

Outcomes of diversity management

Increased production to 8 times and decreased return products to near zero by careful customer services and product planning ability

As described above, the company has been able to develop its original products, polite customer services, and after-sales services, owing to the development of various human resources and streamlined work environment. With an excellent achievement, our hina dolls sell out as early as in every January. Six years after the foundation, the production has increased to more than eight times. Around November when reservations start, the company receives endless inquiries and manufactures all orders. If customers cannot get our dolls within a year due to sellout, their orders are accepted early in the next year, thus realizing planned manufacture and sales.

With intensive inspections and careful response to customers, the company has received almost no claim. Although the company accepts return products with defects or image difference under the motto of "Satisfaction First, Return Guarantee," there was only one return so far in six years.

Greatly increased turnover by improved sales promotion in response to customers' needs

In 2014, the company completely renewed its website by women employees' idea to appeal strongly to young mothers, highlighting the course of "website→catalog request→purchase." The website and catalog also add a page, "You can enjoy additional hina dolls," so that customers can buy more decorations, such as "Shinno (prince) ornaments," "five-doll ornaments" and "10-doll ornaments," thus flexibly responding to customers various needs.

As a result, the number of catalog requests increased to 2,986 from 2,357, about 1.26 times, the sales of hina dolls increased to 146 million yen from 116 million yen, about 126 times, and the sales of Boy's May Festival dolls increased to 68 million yen from 59 million yen, 1.15 times, as compared with the previous year. Because the sales are carried out through mail orders with the Internet and catalogs, employees work sincerely to give a nice surprise to customers when they receive dolls.

In the future the company will make further efforts to satisfy customers and increase production through work division and development of human resources.

親

親王飾の増やし方

後づけ飾り台をご利用いただくことで、三人宮女または願違具を後から付けたしてお飾りいただけます。

また、シリーズによっては付けたし飾り台をご利用いただくことで、さらに五人囃子(五楽人)などを後飾りいただけます。

Before



After



More!



▲ Website: "You can enjoy additional hina dolls"

Increased work efficiency by the personnel section's and selling sites' supports for promoting women's activity and by utilizing persons with disabilities

Main points

Background and goals of diversity management

- "Group's Personnel Management Vision" to maximize employees' performance

Specific measures taken for promoting diversity management

- Personnel section's awareness change in the first place to support company's reform in cooperation with the selling sites
- Expansion of women's work fields through promoting temporary workers to regulars
- Job assignment to use capacity of persons with mental disabilities

Outcomes of diversity management

- Introduction of systems to promote excellent temporary workers to regulars and to raise awareness
- Young women buyers' success in "NIPPONISTA" and its spillover effect across the company
- Realization of work efficiency by assigning incidental jobs
- Securing excellent human resources by increased reputation among outside

Data

■ Corporate profile

Year of foundation	2011	Capital	1,000 million yen
Head office address	3-14-1 Shinjuku, Shinjuku-ku, Tokyo		
Business outline	Department store		
Sales	675,315 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of April 2014)
Number of employees	12,190 (including 6,586 non-regular employees)
Number of employees by attribute category	8,592 women (including 5,749 non-regular employees); women's share of managerial jobs: 20%; 236 persons with disabilities (including 198 non-regular employees); percentage of persons with disabilities: 2.1% (*)
Average service years for regular employees	21.0 years (21.5 years for men, 20.5 years for women)
Remark	(*) The number of persons with disabilities and the percentage derive from Group 10 companies, based on "the employment rate for the business group" (the total number of employees of the Group 10 companies is 16,180)

Background and goals of diversity management

“Group’s Personnel Management Vision” to maximize employees’ performance

ISETAN MITSUKOSHI LTD. (hereinafter referred to as “the company”), a core company of Isetan Mitsukoshi Group, run department stores in the Tokyo metropolitan area. Group’s vision is that “Mitsukoshi becomes ‘my department store’ for individual customers over their entire life.” Group’s mission is to give them deep impressions. Nowadays, when a variety of business categories, including the Internet sales, have emerged in place of over-the-counter sales, the company has begun to recognize more than ever that it needs to strengthen sales and services by returning to the starting line, not relying on “products attractiveness alone.” Therefore, the company considered it the most important to raise sales persons’ and other employees’ motivations and challenging spirits. The management has also sent clear message that “human resources are most valuable for the department stores.”

So, the company has redefined the role of the personnel section as a management strategy section, and broadly changed in these several years the personnel section’s task, personnel evaluation method, and way of thinking. The company reviewed about “what the personnel affairs are” and “what the real role of the personnel section is,” based on the fundamental principles and rules. Especially, in 2012, the company set up a Group vision that “the company shall establish systems, under which individual employees’ potentials are developed to the fullest,” and has been tackling to build an environment where various employees can work actively and exhibit their skills regardless of gender or employment patterns.

Specific measures taken for promoting diversity management

Personnel section’s awareness change in the first place to support company’s reform in cooperation with the selling sites

In 2012, based on the corporate philosophy and the message of the president, “human resources are most valuable for the department stores,” the company set out reconstruction of the personnel section. First, it started to hear employees’ opinions, because a top-down approach from the personnel section would produce a completely different result in employees’ awareness raising. The interviews were carried out over three years by the head of the personnel section, all managers of Isetan Mitsukoshi, and domestic and overseas proper officers in the overseas subsidiaries, thus employees’ opinions being picked up. The personnel section, the task of which tended to become a mannerism, was positioned as a comprehensive planning division, so that the section staff can consider creatively in the changes of situations, and proceed with an awareness reform as a leader of management strategy. The personnel section is proactively proceeding with operational reforms, and raising employees’ awareness by hearing on-site voices. For example, if there is an employee with an ability satisfying the requirements of promotion, but he/she does not expect to be promoted, the personnel section positively backs up the person to challenge various chances and the future. As such cases come outs, other employees begin to think, “I will be able to do,” and “I want to challenge,” the passion of which spreads among other employees and produces a ripple effect.

Expansion of women’s work fields through promoting temporary workers to regulars

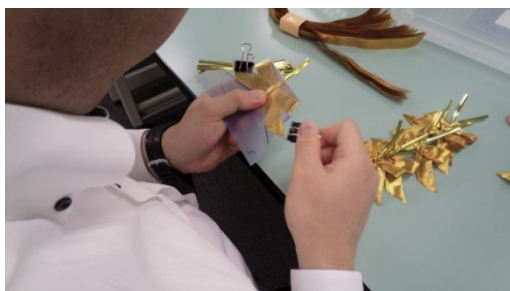
Toward the realization of human affairs vision, the company has been accelerating various measures for these several years. In 2010, toward making an environment where employees can work at ease, the company promoted monthly-paid temporary workers called “Mate-Employees” to permanent workers, if their service years are more than four years, ahead of the Amendment of the Worker Dispatching Act; also reduced from 5 to 4 years for taking examination for promoting to regular-workers. Most of the Mate-Employees are women. Because of successful measures by the personnel section, about such 300 employees were so far promoted to regulars, demonstrating various role models of women. As support measures for women’s active participation, the company has established a childcare support system excellent than law, and assigned persons in charge of the system in the personnel section. In 2014, the number of users, who are childrearing part-timers (including Mate-Employees), increased by 180 compared with that of 2011, and the rate of retirement for reasons of childbirth and childcare is declining.

Job assignment to use capacity of persons with mental disabilities

Isetan Mitsukoshi Soleil Co., Ltd. (hereinafter referred to "Soleil Co."), Group's special subsidiary company, takes the initiative to employ and support persons with disabilities. Soleil Co. positively employs persons with severe intellectual disabilities with few opportunities for employment, and provides them with more than 100 kinds of jobs derived from the department stores' incidental sales work, such as making ribbons for gifts, gift boxes, affixing seals on order slips, etc.

Soleil Co. was founded in 2005 with 10 employees in the area of 85 m². Around the beginning of the foundation, its work was mainly creating flyers in newspaper and sorting out of order slips, but soon the instructors of Soleil Co. noticed that persons with intellectual disabilities had a high capacity to concentrate in meticulous repetitive work. In those days, the stores' sales sites had a problem that stylists in charge of customer services could not take enough time for the main service because of a pile of incidental jobs. Soleil Co. thought that this could be solved with high capacity of persons with intellectual disabilities, and came up with sorting jobs, thus current types of contracting business started. Such persons with disabilities' "high quality of job performance" has been appreciated above all, and the outsourcing from the stores has been expanded.

Soleil Co., which accepts more than 100 kinds of jobs, hopes that every employee will become an all-round player to cope with every job, feel his/her self-growth, and



▲ Various patterns used in contracting work in Soleil Co.

maintain motivations. For example, Soleil Co. has devised own ribbon-making patterns so that employees with various degrees of disabilities can work easily to make a uniform quality of products. Also, it plans work shifts to equally give jobs to employees, and lets them make own manuals to check and confirm job performance. Currently, 65 persons with disabilities are working in the company with the workplace of 1,300 m² while hearing the same background announcement as in Isetan Shinjuku main store, so they can be proud as members of the department store. The sales of Soleil Co. increased to roughly 10 times in 10 years. Thus they play important roles of Isetan Mitsukoshi Group.

Outcomes of diversity management

Introduction of systems to promote excellent temporary workers to regulars and to raise awareness

The company has succeeded in retaining excellent workers by promoting monthly paid Mate-Employees to regulars. One woman employee, who was working in the institutional customer department, proposed an idea in response to customers' voices and changes of the times, and developed multiple free gifts that come with magazines as a tool for sales promotion of major magazine publishers. These earned a great reputation, resulting in 1.6 billion yen in the 2011 magazine sales, contributing to the large profit growth of the institutional customer department. She was backed by the personnel section and promoted to a regular employee by taking promotion examination 5 years after joining. She is still working with high motivation and becomes a model of other Mate-Employees' target. Thus, such speedy measures to achieve the personnel affairs vision lead to maintaining motivation and expanding active work fields.

Young women buyers' success in "NIPPONISTA" and its spillover effect across the company

One of the successful cases can be seen in a "NIPPONISTA" Pop-up Store, which was opened in February 2012 in New York, U.S. under the Cool Japan Strategy Promotion Project of the Ministry of Economy, Trade and Industry. This event was very important for the company to advance its future overseas business, because it was related to the company's Japan Senses program that started in 2011 (the program to introduce Japan's excellence in manufacturing techniques to domestic customers and to link among the production areas, workers, techniques and customers). The development of a Pop-up Store was the company's first experience. Based on the management's strong message, "young women employees should become strong workforce," the project was defined under the policy: "women should play active roles." Accordingly, young eight buyers and assistant buyers were selected. They had a strong will to "participate in planning for this event and send messages from overseas." Since 2012 the personnel section has been promoting to establish systems, under which individual employees' potentials are developed to the fullest." As such, this event reflects the personnel affairs vision toward its penetration and realization through backing up women employees, who want to challenge something new. The eight buyers were requested to be responsible for the whole process from planning, arrangement and exhibitions, which was a new process different from the conventional way. In the "NIPPONISTA," a variety of fashionable clothes, arts and general goods were assorted and displayed through careful preparation according to various market needs. The number of visitors ran to more than 2,000 and

the number of purchasers reached 108%, exceeding the target percentage.

The event raised other employees' motivation. They say "We have a chance. If we keep trying hard, we can do, too"; while superiors say "Let's leave things to young people," thus creating a new values of work in the company.

Realization of work efficiency by assigning incidental jobs

Since persons with disabilities accepted incidental jobs, stylists in the sales-counters have been able to devote to customer services more than ever. Because of a largely increased stylists' work efficiency, their overtime has reduced by about 5,000 hours per month.

They can devote to essential sales work, while the performance of incidental jobs has been highly appreciated at the sales sites.

Soleil Co. estimates that if these incidental jobs were outsourced, it would cost 70 million yen an year. The capacity and characteristics of employees with intellectual disabilities engaging in such incidental jobs contribute to the profits and work efficiency of Isetan Mitsukoshi.

Securing excellent human resources by increased reputation among outside

Because the company has carefully been hearing individual employees' opinions to take various measures since 2012, it has obtaining favorable reputation among outside. According to a survey conducted in 2014 by Diamond Weekly magazine, the popularity rank of the company among job-seeking arts-related women students was in the 29th place, largely up from the previous years' 42nd. Also, according to a survey in 2014 by Nikkei Inc., the popularity rank of the company among job-seekers was in the first place in the retailer category, the number of entries running to 27,000, thus the company has strong popularity among students.

In job interviews with new graduates, the company talks with individual applicants, and offers polite follow-up to those who get the company's tentative job offer. The number of those who decline the company's tentative job offers has been decreasing in these three consecutive years, thus the company can obtain excellent human resources.

Established the base by which foreign students can positively act during 5 years and horizontally deploying know-how in the whole company.

Main points

Background and goals of diversity management

- Management strategy making “the promotion of diversity” the starting point of strength.

Specific measures taken for promoting diversity management

- 30% of newly employed college graduates are foreign students.
- Start is to arrange “equal condition”.
- Transmitting “equal opportunity”.

Outcomes of diversity management

- Deploying the tackling for foreign employees in the whole company.
- Foreign employees positively act in cross-sectional projects of the whole company.
- Starting foreign supervisors’ positive activities.

Data

■ Corporate profile

Year of foundation	1975	Capital	58,566 million yen
Head office address	Gate City Ohsakai East Tower, 1-11-2, Ohsaki, Shinagawa-Ku, Tokyo.		
Business outline	Deploying the franchise chain of the convenience store “Lawson”.		
Sales	1,758,656 million yen (in February 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of February 2014)
Number of employees	7,799 (out of which 4,255 employees are non-regular employees)
Number of employees by attribute category	[Foreigners] 337 persons (out of which 235 persons are non-regular employees)
Average service years for regular employees	10.4 years (Male: 13.8 years; Female: 7 years)

Background and goals of diversity management

Management strategy making “the promotion of diversity” the starting point of strength

Lawson, Inc. (hereinafter referred to as “the company”) has a corporate philosophy of “We will make “towns living together with everybody” happy.” In 2013, the company clearly launched “the policy concerning the promotion of diversity” and positively disclosed through websites etc. information concerning diversity such as the ratio of female managers, that of working mothers and that of foreign employees. Amidst the accelerated globalization, the company judged that corporate management will become impossible by the decision of will under a stereotypical view of value. Accordingly, the company switched to the management strategy making diversity the starting point of strength by thinking by itself and acting how the company should do for not simple gain measures of human resources but for accepting and respecting for diversity and different points. The strong will and the sense of crisis of the top of the management that “We wish to be agile to the response to the change as an enterprise”, “Otherwise, we will not be able to survive” are pushing the diversity management.

In the company, “directors in charge of diversity promotion” headed by the president are set, and correlating with “the Human Resource Station” directly supervised by the Human Resource Section, the design, operation and adopting of required systems are being done. Further, as to the promotion of positive activities of female employees, “the Smart Woman Promotion Project” was set under the directors in charge of diversity promotion, thereby, the assignment of employees who returned to work from childcare leaves and the marketing with the ideas of women were done.

Currently, the number of foreign employees is about 340 out of which two thirds are supporting the operation of each shop as part-timers. The rest some 100 employees are regular employees and most of them are newly employed college graduated foreign students employees. The company is expecting from the foreign employees to innovate the corporate culture by new ideas and activities and to create innovative business, products and services.

Specific measures taken for promoting diversity management

30% percent of newly employed college graduates are foreign students

In the company, the employment of newly employed college graduates of foreign students (hereinafter referred to as “the foreign students”) started in 2008 and from 2009, it set a goal of 30% of newly employed college graduates to be the foreign students. The number of the foreign students in the employment in the spring of 2013 counted 50 and exceeded 100 employees together with the employees up to that time. The ratio of the settlement in the company is being kept at a high standard of 75%.

For some time after starting the employment of the foreign students, the figure goal of 30% could not be easily attained, and the company staff in charge of employment frequented the employment events for the foreign students and colleges, running around the country seeking for excellent human resources. Now, however, the company's reputation spread by verbal information by seniors and the company's image that the foreign students can positively act has been settled. The company's reputation is high at the booths of events such as joint employment invitation meetings rows of the foreign students are formed and there are lots of applicants for the employment.

In 2011, the company attained the goal of 30% and in 2014 and later, it did not set the goal of 30%, adopting a policy to employ excellent human resources regardless of their nationalities. As a result, the ratio of the foreign students among prospective employees became about 30% of the total prospective employees similarly with the time when the company set the goal. The company has a policy to continue the positive employment of the foreign students in the future too.

The evaluation standard and salary level for the foreign student are quite the same as those for other newly employed college graduates. This simple policy has been consistent since the employment of the foreign students started, but in reality, the company encountered various aspects which it had not experienced. For example, when the result of evaluation is not satisfactory, foreign employees clearly complain. In order that they are satisfactory, it is important that the evaluating side and the evaluated side share a goal and the standard of how to evaluate the achievement of the goal. Therefore, an evaluation system in accordance with PDCA cycle of objective evaluation according to the degree of achievement has been adopted thoroughgoing within the company.

Prudently facing the above aspects, the company overcame difficulties in a few years and established the base for the positive activities of the foreign students (to be described later). In this way, the diversity of the company is advancing to the next stage such as horizontally deploying the “secrets” nourished in the process in the personnel system within the company.

Start is to arrange “equal condition”

As described above, no special treatment is done for the foreign students. However, as they do not have cultural background which the Japanese naturally understand such as “culture of foods prepared for New Year's”, it happens that they cannot understand Japanese purchase acts which they should know as those engaged in retail trade. In a state that this “handicap” exists, the company cannot execute fair evaluation of the foreign students if the same standard as that for Japanese employees is applied. Accordingly, what the company aimed is to make the Japanese and foreigners stand on the same ground of “equal condition” at the starting stage. By investing fund, the company has been training for the foreign students before they enter the company about different culture communication and commercial practice of Japan, paying attention to that they can smoothly set to work after they



▲ Positive activities of foreign employees

enter the company. In 2015 and later, it is scheduled that the new employees will learn each other.

Evaluating the foreign students and the Japanese employees by the same standard is not to treat both of them utterly equally. The company needs the extra-training for the foreign students and remove the handicap. This is a conclusion which the company reached after actually employing the foreign students.

Transmitting “equal opportunity”

About 90% of the foreign employees have been entering the company, feeling attraction in the business kind of convenience store (CVS). There are a number of various business kinds in the world such as large-scale general supermarket (GMS) and department store. The foreign employees have been admitting a high value that “CVS is a strong business kind common to the world because it can tackle by itself a series of movements of manufacturing process and logistics division and the like when shops will become smaller in the future”. They also have wishes to have this business kind spread in the world and bring it back to their countries. The key work done at CVS is supervisors (SV: Supervisor of shop management), and the future image that foreigners have is SV in many cases. Of course, whether they can become SV or not is coming from fair competitions including the Japanese. After some time from entering the company, newly employed college graduates are allotted to each shop to practice franchise business (FC). At that time, many foreign employees feel doubt. They think that though they entered the company wishing to become SV but why they are allotted to shops, also, they are not used to work together with part-timers. There were many foreign employees who resigned the work feeling the anxiety on how the work currently engaged will lead to their future careers.

Accordingly, the company introduced “the training to think to change the difference to a value.” This training has been exercised for the foreign employees in the 3rd or 4th year after they enter the company in principle. The company explains in detail and makes them understand at the time of assistant supervisor (ASV) after their graduating of shops about fully thinking again on their future visions and what significance is made by their routine work toward them. Piling this method, foreign employees re-recognize their future visions, actually feel that their routine work is connected to them and become to be able to work with high motivation.

There are chances equally for the foregoing employees. But it is not sufficient. By making a step to easily and exactly transmitting to the foreign employees that “equal opportunity” is ready for everybody, the company aims at their settlement to the company and has a system that their future visions thought by them can be realized.

Outcomes of diversity management

Deploying the tackling for foreign employees in the whole company.

It is the same for both Japanese employees and foreign employees to be allotted to shops sometime after they enter the company. However, many Japanese employees did not speak the anxiety about their future careers if they felt it up to the present. By the fact that the foreign employees spoke straightly to their circles, the “training to think to change the difference to a value” was created.

Thanks to the success of this training, now, the foreign employees rather than the Japanese employees became to be highly evaluated that they understand the significance of the work which they are engaged in. Accordingly at present, the company adopted a similar training to the Japanese employees. It is the same for the Japanese employees to have anxiety about their future careers. The company first executed the training for female employees whose role model is limited and whose future careers are hard to imagine. Up to the present, the training at the time of the promotion to ASV has been technical matters many times but now the training sets the time to think about their careers.

The existence of foreign employees brought a significant change to the communication of will at working places. As the foreign employees cannot understand by ambiguous expressions, when superiors execute work directions and the feed-back of evaluation, the communication became logical and concrete. By clearly showing who does what how and by when, communication without misunderstanding has been done thoroughgoing within the company and the work became to be executed for sure.

Foreign employees positively act in cross-sectional projects of the whole company

In September 2014, foreseeing the Tokyo Olympic Games in 2020, a meeting to think the plan to take foreign visitors as customers was held by gathering the foreign employees. Gathering 30 foreign employees with various ages and nationalities from the head office and Kansai branch, the company had them express their opinions which the Japanese employees cannot actually know about with what purposes foreign tourists come to Japan, why they chose Japan rather than other countries and what information they had before visiting Japan. After then, the employees were divided to 6 teams and sorted out their ideas about the means of tourists' visits to the shops. The teams were divided to those for China, South East Asia and Islamic sphere. Rather than choosing excellent ideas finally, the company thought that each of their proposals would become a precious hint to take

foreign tourists and carefully advanced the process of discussions.

In the discussions only by the Japanese employees up to that time, the entering of foreign tourists into the shops was premised focusing on “what goods should we place in the shop?” However, as there was a problem that actually foreign tourists do not know what goods are placed in the shops, it was found that it is important to how to induce them to the shops first. In addition, it became clear that, at ATM of the shops of the company, Japanese yen could not be drawn by foreign credit cards, which is one of the factors to keep foreign tourists away. The company is now discussing the improvement on this point. Further, the handling of halal foods is being discussed too.

Up to the present, the effects started to have been revealed that the foreign employees bring in the part of the “process” within the company such as the establishment of junior employees nourishing process that think about their careers and the improvement of communication at working places. In the future, the company aims at attaining the results in the “products”. Though, when the company discusses the new products’ development, it is discussed by cross-sectional projects in the whole company, the foreign employees cannot currently participate in the discussion yet.

At the final stage of the training toward the taking of foreign tourists meeting, presentation was held as a conclusion before the top management of branches who are managing the shops. Though it was a training this time, it was the first example of the time when the foreign employees participated in the cross-sectional tackling within the company. The company is expecting that the training of this time will be a chance for the foreign employees to participate in cross-sectional projects in the whole company. The company aims at positively deploying this tackling and the contribution to the company’s

“products’ innovation” by the foreign employees in the future.

Starting foreign supervisors’ positive activities

Five years have passed since 2009 when the employment of the foreign students became significant and the number of the foreign employees who positively act as SV has been increasing.

A male Vietnamese employee who became SV at a timing a bit earlier than his colleagues had a very high consciousness of problem since he was ASV and had a clear image of SV that he hoped to become. For example, he thoroughly sought what he doubted, and when he could not well communicate his hopes to the owners of franchise shops, he took them to the shop as a sample shop and had them view the site actually. Though the members of the branch were bewildered at first, they became to be influenced by his zeal gradually, and the Vietnamese employee has been acquiring confidence by the owner. A Chinese woman who is in charge of the training of the owners of franchise and part-timers clearly communicated and directed what Japanese trainer hesitated and could not sternly direct. Though it was thought hard to train by an employee who is not fluent in Japanese, by her direction with zeal, the trainees could clearly understand required matters without doubt.

The cases of the foreign employees who are positively acting have been introduced in the company and horizontal deployment referring to these cases has been advancing. Also, by transmitting to outside the company, it is connected to the securing of arduous and excellent foreign students.

The positive activities of the foreign employees in the company got on track and are stepping up steadily to the next stage.

Realized the promotion of positive activities of women focusing on the enlargement of work areas by the strong commitment of the top management and contributed to the efficient work.

Main points

Background and goals of diversity management

- Wording of “further fulfilment of the nourishment of human resources” in the 12th Mid-Term Management Plan and its strong consciousness as a challenge of management.
- Promotion by the positive commitment of the president

Specific measures taken for promoting diversity management

- Unified deployment of “enlargement of work areas”, “nourishment of human resources” and “arrangement of environment” toward the promotion of positive activities by women.
- Tackling that can lead to detailed interviews and measures by the support team of women’s positive activities.
- Activities of Diversity Promotion Committee, Diversity Promotion Department and Human Resources Nourishment Department as one composed of three organs.
- Creation of a special subsidiary, the Chibagin Heartful, Ltd.

Outcomes of diversity management

- The sales results of women in charge of external affairs exceeded those of men.
- As a result of the tackling for the efficient work by the whole company, average overwork time was reduced by 3.5 hours a month.
- Persons with disabilities are positively acting playing an important role of the work of the Headquarters.

Data

■ Corporate profile

Year of foundation	1943	Capital	145,069 million yen
Head office address	1-2, Chiba-Minato, Chuo-Ku, Chiba City, Chiba Prefecture		
Business outline	Ordinary bank work		
Sales	149,163million yen (March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of July 2014)
Number of employees	6,770 (2,394 non-regular employees)
Number of employees by attribute category	[Women] 3,771persons (2,075 non-regular employees), the ratio of female managers: 6.1% [Persons with disabilities] 71 persons (42 non-regular employees), the ratio of the employment of persons with disabilities: 2.7 %(*)
Average service years for regular employees	17.3 years (Male: 18.8 years; Female: 15.8 years)
Remark	(*) The number of persons with disabilities and the ratio of the employment of persons with disabilities include those of the special subsidiary The Chibagin Heartful, Ltd. (Number of employees: 30; persons with disabilities: 24 persons).

Background and goals of diversity management

Wording of “further fulfilment of the nourishment of human resources” in the 12th Mid-Term Management Plan and its strong consciousness as a challenge of management

The Chiba Bank, Ltd. (hereinafter referred to as “the company”) is a local bank having the main business ground in Chiba Prefecture created by the merger of 3 banks in the Prefecture in 1943. In the current 12th Mid-Term Management Plan (for 2014 to 2017), the “further fulfilment of the nourishment of human resources” is written as one of its challenges.

In addition to the diversification of consumers due to globalization and amidst the advancement of de-regulation of banks, thinking new things by itself and positively acting have been requested. Under the idea that the company needs to secure the diversity of employees in response to the diversification of customers, in the 12th Mid-Term Management Plan, the company aimed at “the nourishment of human resources with high specialties,” “utilization of human resources that draws out volition and abilities of personnel such as the support of positive activities of women” and “the formation of corporate culture that creates new ideas”. Adding to the promotion of positive activities of women, middle-aged and senior people, foreigners and part-timers etc., the company is listing the nourishment of human resources through the dispatch to different industries and foreign countries as an item to be executed.

Promotion by the positive commitment of the president

After “the Conference for the Support of Shining Women” which was held at the official residence of the prime minister in March 2014, “the Meeting of Men Leaders Who Accelerate the Positive Activities of Shining Women” started with the secretariat at the Cabinet Office and as a member for the making of “The Action Declaration,” the company’s president participated in the meeting. In the Declaration which was sorted out in June, 3 pillars (“think by oneself,” “break through the current state” and “advance networking”) are axis of tackling, and in the company too, in line with these pillars, the tackling for the promotion of positive activities of women has been being done. Further, in November 2014, with the participation of the presidents of total 64 member banks of the National Local Banks Association, “the Meeting of the Presidents of Local Banks Who Accelerate the Positive Activities of Shining Women” started and “The Action Declaration” was made and publicized. This Meeting started with the purposes to advance the positive employment of motivated women, to transmit the statements for the positive activities of women from the world of local banks having a broad network nationwide and to aim at the nourishment and the establishment of the network of female leaders. As a member of founders of the Meeting, the president of the company participated in the making of “The Action Declaration.”

In this way, by positively tackling the activities toward the promotion of the positive activities of women by the

president himself, it is shown inside and outside the company that the management are seriously tackling the promotion of the positive activities of women.

Specific measures taken for promoting diversity management

Unified deployment of “enlargement of work areas”, “nourishment of human resources” and “arrangement of environment” toward the promotion of positive activities by women

Like assigning a woman as a branch’s head for the first time among the banks in the country in 1986, the company has been conventionally tackling the promotion of the positive activities of women, and in 2005, “The Declaration of Vigorous Career Advancement of Women” was made and publicized. In the Declaration, three goals of “the support of the exploration of abilities and career formation,” “the respect for personality” and “the promotion of work life balance” were listed, and based on this, the company has been making action plans every two years that include concretized measures. Meantime, in the deployment of measures, “enlarge work areas (create work),” “nourish human resources (nourish persons)” and “arrangement of environment (create work places)” have been implemented as three viewpoints.

In the “enlarge work areas,” regular service was abolished first and it became to be the basis that all employees would work at front line. Further, as to specific regular service without moving accompanying the moving of residence, various contrivances are made such as the positive assignment to managers and employees in charge of external affairs.

In the “nourish human resources,” seminars have been executed by the company so that employees can image their future careers such as holding the step-up training and evening seminars for the employees one step inferior to managers and gathering female employees with a large band of ages for opinion exchange meetings. In addition, for the employees who deliver births and who are after child care leaves, “the return to work support seminar” and “the mothers’ meeting of Chibagin” are executed. At “the return to work support seminar”, the employees who are in the child care leaves and their spouses participate and lectures are given on what should be prepared for the return to work. At “the mothers’ meeting of Chibagin,” against the time of “the wall of 1st grade of elementary school” when their children advance to elementary schools and the time of “the wall of 4th grade of elementary school” when the mothers are restricted to enter child club after work, information exchange is being done on how to respond to such walls.

In “the arrangement of environment”, tackling is being done such as extending the child care leave period up to maximum 3 years old when children could not enter preschools and part of child care leave is paid (for 2 weeks) from the viewpoint of men’s participation in child care. In addition, from September 2014, “The Declaration of Wonderful Papa for Both Work and Child Care” has been executed. It is a tackling that male employees declare at their work places how they will be engaged in child care including during the acquired period of child care

leaves. Other than these, various tackling such as the campaign for early return to home named “the campaign for visualizing caring men, caring mothers and return” are being done.



▲ Return to work support seminar

Tackling that can lead to detailed interviews and measures by the support team of women's positive activities.

In deploying the above measures, a support team of women's positive activities was launched in October 2011. This team was created in the Human Resources Nourishing Department to do enlightenment activities deep in the level of consciousness of female employees and to strongly promote the renovation of the culture of the whole bank for further positive activities of female employees, headed by a team leader of a female manager who successfully performed both her work and child care. The team leader is visiting each branch and is executing career interview individually. She is following up the mental problems such as doing hearings from not only the employees after child care but also female employees before their birth leaves and female employees assigned in charge of external affairs as well as from their heads of belonging divisions. Part of the support measure for the work and child care as described above was introduced by grasping the needs of employees through such hearings. Currently, for the early return to work of the employees who take child care leaves, the installation of child development center within the company is being discussed due to high need of the installation, and in March 2015, it is scheduled to open a child development center in work office jointly with Chiba Institute of Technology in the campus of the Institute. At this child development center in work office, children of the personnel of the company, the company's group and the Institute are scheduled to be recruited.

Activities of Diversity Promotion Committee, Diversity Promotion Department and Human Resources Nourishment Department as one composed of three organs

After the declaration of “The Meeting of Men Leaders Who Accelerate the Positive Activities of Shining Women” as described above, in July 2014 Diversity Promotion Committee was created and in October 2014, the support team of positive activities of women was promoted to a Department, thereby, Diversity Promotion Department was newly founded. Up to that time, mainly by the support team of positive activities of women, various tackling were

advanced to aim at the change of consciousness not only of female employees but also of male employees. And, to advance a step further, at Diversity Promotion Committee, director and executive director of the company was appointed as the head of the commissioners, and the head of Diversity Promotion Department and the head of Human Resource Nourishment Department were assigned as deputy heads of commissioners. 6 female employees among 15 commissioners (12 females and 3 males) were selected as commissioners by public recruiting. The 12 female commissioners are composed of various female employees differing in work locations, work, married or non-married etc., whereby, it was aimed to hear their opinions from the standpoint of each of them. Further, as sub-organs of the Committee, “Goals Setting Meeting” to set figure goals and to extract challenges, “Communication Meeting” which executes the enlightenment of consciousness of diversity and the thorough knowing of the support system of work and child care, and “Career-up Meeting” to support the formation of careers and create role models were set. Mainly by Diversity Promotion Commission, Diversity Promotion Department, Human Resources Nourishment Department are positively advancing their activities as one composed of three organs.

Creation of a special subsidiary, the Chibagin Heartful, Ltd.

