

Awareness and Attitude toward Diversity & Inclusion among Middle Managers

Research Results in 2007



March 28, 2008

NPO **GEWEL**

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In 2004 and 2006, GEWEL conducted surveys titled “Survey on the Consciousness of Working Women” with the aim of understanding how women working in Japan felt towards work. The survey was conducted in order to assess how we could provide assistance to women so they could actualize their ambitions and capabilities. The survey results showed that among working women, there are women who strive to attain positions in management as part of their future career goals. With this premise, GEWEL has endeavored to promote diversity over the last two years.

This time, we have conducted a survey titled “Awareness and Attitude toward Diversity & Inclusion among Middle Managers” as a cross-company project to understand more deeply about reality of D&I promotion in companies.

We will use the survey results for supporting D&I in corporations and further activities to promote D&I in Japan.

The survey was conducted in cooperation with the member companies of “Diversity Working Group.”

Number of samples: 1,178

Targeted subject: Management of 11 companies

Survey method: Web research through Internet

Survey period: November-December 2007

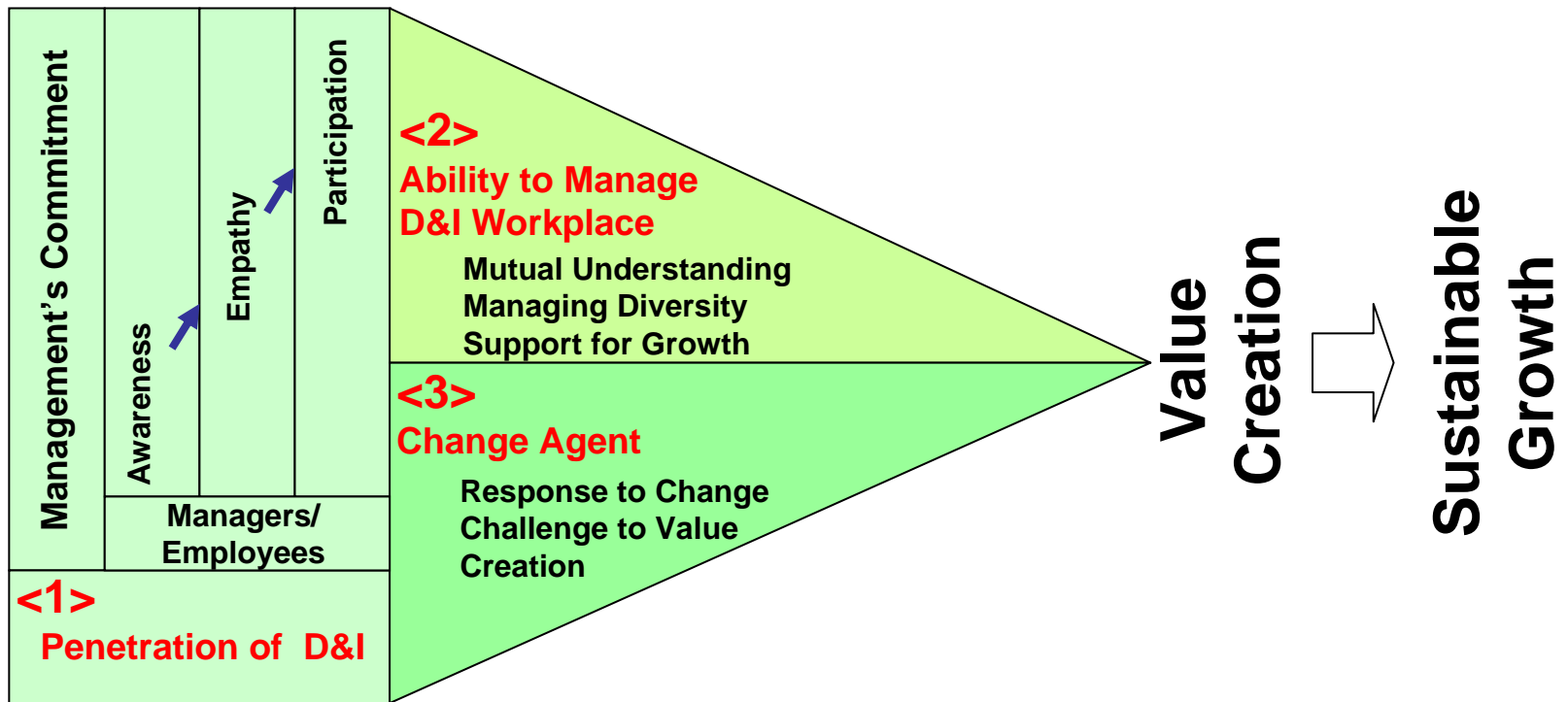
Survey organizer: NPO GEWEL

- **INAX Corporation**
- **ORIX Corporation**
- **Sompo Japan Insurance Inc.**
- **TOSHIBA CORPORATION**
- **The Tokyo Electric Power Company, Incorporated**
- **Nissan Motor Co., Ltd.**
- **GE Japan**
- **Hewlett-Packard Japan, Ltd.**
- **Novartis Pharma K.K.**
- **BP Japan**

Thank you very much for your cooperation.

Required Areas for Managers to Promote D&I:

(Basic Process)

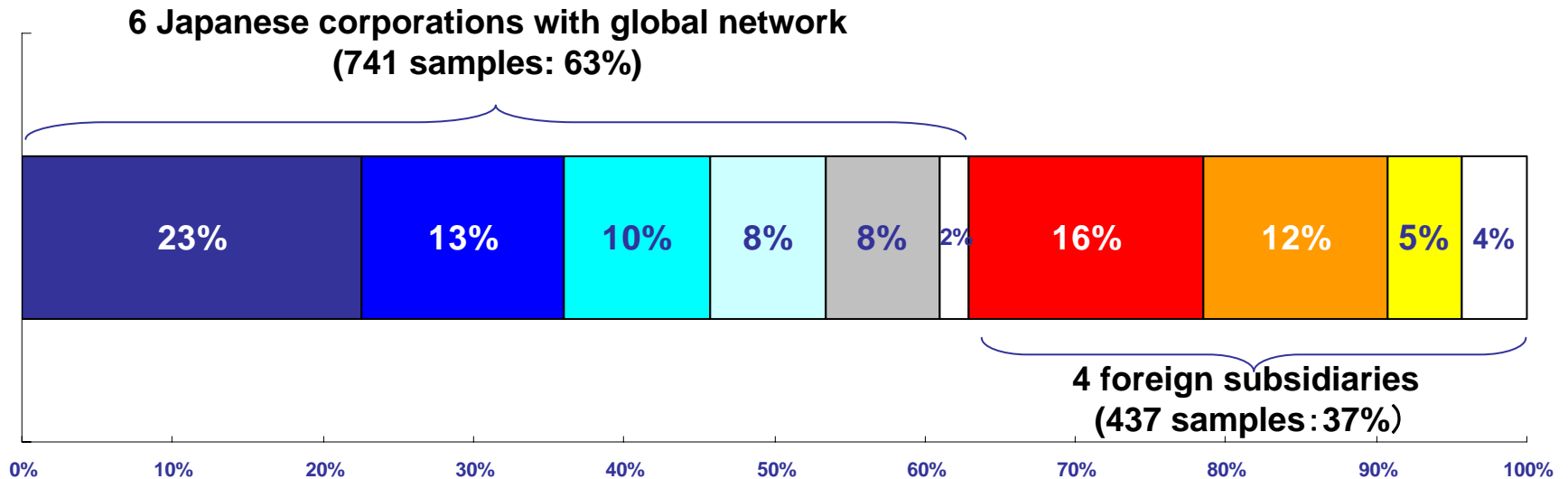


(Structure of D&I Promotion Management)

1. **Understanding of Diversity of Business Strategy:** How they understand business case regarding D&I.
2. **Understanding of D&I activities in their companies:** How they understand their role in promoting D&I in their companies and how they act toward D&I.
3. **Understanding of others:** How they understand their own value and uniqueness of themselves and how they understand their colleagues' and subordinates' values and uniqueness.
4. **Ability to manage diversity:** How they act and show their ways to promote diversity (recognize individual differences and similarities)
5. **Gender Management:** How they manage gender diversity in their own workplace.
6. **Empowerment:** How they share the important business decision and relevant information with subordinates and let them come up with their own ideas.
7. **HR Development:** How they develop subordinates based on each individual's value and uniqueness.
8. **Change Agent:** How they show their ways to promote “out of box” thinking to be a change agent.

Profile of Respondents

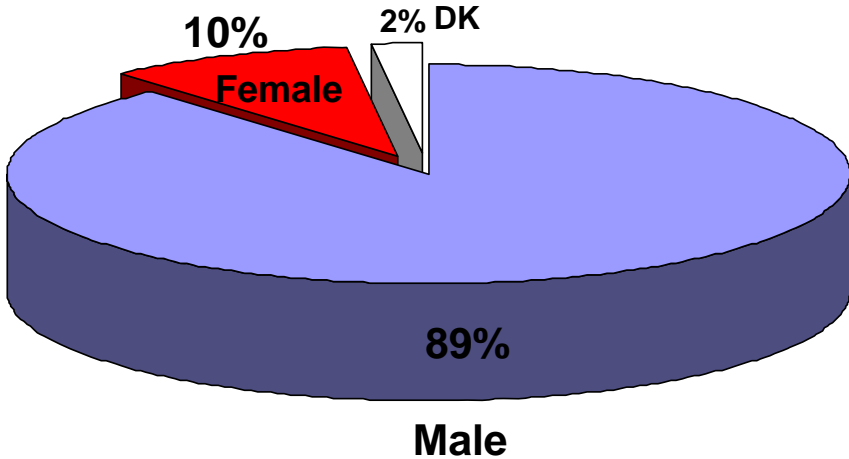
Effective sample of the survey: 1,178 from 10 corporations



Profile (2)

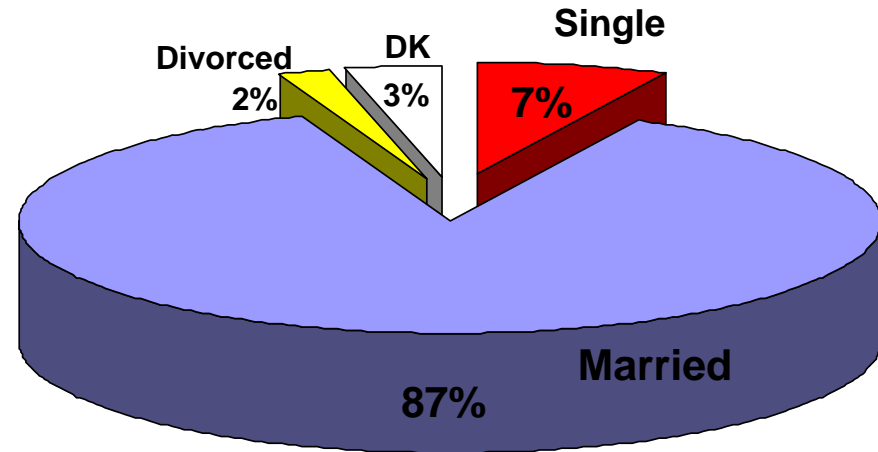
Male Management: 1,043 (89%)
 Female Management: 113 (10%)

By Sex



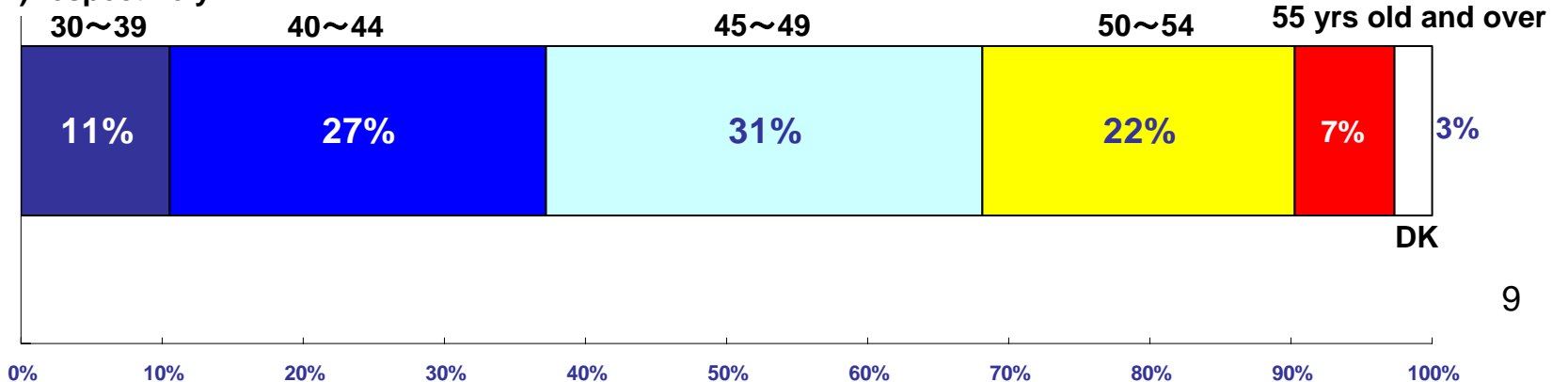
Married: 1,029 (87%)
 Single: 108 (9%)

Marital Status



By age, 40's accounted for the highest percentage at 58% with 679 respondents, and 50's and over and 30's followed at 29% (343) and 11% (124) respectively.

