

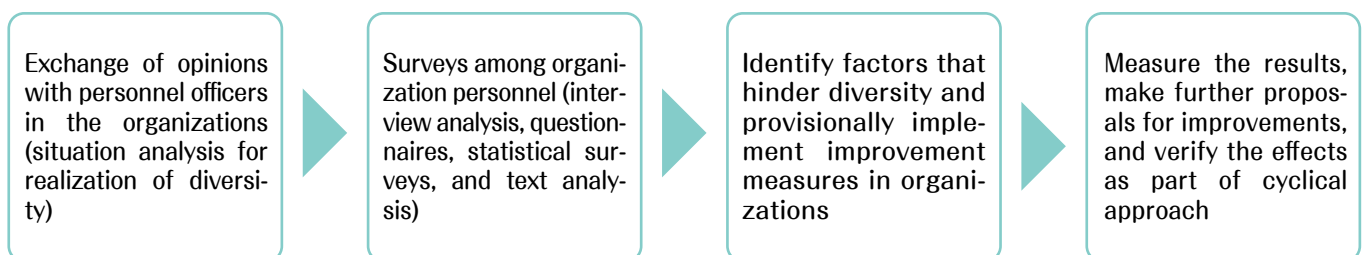


Approach 4 Model Development

1 Model Development

- Model initiatives are developed in order to realize a diverse research environment by Hiroshima University as the Lead Organization in cooperation with Collaborating Organizations and Promotion Council Member Organizations.
- Toward the development of the model initiatives, surveys are conducted in each organization. The surveys are promoted primarily by the Hiroshima University Diversity Research Center. At this Center, there is a team comprising specialists from various academic disciplines (psychology, sociology, literature, and management studies, and so on.) who adopt an approach to challenges from diverse perspectives.

Leading up to Development Model



Model Development and Publication

- Based on information from a wide range of organizations, model initiatives are developed in order to create a diverse research environment.
- The potential for applying those model initiatives is investigated in various fields, industries, and in areas outside of Hiroshima, and the findings are published in Japan and internationally.

2 Measuring and Publishing the Effects of CAPWR

- Surveys are conducted to measure the effects of CAPWR.
- Before and after implementing CAPWR, a questionnaire is conducted with each organization.
- The results of the surveys are used as basic data for third party evaluations, etc.

Research Progress Status

A study was conducted in collaboration with one retailing and two manufacturing companies for model development and preliminary research.

Retailing Company

Although there are relatively greater numbers of women employees at retailing companies, it often remains difficult for women to rise from positions of chiefs on-site to management positions. Various factors determine the women's promotion, including the employee's family environment, career awareness, relationship with her superior, impression that management is dominated by men, and evaluation methods that center on men.

Interviews and questionnaire surveys were conducted in cooperation with Izumi Co., Ltd.

The interviews made it evident how each woman formed an awareness of her career within her overall life plan. On the other hand, the questionnaires clarified how career awareness is formed within the interplay between superiors at their workplace, colleagues, and subordinates. Overall, the research helped to understand the factors that prevent promotion from multiple perspectives.

◆Interviews

- **Interview Date/Time/Conditions:** Seven days between April 26 and June 22 2018; One-on-one and face-to-face during work hours for approximately one hour to one-and-a-half hours per person.
- **Interview Location:** Izumi Co., Ltd. Headquarters and nine stores
- **Interview Target:** 25 employees
- **Breakdown:**

	Total	Manager	Buyer	Chief	Member
Women	21	4	1	15	1
Men	4	2	0	2	0

	Non-Regular Employee	Region-Limited Employee	Full-Time Employee
Women	2	3	16
Men	0	0	4

◆Questionnaire Survey

- **Survey Method:** Four types of questionnaires were made for staff members, chiefs, senior staff, and section chiefs, respectively. Staff members evaluated the leadership of chiefs, whereas chiefs evaluated that of senior staff, senior staff evaluated that of chiefs, and section chief evaluated that of the senior staff. IDs were given to link superiors to subordinates and the questionnaires were sent to each store and distributed from the superior to the subordinate. Respondents answered the questionnaire at a time of their convenience, including work hours. The questionnaires were sealed by the respondent after completion and collected at the stores, where they were compiled and returned to headquarters.
- **Survey Date/Time:** Questionnaires sent from headquarters to each store on June 22, 2018 and collected on August 10, 2018.
- **Respondents:** Store managers of all stores. All employees of stores where a chief oversaw more than three subordinates (including non-regular employees)
- **Number distributed and collection rate:** 4463 distributed, 2842 collected (collection rate 63.68%), 2392 deemed usable (valid response rate: 53.60%)

Manufacturing Company

There are few women employees at manufacturing companies, and the few who work there tend to be concentrated in certain departments. There are various difficulties for women to be promoted in such an environment, including male-centric corporate culture, practices, and evaluation standards, as well as a lack of policies that support work-life balance.

Interviews and questionnaire surveys were conducted with the cooperation of Delta Kogyo Co., Ltd. and Mazda Motor Corporation.

Interviews were conducted at Delta Kogyo Co., Ltd. to extract information about career awareness, policies that support work-life balance, initiatives to develop women, allocation of work and evaluation methods. After identifying the problem areas, the questionnaire survey was administered.

◆Interviews

- **Interview Date/Time:** March 14, 15, and 16 2018; One-on-one and face-to-face for approximately one hour to one-and-a-half hours per person during work hours.
- **Interview Location:** Delta Kogyo Co., Ltd. headquarters
- **Interview Target:** 25 full-time employees in back-office section (as well as certain front-office employees)
- **Breakdown:**

	Total	Manager	Chief	Staff Member
Women	15	3	8	4
Men	10	2	2	6

◆Questionnaire Survey

- **Survey Method:** Survey Method: Questionnaires were made targeting general employees and managers. The web questionnaire survey URL was sent from the HR representative to the work emails of the respondents, who answered the questionnaire at a time of their convenience, including work hours. HR representatives were unable to view the responses.
- **Survey Process:** The URL was distributed on January 28, 2019. The deadline to complete the survey was February 26, 2019.
- **Respondents:** All full-time employees in back offices and doing deskwork in manufacturing departments (including those assigned to group companies)
- **Number distributed and collection rate:** 534 distributed, 366 collected (collection rate:68.54%)

- ◆ **A questionnaire survey similar to that used for Delta Kogyo Co., Ltd. was being prepared for Mazda Motor Corporation in March 2019.**