Though the company had been trying the promotion of the employment of persons with disabilities conventionally and achieved statutory employment ratio at an early stage, the company established a special subsidiary, The Chibagin Heartful, Ltd. in 2006 aiming at the promotion of positive activities of human resources which were not advanced for employment such as persons with severe disabilities and persons with intellectual disabilities (hereinafter referred to as “The Heartful, Ltd.”). The Heartful, Ltd. is located in the same building with the Masago Branch in Chiba Prefecture. Initially, 10 persons with disabilities were employed and it started its business by making name cards etc. (as described later). Further, when persons with disabilities use the office, the company is gathering from the persons with disabilities themselves opinions about what kind of attention is required, and based on it, it is advancing the tackling the improvement of hardware such as facilities and fixtures and the improvement of service as software such as the attitude of employees who treat customers. In these measures, the company urged its employees to acquire the qualification of service helper. Lobby assistants who work as guides in lobbies and employees who work inside the bank were recommended to acquire the qualification, and currently more or equal to 400 persons acquired the qualification of service helper in the whole company. By thinking the treatment of customers who are not only persons with disabilities but also ill people, the inside of the bank can be changed to a place of service with very easy use and high hospitality for everybody, which, the company thinks, will lead to the management too.

In addition, by putting the visiting The Heartful, Ltd. in the curriculum of the training of newly employed employees, the company is giving an opportunity of working together with persons with disabilities, and at the same time, a hint to think about how to utilize it in their own business and the

services of banks. Further, to spread this tackling started from Masago Branch to whole of the company, the company is positively tackling by distributing video news and the company's internal newsletters etc.

Outcomes of diversity management

The sales results of women in charge of external affairs exceeded those of men

Matching the management policy of the company to strengthen the sales with corporations, a flow that the company has been assigning the employees who had asset management experience in external affairs as well as the results of them for the sales with corporations has been proceeding. Further, to aim to strengthen the system of the employees in charge of external affairs, from 2009, the company decided to positively assign female employees to the work specialized in the asset management in external affairs.

From the middle of 1990s, in the company, female employees who had been engaged in the counter work became to be committed to the sales of investment-type financial products, and, after this, a culture that female employees started to spontaneously study finance has been formed. By starting the handling of investment-type financial products, female employees who had been engaged only in deposit work up to that time had confidence that they pleased customers and contributed to the bank and their skill developed with motivation. In 2008 and later, the company installed separate room consulting booths for proposing carefully investment-type financial products to customers and assigned female employees there as dedicated persons in charge. By this, not only polite hospitality to customers and the figures of much study of female employees but also their detailed follow-up after sale dedicating to customers created a difference of service quality with conventional business-like employees in charge of sales and gained the appreciation by customers. Meantime, in terms of the sales results of employees in charge of external affairs who sell investment-type financial products, those of female employees largely exceeded those of male employees. In terms of sales results of half business year per head, female employees from the 1st year to 5th after entering the company exceeded the results of male employees by about 1.5 times and from 16th year to 20th year after entering the company the sales results of female employees exceeded those of male employees by about 1.8 times, thereby, the results of women enlarged largely, and which is contributing to the improvement of earning capacity.

As a result of the tackling for the efficient work by the whole company, average overwork time was reduced by 3.5 hours a month.

In September 2013, in order to review the work fundamentally and to reduce overwork, the company set "Promotion Committee for Efficient Work and Early Return." To respond to 881 proposals for efficient work submitted by the whole company, the company launched a project team and has been executing measures. As one of

such measures, the company has been tackling the softening of work form and introduced work start system with time difference by which work starting hour and work ending hour can be flexibly changed. The company also introduced the system of transfer holiday by the unit of a half day. As a result, average overwork was reduced, revealing gradually the effects of the systems. Further, currently too, the company is gathering the proposals for efficient work from the whole company and 400 proposals are submitted by half a business year. As to this, the company is tackling with the posture to positively respond other than the cases where the company cannot clearly explain the reasons of unable responses, thereby, the consciousness of the whole company toward efficient work has been changing.

Persons with disabilities are positively acting playing an important role of the work of the Headquarters

Referencing to the tackling by Masago Branch where The Chibagin Heartful, Ltd. is located as described above, other branches advanced the tackling by contrivances of hardware so that persons with disabilities can easily visit the bank such as the securing of flow line, the installment of write message machines when they sit at the counter, thereby, the provision of high hospitality service in the whole company has been realized.

In addition, the tackling to utilize versatile skills and abilities held by the employees of The Chibagin Heartful, Ltd. to the work other than standard work. For example, the skill and design power of an employee who is engaged in the preparation and edition of "internal newsletters" at The Heartful, Ltd. other than regular work were adopted and the employee became to be in charge of the design of character of internal poster for the promotion of "early return" in the whole company. Currently, that poster is listed in all branches of the company. Through this connection, consciousness that The Heartful, Ltd. and its employees are members of The Chiba Bank, Ltd. has been burgeoning among the employees of both companies, and, which is leading to the fermentation of organizational culture where communication can be exchanged regardless of the existence or non-existence of disabilities.



▲ Promotion Poster of Early Return of the Company (prepared by the employee of The Chibagin Heartful, Ltd.)

An advanced company where multiple female directors are positively acting and the company set to the support of career formation aiming at higher career

Main points

Background and goals of diversity management

- Finding out the challenges in the rear side of “a society where women can positively act”

Specific measures taken for promoting diversity management

- Set the promotion of diversity in line with the management philosophy as a challenge of management.
- Deployment of compatibility support measures matching the actual circumstance
- Fulfilment of the support system of career formation of female employees
- Mechanism of nourishing leaders thorough improvement activities

Outcomes of diversity management

- Products' development targeting women and the sales increase of cancer insurance for women by promotional activities.
- Achieved the improvement of satisfaction by the manual for aged people that was created by the improvement activities of junior female employees.

Data

■ Corporate profile

Year of foundation	1974	Capital	467 million yen
Head office address	Shinjuku Mitsui Building, 2-1-1 Nishi-Shinjuku, Shinjuku-Ku, Tokyo		
Business outline	Life insurance (Japanese branch of a foreign insurance company)		
Sales	1,675,768 million yen (March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of March 2014)
Number of employees	4,521 (239 non-regular employees)
Number of employees by attribute category	[Women] 2,358 employees (239 non-regular employees). Ratio of female managers: 9.7%
Average service years for regular employees	10.3 years (Men: 11.5 years; Women 9.1 years)

Background and goals of diversity management

Finding out the challenges in the rear side of “a society where women can positively act”

Aflac (American Family Life Assurance Company of Columbus) (hereinafter referred to as “the company”) established in 1974 has been positively promoting the positive activities of female employees since its establishment. At that time, in an age when it was not general that women work like men in companies, half of the founders of the company were female employees, and at the time of employment, the company did not distinguish women from men but equally treated and nourished men and women without the job classification of “comprehensive work” and “regular service.” In 1997, the company appointed a female director for the first time in the life insurance industry, and in 1984, 2 female heads of branches (out of 64 branches nationwide) were born at the sales sites where male employees mainly worked up to that time. At present, after the elapse of 40 years since the establishment, the number of female directors counts 4 (including those who are coming from inside the company) and the ratio of female directors counts 10.5%, thereby, a pipeline of female employees who positively act in the center of management was formed.

Under the circumstance, the recognition that “positive activities of women are advanced” was shared in the company up to the present. Although the company was sometimes urged the promotion of further positive activities of women by the head office in the U.S., there have been “conspicuous female employees” at the major posts of directors and heads of departments, and the recognition that “a company where women are positively acting like in the U.S.” penetrated into the company. However, in 2013, by the momentum that the Government of Japan clearly launched its policy of the promotion of positive activities of women, the company calculated again the ratios of female employees of the company by classes, and found that female department heads counted 7.6%, section chiefs 10.3% and deputy section chiefs 25.1%, which were largely below the half number. Counting the statistic of employees with posts of deputy section chiefs and superiors as 17.6% which exceeded other companies of the industry, from the fact that the ratios of male employees and female employees of the company were nearly half by half, it was a situation that female employees “cannot positively act sufficiently.” Recognizing this fact, the company abruptly hit the pedal toward the promotion of positive activities of women.

Specific measures taken for promoting diversity management

Set the promotion of diversity in line with the management philosophy as a challenge of management

In order to survive in the environment of insurance industry where competition is intensified, products and services which match various customers are sought, and an organization in which only men have deciding rights concerning management as conventionally cannot respond to changes. Accordingly, the company grasped the promotion of positive activities of female employees as the first step of diversity management and showed its consistency with the management policy of all the company. In the company, as a management philosophy the practice of “CSV management” (“corporate management to steadily perform social responsibilities to all stakeholders and to create value shared with the society”) is listed, and as its core, “diversity promotion to aim at the corporate continuous growth by respecting for the diversity of all “employees” and creating the environment where their abilities can be revealed to the maximum” is positioned.

At the same time, the company launched the Diversity Promotion Room in the Personnel Department. Up to that time, in the responses to customers at sites and social contribution activities, female employees had tackled very ardently and it looked that there was no problem everywhere at sight. However, picking out voices of female employees in detail, many opinions like “I have no courage to aim at the leading standpoint,” “I wish to elevate my specialty in the job at site as it is now” were heard. It was found that there is no “desire” though they had abilities and the consciousness to stand by the side of management was not naturally fermented, and creating the mechanism and environment to “push the back” as a company was a challenge.

After such circumstance, the company set a goal to elevate the ratio of women occupying employees with leading standpoints (deputy section chiefs and superiors) in 2020 to 30% and became to tackle the nourishment of female employees and the renovation of the way of working.

Deployment of compatibility support measures matching the actual circumstance

As described above, the company has a history that female employees have been continuing to work since 1970s and the arrangement of systems has been done prior to the enactment of laws and regulations. For example, short time work system was already introduced in 1992. Based on questionnaires to employees, the system was introduced by the reason that higher convenient and flexible way of working would be possible than childcare center within office.

In recent years, improvements to make the system easier to use have been implemented. In 2006, the usable period of the system was enlarged from the pregnant period until the time of child’s graduation of elementary school, and, as of 2014, the number of users of the system counts 915 persons accumulatively. In addition, when the short time work system is not used, the softening of work shift is being implemented “to be able to see child at the childcare center.” In a form to take up the needs gained from the hearings from employees, choice is possible out of 4 kinds such as changing the work hour from regular hours from 9:00 to 17:00 to from 8:00 to 16:00.

By introducing the short time work system from early time, many female employees are playing the role of leaders at working places, making childcare and work compatible. Also, by seeing their figures closely, a culture that junior female employees think the childcare and work as quite natural has been formed.

Fulfilment of the support system of career formation of female employees

As to the employees employed restrictively in regions, the system of work place change was introduced. When moving is required by the relocation of spouse, the moving to the area of the relocation is possible and female employees can continue to work in the company making use of the skill which they nourished up to then. On the other hand, if work area is changed, there was no change that the work relating to the sales activities within the area was main. In this way, mid-term and long-term career plans were hard to imagine, looking through the movement of the whole of the company.

Accordingly, so that the employees employed in regions restrictively can experience broad work, "temporary relocation system" which admits the moving in limited period was introduced in 2004. From before that time, the employees employed in regions restrictively who aimed at career-up had been respectively relocated as "job posting," it was systematized and opportunity was presented openly to the total employees.

The objective employees are assigned to the divisions of either Tokyo or Osaka and they experience there various work which they cannot usually experience. After some years, most of the employees return to their original work areas, but some of them widen their experience to the work other than sales activities and continue to stay in Tokyo or Osaka after the end of the period of temporary relocation, and were promoted and are positively acting. By 2014, accumulative 34 employees are using this system.

Meanwhile, as to the female employees who were not employed in regions restrictively, from 2012, the operation of "3 places in 10 years" (move 3 divisions during 10 years after entering the company in principle) started. Before the life events such as child delivery and childcare, there is a system by which they pile up versatile experiences including the line work of sales activities.

In this way, in addition to the work continuance support by the compatibility support measures up to now, by the system to institutionally strengthen the support of career-up, an environment where they can feel the amusement and fulfilment of work early was arranged.

Mechanism of nourishing leaders thorough improvement activities

The arrangement of systems as described above was done mainly in 2000s, but before then, there was a situation where female leaders positively acted. What contributed to it was "C&C (Change & Create) activities." The "C&C activities" are a tackling to do voluntary improvement activities mainly for junior employees before they become managers and managers are committed to the activities only as supporters. Junior employees whose years of entering the company differ one after another

compose groups, set themes and analyze challenges, and perform presentations. The presentations are in a form of contest, and if they continue to win the contest, finally, the place of announcement before the management is given. This tackling has been continuously implemented since 1983.

Not the themes given by superiors, but the points to improve with the consciousness of problem of themselves in daily work are fixed, and excellent activities are introduced at the sites of actual work. In this way, by setting a place where employees can reveal their power to think and leadership at separate place from regular work, they can experience the amusement to lead their teams as leaders. Among the current female directors and the female management starting from female heads of departments, there are many who experienced leaders through "C&C activities" when they were young. These improvement activities which had been continuously deployed as the place of the nourishing of not fully experienced junior employees are made now as a corporate culture of the company and are largely contributing to the elevation of motivation and skills of junior employees including female employees.

Outcomes of diversity management

Products' development targeting women and the sales increase of cancer insurance for women by promotional activities

Up to now, by nourishing and adopting able human resources regardless of the difference of genders by the company, female employees have been positively acting in various areas. Particularly, in the fields of advertisement, public relations and the promotion of social and public activities that support the brand of the company, the positive acts of female employees are outstanding more than conventionally.

The Advertisement Department is composed of 19 employees, out of which 14 employees are females, and they are in charge of the making and promotion of advertisement aiming at the sales support of agents, and making and promotion of strategies for the improvement of corporate brand from the long-term viewpoint. In order to deploy public relations strategy to appeal to 20s through 40s years old who are main customers of the company, making plans utilizing the tool of Web communication is being done.

The number of new contracts in the fields of cancer insurance and medical insurance tends to be more for female employees than for male employees. It is expected that the viewpoint of lives and detailed compassions to patients and their families are made use of in the sales promotion. For example, among juniors of 20s and 30s years old, women are fragile to cancers than men, and more than half of the cancers are "cancers peculiar to women", but the cancer check ratio of Japanese women was low as less than 30%. Matching the above situation, under the female head of the Product Development Department, a cross-sectional project within the company

which covers from product development to sales promotion and advertisement was composed mainly by female employees and in 2010 a product dedicated to women called "Cancer Insurance "Cosage"" that includes the warranty for the re-building of breasts was released for sale. At the time of sales promotion activities, marketing making the most of the contacts with women such as the deployment of advertisement in cabs dedicated to women and the implementation of breast cancer seminars for customers by female employees is done. In addition, in the fields of public relations and the promotion of social and public activities, a team composed mainly of female employees was formed and enlightenment events to make general lives know cancers at localities nationwide are held. The company is doing enlightenment of cancer check for young women and activities to widen the circle of support to children with child cancer with which the company has been tackling for many years.

In this way, as a result of deploying products' promotion and enlightenment activities with the purposes not only selling products but also grasping cancer peculiar to women as "my case", the number of new contracts of insurance to women is leading to the increase of 8.2% compared with the same period of the previous year.

Achieved the improvement of satisfaction by the manual for aged people that were created by the improvement activities of junior female employees.

Further, in the "C&C activities" as described above, many female employees are positively acting. Particularly, in the contract management administrative work division, out of 2,300 employees including dispatched employees women occupy 70% and it was a work place with high ratio of women originally. Here, some competent female superiors continued to promote and are positively acting as directors, which shows that a culture to aim at higher career naturally is rooted. There are many cases where young female employees are positively polishing their leadership through "C&C activities."

In 2013, out of 38 teams which participated, at 17 teams nearly as a half number, female leaders piled experiences of leaders. Amidst it, female employees at call centers revealed their leadership and prepared a telephone response guide for aged people. At the contacts of responses to customers such as the procedure of hospitalization, change of name and cancellation, there was a problem that when employees explain over the



▲ Female employees are positively acting in product development, sales promotion activities and enlightenment activities

phone to aged people, communication of will was difficult. Piling up the discussions from the viewpoint of having exact and compassionate communication over the phone by what oral explanation, they sorted out detailed concrete methods such as "when your voice is hard to catch, speak not loudly but in low tone," "use easy expression of "put it into envelope and return it to us" and not use written word like "please attach."" This manual was actually introduced at call centers and is still used currently in daily work. As a result, many voices of thanks were gathered from aged people and it led to the improvement of the quality of response to customers.

Focusing on corporate sales in a top-down manner and promoting the active roles of female career-track positions with the aim of taking a lead in organizational culture reform.

Main points

Background and goals of diversity management

- Specifying in the company's medium-term management plan that the promotion of diversity is essential as a basis for the achievement of business objectives

Specific measures taken for promoting diversity management

- Aggressive efforts of women's career up support
- Diversity Committee by the strong commitment of the President
- Work style reform in the Wholesale (WS) Banking Unit

Outcomes of diversity management

- Success of women in the Wholesale (WS) Banking Unit
- Support of the Quality Management Department for the management training of business career (BC) positions

Data

■ Corporate profile

Year of foundation	1996	Capital	1,770,996 million yen
Head office address	1-1-2 Marunouchi, Chiyoda-ku, Tokyo		
Business outline	Banking		
Sales	2,342,582 million yen (End of March 31, 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of September 2014)
Number of employees	34,762 persons (including 8,959 non-regular employees)
Number of employees by attribute category	[Women] 20,519 persons (including 7,962 non-regular employees), women's share of managerial jobs: 12.08% (*1)
Average service years for regular employees	14.0 years (16.6 years for men and 11.4 years for women) (*2)
Remark	(*1) As of October 2014 (*2) As of March 2014

Background and goals of diversity management

Specifying in the company's medium-term management plan that the promotion of diversity is essential as a basis for the achievement of business objectives

Sumitomo Mitsui Banking Corporation (hereinafter referred to as "the company") is a city bank with 439 domestic branches and 15 overseas branches. The company has been working continuously on the promotion of the active roles of women since the company established the Next W-ing Project Office in 2005. The company was in a situation where it was not able to make full use of the capabilities of talented female employees in those days. The playing field of female employees in the company was still limited. There were many female employees engaged in personal customer business, but the management ratio as an indicator of showing women's business activity remained at 1.9% as of 2006. Furthermore, there were few female employees playing active roles in the headquarters.

The turnover rate of female employees in those days was higher than that of today. While the environment of personal customer business was expected to demand higher proficiency and experience from employees, the management would suffer great loss if the turnover rate of female employees playing major roles in personal customer business remained high. Staffing was in urgent need with consideration of a reduction in the recruiting market as a result of Japan's aging population in the future.

In response to the situation, the company established the Diversity Promotion Office in the Human Resources Department in 2008, following the establishment of the Next W-ing Project Office. Furthermore, the mid-term management plan of 2014 clearly stated the essentiality of diversity promotion for the achievement of all management goals, and the company established the Diversity Promotion Committee, which was chaired by the President. Then the management was committed to work more proactively than ever before on diversity promotion. In the background, there was a strong belief of the management that human resources was the greatest property of the banking industry and that it was indispensable to make use of diverse human resources for the enhancement of the company's competitiveness.

Specific measures taken for promoting diversity management

Aggressive efforts of women's career up support

The company's work and home support system was making progress in the past. In view of a low ratio of female managers, however, the company worked on the following matters after it established the Diversity Promotion Office in 2008: (1) Providing career support and proactively promoting female workers with high motivation and ability and (2) Changing the awareness of managerial

male workers, who accounted for 90% of the company's managerial personnel.

As for (1), the company revised its conventional system of regular service employees to a system of business career positions (hereinafter referred to as "BC positions") in 2008, and enabled their promotion up to management positions. The company started the Childcare Leave Return Support Course in 2006 to support the return of employees on childcare leave and the Pre-mama Training in 2008 for employees expected to take maternity leave before and after giving birth, and established the New Career Support Training for employees returning back after their childcare leave, which 300 people in total have attended.

Furthermore, the company conducted the Women's Leader Program Training for the purpose of enabling female career-track workers and career-track retail course workers to acquire a wide range of view and a managerial viewpoint beyond the expertise of its own. The company established the Women's Leader Program Next Training for female workers in the intermediate layer who will play active roles for the next generation. Furthermore, the company established the Mentor System, and the company has been working on a variety of career support initiatives for women.

With the consideration of expanding the job range of women, the company participated in a project called Shinsedai ("new generation") Eijo College in June 2014. This project is a cross-industry joint business project to think about women's activities in business areas where the promotion of female workers is not making progress. This project was established by seven major enterprises, including the company, with the aim of making cross-industrial efforts toward the promotion of female salespersons, which remains as a common challenge of enterprises making progress in the promotion of female workers. Approximately 30 female employees in their 20s and 30s in sales positions from the participating enterprises gathered, and summarized and reported recommendations for women in business to success in the final meeting. In the report, they recommended that the evaluation items of managerial positions should include the reduction rate of working time as well as the achievement rate of sales.

With regard to the change of the awareness of managerial male workers, the company explained the significance of diversity during managerial training that started in 2008, while implementing similar initiatives in rookie training and rank-based training. In 2014, the company held diversity management seminars for branch managers on a branch-by-branch basis and a common seminar for all branch managers with external expert committees invited as lecturers in order to enable all branch managers to share the direction of the Diversity Committee, which will be explained later. The company has been promoting the understanding of all employees, including male managers, the change of their awareness and behavior, and the reinforcement of management capabilities.



▲ Women's Leaders Program Next Training

Diversity Committee by the strong commitment of the President

The strong leadership of the President has been demonstrated in the Diversity Committee as well. In the past, the Human Resources Department has been taking the initiative. The company, however with more than 20,000 employees and a variety of departments at home and abroad, and each department significantly varies in challenge. Therefore, under the strong top commitment of the President, the company established the Diversity Committee in 2014, in which four departments (i.e., Sales, Retail, Wholesale, and International Banking Units) participated. The Diversity Committee with the participation of the Corporate Planning Department and the Human Resources Department has been extracting and analyzing department-specific challenges and studying concrete measures. Department-specific efforts have been resulting in measures meeting the actual situation of each department at increasing speed. The Diversity Committee is held once every six months. The President and the Vice President serve as Chair and Vice Chair, respectively, and three external experts attend as committee members to give frank opinions and advice. Furthermore, a subcommittee meeting attended by the secretariats of the four departments and external experts



▲ Diversity Committee

as committee members are holding a series of discussions. In addition to hearing on-site opinions, each department has been hearing opinions of other companies implementing innovative initiatives, and the departments have been extracting challenges and studying countermeasures.

Work style reform in Wholesale (WS) Banking Unit

The Wholesale (WS) Banking Unit, which is mainly responsible for mainly corporate sales, has started initiatives focusing on reviewing the work style of its employees. The percentage of female employees in career-track positions at the WS Banking Unit is low, the background of which is their work style that is obliged to respond to the time requirement of customers. They work all day and entertain customers after work usually at a time convenient to customers, and many female workers thinking it difficult to continue working left the company upon marriage or childbirth. In fact, the WS Banking Unit has 180 business department managers, out of which there is only one female business department manager, and female managerial staff members as their successors can be counted on one hand. While the number of young female employees in their 20s is increasing as a result of the recruitment of female employees, the WS Banking Unit has started studying a reform of the working style in order to facilitate the retention of female workers in the workplace.

Specifically, the WS Banking Unit has decided on making a work environment where working mothers with a time constraint can demonstrate their capacity as efficiently as other career-track employees with the aim of rectifying career-track employees' working style that requires long working hours as a premise. First, some field offices started a trial of letting employees leave work early by reviewing the operation of service management and combining normal working hours with early morning work and working at home in order to enable employees to work more flexibly. In addition, the WS Banking Unit reviewed the roles of BC positions the main force of which consists of women for an outlook of a workplace where women can play active roles with a challenging spirit. Therefore, the WS Banking Unit has been working on organization making that will enable career-track employees to shift their focus on sales activities for productivity improvements by expanding the scope of BC employees' duties from traditional routine work to that with advanced contents to include a part of work conventionally done by track-career employees. The WS Banking Unit has started thrashing out insufficient on-site and headquarters' work and studying business system revisions and reviewing the existing rules in order to enable career-track employees and BC employees to perform work that is more productive within a limited time.

The Diversity Committee has been continuing trial and error in these initiatives while receiving opinions and information from external experts as committee members. In the first place, there was no climate to enable employees to look back on their way of working. It can be said that the transformation has become possible as a result of the steady consciousness reform that started in

2005. The conversion of the conventional workplace to a new workplace where everyone can continue working efficiently is regarded as beneficial not only from the sense of enabling female workers to play more active roles but also from the viewpoint of male workers who have been tied to a long period of time working in the past.

Outcomes of diversity management

Success of women in the Wholesale (WS) Banking Unit

The background of the WS Banking Unit's efforts to promote women to play active roles include the progress of the diversification of the human resources, working styles, and values of society including the company's business partners and customers. Conventionally, it is pioneering for the corporate sales field in the banking industry, which has been a "male-dominated society" to advance diversity promotion efforts centered on the reform of the working style. In comparison with other banks, this is expected to be the company's strength.

The efforts to promote women to play active roles have been producing results little by little. Few female winners were recognized in the individual awards program of the WS Banking Unit to commend employees who have made noteworthy achievements in the past. Recently, mainly young female workers have been constantly awarded. Furthermore, female workers have been receiving the SMBC Award, which recognizes employees achieving particularly excellent results. In addition, a number of case examples have been reported in the stage of application, in which female employees' tenacious communication with customers resulted in winning contracts. The WS Banking Unit is completing a climate to where female employees can play active roles, which was considered difficult for wholesale departments in the past.

Support of the Quality Management Department for the management training of business career (BC) positions

In the past, regular service employees were positioned as employees supporting track-career employees. In order to have female employees aim at positions with certain responsibilities, the company revised the conventional system of regular service employees to a system of BC positions and enabled their promotion up to management positions in 2008. This system revision has widened the ranges of duties and roles of BC, career-track retail course workers, and career-track workers with the aim of enabling them to take charge of jobs with higher added value as one of the goals of the revision. For example, it is expected that BC employees are expected to widen their responsibility for personal business, and career-track retail course workers, who were in charge of personal business will expand the range of their responsibility to small and medium-sized enterprise business. Meanwhile, career-track employees will expand the range of their duties in order to provide domestic and overseas customers with high value-added services.

BC employees who are appointed to be managerial staff members will be more responsible, and BC employees are considered to hesitate to aim for being managers. Therefore, the Quality Management Department has made efforts to dispel BC employees' anxiety.

More specifically, the Quality Management Department created a DVD on customer complaints, which many BC employees feel difficult to handle, and had a study meeting implemented. In addition, the Quality Management Department conducted a training of mid-level BC employees who were anxious about working as managers. BC staff took charge of scenario making with elaborate interviews on site, and finished a story with consideration of cases that were likely to occur on site. This resulted in good achievements, and employees who watched the DVD gave positive opinions that their anxieties were dispelled. Furthermore, Quality Management Department explained in the training that not only branches but also the entire organization should solve complaints, including the headquarters. This has relieved employees who have been trapped by their consciousness that complaints should be handled by themselves or their branches only. Such efforts have paid off, and resulted in an increase in BC employees to be appointed as managers, thus leading to level improvements in their customer response.

Promoted talented human resource to play active role through provision of fair chances and impartial evaluation system, and by high quality management system which converts various voices to business chances

Main points

Background and goals of diversity management

- Expanded diversity worldwide recognizing that “diversity is a growth strategy”
- Promoted large number of excellent female employees, and now their goal has shifted to realization of work-life balance.

Specific measures taken for promoting diversity management

- Management system that facilitates the best allocation of human resources worldwide.
- Network that supports career formation of female employees
- System of HR development and effort to promote female employees

Outcomes of diversity management

- Great expansion of business through evaluation system that evaluates one's abilities regardless of sex or nationality

Data

■ Corporate profile

Year of foundation	1999	Capital	30 billion yen
Head office address	Akasaka Park Bld. 5-2-20 Akasaka, Minato-ku, Tokyo		
Business outline	Corporate loans, real-estate investment		
Sales	295,684 million yen (As of December 2013)		

■ Data for employees

Consolidated or non-consolidated / Date	Consolidated (As of May 2014)
Number of employees	1,515 (including 199 non-regular employees)
Number of employees by attribute category	[Female] 520 (including 173 non-regular employees); ratio of female managers: 17.5% [Foreigner] 18 (including 0 non-regular employees)
Average service years for regular employees	8.5 yrs (Male: 9 yrs; female: 8 yrs)

Background and goals of diversity management

Expanded diversity worldwide recognizing that “diversity is a growth strategy”

GE, since its establishment by Thomas Edison in 1878, has always put focus on innovation in parallel with strategy evolution ahead of changing times. Investment for human resource development has been a key factor for its sustainable business operation for 130 years, and current Chairman of the Board and CEO positions diversity as “the source of innovation, and a strategy for growth”. The company promotes projects under Chief Diversity Officer in a global scale.

GE Japan Inc. GE’s Japanese corporation (hereinafter referred to as “the company”) has established “Women’s Network” in 2001 to provide a network for female employees and to support their career formation and to develop female managers. In management meeting in July 2014, the company had set a new goal to “increase the ratio of female manager to 20% by 2016”. The company also gives powerful support for active utilization of foreign employees who are to travel globally back and forth between Japan and overseas. Goal for diversity management is to have employees with various backgrounds create innovative ideas by speaking out the thoughts from his/her own standpoint, and they also focus on development of managers who are capable of conducting such management.

Promoted large number of excellent female employees, and now their goal has shifted to realization of work-life balance.

The company started to make effort on diversity management by sharing awareness to the need of diversity among employees of whom 95% were Japanese. Traditionally, they had been working on system development and network building actively, and thus the active participation of female employees had been promoted to some extent. Ratio of female managers was already over 20%, and management was confident of the efforts they had taken.

In 2014, they conducted survey on employees’ consciousness and found that while about 60% of male employees answered “YES” to the question “Do you want to take managerial positions?”, only 30% of females gave positive answer. The most prominent reason was not that they lack in confidence, nor the work environment being unprepared, nor even uncertainty in gaining understanding of male directors, but “My work-life balance may be disturbed”. While development of female employees or improvement of motivations were accomplished to some extent by the measures already taken, it became clear that there was a margin for improvement regarding work style. In order to build more effective work style, the company planned to improve and extend the personnel system including remote working (telecommuting), flexible working, and nursing care leave.

Specific measures taken for promoting diversity management

Management system that facilitates the best allocation of human resources worldwide.

The company evaluates personnel on two standards, “Performance and Growth Value (code of conduct)”. And at annual organizational planning, the top managers of HR division share and grasp what type of personnel is in which country, and discuss on career path of each employee. For recruitment also, there are no distinctions between “headquarter hiring” and “local hiring”, and their allocation will be decided taking into account their capabilities and career plan.

Such personnel system is practicable because it is clearly defined that planning subordinates’ career is their manager’s role. Two themes, “run the business” and “develop human resource” are assigned on managers, and they are evaluated in regard to these themes. The company’s “Growth Value” consists of five elements; External focus, Clear thinker, Imagination & courage, Inclusiveness, and Expertise. Inclusiveness means a capacity to cooperate with other departments, and respect individual and cultural differences. And no matter how successful his/her performance may be, they will be assessed low when their Growth Value is unsatisfactory. To assist in improving performances of managers, HR division is providing seminars and trainings to improve skills, as well as consultations. Particularly with Inclusiveness, training is given with focus on specific management measures to be taken, and it is clarified that evaluation is made much on how managers could maximize the capability of each personnel having different personalities and backgrounds and fostered it into company’s competence.

In this way, the system is established where leaders at each level is committed to strengthen his/her team, and strive for better management. Leaders think and practice how the human resource management should be and how to maximize the strength of his/her team, and HR division side-by-side assists. In addition, HR division grasps the performance of teams and individuals to check the fairness and equality from objective point of view when the actual evaluation is elevated from each office.

Network that supports career formation of female employees

When “Women’s Network” was initiated in 2001, many of the members were executives and senior leaders or prospective executives, composing “a team of female elites”, who had dedicated her life to her career. With increase in number of female managers, the role model had varied, and the target of Women’s Network has gradually broadened.

Currently, the network set the theme as management of working mothers and energetically working on the theme with participation of male personnel and management as well. For example, they hosted discussion meetings with working mothers and their directors as panelists, and opportunities to discuss on working style of mothers

together with executives. They broadly share example cases of sales personnel who effectively uses remote working system to work at home while leaving the office early, and her director introducing how they support her as a team. Having executives committed to such efforts, the value and effectiveness of management that includes female employees are being shared broadly across the company leading male personnel to involve more in virtuous cycle. The company calls such meetings “Men in Women’s Network”, and a certain number of men are participating continuously at bases in each regions. At the same time, in order to foster a sense of familiarity to executives and see them as a role model, study meetings and training on project management were held in recent years among female executives and female employees. By building a relationship with female leaders in different departments and working actively as the management, positive effect has been made on female personnel’s career consciousness.