Age

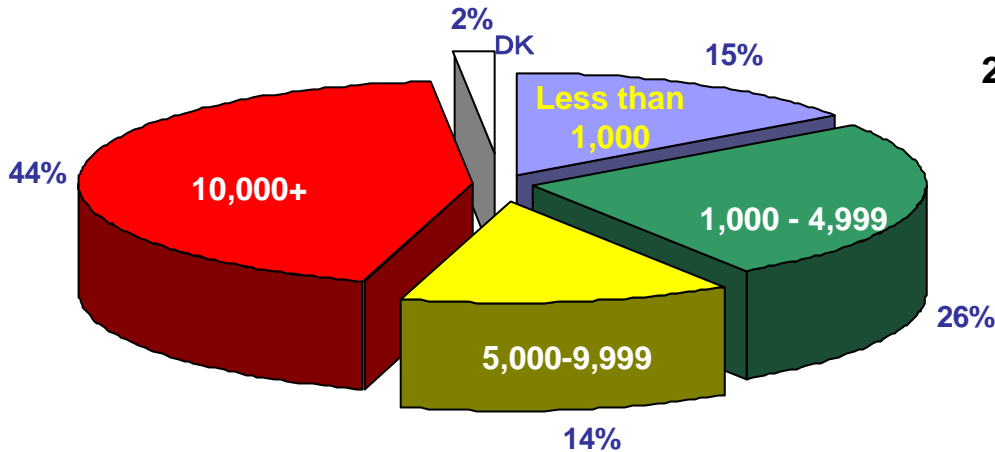


Profile (3)

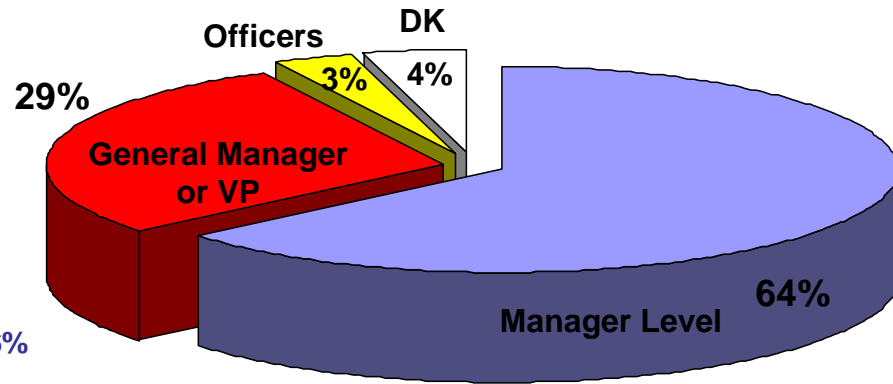
171 respondents (15%) work for companies with less than 1,000 employees. 468 respondents (40%) work for companies with employees between 1,000 to 9,999. 45% of total respondents (519) work for large companies with 10,000 employees or over.

Manager level was the largest group with 752 respondents (64%), and General Manager or VP and Officers followed with 337 respondents (29%) and 40 respondents (3%) respectively.

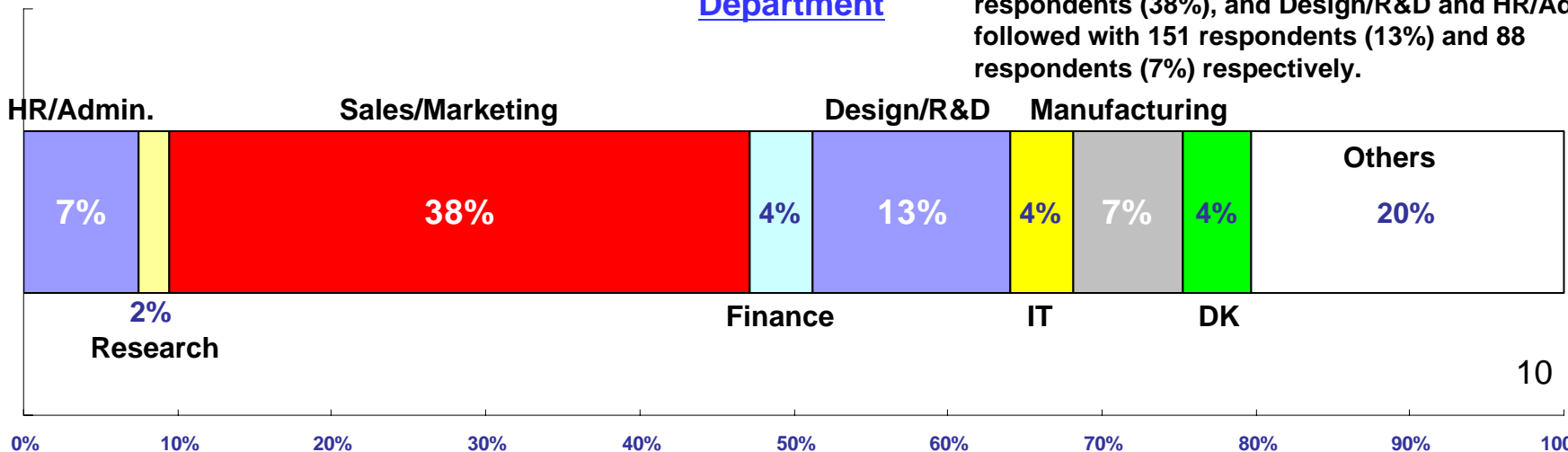
Number of Employees



Position



Department

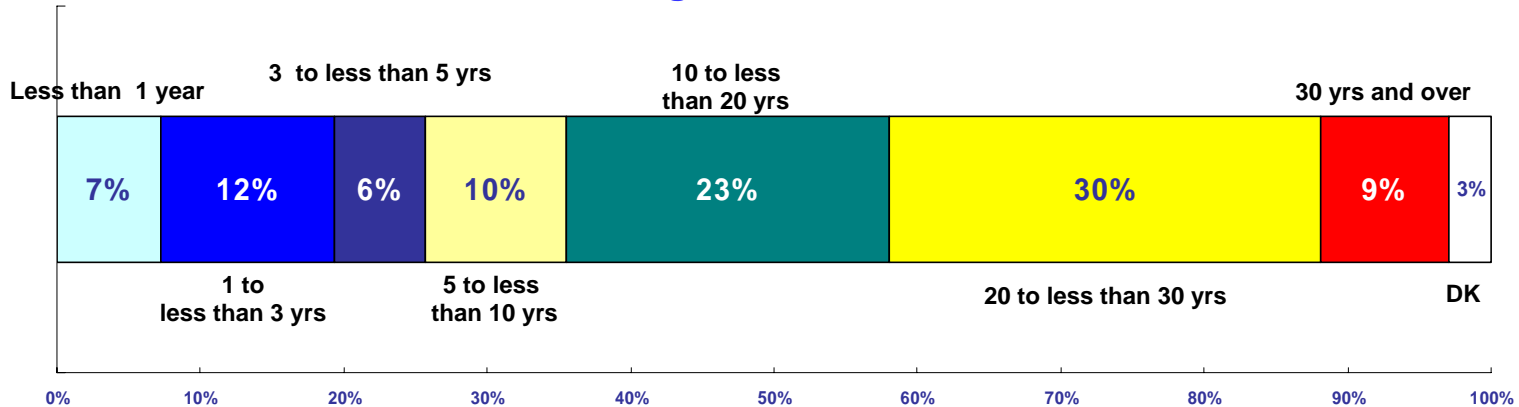


Sales/Marketing was the largest group with 444 respondents (38%), and Design/R&D and HR/Admin. followed with 151 respondents (13%) and 88 respondents (7%) respectively.

Profile (4)

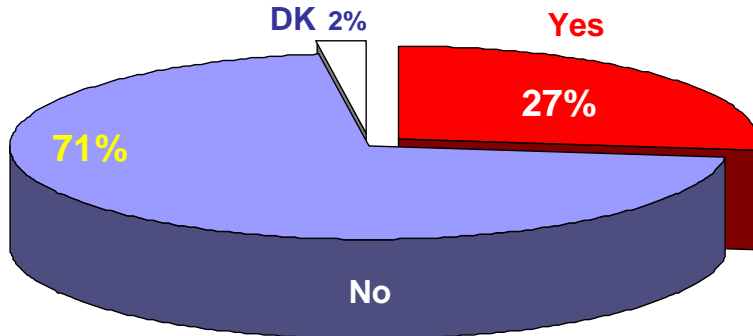
By length of service “20 to less than 30 years” accounted for the highest percentage at 30% (354 respondents), and “10 to less than 20 years” followed with 23% (266 respondents.)

Length of Service



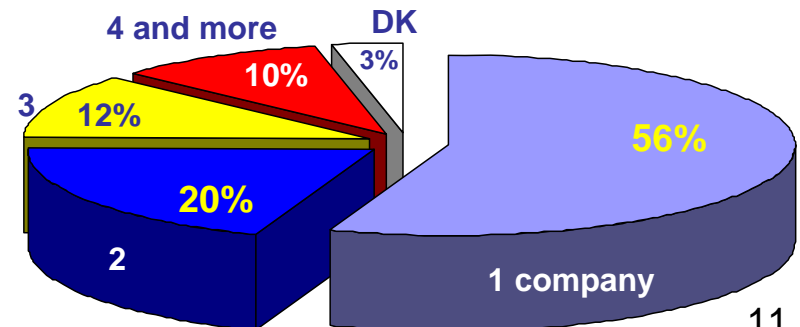
27% (319) of the total respondents have lived overseas to study or work.

Overseas Experience



By number of companies they have served, “never worked for other company” accounted for the highest percentage at 56% (656 respondents), and “worked for 2 companies” and “worked for 3 companies” followed with 20% (231) and 12% (136) respectively. 10% (117) worked for 4 companies or more.

No. of Companies Served



Survey Result Overview

Middle managers who responded this survey showed high commitment in terms of promoting D&I in their corporations. 80% responded they understand and 68% responded they have a concrete image how D&I works positively to their companies.

They understand needs of D&I promotion in their companies by “Brain” or business imperatives. However in terms of “Action”, they have little experience in managing diversity in their workplace.

Commitment level is high in the following groups; Female managers, managers in middle/small scale companies, officer level, and those who have overseas assignment or overseas education experience.

Understanding of D&I activities in their companies

- ◆ They understand that top management promotes D&I but their assessment of the activities is not enough.
- ◆ Thus they evaluate that “they don’t have enough tool to promote D&I in their own organization.
- ◆ They do not consider they should initiate these activities.