“Women in Technology” and “Women in Commercial” have been established as sectional meetings of “Women’s Network”, and they are working on development of female leaders in technology/manufacturing field and in sales field. Female leaders in technology and sales field being small in number is an issue common in overseas also, and in collaboration with overseas corporation, they are hosting events for career formation and their enlightenment

System of HR development and effort to promote female employees

GE Group invests about \$10 billion for human resource investment annually, and in Japan, over 1,000 days of training was given to 463 employees last year. In the past 10 years, 140 Japanese female employees participated in “Leadership-development program for next generation” jointly hosted by worldwide GE Group, and 3 are promoted to board members and 17 are currently working as department managers. Having a chance to improve themselves among first-class rivals in Japan and from overseas and to actually experience GE’s business policy shared among the group expands their horizon further. In addition, GE Japan provides “Support program for career development” and “Development training for department managers” to further support career formation of female employees. The former is a program which supports mid-/long-term career formation of female employees (non-managerial), and 17 have participated in 2014. The program aims to develop employees through career and management training, and mentoring by managers, and it also provides an opportunity to build in-house network. The latter targets female chiefs and 16 have participated. Those who seem capable of taking position as a department manager are selected from female chiefs to participate in the 6 months program. During the 6 months they participate in leadership-development training and projects implemented across the departments to learn from female executives who are assigned as their mentor the leadership and broad perspective required for department managers. As a fruitful result of these measures, ratio of female manager has significantly increased from 2% in

2001 to 17% in 2014, and of department managers and executive to 27% in 2014.



▲ Participants of global leadership-development program for next generation (HR division)

Outcomes of diversity management

Great expansion of business through evaluation system that evaluates one’s abilities regardless of sex or nationality

Female leaders born from efforts mentioned above and foreign employees are achieving excellent business performances. Especially teams with females and foreigners tend to have highly ability of questioning “accustomed” business procedures and “common sense” of the industry, and to explore if there is a business chance or a margin for improvement. They scrutinize what has been “common sense,” and to those who are persistent to their accustomed procedures and values, they talk over what would bring the most advantages for customers on the basis of our policy, “Customer determines our success,” and try to find the best way among all people involved to carry on the business.

For example, Quality Department Manager of Indian nationality led a reformation of estimate creation procedures in Car Lease Department. They used to request multi number of suppliers for an estimate, one by one whenever they received an inquiry. For better efficiency, he proposed to have a year-round contract with a single supplier, and eliminate confirmation process if the contract with a customer was with standard terms and conditions to make the estimate available to the customer more quickly. Overall procedures were streamlined by 75% by reviewing the operational processes including the change in contract flow, and consequent improvement in service quality had brought improvement in customer satisfaction also.

Commercial Facilities Team with a female Sales Department Manager 4-fold increased the ratio of female members in one year, to focus on acquiring new customers in service industry, such as apparel and beauty services, which is expected to grow in the future. The company has ample experience in facility investment mainly in manufacturing industry, and to create new clients in service industry, even male personnel with expertise in manufacturing industry had to start from a scratch. On the other hand, fashion oriented female personnel made sales

approaches to little known apparel brands that attract their attention, in a way that middle aged male personnel would never come up with. The result was an achievement of 140% increase in creation of new clients in comparison with the previous year.

In other cases, a female executive promoted to CFO led streamlining of internal procedures, prioritizing the budget under standards with high transparency, except for investments on human resource development, and accomplished cost reduction obtaining understanding from each department. She was not a financial professional, but had sufficient ability and experience required for CFO, and accomplished her task with help from other executives. As a result, in 0% growth market under economic stagnation in Japan, the volume of new transactions had increased by 5% every year from 2011 to 2013, and productivity by more than 15% annually, contributing significantly to the increase of net profit.

Such human resource strategy, where capable personnel is collected, promoted, and supported to match the required role and function, underpins the company's growth.



▲ Team with Quality Department Manager of Indian nationality

Phased, company-wide implementation of “Role Innovation” has increased employees’ motivation and job satisfaction, and contributed to performance growth.

Main points

Background and goals of diversity management

- Aim to reform management to re-earn the trust of customers
- Raise awareness of the need for “Role” innovation in every aspects

Specific measures taken for promoting diversity management

- Aim to break away from stereotypes by “Role Innovation” involving every employees in the company
- Drastically reform the system through well-prepared “Role Innovation Plus”
- Employees with disabilities to broaden their work field and develop themselves through “Role Innovation”

Outcomes of diversity management

- Business performance improved by streamlining operational works and higher service quality
- Built organization where every member is capable of taking action for the goal at his own initiative beyond his role

Data

■ Corporate profile

Year of foundation	1918	Capital	139,595 million yen
Head office address	3-9 Kanda Surugadai, Chiyoda-ku, Tokyo		
Business outline	Non-Life Insurance		
Sales	1,386,533 million yen (As of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (As of March 2014)
Number of employees	19,722 (including 5,534 non-regular employees)
Number of employees by attribute category	[Female] 11,971 (including 4,973 non-regular employees); ratio of female managers: 2.9% [Person with disabilities] 273 (including 33 non-regular employees); ratio of person with disabilities: 2.12%
Average service years for regular employees	13.4 yrs (Male: 15.4 yrs; female: 11.4 yrs)

Background and goals of diversity management

Management reformation to re-earn the trust of customers

Mitsui Sumitomo Insurance Co., Ltd. (hereinafter referred to as “the company”) is a non-life insurance company which was established in 2001 when Mitsui Marine and Fire Insurance Co., Ltd. and Sumitomo Marine and Fire Insurance Co., Ltd. merged. Its management vision is “creating a world class insurance/financial group that consistently pursues sustainable growth and corporate value increase”, and now works on “promotion of diversity” as its most important theme in “HR strategy” for its mid-term management plan. Accordingly, the company aims to appoint 480 female managers by 2020 which is 4-fold of the current number.

After the non-payment of claims issue that rocked the industry in 2006, the company was in urgent need to develop products/services which reflects market needs and enables everlasting business operation. The management were alarmed that they must reform organizational framework and renovate its management, and because of increase in percentage of women as a decision maker in purchase of insurance product, they were in need to promptly develop and offer products that has focus on women’s viewpoint, or the company would be left behind in the industry.

In addition, scope of works which had been categorized as “Career-track” and “General-track” was in need to be reformed to make full use of each employee’s capabilities in order to maintain the quality of service while working on streamlining and to sustain the profitability.

It was a common recognition among the management that conversion to diversity management was prerequisite to seize market needs and to re-earn customer’s loyalty, and lead them to initiate efforts for organizational reform

Raise awareness of the need for “Role” innovation in every aspect

The first step they took in the start was “active participation of female employees”, and the company established Promoting Active Women Team in HR division in 2006.

However, the effort was not successful as there were no supportive bases, and their calls for women to do their best did not motivate employees to take action.

Recognizing the reason of insufficient effort as narrowing the target to “women” alone, and as forcing to change the “consciousness” alone while works were still conventional, they realized that what they need is to target every employee, and to renovate the “role”, not the consciousness, including work apportionment and evaluation. Thus they were to carry out sweeping reform through phased approach, of personnel and organizational system (as described below).

Specific measures taken for promoting diversity management

Aim to break away from stereotypes by “Role Innovation” involving every employees in the company

Following the failure of Promoting Active Women Team, they set their primary goal as to have every employees to renovate and expand their roles, not female employees alone. The ultimate goal was to have employees break away from stereotypes that limit the scope of their job, and think and act for themselves knowing their capabilities and how they should utilize them for organizational objective.

The company calls this conceptual change the “Role Innovation”. In this innovative movement, the organization management itself needed to be innovated into the one where capabilities and personality of each employee is maximized to advance towards organization’s objective, not merely apportioning works as it has been, and eventually the build a system that fulfills the objective as a whole.

The movement was initiated in 2011, and at first, there were objections in work-sites that it would disrupt the balance of accustomed organization set up. Especially, female employees on General-track, who themselves also thought to be hired to engage in clerical work, opposed saying they were upset to be suddenly in charge of sales or product development where they have poor skill and enthusiasm.

Regarding such opposition, HR division gave thorough support, explained how the company should be now and in the future, and convinced them to make a challenge together. They focused on obtaining job satisfaction and a sense of achievement to mitigate the burdens the employees would feel by increase of work load or by change in the contents of work. They thought, for example, if an employee with only experience in clerical work on sales support directly receives favorable evaluation from dealers and sees improvement in her performance, the job satisfaction would increase and the motivation be strengthened. In order to realize such situation, HR division in head office repeatedly gave trainings to line managers and supervised them with tips to let personnel gather successful experience, such as setting the target slightly lower according to personnel’s experience and his/her level of development. They also had made clear that the ability of management is an element to be evaluated, and that even if his sales performance was excellent, he would not be promoted to a chief of line manager when he is not capable of leading and managing a group. Meanwhile, the lectures to communicate and instill the core concept of “Role Innovation” were conducted sufficiently according to the purpose together with training on additional knowledge and know-hows required in actual practice.

Drastically reform the system through well-prepared “Role Innovation Plus”

Now that the reformation of employees’ consciousness and actions has been carried forward, “Role Innovation

Plus” which includes systemic reforms was initiated in 2013. New employee categorization was introduced where they were categorized not by the roles but by with/without transfer requiring relocation (“Nationwide personnel” and “Regional personnel”), followed by performance assessment/objective management system, career formation support, educational and training system, and streamlining of operational works on site to be implemented simultaneously.

As for employee categorization, the system was reformed into the one where every employee could try out a new work field and/or a new way of practicing work without limitation by eliminating a segmentation of “Career-track” and “General-track”. And in addition, the company standardized the criteria for performance assessment between the nationwide and regional personnel, and shifted to the system where the achievement and the level of contribution are evaluated without variance. Here, performance assessment is conducted on exactly the same criteria regardless of sex, nationality or with/without disabilities.

As for personnel evaluation, training is given regularly every year. In the early stage, HR Division visited each offices nationwide to thoroughly explain what and how to evaluate presenting manuals and examples, and now, the training is given to line managers each year. Since a goal setting is an essential process with the new system, line managers need to identify what goals need to be set for his base, division, and team within the whole company. Therefore, for sales for example, the company presents managers the criteria that can be converted into quantity such as the number of contracts and newly developed dealers, and supervises them to set goals taking into account their local conditions. For the company as a whole, HR division at head office had prepared examples of goals and criteria on a position-by-position basis for a company-wide standardization of criteria, and because in actual practice, the evaluation would be conducted fairly and impartially based on the goals set and the degree of its achievement in a practical point of view, it also helps to increase motivation of employees.

As for a specific example of broadening the scope of work, an employee who had been engaged in desk works such as accounting and expense settlement had become an outside sale representative to take care of her own dealers and budget. And female regional personnel are providing detailed assistance in settlement negotiations of bodily injury liability which used to be a role of male personnel, taking advantage of their effective communication skills. A tense situation would fix with female personnel’s sincere words like “Everything will be fine”, not by perfunctory response from a manual, and in fact the positive feedback on improved service is increasing.



▲ Conduct evaluation based on the same personnel management system regardless of sex, age, or nationality

Employees with disabilities to broaden their work field and develop themselves through “Role Innovation”

The company’s “Role Innovation” initiated in 2011 also includes personnel with disabilities. The company has been positive in employing and supporting persons with disabilities since in 1980’s, and has initiated company-wide support activity for personnel with disabilities under the name of “Team WITH” in 2001 at the time of merger. At presently, about 300 persons with physical and partially mental disabilities are employed, and they are allocated to different departments and engage in the same work just as other employees.

Traditionally, persons with disabilities most often worked as fully in-house staff or engaged in work that does not have contact with the outside world. However, in the stream of participative “Role Innovation,” there were quite a few employees who were inspired to take on a challenge. For example, sales clerical work personnel with hearing disability volunteered to be a training instructor of clerical work for part-time workers under supervision of the leader with disability, and participated in a negotiation meeting with Sales division for the first time, with support on communication by writing, and deepened the understanding of comprehensive business operations and directions.

In such way, everyone gradually started to commit in “Role Innovation” that had been implemented simultaneously across the company, regardless of with or without disabilities, and the challenges they had taken on had caused a significant change in the company as a whole.



▲ “Training with sign language interpretation/summery support by writing” for personnel with hearing disability

Outcomes of diversity management

Business performance improved by streamlining operational works and higher service quality

The result of Roll Innovation targeting every employee firstly fruited as improved efficiency of operational works. In addition to streamlining and systematizing some operational procedures, the services each employees offer came to have higher added-value while they gradually expanded their roles, and the premium income per personnel had increased by apx. 25% (22million yen) in three years, achieving increased revenue for 55 consecutive months as of June 2014. Operating expense ratio has reduced by apx. 2% (26.3billion yen) in three years, also.

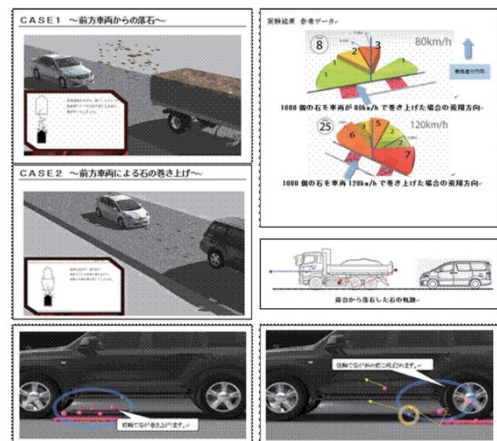
Built organization where every member is capable of taking action for the goal at his own initiative beyond his role

Breaking away from stereotypes, some female employees, who used to engage in assigned desk work as a General-track, have come to embody the ideas they came up from their findings.

For example, a personnel in claims payment department made thorough investigation on occurrence mechanism of stone chipping, and created excellent DVD. To reasonably refuse the false insurance claims on a radial crack intentionally made and alleged as a result of stone chipping, she collected huge amount of data from over 400 km of test drives and more than 200 re-occurrence tests to create DVD using self-created computer graphics and with her own narrations. The training using this DVD had increased expertise and skills of personnel and dealers in handling “stone chipping claims”, and helped to prevent false claims in amount of over 30 million yen, and reduced

the monthly average number of claims from 37 to 10 in Kansai area since 2013. Before the innovation, regional employees would never be assigned to plan a project, but “Role Innovation” brought a situation where female employees would make finding on her own, propose her idea, and stimulate the project team to activate. Similarly, foreign employees and employees with disabilities, as well as female employees, are now engaged in development of various tools and services including smart phone applications such as “Suma-Ho” for drivers and “Anshin Cycle” for bicycle riders, and in development and operation of promotion tool to improve profitability.

In-house questionnaire shows that about 90% of employees answered “I feel actual change in my consciousness and work compared to 3 years ago”, and it verifies the fruition of “Role Innovation”.



▲ DVD on “stone chipping mechanism”

The company has shifted cultivation of the culture of diversity promotion to its enhancement to speedily carry forward the development and active utilization of female employees.

Main points

Background and goals of diversity management

- Shift from cultivation to enhancement of the culture of diversity promotion

Specific measures taken for promoting diversity management

- Enhancement of career development/support system for females
- Drastic overhaul of clerical services; “Clerical Service Reformation”
- System to utilize “Customer’s Voice” to improve business operations

Outcomes of diversity management

- Contributed to expand the market through promotions, efficiently applying female employee’s insights that come from their sense of involvement
- Build career of office personnel with time gained by “Clerical Service Reformation”
- Newly created functions for employees with working constraints
- Increase in improvement proposals/efforts based on “Customer’s Voice”

Data

■ Corporate profile

Year of foundation	1881	Capital	670 billion yen
Head office address	2-1-1 Marunouchi, Chiyoda-ku, Tokyo		
Business outline	Life insurance business		
Sales	3,616.2 billion yen (As of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Consolidated (As of March 2014)
Number of employees	38,784 (including 3,986 non-regular employees)
Number of employees by attribute category	[Female] 32,841 (including 3,335 contractual employees); ratio of female managers: apx. 9%
Average service years for regular employees	17.9 yrs (Male: 19.9 yrs, female: 15.9yrs)

Background and goals of diversity management

Shift from cultivation to enhancement of the culture of diversity promotion

Meiji Yasuda Life Insurance Company (hereinafter referred to as “the company”) was established in 2004, when Japan’s first life insurance company, Meiji Life Insurance Company and Yasuda Life Insurance Company merged. The company has been working on “Mid-term Management Plan” and “Meiji Yasuda NEXT Challenge Program” composed of “Kando Jitsugen (delivering heart-moving experience) Project” for three years since 2014. The program aims, based on a long-term perspective, to pass on/further develop their thorough pursuit in customer satisfaction, move forward to be a “life insurance company that creates heart-moving moments”, and to challenge growth areas and move into a new stage. Under Mid-term Management Plan, the company works on “Human Resources Innovation” as one of the policies for advanced management bases that underpins “Branding Strategy” and “Growth Strategy”, and identifies “enhancement of diversity management” as one of its pillar.

The first three years from 2010, the company made effort to improve awareness to diversity and establish foundation to cultivate diversity promoting culture. Since non-payment of claims has become a social issue in 2005, the company concentrated on cultivating organizational culture to uncompromisingly ensure compliance. It was in the context that even internal system reformation will not completely deter fraud, and cultivation of organizational culture is essential where employees faithfully perform their work with sense of ethics. Since 2014, it aims to step into a new stage where human resource capability is enhanced through diversity management.

Particularly for women, three measures are implemented; “Enhancement of career development/support system for females (continuous development of future managers)” which ensures opportunities to make full use of their abilities, and puts more weight on the improvement of human resource capability rather than achieving the targets for the appointment of women in managerial positions; “Revision of personnel affairs/treatment system to promote active participation of women (enhanced promotion of females by broadening their scope of activity, and correction of treatment gap among job types);

“Expanding the field where women can take active rolls (newly establish/revision of corporate position).

The company has been working on “Human Resources Innovation”, and now advanced forward towards enhanced promotion of diversity on well-developed basis.

Specific measures taken for promoting diversity management

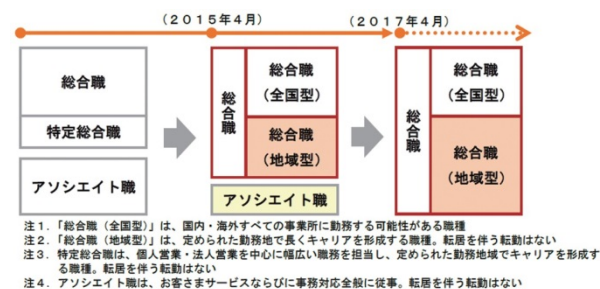
Enhancement of career development/support system for females

Although about 80% of employees were women, their participation in business operation was limited. With most of female employees being sales persons and the ratio of female managers only around 9%, the company lacked an adequate role model for women who were ambitious to become a manager. They were also uncertain how to work for a female manager with few examples to follow. Women were assigned to less job positions compared to men, leaving them greatly lacking in job experiences, an critical disadvantage to be promoted. The company decided to give women opportunities to become leaders by providing them training program to compensate the disadvantage. The company then implemented three measures to speedily carry forward the development and active utilization of female employees.

The first one is the “Enhancement of career development/support system for females” Prospective female managers are selected/registered as “future female leaders” and being developed systematically. Each future manager is provided with “Development Chart” in which she is to write in her career visions, and to share with HR division and their division manager. Qualifications required and skills needed to be acquired for intended career are databased and managed. In the future, this “Development Chart” will be provided to every employee across the company, and be databased for the purpose of talent management. Currently, about 500 are registered as the “future female leader”, and target-job-specific trainings are conducted as well as short-term hands-on trainings open to every employees. 350 ambitious young employees are selected for “NEXT Leaders Club”, who would put herself up as a female leader in the future, and the company provides them with informations helpful for career-building and consultation on career. In addition, for about 30 candidates of executive officers (e.g. department director, branch manager, corporate division manager), mentoring meeting was held in December 2014 to communicate with executives with such promotion in mind.

The second measure is implementation of “Revision of personnel affairs/treatment system to promote active participation of women”. This measure in specific, streamlines step-by-step by April 2017, the current job types(i.e. “Career-track”, “Specified career-track” with work location specified, and “Associate track” where most of personnels engage in customer service and comprehensive clerical works) into “Career-track (nationwide)” and “Career-track (regional)” where career tracks are differentiated simply by with/without relocation as a result of a transfer. This reformation will enable employees on specified career-track and associate track, where women account for the majority of members, to participate in business more actively in broader job position/type including executive officers, according to their aptitudes and abilities. At the same time, the treatment system will be reformed into the one driven by “equal pay for equal work” policy by standardizing the

treatment between the nationwide and regional career-tracks based on employee's role (job position/type), and that ensures high persuasiveness and transparency.



▲ Step-by step reformation of corporate positions

Since April 2015 under the “Expanding the field where women can take active rolls” policy, as the third measure, corporate positions were newly established/revised where women can fully utilize their career and experience, and the transition of non-regular workers to regular employment will be further promoted.

Through these measures, the company aims to increase the ratio of female managers from 8.6% as of April 2014 to 20% by April 2017 when the “NEXT Challenge Program” ends, and to around 30% by 2020.

In effort to support the measures, “Person in charge of promoting diversity” and “Diversity promotion leader (female)” is allocated in each affiliation (head office/branch/corporate division), and together with Person in charge of promoting HR innovation, these three parties are to promote diversity. To facilitate self-sustaining promotion of diversity in respective functions and to mutually deepen the understanding, “Diversity Forum” was held in September 2014. And “Diversity Handbook” is provided to every employee to deliver messages from executives and introduce corporate system related to work-life balance and role models within the company.

Drastic overhaul of clerical services; “Clerical Service Reformation”

“Clerical Service Reformation” was initiated in 2011 as a five-year plan, and 2014 is the fourth year. The program aims the office personnels to share the clerical work that needs to be improved in their sales branches, and to offer standardized service throughout the company. The office personnels are composed of non-regular and associate track employees, and all of them are females. They are the front line of offering the clerical service on site in face to face with customers, and are the ones who actually knows what to be improved. “Leader for promotion of clerical service reformation” is appointed annually in each branch, and they are invited in rotation to the head office to participate in two-day nationwide discussion, being held four times a year.

System to utilize “Customer’s Voice” to improve business operations

To make full use of customer’s feedback, in addition to direct feedbacks acquired at front desk and by

questionnaires, the company has introduced “MoT Proposal System”. It is a system where employees in sales branches, who serve the customers face-to-face, make proposals, on behalf of customers, on matters they became aware of from their routine work. The system is positioned as one of the “MoT Campaigns” that helps bringing “Kando Jitsugen Project” in “Meiji Yasuda NEXT Challenge Program” to fruition. “MoT” is an abbreviation of “Moment of Truth” and the campaign aims to create as many “heart-moving moments” as possible, where customers are convinced that the company was the best choice.

“MoT Proposal System” allows employees to access from in-house intranet and easily enter the proposal and its background. The number of proposals made are scored for each sales branch, and with awards system to further encourage the campaign, they get large number of proposals from branches. Because the majority of employees who serve the customers are women, about 80% of proponents via the system are females.

Outcomes of diversity management

Contributed to expand the market through promotions, efficiently applying female employee’s insights that come from their sense of involvement

“Best Style”, a comprehensive erection insurance, sold 300,000 by November 2014 since its release in June in the same year, and has become a big hit.

The company’s insurance products target various ages regardless of gender, but in the past, their target was males who were the main income producer. With “Best Style”, they promoted female employee for development of concept and implementation of promotions, in attempt to include young women in the target, as they could examine the matters in target’s viewpoint.

The female employees planned and developed sales materials including a supplementary material that shows how to combine insurance according to life-styles such as “Single”, “Full-time housewife”, “Working mom”, and “Women who have finished raising children”, and a pamphlet in collaboration with female fashion magazine “AneCan”, introducing the product along with fashions and model interviews. They also developed “Healthy Women’s Power Check List” as a promotion tool to motivate women to think about their health and then about life insurance. In addition, seminars for women on diseases peculiar to women are held at 40 venues nationwide since September 2014, and all lecturers are company’s female personnels.

Build career of office personnels with time gained by “Clerical Service Reformation”

Regarding “Clerical Service Reformation”, a proposal common across the company was a demand for “paperless” and “cashless” system. In September 2014, paperless system using tablets was introduced, and by November 2014, 80% of the target office work became paperless. And while the number of premium receipt by

cash was 82,000 as of April 2011, it reduced to 500 in November 2014. The questionnaire shows that the majority of office personnels actually realize the mitigation of clerical burden in paperless/cashless system. Time generated by such streamlining is used to improve skills and for career formation of office personnels. They clarify necessary education/training program for personnels as well as how they should be after five years of employment and after their sixth year, and the personnels would experience every clerical work in rotation as OJT, have study meetings and self-studies and take monthly tests as Off-JT in aim to develop “multi-players” who have thorough familiarity with overall clerical service practiced in sales branches. Becoming aware of the quality of the work, the number of clerical lapses had reduced as well as processing days. After their sixth year in the company, they are expected to be a clerical service manager or chief of general affairs.



▲ Pamphlet of the product developed in collaboration with female fashion magazine “AneCan”

Newly created functions for employees with working constraints

The company newly established “Corporate Marketing Staff” in 2013, a function to enable working mothers with working constraints to continue to play their roles, so far as circumstances permit, as a front line of corporate marketing, and expanded job categories for women. Firstly, they promoted female employee on regional career-tracks for corporate marketing targeting local governments. Traditionally, males mostly engaged in such job and in-house female staff had supported them with clerical works including subscription of insurance. Because the customers working at the local government would seldom leave the region, it is important to maintain long term relationship with the customer, and it make a great deal of sense to promote employees who were regionally limited. Currently, male-female ratio at Corporate Marketing is 6:4, and the company is promoting women at 8 locations in intention to revert the ratio by 2017.

The number of female employees who engage in shortened working hours due to child caring but continue to work as a sales staff is increasing across the company. There are also many of those who have finished their child-care leave and work, while child caring, as efficient as employees without constraints, and they have become a valuable role model for young female employees.

Increase in improvement proposals/efforts based on “Customer’s Voice”

Proposal of improvement based on “Customer’s Voice” including “MoT Proposal System” has counted as much as 4,875 in 2013, and about 20% of the proposals are getting off the mark or being examined for improvement.

Accelerating approaches to female employees' positive action through newly introducing a base management position in limited areas and promoting a 100% childcare leave acquisition rate among male employees

Main points

Background and goals of diversity management

- Full-scale launch of the expansion of job categories for female employees as a pioneer of a company in which female salespersons are playing an active part

Specific measures taken for promoting diversity management

- Companywide project by junior and female employees, "Future Creation Proposal Campaign"
- Business process improvement measures based on "customer feedback"
- Expansion of job areas of sales personnel through newly introducing the "base management position"
- "Promotion of a 100% childcare leave acquisition rate among male employees" aiming to change the awareness of male employees and managers

Outcomes of diversity management

- Success of "Child-raising Advice Hotline" originated with a female employee project team
- Effect produced by awareness-based business operation improvement measures
- Diversification of the management of Marketing Dept. through the appointment of base managers who are not required to change their residence
- Improvement of business process efficiency and activation of workplace led by the childcare leave acquisition among male employees

Data

■ Corporate profile

Year of foundation	1889	Capital	1,250,000 million yen
Head office address	Imabashi, Chuo-ku, Osaka 541-8501, Japan		
Business outline	Life insurance business		
Sales	6,714,089 million yen (Term ended March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Nonconsolidated (as of March 2014)
Number of employees	70,806 (including 9,135 non-regular employees)
Number of employees by attribute category	62,226 female employees (including 8,466 non-regular employees), Ratio of female managers: 12.3%
Average service years for regular employees	13.5 years (Male employees: 17.1 years, Female employees: 9.8 years)

Background and goals of diversity management

Full-scale launch of the expansion of job categories for female employees as a pioneer of a company in which female salespersons are playing an active part

Nippon Life Insurance Company (hereinafter referred to as the "Company") has set a goal of "really becoming the greatest and best, and exceptionally reliable life insurance company in the Three-year Management Plan known as the "Future Creation Project" embarked in fiscal 2012. The Company positions the "greatest and best services", "greatest and best soundness", and "greatest and best human resources" as the pillars toward the achievement of the Plan, and states in the Plan that "a broad-minded corporate culture" that takes advantage of diverse ingenuity" should be fostered" to develop "human resources."

In the Company, women have been playing an active part in the marketing field shortly after World War II, and now make up approximately about 90% of the Company's workforce. The Company has a long history in the success of women in the workplace. However, most of them took a marketing position and the planning and development activities of the Headquarters were taken almost only by male employees. To change such a situation, in 2008, the Company established "Kagayaki Promotion Office" having a principal mission to promote women's empowerment and work-life balance to start taking measures on a full scale. The Office took measures in phases, including the enhancement of the support system for balance of work and childcare, and the widespread of understanding of the system (in fiscal 2008) and the expansion of job categories for female employees and the widespread of understanding of work-life balance including women and men (in fiscal 2009 to 2011). In fiscal 2012 to 2014, with the "Future Creation Project" as a trigger, the Company positioned the "Women's Empowerment Promotion" as a management strategy to accelerate taking measures. In February 2013, the Company made a "Positive Action Declaration" stating that the Company would implement the "expansion of job categories for women", "development of potential abilities of women", "support for women's continuous employment", and "improvement of workplace culture" as the Company's ideal goal for the women's empowerment promotion. In February 2013, the Company signed the "Women's Empowerment Principles (WEPs); international seven principles to promote women's empowerment for business that was the result of a collaboration the United Nations Global Compact (GC) (framework for a voluntary initiative between the United Nations and enterprises) and the United Nations Development Fund for Women (UNIFEM, current UN Women). In July 2014, the Company formulated and announced the "Action Plan for Appointment of Female Employees to Managerial Positions." This Plan is posted on the Website of Keidanren (Japan Business Association). In the Handbook for Balance of Work and Childcare, President of the Company stated in the Preface,

"Organizations having many human resources with diverse values and ideas enhance *"capabilities to meet changes"* and *"capabilities to create a new value"*, and lead that to increase the corporate potential abilities for development and competitiveness, thus making it possible to meet diversifying needs of customers", to transmit the significance of the use of a variety of different human resources in terms of management strategies to the employees.

Specific measures taken for promoting diversity management

Companywide project by junior and female employees, "Future Creation Proposal Campaign"

In fiscal 2012, the Company started the "Future Creation Proposal Campaign" as part of the "Future Creation Project." This measure is intended to form internal cross-departmental project teams of approximately 10 members per team chosen mainly from younger and female employees wishing to participate in the teams and to take from them innovative ideas that lead to the development of new products and solutions of internal problems.

In fiscal 2012, 41 project teams were formed and 523 employees (316 male and 207 female employees) participated in the teams. In fiscal 2013, 58 project teams were formed and 689 employees (368 male and 321 female employees) participated in the teams. In these two fiscal years, 50 or more proposals were realized and some projects are still being examined. The projects realized include "Child-raising Advice Hotline" that is the ancillary service of life insurance originated with a female employee project team (to be hereinafter described) and education on insurance at schools by instructors chosen through the opportunity announcement system.

Business process improvement measures based on "customer feedback"

Approximately 10,000 out of approximately 70,000 employees of the Company work in the offices, and approximately 60% of these employees are female employees. The employees working in branch offices throughout Japan of which female employees make up most are in a position to grasp "customer feedback" through the contact persons of branch offices or marketing employees. As measures intended to improve customer services by extracting problems from "customer feedback" and examining and taking countermeasures against them, the Company implements "improvement activities based on *"customer feedback"* and *"awareness"* in daily business operations. Branch offices report "day-to-day awareness" once every two months to Headquarters, and the Headquarters examine countermeasures against the said awareness. Branch offices also examine and implement "ingenuity" for themselves, and then report that effect to the Headquarters. The countermeasures with the ingenuity are put before the meeting of General Managers and the Committee consisting of cross-departmental

members to achieve improvement in clerical service, thus aiming to improve customer service.

Expansion of job areas of sales personnel through newly introducing the “base management position”

Base managers assigned to take control of regional marketing departments throughout Japan were previously a post subject to transfer to anywhere in Japan, and thereby most of the base managers were male employees. Under these circumstances, the Company revised the base management position system in 2010 to newly establish the “position of base manager” that would not be required to change the residence. This system allowed career development without changing residence and enabled many female marketing employees in Marketing Department to aim to be a base manager. As a result, the number of female base managers showed an increase from 192 in 2010 to 280 in 2014.

Since fiscal 2013, the Company has planned to develop candidates for female marketing managers from a medium-to-long term perspective and held “*Kirameki* Training School” at the Headquarters for female employees chosen by recommendation of the head of their department. The “*Kirameki* Training School” runs programs to motivate them to be appointed to a management position and foster their mind as the management position as well as has directors provide encouragement for them.

In addition, for female base managers from marketing position, the Headquarters host periodical training on enhancement of their skills to deal with corporations and handle personal computers for the further demonstration of their functionality.



▲ Scenes of skill enhancement training of female base managers

“Promotion of a 100% childcare leave acquisition rate among male employees” aiming to change the awareness of male employees and managers

Kagayaki Promotion Office has come to know, through the Mama & Papa Networking Event with a lunch break, that male employees who have children want to participate in childrearing even though they are busy, and thereby prepared the “Handbook for Child-raising Fathers” to provide information for the said male employees. The Company worked to promote the understanding of male employees toward working women through the foregoing approaches, but still had a low childcare leave acquisition rate among male employees compared with that in other companies. Thereupon, the Company set a goal of “100% childcare leave acquisition rate among male employees.”

The intention of having set this goal was to encourage male employees to work more efficiently through their participation in childrearing, deepen their understanding of female employees’ ways of working, and cultivate culture that would promote women’s empowerment. The Basic Plan for Gender Equality set a KPI for the percentage of male employees who took childcare leave to 13% in 2020. However, the Company aimed to achieve “100%” of that as a transparently clear goal. The Company provided that employees could take childcare leave during a period from the day following the day on which the child reaches the age of 1 year and 6 months after the child’s date of birth to the 31st day of March the child reaches for the first time. The Company decided to treat the first 7 days of childcare leave as paid holidays with the intention for encouraging all employees to take 1 week of childcare leave first. The management continued to deliver messages to promote the acquisition of childcare leave, Personnel Department individually followed up target employees and the childcare leave acquisition plan formulated by their manager, and *Kagayaki* Promotion Office posted stories of experience of employees who took childcare leave, “Start of the Child-raising Fathers”, on the internal portal. As the result of these companywide approaches, all of 279 target male employees (male employees whose childcare leave would expire on March 31, 2014) acquired their childcare leave accordingly in fiscal 2013. The Company achieved a 100% acquisition rate (with the average number of days taken of 5.2 days).

Outcomes of diversity management

Success of “Child-raising Advice Hotline” originated with a female employee project team

In the “Future Creation Proposal Campaign”, a project team formed only by female employees having a child or children made a proposal of adding child-raising service to insurance products. Female employees made an appeal for a great need for around-the-clock child-raising advice service particularly for families with a small child from their own experience such that they wanted someone to whom they could go for advice when their child got sick or child fell sick at any time. In 2013, the Company released educational endowment insurance with “Child-raising Advice Hotline” added and the sales numbers for the first fiscal year after release exceeded 100,000. The child-raising advice service is *Nissay*’s unique service and serves as a factor to differentiate from competitors’ products.

The project teams formed in the “Future Creation Proposal Campaign” finish their activities after a lapse of one year and dissolve themselves, but make a presentation on the contents of final proposal to directors and general managers. This provides valuable opportunities for younger and female employees to be able to experience the series of activities from planning through making a proposal. The contents of proposals are posted on the internal Intranet, to which all employees are able to gain access. Some of the proposals have been passed onto and realized by other department. Cases where members

involved in the said proposals ask to be transferred to the relevant department have been shown. Furthermore, the Campaign serves as an opportunity to build internal networks.

The Company has a policy to continue this sort of proposal campaign, make use of novel ideas created through the campaign for product development and corporate management, and eventually show new career paths to employees.

▲ New Ancillary Service “Child-raising Advice Hotline”

Effect produced by awareness-based business operation improvement measures

The Headquarters receive approximately 300 cases of “awareness” and 50 cases of “ingenuity” per time at intervals of two months. This indicates that the measures have been established as a system to continually improve business operations. The Headquarters put the “awareness” and “ingenuity” before the meeting of General Managers and the Committee consisting of cross-departmental members on a quarterly basis, and achieved improvement in 75 cases of clerical operations and services in fiscal 2013.

Thanks to the effect of the foregoing measures, the results of Customer Satisfaction Survey showed an increase in the answers of “Satisfied” and “Moderately Satisfied” from 80.7% in fiscal 2010 to 88.3% in fiscal 2013.

Diversification of the management of Marketing Dept. through the appointment of base managers who are not required to change their residence

Appointing employees from a marketing position not required to change their residence to base managers made it possible to conduct accurate and detailed management, such as drawing on their rich experience in the territory to positively share the features of customers in the territory with their subordinates and drawing on their own experience to provide support and guidance for employees in a marketing position. A branch office has approximately 14 marketing departments and the policy of the branch office is determined through discussions by base managers. Appointing female base managers prepared the way for diversifying the management perspectives and styles of base managers as well as stimulating discussions. The ratio of female base managers in fiscal 2013 reached 79.7%.

With regard to the status of base managers' operating performance in fiscal 2013, female base managers achieved a higher goal attainment rate than that male base managers achieved. This indicates that female base managers are now the driving force behind the whole company.

Improvement of business process efficiency and activation of workplace led by the childcare leave acquisition among male employees

The acquisition of childcare leave by male employees not only grew their understanding of female employees who had children, but also made them review and improve the efficiency of their business operations, and further facilitated their sharing business operations that they had on their hands with employees around and assigning them to subordinates.

It produced significant effect that base managers who were particularly busy and difficult to take a leave took a batch of leaves. In order for a base manager to take childcare leave, a support system was arranged by all of the branch office by allocating members in rotation and sending alternative support members from branch office and other marketing departments. Visits of other marketing departments' base managers and deputy base managers with whom the relevant base manager did not come into contact, and occasional visit of the general manager of branch office led to the activation of the workplace and provided a valuable opportunity for managers to experience the management of other marketing departments.

Having vision of “Transformation and Speed”, management innovation is executed. With limited number of employees but by having excellent human resources, making into new businesses and growing by creating high profits.

Main points

Background and goals of diversity management

- Transformation to “Aggressive management strategy” to survive in the next era.

Specific measures taken for promoting diversity management

- Transformation of organizational system and securing of driving force of people by authority transfer.
- Approach to recruit excellent personnel and the way of people development
- Better working environment and enhancement of benefit

Outcomes of diversity management

- Achieving increase in income, profit and dividend for 9 consecutive terms and gaining excellent personnel.
- The company's first hotel business; the opening of “THE GATE HOTEL KAMINALIMON by HULIC”

Data

■ Corporate profile

Year of foundation	1957	Capital	22,290 million yen
Head office address	7-3, Nihonbashi Oodenmacho, Nihonbashi, Chuoku, Tokyo.		
Business outline	Owing, leasing and selling of property and mediation.		
Sales	191,600 million yen (as of Dec 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (As of Dec 2014)
Number of employees	116
Number of employees by attribute category	31 women, women's share of managerial jobs: 7%
Average service years for regular employees	5.5 years (5.8 years for men, 5.0 years for women)

Background and goals of diversity management

Transformation to “Aggressive management strategy” to survive in the next era.

Hulic Co. Ltd. (hereinafter referred to as “the company”) has run the property business and insurance agent since its foundation in 1957. At the time of the current president became the top of this company from a bank vice president in 2006, many of the employees were from those from bank industry, therefore the center of their business was the bank related business, so to speak a “defensive management” situation.

When the current president assumed his office, he proceeded the organizational transformation, aiming the progression of “speed-up and transformation”, stating the establishment of environment where women can continue working as the required condition for a corporation to survive in a society of decreasing of productive-age population, in addition to the increase of productivity meaning the growth of profits per person.

Since his taking office, he declared the listing of the Tokyo Stock Exchange (The first section of the market); together with its aim, drawing the growth scenario for the next decade, creating goals respectively to fit such scenario, executing the actions in order to achieve them. The first goal was “Let’s become a standard company” and the next was “Let’s become a company which may be small but a distinctive one.” and the third one was “Let’s become a company which all the employees can be proud of”. With these goals in hand, the transformation of employees’ consciousness was preceded. At the same time, prioritizing compliance, in order to conduct a balanced management, they started hiring the professionals such as qualified lawyers or licensed certified public accountants. They have constructed a rock-solid system where these special groups composed of professionals from various fields could tackle the management tasks.

At the same time, for the further business development making use of the company’s strength, the president as the management top, created vision for 10 years ahead; based on the vision, abundant opportunities were given to employees in a manner that they can actively work with free-thinking, that means that each employee can proactively proceed their task by their own judgment. For example, under their current long-term plan “Hulic after 10 years”, they have three pillars of strategies “Koreika” (Aging of population), “Kanko” (Tourism) and “Kankyo” (Environment); and it is called as “3 K” business strategy taking the initial of these pillars. As future growth (demand increase) is expected in these three, they put them as their strategic investment areas. They now have the attitude that they will challenge and take up bravely any business area even if they have not experienced before, but if it will follow their business direction as stated above.

Under such policy, the company’s organization was transformed to a flexible one with driving employees with excellence and high motivation, that led the current system of high revenues. In 2008, as the president had declared, the company was listed to the first section of the Tokyo

Stock Exchange and their growth is continuing.

Specific measures taken for promoting diversity management

Transformation of organizational system and securing of driving force of people by authority transfer.

Since the current president has taken up office as the top, “A President Questionnaire” has been carried out regularly twice a year. President himself draws up the requests or opinions for the company directly from them and make improvements overall. In the questionnaires, naked opinions and requests were stated, they took actions to respond each items arose from there with respect. They thought doing so would bring the establishment of relationship with trust between employees and the management.

At the same time, the flattening of the organization and giving the authority onto the site were preceded.

It was decided that the president approval was limited to the items, which should be discussed at the board of directors or management meetings, and managing directors in principle can handle other items. This made it possible to make quick judgment of yes or no, the decision making speed were risen remarkably, resulting in the higher on-site efficiency on the site.

At the time of decision making, instead of taking safe strategy to avoid risk, they rather take proactive business development by accepting small “mistakes”, thus cultivating culture with capacity of making challenges. For instance, when considering the entry to a new business, in each section, employees with various career backgrounds such as lawyers or qualified accountants will make precise risk analysis and make judgements, the management can take aggressive decision making. At the time of entry to the hotel industry for the first time, some saw it as risky insisting to play safe, however, in the end the top concluded to make a go, by judging the risk as acceptable one from the perspective of the overall sales or profits that might create. As the result, they succeeded more than they expected. (The details will be stated later)

In terms of flattening of the organization, the company had a “Japanese personnel management system” that was fragmented into many layers of job classifications, with strong emphasis of seniority rule. This was considered to bring difficulty of collecting capable personnel, thus they implemented qualification based class system; that was to make their evaluation and decide their salary by individual capacity or skills. For employees with high motivation and performance, skipping of ranks have been made, executing evaluation which real capacity is reflected on. Also, employees in the retail department are managing several projects at the same time as the result of making cross-sectional grouping by each project. There, members with diverse backgrounds and experiences can cooperate each other and make good results. The continual process of such has created a bigger business and expanding as new business pillars. The organization is not layered or strictly categorized, and this makes “innovational idea”

becoming a real business as they are not tied up by standardized idea or formerly practiced business instances. This organizational characteristic has also contributed to the expansion to their new businesses.

Approach to recruit excellent personnel and the way of people development

Amongst of the current 116 employees, about 80 of them came from other companies. By recruiting people with various back grounds of experiecnes from diverse industries, some are from the same industry, property company, or some are from a design company or a general construction company. With this clear motivation of hiring diverse personnel, various ideas are becoming a real solid bisuenss, which may not have been realized by other companies.

Also, when they have started the recruit of new graduates since 2008, they considered the need of having originality as a company to attract exellent students, as the company was still unknown. At their recruiting orientation, the president himself participated the session. As of today, their orientation begins with the president's overview of the company folowed by the young employees sessions; and in the end they also offer Q & A sessions, where the president will answer to their questions thoroughly. By direct talk by the top, they believe this will give the students to deepen their understanding of the company's passion towards their businesses. This session is highly regarded by students. At the Q&A session, students are told that they do not need to inform of their names or universities, they are assured any question will have no impact on their decision of selection. Accepting direct and honest opinions or questions of students has given good impressions to the students on the company; it has led acquisition of good personnel.

Furthermore, the new employees are given goals, which is to obtain two qualifications by the age of 30 as the stepping-stone for them to pursue their own professionalism. If they are successfully qualified for the items the company recommends (around 40 qualifications), the company covers the expenses for the examination. For instance, in case of becoming a first-class registered architect, the fee of the preparation school for the exam is around 700,000yen. The company offer financial loan with no interest up till 1 million yen. The environment where everyone including new employees can learn and challenge to grow as professional proactively exists. In addition to that, the company policy is to let even young employees to take up an important assignment and it is not a rare thing for new employees to give presentations in front of the president. Therefore, within one or two years, they sometimes get in charge of projects worth of a few billion yen. The number of employees are about 116 and this is not many, due to this, the company encourages new employees to learn and grow on the job through the actual work. The company clearly states that in case of failure the mangement will take the responsibility. This makes young employees to bravely challeng their work without fears.

Such a work environment is given to the employees in this company.

Better working environment and enhancement of benefit

In the aspect of benefit or providing working conditions conducive to employees caring for children, they are improving by considering to reflect employees request to the systems. For instance, an expectant employee asked for the flextime in the previously stated president questionnaire, and as its response, the company improved the supporting system for employees with children. In other occasion, there were voices that some wanted to improve their English ability, and the company offered English speaking classes with the company's expenses. As to the health care, the company covers complete medical checkups. Such items stated as above are not so common in big companies, however, due to of this company's characteristic in terms of their size, such environment with full of welfare support that answers closely to the needs of employees is possible in this company.

In this company, they have created a team called "JOSEI KATSUYAKU SUISHIN PT": meaning project of promotion of active working women. Lunch meetings are held and opportunities to make their voices heard are given. Some requests or opinions flung out from there have lead some improvements of the systems. Some voices from female employees with caring children created the child care support system; instead of using short-time working system, to obtain expense support for baby sitters or extention of nursury care. Also, in fall of 2014, using one floor of the headquarter building, nurcery care center was opeoned. In this center, neighbours in the company can also utilise it. As of November 2014, employee's 2 children (the parent of one of them is male) and 8 children from the neighbourhood have been cared there. The company has nurished the supporting environment for women's active working career promotion.



▲ Appearance of the nurcery center inside office in the headquarters building

Outcomes of diversity management

Achieving increase in income, profit and dividend for 9 consecutive terms and gaining excellent personnel.

With the aim to become a “distinctive company”, they developed their business and they have kept strikingly high growth in the property industry. The company’s consolidated ordinary profit has been increasing by more than 20 percent on average in every term since its listing to the Tokyo Stock Exchange. 34.4 billion yen in 2014, and this is coming close to the area of their goal of the current mid-term plan (38billion to 40billion yen). As the result, operating profit per head in 2014 marked about 270million yen (non-consolidated), this indicates the top class productivity among all the listed companies.

By keeping such performance, the company has the culture of challenge to the new businesses; this has been attracting many good employees from other companies and new graduates. In recent years, the number for entry applications from new graduates has been doubled and many young passionate students are gathering to the sessions by being inspired by the company’s policy or working environment

The company’s first hotel business; the opening of “THE GATE HOTEL KAMINALIMON by HULIC”

On rebuilding of the former bank building in Kaminarimon, the company decided to challenge and take up their very first hotel business which is directly managed by them.

This was realised by a strong motivation and ideas of a female employee who were hired from other company.

The company had making profits mainly by rebuilding the office buildings; thus, it was a big decision for the company to proceed hotel business which is called “mizumono” water item; meaning changeable item depending on its condition and times. The management judged that the hotel business was the best option to make the most use of its surrounding of the place, which was in the main street of Kaminarimon. They made a go ahead for the preparation.

In the company, they did not have the knowhow for the development of the hotel business, thus, utilising knowledge from outside specialists, the project member led by the stated employee proceeded the preparation. With their hotel concept of “Intimate Hotel”, namely a friendly hotel, at the same time, cherishing appropriate proximity with users; they try to realize such concept and create a hotel

where comfortable space and services are offered to customers. Various original ideas were implemented into the actual services and facilities. Taking amenities as its example, they collected female employee’s opinions and selected items carefully and sensitively by taking up their voices.

At the same time the employee as the center member for the project for foundation of creating subsidiary for the hotel management, she took charge of the main works regarding the hotel operation and personnel training for the staff. The role of the hotel staff was not fixed to one place such as a front desk or cooking place, they implemented the multitask operation, that means any staff can handle any work at the hotel from the check-in to the check-out. Now they have been improving the satisfaction of customers.

In three months after its opening of the hotel, the hotel gained one pavilion from Michelin Guide. They are also ranked as 25 as the best hotel in Japan. The evaluation from users at home and abroad is high. Furthermore, in the second year, it became profitable and in 2014, they are expanding its profit margin. The growth speed is much higher than they expected.

The female employee was promoted to the managerial position in 2011, now she takes plural roles, one as a part-time executive director of Hulic Hotel Management Ltd and the other as a councilor for tourism business development which was established in February 2014 as one of main new business divisions, where she is in charge of development of tourism business strategy. Expanding the successful hotel business stated as above horizontally, they aim to put tourism business on track, which is one of their visions.



▲ The company’s hotel; “THE GATE HOTEL KAMINARIMON BY HULIC” and the key player of its commercialization.

Based on the company policy of achieving employee's happiness and the business performance together, employees are inspired and motivated, resulting in the expansion of the business performance.

Main points

Background and goals of diversity management

- Management transformation from priority of business performance to the vision "Each employee is the main key player" and the establishment of good working environment

Specific measures taken for promoting diversity management

- Recruiting personnel who can understand and have empathy with the company's corporate and management policy.
- Creating the discussion place where each employee can think voluntarily about their contribution to the development of the company.
- "Working mum plan" created by suggestion of a potential problem by some employee.

Outcomes of diversity management

- Achieving remarkable success ratio of 98% by their service with high consideration towards their customers.
- Expansion of business performance achieved by teamwork is contributing the reproduction of working environment where individual can feel happiness.

Data

■ Corporate profile

Year of foundation	2002	Capital	10,000,000 yen
Head office address	8-17, Minamikawazoe, Kochi, Kochi.		
Business outline	Leasing real estate, real estate brokerage and property management.		
Sales	256,000,000 yen (As of Sep 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (As of Dec, 2014)
Number of employees	34 (12 contractors are included)
Number of employees by attribute category	19 women (8 contractors are included) women's share of managerial jobs: 50%
Average service years for regular employees	6.4 years (6.8 years for men, 6 years for women)

Background and goals of diversity management

Management transformation from priority of business performance to the vision “Each employee is the main key player” and the establishment of good working environment

First Collaboration Ltd, (here after referred to as “the company”) was founded in 2002 by the current president succeeded his friend’s business as the franchised company of Able of property business and mediation mainly in Kochi. Currently they have 4 branches, doing property leasing and management. The president, who had been experienced in property business, established the culture of producing high profits by good sales capability, expanding the business performance. However, they had culture of competitive principles, that was creating some cracks among employees, against its good business performance. That deteriorated the company’s working environment, and this resulted in the leaving of some employees. To tackle with such issue, new management principles were created by all the employees as below;

“To match the development of the company with the happiness of each individual employee”, “Sharing happiness with customers”.

They created the corporate culture to put importance on the communication and teamwork. By practicing of policy of having “No assignment of quota, no business order nor no commission”, the company realised the management with flat and good communication, this has led acquiring of new employees and the holding of employees without leave.

Specific measures taken for promoting diversity management

Recruiting personnel who can understand and have empathy with the company’s corporate and management policy.

However excellent at their job, if the employee disrespect teamwork, based on the company’s management policy, he or she will be isolated. Thus, since they created the management policy in 2004, the first standard at the time of recruit is whether the person can have empathy with such policy and can become a good team member. President believes that “personality” becomes a key factor for doing business in the property business, as it offers service in a distinctive way, compared with manufacturing industry which deal with products. He thinks the employees should be able to work freely in a good and open environment and work, learn and develop together. By doing so, their skills shall be brushed up and as the result of it, the good performance will come out. President’s such belief and attitude are naturally spreading to the employees and influencing the organisation in a good manner.

At the actual process of recruits, as they put importance on personality and their values, they conduct 5 sessions and one of this includes at least one week internship, and this makes it possible for all employees to communicate the candidate, so that they can make the right decision in their recruit.

Creating a discussion place where each employee can think voluntarily about their contribution to the development of the company.

For the framework for “Matching the company’s development and individual’s happiness”, they have a summer camp annually and this is attended by all the employees. There, all the employees will share their personal future dreams in the following year, 3 to 5 years and 10 years respectively and also discuss how these dreams can get along with the company’s development and goals. They talk about their personal dreams such as having their own homes or having family. This helps employees to deepen the mutual understanding, and thus results in the avoidance of possible occurrence of miscommunication in their daily work.

This gives good opportunity of sharing individuals’ dream by all members at the same time. One time in the session, one employee presented a potential problem, that was about how his/her team member who is coming back from the maternity can keep working without feeling any burden trying to make a good balance of child care and her career. This became a stepping-stone and it led a reform of the working system including the readjustment of the childcare system (This will be introduced later in this paper.) Every individual can embody the company’s policy by having thorough discussion opportunity of the way how the development of the company and the individual happiness can be realised together.

Regarding the company’s business target, their individual goals for the next one year is set by taking into account the company’s target and his or her own personal goals for the future. Furthermore, the annual targets are reflected on their short-term targets of every 3 months. For example, the sales person in the branch sets concrete figurative goal such as “the number of registration of management property” or “ratio of customer visit by good resonance” and also the evaluation is done by its achievement. The voluntary short-term targets are matched with the company’s target, they inevitably live up to the company’s development. Each employee takes the charge of their own targets and shares their achievement with other employees and they are linked to the next action. By practicing such PDCA; plan-do-check-act, their achievement of their own goals contribute to “development of the company”. The voluntary movement of employees tackling with their goals which was set by themselves is different in essence from the action occurred by the given quota or work command. Even if the company no longer has the competitive principle, they have a system which bring the performance improvement of better service. For instance, branch heads are admitting each other as good rivals.

“Working mum plan” created by suggestion of a potential problem by some employee.

Around 2005, consecutively female employees left the company at the time of their child births. And this became a driving force to create the working environment where women can keep working by doing parental care. At the time, a female branch head who was a leading employee in the company was starting to feel anxious about her career in balancing with her marriage and child birth, her coworkers sensed it and presented "Working mum plan" in the previously introduced summer camp. This opened up the way to the creation of system where women can give births and can return work without worry.

The system was implemented in 2006 and innovative items were realized. These are below:

"Individual freedom in choosing their working hours and days", "Decision of allocation by their home, nursery or their parent's homes", "Installing a place for breast-feeding", "Recommendation of naps", "Exemption of overtime or meetings", "Free outing, Early leaving, Allowed missed workday", "Acceptance of baby sitting requests, Allowing work with kids in office", "Information sharing during their maternity leave".

This effort led no turnover due to the child bearing or parenteral care. Since 2006, there has been 7 childbirths in total, and the women's share of managerial jobs is 50% (3 out of 6), and the ratio of female branch head is 75% (3 out of 4). The system is applied to male employees. For instance, 30 minutes outing for pick up their children from nursery is allowed. Not only for employees who are in the middle of parenting, consideration for all the employee's work and life balance is being paid.

Also, "working mum plan" created unexpected outcome. Initially it was a strategy to offer easy and comfortable return to the work place for the applicable female employees, but this also had good impact on other employees. Their junior fellows started to see their work above their responsibility and grow through taking an inventory of work or work sharing. They began considering what they should do if they want her to come back after her childbirth, instead of having attitude of "I will be in trouble without her". Such movement has created good opportunity for junior fellows to grow and contributed to the better collaborative working environment.



▲ The presentation in the summer camp, which created the "Working mum plan"

Outcomes of diversity management

Achieving remarkable success ratio of 98% by their service with high consideration towards their customers.

Their attitude of offering good service to every customer instead of focusing on the figurative results such as sales or contract success ratio brought good effects; the average contract success ratio of the industry is around 50%, however, for instance, they marked success ratio of 98% in the recent busiest timing in Nangoku branch: (100 contracts of 100 visited customers) (All 3 employees are female including the head in the branch). Furthermore, they raised the overall performance, which was led by female employees who have good communication skill through visits to the contract property owners or to their reporting. The number of managing properties has been quintuple what they were 10 years ago. The consideration towards customers are creating repeat customers and cases of these customers introducing other potential users.

Also by delegating the responsibility of reforming the lease property to the female employees, dynamic design reforms with full of creativity started to be born. The construction sales was increased by 3million yen, compared to the result 3 years ago. The average entry ratio of property in the company was raised from 88% to 96%. The increased yield of the management fee was 19 million yen.

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☆高知東店・高知にお客様から寄せられたご感想

■23歳・女性・・・きめ細やかな対応でとても相談しやすかったです。悩みや愚痴も聞いてくださり、満足のいく物件をみつけることができました。また何かあったときは宜しくお願いします。身体に気をつけて頑張ってください。

■28歳・男性・・・今回の移転先までも満足しています。親身に対応して頂き本当にありがとうございました。また何かあった時は宜しくお願いします。

■18歳・男性・・・この間も、物件を短時間で暮らした中、あちこち連れていってくださりありがとうございました。楽しく何でも聞きやすかったです。

もっと見る

☆南国店・高知にお客様から寄せられたご感想

■31歳・男性・・・元気があり、明るく親かな方。話しやすく、意見が言いやすいです。とても楽しく部屋を決める事ができ、嬉しく思っています。引越し業者の事や、部屋を傷めないための豆知識なども教えてもらいました。ありがとうございました。

■42歳・男性・・・色々な面で確認してくれた。非常に対応がよく文句なし。

■26歳・女性・・・物件のプラスな点、マイナスな点両方を伝えてもらい選びやすかったです。女性目線での意見を頂いても参考になりました。前のお部屋の時も今回も本当に親切に対応して頂き、ありがとうございました。別後さんにお預りして良かったです。

もっと見る

☆南国店・高知にお客様から寄せられたご感想

■18歳・女性・・・優しく笑顔が素敵でした。大学までの時間や道のり等とても参考になりました。迷っている部屋での間取りを教えてくださいました。また、何度も家を見させて頂きました。

■51歳・男性・・・丁寧に優しく感じが良い。希望に叶うように努力してもらった。質問、悩みを素早く対処してもらい安心した。

■28歳・女性・・・お話を聞いてくださり、とても丁寧な対応で、とても良かったです。また、何度も家を見させて頂きました。

▲ Appealing their sales attitude of each employee taking responsibility for their work (From their homepage.)

Expansion of business performance achieved by teamwork is contributing the reproduction of working environment where individual can feel happiness.

As the result of creating working environment where all the employees can keep working, the turnover ratio, which was 30% in 2003, was decreased to around 5 to 10%. The ratio in the last 3 years was zero, excluding the cases of employees who left because of their family issues.

The management which esteem employees created the affection toward the company in employees and reinforced the fellowship. At the same time, the service offered by the employees who have passion in executing their work, achieved top ranks in the customer satisfaction survey by Able Network. They have gained number one in the branch category for the fourth consecutive year. In the individual category, they have produced some top ranking employees, including a female employee who won the number one in Japan for the 7th time. This represents their outcome in an objective manner.

The feedback system of hearing the joyful voices from customers in the satisfaction survey is creating a positive cycle, which is bringing to the creation of high motivation and happiness in employees.

New graduates who feel the company's such culture now wish to join the company. In recent years, every year, they receive the number of entries which is several more times of the actual take in numbers, thus resulting in the acquiring the excellent personnel who sympathize the company's corporate policy.



▲ Secrets of smiles of employees and organisational power with strong fellowship.

Achievement of complete five-day workweek and zero overtime and its transformation to become an attractive company by unshakable decision by the top

Main points

Background and goals of diversity management

- Transformation to a company with “ideal working environment” and reinforcement of improvements in the company’s attractiveness driven by the failure of recruits of new graduates.

Specific measures taken for promoting diversity management

- Establishment of system: to achieve “complete five-day workweek, zero overtime and 100% ratio of taking maternity leave and work sharing.
- Increasing awareness about active participation of employees and creation of management plans by all employees that encourage the voluntary actions in the work force.
- “Committee activity” and “Award recognition activity” which are taken in parallel with the daily work.
- Special project realizing cost reduction and contributing the increase of profitability

Outcomes of diversity management

- Company philosophy and management policy achieved by the participation of employees.

Data

■ Corporate profile

Year of foundation	1977	Capital	45,000,000 yen
Head office address	2-10-6, Sawara, Sawara, Fukuoka City, Fukuoka Prefecture		
Business outline	Leasing of building material and equipment (Items in related to scaffold)		
Sales	736,000,000yen (As of September 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (As of January 2015)
Number of employees	75 (17 contractors are included)
Number of employees by attribute category	27 women (7 contractors are included), women's share of managerial jobs:11.1%
Average service years for regular employees	19.1 years (19.1 years for men, 18.9 years for women)

Background and goals of diversity management

Transformation to a company with “ideal working environment” and reinforcement of improvements in the company’s attractiveness driven by the failure of recruits of new graduates.

Takushin Sangyo Company (hereinafter referred to as “the company”) was founded in 1977, they deal with rental and lease of building material and equipment. In the mid 80’s, they tried to recruit new graduates for the first time and they attended the recruiting fair in Fukuoka city. However for the half day, no student visited their booth and it was humiliating incident. This made them think if we are not attractive for students as a company, we may not be attractive for our employees either”. This incident made the company to pursue the way to become an attractive company for students.

Until then, the company focused on the expansion of their business and did not pay much attention to the management philosophy. However after that incident, they created the following company policies: “High satisfaction of our customers, gratitude and contribution to the community, happiness of employees,” in order to become “the first rate small and medium sized company”. Also, in those times, their working rules were only limited to the minimum necessary items. By exerting efforts to create ideal working environment, they came up with a policy of “complete five-day workweek system and using all paid-leave days.”

In the industry, it is a common practice to deliver the material if it is requested by customers even if it is non-working hours or days. This was followed by the company too. Under such condition, practicing “complete five-day workweek system” meant to fail in responding to the needs of customers or missing out of sales opportunity. Naturally, some sales staff were against it, however the top followed his decision to put priority on employee’s satisfaction over customer satisfaction; he changed the sales strategy such as conducting distribution to the small deals, and by doing so, he pursued the way of transformation of the company’s working style of as well as keeping its profitability.

Specific measures taken for promoting diversity management

Establishment of system: to achieve “complete five-day workweek, zero overtime and 100% ratio of taking maternity leave and work sharing.

First of all, to show the will of the top management, the president talked about the new policy at their morning meetings, until this became widespread in the company. Sometimes some personnel who had bad ratio of consuming paid leave were named. The top management made efforts to create the atmosphere where employees can feel free to take holidays. Regarding the responding to customers, they were advised to make appropriate plans

in ahead so that occurrences of urgent delivery requests could be avoided. There were cases to give up the deal with some companies who asked for difficult requests. However, gradually they increased the number of customers who would be cooperative with such sales style of the company.

At the same time, they promoted improvement of working environment where female employees can keep working longer. By strategically relocating female staff to different divisions in every 2 to 3 years, they accumulate the experiences. Meanwhile, this strategy made it possible for other employees to handle the work when there are maternity leave in their section. As the result, the ratio of acquisition of maternity leave became 100%. In addition to this, “A guide book for child care and family care leave” has been issued and efforts have been made to spread the information of the system to employees. They intend to run the system in a flexible manner, so that they can meet the need of each individual. For instance, after they return to office from maternity leave, they are eligible to decide their shortened working hours by 15 minutes.

Especially, for the female employees who were in charge of the job requiring product knowledge or special skills such as material management or sales, the company strategically transferred them to design section (the work includes creating quotation of materials by drawing the scaffolding), as they can utilize their previous career and experiences. By this transfer of the female staff who has specialism, the male employee who was in charge of the work was moved to Administrative section. By such shuffle of roles, the company tried to make each individual capable with multi-tasks. With this reallocation of personnel, they constructed system where all employees can support each other and can take other roles smoothly. Currently the roles in the design section are taken by three female employees and some are in the middle of child-raising years.

Such efforts for improving the working environment including such working hour system is leading to the higher satisfaction of the employees.

Increasing awareness about active participation of employees and creation of management plans by all employees that encourage the voluntary actions in the work force.

When they created the company policies, they had difficulty in communicating them to employees in the beginning, from these experiences, “The Management Plan Presentation Meeting” has been held from 25 years ago, with participation by all employees including contractors. This has given the opportunity for all employees to deepen their understanding of the company philosophy and management policies that can be their good judgement tool in their daily work. Not only the presentation of the management is given, there are sessions where all the employees can discuss management, adjustment of working environment or supporting systems.

Not only the top management but all employees are involved in committee activity (the details shall be stated later) and this is linked to the presentation meeting. In committees, they reflect on their activities and make the

next term plans. In the “presentation meeting” the task forces or their activities are shared and all the employees can learn the on-going activities and evaluate them. Now that, voluntary evaluation sessions are held by committee in every 3 months. As such, their PDCA (plan-do-check-act) cycle is working appropriately. By having the cross sectional checking activities, the differences in understanding among sections became clear and this gave a clue for problem solving. For instance, sales person and administrative person have different priority in their works, this often caused some misunderstanding or battles. To solve this issue, they started to report how they approach their section specific challenges to match with management policy to each other. “Sales section people are angered by our customers in such away?” or “Acceptance of urgent order forces the administrative section such hard work processes?” This deepened the mutual understanding across the sections. This not only brought smooth communication but also the problems solving in their actual work.