Ability to manage diversity

- ◆ Their awareness level as Manager of the organization is high, they have sufficient leadership and understand they need to develop subordinates.
- ◆ However they have issues in managing female subordinates or developing female talents.
- ◆ Also they need to improve themselves to value difference and similarities of their subordinates.

Understanding of D&I and Ability to Manage D&I Workplace

- ◆ Judging from behaviors, 1,178 management level employees who participated in this survey showed a high level of awareness and ability in promoting D&I in their companies.
 - ✓ However, many corporations (managers) do not have a mechanism to promote D&I in their workplace and there is misalignment between what they understand and how to act in terms of gender diversity management.

Change Agent

Required to take the initiative in responding to changes and create new values by utilizing different perspectives and values without being constrained by precedent or established practice.

Change leadership

Understand the D&I strategy

Firs of all, managers who are the core group of D&I promotion need to understand what the company is trying to achieve by promoting D&I strategy.

Penetration of D&I

Exists mechanism to drive D&I

A mechanism to understand your role in promoting D&I and set roles and goals for subordinates to implement.

Developing people

One of the important roles for managers is to focus on each subordinate and support his/her growth so that the subordinate can maximize his/her ability.

Mutual understanding

Required to understand other people's values, characteristic of behavior, idea, and emotion as well as those of yourself.

Share the information

Managers are required to communicate to subordinates about positioning and meaning of their jobs to raise their awareness, share information and criteria to have common understanding, and encourage them to act on their own initiative.

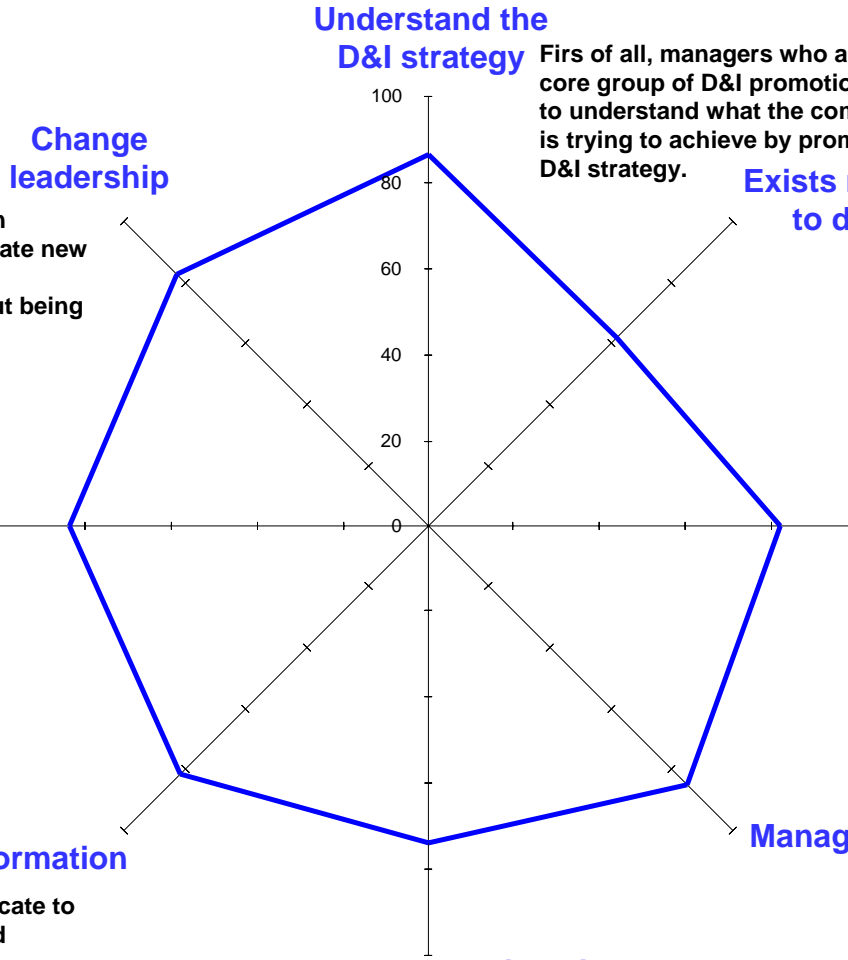
Manage diversity

Managers are required to demonstrate by their action that it is important to acknowledge each other's differences and similarities and respect each other.

Manage gender diversity

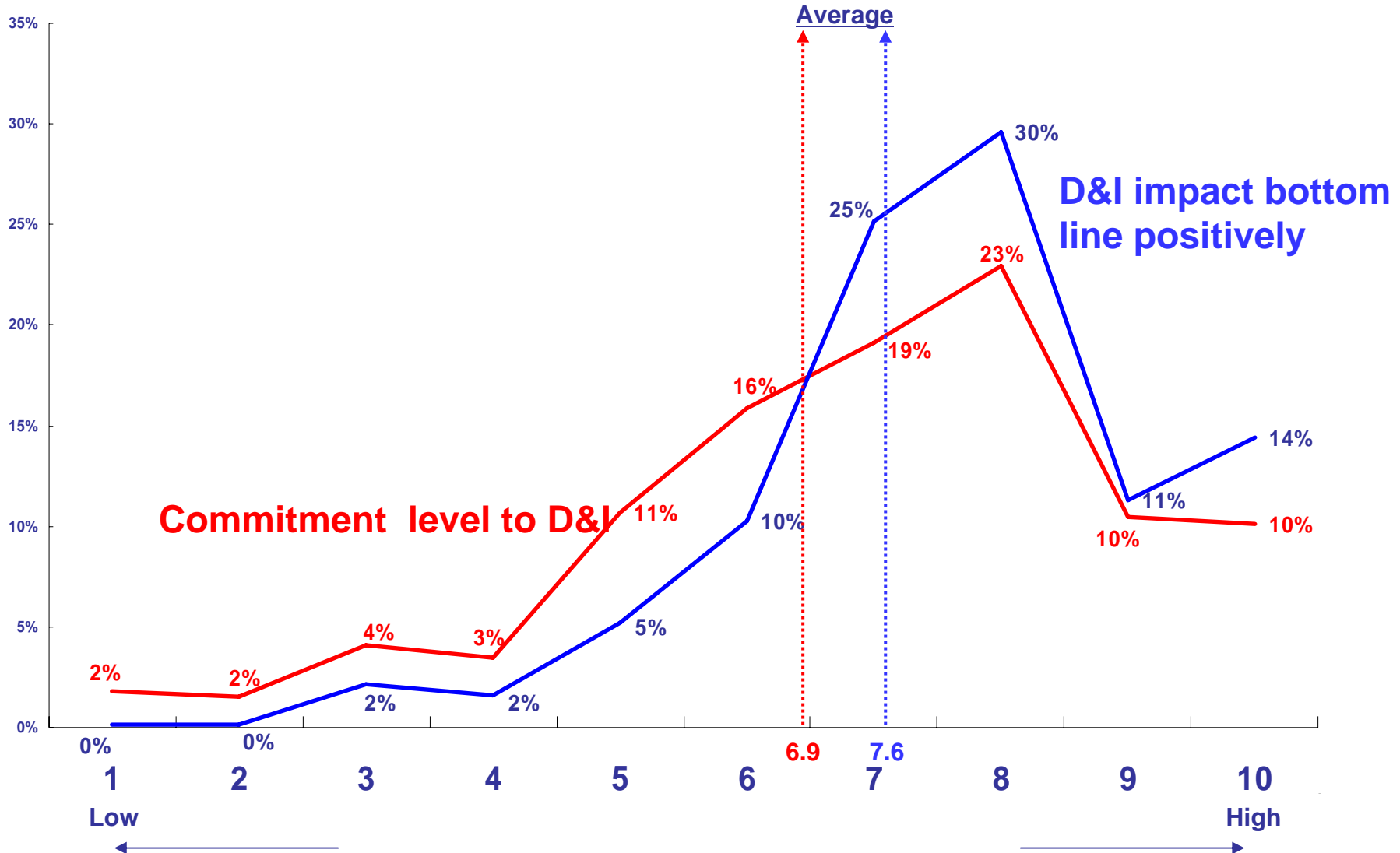
Required to understand each subordinate and maximize his/her ability without being constrained by fixed concept or prejudice about gender.

Ability to Manage D&I Workplace

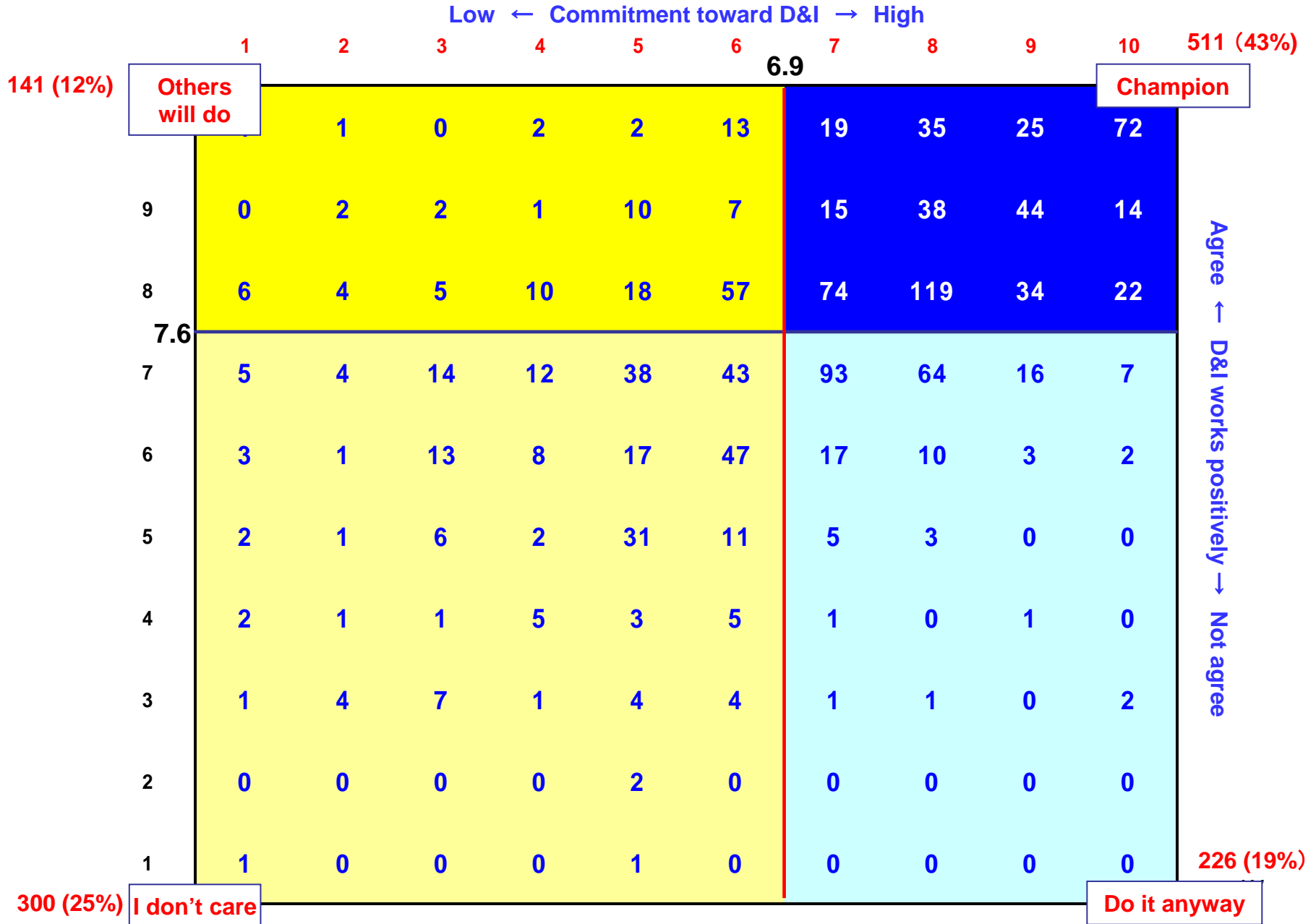


Awareness of D&I Needs and Commitment

Both the “Agreement that D&I helps rising performance” and “Commitment to drive developing D&I environment” are quite high amongst middle managers.



Awareness of D&I Needs and Commitment



Awareness of D&I Needs and Commitment (by sub groups)

Female Manager, Single, Small Scale Business, Officers, Short length of service, Overseas experience, More number of companies served

Those groups show higher agreement and commitment to D&I.

Comparison of Average Scores in Correlation between D&I and Business Performance and Commitment to D&I

	Gender		Marital Status	
	Male	Female	Single	Married
Promoting D&I improves business performance	7.59	7.81	7.65	7.59
Commitment to D&I	6.84	7.73	7.19	6.89

	Age				
	30 - 39 yrs old	40 - 44 yrs old	45 - 49 yrs old	50 - 54 yrs old	55 yrs old or over
Promoting D&I improves business performance	7.46	7.69	7.61	7.61	7.58
Commitment to D&I	7.15	6.96	7.00	6.73	6.93

	No. of Employees			
	Less than 1,000	1,000-4,999	5,000-9,999	10,000 or more
Promoting D&I improves business performance	7.80	7.70	7.44	7.55
Commitment to D&I	7.58	7.31	6.64	6.59

	Title		
	Manager Level	GM or VP	Officers
Promoting D&I improves business performance	7.50	7.76	8.55
Commitment to D&I	6.62	7.46	8.55

	Length of Service						
	Less than 1 yr	1— under 3 yrs	3— under 5 yrs	5—under 10 yrs	10—under 20 yrs	20—under 30 yrs	30 yrs or more
Promoting D&I improves business performance	7.89	7.73	7.73	8.02	7.52	7.47	7.30
Commitment to D&I	7.53	7.06	7.34	7.60	6.70	6.71	6.52

	Overseas Experience		No. of Companies Served			
	Yes	No	1 company	2 companies	3 companies	4 companies or more
Promoting D&I improves business performance	7.86	7.53	7.47	7.58	7.90	8.13
Commitment to D&I	7.43	6.74	6.60	7.24	7.25	7.83

Awareness of D&I Needs and Commitment (Japanese Companies vs. Foreign Subsidiaries)

Managers in foreign subsidiaries show higher understanding and commitment.

Promoting D&I improves business performance

	Type of Enterprise		
	Overall	Foregin Subsidiaries	Japanese Companies
No. of Samples	1,178	437	741
	%	%	%
1 I don't think so at all	0.2%	0.2%	0.1%
2	0.2%	0.0%	0.3%
3	2.1%	2.1%	2.2%
4	1.6%	0.7%	2.2%
5	5.2%	2.7%	6.6%
6	10.3%	6.6%	12.4%
7	25.1%	19.9%	28.2%
8	29.6%	30.4%	29.1%
9	11.3%	16.7%	8.1%
10 I think so very much	14.4%	20.6%	10.8%
Average	7.60	8.02	7.35

Commitment to D&I

	Type of Enterprise		
	Overall	Foregin Subsidiaries	Japanese Companies
No. of Samples	1,178	437	741
	%	%	%
1 Very low	1.8%	0.7%	2.4%
2	1.5%	0.2%	2.3%
3	4.1%	2.5%	5.0%
4	3.5%	1.6%	4.6%
5	10.7%	3.9%	14.7%
6	15.9%	10.3%	19.2%
7	19.1%	16.7%	20.5%
8	22.9%	28.6%	19.6%
9	10.4%	16.0%	7.2%
10 Very high	10.1%	19.5%	4.6%
Average	6.92	7.81	6.39

Result Detail

Awareness of D&I Needs

- ◆ The respondents showed a very high level of understating toward D&I strategy promoted in their company. However, having concrete image is relatively weak compared to the level of understanding, which shows a tendency that they understand “D&I” notionally, but they have not learned from experience as there are few actual phenomena in the company.
 - Female managers, those with overseas experience, and those who worked for more companies showed higher understanding. Understanding decreases slightly as the company size becomes larger.

	Overall	Gender		Overseas Experience		No. of Companies Served					
		Male	Female	Yes	No	1 company	2 companies	3 companies	4 companies or more		
		No. of Samples	1,178	1,043	113	319	834	656	231	136	117
	%	%	%	%	%	%	%	%	%	%	
Understanding of the contents of D&I strategy in the company											
<u>Top 1 Box (Strongly Agree)</u>											
Understanding of D&I strategy	38%	37%	47%	44%	36%	37%	37%	45%	42%		
Concrete image	25%	24%	29%	33%	22%	23%	22%	31%	34%		
Having concrete image of D&I strategy in the company											
<u>Top 2 Box (Total of "Agree")</u>											
Understanding of D&I strategy	80%	78%	95%	87%	77%	79%	79%	86%	82%		
Concrete image	68%	68%	69%	76%	65%	69%	65%	74%	68%		

	No. of Employees				Title		
	1,000-4,999	5,000-9,999	10,000 or over	Manager Level	GM or VP	Officers	
	-999	1,000-4,999	5,000-9,999	10,000 or over	752	337	40
	%	%	%	%	%	%	
Understanding of the contents of D&I strategy in the company							
<u>Top 1 Box (Strongly Agree)</u>							
Understanding of D&I strategy	47%	43%	34%	34%	35%	42%	68%
Concrete image	32%	25%	21%	24%	21%	28%	58%
Having concrete image of D&I strategy in the company							
<u>Top 2 Box (Total of "Agree")</u>							
Understanding of D&I strategy	87%	83%	74%	77%	77%	85%	98%
Concrete image	76%	65%	64%	68%	65%	72%	90%

Negative response of Bottom 2 Box is very small. Therefore it is not used.

Commitment and Communication by Management

- ◆ Respondents understand that the top management is promoting D&I, but it seems communication on the progress is not executed successfully. In addition, a mechanism to manage D&I as business imperative is not developed sufficiently. There was not much difference among the sub groups.

	No. of Samples	Gender		Title			No. of Companies Served				
		Overall	Male	Female	Manager	GM or VP	Officers	1	2	3	4 companies
					Level			company	companies	companies	or more
	1,178	1,043	113	752	337	40	656	231	136	117	
	%	%	%	%	%	%	%	%	%	%	
<u>D&I promotion status in the company</u>											
<u>Top 1 Box (I think so strongly.)</u>											
Top management's commitment to D&I	34%	34%	35%	34%	35%	53%	34%	33%	35%	40%	
Report on status of D&I promotion	12%	12%	19%	11%	12%	38%	13%	9%	14%	14%	
Included in evaluation of managers	6%	6%	9%	4%	8%	18%	5%	9%	6%	9%	
Mechanism to communicate to the management	11%	10%	18%	11%	11%	30%	12%	11%	9%	11%	
<u>Top 2 Box (Total of "I think so.")</u>											
Top management's commitment to D&I	74%	75%	74%	74%	75%	90%	75%	74%	77%	73%	
Report on status of D&I promotion	41%	41%	46%	38%	44%	73%	39%	44%	43%	46%	
Included in evaluation of managers	25%	24%	34%	20%	34%	40%	21%	27%	32%	30%	
Mechanism to communicate to management	35%	35%	36%	33%	38%	55%	35%	35%	38%	36%	
<u>Bottom 2 Box (Total of "I don't think so.")</u>											
Top management's commitment to D&I	7%	7%	7%	7%	7%	3%	6%	9%	6%	9%	
Report on status of D&I promotion	30%	30%	28%	31%	28%	18%	30%	29%	26%	32%	
Included in evaluation of managers	38%	38%	41%	41%	34%	30%	38%	41%	37%	33%	
Mechanism to communicate to the management	32%	31%	35%	32%	30%	15%	31%	31%	32%	33%	

Awareness of Meaning of D&I

- ◆ It seems the “meaning” of diversity is well understood notionally, but awareness of importance of matters that need to be actually promoted in day-to-day work is low relatively . As shown in “lacking concrete image of the strategy” that was mentioned before, awareness of seriousness of diversity management needs and actual experience of diversity management are low.

Negative response of Bottom 2 Box is very small. Therefore it is not counted.

No. of Samples	Gender							Title			Overseas Experience		
	Overall	Male		Female		No. of Employees			Manager Level	GM or VP	Officers	Yes	No
		1,178	1,043	113	-999 #REF!	4,999	5,000-9,999	10,000 or over					
%	%	%	%	%	%	%	%	%	%	%	%	%	%

Way of thinking required for successful D&I

Importance Top 1 Box (I think so strongly.)

Develop ability and provide opportunities equally.	79%	78%	89%	63%	78%	77%	80%	75%	88%	95%	87%	77%
D&I awareness according to evaluations	71%	71%	75%	56%	72%	66%	70%	68%	74%	93%	75%	69%
Respect for diverse abilities	70%	69%	73%	53%	73%	71%	66%	68%	71%	95%	71%	69%
Open communication	64%	63%	65%	50%	66%	59%	62%	61%	69%	88%	71%	61%
Respect for various values	58%	57%	66%	47%	60%	56%	56%	55%	62%	90%	67%	55%
Work-life balance	56%	56%	61%	49%	55%	57%	55%	55%	59%	60%	58%	56%
Environment in which internal systems are usable.	47%	46%	55%	42%	40%	48%	46%	41%	57%	65%	56%	43%
Promote females to managerial positions actively.	46%	46%	52%	41%	40%	48%	47%	43%	53%	63%	51%	45%
Development of global human resource	38%	38%	42%	29%	33%	35%	42%	32%	48%	58%	50%	33%
Select capable employees early and foster them.	24%	25%	22%	20%	28%	21%	22%	21%	28%	58%	33%	21%

Importance Top 2 Box (Total of "I think so.")

Develop ability and provide opportunities equally.	97%	97%	96%	72%	97%	97%	98%	97%	98%	100%	98%	97%
D&I awareness according to evaluations	96%	96%	96%	69%	98%	98%	95%	95%	97%	100%	96%	96%
Respect for diverse abilities	96%	96%	95%	70%	96%	95%	96%	96%	95%	100%	97%	95%
Open communication	95%	95%	96%	69%	94%	96%	96%	95%	95%	100%	96%	95%
Respect for various values	93%	93%	93%	70%	92%	96%	94%	93%	94%	100%	94%	93%
Work-life balance	88%	88%	86%	65%	88%	87%	88%	87%	88%	100%	89%	87%
Environment in which internal systems are usable.	86%	85%	91%	66%	82%	87%	87%	84%	91%	95%	92%	84%
Promote females to managerial positions actively.	83%	83%	82%	65%	77%	81%	86%	80%	89%	95%	85%	82%
Development of global human resource	77%	77%	81%	55%	69%	76%	84%	73%	86%	85%	87%	73%
Select capable employees early and foster them.	59%	61%	52%	45%	66%	54%	57%	56%	66%	85%	65%	58%

Availability of Mechanism to Promote D&I

◆ A mechanism to promote D&I in the company does not seem to be established, which reveals that clarification of roles to subordinates by managers, information sharing, and feedback to the management are not conducted sufficiently.

➤ Even so, females, small and medium-sized companies, officers, and those with overseas experience are relatively trying to promote D&I consciously.