▲ Presentation meeting for the management plans

“Committee activity” and “Award recognition activity” which are taken in parallel with the daily work.

In the “management presentation meeting,” every employee becomes the main key player and gives the presentation about his/her committee activity. The company set “Committees” as a place employees can voluntarily take actions. It was started more than 20 years ago, as one of their ways to become an “attractive company.” They considered that such a place would be important, where employees could actively participate and take actions, which have the similar feel of university’s group activities, in order to make young employees proactive to the work force. The company selected areas which require the cross sectional cooperation, and organized committees that take up these areas. The committees are run in parallel with their daily works. Currently, “PR committee,” “Training committee” and “Circle committee” are strikingly active. Some of the activities of “PR committee” are below:
Issuing of the result report for cost reduction campaign, promotion of awareness of holiday system, which has been implemented by the company, or execution of survey of various themes such as sexual harassment or maternity harassment.

Their activities are contributing in promotion of awareness of employees. In “Training committee,” they manage planning of internal training. They offer workshop or debate sessions and tacking with people development as well as offering the problem solution opportunities. The differences of the sales person and the administrative person previously stated were revealed through discussions in the trainings offered by the committee and by this actions were born for solving such issues. In “Circle committee,” they plan and offer events or recreational activities. These activities include a sport fair which is held neighborhood sports facility, or rice making gathering in the year end. Such events where all employees can attend freely and casually, have promoted the active communication across all the sections in the company.

These activities are not interfered by the management, to cherish employee’s initiative, instead, regular activity report or evaluations are required. This has made employees to take initiative in their work with higher sense of responsibility, and this is bringing actual profits (this will be stated later)

The company also offers “12 recognition award system,” as one of their ways to establish stronger ties and relation among employees. The themes of awards are for instance, “greeting” or “efforts.” All the employees including contractors vote the award winners; this has nurtured the culture to recognize the employee’s individual towards their daily works.



▲ The committee activity

Special project realizing cost reduction and contributing the increase of profitability

The good example of the “actual profitability” previously stated, is reduction of cost. To realize the company’s management policy, one of the most important elements is raising the profitability. To do this, it needs the thorough cost reduction. However, tightening of budgets only is considered to be ineffective. By keeping the theme of “reducing the waste” in their daily work or in their activity, this makes the employees conscious of the reduction. Female employees who are transferred to control department such as general affairs section, they take roles such as negotiation of purchase, deduction of consumable goods or business meal cost, or reducing power. Also, regarding the previously mentioned committees, PR or Training committees produce their materials by

themselves. For instance, shooting or editing of moving images or video making for safety trainings are made by employees across the divisions. By doing so, they have achieved both cost deduction and employee's involvements to activities.



▲ The page of the company introduction created by employees.

Outcomes of diversity management

Company philosophy and management policy achieved by the participation of employees.

The activity to improve working environment to become an attractive company for employees has created a good cycle. First of all the management policy was transformed and the places for the penetration of their company philosophy and the execution were created and this has brought the cost reduction. By reforming the working system; such as accomplishing complete five-day workweek, or zero overtime, the employees started to simplify their work and voluntarily tackled with improving their business operation to complete their task with the predetermined time and this has resulted in the optimization of work and the reduction of overtime. Furthermore, execution of cost reduction, work improvement or optimization of work process by all employees, have brought good business results. The operating profit was increased by 30% compared to the period of 17 years ago, when they just started the reform of working style and working environment. In addition, the company's business has been kept in black since its foundation 37 years ago.

On the other hand, starting with registration to "Fukuoka prefecture's; "Child care support" declaring company" as the third company which started in 2003, they also won the prefecture's award as a company for ensuring gender equality in 2004. This has made them to be known by the public as a company with culture of pleasant working environment, and this has increased the number of applicants to the company. Every year they employ 2 or 3 new graduates, and now around 200 new graduates attend the company's entry orientation in their head office. In recent years, they accept 3 or 4 new graduates every year. Gaining such attention from new graduates as one of their potential companies they wish to join has made employees proud and given higher motivation to them.

Realizing work efficiency and the improvement of productivity with the employees with various disabilities. Toward the improvement of service quality by the fermentation of hospitality.

Main points

Background and goals of diversity management

- Tackling the employment of persons with disabilities in line with the management philosophy which lays emphasis on hospitality

Specific measures taken for promoting diversity management

- Launching of “the Administrative Work Support Centers” and the establishment of detailed support system
- Contrivance of employment to prevent mismatching
- Creation of work in charge by the employees with disabilities and work efficiency as the whole company

Outcomes of diversity management

- Cost cutting and reduction of work hour
- Fermentation of hospitality and the realization of management philosophy

Data

■ Corporate profile

Year of foundation	1973	Capital	14,258 million yen
Head office address	2-18-31, Higashisakura, Naka-Ku, Nagoya City, Aichi Prefecture		
Business outline	Membership right sales, hotels and restaurants, golf business, medical business and other business		
Sales	116,824 million yen (March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Consolidated (as of the end of March 2014)
Number of employees	7,489 (2,892 non-regular employees)
Number of employees by attribute category	[Persons with disabilities] 99 (84 non-regular employees). Ratio of the employment of persons with disabilities: 2.28% (*)
Average service years for regular employees	6.8 years (Male: 8.8 years; Female: 4.8 years)
Remark	(*) The number of person with disabilities and the ratio of the employment of persons with disabilities are data of non-consolidated.

Background and goals of diversity management

Tackling the employment of persons with disabilities in line with the management philosophy which lays emphasis on hospitality

Resorttrust Inc. which was founded in 1973 (hereinafter referred to as “the company”) is deploying a membership resort club, golf business, hotels and restaurants as well as medical business. As the company’s facilities are scattered not in urban areas but in resort areas where commutation is inconvenient and a lot of its business are interpersonal service work as the features of business, it was once thought to be difficult to positively advance the employment of persons with disabilities. In addition, as the number of employees abruptly increases by some hundreds when a large-scale hotel is opened, the number of persons with disabilities to be employed that was calculated from the statutory employment ratio tended to continue to increase. Under the circumstance, years continued when the statutory employment ratio could not be achieved and the company paid levies, but from the idea to perform social responsibility as one of listed companies in the First Section of the Tokyo Stock Exchange, the company started to review the full-blown advancement of the employment of persons with disabilities since around 2006.

The company lists “excellent hospitality” in its management philosophy and has been offering high quality services to customers, but when viewed inside the company, there was a situation where the hospitality to live together with persons with disabilities could not be said to have been fermented. Although employees with light disabilities were working in the head office, other employees did not well understand them, and in order to advance in earnest the employment of persons with disabilities, the company was required to abruptly change the internal culture with the help of experts.

So as to realize the employment of persons with disabilities in line with the management philosophy, the company has deployed the employment of persons with disabilities as a tackling by the whole of Resorttrust Group at its Nagoya head office and Tokyo head office with the advices by the experts.

Specific measures taken for promoting diversity management

Launching of “the Administrative Work Support Centers” and the establishment of detailed support system

The company established “the Administrative Work Support Centers” in 2007 where administrative work are concentrated and processed among the whole company work in Nagoya and Tokyo. The Centers are playing the role to be in charge of administrative work in the divisions of the company, and their contents of work are various, counting about 80 kinds from the enveloping of direct mails

to data input and filing requested by the divisions of the company (to be described later). The company thought to have persons with disabilities bear administrative work in the Centers, and arranged the environment to be able to accept persons with mental disabilities and persons with intellectual abilities, first employing the holders of professional qualification (psychiatric social worker). Also, the company urged its employees working at the Centers to acquire the qualification of No.2 job coach as one of the professional qualifications of the employment of persons with disabilities. Currently, 6 employees who experienced administrative work for 3 years or longer are the holders of the qualification.

Although the persons with disabilities to be allotted to the Centers are employed basically as part-time employees, it is possible for them to promote to semi-regular employees and regular employees according to their abilities and the work attitudes, and actually there are several employees with disabilities who became regular employees.

In the daily work, the company has been contriving variously so that the persons with disabilities may work easily. Firstly, the company is allotting the dedicated employees in Nagoya and Tokyo that are in charge of employees with disabilities and checking their health conditions carefully. Taking the contents of work requested by the divisions of the company and the health conditions of the persons with disabilities into account, these dedicated employees allot daily work to the person with disabilities. In order that work is performed without problem when an employee suddenly becomes unable to attend the work, the company is contriving so that each employee can respond to various work by increasing the kinds of work little by little.

In addition, the company is adopting staggered working hours, and paying attention so that employees with disabilities can commute not at rush hours. Further, as to the employees with intellectual disabilities, dedicated employees are writing their situations at work places in daily reports every day and are sharing information with their homes. In work rooms, sofa beds are equipped to prepare for sickness, and when disorder occurs, an earmark card of “Under disorder” is raised and the sick person can leave his/her desk. In this way, detailed attentions are paid, adopting the opinions of experts. In the Centers, employees are aware each other about the mutual situations of disabilities, and a system is arranged that when someone is not in good condition, others follow him/her up.

Meantime, in arranging the responsive environment of persons with mental disabilities, re-work (return to work) program for the employees who got mental disorder was arranged. Thanks to the easiness of access to experts of both inside and outside the company, it is listed as one of the effects that the company became an organization gentle to all employees collaterally. Actually, the number of employees who returned to their work places by receiving re-work support counts 16 and a system is established that employees can work again if they fell ill.



▲ Working at “the Administrative Work Support Center”

Contrivance of employment to prevent mismatching

As to the methods of employment of persons with disabilities, currently, many of them are introductions by employment support organizations and joint interview meetings with other companies. As the company’s “the Administrative Work Support Center” has a wide range of work contents as described above, employees are not shuffled according to their abilities and skills. Rather than abilities, personality is focused, and the company is deciding the employment by laying emphasis on whether persons with disabilities to be employed will be able to be on good terms with existing employees.

After interviews several times, before they enter the company, a training for a certain period is being implemented. At this stage, the company looks through the adequacy of each employee, does feed-back in the end of the training, whereby, contrives to get rid of mismatching. There are cases where there is a distance between what employees think to be able to do and what they can actually do, and this training is an opportunity for them to recognize it. Further, when a person who roughly speaks comes to the training, existing employees feel weaker and forget themselves. On such an occasion, the company politely explains at the time of final feed-back, saying “You have this character, so it is hard for you to work in a team” and decides the future of the person together with person in charge of employment support. As it is fairly hard to learn in the school “What will come when one enters the society”, this feed-back has been enjoying reputation from the support organizations.

Creation of work in charge by the employees with disabilities and work efficiency as the whole company

At first, it was thought that the work to be done by persons with disabilities is only the preparation for sending direct mails, but as they offer administrative work of the whole company after the launching of “the Administrative Work Support Centers”, their scope of work enlarged little by little.

Initially after the launching of the Centers, persons in charge directly visited each division and requested there

for work if there was administrative work among whole work that could be handled by persons with disabilities. When the persons in charge actually visited each division of the company and consulted there about the work to be done by persons with disabilities, various work came up more than what was first expected. The amenity setting of the hotels which had been conventionally done by all employees of the company including part-timers, is one of such work. By doing the work by the employees in the Centers, the creation of the work to be borne by persons with disabilities and work efficiency of division in charge were realized at the same time.

As to the kinds of work, they enlarged little by little, but as to daily volume of work, dedicated employees are adjusting, considering the burden of persons with disabilities. For example, if there was 100 of work volume left to the persons with disabilities, all of 100 was not left to them from first but 40 or 50 out of them was to be started. In addition, work which requires a sudden response was avoided as far as possible. For example, as to the printing of name cards of employees, the Centers respond to all of it at the time of periodical movement of head offices, but when voluminous printing is required in a short time, maximums of period and volume are set in advance and the printing is done together with normal sub-contracting, whereby, the equalization of work to be done by the Centers is aimed.

In addition, among the work at the Centers, what is especially concerned is the management of personal information. At the sales division of the company, voluminous customers’ information is handled and efficiency such as cost cutting and personnel cutting was requested, the input to personal computers and the preparation for sending of direct mails had been executed by each person in charge of sales by himself/herself. This work was proper to entrust to the Centers as it is simple work, but as it included personal information of customers, persons in charge of sales were reluctant at first to entrust the work to persons with disabilities. Accordingly, dedicated employees went in-between and set in detail as to the delivery of data and deadline of input, whereby, persons with disabilities performed the work for sure by a decided method. The Centers adopted this work and as a result, overwork hour at the Sales Department was significantly reduced and work efficiency is being realized.

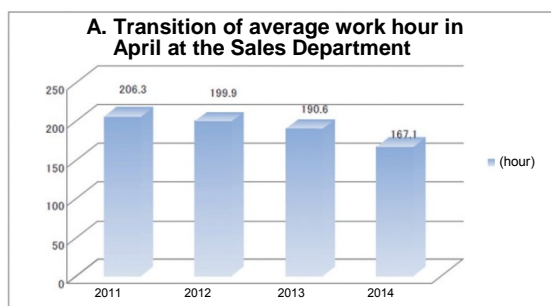
Outcomes of diversity management

Cost cutting and reduction of work hour

Thanks to work inventory and entrusting of work at each division of the company, work hour at the divisions that were very busy has been visually reduced. For example, at a sales division, work hour was reduced by 20% by entrusting the sending work of direct mails to “the Administrative Work Support Center”. During the saved work hour, employees at the division became to be able to be dedicated to sales activities, which are largely contributing to the elevation of productivity. Other results are seen such as time efficiency is aimed by doing quickly

and exactly the setting of amenity offered at hotels by the employees with disabilities.

In this way, by doing work internally that had been conventionally sub-contracted to outside the company, if calculated in money, such work led to a large amount of cost cutting worth about 80 million yen in 2013.



▲ Reduction of work hour by order placement to “the Administrative Work Support Center” where persons with disabilities are working

Fermentation of hospitality and the realization of management philosophy

Since the company started to tackle the employment of persons with disabilities in earnest, the atmosphere of work places has been changing. While working on the same floor with persons with disabilities, understanding of disabilities has been deepened gradually, partiality disappeared, and currently a culture to recognize them as members of the same company to each other and to mutually thank has been fermented. Originally, numbers of employees who enter the service industry are human resources who are full of volition to have other people be pleased. Currently, we can say that the company became an organization where such a background can be fully revealed.

In addition, the tackling of the employment of persons with disabilities of the company was evaluated by administrative organs and so forth, and the company was awarded various prizes such as the most excellent prize of “Cases of Work Place Improvement for the Employment of Persons with Disabilities in 2013” by Japan Organization for Employment of the Elder Persons with Disabilities and Job Seekers. Further, the number of visiting inspections as the model case of the employment of persons with disabilities has been increasing, and these evaluations from outside the company are elevating the motivation of the employees and are leading to their pride to work for the company. By working together with employees with disabilities at work places, hospitality became to be naturally nourished, and internally in the company, steps are taken toward the realization of “Excellent Hospitality Group” aimed by the company.



▲ Awarded the “Minister’s Prize of Health, Labour and Welfare, Ministry for the Cases of Work Place Improvement for the Employment of Persons with Disabilities”

Aims at making of “Diversity INDEX” to attract the all companies of the Group and continuous offering of high quality services by the improvement of the way of work at sites.

Main points

Background and goals of diversity management

- Toward the promotion of diversity by the whole Group companies composed of 172 companies
- Aiming at the nourishing and settlement of “human resources” who are the key for the quality of services

Specific measures taken for promoting diversity management

- Operation and setting of “Diversity INDEX” to all companies of the Group to be in line
- Tackling the improvement of quality of human resources and management including the making and support of career plan
- “Review of Way of Work Project” in sales related divisions

Outcomes of diversity management

- Elevation of satisfaction and motivation of employees and the quality improvement of work by the improvement of long hour work

Data

■ Corporate profile

Year of foundation	1963	Capital	2,304million yen
Head office address	2-3-11, Higashi-Shinagawa, Shinagawa-Ku, Tokyo		
Business outline	Travel agent and related business		
Sales	1,305,165 million yen (March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Consolidated(as of March 2014)
Number of employees	26,082 (6,121 non-regular employees)
Number of employees by attribute category	[Female] 14,970 (5,467 non-regular employees), The ratio of female managers: 35.6% (*)
Average service years for regular employees	13 years (Male: 16.6 years; Female: 9.5 years)
Remark	(*) The number of female employees and the ratio of female managers are the data from only domestic companies.

Background and goals of diversity management

Toward the promotion of diversity by the whole Group companies composed of 172 companies

JTB Corp. (hereinafter referred to as “the company”) is a stock holding company which leads various group companies composed mainly of travel business, solution business, publication and advertisement. The company made a company split-up in 2006 by regions and specialized areas, and currently, the number of the group companies counts 172 in Japan and abroad. Viewing the travel business companies group only, it is separated to 24 companies composed of regional general type companies, individual sales specialized companies and function specialized companies. Other than it, the Group covers versatile business kinds such as preparing leaflets and sales promotion materials, planning and operating meetings and exhibitions, workers’ dispatching and information system. The company started to strengthen diversity, particularly the promotion of positive activities of female employees in 2006 and in the next year 2007, having the holding function, it established the Diversity Promotion Room and started the tackling diversity, leading Group companies in Japan. Further, to advance the tackling by top-down method, a committee organization named “the Diversity Promotion Committee” headed by the president as the chief commissioner and top management of the Group’s main companies as commissioners was launched, and the company has worked the top management of each company and made consciousness innovation so that the companies within the Group can be in line.

Aiming at the nourishing and settlement of “human resources” who are the key for the quality of services

As about 60% of the total employees of the Group are female employees and the business is mainly labor intensive, it was just a challenge for the management to heighten the quality of “persons” and to have them be settled in the company and continue to positively act. Namely, in order that employees themselves hold their know how and knowledge and they work for a long time, utilizing them, their returning to work after birth delivery and child care or improving the culture of long hour work and arranging the environment where they can continue to work were urgent challenges for the company. Particularly among the generations who entered the company immediately before or after the company split in 2006, there was a situation where a sense of limitation spread compared with other generations because their career visions that they had imaged originally became non-transparent by the effect of the company split or because they could not realize by themselves the career path (for example, movement from sales with corporations to sales with individuals) that their superiors thought. Accordingly, in 2011, “The Basic Policy of the Management of Human Resources” was renovated, and it was clearly written that “under the basic philosophy that the growth and vigor of employees support the growth of the company and the development of the Group, employees will aim at the elevation of their specialties and the growth to autonomous and creative type employees and the company will respect for the personality and

versatility of employees and aim to establish a vigorous culture full of the opportunities for education and challenges”. After then, in reviewing “The Vision for 2020”, the company re-defined that “persons are property”, thereby, it was recognized again that discussion is required including the nourishment of employees and their career paths, and challenges that could not be covered up by conventional measures including the review of the system of human nourishment were made clear again. In 2013, stepping forward from the tackling focused on the consciousness innovation covering the top management at “the Diversity Promotion Committee” as described above, responsible persons for diversity were appointed at the personnel department and the general affairs department of each company, and holding promotion meetings periodically by the whole Group companies, the company is sharing favorable cases and challenges as well as the tackling policies, aiming at the independent advancement of each company.

Specific measures taken for promoting diversity management

Operation and setting of “Diversity INDEX” to all companies of the Group to be in line

As the framework to steadily promote the tacklings of Group companies that differ in kinds of industry and business, the company made “Diversity INDEX (use indicators of diversity)” aiming at the realization of PDCA cycle for the promotion of diversity and has been implementing it since 2013. By correlating part of results with public announcement and evaluation of company, the arrangement of environment where each company advances its tackling based on the mid and long-term viewpoints of the whole Group smoothly if personnel movement of the top persons of each company happens. “Diversity INDEX” is composed of 3 parts of “I. Will and Act of Managers” common to the Group, “II. Mid and Long-Term Goals” for each company and “III. Positioning Indicators” which can be actively used as the reference indicator. “I. Will and Act of Managers” aim at the realization of “the state where “will and act” of managers are realized, and as the indicator for it, partial results of consciousness survey (hereinafter referred to as “the consciousness survey”) concerning the way of work covering all employees that is implemented once a year by the whole Group (answers by the employees to the questions of “Do you know the goals which the president is listing?” and “Is the president committed to it?”) are used. As these questions are common to the Group companies, the results are put into figures and announced at the table of the management meeting which directors attend. Also, as to high rank 20 companies, the partial results are announced to all employees. Because top persons of each company is compelled to automatically bear responsibility for the results as their results are compared within the Group, such companies which have thought up to now that “It should be tackled by the Group companies that employ lots of women” will positively start the promotion of tackling not by others but by themselves. On the other hand, “II. Mid and Long-Term Goals” uniquely sets the theme to be tackled by each company for 3 years to come. For example, a system is taken to clearly write the results each year, listing what can be quantified by each company individually such as the figure of junior

employees concerning the “goal of work” put in the consciousness survey of employees, the number of overwork hours and the ratio of female managers. By setting freedom degree that can be set in line with the actual circumstance of a company, a framework for each company to advance the tackling matching its industry and business not for all companies of the Group uniformly is established.

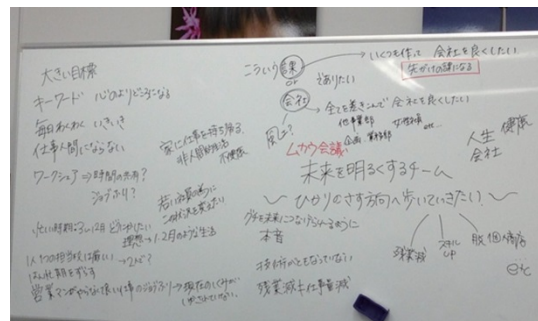
Meantime, in “III. Positioning Indicators”, indicators are comprehensively presented from 3 aspects of “information on human resources”(basic data such as number of employees), “employees’ consciousness”(the results of consciousness survey described above) and “the implementation situation of measures”(implementation situation such as compatibility support system) and the part can be utilized as a reference when “II. Mid and Long-Term Goals” are set and as the extraction of the theme which cannot be achieved yet.

The consciousness survey as described above has been continuously done every year since 2010 (that of 2011 was suspended as the effect of the earthquake was big). By this survey, challenges of companies shared vaguely up to then became clearly presented as figures, and the top management and the middle management became to be able to have the challenges and solutions to be tackled in the future as common recognition. Based on the result of the survey, goals are set in the framework of “Diversity INDEX”, and a promotion system is realized in which each company reflects from time to time its tackling in the movement of the whole Group.

Tackling the improvement of quality of human resources and management including the making and support of career plan

From the viewpoint of human nourishing, in addition to the enlightenment of consciousness specialized in the promotion of diversity, the support of career nourishing for junior employees has started to be positively implemented. Firstly, as to the former, the training of consciousness innovation is being implemented to all classes of each company. The staff of the Personnel Department of the company visit each company, and set the lecture framework in the training for section chiefs and for the candidates of the management, giving directly lectures to them the significance of the promotion of diversity, whereby, they are continuing the enlightenment making thorough use of opportunities. As to the themes of the lectures, they set the significance of diversity and the points to take note and contrive in the actual management, and to the newly employed, they are trying to speak from the viewpoint of time control. Not only as a paper plan, but by having consciousness in the routine work performance even if little by little, the movement which leads to the promotion of diversity as a result is aimed. Further, the favorable cases of concrete tackling are commended by the “Diversity Award” of the whole Group that is planned and operated by the promotion bureau of the company, and the cases are tried to be widely shared through internal newsletters and training, which leads to the realization and the promotion of tackling in the whole company.

On the other hand, as to the aspect of the nourishing of career as the latter, it is being implemented from the viewpoint of the improving skills of junior employees and the promotion of settlement. As described above, reflecting the situation where the employees who entered the company particularly immediately before or after the



▲ Group work as part of “Review of Way of Work Project” (Solidarity by speaking actual will regardless of ages and titles)

company split in 2006 felt difficulty in imaging their own careers and amidst this situation, work resignation increased. The “career design seminar” was implemented and an opportunity to share the goals of work in the future and direction aimed in the future. At the same time, fulfilling the public recruiting system of personnel and the system of exchange of human resources, opportunities were set by which the width of work experience can be broadened by not only staying in the business area of the company to which the employees belong but also positively raising hands in what they want to challenge in the future and in the fields where they want to positively act. This tackling started in 2010, and a result is starting to be shown that the part of the goal of work in the consciousness survey has been improved gradually.

“Review of Way of Work Project” in sales related divisions

Among the employees who are engaged in the travel business, there is a big difference in their way of work according to the divisions to which they belong. For example, the over-the-counter sales with individuals has busy period and idle period though it has no holiday during a year and the system of shift work is arranged well there, thereby, the actual sense of long hour work of employees tended to be low. On the other hand, the employees in charge of sales with corporations are frequently in charge of a series of various and versatile work from the work of planning of travels, proposals and adjustment that are included in “the sales” with corporations they care up to the contracts and accompanying, thereby, they feel big fulfillment but their burden is heavy, and their will to continue in “the sales” tended to be low. Particularly, among female employees this tendency is remarkable, and as the age of an employee advances, his/her physical problem reveals. Therefore, it was an urgent challenge to improve long hour work and to tackle for renovation to an organization where volitional employees can continue to work for a long time.

Accordingly, in the whole Group, “Review of Way of Work Project” started in which 4 teams are tentatively selected with the themes of the challenges of the improvement of long hour work and telework, and the tackling started to reflect and improve the way of work collaborating with outside consultants. Out of these 4 teams, 2 teams were selected from “JTB Corporate Sales Corp.” whose main business is the sales with corporations and started to tackle the improvement.

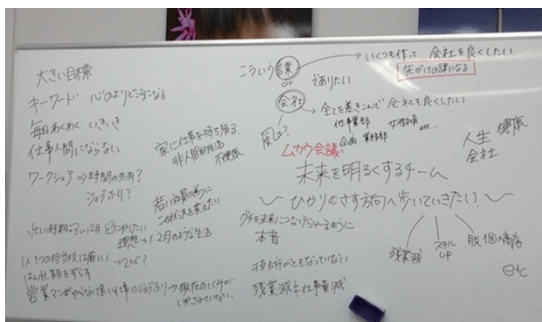
Although voices were heard that cutting overwork would be difficult in the divisions of sales with corporations and

employee in charge. By introducing a system that can control work volume itself into a division by which two employees in charge are assigned for a single matter and a dedicated person (coordinator) who consolidates and is in charge of “work which is hard for human resources without sales experiences” such as contract work and making of itineraries, not only work efficiency advanced but also the sense of burden of individual employees was alleviated. The company assigns an well experienced employee who was in charge of sales up to now as the coordinator, sets an evaluation standard which is different from that for the employees in charge of sales such as the number of preparing written plans and the number of sales support, thereby, creates an environment where sales employees can concentrate to the responses to customers and the proposals for planning making use of the know-how and the network held by the coordinator, which results in the change to the work with higher added value. In order to effectively make use of the time worked out in this way, contrivances to make the contents of work dense are done such as implementing various study meetings in divisions, holding the events for the employees who voluntarily participate using no overwork day, thereby, aiming at the expansion of communication.

Outcomes of diversity management

Elevation of satisfaction and motivation of employees and the quality improvement of work by the improvement of long hour work

Based on the trial of the “Review of Way of Work Project”, the whole company implemented the renovation of long hour work, and by various tacklings done by the Group as a whole, or by individual business company and business department, work hour per employee has been improved. Further, as a result of the consciousness survey, the number of employees who “feel fulfilment and want to continue the work” has been increasing. For example,



▲ Group work as part of “Review of Way of Work Project” (Solidarity by speaking actual will regardless of ages and titles)

compared with 2012, in 2013, annual actual work hour per employee was reduced by 50 hours. In addition, though the number of employees who answered in the consciousness survey of employees that they “feel fulfilment and want to continue the work” (“I think so much” plus “I think so a little”) increased slightly, and 1.4% for male employees and 2.6% for female employees were improved.

Further, as “the actual sense of the tackling” by each company (recognition and actual feeling that the company is advancing the tackling) improved by 8.6 points compared with 2012, and as to the “situation of overwork at work places” of sales related employees of each company (subjective thinking on much or little of overwork hour), improvements were seen by 5.8 points in the sales division for corporations and by 8.1 points in education travel division.

Actually, in the divisions which steadily tackled the “Review of Way of Work Project”, compared with before the start of the tackling, overwork hour has been reduced every year by about 10%. Specially, in the division of educational travel as the sales with corporations as described above, remarkable results are found such as the reduction of overwork hour to 72.4% in the first half a year. Thanks to the reduction of work hour, employees have leeway and a movement to positively tackle the information gathering for better proposals is emerging and a good circle of higher motivation has been happening. In order to positively deploy this favorable case to other divisions, currently, the cross-sectional tackling in the whole business department mainly by the employees who tackled the project has been occurring. Also, this case is positively reported in the internal letters and is made use of as the foothold for new tackling at the company’s bases nationwide.



▲ Many employees go to new sight-seeing spots after 5 o'clock in the evening (after work) also with the aim of information gathering

Great expansion in promotional support consulting business by flexible working system with detailed training and job evaluation which are difficult in large enterprise.

Main points

Background and goals of diversity management

- Create opportunities for “Utilizing the ability of the women for the society.”

Specific measures taken for promoting diversity management

- Environment construction of telecommuting by development of network environment, etc.
- The realization of a flexible working system with mutual schedule sharing of employees
- The structure to clarify the employee's individual target and feedback to evaluation standard

Outcomes of diversity management

- Expansion to call center business based on the flexible follow system
- Achieving big sales growth by sales promotion supporting business which announced a “consumer point of view.”

Data

■ Corporate profile

Year of foundation	2002	Capital	72 million yen
Head office address	EBS building 6F, 3-6-27, Marunouchi, Naka-ku, Nagoya City, Aichi		
Business outline	Sales promotion support consulting, Customer management, Data entry, Internet Homepage creation, etc.		
Sales	72 million yen (as of April 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of Feb. 2015)
Number of employees	10 persons (including 2 non-regular employees)
Number of employees by attribute category	[women] 7 persons (including 2 non-regular employees), women's share of managerial jobs: 40%
Average service years for regular employees	10.0 years (10 years for men, 10 years for women)

Background and goals of diversity management

Create opportunities for “Utilizing the ability of the women for the society.”

Rush International Co., Ltd. (hereinafter referred to as “the company”) founded in 2002, is developing business around the women who wish to continue working while experiencing a variety of life events, since their management philosophy is listed as “Utilizing the ability of the women for society”. Current president as well as the founder is a woman. After working for a major automobile manufacturer and giving birth twice, she launched the company as a sales promotion support consulting business when she was age 28. Every time she saw a woman retire from a large enterprise as she cannot work flexibly despite her ability, she has been thinking that it is possible to be active in business for longer if there are flexible working system and fair evaluation.

In addition, in the promotional support consulting which is the core of the company’s business, it is considered as essential for increasing sales and attraction of product/service of the customer to appeal to women who has purchasing decision. Therefore, mainly woman has been employed since its establishment with the aim to utilize the planning ability and creativity of the woman with view closer to the consumer.

Currently, Seven out of ten employees are woman and the majority is a working mother. Age is wide range from 20s to 50s, and they experienced/ will be experienced a variety of life events, such as having a baby or raising a child, therefore, they need flexibility in working schedules to balance work and life, and they, as a woman in different stage of life, help each other with feeling of mutual support.

It should be noted that any special skills are not required upon employment, however, many staffs make progress utilizing the initiative and the activeness which they cannot demonstrate fully in large enterprises. With female employees having professional mind, the president is at the center, and they catch the needs of the customer quickly and develop the business of the new field.

Specific measures taken for promoting diversity management

Environment construction of telecommuting by development of network environment, etc.

The largest barrier for working mothers is time and place restrictions of work. During infancy, sudden illness, etc. are concerned of course, and it is not a few cases to be forced to leave office for the interviews and PTA meetings after child’s enrollment in school.

The most effective way in such a case is a mechanism of telecommuting which enables business operations away from office. The company introduced the network services of VPN (Virtual Private Network) to the home of full-time employees, and they are equipped with a mechanism that can access on the company’s server from home, so that if

staffs return home due to family reasons, they can work or check e-mails, etc. at home when they have time. Since current duties of employees are mainly agent service on the web, it does not cause any special difficulty to the business if there is a high security network environment. When customer calls during office hours, a staff in the office answers the call and contacts the staff working at home, and the staff at home returns the call to the customer, such process is done daily. In this way, while taking advantage of the characteristics of the business, there is a system that employees can complete the business in charge with responsibility.

It should be noted that as for the attendance management, it has decided to apply the time required to work even in the case of home working. Since implementation of the system, results of using a work-at-home, such as during the child’s illness, are over 100 cases in 12 years, and it is now utilized as a matter of course in-house.

The company has invested considerably about safety of information management to support such work style, such as to acquire the privacy mark as security for quality assurance and to use of high-security server, etc.

Although it is a cost, it is considered as the necessary investment in order to have women with children work without hesitation.

In addition, as life balance support system other than work-at-home, there are programs such as shorter working hours during child is young, or taking early elementary school child to the office during summer vacation, therefore, retirement as the reason of work life balance is zero since the foundation. In addition, “Leave for school events system” is introduced and it so that the day off can be acquired without hesitation. With this program, the number of employees who take 100% of the paid leave become more than twice compared to 7, 8 years ago, and the overall usage rate of paid leave reaches 90% currently.

The realization of a flexible working system with mutual schedule sharing of employees

Even the system such as telecommuting and short-time work was well established, sometimes there is a conflict between employees depending on its operation. For example, not to clarify the reason of early leave or to burden the job alone, would collapse the mutual support system.

Therefore, in the company, all staff including the president shares the daily schedule as well as the progress of the business. E-mail correspondents with customers are shared with all staff by using BCC mail so that business progress, etc. can be checked by staffs that are not in charge. A strict information sharing is established. In addition, information sharing and task management are possible on the web, and private schedule is also possible to be shared.

Also, in everyday morning briefing, we confirm the work distribution each other, and if there is a case to leave office by going out or leaving office early, the reason and destination is reported to other employees beforehand. For instance, when “There is meeting of PTA activity from 16:00 to 17:00 at child’s school,” it is possible for other staffs to respond customer as “The staff in charge will contact you at 17:30.” if that “Responding by telephone or

e-mail is possible after 17:30" is reported beforehand. Therefore, providing a mutual support system enables flexible waking system without causing the influence on customer.

The structure to clarify the employee's individual target and feedback to evaluation standard

For fair evaluation of employee with various working style, it is necessary that mutual understanding of expected role and work contents which agreed between top management and employee by talking to each other. The company states the code of conduct based on the management philosophy, and in addition to the business plan and objectives of the period, "mission" of each employees are also added to them and distributed as a booklet. Firstly the "mission" is set by the levels of action which the employee wants to become able to or aim to. Then it is modified if necessary after the comment by president regarding points which are missing to employee or which should be grown a little more. Points which become issues on daily business are indicated precisely and stated clearly such as, for example, "Carry out a reporting of the asked matters strictly" for an employee who has difficulty of business completion reporting in an appropriate timing due to hesitation to the president, or "Make an appropriate decision depending on the situation and finish one job by one step" for an employee who has difficulty in making decision in unexpected situation. We all read out the "mission" together in a weekly morning gathering. With reading out the own "mission," each staff shall make one or more report that what kind of action was taken along with the "mission" in job of last week. By reading out self weakness and point of improvement to share with all employee, it becomes a habit that to act responsibly while always looking back on actions of own. Also, when an action which is different from "mission" was taken, it is possible to encourage the voluntary review at this morning gathering. By setting personal target along with the business target of the company and by looking it back regularly while doing daily business, the professional mind of the each employee is trained little by little. In addition, about the evaluation, President herself decides how much result was made along the above-mentioned "mission," not by the working hours. Although individual result is not announced, all the achievements and the financial information of the every term are open in the company. Also, there is a limitation as "the overtime work must be within five hours a month," so that the productivity is also a target for evaluation. Furthermore, in the case of the short-time employee, the staff can negotiate with the president directly, such as "I accept the salary reduce since I can work only this hour now, however I want to go home by 〇〇'clock."

Outcomes of diversity management

Expansion to call center business based on the flexible follow system

As concentrating on workplace environment maintenance and corporate culture creation by various arrangements as described above, the situation becomes that the employee with work-life balance issue can concentrate on work in peace. While understanding the capability and potential of the employee, the company encourages them to challenge a new duty thorough providing a chance gradually, therefore, as a result, it has led to the expansion of new business areas. By carefully drawing needs of existing customers, for example, data entry, call center, the deputizing the sales promotion office, and Web production, it become possible to build relationships that leads to the next proposal.

The company made the business such as call center agent, which generally the company of our scale is thought to be difficult to acquire the order, by taking advantage of the company's unique flexible job distribution system fully. We received multiple orders of unit price contract per one call which expected to receive less than 10 call a day, rather than a call center agent where they receive 50 to 60 calls a day. The company has achieved high level of telephone correspondence by preparing manuals per company carefully so that multiple staff can be trained to act as the operator of each company. As a result, the company is possible to provide high quality service at low-cost in comparison with the others, and it is tied to strengthen the competitiveness of the company.

Achieving big sales growth by sales promotion supporting business which announced a "consumer point of view."

Also, since the female employees, who have a variety of experience in a wide range of ages, are active in the company it has also become the company's strengths to make use of their points of view. Currently, the company provides "Promotional support consulting in the consumer point of view", which was named "ONNA-GOKORO CHOSATAI (Female feeling research team)", to customers who develops goods and services targeting women. For example, as a tie-up with a cosmetics company, it is tied to the product development of the lineup that corresponds for each age during the product development.

Ideas and awareness to satisfy the "ONNA-GOKORO (Female feeling)" such as point of view as a consumer, especially "As for cosmetics, not only the contents, but also the images and situations of use are important.", is useful for the customer of male staff only, therefore the company has realized the provision of high value-added service by offering tools and the know-how for sales promotion, not only a simple offer of idea.

When the tie-up case of to the cosmetics company posted to the company's Web site, it is increased that the request from companies who wish to use frank opinion of women in product development, and sales of promotional support services has increased three times. It was about 800 million yen in 2008, and it has been extended to 25 million yen in 2013.

Since implementing a working style, work distribution, and training to maximize the ability of employees who has limitation in working hours, etc., the company succeeded in improving the profit margin (From 45% in 2008 to 2013 55%), without lowering the productivity, and the business

model which continue business in wide range by satisfying customer needs with small number of best skilled employees, has been established.



▲ The company's web page “promotional support consulting of female point of view”



▲ Point of view as a consumer of female employees is utilized in promotional support business

The company's corporate philosophy is "creating opportunities of being active" regardless of age, gender and disability. To realize this, the company works on various activities inside and outside the company and develops new businesses.

Main points

Background and goals of diversity management

- Realization of the corporate philosophy "continuing to create opportunities of being active regardless of age and gender"

Specific measures taken for promoting diversity management

- In order to seek for more flexible way of working, the company implements "work style reform" for men.
- Career design support and fair evaluation by in-company counselor
- Support for developing management through talent management method
- Employment of persons with disabilities as "artist employee" taking advantage of their originality

Outcomes of diversity management

- Development of new businesses by making use of the company's knowhow obtained through various activities

Data

■ Corporate profile

Year of foundation	1976	Capital	5,000 million yen
Head office address	2-6-4 Otemachi, Chiyoda-ku, Tokyo		
Business outline	HR solution/temporally staffing, consignment & contracting, manpower dispatching, support for reemployment, outsourcing, etc.		
Sales	208,660 million yen (FY 2014 ended May)		

■ Data for employees

Consolidated or non-consolidated / Date	Consolidated (as of May 2014) (*1)
Number of employees	2,987 (including 466 contract workers)
Number of employees by attribute category	[female] 1,781 (including 416 contract workers), ratio of female management: 46% [persons with disabilities] 216 (including 165 contract workers), ratio of persons with disabilities: 2.23% (*2)
Average service years for regular employees	8.3 years (male: 8.5 years, female: 8.1 years)
Remark	(*1) Calculation for Pasona Group Inc. and Pasona Inc. (*2) Calculation of ratio of persons with disabilities includes its special subsidiary, Pasona Heartful Inc.

Background and goals of diversity management

Realization of the corporate philosophy, “continuing to create opportunities of being active regardless of age and gender”

Pasona Group Inc. (hereinafter referred to as “the company”) started temporally staffing business in 1976. By dispatching and placing housewives and middle-aged persons who had difficulties in finding a job, the company has realized “job creation.”

In order to develop an environment where women can continue to work, the company actively introduced and implemented from early on the systems supporting for keeping balance of work and child-rearing. For example, the company set up “Life support course” by which employees work only in limited time, and “Area course” by which employees work only in a limited area, as its “Special working system” in 1997.

In those days, the average age of the company’s employees was around 27 years old, and the issue of “keeping balance of work and child-rearing” didn’t come up for discussion. In anticipation of several years ahead, the company implemented the before-mentioned courses to establish the system allowing employees to choose the way of working every year. It also introduced re-employment system to provide employees with the carrier-building opportunity by enabling them to leave the company for a certain period of time for the purpose of child-rearing and then come back. There was a case where a board member of a subsidiary who were taking a child-rearing leave participated in the board meeting by telephone. Today, thanks to such system establishment and flexible operation, the company’s return rate from child-rearing leave becomes 100%.

In addition, with the mission of creating new ways of working and creating new jobs to solve issues in response to the needs of age in mind, the company established “Knowledge Bank Business” by gathering talented old- and middle-aged people who have technology development-related carrier, to provide document investigation service prior to patent application. Here, the oldest worker is 78 years old and most workers are in their 60s. Thus, the company develops the business while providing senior workers with new way of working utilizing their previous career/knowhow.

Specific measures taken for promoting diversity management

In order to seek for more flexible way of working, the company implements “Working-style Reform” for men.

In order to further improve the support system of keeping balance of work and child-rearing which was introduced in 1990s, the company introduced various new systems, including “Hello Baby Leave” in 2006 (the scope of application was expanded in 2011 [described later] and there is subsidy for housekeeping service), “Pasona Family Nursery School” (in-company nursery school) in 2010, and enhancement of “Re-employment Program” in 2011 (described later). In order to make such systems more accessible, the company annually measures the utilization ratio and reviews the systems. It abolishes unused systems while continuingly making slight change to provisions “to be used.” By doing so, the systems are fully worked out and become really fruitful for the employees.

Since there is the concern that a feeling of unfairness generates among employees who do not have a child only by focusing on the welfare for child-rearing employees, the company offers the Cafeteria Plan (an welfare program that points are given to employees to freely choose from variety of education training/services and other menus) to obtain subsidy for housekeeping/child-rearing by using the points. Thus, the company secures fairness among employees.

In this way, the environment that female employees can continue to work by utilizing various welfare systems is established, but such systems are not enough to reduce the burden on female employees who want to keep balance of work and child-rearing. In order to reform the way of working, do jobs more efficiently and promote male’s participation in child-rearing, the company focuses on raising awareness of male employees. The company provides “Daddy & Mommy Seminar,” “*Ikumen* (Child-rearing man) Lecture” and other training programs/courses for men. The company also expanded the scope of the beforementioned “Hello Baby Leave” to encourage men to take child-rearing leave. Thanks to such efforts, the utilization rate of child-rearing leave by male employees rises to 24% in fiscal 2013. Furthermore, the company started “Papa Project” in 2013 by which male



▲ Developing a new business where variety of human recourses demonstrate their skills

employees having an elementary school or younger child can stagger their office hour (Although usual business hour is 9:00-17:30, it can be changed to 8:00-16:30, 10:00-18:30 and so on.) to spend more time in child-rearing.

In addition, the company started “*Iku-boss* (child-rearing boss) Project,” a system strongly committed by not only management in administration department but also management in sales department to build a community of male employees who have an elementary school or younger child to support male employees’ participation in child-rearing by promoting information exchange. In this community, participants discuss how to improve efficiency of work to create more time for child-rearing and then carry out the solution. Thus, through the proactive participation of management in the project, the company can create a movement involving male employees. The know-how obtained through such a movement is developed as a consulting menu for other companies, creating a virtuous cycle where a new business is born.

Carrier design support and fair evaluation by in-company counselor

As there are many employees with the qualification of carrier counselor at the human resources department, employees can directly contact the department to discuss their carrier design/life plan. There are three contact routes: by E-mail, by telephone and through “My Carrier Bank” system using their annual self-assessment statement. The counselors receive various consultations about the way of working, including matters of their families.

In the annual “My Career Bank” self-assessment statement, employees can consult about their work, private matters and their career plan. The contents of self-assessment statements is managed/understood by the human resources department manages to develop their abilities or assign them to appropriate position. Moreover, managers and higher rank personnel discuss and list up the employees who should be followed up, ones who should be pushed or ones to whom attention should be paid. To such employees, personnel with the qualification of carrier counselor of the human resources department takes contact to advise them individually. Because the human resources department directly responds instead of the employee’s boss, it is possible to find the best solution for both the employee and the company.

The human resources department precisely checks the evaluation results of employees received from each department, in accordance with the target management system. The human resources department monitors the validity of the evaluation result, for example, “Didn’t evaluator’s preference affect the evaluation?” “Isn’t the target too high?” or “Is this evaluation too easy?” to meet the employees’ satisfaction toward the evaluation. This system can function because directors in charge, division manager, etc. closely have an exchange with the human resources department to share the employee’s business contents, achievements, and results. Under such circumstances, both the human resource department and directors in charge will notice an employee who has a

certain mismatch in the course of business. At the same time, it becomes possible to find and pick out an excellent employee with the challenging spirit. Accordingly, it is possible to realize appropriate assignment and fair evaluation of human resources.

Support for developing management through talent management method

The company has achieved a certain results by assigning excellent employees to appropriate position regardless of age and gender. For the future, however, it is required to speed up the business development by promptly finding and further educating capable employees.

Recently, as a part of such talent management method, various measures are carried out. Firstly, the company set up the Human Incubation Institute (HII) where younger employees can improve their ability enough to start a new business in order to be exceptionally promoted. With the global business development in mind, the company invites excellent human resources from overseas subsidiaries and provides training 4 times per year.

Also, the company introduced the board of young officers called “Junior Board System” where mainly employees in their mid-thirties discuss with and offer improvement proposal to top management. It carries out a monthly *Shacho Juku* (cram school provided by the president) to offer opportunities of experiencing the management way of thinking. Among those who experienced this system, the company will select excellent human resources who are expected to join the management in the future and implement a special training. By positioning them as “Sub-director” who is in pre-stage of director, the company provides a training to let them understand on-site issues and current status from the viewpoint closer to on-site than directors, while letting them share management issues with directors. Also, by implementing this training, the company functions a recruiting system irrespective of gender.

Employment of persons with disabilities as “artist employee” taking advantage of their originality

The company employs persons with disabilities mainly for its special subsidiary “Pasona Heartful Inc.” The Pasona Group set up the special subsidiary in 1989, but dismissed it later to centralize the company’s employment work in the human resources department for the purpose of enhancing recruitment. Since the company found difficult for one department to control all the recruitment work of the group, however, it decided to set up the special subsidiary again, resulting in the establishment of Pasona Heartful in 2003.

Persons with disabilities are basically engaged in routine clerical work as assistant for employees at planning department and sales department. Also, they are engaged in printing work, sending/receiving of postal mail at mail room, health-keeping work, etc. Based on the concept “talent has no disability,” “Art Village” was established in 1992 to expand the scope of job of persons with disabilities who have difficulties in becoming workforce by using their “art.” In 2004, the company started employing “artist employees” whose job is drawing picture. Currently,

17 “artist employees” are drawing picture under the instructor’s guidance and their works are displayed here and there in the company. In 2014, they started selling their work at exhibitions, which was well responded more than expected and makes a profit.

Also, they are engaged in production of craftwork and bread. Persons with severe disabilities are engaged in cultivation of chemical-free vegetables at farm, instead of clerical work. Thus, the company creates various “jobs.” The achievements are developing into businesses, such as “the commissioned business in the training farm for persons with disabilities.”



▲ Employees working at Pasona Heartful Inc.
(From left, “art employee” of “Art Village,” “Art Village craft center” and farm work)

Outcomes of diversity management

Development of new businesses by making use of the company’s knowhow obtained through various activities

As described above, various systems and measures implemented by the company are successful, contributing to employee’s skill-up and continued working. As of May 2014, the ratio of female employee to the whole employee is approximately 58% and the ratio of female director to all the directors and female management to all the management are 21% and 46%, respectively. Thus, there is an increase number of employees who advance their career by making use of their various experiences. The company organized the knowhow obtained through the establishment/operation of such systems and provides them for other companies as a service, which gets on track one after another. For example, the company started “Home-working Support” in 2010 by which it supports by offering at-home job utilizing the-state-of-the-art IT environment for single-parents who have difficulties in getting job because they cannot go out. This service is

currently used by as many as 500 people. In 2013, the company opened “Women’s Career College,” the Japan’s first women’s school for adult education to support rich career building for women based on the concept of “managing sound life,” “cultivating mind,” “fostering intelligence” and “refining beauty.” The number of students reached 17,000. Moreover, “Internship Project for Housewives” commissioned by the Small and Medium Enterprise Agency in 2013 offers internship at small and medium enterprises for those who quitted job because of child-rearing, etc., and want to work again, in order to help filling in the blank of work experience and finding new job. So far, the project is used by 2,900 people in total. With regard to the employment of persons with disabilities, the company expands its consulting business by making use of the knowhow obtained through their employment. By introducing actual examples of working experience-based program, the company achieved 500 participants in training and, supported 50 people in finding job.

As such, the job opportunities and the knowhow of skill-up opportunity created in the company generates a virtuous cycle of being utilized as the company’s core knowhow, resulting in business expansion.

Deploying new services based on the positive proposals of ideas from female employees who learned hospitality, and achieved increase in income and profit.

Main points

Background and goals of diversity management

- To break common sense rooted in the driving school industry, planning the change of consciousness by the positive activities of female employees
- Improvement of treatment and the implementation of nourishing support for all employees as regular employees etc.

Specific measures taken for promoting diversity management

- Sharing and improvement of consciousness of purpose using morning gathering and proposal cards
- Improvement of service quality by the non-limited investment to the nourishing of human resources
- Offering chances regardless of work years and gender under the policy of “nourish those who are positive”
- Realization of right persons in right positions by watching the abilities regardless of the existence or non-existence of disabilities and ages

Outcomes of diversity management

- Expansion of the sales of high price products by the supply of ideas and services by the employees who are “professionals of hospitality”
- Realization of the improvement of customers’ satisfaction and service quality by “service business”

Data

■ Corporate profile

Year of foundation	1960	Capital	10 million yen
Head office address	2-6-43, Sakai, Musashino City, Tokyo		
Business outline	Driving teaching, lectures for aged people and lectures at the time of their acquisition of driver's permit, teaching for paper driver		
Sales	1,694 million yen (May 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of December 2014)
Number of employees	139 (16 non-regular employees)
Number of employees by attribute category	[Female] 58 (7 non-regular employees), the ratio of female managers: 5.1% [Person with disability] 1 (0 non-regular employee), the ratio of the employment of persons with disabilities: 1.6% [Seniors] 6 (6 non-regular employees)
Average service years for regular employees	8.2 years (Male: 10.3 years; Female: 6 years)

Background and goals of diversity management

To break common sense rooted in the driving school industry, planning the change of consciousness by the positive activities of female employees

Musashisakai Driving School (hereinafter referred to as “the company”) is deploying mainly a driving school near to Musashisakai Station with 3 pillars of employees’ satisfaction, customers’ satisfaction and contribution to community under the management philosophy of “mutual respect and mutual prosperity”. After the foundation in 1960, since the latter half of 1980s when the current chairperson was assigned as the president, the company has positively implemented the employment of women and the re-employment of aged people to respond to versatile needs of customers of a wide range. Particularly, as to the employment of women, as a result of the positive advancement prior to other companies of the industry, currently, 45% of employees are female employees in total, which is a rarely high ratio of female employees in the industry.

As the background of the above, there is a change of the environment of the decreasing birthrate and aging population and disinterest in cars by young people and the withering of the whole industry became significant. The realization by the 3rd president of the company (currently chairperson), thinking “If this trend continues, there will be no industry of driving schools in 20 years later” was the momentum of renovation. Aiming at the lifetime work place where employees who are now here can continue to work until 70 years old, and urging the positive activities of female instructors as new people for it, the company set in aiming at the renovation of consciousness of employees, regarding the school not as a “place of teaching” but as a “place of making lifetime memories of customers” to offer high quality services.

Improvement of treatment and the implementation of nourishing support for all employees as regular employees etc.

Once as a common sense of the industry, a method to end the teaching efficiently by part of regular employees and the majority of contract employees and to rotate the work was general. However, in converting the management to the focusing of customers service, in order to elevate employees’ responsibilities for work and their service spirit, the company realized that a treatment, doing the same work but differing in wages, will be “easy for the management but not easy for employees,” thereby, such a treatment will be a neck for the company itself in the future. Therefore, the company tried to make contract employees regular employees and in 2006 it made all employees at that time regular employees.

Under the belief that “if the company protects its employees, the employees will protect the company”, while offering the support for nourishing and chances to be described later, the employees’ sense of responsibilities

has been heightened and the service quality has been improved.

Specific measures taken for promoting diversity management

Sharing and improvement of consciousness of purpose using morning gathering and proposal cards

In order to make employees understand and fully know the corporate philosophy and management policy and to heighten converging power by treating them as the members who bear the management together, communication among employees or between employees and the management is indispensable. At the company, from the time when current president was assigned, morning gathering participated by all employees has been continuously implemented every day. At the gathering, starting from greetings, other than the confirmation of goals and exercise of vocal, employees admire what is good to each other and announce daily realization, thereby, the morning gathering is a place to aim at the communication and information sharing.

Since years ago, the company has adopted the “innovation card” system from themselves as a system to improve employees’ work. This system not only aimed to improve by writing ideas for work improvement and to submit the cards to the management, but also it was positioned as what urged the motivation to tackle employees’ proposals with responsibilities. Currently, there are many employees who directly propose within their divisions and to the management their daily ideas without cards. It is the manifestation that a culture to aim to solve together with surrounding employees has been fermented and the level of problem consciousness of each employee has been heightened.

Improvement of service quality by the non-limited investment to the nourishing of human resources

In order that better quality customers’ services are offered, the improvement of the skills of employees is indispensable. From the thought of the management that the skills of employees lead to added value of the company, the company is spending annually 30 million yen for the nourishing of human resources. By the introduction of manner training and the payment of the allowance of qualification acquisition, 5 employees acquired the qualification of “hospitality coordinator,” and mainly by them, seasonal events and various tackling at the service bases open to areas are implemented, which bears part of the company’s “service business” (to be described later).

Further, the company is positively supporting employees’ voluntary self-enlightenment and the improvement of their skills. For example, the company side is bearing the costs for studies in foreign countries and English conversation, which is implemented not from the aspect whether such will directly lead to work or not but on the point to expand the chances and possibilities of employees at last.

Once, by the idea of an employee who has an acquaintance of person with auditory disability, a circle of finger language was acting, and the fact that employees can use finger language became famous, and the company succeeded in the support of license acquisition to persons with auditory disabilities for the first time in the country. By the prevailing of this verbal communication, the number of introducers has been increasing.

Offering chances regardless of work years and gender under the policy of “nourish those who are positive”

Amidst the organizational culture which positively supports positive improvement of work and self-enlightenment as described above, the company is aiming at a system to urge challenges in the allotment and employment of human resources. For example, as to cross-sectional work such as the revision of introductory pamphlets, such work is made as a project and is recruiting project members from each division. Even for an employee who entered the company for the 1st year, an opportunity to raise his/her hand and participate in the project is given, thereby, a system that surrounding senior employees follow him/her up and support the challenges to new attempts is made up naturally. On such an occasion, ideas and planning by employees are admitted by their senior employees and the management even if such ideas and planning are minute, and by such admission, the employees get the result of their ideas and planning as well as pleasure by that such ideas and planning are embodied, thereby, the employees hold sense of responsibility and arduous thoughts and work with high motivation.

Realization of right persons in right positions by watching the abilities regardless of the existence or non-existence of disabilities and ages

Similarly, to the employees with disabilities and aged employees, by giving them roles by which their abilities can be revealed to the maximum, watching their good points and bad points, not only their work can be efficiently advanced but also the reliance and respect among employees are occurring.

Currently, the company employs persons with heavy intellectual disabilities as regular employees and they are working simple response to visitors as reception work. Initially, from the care of them that response to visitors would be difficult for them as well as for surrounding employees, the company allotted them to back-yard work, but problems such as they repeated mistakes though many times they calculate, committed tardiness and napped while working became conspicuous. Accordingly, changing the idea, all employees discussed about the excellent field of such a person with disability and asked him for the work which is suitable to him as his role. Concretely, his first characteristic was familiar to persons and he liked the exchange with people, and if so, a conclusion was reached that the delivery of document in reception work was proper to him, thereby, his position was changed. Not only his will of work was elevated by being in charge of reception work, but also by detailed support and guidance by the employees in the same

division, his potential ability was revealed and he positively acted in more work places.

In addition, the company is not setting limitation by age. In 1989, a system where employees can continue to work lifetime regardless of their ages was introduced and the company is positively implementing mid-career employment. For the aged employees with mid-career employment, the improvement of work place environment toward the building of work places where employees can work easily and the lectures at internal training are assigned to them, and currently, the company is employing as regular employees those who excel in the driving school industry as advisers.

Outcomes of diversity management

Expansion of the sales of high price products by the supply of ideas and services by the employees who are “professionals of hospitality”

While the company's basic plan for the acquisition of driver's permit is about 250,000 yen, its “IT-VIP Plan” with various premiere such as prioritized booking and the appointment of instructors sets the amount of 380,000 yen to 500,000 yen (changing according to age) as a product with higher price of 100,000 yen or more.

In 2013, female employees who acquired the qualification of hospitality coordinator grasped the situation where this high price plan's sales did not increase much as a challenge, and proposed the re-building of the branding, starting from the revision of the pamphlet of the introduction of teaching plan. As a result of many improvements and contrivances such as the review of the pamphlet's design with high quality sense but with easiness to take up, the implementation of role play training to find the needs of customers, the improvement of the method of explanation and the preparing of hand-written messages to existing customers so that the value of this plan can be easily transmitted, the ratio of contract outstandingly increased. Specially, the plan enjoyed very good responses by the young people who had anxiety in the acquisition of driver's permit and their parent generation and senior people who thought to acquire the driver's permit at their advanced age, and the satisfaction who used the plan largely improved. As a result, the number of sales of “IT-VIP Plan” increased by 131% compared with 3 years ago, and by the activities whose momentum was the improvement of the plan, the total sales of the whole company significantly increased by 111%. In terms of the number of students at driving schools designated by Tokyo municipal government, the company is continuing to be the 2nd rank in Tokyo and in 2014, the company achieved the largest profit in the past. In addition, the company's service using “niche” which is not directly related to teaching is much popular. In 2007, female employees of the company launched “Sakai Paradise” by which students can receive the services of nail care and massage at 100 yen per one time. The service delicately respond to the needs of young female

customers such as high school students and college students who want to effectively use the waiting time of teaching, and the service is directly connected to the acquisition of new customers as the unique service of the school, being the source to create a new profit.



▲ Nail Service at “Sakai Paradise”

Realization of the improvement of customers' satisfaction and service quality by “service business”

The tackling of the manner training as described above and the study meeting to learn the services of other industries etc. succeeded and not only the sales but also the customers' satisfaction was improved. While the nourishing of human resources is directly connected to the improvement of work, it is contributing to the improvements of customers' satisfaction and good corporate culture.

In addition, these tackling themselves are attracting attentions from outside the industry. Regardless of the kinds of business such as manufacturing business and service business, the visitors who wish to learn the services of the company counts 50 companies or more in total, counting 100 persons or more, and the company's services are being taken up plenty times by various media. The company's versatile services beyond mere teaching using various human resources are heightening not only the satisfaction of customers but also that of the employees and as a result, a good circle which leads to the offering of better service is occurring.



▲ Seasonal layout in the driving school

Commercialization of improvement support service for small and medium enterprises (SME) by focusing on senior human resources who have rich knowhow, and realization of profit expansion and inheritance of manufacturing culture.

Main points

Background and goals of diversity management

- Development of improvement support service by utilizing senior human resources who have rich experience of production management

Specific measures taken for promoting diversity management

- Provision of improvement support service by sales staff and instructor
- Securing and educating human resources who can provide “Sun Staff style” improvement support service
- Flexible way of working to meet the requirement of senior human resources as much as possible

Outcomes of diversity management

- Realization of service contents expansion by focusing on improvement support knowhow of senior human resources
- Inheritance of manufacturing culture by utilizing senior human resources

Data

■ Corporate profile

Year of foundation	1990	Capital	20 million yen
Head office address	Meitetsu Kariya Building 3rd floor, 1-95, Wakamatsu-cho, Kariya City, Aichi Prefecture		
Business outline	Integrated Professional Service		
Sales	2,632 million yen (FY ended March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (As of July 2014)
Number of employees	107 (including 62 contract workers)
Number of employees by attribute category	[Elderly person] 32 (including 32 contract workers)
Average service years for regular employees	6.8 years (male: 6 years, female: 7.5 years)

Background and goals of diversity management

Development of improvement support project by utilizing senior human resources who have rich experience of production management

Sun Staff Inc. (hereinafter referred to as “the company”) is a temporally staffing company established in 1990 for the purpose of utilizing retired employees of Toyota Industries Corporation. In addition to the integrated professional service including engineer dispatching, the company is expanding its business toward improvement support service for manufacturing, intellectual property (IP) services, and plantation & landscaping services. When the company was established, there were many senior talented persons who reached retirement age but were still doing well and had will to work. Therefore, creating job where they can use their accumulated experiences and skills was needed. Moreover, there were many women in the neighborhood who quitted job upon marriage or childbirth. In order to utilize manpower of such seniors and women, the company has dispatched human resources to Toyota Industries Corp., its affiliates, and local companies/government. Because the competition among temporary staffing companies was fierce, however, the problem was to differentiate from other companies and build the company’s own strength. Moreover, a new action was needed to regain Toyota’s brand image since the criticism against temporary staffing companies became stronger after Lehman shock. Under such circumstances, the company started providing improvement support service at SME’s manufacturing site by making use of accumulated rich experiences and skills of seniors who retired a major manufacturer, instead of limiting senior’s workplace only to temporally easy work, and differentiated from other similar companies by enhancing support for SME revitalization.

As a part of temporally staffing business, a senior talented person having experience of on-site mentoring visited a customer SME for consulting and carried out on-site improvement through the discussion with a business owner. Such cases were accumulated though it is small in number. Spurred by entrustment of the “production management supporting project for manufacturing SMEs” initiated by Aichi Prefecture in 2010, the company started full-scale improvement support at SME manufacturing site. Thus, the company has expanded its business while educating mentors, by focusing on entrusted “manufacturing improvement support” project as one of its core business.

Specific measures taken for promoting diversity management

Provision of improvement support service by sales staff and instructor

To initiate “manufacturing improvement support” project, the company relied on several seniors who had experiences in improvement support at SME factory.

Because the company received some applications soon after the company started recruiting for the project entrusted by Aichi Prefecture, the company believed that there is a need for improvement at SME production site within the prefecture, and increased customers while increasing mentors.

As implementation of improvement assistance, basically the instructor in charge visits the company to assist twice a month, and implement the meeting at the time of opening and closing. Plan of the day is checked and relevant basic training is conducted if necessary in a meeting at the time of opening. Items to be implemented until next session are confirmed in the meeting at closing, manager and person in charge are supposed to attend either or both meeting. Since most of our subjects are family owned company, we believe that communication with person in charge is important above all, therefore, we request the customer an opportunity for it beforehand so that smooth support can be established. Besides visiting twice a month, inquiry and progress report regarding subjects presented at the visit are communicated by e-mail and by phone. Our attitude of aggressive involvement is evaluated from the customer, and it has led to the building of trust.

In addition, a sales staff in charge involves closely between the client company and the instructor from the stage of pre-contract. He listens to client’s needs and match them with the strength of each instructor, and when there is a misunderstanding between both parties, he plays a role that to carefully explain the meanings of the improvement activity to the management and person in charge from objective viewpoint. Thus by a careful support of sales staff in charge, the real situation of the improvement activity which used to be left to the instructor only become mutual with sales staff. Based on those, the sales staff in charge organizes know-how and a skill of the improvement support service and once again it is shared among every instructor. Through the sharing, an individual success experience becomes standardized as the company’s own service, and it enables the provision of high-quality services.

Securing and educating human resources who can provide “Sun Staff style” improvement support service

As improvement support which implemented by staffing service of the company until 2009, dispatched personnel was giving so to speak a improve guidance in own way, on the basis of their own experience. However, upon starting of new service of the company, existing method causes unequal service quality by the instructor or relationship with client. when is going to expand as the company’s services, by trainers in this way, or by the relationship and support destination, it would come out variations in the quality of service. In addition, the majority of the instructor is basically the former employee of Toyota Industries, however former employee of other company is also employed, then, in many cases, the methods such as production management are different from the instructor’s background company.

So, firstly, regarding training methods of senior human resources for future instructor, we tried to standardize as much as possible, and started the action that to align the

service standards of our company and providing it to the customer. For example, instructors basically visit SME client twice a month and present improvement support of field, once it is completed, a report shall be submitted within a day or two, and there is a system that the instruction contents and improvement situation can be shared by the other staff. In addition, progress report, etc. are discussed in the monthly meeting of all instructors. If there is a problem, sales staff in charge starts a follow-up and coordinate with client's needs again as well as the system is able to improve instruction method of the instructor. (To be described later)

Careful attention is paid to the case such as the senior human resource as an instructor has too much confidence in his experience and skills. Customers we approach are holding some kind of concern toward the improvement method in the past or progress of activity and often unconvinced with "Basic of improvement." Many of them start thoroughly from the basic construction level of "3S" ("sort," "set in order," and "shine") which is previous stage of the "5S". Without consideration of that situation, if an experienced instructor gives guidance in the tone of "You cannot do even such an easy thing," there is a possibility that the communication with the customer would be no longer maintained.