	Overall	Gender		No. of Employees				Title			Overseas Experience		
		Male	Female	-999	1,000-4,999	5,000-9,999	10,000 or over	Manager Level	GM or VP	Officers	Yes	No	
		No. of Samples	1,178	1,043	113	171	308	160	519	752	337	40	319
	%	%	%	%	%	%	%	%	%	%	%	%	%
D&I promotion status in the company													
Top 1 Box (I think so strongly.)													
Explain D&I status to subordinates.	7%	7%	14%	13%	7%	5%	7%	6%	8%	33%	13%	6%	
Provide subordinates with roles and goals.	8%	8%	10%	9%	6%	8%	9%	7%	9%	18%	10%	7%	
Report to the boss or convey requests to the boss.	8%	7%	18%	13%	9%	6%	6%	5%	10%	35%	13%	6%	
Listen to subordinates' opinions.	13%	13%	21%	18%	14%	11%	12%	12%	15%	25%	17%	12%	
Support subordinates' approach to D&I.	15%	14%	24%	20%	17%	13%	12%	11%	18%	45%	22%	12%	
Top 2 Box (Total of "I think so.)													
Explain D&I status to subordinates.	37%	37%	42%	43%	38%	37%	37%	35%	40%	73%	42%	36%	
Provide subordinates with roles and goals.	32%	33%	29%	39%	30%	36%	31%	31%	32%	58%	34%	32%	
Report to the boss or convey requests to the boss.	34%	32%	50%	37%	38%	33%	31%	30%	37%	80%	44%	30%	
Listen to subordinates' opinions.	47%	48%	47%	50%	48%	48%	46%	46%	50%	75%	54%	45%	
Support subordinates' approach to D&I.	48%	47%	52%	53%	49%	46%	46%	43%	54%	83%	56%	45%	
Bottom 2 Box (Total of "I don't think so.)													
Explain D&I status to subordinates.	33%	34%	27%	25%	31%	39%	34%	36%	30%	15%	28%	35%	
Provide subordinates with roles and goals.	37%	36%	41%	28%	41%	41%	35%	39%	34%	28%	31%	39%	
Report to the boss or convey requests to the boss.	33%	34%	23%	29%	32%	40%	33%	37%	29%	8%	25%	36%	
Listen to subordinates' opinions.	24%	24%	22%	17%	25%	31%	23%	26%	21%	5%	17%	26%	
Support subordinates' approach to D&I.	23%	24%	20%	16%	23%	32%	23%	26%	21%	8%	17%	26%	

Basic Management Skills for Managers (Mutual Understanding Ability)

- ◆ Managers have a very high self-evaluation in terms of mutual understanding ability. However, there are some issues in controlling emotions, understanding subordinates' values, and using feedback from others for improvement.
 - Small and medium-size companies, officers, and those with overseas experience have a higher awareness level on mutual understanding ability.

Negative response of Bottom 2 Box is very small. Therefore it is not counted.

No. of Samples	Gender			No. of Employees				Title			Overseas Experience	
	Overall	Male	Female	-999	1,000-4,999	5,000-9,999	10,000 or over	Manager Level	GM or VP	Officers	Yes	No
	%	%	%	%	%	%	%	%	%	%	%	%
1,178	1,043	113	171	308	160	519	752	337	40	319	834	

Philosophy for Action (Mutual Understanding and Management of Diversity)

Top 1 Box (I think so strongly.)

Admit mistakes unreservedly.	55%	55%	59%	65%	56%	54%	52%	54%	58%	65%	61%	53%
Demonstrate a willingness to listen.	44%	44%	48%	52%	49%	43%	40%	44%	44%	65%	45%	45%
Encourage subordinates to express their opinions.	36%	36%	38%	44%	41%	30%	34%	37%	36%	43%	40%	35%
Observe subordinates' words and deeds carefully.	34%	33%	40%	39%	38%	34%	31%	34%	34%	45%	36%	34%
Let subordinates finish their story.	34%	34%	38%	43%	34%	34%	31%	35%	32%	38%	35%	34%
Express my opinion clearly.	32%	31%	40%	44%	33%	33%	28%	29%	36%	60%	40%	29%
Able to control my emotion.	25%	25%	21%	24%	25%	24%	25%	23%	27%	33%	26%	24%
I know subordinates' values.	21%	20%	29%	29%	23%	21%	18%	22%	19%	33%	26%	20%
Use feedback from subordinates for improvement.	17%	16%	21%	25%	19%	17%	13%	14%	20%	40%	23%	14%

Top 2 Box (Total of "I think so.")

Admit mistakes unreservedly.	95%	96%	89%	96%	93%	97%	95%	95%	94%	100%	95%	95%
Demonstrate a willingness to listen.	90%	90%	91%	92%	91%	94%	88%	90%	90%	100%	90%	90%
Encourage subordinates to express their opinions.	88%	88%	90%	91%	85%	90%	89%	87%	91%	100%	90%	88%
Observe subordinates' words and deeds carefully.	87%	88%	87%	90%	90%	88%	85%	87%	88%	90%	87%	87%
Let subordinates finish their story.	86%	87%	83%	88%	87%	88%	85%	86%	87%	95%	85%	87%
Express my opinion clearly.	83%	84%	77%	85%	83%	86%	82%	81%	87%	95%	85%	82%
Able to control my emotion.	81%	81%	78%	90%	78%	87%	78%	81%	80%	83%	82%	80%
I know subordinates' values.	77%	77%	81%	84%	79%	76%	75%	77%	76%	93%	80%	76%
Use feedback from subordinates for improvement.	69%	69%	69%	77%	70%	70%	65%	67%	70%	98%	72%	68%

Basic Management Skills for Managers (Management of Diversity)

- ◆ Diversity is well managed in terms of mentality such as “treat subordinates fairly,” “evaluate based on skills instead of diversity,” and “do not put labels on subordinates for judgment.”
 - However, diversity management in terms of action such as “correct prejudice in the workplace actively,” “educate myself to understand different values from mine,” or “develop an environment in which diversity is demonstrated ” is relatively weak.

No. of Samples	Gender			No. of Employees			Title			
	Overall	Male	Female	-999	1,000-4,999	5,000-9,999	10,000 or over	Manager Level	GM or VP	Officers
	%	%	%	%	%	%	%	%	%	%
	1,178	1,043	113	171	308	160	519	752	337	40

Philosophy for Action (Mutual Understanding and Management of Diversity)

Top 1 Box (I think so strongly.)

Treat subordinates fairly.	65%	63%	73%	70%	68%	64%	61%	62%	68%	85%
Evaluate based on skills instead of diversity.	59%	58%	65%	64%	65%	59%	54%	56%	65%	78%
Avoid judging subordinates based on labels.	41%	40%	51%	44%	40%	46%	40%	39%	43%	60%
Correct prejudice in the workplace.	31%	30%	37%	35%	32%	33%	29%	28%	35%	53%
Educate myself to understand different values.	29%	28%	35%	40%	28%	26%	27%	26%	34%	55%
Respect diversity and develop the environment.	21%	19%	32%	27%	27%	18%	16%	19%	21%	45%

Overseas Experience

Yes	No	No. of Companies Served			
		1 company	2 companies	3 companies	4 companies or more
		%	%	%	%
319	834	656	231	136	117
69%	63%	62%	63%	72%	74%
61%	58%	56%	58%	71%	63%
43%	40%	39%	37%	48%	50%
36%	30%	28%	32%	35%	44%
44%	24%	26%	26%	36%	47%
27%	18%	18%	17%	29%	32%

Top 1 Box (I think so strongly.)

Treat subordinates fairly.	69%	63%	62%	63%	72%	74%
Evaluate based on skills instead of diversity.	61%	58%	56%	58%	71%	63%
Avoid judging subordinates based on labels.	43%	40%	39%	37%	48%	50%
Correct prejudice in the workplace.	36%	30%	28%	32%	35%	44%
Educate myself to understand different values.	44%	24%	26%	26%	36%	47%
Respect diversity and develop the environment.	27%	18%	18%	17%	29%	32%

Negative response of Bottom 2 Box is very small. Therefore it is not counted.

Basic Management Skills for Managers (Management of Gender Diversity)

- ◆ **90% of the respondents understand equal opportunities (diversity spirit) and act accordingly toward female employees. However, there is a tendency that understanding decreases in terms of response to concrete examples and specific cases!**
 - **62% of the respondents said that they do not find it to difficult to work with people of the opposite sex, but 17% answered that they find it easier to work with people of the same sex.**
 - **Those who answered “treat female employees who are raising children flexibly” accounted for only 64% and the percentage of those who agreed strongly (Top 1) falls to 32%.**
 - **There may be many specific reasons behind, but only 22% of the respondents had female candidates for their successor. On the contrary, those who don't have any female candidate reached 46%.**
- ✂ **The total of Top 2 Box is used. Please refer to the excel file attached for figures not included in the table below.**

Negative response of Bottom 2 Box is very small. Therefore it is not counted.

	No. of Samples	Gender			Title			Overseas Experience		No. of Companies Served			
		Overall	Male	Female	Manager			Yes	No	1	2	3	companies
		%	%	%	Level	GM or VP	Officers	%	%	company	companies	companies	or more
	1,178	1,043	113	752	337	40	319	834	656	231	136	117	
Management of Diversity (Gender)													
Importance Top 1 Box (Note: "Subordinates with the same family name ..." are included in "I don't think so.")													
Provide opportunities regardless of sex.	57%	55%	68%	51%	68%	83%	66%	54%	54%	58%	63%	67%	
It is easier to work with subordinates of the same sex.	37%	34%	62%	34%	42%	60%	42%	36%	32%	42%	48%	50%	
Treat females who are child-rearing flexibly.	32%	30%	45%	28%	38%	55%	39%	29%	28%	34%	35%	44%	
Have a female candidate for my successor.	12%	8%	43%	11%	12%	13%	17%	10%	8%	9%	18%	24%	
Importance Top 2 Box (Note: "Subordinates with the same family name ..." are included in "I don't think so.")													
Provide opportunities regardless of gender.	90%	90%	92%	89%	93%	98%	91%	90%	90%	88%	95%	90%	
It is easier to work with subordinates of the same sex.	62%	59%	82%	58%	66%	85%	66%	60%	58%	63%	69%	73%	
Treat females who are child-rearing flexibly.	64%	63%	74%	59%	74%	90%	67%	63%	64%	64%	63%	74%	
Have a female candidate for my successor.	22%	17%	66%	21%	24%	20%	28%	20%	18%	23%	31%	35%	

Basic Management Skills for Managers (Female Successor)

- ◆ As explained in the previous page, while 22% of the respondents answered that they have female candidates for their successor”, 46% think that “there is no female candidate.” There are various reasons and major ones are as follows.
 - There is no or a few females in the workplace, or female employees don’t have enough years of experience to be a candidate (too young).
 - Female employees have not grown up (or have not been fostered) as a candidate, or they are inadequate as a candidate.
 - Females are not suitable for my successor.
 - Others

	Total	Manager Level	GM or above
No. of Samples	534	338	196
	%	%	%
A: No or a few females in the workplace, or no female in mid-level or above.	46%	49%	41%
B: Haven't grown up (been fostered) as a candidate, not qualified as a candidate.	44%	40%	51%
C: Females are not suitable for my successor.	8%	9%	6%
D: Others	1%	1%	2%

◆ **No or a few females in the workplace, or female employees don't have enough years of experience to be a candidate (too young)**

- There is no female subordinates.
- At present, since there are only young females in the organization, they haven't reach the level to be a successor.
- Females in my group are either new employees or those who have only 4 years of working experience.
- No women in my department. (If there is a capable female employee, she will be treated as a candidate.)
- Since there is no female engineer in the workplace, it is difficult to have a concrete idea of female candidates.
- In the first place, there are not many female employees in the workplace and females who want to be in a managerial position are a few.
- I don't have any female subordinate. Even if I had one, I will not appoint her as my successor just because she is a woman. I have no intention to discriminate women, but I will not promote women just because they are women. I think Diversity is to promote a capable person regardless of sex.

◆ **Female employees have not grown up (or have not been fostered) as a candidate or they are inadequate as a candidate.**

- At present, when I think of candidates of my successor, male subordinates are more capable than female subordinates from a comprehensive standpoint.
- Depending on the type of job, currently, there are some female leaders in my department. If they are qualified, there is a lot of possibility that they will be promoted to a manager. At present, they have not been fostered to reach that level yet. In the future, female should succeed my position if they perform well in the organization and have qualified skills. However, at current stage, there is no female to be a candidate.
- When judging from a comprehensive standpoint, the candidates of my successor happen to be men. It is not a discrimination based on sex.
- I just happen to be unable to find a female who has the same skill and experience with me in the company, and it does not mean that I consider females are unqualified to do the job.
- Gender is irrelevant. Under present situation in my company, female candidates for managerial positions are few and as a result, females employees in my department have not reached that level yet. It is not a matter of gender.
- I have not fostered female employees to become candidates.
- There is no discrimination by sex in the criteria to select my successor at all. Currently, there are no females who can fulfill the criteria.