The instructor is required to have know-how of improvement and skills that to understand the client's needs, to share the goal, and to indicate calmly the appropriate road map towards that goal. In that sense, not everyone who has experience in production management can become an instructor, and the company secured the instructor who can provide high-quality instruction by advance checking of suitability which the candidate can share the same viewpoint as SME and explain upon supporting them.

In this way, the quality and quantity of instructors have been gradually improved, and today, there are 16 instructors between age of 53 and 70, whose average age is 65.7, and they are providing improvement support service to SMEs in Kanto and Kyushu area as well as Aichi prefecture. In addition, the category of client industry is expanding to various industries such as textile, food, and aviation as well as transport machinery-related industry.



▲ How the instructor performs the guidance for improvement in the field

Flexible way of working to meet the requirement of senior human resources as much as possible

As senior human resources can work continuously, the individual's lifestyle is taken into account as much as possible regarding the way of working. For example, hearing their request of working style in advance such as, "Full-time employment with 16 days or more per month," "Full-time with three days a week," and "5 hours a day," and while taking industry sector and location of companies who wish the improvement support into account, the number of company to be in charge is adjusted. Some instructors are busy with visiting the four to five companies in charge.

In the current situation, most of the clients are in Aichi Prefecture, however, as described above, there are some requests from the companies in Kanto and Kyushu, for example, there is a contract in the schedule of "three days and two nights, once a week."

Outcomes of diversity management

Realization of service contents expansion by focusing on improvement support knowhow of senior human resources

After we started the efforts of improvement support service as an "improvement support service for manufacturing" business, a large ripple effect has occurred not only on this business, but also on existing businesses.

Firstly, as for the "improvement support service for manufacturing" business, the sales are significantly increased from 600 million yen in 2009, to 1,700 million yen in 2012 after the commercialization, and to 2,300 million yen in 2013. In 2014, the company made consignment contract of Aichi Prefecture improvement support service business and Kariya-city improvement support service business, then the company has grown to estimate 56 million yen, which is more than double to the previous year. Although the efforts are made while receiving consignment of the government business, there are many inquiries from SME who obtained the results of the company's improvement support service. In addition, in response to the expansion of the industries and regions of customer in this business, the range of our customers has greatly expanded.

Furthermore, triggered by improvement support service, there are many examples leading to an order of our temporary staffing and professional dispatch service. Especially, since the sales staff give improvement support service to the customer and they are able to understand client's business challenges, the company become able to dispatch useful personnel by matching to customer's actual state and situation, rather than "Just sending a staff" As a result, satisfaction and business achievements of customer has been improved greatly. Thus, it has been built that the mechanism to put the customer's business on the right track by using improvement support service and staff dispatching as two wheels to be well balanced. In addition, while providing improvement support services, the company become able to aggregate know-how and the

skills that existed only in individual staff, and by summarizing these, the company has also begun to deploy as an educational service. For example, the company utilizes educational contents such as “basic knowledge of the manufacturing,” “Toyota style manufacturing,” and “improvement,” and expands the curriculum specialized in manufacturing. Using this, it is started that contract service to provide education for new employee in the related companies of Toyota Industries Corp. and customers who took our improvement support service. In case of SME, only small number of person can be employed and it is often difficult to prepare the educational program of own company for those few employees. By gathering several SME with such problem, the company fixes the environment where SME can employ new staff with confidence by providing an opportunity to teach basics and essence of the manufacturing.

Inheritance of manufacturing culture by utilizing senior human resources

“Improvement support service for manufacturing” business, also contributes to the promotion and inheritance of manufacturing culture of SME in the area. “Improvement” were often penetrated only to large enterprise or primary and secondary subcontractors, however, there is room for improvement activities to the SME of the region which become the foundation of manufacturing in Japan, and managers of the company are strongly conscious that those SME is the one who has the hidden technology to support the future of the industry. Therefore, we focus on

development of human resources that can make improvement while in close contact with the field of SME businesses.

Such efforts of the company are evaluated also outside the company, and the numbers of media exposure such as newspaper, are more than 50 times. In addition, combined with the actual results of consignment business from local government, awareness and image of the company’s business are improved, also inquiries from customers are increased significantly.



▲ Improvement instruction from factory worker’s point of view

Sharpening the “Ability of employment” by employing person with intellectual disabilities and homeless, and developed from the cleaning industry to the park management business.

Main points

Background and goals of diversity management

- Implementing the employment of person with disabilities in the corporate philosophy and to promote with assistance of specialized agencies

Specific measures taken for promoting diversity management

- Organization construction and field support to avoid the burden kept in the field
- “Utilization” of person with disabilities by the business subdivision and work distribution with personal aptitude
- Starting homeless employment based on support system developed by the employment of person with disabilities

Outcomes of diversity management

- Expanding business to a designated administrator of the city park from the building maintenance
- Contributing workplace communication and self-esteem improvement of employees

Data

■ Corporate profile

Year of foundation	1980	Capital	10 million yen
Head office address	2-7-23 Kujo-minami, Nishi-ku, Osaka City, Osaka		
Business outline	Maintenance of public facilities and operational management of the city park		
Sales	492 million yen (as of March 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non consolidated (as of July 2014)
Number of employees	149 persons (including 47 non-regular employees)
Number of employees by attribute category	[Persons with disabilities] 27 persons (including 1 non-regular employee), Employment rate of persons with disability 28.05%
Average service years for regular employees	4.0 years (4 years for both male and female)

Background and goals of diversity management

Implementing the employment of person with disabilities in the corporate philosophy and to promote with assistance of specialized agencies

BIKOH CORPORATION (hereinafter referred to as “the company”) was founded as the building maintenance company in 1980. Undertaking park cleaning, etc., through the encounter with “Osaka intellectual disability employment promotion building services business cooperative” (commonly known as EI Challenge), the company began to actively implemented the employment of people with disabilities. EI Challenge is a union established as a part of the “welfare initiative of the government” (this means as follows : “Efforts to support the self-reliance” as creating employment opportunities for people with disabilities, single mothers, and seniors through ingenuity and improvement of policies on the basis of cooperation in fields of housing, education, and labor, while reviewing all areas of prefecture government from the welfare point of view) in Osaka Prefecture from 1999. Vocational training and employment support for severe intellectual disabilities has provided by them, and the company began involved as an accepting side in 2003. Acceptance of person with intellectual disabilities had started by the company as it is secured that sufficient support is provided by EI challenge since they understand the characteristics of each and every person with disabilities and multiple support group of disabilities are the constituent members.

There were some difficulties in the beginning, for example, a staff put too much force in sweeping the fallen leaves and scratched the soil during the park cleaning, however, as contacting with person with disabilities who work hard, the company recognized the necessity of the employment of person with disabilities which shall be tackled seriously. Therefore, trying to position the employment of a person with a disability as part of the corporate management rather than CSR, the company set a “society that values the ties with the people and the environment” as a management policy, and implemented a variety of organization improvement.

Specific measures taken for promoting diversity management

Organization construction and field support to avoid the burden kept in the field

In cleaning business, sometimes the eye of director cannot watch the details since the work site is away from the headquarters. For that reason, when hiring the person with disabilities, it is essential to develop a system that the burden is not taken only the field by eliminating the difference of perception between the actual instructing field and headquarters.

So, on-site full-time support person with knowledge of the disabilities is placed, and a flexible guidance in accordance with the degree of the individual disability was

implemented upon the unification of the chain of command for the person with disabilities. In addition, it was decided to provide many opportunities for communication between headquarters and field personnel such as to conduct case conferences regularly in order to avoid the case that full-time support person is saddled with the worries and challenges in the field.

Furthermore, it has established that a system to solve the problems by company-wide by providing a contact to full-time support person can be consulted at any time in the headquarters, and requesting on-site assistance to temporary job coach from EI Challenge or others.

In addition, in order to maintain the openness of the company, meetings including the third party are held periodically. In case that an idea to benefit the person with disabilities actually becomes a burden, it is difficult to object internally, however it is easy to comment the objections and alternatives for the outside experts. Taking such process, employment has been promoted while exploring the way of support that would lead to true ability development, not to press the convenience of the employer.

“Utilization” of person with disabilities by the business subdivision and work distribution with personal aptitude

It is difficult for person with disabilities to be a “force” in reality by doing exactly the same content and procedures as other employees. However, by determining the characteristics of person with disabilities, it is possible to process the amount of work that corresponds to the “one person”. In this way of thinking, the company has been training a person with disabilities as an important force by allocating the work of “one person” to each employee regardless of the disabilities.

For example, as for the toilet cleaning of buildings, the process can be subdivided into more than 10 complicated steps such as cleaning of the toilet bowl, replenishment of toilet paper, and wiping a faucet, etc. Normally, the area of assignment is allocated on the assumption of all this 10 processes done by one person, however if there is a person with disabilities who is good at only three of the processes, he is assigned as in charge of the three processes and works while changing the location. In this way, it is possible to delegate the work to person with disabilities while preserving total number of staff at work by subdividing the work and careful combination of the strong and weak points

Work distribution that meet the individual characteristics such as described above, is basically discussed in the case conference to be carried out once a month, however the daily arrangement on-site is done by full-time field support person and personnel in charge at the head office. Staff selection and schedule management is implemented in the headquarters, and it has sent to the person in charge on site. Gradually the procedure goes smoothly without the intervention of the headquarters, and there is a system that can capture the problem across the company when there is any problem.



▲ Everyone processes work of one person by utilizing the “Strength”

On the other hand, there is a case that improvement for smooth the work of person with disabilities will lead to the development of universal design, and there is also a case that leads to the efficiency of the work. There are instructions with lots of pictures and photos, and improved easy-to-use cleaning tool provided for the person with disabilities who is difficult to understand the words, as a result, it becomes easy to understand and easy to use for everyone, regardless of the disabilities. Understanding of the customer, who is a consignor, is essential to such innovation. For example, to make easier distinction of the two emergency stairs in one floor, we proposed an idea of setting both stairways as “stairs of the red” and “stairs of the blue” by putting a small sticker as a sign to the customer and it is adopted. As a result, it also helped as an improvement of the universal environment which is easy-to-understand for all users.

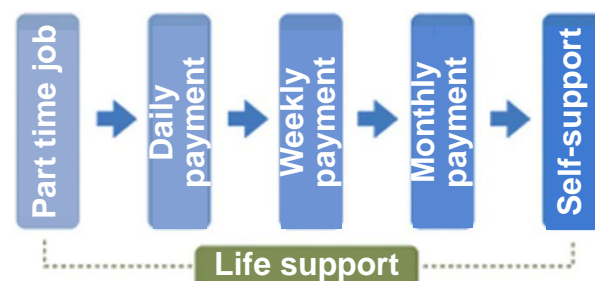


▲ Operation manuals with many pictures and photos

Starting homeless employment based on support system developed by the employment of person with disabilities

While carrying out cleaning work of the park as well as the building maintenance business, we began to feel that the presence of the homeless cannot be ignored. As our business is supported by taxes of citizens, beautification of the park is regarded to be essential as the customer (= citizen) services, and it was decided to hire the homeless to be involved in the cleaning business.

Upon the homeless being in the operation, the variety of ideas that have been worked on in the company through employment of person with disabilities has been applied successfully. Work itself in many cases goes smoothly by applying the construction of the acceptance structure on-site and instructions with the visual information, etc. However, as the relevant life support is also required in the case of the homeless employment, it started with a series of trial and error. The cases such as not showing up after single failure or returning to homeless by spending all the salary at once were repeated continuously. The Company cooperated and discussed the measures with supporting organization for self-support of the homeless (a NPO corporation of Kamagasaki support organization) regarding the issues in life aspect. And, it has implemented that a support to put life and job on a track gradually while providing life support such as “OK to comeback” system (to allow the re-employment after leaving the work) and payroll by installment.



To have regular daily work,
To spend money correctly
To avoid troubles in life

▲ Process of homeless working support

Outcomes of diversity management

Expanding business to a designated administrator of the city park from the building maintenance

In 2003, comprehensive evaluation general competitive bidding system in 2003 has been introduced to the facility cleaning business in Osaka Prefecture, and not only cost but also public nature (such as implementing the employment of persons with mental disabilities or with difficulty in employment as “consideration for the welfare”) has been evaluated which was a positive impact for us. As

the contracts with government agencies increase, social evaluation from the private building owners increase, and this contributed to the growth of business result. In addition, as our achievements in employment of person with disabilities and homeless along with the achievements of cleaning business are evaluated, we accepted order for management of two of the Osaka prefectural park which is led to secure stable revenue, such as Sumiyoshi Park as the designated administrator in 2006 and Kyuhoji Green Park in 2010. Therefore, we have been working on problem solution of community in the aspects of both hardware aspects such as maintenance of the parks and software aspects such as operational management by utilizing a variety of human networks and resources which we have developed, and it becomes the company's strengths and creates a virtuous cycle that leads to the next order.

Also, since the cleaning business is a labor-intensive industry, it is difficult to survive without "ability to employ" the people with various backgrounds. The company is able to respond to the era of labor shortage in the aging society with fewer children and expand its business while we have accumulated the skills and know-how to employ and utilize people who need life support such as persons with mental disabilities and homeless.

Contributing workplace communication and self-esteem improvement of employees

Since the communication between the field and headquarters improved in the response to employment of person with disabilities, traditional issue that information sharing has been difficult due to scattered workplace is resolved, and now it is possible to take more close attention to understanding of the work and status of each and every employee, regardless of disabilities. In addition, a feeling of togetherness has been built by sharing the consciousness of social contribution and the sense of accomplishment with all employees while working with persons with disabilities, and employee satisfaction is improved as a result.

Especially when the company won the grand prize of Osaka Heart full company award in 2005, there was a staff who put the copy of the award certificate on the wall, thus, more employees become proud of the company's efforts and work actively on daily business. Awards and lectures in public have notified each time to the staff, so motivation and professionalism of our employees has been improved as the company's social awareness and evaluation increase.

Practice the barrier value which regards disability as a value, creates new businesses, and expands activity opportunity of persons with disabilities.

Main points

Background and goals of diversity management

- Business deployment which harnesses eyes of party concerned with disabilities
- Value which can be offered just because there is a “barrier = disability”
- The adherence to being a “company”

Specific measures taken for promoting diversity management

- In order to make the environment in which employees can work easily, preparation of IT tool was put into practice.
- Various ways of working of persons with disabilities are realized from expansion of the existing business.

Outcomes of diversity management

- Large increase in business efficiency by ChatWork introduction
- New business creation is expanded by the increase in efficiency of business.
- Cognitive expansion and securing talented-people through the heart chair project

Data

■ Corporate profile

Year of foundation	2010	Capital	9 million yen
Head office address	Shin-Osaka Matsushima Bldg. 8F, 3-8-15, Nishi-Nakajima, Yodogawa-ku, Osaka City, Osaka		
Business outline	Consulting of universal design		
Sales	39 million yen (term ended in May, 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of February 2015)
Number of employees	14 persons (un-regular: seven persons among them)
Number of employees by attribute category	[Persons with disabilities] Five persons (un-regular: one person among them), 40% of person-with-disabilities hiring rate
Average service years for regular employees	1.5 years (male: two years, and female: one year)

Background and goals of diversity management

Business deployment which harnesses eyes of the parties concerned with disabilities

Mirairo Inc. (hereinafter referred to as “the company”) is a venture business which the president established at the time of university enrollment in school in 2010. Hardware sides accompanying universal designing of stores, equipment, products, etc., such as plans and design, and consulting of soft sides, such as service provided at a store and education to a service provider, etc., are the main business, and solution of the universal and potential problems which arises at places that various persons including persons with disabilities use, such as commercial establishment, educational facilities, hotels, and wedding halls, is aimed at. The president himself has a disability called congenital osteogenesis imperfecta, and 40 percent of the employees have some disabilities and provide the service from the viewpoint as the party concerned.

By having enforced “the law about promotion of facilitation, such as migration of elderly people, persons with disabilities, etc.,” in December, 2006, barrier-free means of transportation progressed quickly and it became easier for persons with disabilities and elderly people to go out than before. On the other hand, as for the present condition, there are many points that a store, a service, and barrier-free products themselves are not still progressing. The company is continuing activities every day by realizing really valuable barrier-free and universal design taking advantage of the points understood or recognized by the parties concerned with disabilities of limbs, vision, hearing, etc., in order to produce facilities, stores, and goods not only for persons with disabilities but various other people.

Value which can be offered just because there is a “barrier = disability”

Experience of the president’s school days has influenced the background of the floatation strongly. The president was working for a certain web-page design service as a sales person, and the performance was very good with the business even in a wheelchair at the time of a freshman at college. The then president said, “It is a strong point that a customer remembers you as a business manager. You could do that just because you could not walk.”

The president looks back upon those days, saying, “I felt that some switches changed.” “There are things you can do not even if you cannot walk but because you cannot walk.” The “barrier value” which is the corporate philosophy of the company is borne by the president’s real experience.

The idea of the barrier value which began from the ability “to do just because you cannot walk” is the concept which is not necessarily applied only to persons with disabilities, but is applied to people who feel a certain inconvenience in society in common from elderly people, to foreigners, and to those that are employing a certain complex. Although the service for mainly practicing barrier value focusing on persons with disabilities is provided now, it aims at producing new value and returning it to society in

the future by harnessing the viewpoint of various people who have felt inconvenience in society until now, as well as persons with disabilities.

The adherence to being a “company”

In realizing barrier value, the president put emphasis on enterprise continuity. When you think that you want to give a certain impact socially, working, for example as a volunteer is also possible. However, you have to continue for a long time just because it is socially important.

Thinking that it cannot be continued without both wheels of sociality and economical efficiency, the president decided to take the form of incorporated company when realizing barrier value.

Specific measures taken for promoting diversity management

In order to make the environment in which employees can work easily, preparation of IT tool was put into practice.

40 percent of the employees working for the company have some disabilities. As the poor health or injury due to disability cannot be predicted, it may be sometimes difficult to go to office depending on the case. So, in the company, preparation of IT tool by which usual work can be done is provided so that daily business may not be influenced by the physical conditions.

By using a chat tool called ChatWork, the enforcement and progress management of a project is possible through the videoconferencing of remote places, and specifically, business can be performed at your pace at the house according to the physical conditions. Furthermore, read-out function is given to this chat tool, and if this is used, a person with vision disabilities and a person with hearing disabilities are able to take communication, for example. It has a structure which you can work whether with or without disabilities.



▲ Operating scenery using ChatWork

It was a chance that development of ChatWork notified the company that ChatWork, Inc. furthered development of the tool which was easy to use for a person with disabilities. By consulting about accessibility correspondence of the company, the product development and marketing by ChatWork, Inc. with the eyes of the party-concerned with disabilities became possible, the company was led to

getting easier-to-use IT tool on one side, and it was able to realize the increase in efficiency of business. It is a joint research with big merits for both sides, and it is a tool indispensable especially for the company now.

Various ways of working of persons with disabilities are realized from expansion of the existing business.

It is also in reality that occupational descriptions or a place of work in which a person with disabilities can play an active part is still limited. The company creates various opportunities for persons with disabilities through expansion of the existing business.

The company is conducting training business to tell various people the measures for persons with disabilities and elderly people called “universal manners” and the correspondence method is undertaken by the foundation. While repeating the training and the lecture arranged for companies, administration, or schools, curricula are selected carefully and gradually and we are releasing “universal manner official approval” qualifying acquisition of universal manners in the 2013 fiscal year, and has begun to put power also into the establishment of the authorization lecturer system and expansion of educational curricula that perform manner training more than before.

Conventionally, several members around the president were taking charge of the lecturer of universal manner training. Expanding the training business and continuing it only by some members has a limit, and talented persons who can carry out a program required for training all over the country were required. The company is creating the environment where a person with disabilities can play an active part by accelerating simultaneously expansion of universal manner official approval, and training a lecturer with disabilities. Now, the number of participants or lectures of the training exceeds a total of 10,000 persons, and the examinees of universal manner official approval are also over 3,000 persons. Two lecturers with disabilities are playing an active part in Tokyo and Osaka each, and it has led also to creation of the place where a person with disabilities works with the spread of training or official approval.

Outcomes of diversity management

Large increase in business efficiency by ChatWork introduction

By having put preparation of the IT tool into practice, the environment where a person with disability can work was improved, and the increase in efficiency of business was realized, without expanding the number extremely from the conventional number of employees.

Before introducing the IT tool called ChatWork mentioned above, even if you managed the employee’s time in any way, the capacity of the customers who you can respond to simultaneously was about seven companies. Sharing the information on plural jobs among employees took time,

and since there were many customers whom one person is corresponding to and the frequency of communications was high, the mistakes of duplication of correspondence due to occupational cases, and failures of connection, etc. had also occurred frequently. However, after introducing the chat tool, the efficiency of work increased, and the synchronization of a project can be controlled now up to 27 companies, that is about 3 times. Two or more employees are involved and one project is carried out, and it is because optimum distribution of information and a quick share were attained by introducing the chat tool. As a result, the frequency of telephone or mail exchanged between employees and customers for work content or schedule check decreased, and each company member could concentrate now on the required work. While 4 or 5 staffs were required when managing one project conventionally, only 3 persons could manage it after tool introduction. When a leeway of time was given, the mistake of work also decreased sharply and the work could be done by the minimum staff and time distribution. As the businesses which can responded to at once increased, the company has realized the increase of sales of business and the increase of the number of orders received.

New business creation has been expanded by the increase in efficiency of business.

In the company, it became possible to increase business efficiency by IT to put power into creation of various new businesses besides the above-mentioned universal manner official approval or an authorization lecturer’s training.

One of them is a mask investigation business. The company cooperated with the major company which conducts mask investigation in 2014, and the party concerned with disabilities visited stores and institutions as monitor investigation and started the service to evaluate how the store actually changed through the attendance of the training etc. which the company offered. Although there are many requests of the persons with disabilities “to work as a part-time job,” work is actually limited. If it is a monitor investigation, it is possible to get a counter value because the wheel chaired party concerned actually goes to a store, evaluates how it is from experience of the party concerned and reports the result.

Moreover, in addition to a store or an institution, monitor investigation of products is also planned to be started from now on. The person in charge of the company visited the institution himself, and since the conventional product development was conducted with the questionnaire survey on every person with disabilities, it had required time and labor. Drastic reduction of cost is expected because people of the party concerned with disabilities perform monitor registration and not only store investigation but monitor of products is carries out.

These enterprises themselves have incorporated the idea of the company of “changing disability into value,” and expanding the opportunity of activity of a person with disabilities by expanding all over the country more than before is expected.

Cognitive expansion and securing talented-people through the heart chair project

The idea of barrier value is valid also in the case of the East Japan great earthquake. The company thought “there might be no wheelchair there and people might be troubled” due to the tsunami damage in the case of the earthquake disaster, and carried out the “heart chair project” which sent about 200 wheelchairs to stricken areas. Although active conduct of business was stopped about three months for this activity, the situation of that measure was reported also in the national edition and the overseas edition of NHK, and it brought a result of the activity of the company being taken up through many media after that while it obtained various support for activity.



▲ The situation of the heart chair project

As the cognition of the company was expanded with the national level, entrance candidates increased and it is possible to secure talented persons including persons with disabilities.

The company continues creating the value which can produce “barrier value” just because there is a difference as core from now on.

Earning the trust of customers based on precise and accurate disassembling operation of the person with disabilities and aiming for the top runner of the industry at a steady development.

Main points

Background and goals of diversity management

- Converted into a “human mind attend company,” with one person with disabilities as a start
- Corporate value improvement by “Company to work with people with disabilities”

Specific measures taken for promoting diversity management

- Realization of the Code of Conduct and corporate culture innovation through the introduction of various initiatives
- Efficient and warm workplace with a combination of persons with disabilities and seniors
- Cooperating with supported employment type A establishment in order to expanding the support for person with disabilities

Outcomes of diversity management

- Persons with disabilities and seniors as a force, contribute towards “recycling rate of 100%” and business expansion
- Improving employee satisfaction and success in staffing by corporate culture innovation

Data

■ Corporate profile

Year of foundation	1957	Capital	90 million yen
Head office address	2-4-10 Hishie, Higasiosaka City, Osaka		
Business outline	Collection, transportation and processing of recycling industrial waste such as communications equipment, switching equipment, and computer, etc.		
Sales	3,645 million yen (as of February 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Non-consolidated (as of January 2015)
Number of employees	201 persons (including 55 non-regular employees)
Number of employees by attribute category	[Persons with disabilities] 7 persons (including 2 non-regular employees), Rate of the employees with disabilities: 3.5% [Seniors] 27 persons (including 23 non-regular employees)
Average service years for regular employees	5.7 years (Male 5.8 years, Female 5.5 years)

Background and goals of diversity management

Converted into a “human mind attend company” with one person with disabilities as a start

Sanyo Shoji Co., Ltd. (hereinafter referred to as “the company”) was founded in 1957, engaged in the recycling industry of communications equipment and computers. During the current president, who succeeded the predecessor in 1999, expanding further business, it becomes a turning point that hiring one person with disabilities due to the consciousness of the community contribution in 2001, and the direction has started to change for “Establish a company with heart to heart communication”. Until that time, the new president had pursued “To make money” as the company’s mission, however, when he saw the person with disabilities do his job clumsily but with attitude of honesty and sincerity, he realized that “There is a better things to do than making money.”

Starting from there, the company has re-defined itself from the recycling business, so to speak, “A company to take on the dirty job”, to a “A company to convey the “THANKS” to the earth”, and at the same time, “Welfare and Benefits projects” had implemented as top-down in order to develop systems and environment for employees to work comfortably step by step, such as long holiday system, full five-day week system, canteen installation and free lunch service, uniform cleaning service, company outing, and cost subsidy of employees gathering. In addition, “To hire 50 people of persons with disabilities” was set as a target in 2003, and the number had increased from 18 in 2007 to 41 in 2009. Also, by shifting an operation which originally outsourced into in-house operation by persons with disabilities, a system to have both employment of persons with disabilities and business operation was established.

Corporate value improvement by “Company to work with people with disabilities”

Of course, welfare point of view is not the only reason to employ such number of the persons with disabilities, there was a social demand required for the recycling industry in the background.

More than a decade ago, importance of compliance increased, and strict compliance system had been a standard for determining the value of a recycling company. In the current situation that the standard has shifted gradually to recycling rate and many of the recycler had achieved it, the standard for a company value engaged in recycling industry is focused on environmental contributions and employee satisfaction.

The company practices that by realizing corporate philosophy through working with person with disabilities

and the seniors and making all employees to work happily rather than simple numerical value, such as “person with disabilities employment rate”, in that sense, the fact that employees with disabilities being active in the company is one of the help to increase the corporate value.

Also, since persons with disabilities actually have the aptitude to repetitive operation, their precise and accurate disassembling operation earns the trust of customers and increases productivity, and it has contributed to the company’s business expansion. (to be described later)

Specific measures taken for promoting diversity management

Realization of the Code of Conduct and corporate culture innovation through the introduction of various initiatives

As well as to clarify the management philosophy as described previously, the Code of Conduct that has been stated was also re-defined. Based on the Code of Conduct which has been defined as “words, behavior, and appearance with dignity” conventionally, “SKH activity” has implemented from April 2008. aiming that “As a human being, before being an employee of the company, to be respected by colleagues, business partners, and community and to establish a corporate culture that everyone can respect each other equally”. As S means “SAN (Prefix)” for prefix activity, K means encouraging activity of honorific, and H means an action with dignity, it is aimed for the company where every employee can communicate equally regardless of his title or disabilities. In the beginning, there is a hesitation among employees to call president name with “SAN”, however while trying as company-wide activity, the way of communication has been changed due internalization of each “SKH activity”. In addition, as for the Code of Conduct, it is re-defined as three points of “greeting” “cleaning”, and “SKH activity”, and they are combined to slogan as “Ao SORA (Blue sky)ACTION!” and held out extensively. Since the code of employee to return is stated clearly, it is enabled that penetration of the corporate philosophy which is difficult to implement by the words.

Since 2010, 360-degree feedback has been implemented in order to realize the “looking back and growth of the manager” and “open atmosphere”, and it is introduced that a system which is subjected to board members and executive officers for being evaluated by their subordinates. As necessary skills and abilities which are required for manager, such as “interaction with person of lower rank,” “reliability in emergency,” “attitude toward mistakes,” “understanding of the skill development,” are clarified specifically, it has implemented that ability development of managers by individual feedback.



▲ SKH Activity badge



▲ Code of Conduct "Ao SORA (Blue sky) ACTION!"

Efficient and warm workplace with a combination of persons with disabilities and seniors

As for operations which mainly engaged by persons with disabilities, there are field work, including the disassembly of the personal computer, and the data input with telecommuting which mainly performed by person with disabilities in the wheelchair, and since 2008, the car wash equipment is introduced in order to broaden the opportunity of employment, then internship students with disabilities are accepted.

Recycling operation of communication equipment, etc. conducted by the company, there are many tasks to be considered in security such as the disposal of personal computers, servers, and mobile phones. Especially, upon the disposal of large amounts of personal computer, it is necessary to accurately count the number of hard disk that was discarded, and there, particularly the accuracy of the employees with intellectual disabilities has been demonstrated. Since the loss of the hard disk is a problem that is directly connected to the information leak, the number of the discarded and the delivered must match exactly, and person with disabilities will never be ambiguous to cheat the number and will surely finish the operation. This accuracy and reliability is supported by the clients, and it has led to continuous orders.

Efficiency comparison of working hours

Time comparison

Item	General staff	Challenged	Time efficiency
Laptop PC	15	6	40%
Desktop PC	12	3.8	32%
Mobile phone(Drill press)	1	0.5	50%
Bar-code memory	Input mistake	NO Input mistake	

* Time unit represents minute per one item

* Person with disability called "Challenged"

▲ Efficiency comparison of working hours

In addition, the senior mentor employees who were skilled in the operation attend in the actual work site. As they spend together in morning meeting, cleaning, and the disassembly operation, they build a relationship to tell a private matter. Since the senior employees who have rich life experience, help persons with disabilities like their grandparents, it is able to support in private life as well as in the company.

Cooperating with supported employment type A establishment in order to expanding the support for person with disabilities

As the employment of persons with disabilities started in full-scale from 2003 and has established in the company, it has reached to 53 people, and the disability employment rate was achieved 20% in April 2012. Until then, the company staffs have taken further step to take care even of the living aspect of persons with disabilities, however it gradually becomes difficult to provide enough support as the number increases. So, the company has cooperated with supported employment type A establishment, Work-Work (hereinafter referred to as "Work-Work"), trained professional staff was deployed in order to achieve the hospitable support which can maximize the ability of person with disabilities.

Persons with disabilities who were employed in the company were transferred to Work-Work with the exception of the seven, with the establishment of Work-Work. At that time, an interview was conducted one by one along with the guardian, with careful explanation that to develop a life support system and extensive work environment than before. In addition, it is set not to lower the salary levels.

The current business is commissioned from the company to Work-Work, and employees of Work-Work are doing the company's work. Operation content and work location are basically the same as before transfer. Although only the working hours become 1 hour earlier as 8 o'clock - 16 o'clock, all the series of operations such as the morning meeting, radio exercise, and cleaning are performed together.

In addition, from the point of view of the reasonable accommodation with the professional staff, creative arrangements are made throughout the workplace. For example, when fractionating components in the process of dismantling, work efficiency is remarkably improved by which to be able to determine by visual descriptive marks such as rabbits and sheep. On the other hand, as part of welfare and benefit, events such as dinner and recreational games of employees are organized as a holiday training programs which are aiming to motivate employees. External expertise by cooperation with Work-Work is beginning to be fully demonstrated, such as the other employees to participate aggressively in workshops and seminars related to disabilities more than ever to deepen the understanding.

Outcomes of diversity management

Persons with disabilities and seniors as a force, contribute towards “recycling rate of 100%” and business expansion

As mentioned previously, the high efficiency of the dismantling work and the accuracy in the security information disposal work of person with disabilities had improved reliability from the customer to the company and business expansion. By skilled in the work of hand dismantling of personal computers and mobile phones, some persons with disabilities finish the work in about 5 minutes while regular staff takes about 20 minutes. In this way, as well as the time efficiency, delicate hand dismantling contributed to the company's aim of “recycling rate of 100%”, and now the recycling rate has reached to 97%. Thereby, the added value of the material increased, and it has led to the improvement of profitability. Recently, recycle facility in Tokyo and Nara are opened other than headquarters of Higashi-Osaka for business expansion.



▲ The demolition work personal computer

Improving employee satisfaction and success in staffing by corporate culture innovation

A corporate culture that all employees can work with caring each other regardless of the age or disabilities, have been constructed while realizing a comfortable working environment for persons with disabilities. It can be said that it have been paid off that the realization of the corporate philosophy and action guidelines by the top' strong will, since the degree of satisfaction result of “Employee Satisfaction Survey” has improved to from 58.5% in 2009 to 71.4% in 2013.

In fact, the energy and dedication of the persons with disabilities affect the entire company to change as the vibrant workplace, and then it enables us to employ excellent human resources of new graduates of universities and Masters Degree who have interested in environmental business recently. Also many new employees who are attracted to the open atmosphere and work environment, have joined and it has led to a further leap forward of the company.



▲ Secular change of “Employee Satisfaction Survey” result
 ※ Comparing attributes are the average of the company of “number of employees 200 to 500 people”

Persons with disabilities and single mothers with the volition to commit and capability are positively employed and obtaining the opportunity of new businesses expands.

Main points

Background and goals of diversity management

- The place of the employment for taking advantage of “social loss” is created.

Specific measures taken for promoting diversity management

- Environmental management which makes operating at home and a remote place is facilitated.
- A setup of the clear rule which guarantees the method of the work united with the individual situation
- An employee grasps the task progress and physical conditions mutually by everyday information sharing.
- The operating assignment according to characteristics and implementation of fair evaluation

Outcomes of diversity management

- Starting with the system “SPIS” developed from the experience of the persons with disabilities themselves, all employees contribute to business expansion

Data

■ Corporate profile

Year of foundation	2000	Capital	3 million yen
Head office address	Ichikura Bldg. 4F, 2-2-4, Yariyamachi, Chuo-ku, Osaka City, Osaka		
Business outline	Trust development of business management systems for SMEs		
Sales	52 million yen (term ended in March, 2014)		

■ Data for employees

Consolidated or non-consolidated / Date	Unconsolidated (as of January, 2015)
Number of employees	7 persons (un-regular: zero person among them)
Number of employees by attribute category	[Women] Two persons (un-regular: zero person among them) [Person with disabilities] Five persons (un-regular: zero person among them), 132% person-with-disabilities accession rate (*)
Average service years for regular employees	4.5 years (male: five years; female: four years)
Remark	(*) Since there are three employees with serious disabilities, a double count is carried out and it becomes 100% calculative.

Background and goals of diversity management

The place of the employment for taking advantage of “social loss” is created.

Okushin System (hereinafter referred to as “the company”) is carrying out trust development of business management systems for SMEs since the foundation in 2000. Although the present president who is the founder had worked for a major software developer as an engineer, he felt a question in the life in which solo assignment and overtime work continued and could not take many hours with the family at all, and opted for independence. SOHO style based on telecommuting was assumed in which the house was connected to the office with the Network at the beginning. Gathering high talented people with the skill aiming at the method of work that forces neither many hours nor selection of a place, and undertaking an enterprise together with a friend by presenting such a way to work was assumed.

The women who retired at the time of marriage and childbirth in the previous occupation period came into his mind then. He felt it as “social loss” that the able talented people who gained various experiences would give up a career, and employment of “those whose daily attendance is difficult and who has given up work with the volition and capability to work” is considered. Then, the capable single mother and person with disabilities as SE were fixed as the target, and a well-qualified person was searched in the job assistance organizations etc.

Although the women introduced in the job assistance organization did not have expertise in many cases unlike the original assumption and women who would become persons who could be effective immediately in a system office were not found, he met a talented person with disabilities by the introduction from the Osaka City Vocational Rehabilitation Center in 2006 (with disabilities of upper and lower limbs), and it resulted in employment. Then, employment of persons with mental disabilities of whom the job opportunity is limited is also being advanced, and five persons with disabilities including persons with serious ones are on the register as of October, 2014.

Experienced talented people are employed in the system configuration, and two persons with physical disabilities become leaders and two persons with mental disabilities (schizophrenia) become members, and they are performing construction of business management systems for SMEs and business support systems centering on Osaka City by four persons. Moreover, two of them are employees of single mothers, and they are flexibly working utilizing the system of telecommuting, etc.

Specific measures taken for promoting diversity management

Environmental management which makes operating at home and a remote place facilitated

In order to work considering each situation which an employee has, the members in the company have discussed the best way one by one whenever some problems arose, and they have been made to be rules uniquely.

First, as office environment, complete barrier-free one is made so that migration can be done smoothly when two wheel chaired employees attend their office. The device in the case of work or a meeting with the wheelchair besides installation of the sliding door of a hanging type, an electric wide switch, and a slope in which power is not needed and making a desk to the height are implemented so that there may be no inconvenience.

Moreover, a trackball (a mouse which rotates a ball using a fingertip, palm, leg, etc. and operates cursor) for the employee who cannot use a usual mouse of OA equipment is installed and the VPN service (in which the personal computer and server of an office can be accessed from a remote place) and the free Internet telephone are also introduced for telecommuting. About the teleconference and the conference call, it has become possible to lend out apparatus etc. to not only an employee's house but also a customer's office and depending on the case, to connect an office and a customer to perform teleconferencing, and they are actually utilized in previous arrangements with a customer in a remote place or for a visit for which use of a



▲ Service scenery in the office

wheelchair is difficult.

Although the subsidy of the nation, etc. are used in part, cost is spent on such environmental management as investment "for talented people required by the company to work comfortably." The employees who could actually serve only once per week at the beginning became able to attend three times per week, namely on Monday, Wednesday and Friday, by this improvement and by combining with telecommuting on Tuesday and Friday, the company is advancing operating smoothly. Moreover, also when telecommuting is needed hurriedly by an employee with a child, flexible correspondence and smoothly performing a task are possible.

The setup of the clear rule which guarantees the method of work connected with the individual situation

Although the president had aimed at the SOHO style at home at the beginning, he began a system to introduce the rule which makes days and hours of duty flexible, taking advantage of an employee's wish of the attendance to an office.

The employees can choose office hours from three types of 30 · 35 · 40 hours per week in the system which the company has taken in now and they are "the short-time service system" which can change the duty every month, the "hours paid system" which can acquire up to 5 days of paid holidays (40 hours) by one hour basis, the "flex-time system" which can adjust working hours per month, etc. "The short-time service system" is used, when extending office hours little by little from 35 hours to 40 hours starting with the contract of 30 hours per week so that the employee with disabilities may get used to attendance gradually. Moreover, "hours paid system" becomes available by the in-advance application to the superior in the case of being absent due to going to hospital regularly, the guardian meeting of a school, etc. only for several hours. These are institutionalized according to the situation of the company based on actual employees' needs. In addition, it has defined the "prohibition of overtime working principle/the in-advance application system of overtime work" and always taking a "break" for 10 minutes 1 time respectively in the morning and the afternoon for fatigue mitigation as an in-company rule. The social climate by which the employee with various problems can continue to work by performing flexible rule improvement according to an employee's request is gradually becoming ready.

Employees grasp the task progress and physical conditions mutually by everyday information sharing.

Close information sharing is indispensable in the company most of whose employees "are not always present in the office" in order to advance operating smoothly. Especially when a person in charge is absent suddenly, progress of work and customer correspondence have a possibility that affect may arise, and even if an inconvenience arises, it is necessary to create the organization in which another employee can respond.

Therefore, it is made the mechanism in which all the persons concerned can confirm the situation of a project, the situation of an individual's work, etc. by creating a mailing list for every project as per one's whole post, and also utilizing an in-company bulletin board and joint scheduler as information sharing of operation.

Moreover, the morning gathering is carried out every day also including a telecommuter. All the members gather in the office at the opening hour, people staying at home start an Internet telephone, and it is supposed that the schedule and work contents of the day will be mutually checked by all the members. Furthermore, although the daily report is to be created on a system every day at the time of closing, the mechanism of writing in the physical conditions and comments to share the work contents or advancing situation is taken there. It is possible for the president to grasp every employee's situation finely by reading through a daily report and returning comments.

Especially about the condition management of the employees with mental disabilities, system development available as data by which to look back upon the daily situation is performed, the physical conditions and how to advance work is discussed by "looking back" once per week within the post and once per month with the president besides the device (the system is mentioned later) which visualizes the employees' own physical conditions there, and improvement is being aimed at. Unlike physical disabilities, the actual physical conditions of and required consideration for the persons with mental disabilities are sometimes unclear from outside. Therefore, not only it puzzles those around the person with disabilities in how to support him but also the dissatisfaction "why he is absent suddenly although he seemed to be fine" might be felt. In order to solve such a situation, the opportunity to discuss one's conditions and state has been once held as the "disability present" in the company. Although a speech was not forced by the president, the employees themselves voluntarily spoke about their own disabilities, clinical histories, required consideration, etc. outspokenly. This enabled it for the employees who are usually supported to offer suitable consideration and support, while the mutual understanding was deepened further.

The operating assignment according to the characteristics and implementation of fair evaluation

Although those who are employed in the company are talented persons with skill and experience with which they can play an active part in a system office as a person who can step in and be effective immediately as mentioned above, it is necessary always to learn new technology according to the contents of a project and the requests of the customer. Moreover, since it is necessary to perform the operating assignment according to the technological level and the strong and weak points of an individual and to do work as the schedule, the role of management also becomes important.

First, when the leader has grasped the individual member's characteristics, he considers how to leave work and assigns it, and he also clarifies the contents and the time limit in the workmanship instruction, or unifies the indication instruction system etc. Moreover, the idea of

“Not making employees do things not suited” is considered as the rule which people follow up when there is unsuited work (telephone correspondence etc.) by disability characteristics.

Evaluation is carried out one time on 360-degree basis per year, and it is considered as the mechanism in which all the members evaluate all the other members in their posts (system development and sales sections). Although the point and standard of evaluation are common to all the members, a leader has specific weight of points set up highly, and it is devised so that it may become an appraisal in line with the intention of management.

In addition, in performing this 360-degree evaluation, a study meeting is held in advance every year, and “practice” by which to evaluate one model case or explore a reasonable line is performed. Since blur arises in an appraisal and it does not become a fair appraisal without the process of adjusting the viewpoint of evaluation in this “practice,” advance preparations are carried out over many hours.

Outcomes of diversity management

Starting with the system “SPIS” developed from the experience of the persons with disabilities themselves, all employees contribute to business expansion.

As mentioned above, by finding capable talented people with volition, building a warm rule setup and environmental management and a support system, the talented people who were difficult to set to work until now play an active part and are contributing to enterprise expansion. Talented people’s fixation ratio always exceeds 80%, and 100% of the fixation ratio was continuously recorded from 2011 to 2013.

Moreover, cases have been born that the persons with mental disabilities themselves develop an employee’s work commitment support system “SPIS” based on their own experience. In this system, self-valuation inputted into the daily report, such as the life side and the way of work, is made to be a graph and can be grasped visually. This system was introduced in two companies from 2013 and also adopted by three enterprises of independent

administrative agency Welfare and Medical Service, Osaka, etc. and taken up by media.

Moreover, the Network with exceptional subsidiaries, person-with-disabilities support institutions, etc. also spread, and the cases connected with an order received have also increased in number as the measure of person-with-disabilities employment progresses. The track record of telecommuting or person-with-disabilities employment is highly evaluated, and is also increasing the opportunity commended. Business expansion is steadily achieved through practice of the basic philosophy of the company “we and people with us aim at the creation of society which can be regarded very much as the one with happiness.”

▲ Working fixing support system “SPIS”

Diversity Promotion Project Commendation

Human resources service business specialized in housewives (b-style, Inc.)

The company is contributing to the creation of employment of housewives and improvement of productivity of companies by linking housewives who wish the short time work hour for the compatibility of childcare and domestic matters with small and medium-sized companies which wish the securing of excellent human resources.

Contents of business and programs

Operation of “Shufu JOB”, a human resources service business specialized in housewives

Bstyle Co., Ltd. (hereinafter referred to as “the company”) is operating “Shufu JOB” business with the purposes to realize the creation of employment of housewives and the improvement of productivity of companies at the same time by supplying companies with excellent housewives who have ample experiences as social persons and to advance the renovation and growth of the Japanese society as a whole.

As a differing point from other companies, it can be listed that the company offers human resources service business of office work specialized in part-timers. Focusing on housewives who have ample experiences as social persons but wish short time work for the compatibility of childcare and domestic matters, the company is doing workers’ dispatching service on the basis of part-time work.

“Shufu JOB” is composed of multiple businesses. Starting from workers’ dispatching service business (currently the “Shufu JOB staffing”) mainly of part-time work in 2002, the company started “Shufu JOB search” in 2010 that is a job seeker mediation business covering housewives, and is supplying this service all around Japan. Further, in 2012, the company launched “Shufu JOB executive” that is a workers’ dispatching and introduction service of high career housewives who have experiences as managers, planning staff or specialist personnel. The company is introducing housewives who have professional skills and experiences to small and medium-size companies whose challenge is securing excellent human resources.

The company is offering for women the creation of places where they can feel fulfilment and positively act after their retirement from work at the companies taking the opportunities of pregnancy and birth delivery and who are not enriched by the opportunities of re-employment and for women who returned to work after the ending of birth leave but who are engaged in supplementary work due to time limitation.

Results

Results by the “Shufu JOB” business

Since the start of the service in 2002, the number of companies which utilized this business counts about 3,800 and the company created the employment of more than 40 thousand housewives. In the business mainly done by part-timers, more flexible allotment of human resources is possible, which can be said to be contributing to the matching of housewives who wish short time work and companies who want to allot human resources according to the busy time and idle time.

In addition, the company utilizes the business to arrange for the system to support the employees who returned to work after birth leave, and the realization of the way of work according to the hopes of employees became possible such as dispatched employees by “Shufu JOB” support the portion that employees cannot respond when employees wish short time work at the companies that accepted housewives as dispatched employees, and when employees wish to work 3 days a week, they share the work with dispatched employees. It was the operation for the first birth leave system to companies, and making use of the business, it can be said that the company succeeded in the establishment of a system after the return to work of employees.

Further, as to “Shufu JOB executive”, from the start of the business in 2012 up to the present, the business has been introduced in small and medium-sized venture companies of about 100 companies accumulatively. In this business, the company is dispatching/introducing high career housewives who have experiences as specialist personnel/ managers to companies in various work attendance forms such as part-time work for 3 days a week and time-shortened work. In the broad job kinds such as IT engineering, new business and development of products, public relations and marketing, management planning, accounting, personnel and legal work, housewives with professional knowledge and skills are positively acting. For small and medium-sized venture companies that had no female employees and managers who work for time-shortened work, a result that it is the role model has been seen.



▲ “Shufu JOB staffing” website (left) and “Shufu JOB executive” website (right)

Corporate data

Year of foundation	2002	Capital	86 million yen
Head office address	FORECAST Shinjuku SOUTH 5F-7F, Nishi-Shinjuku, Shinjuku-Ku, Tokyo.		
Business outline	Workers’ dispatching, job placement service for value, work analysis, work sub-contracting and support of the employment of human resources.		
Sales	4,354 million yen * as of July 2014		
Number of employees	170 * as of July 2014		

Diversity Promotion Project Commendation

Offering solutions for the promotion of diversity management (Recruit Management Solutions Co., Ltd.)

Supporting the renovation of companies by offering various solutions starting from the promotion of diversity management and by research and development as well as information transmission related to the management of human resources.

Contents of the business and the program

Offering solutions for the promotion of diversity management

Under its brand vision to "aim at the realization of a society where individual and organizations are heightening their values as synergy," Recruit Management Solutions Co., Ltd. (hereinafter referred to as "the company") is offering to companies solutions which combine training, consulting, assessment survey, counselling and coaching, and is implementing the supports to the management, managers and employees so that they will truly change their activities and consciousness.

As the contents of support concerning the promotion of diversity management, programs such as (1) support of making plans for multiple years of the activities of the promotion of diversity and support of making plans for activities' policies, (2) support of personnel system and making the system of nourishment, (3) support of renovation of way of work, (4) support of the settlement of foreign employees, (5) support of the fermentation of global mind and (6) female employees and senior employees think their own careers, are counted.

Research and study relating to the management of human resources

At "the Research Institute of Organizational Activities" which is the R&D division of the company, research and development and information transmission relating to the management of human resources are being implemented. The company implemented "Survey 2012 concerning the promotion and will to work", "Survey 2012 concerning the images and way of work of superiors in 4 countries in Asia" etc. and announced the respective results in "RMS Research", a report magazine of surveys. Further, in 2013, under the theme of "specialized regular employees and free regular employees" the company gathered information and studied companies that make their employees utilized beyond their attribute category and have published the information and study as "RMS message," an external public relations organ paper.

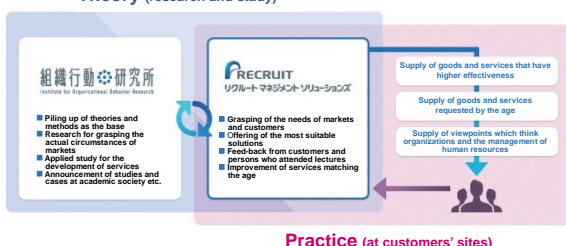
Results

Results of supply of solutions for the promotion of diversity management

The supports concerning the promotion of diversity management described above exceed 130 companies annually. Many times, the company supports companies which wish to make diversity management their strength for several years.

In a wholesale company supported by the company for 3 years, the number of female managers and their candidates has been increasing and the corporate culture has been changing to "it is natural that women who have children positively act regardless of their kinds of job". The company has been implementing many measures to this wholesale company such as the changes of personnel system and nourishing system, the setting of a committee for the promotion to female managers by the management, clarification of concrete post promotion time and nourishing plans for female employees, multi-layer female leaders nourishing program, training of managers, design of support measures for compatibility dedicated to sales persons, dialogue

Theory (research and study)



Practice (at customers' sites)

▲ Outline of organization

activities toward the understanding of diversity and introduction of role model, and the fermentation of the culture where women can positively act can be said to be the results of the measures. Further, a manufacturing company had a challenge that as a result of re-employment of employees after retirement and the change of jobs, many of them resigned because they could not well fit in with new jobs. As a result of the detailed performance of the motivation to the change of job under the career development support program by the company, the number of retired employees became zero in the year, which leads to making use of the abilities of the employees after their retirement.

Results of research and study concerning the management of human resources

As a plan correlated with external public relations organ paper "RMS message," the company held a symposium titled "RMS message LIVE 2014" in February 2014. Making "work" environment and challenges in 2030- viewpoints to be prepared by the personnel departments- the theme of the symposium, the number of participating in it counted 107. At the symposium, focusing on 2030, the company offered information to think "to work" and advanced discussions about the challenges which personnel departments can face.

Further, separately from the company's website which lists cases and special edition of themes, the company opened a website titled "Think 'work' in 2030" and is listing there the results of survey concerning the management of human resources described above as well as columns and proposals by the learned people. Toward the realization of various ways of work, the company is positively transmitting the way of work of individuals in the future and the hints for thinking personnel measures of companies.



▲ Website of "Think 'work' in 2030"

Corporate data

Year of foundation	1989	Capital	110 million yen
Head office address	Grand Tokyo South Tower, 1-9-2 Marunouchi, Chiyoda-Ku, Tokyo.		
Business outline	Training business in the areas of the exploration of human resources and the development of organizations, consulting business, assessment survey business and counseling and coaching business		
Sales	10,710 million yen		
Number of employees	389 *As of April 2014		

Reference 1

List of Enterprises of Diversity Management Selection 100 (by industry/region)

List of Enterprises for the FY2014 Diversity Management Selection 100 (by industry/region)

Enterprise name	300 or less employees	Location (prefecture)	Human resources subject to recruitment or promotion							Management performance			
			Women	Foreigners	Persons with disabilities	Elderly persons	Persons with diverse careers, skills and experiences	No focus on any specific group	Others	Product innovation	Process innovation	Improving external assessments	Workplace effects
Construction													
Taisei Corporation		Tokyo	○	○						○	○	○	○
Manufacturing													
KENKO TOFU, Inc.	★	Hokkaido	○		○	○					○	○	○
EBINA DENKA KOGYO CO., LTD.	★	Tokyo	○				○			○		○	○
KAMIJIMA HEAT TREATMENT CO., LTD.	★	Tokyo				○	○			○	○	○	○
SAKAE CASTING CO., LTD.	★	Tokyo		○							○	○	
XEBEC TECHNOLOGY CO., LTD.	★	Tokyo	○				○			○	○	○	
POLA INC.		Tokyo	○							○		○	
LIXIL Group Corporation		Tokyo	○					○		○	○	○	○
CALBEE, INC.		Tokyo	○					○		○	○	○	○
DAI NIPPON PRINTING CO., LTD.		Tokyo	○							○	○	○	
DENKAHIMAKU Kogyo Co., Ltd.	★	Tokyo	○			○	○			○	○	○	○
BAXTER LIMITED		Tokyo	○				○		○	○		○	
NIIGATA WACOAL SEWING CORPORATION	★	Niigata	○		○						○	○	○
FUKUMITSUYA SAKE BREWERY	★	Ishikawa	○				○			○		○	○
FUJI Special Paper Inc.		Aichi				○				○	○	○	○
STG CO., LTD.	★	Osaka	○	○	○	○				○		○	
NAGAOKA INTERNATIONAL CORPORATION	★	Osaka		○		○		○		○		○	
KAWAMURA GISHI CO., LTD.		Osaka	○		○					○	○	○	○
SANYO SPECIAL STEEL CO., LTD.		Hyogo	○							○	○	○	○
FP CORPORATION		Hiroshima			○						○	○	○
SEIBU GIKEN CO., LTD.	★	Fukuoka		○						○	○	○	○
Electricity, Gas, Heat supply and Water													
CHUBU ELECTRIC POWER CO., INC.		Aichi	○		○		○	○		○	○	○	
OSAKA GAS CO., LTD.		Osaka	○						○	○	○	○	○
Information and communications													
HITACHI SOLUTIONS, LTD.		Tokyo	○	○	○		○	○		○		○	○
PROASSIST, LTD.	★	Osaka	○	○						○		○	
Transport and postal activities													
HITACHI TRANSPORT SYSTEM, LTD.		Tokyo	○				○			○		○	○
East Japan Railway Company		Tokyo	○		○		○			○		○	
Wholesale and retail trade													
SATO KINZOKU CO., LTD.	★	Miyagi	○								○	○	○
AEON CO., LTD.		Chiba	○	○						○		○	
Fracoco Co., Ltd.	★	Tokyo	○							○	○	○	○
ISETAN MITSUKOSHI LTD.		Tokyo	○		○		○			○		○	

Enterprise name	300 or less employees	Location (prefecture)	Human resources subject to recruitment or promotion							Management performance			
			Women	Foreigners	Persons with disabilities	Elderly persons	Persons with diverse careers, skills and experiences	No focus on any specific group	Others	Product innovation	Process innovation	Improving external assessments	Workplace effects
Lawson, Inc.		Tokyo		○							○		○
Finance and insurance													
The Chiba Bank, Ltd.		Chiba	○		○		○			○		○	
Aflac Japan (American Family Life Assurance Company of Columbus)		Tokyo	○							○	○		○
Sumitomo Mitsui Banking Corporation		Tokyo	○				○				○		○
GE Japan Inc.		Tokyo	○	○			○	○			○		○
Mitsui Sumitomo Insurance Co., Ltd.		Tokyo	○		○			○		○	○	○	○
Meiji Yasuda Life Insurance Company		Tokyo	○					○		○	○	○	
Nippon Life Insurance Company		Osaka	○							○	○	○	○
Real estate and goods rental and leasing													
Hulic Co. Ltd.	★	Tokyo	○				○			○		○	
First Collaboration	★	Kochi	○							○	○	○	○
Takushin Sangyo Company	★	Fukuoka	○					○			○	○	○
Accomodations, eating and drinking services													
Resorttrust Inc.		Aichi			○						○	○	○
Living-related and personal services, amusement services													
JTB Corp.		Tokyo	○					○			○		○
Compound services													
Rush International Co., Ltd.	★	Aichi	○				○	○		○	○		○
Services, N.E.C													
Pasona Group Inc.		Tokyo	○		○		○	○		○			○
Musashisakai Driving School	★	Tokyo	○		○	○	○			○	○	○	○
Sun Staff Inc.	★	Aichi				○				○		○	○
BIKOH CORP.	★	Osaka			○				○		○	○	○
Mirairo Inc.	★	Osaka			○					○		○	
Sanyo Syoji CO., LTD.	★	Osaka			○	○					○	○	○
Okushin System	★	Osaka	○		○		○			○	○	○	○

※ “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.

List of Enterprises for the FY2014 Diversity Promotion Project Commendation (by industry/region)

Enterprise name		300 or less employees	Location (prefecture)
Services, N.E.C			
1	b-style, Inc.	★	Tokyo
2	Recruit Management Solutions Co., Ltd.		Tokyo

List of Enterprises for the FY2013 Diversity Management Selection 100 (by industry/region)

Enterprise name	300 or less employees	Location (prefecture)	Human resources subject to recruitment or promotion						Management performance			
			Women	Foreigners	Persons with disabilities	Elderly persons	Persons with diverse careers, skills and experiences	No focus on any specific group	Product innovation	Process innovation	Improving external assessments	Workplace effects
Construction												
Zm'ken Service Co., Ltd.	★	Fukuoka	○						○		○	
SK-Home	★	Kumamoto	○						○		○	
Manufacturing												
Astellas Pharma Inc.		Tokyo	○							○		○
Asahi Breweries, Ltd.		Tokyo	○						○	○		
S.T. Corporation		Tokyo	○						○	○	○	
MSD K.K.		Tokyo	○						○	○		○
Otsuka Pharmaceutical Co., Ltd.		Tokyo	○						○	○		
Metrol Co., Ltd.	★	Tokyo	○							○	○	○
Toppan Printing Co., Ltd.		Tokyo	○						○	○	○	○
Toppan Forms Co., Ltd.		Tokyo	○						○	○	○	○
Fujitsu Limited		Tokyo	○						○	○	○	
Nippon Pharmaceutical Chemicals Co., Ltd.	★	Kanagawa			○					○	○	○
Fujii Corporation Co., Ltd.	★	Niigata	○	○		○			○	○	○	○
Kato Seisakusho	★	Gifu				○				○	○	
Hikari Kikai Seisakusho Co., Ltd.	★	Mie	○						○	○	○	
REGULUS CO., Ltd.	★	Mie			○					○	○	○
Sekisui Chemical Co., Ltd.		Osaka	○						○			
Teijin Limited		Osaka	○						○	○	○	○
Procter & Gamble Japan		Hyogo	○	○					○	○	○	○
Kyousei	★	Okayama			○					○	○	○
Torayahonpo Co., Ltd.	★	Hiroshima				○			○	○	○	○
Heart Co., Ltd.	★	Kochi	○						○	○	○	
Kikusui Shuzo Co., Ltd.	★	Kochi	○	○					○	○	○	
Information and communications												
SCSK Corporation		Tokyo						○		○	○	○
Dunksoft Co., Ltd.	★	Tokyo	○	○					○	○	○	
Recruit Holdings Co., Ltd.		Tokyo	○						○		○	
Cybozu, Inc.	★	Tokyo	○						○	○	○	○
Hewlett-Packard Japan, Ltd.		Tokyo	○		○					○		
Microsoft Japan Co., Ltd.		Tokyo						○		○	○	○
Transport and postal activities												
Maruzen Unyu Soko	★	Osaka			○					○	○	
Wholesale and retail trade												
Ikea Japan		Chiba	○							○		○
Takashimaya Co., Ltd.		Osaka	○						○	○		○
Tashiro Coffee Co., Ltd.	★	Osaka	○						○	○	○	
Kenkokazoku Co., Ltd.	★	Kagoshima	○						○	○	○	○

Enterprise name	300 or less employees	Location (prefecture)	Human resources subject to recruitment or promotion						Management performance			
			Women	Foreigners	Persons with disabilities	Elderly persons	Persons with diverse careers, skills and experiences	No focus on any specific group	Product innovation	Process innovation	Improving external assessments	Workplace effects
Finance and insurance												
Aioi Nissay Dowa Insurance Co., Ltd.		Tokyo	○							○	○	○
Sompo Japan Insurance Inc.		Tokyo	○						○	○	○	○
Bank of Tokyo-Mitsubishi UFJ, Ltd.		Tokyo	○							○		○
Daiwa Securities Co., Ltd.		Tokyo	○							○	○	○
Tokio Marine & Nichido Fire Insurance Co., Ltd.		Tokyo	○						○	○		
Ogaki Kyoritsu Bank, Ltd.		Gifu	○						○	○	○	○
Sumitomo Life Insurance Company		Osaka	○							○	○	○
Living-related and personal services, amusement services												
Tokushuiryo Inc.	★	Hokkaido			○				○		○	
Okinawa Watabe Wedding Corporation	★	Okinawa		○					○			
Education, school support												
Selectee	★	Miyagi	○							○	○	○
Medical, health care and welfare												
COCO-LO	★	Gunma	○						○	○	○	
Other services												
Rakuten, Inc.		Tokyo		○					○	○	○	○

※ “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.

List of Enterprises for the FY2013 Diversity Promotion Project Commendation

Enterprise name	Location (prefecture)
Academic research, specialists, and technical services	
Telework Management	Hokkaido
Mitsubishi UFJ Research and Consulting Co., Ltd.	Tokyo
Medical, health care and welfare	
danway	Kanagawa

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

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										
Shigematsu Kensetsu Co., Ltd.	★	Ehime	○		○	○				
Green Life Industry Co, Ltd.	★	Fukuoka	○				○			
Manufacturing										
Rokkatei Confectionery Co., Ltd.		Hokkaido	○						○	
Meister Inc.	★	Yamagata	○			○	○	○	○	
Kurita Aluminum Industry Co.	★	Ibaraki		○	○	○	○	○	○	
Kaneko Manufacturing Co.	★	Saitama	○	○		○	○			
Sanshu Seika Co.	★	Saitama	○						○	
Kao Corporation		Tokyo	○	○	○					
Kirin Holdings Company		Tokyo	○	○	○					
Sato Holdings Corporation		Tokyo	○	○	○	○	○		○	○
Suntory Holdings Limited		Tokyo	○	○	○	○				
Shiseido Company		Tokyo	○	○	○					
Hitachi, Ltd.		Tokyo	○	○	○	○	○			
Fuji Electric Co., Ltd.		Tokyo	○	○	○	○	○		○	
Ricoh Company, Ltd.		Tokyo	○	○	○	○	○			○
Nissan Motor Co., Ltd.		Kanagawa	○	○			○			
Otani	★	Niigata	○		○					
OGAWA NO SHO INC.	★	Nagano			○	○				
Kokuyo Co., Ltd.		Osaka			○					
Saraya Co., Ltd.		Osaka	○	○	○	○	○			
Winnac	★	Wakayama			○					
N.E. Works	★	Shimane	○			○				
TOTO Ltd.		Fukuoka	○		○		○			
USA Lantern, K.K.	★	Oita			○					
Information and communications										
ISFnet, Inc.		Tokyo	○	○	○	○	○	○	○	○
NEC Soft, Ltd.		Tokyo	○	○	○	○	○	○	○	○
NTT Data Corporation		Tokyo	○	○	○	○	○			
SI Co., Ltd.	★	Hyogo	○		○	○	○			
Wholesale and retail trade										
MO-HOUSE	★	Ibaraki	○				○			○
Start Today Co.		Chiba	○	○	○		○			○
Japan Laser Corporation	★	Tokyo	○	○	○	○	○			
HiSOL, Inc.	★	Tokyo	○			○	○			
Kimura Metal Industry Co., Ltd.	★	Aichi			○					
Tenhiko Industrial Co., Ltd.	★	Osaka	○			○				

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
Finance and insurance									
Dai-ichi Life Insurance Company		Tokyo	○						
Resona Bank, Limited		Osaka	○						
Academic research, specialists, and technical services									
OJT Solutions Inc.	★	Aichi				○	○		
Living-related and personal services, amusement services									
Kimono Brain Corporation	★	Niigata	○		○				○
Okinawa Tourist Service Incorporated		Okinawa		○					
Other services									
24-7 Inc.	★	Hokkaido	○	○					○
Koureisha Co.	★	Tokyo				○			
Support Gyoseishoshi Law Firm	★	Tokyo	○	○			○	○	○

Note: N.E. Works suspended the business as of May 31, 2014.

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List of Enterprises for the FY2012 Diversity Promotion Project Commendation

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

Reference 2

Members of Examination Committee of FY2014 Diversity Management Selection 100

Chairperson

Hiroki Sato Professor, Chuo Graduate School of Strategic Management, Chuo University

Members of the examination committee

Christina L. Ahmadjian	Professor, Graduate School of Commerce and Management, Hitotsubashi University
Yukio Okubo	General Manager of Recruit Works Institute, Recruit Holdings Co., Ltd.
Emiko Takeishi	Professor, Faculty of Lifelong Learning and Career Studies, Hosei University
Nami Takenka	Chairperson, Prop Station
Shigeo Hirano	Chairman, Myster 60 Corp.
Hikaru Fukanuma	Principal Economist, Japan Finance Corporation Research Institute
Mitsuyo Matsubara	Guest researcher, Research Institute for Economics and Management, Gakushuin University

(in Japanese syllabic order)

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