◆ Females are not suitable as a candidate

- When I think of a female as my successor, I am worried about my clients' response.
- I think my clients do not want a female as my successor. *I feel that females are inappropriate for the work and the industry of my clients would not accept women.
- There is no female who can do things that we have to do with our clients as a part of our business such as golfing and mah-jong like men do.
- There are many drinking occasions as a part of our business, so I can not imagine that females in my company can become my successor.
- There are many cases that I have to go to the field by myself to respond to our clients, and I wonder if a female can do such a job for security reasons.
- My work is very demanding as I have to travel on business many times and work for long hours. The working environment is not easy for women.
- I don't think that present business field is suitable for women. In addition, difference in ability between men and women is evident by and large, therefore there is no need to promote women forcedly. On the other hand, there are areas that women can exercise their abilities better than men do, so women should be promoted in such areas.
- I don't think about my successor. (It is difficult to imagine my successor as I don't know when and from where my successor would come due to personnel change.)
- The pool for the successor itself does not exist.
- Both internal and external environments have not been developed.

Basic Management Skills for Managers (Information and Criteria Sharing)

- ◆ One-sided actions from managers (explanation, communication, etc.) represented by “I explain positioning and mission of their work” are executed at a high level.
 - However, actions such as “provide an occasion to share information and ideas of each subordinate” and “talk about dreams and vision of the work” tend to show low percentages relatively. Especially, those who agreed strongly (Top 1) had low percentages.

No. of Samples	Gender		Title				Overseas Experience		No. of Companies Served			
	Overall	Male	Female	Manager			Yes	No	1	2	3	4 companies
	1,178	1,043	113	Level	GM or VP	Officers	319	834	company	companies	companies	or more
	%	%	%	%	%	%	%	%	%	%	%	%

Fostering Subordinates (Information and Criteria Sharing)

Top 1 Box (I think so strongly.)

	Overall	Male	Female	Level	GM or VP	Officers	Yes	No	1 company	2 companies	3 companies	4 companies or more
Explain positioning of the work to subordinates.	44%	43%	55%	41%	47%	70%	49%	43%	43%	43%	50%	48%
Convey strategic positioning.	42%	41%	46%	34%	53%	85%	49%	39%	40%	43%	46%	44%
Share issues and criteria.	41%	41%	43%	38%	48%	60%	47%	40%	39%	46%	45%	45%
Convey progress on the company's strategy.	37%	37%	32%	30%	47%	85%	44%	35%	36%	36%	41%	42%
Share subordinates' information with everyone.	26%	24%	35%	23%	31%	33%	30%	24%	22%	28%	31%	33%
Talk about vision of the work.	19%	18%	27%	16%	22%	35%	28%	16%	18%	16%	23%	29%

Top 2 Box (Total of "I think so.")

	Overall	Male	Female	Level	GM or VP	Officers	Yes	No	1 company	2 companies	3 companies	4 companies or more
Explain positioning of the work to subordinates.	92%	92%	92%	92%	93%	98%	92%	92%	93%	90%	95%	90%
Convey strategic positioning.	89%	90%	85%	87%	94%	100%	90%	89%	90%	87%	90%	89%
Share issues and criteria.	90%	91%	89%	90%	92%	93%	91%	91%	91%	89%	93%	87%
Convey progress on the company's strategy.	87%	88%	82%	85%	93%	98%	88%	87%	88%	84%	88%	85%
Share subordinates' information with everyone.	79%	79%	81%	79%	77%	93%	80%	79%	77%	80%	85%	79%
Talk about vision of the work.	62%	62%	63%	58%	67%	85%	68%	59%	62%	60%	63%	64%

Negative response of Bottom 2 Box is very small. Therefore it is not counted.

Basic Management Skills for Managers (Support to Subordinates' Growth)

- ◆ As for fostering subordinates, each group showed high awareness and it seems they are executing it.
 - If possible, it would be ideal if they can maximize communication with subordinates and balance “praising” and “requesting improvement” effectively.

No. of Samples	Overall	Gender		Title			Overseas Experience	
		Male	Female	Manager			Yes	No
				Level	GM or VP	Officers		
	1,178	1,043	113	752	337	40	319	834
	%	%	%	%	%	%	%	%

Fostering subordinates

Top 1 Box (I think so strongly.)

Prioritize support to growth.	45%	44%	49%	42%	50%	55%	46%	44%
Encourage subordinates to act on their own initiative.	43%	43%	40%	39%	49%	75%	51%	40%
Provide an occasion for discussion regularly.	42%	41%	52%	39%	45%	68%	50%	39%
Request to set higher goals.	33%	34%	25%	31%	36%	65%	39%	31%
Discuss about good points and points to be improved	25%	24%	32%	23%	28%	45%	29%	24%

Top 2 Box (Total of "I think so.")

Prioritize support to growth.	83%	84%	76%	82%	87%	98%	87%	83%
Encourage subordinates to act on their own initiative.	87%	88%	87%	87%	87%	100%	88%	87%
Provide an occasion for discussion regularly.	92%	92%	85%	91%	92%	98%	92%	92%
Request to set higher goals.	77%	77%	78%	76%	81%	95%	81%	76%
Discuss about good points and points to be improved	81%	81%	81%	80%	82%	98%	81%	81%

Negative response of Bottom 2 Box is very small. Therefore it is not counted.

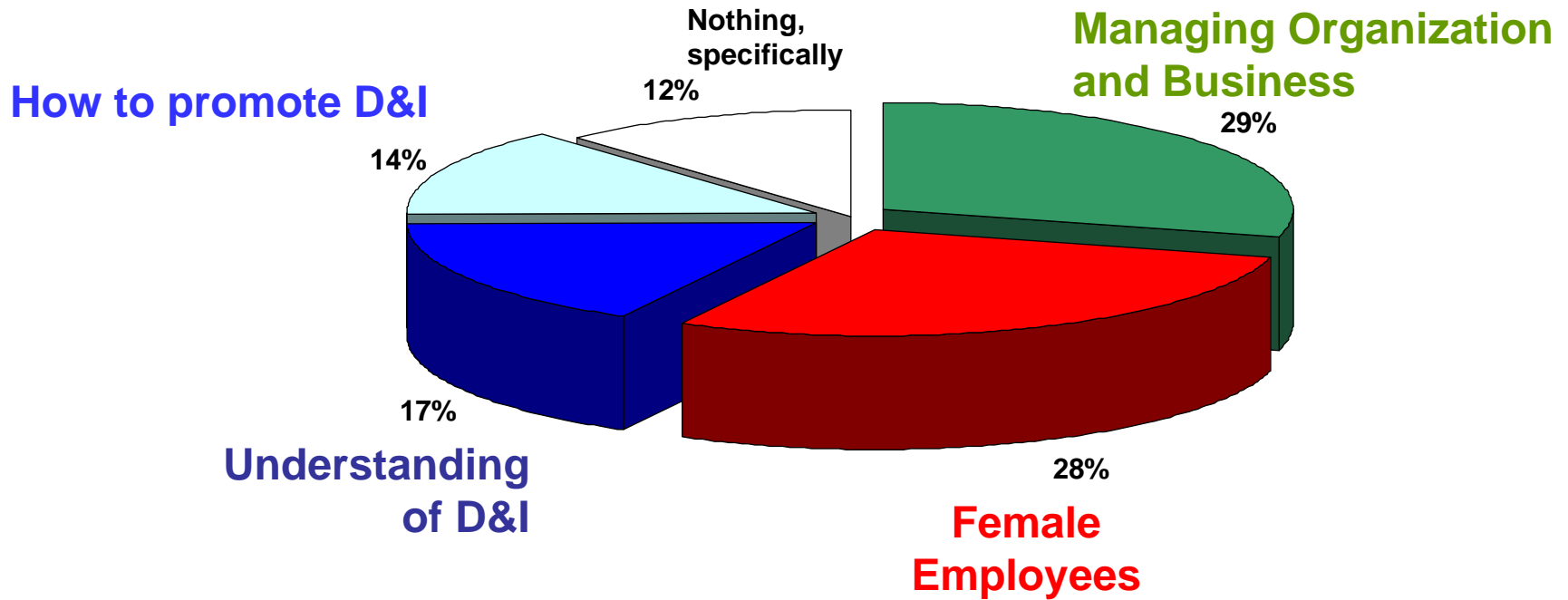
- ◆ As for “Change Agent,” those in higher positions tend to show a higher awareness level.
 - Especially, recognition of changes in external environment surrounding the business and attitude to request response to such changes were very clear.
 - However, it is slightly difficult to judge whether or not response to changes by the whole organization (teamwork) is carried out actively in the company.

	Overall	No. of Employees				Title			Overseas Experience	
		-999	1,000-	5,000-9,999	10,000 or over	Manager Level	GM or VP	Officers	Yes	No
		No. of Samples								
	1,178	171	4,999	160	519	752	337	40	319	834
	%	%	%	%	%	%	%	%	%	%
Change Agent										
Top 1 Box (I think so strongly.)										
Request to notice changes of business environment.	41%	46%	42%	43%	38%	36%	47%	70%	43%	40%
Encourage to learn the market trend.	38%	36%	36%	39%	39%	34%	45%	68%	46%	35%
Request to challenge changes or transformation.	37%	42%	41%	39%	33%	30%	47%	78%	48%	33%
Inform well to come up with new perspectives and ideas.	36%	41%	38%	36%	35%	32%	43%	68%	45%	33%
Tell subordinates to regard failures as a chance to grow.	36%	39%	39%	37%	34%	34%	40%	63%	39%	35%
Create a team consisting of people with various abilities.	30%	33%	35%	29%	27%	26%	34%	68%	36%	28%
Significance Top 2 Box (Total of "I think so.")										
Request to notice changes of business environment.	86%	88%	86%	90%	85%	83%	92%	98%	86%	87%
Encourage to learn the market trend.	77%	74%	72%	82%	81%	74%	83%	95%	82%	76%
Inform well to come up with new perspectives and ideas.	83%	83%	81%	83%	85%	82%	84%	98%	86%	82%
Request to challenge changes or transformation.	82%	80%	85%	83%	82%	80%	87%	95%	86%	81%
Tell subordinates to regard failures as a chance to grow.	83%	84%	86%	81%	81%	82%	83%	98%	83%	82%
Create a team consisting of people with various abilities.	75%	75%	78%	79%	73%	71%	82%	100%	81%	74%

Challenges in Managing Organization (Past Experience)

Problems Experienced in Promoting D&I (Self-Description)

The following are areas of major issues experienced regarding D&I promotion:



◆ **Management of Subordinates**

- Matching individual visions and motivation for the work with direction of the organization.
- When there is a difference between efforts I ask to my subordinates and motivation of the subordinates, I found it difficult to raise their motivation. Especially, it is more difficult when the subordinates put more importance on their private life than the work.
- Since the work in the organization is routine, it tends to fall in a rut easily and it is difficult to keep subordinates' motivation and aspiration.
- While there is a dynamic discussion on diverse perspectives and backgrounds, when a member sticks to his/her opinion, it becomes difficult to get a consensus. Also, it is sometimes regarded that there is a favoritism in personnel evaluation.
- It really becomes very difficult to listen to subordinates' opinion when the decision time is approaching and we have to worry about seriousness and spread of the problem. In other words, the higher the business goals in my department becomes, the less leeway I have and D&I viewpoint becomes weak, although I understand that I have to manage well in every point.
- I try to respect each member's characteristics and create an environment in which the members can work vigorously. I realize importance and difficulty of communication. I think it is necessary to open our hearts to each other and try to understand each other.
- Since the company is built on teamwork, it is difficult to balance respect for individuals and teamwork. There are many situations that the OUTPUT of the department is not the OUTPUT the individual seeks. In such cases, how to keep motivation of the individual is an issue.

◆ **High Work Load**

- ◆ Most of the members are busy with day-to-day work. Therefore, promoting D&I sometimes causes anxiety among the members that their work load would increase. I think it is important to change work assignment and bring out the members' abilities regardless of sex in day-d-day work as a natural thing, but I think it will be difficult.
- ◆ It is not that I am concerned about women's attributes, but as I have not been able to define a new added value of white-collar, I think the members are still working for long hours, and it is preventing competent employees in a difficult family environment from demonstrating their abilities.
- ◆ Allowance in human resources is needed to promote work-life balance and education.
- ◆ Extreme shortage of manpower and indifference of the HR department.

◆ Fostering/Evaluation

- Fostering subordinates differs depending on individuals and it is important to foster subordinates individually. However, I notice that many employees have low degree of autonomy as an individual and strong dependence recently. In such cases, I am bothered by people who misunderstand that promoting D&I is to insist on their rights ignoring their obligations. If more attention is paid to this point, I can understand current strategy very well.
- In the field, it takes time to educate employees to produce a certain level of output while there is large difference in the employees' ability and characteristics. I understand that fostering human resources is an important issue for the future of the company, but there are a lot of delivery work that need many people, and it is becoming difficult to find time to foster subordinates.
- The problem is that I don't have enough time to think about fostering human resources and organizational operation.
- The company's management policy and development of employees' career do not always match and when I think about fostering human resources as a manager, there is a slight conflict with the management point of view.
- Hollowing out of mid-level employees and no concrete measures to foster young employees.
- Seniority system mentality remains among the subordinates and there are cases that I feel hesitation and jealousy when I try to promote younger subordinates.
- When fostering human resources, it is very important that the members change their way of thinking by themselves, and I think that is the most difficult point.
- I had difficulty in keeping motivation of the subordinates as the evaluations were mostly based on figures and I could not include other points. I would appreciate it if D&I would be included in evaluation items in future.
- How to keep objectivity and fairness in evaluating each business goal and how to make the subordinates consent to the feedback.
- After all, evaluation ends up as adjustment within a frame. I think absolute assessment is also needed to raise the subordinates' morale. *Fair personnel evaluation that team members with various type of employment can agree with.
- It would be good if there are various points in evaluation. Multiple job family are set and role models to be aimed at are set from various points of view. However, final evaluation is made after compiling those points and I sometimes find it difficult to evaluate as I wonder if evaluation on specific features are made appropriately.
- Subordinates who set their limit early and are afraid of challenging are increasing. The management is not successful in showing that there will be another chance for reassessment when subordinates make a mistake. I myself cannot express these points clearly and I am being unable to support subordinates' challenges enough.

Concrete Examples of Self-Description: **Managing Female Employees 1**

◆ **Child Rearing**

- In my workplace, employees have to work for long hours and I am worried that when capable female employees get married and have children in the future, they will not continue to work. Unless we arrange flexible treatment in working hours or teleworking, etc., it will be difficult to retain those employees.
- What I am worried about now in order to secure excellent human resources and develop a better working environment for women is that 4 team members of a team of 9 people will have shorter working hours due to child rearing at the same time a year and half later. I plan to increase manpower to cover increased work load of the remaining 5 members if necessary, but I am considering the best method.
- Although the company provides a support system such as shorter working hours for child-rearing to both male and female employees who have preschool-aged children, I feel that there are some departments in which the system cannot be utilized due to lack of understanding from surrounding people in the workplace. I strongly feel differences in working environment among departments. (a female)
- I understand notionally that the system of maternity leave is important. I think it would be better if a support system to the workplace (for example, increasing dispatched workers, etc.) become available more easily.

◆ **Awareness of Female Employees**

- Compared with male employees, female employees do not seem to have experienced opportunities to develop their leadership in their process of career development. I think educational opportunity to raise their awareness should be increased.
- Although we talk about promotion of female employees, I think female employees sometimes lack preparedness. How hard we try to foster female employees, unless the number of female employees who quit the company after marriage decreases, it is difficult to raise motivation to promote women. In addition, female employees who have more career tend to be severer with employees of the same sex, it is important to change mentality of senior female employees.
- Compared with male employees, there are less female employees who are conscious of growing and challenging a higher goal. Therefore, even though I want to provide them with various opportunities to grow, there is a situation that I cannot do so.
- Big factors in difficulty in promoting females are their awareness, way of thinking toward work-life balance, and changes of their way of thinking toward their career due to family environment changes rather than the system of the company. In other words, even if we try to promote or foster female employees, it will not work unless they change their awareness. This is a phenomenon unusual among male employees.

◆ **Preferential Treatment**

- Females may be promoted for propaganda purpose, but support to their further growth is not continued. I think it is wrecking chances to grow further after all.
- I feel there is reverse discrimination to increase female managers. I think the principle should be equality.
- I think male employees who joined the company in the same year with female employees have difficulty in accepting accelerated promotion of the female employees (of course, I believe they have produced excellent results.)

Concrete Examples of Self-Description: **Managing Female Employees 2**

◆ **Fixed Concept of Men and Society toward Women**

- There were many prejudices against female employees. For example, there are many opinions such as female employees should not work for long hours (of course, it may be necessary based on mother's body protection law), or they will quit the company soon for marriage and therefore they cannot be assigned for important jobs.
- There are many managers who assume that female employees have relatively low evaluation.
- When I assign work to female employees, there are cases that I am concerned first that they would not be able to work fully because they have to balance work and family. It is difficult to know whether they really want to be assigned for the work or not.
- It is difficult to give advice to male employees who cannot accept female bosses who are younger than them.
- Women have fewer opportunities to develop their abilities in the Japanese business society. On the other hand, I see women who expect to be promoted just because they are women while they do not have enough abilities and experiences.
- Since our industry is male-dominated, it seems that the practice to utilize women externally is not sufficient.
- There are some clients that cannot accept their business contacts fairly due to prejudice against age and sex. (local financial institutions, etc.)

◆ **Small Number of Female Employees**

- There are not many female employees in the development department originally. I think concrete measures such as recruiting more females are necessary.
- Although we discuss about promoting females to managerial positions, the total number of female employees is small. Especially, the number of females with 10 years or more of experience is extremely small. It may be due to lack of support from the company or society, but there were times that I felt difficulty in raising their awareness. (When I talked about their future in an interview, they sometimes said that they were not planning to work for long years.)
- The ratio of female employees in the sales department is low. Since there is no actual achievement by women in the profit departments, positions of female employees do not advance relatively.
- Since the number of female employees is small and the number of female managers is even smaller, I think it will be difficult for females to find their role models.

◆ **Treatment of Female Employees**

- Since I am so conscious of D&I (especially promotion of female employees), I sometimes place too much hopes and pressure on female subordinates. I do not worry about such things for male subordinates and these two points are my issues in promoting D&I.
- Although I face many situations where all members have to cooperate as an organization, when there is misalignment in their directions, I cannot talk about the root cause with female employees easily unlike in the case of male employees and tend to postpone dealing with the problem. I may be too worried, but sometimes I am very careful with power or sexual harassment more than necessary and I can't take one step further.
- I hesitate to warn female employees sometimes and find it difficult to work with them smoothly.

◆ **Inadequate Assignment/Long Working Hours**

- Since the main work is maintenance, it is a male-dominated workplace. We have never had female employees and I feel a little anxiety about having women in our workplace.
- In the field of debt collection, I have experienced or seen a few occasions that male employees had to bear the burden of the work that female sales person in charge could not do.
- Although I don't see any problems in ability of female employees, the reality is that it is difficult to ask female employees to work long hours (including working through the night) or at night when the problem is very serious. I think it is not good that females have to go home alone late at night. So, it will be difficult for women to work as engineers. Of course, there will be no problem in case that they work on light duty only.
- We have to work on late-night shift, but female employees often took a day off from work due to falling sick after the shift. Therefore they are excluded from the late-night shift at present and male employees have to work on late-night shifts more because of this. I have doubts about this from the standpoint of fairness.
- It is not that the company is concerned about attributes of female employees, but it has not been able to define added value for white-collar. Therefore employees still have to work for long hours preventing competent employees who are in a difficult family environment from good performance.

◆ Value s/Way of Thinking

- I find it difficult to reach an agreement when promoting D&I with people who are obsessed with past experiences and practices.
- Difference in values of the subordinates. Difference in ambition affects organizational operation. I cannot change employees who are satisfied with current situation by any means. They are not interested in improving their career.
- I think it is difficult to judge values and ability of individuals and what the organization wants appropriately.
- There are times that I cannot break through priorities of experience and prejudice that are common among experienced employees.
- I think cultural difference is a bigger barrier in organizational operation than gender.
- Since foreigners have different cultures and custom, they have a different approach to their work. I often find it difficult to align the vector.
- I find it difficult to share work and values with members who have different background and career.
- It is difficult to solve lack of communication among subordinates due to age difference.
- People tend to form a group based on various factors such as age, organization, and origin. Although a lot of energy is required to avoid such grouping, it is imperative.
- Uniformity of the organization itself is high. (Japanese, men, and graduates from university or graduate school majoring in science)
- Since an organization tends to make rules and standardize, it can destroy individuality.
- Employees who have to contact with domestic clients face barriers based on skills, experience, and gender and it is difficult for foreigners and women to be accepted. Employees who engage in internal operations do not have such barriers.

◆ Language

- Language becomes an obstacle to understand each other.
- Language problem is unavoidable when making a team with members who have different nationalities.

◆ Type of Employment

- Keeping motivation of retired employees who are working as dispatched workers due to extension of employment.
- I always feel difference in treatment between permanent employees and dispatched workers while they are doing the same job.
- Employees with different type of employment (permanent worker, dispatched workers from related companies (full time and part time), and temporary workers from an agency) are mixed in the organization, and how to create sense of togetherness including fostering is the issue.
- Daily communication with telecommuter.
- Although I changed jobs to join this company, there are cases that a gap that cannot be filled generates between employees who have worked for other companies and employees who haven't because of difference in culture and background. The same problem happens between males and females and also Japanese and foreigners.

◆ Persons with Disabilities

- How do I foster employees with disabilities (auditory difficulties) who work in professional-track jobs. They have high ability, but there is a problem in communication and it is difficult to promote them to leaders. They will end up as operators.
- What kind of work assignment should be given to employees with disabilities who work in a department that requires working at the client' site. Improving work environment in the company is not enough.
- Preparation to accept employees with disabilities and mind-set
- Our company accepts people with disabilities. As we had been preparing before we accepted them, we have gained understanding of the workplace and there is no problem in daily communication. However, there is a problem in real time communication in a meeting. We think systematic efforts such as hiring a sign language interpreter may be necessary.

◆ Promotion of D&I

- When the company is committed to D&I, I think it will be difficult to promote D&I unless the company communicates it strongly to all employees.
- To promote D&I and build an organization that can respond to changes of environment freely, the top management has to keep communicating to the employees that the company wants various ideas. And managers in the fields need to develop an environment in which each employee can express his/her opinion in day-to-day work easily.
- It seems many employees think that D&I means promoting female employees. It is better to clearly define that D&I mean diversity. If we don't make the employees accept D&I first and then make them realize that promotion of female employees is one of the measures of D&I, other diversity matters that can be seen here and there may be overlooked.
- I feel discomfort with the idea that D&I will be promoted by promoting female employees. Promotion of women should be based on the assumption that they are promoted because of their ability. (a female)
- Difference in "gender" and "nationality" are easy to see, but various "values" are not. I think it is human nature that an organization is apt to gather people who have the same value. I think an organization will not change unless there is a strong message from the top management or high-ranking persons or there are some incentives.
- I don't think efforts by persons in charge of D&I promotion are not enough to produce results. I think the biggest point is that how much managers in the fields understand D&I and respond with its awareness.
- Promotion of D&I and retention (reduction) of head-count contradict. For example, by including foreigners who do not speak Japanese in a Japanese workplace, a meeting takes more than twice as long and Japanese employees are requested to overcome many difficulties to fill in the gap caused by cultural difference. Furthermore, manpower is reduced temporarily due to implementation of child-rearing leave and shorter working hours, but increase of head-count is not approved in name of efficiency and laborsaving. This generates increase in workload and accumulation of frustration and things get worse sometimes.

- It is difficult to communicate across the departments. It is very difficult to know whom and how to contact and how to proceed. There seems to be a personal communication method or a communication method for among peers, which is very difficult to know for employees who moved to this company from other company.
- Since there is no function to connect vertically-structured departments horizontally or the function is not working, D&I promotion is dependent on awareness of employees in each department. I think we are not using potential opportunities to promote D&I.
- Everyone thinks that the organizational management leading to improvement of each employee's ability by placing right people in the right jobs and strategic personnel distribution is ideal. However in reality, I think tendency to prioritize own department is getting stronger rather than company-wide sensation of unity because of many negative effects such as retaining people.

Appendix

Questionnaire

Awareness and Attitude toward Diversity & Inclusion among Middle Managers Survey: Questionnaire

Q1. What do you think of the following sentences regarding D&I strategy in your company? Please select one answer that applies to your opinion best. (SA)

(Answers: 1. I think so strongly. 2. I think so. 3. Can't say either. 4. I don't think so. 5. I don't think so at all.)

1. I understand the contents of my company's D&I strategy.
2. I have a concrete image on what my company is trying to achieve by promoting D&I strategy.

Q2. What do you think of the following sentences regarding implementation status of D&I in your company? Please select one answer that applies to your opinion best. (SA)

(Answers: 1. I think so strongly. 2. I think so. 3. Can't say either. 4. I don't think. 5. I don't think so at all.)

1. Top management and executives of my company are committed to promote D&I.
2. I receive timely report on progress of D&I from the management.
3. Promotion of D&I is included in evaluation of managers.
4. There is a mechanism in the company to convey the employees' opinions regarding D&I to the management.

Q3. How important do you think the following items are in order for your company to survive and grow further? Please select one answer that applies to your opinion best.

(Answers: 1. Very important. 2. Important. 3. Can't say either. 4. Not so important. 5. Not important at all.)

1. Give equal opportunities to qualified employees to grow (ability development) and to be promoted regardless of sex.
2. Promote qualified female employees to managerial positions actively.
3. Increase retention rate of female employees by creating an environment in which they can use systems such as child-care leave, shorter working hours, and teleworking easily.
4. Develop a system to foster global human resources including active recruitment of foreigners.
5. Reduce overtime work by reviewing the working system in order to bring balance to work and private time.
6. Create a work environment in which various ability and way of working of each employee are respected and each employee can maximize his/her ability to play an active role.
7. Evaluate employees based on required abilities and skills to achieve results. Separate gender, academic background, experience, existence or non-existence of disability, and origin from evaluation.
8. Select potential managers and executives early and foster them systematically.
9. Allow honest and open internal communication and provide employees with many opportunities to express their opinion.
10. Create an work environment in which different perspectives and values are freely discussed in order to create a new value in the company.

Q4. We would like to ask you about execution of D&I. How much do the following items apply to what you execute on a routine basis? Please select one answer that applies best. (SA)

(Answers: 1. I think so strongly. 2. I think so. 3. Can't say either. 4. I don't think so. 5. I don't think so at all.)

1. I explain my company's D&I and the implementation status to subordinates as necessary.
2. I provide each subordinate with a role and goals to promote D&I.
3. I support subordinates when they execute D&I.
4. I listen to subordinates' opinion to promote D&I.
5. I communicate to my boss and related departments about reports and requests regarding D&I promotion as necessary.

Q5. We would like to ask you about your philosophy for action. How much do the following sentences apply to what you execute at work on a routine basis? Please select one answer that applies best. (SA)

(Answers: 1. I think so strongly. 2. I think so. 3. Can't say either. 4. I don't think so. 5. I don't think so at all.)

1. I receive feedback from my boss, subordinates, and colleagues regarding my "strengths and weaknesses" and "characteristics of my behavior" and use the feedback to improve myself.
2. I am aware of my pattern of emotions and can control them appropriately.
3. I express my opinions and judgments clearly including the reasons.
4. I apologize unreservedly when I realize that I was wrong.
5. I educate myself to understand other people who have different ideas or values from mine.
6. I try to avoid judging subordinates based on prejudice or established labels.
7. When there are words or deeds that can reinforce preconceptions or prejudice regarding people or operation of the system in the office, I do not leave as they are, but correct them.
8. I treat all subordinates equally as a member of the team regardless of gender, type of employment, existence or non-existence of disability, and origin.

Q6. We would like to ask you about your view on management of the organization. What do you think of the following things at work? Please select one answer that applies best.. (SA)

(Answers: 1. I think so strongly. 2. I think so. 3. Can't say either. 4. I don't think so. 5. I don't think so at all.)

1. I provide subordinates with opportunities to develop their ability regardless of sex.
2. It is easier to work with subordinates of the same sex.
3. I treat female subordinates who are child-rearing flexibly depending on their situations so that they can continue to work.
4. I respect various ability and way of working of each subordinate and provide an environment in which each subordinate can maximize his/her capability.
5. I evaluate subordinates based on required abilities and skills to achieve results and separate gender, academic background, experience, existence or non-existence of disability, and origin.
6. When I think of candidates of my successor, I have a female candidate. (For those who selected 4. I don't think so and 5. I don't think so at all, please proceed to Q6-SQ)

Q7. What are the reasons for selecting “I don’t think so.” or “I don’t think so at all.” in Q6-6 of “When I think of candidates of my successor, I have a female candidate.” Please write as specific as possible, whatever it may be. (OA)

Q8. We would like to ask you about how you treat your subordinate . How do you act regarding each of the following items? Please select one answer that applies best. (SA)

(Answers: 1. I think so strongly. 2. I think so. 3. Can’t say either. 4. I don’t think so. 5. I don’t think so at all.)

1. When I listen to my subordinate, I stop what I am doing and give my full attention to him/her showing a willingness to listen.
2. I let my subordinate finish his/her story without interrupting.
3. I observe my subordinates words and deeds carefully on a daily basis so that I can notice their feelings and changes of their emotions.
4. I know specific value and characteristics of behavior of each of subordinates.
5. I encourage subordinates to express their opinions and ideas freely in daily contact or a meeting.

Q9. We would like to ask you about fostering subordinates. How do you act regarding each of the following items? Please select one answer that applies best. (SA)

(Answers: 1. I think so strongly. 2. I think so. 3. Can’t say either. 4. I don’t think so. 5. I don’t think so at all.)

1. I communicate vision of our company, contents of business strategy, major trend of the company, and progress on the business strategy to my subordinates.
2. I communicate the positioning and meaning of my department in the business strategy to my subordinates.
3. I explain positioning and mission of work assignments to my subordinates.
4. I prioritize issues and share criteria with my group.
5. I talk about dreams and visions of work with my subordinates.
6. I provide an occasion for my subordinates to share their information and perspective with each other.
7. I request my subordinates to set higher goals by themselves.
8. I provide an occasion to discuss about work progress and problems with my subordinates regularly.
9. I encourage my subordinates to think and act on their own initiative.
10. I observe behaviors of my subordinates and discuss with them about their good points and points to be improved showing specific examples or actions.
11. Supporting my subordinates growth is one of the top 3 priorities in my job responsibilities.

Q10. We would like to ask you about change agent. How do you act regarding each of the following items? Please select one answer that applies best. (SA)

(Answers: 1. I think so strongly. 2. I think so. 3. Can't say either. 4. I don't think so. 5. I don't think so at all.)

1. I request my subordinates to notice customers needs and changes in business environment susceptibly and respond to them.
2. I encourage my subordinates to attend study sessions outside or visit other companies to learn about the market trend.
3. I inform my subordinate well that they should not to be satisfied with the current status and should come up with new perspectives and ideas to understand and solve problems without sticking to precedent or established practice.
4. I tell my subordinates to regard changes and transformation as a chance, not a threat.
5. I tell my subordinates to regard failures and mistakes as a chance to grow.
6. I encourage my subordinate to make a team consisting of people with different perspectives and abilities in order to produce better results and my subordinate are doing so.

Q11. It is said that promoting D&I will improve business performance. How much do you agree with this idea? Please select your degree of agreement on a scale of one to ten, with 1 representing "I don't agree at all" and 10 representing "I agree very much." (SA)

I don't agree at all.

1 2 3 4 5 6 7 8 9 10

I agree very much.

(For those who selected 1 to 5 in Q11, please answer Q12.)

Q12. Why did you select between 1 to 5 in Q11? Please write as specific as possible, whatever it may be. (OA)

Q13. How much do you commit to promotion of D&I in your company. Please select your commitment level on a scale of one to ten, with 1 representing "very low" and 10 representing " very high." (SA)

Very low

1 2 3 4 5 6 7 8 9 10

Very high

(For those who selected between 1 to 5 in Q13, please answer Q14.)

Q14. Why did you select between 1 to 5 in Q13? Please write as specific as possible, whatever it may be. (OA)

Q15. Please write as specific as possible about issues or difficulties regarding human source development and managing organization that you have experienced so far in promoting D&I in the company, whatever it may be. (OA)

Lastly, we would like to ask you about yourself. (FA: Face Sheet)

Q16. Are you male or female? (Please select one answer.)

Male / Female / Don't know or don't want to answer.

Q17. How old are you? (Please select one answer.)

29 yrs old or under / 30 – 34 yrs old / 35 – 39 yrs old / 40 – 44 yrs old / 45 – 49 yrs old / 50 – 54 yrs old / 55 – 59 yrs old / 50 – 64 yrs old / 65 yrs old or over / Don't know or don't want to answer.

Q18. Are you married or single? (Please select one answer.)

Single / Married / Divorced or Widow / Don't know or don't want to answer.

(For those who answered “married” in Q18)

Q19. Are you a two-earner couple? (including part-time work) (Please select one answer.)

Yes / No / Don't know or don't want to answer.

Q20. What type of business in your company? (Please select one answer.)

Construction / Manufacturing / Electricity, gas, heat supply, water supply / Transportation, communication business / Wholesale, retail / Financial industry, insurance / Real estate / Consulting / IT / Mass media / Restaurants, hotels / Other service industry / Public officials, teachers / Others / Don't know or don't want to answer.

Q21. How many employees are there in your company? (Please select one answer.)

Less than 10 people / 10 – 29 / 30 - 99 / 100 - 199 / 200 - 499 / 500 - 999 / 1,000 – 4,999 / 5,000 – 9,999 / 10,000 and over / Don't know.

Q22. Which department do you belong to? (Please select one answer.)

HR, General Affairs, Legal / Research / Sales, Marketing / Finance, Accounting / Design, R&D / IT / Manufacturing / Others / Don't know.

Q23. What is your title? (Please select one answer.)

Manager level / General Manager level / Officers or above / Don't know.

Q24. How long have you been working in your current office? (Please select one answer.)

1 year or less / 2 – 3 yrs / 4 – 5 yrs / 6 – 9 yrs / 10 – 19 yrs / 20 - 29 yrs / 30 yrs or more / Don't know.

Q25. Have you ever studied or worked overseas? (Please select one answer.)

Yes → FS10-SQ / No

Q26. How long have you studied or worked overseas? (Please select one answer.)

Less than 1 year / 1 – 2 yrs / 3 – 5 yrs / 6 yrs or more / Don't know.

Q27. How many companies have you worked for including current company? (including transfers among group companies) (Please select one answer.)

1 company / 2 companies / 3 companies / 4 companies or more / Don't know.