

# Introduction

## Aiming to Realize Diversity in the Research Environment

Promotion of the Career Advancement Project for Women Researchers (CAPWR)

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This report summarizes the status of activities in FY 2018 in the Career Advancement Project for Women Researchers (CAPWR), which was adopted in the Initiative for Realizing Diversity in the Research Environment (Collaboration Type) by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) Program in FY 2017. In CAPWR, Hiroshima University has been the Lead Organization; Mazda Motor Corporation, Delta Kogyo Co., Ltd., and the International Development Center of Japan have acted as Collaborating Organizations; and, as stated in this report, several other Member Organizations have participated.

Hiroshima University has a track record of promoting career advancement for women researchers, engaging in a series of MEXT Programs: “Large-Scale Support for the Training of Women Researchers as Leaders” (2007–2009), “Promoting Activities among Women Researchers by means of Large-Scale System Reforms” (2010–2014), and “Project to Support Research Activities by Women Researchers (Position-Type)” (2013–2015). While implementing these support activities, Hiroshima University has been promoting internal system reforms and conveying this spirit to other organizations.

In CAPWR, four Task Forces have been set up, which are as follows:

- (1) Institutional Enhancement by Improved Existing Approaches to Diversity  
 (Construction of research environment that gives consideration to the life events and work-life balance of women researchers)
- (2) Capacity Development in Women Researchers’ Research Activities  
 (An approach to improving the research capabilities of women researchers and training leaders who can participate internationally)
- (3) Positive Action in Recruitment and Promotion of Women Researchers  
 (An approach to positive employment of women researchers, support for reinstatement/reappointment of women researchers who have been suspended from or left a research post, and positive employment of women researchers in high-level positions)
- (4) Model Development for Creating a Diverse Research Environment  
 (Construction of model initiatives to create a diverse research environment based on surveys in cooperation with various organizations)

In these Task Forces, universities, manufacturing companies, and international think tanks are cooperating and demonstrating their strengths so as to promote activities by women researchers.

These activities are wide-ranging, so almost all of the offices within Hiroshima University, are cooperating for their implementation. The areas in which Lead Organization, Collaborating Organizations and Member Organizations are located, are being highly globalized so this project should greatly contribute to develop research capabilities and industry-academic cooperation as well as international perspectives, leading to the further global development of various related organizations while being rooted in the local area.

CAPWR is scheduled for implementation across a six-year period from 2017 to 2022. Although the second year is coming to an end, in order to make the approach more effective, there is a need for understanding and cooperation from many people. The activities and results for the second year since the start of this project are summarized below. Please take a look at the activities in this project and do not hesitate in offering your opinions in order to make this an even better approach.

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# Greeting



**Yoshiyuki Maeda, Department Head**  
**R&D Technology Administrative Department, Mazda Motor Corporation**

Mazda Motor Corporation believes that “the biggest management resource is people,” and we therefore aim to be a company where people are animated more than at any other company. In order to realize this goal, we are engaging in human resource development with the “Mazda Way” as the pillar of this initiative, which is shared by all employees of the Mazda Group in Japan and abroad. Furthermore, we provide various opportunities to enable each and every

employee to independently dedicate their greatest effort to achieve goals pertaining to their growth and success. In turn, such efforts will ultimately lead to big achievements for us as a company. Among these opportunities, in addition to the efforts taken to promote flexible work styles and improve the working environment and policies in order to further establish work–life balance, we have taken concrete measures and drawn up growth plans for the placement of women in leadership positions while continuously training top management candidates in various locations in Japan and overseas and promoting the recruitment and success of those with physical or mental disability.

We aim to impart to university and graduate school students who are finding employment that we, Mazda, is a place where one can develop “high aspirations and practical skills.” Accordingly, in addition to the internships that are conducted for both men and women, we are holding seminars and bus tours to provide women students the opportunity to observe the work style and daily lives of women employees at Mazda. Moreover, with the goal of increasing awareness among women aiming to study the still male-dominated fields of science or engineering, we recently published a booklet titled “°C: Celsius” that introduces the women employees of Mazda. Mazda Motor Corporation will continue to respect the diversity of our employees and work to foster a corporate culture that encourages individuality while also calling for cooperation and collaboration to contribute to the company and society, thus continuing our various efforts to fully realize diversity. Moreover, we will continue our ongoing efforts to promote work–life balance to support our employees who hold diverse values and lifestyles in succeeding while also balancing their personal lives with their work lives.

#### Seven Principles of the Mazda Way

- **Integrity**  
We continue acting with integrity toward our customers, society and in our own work.
- **Basics/Flawless execution**  
We devote ourselves to the basics, and make steady efforts in a step-by-step fashion.
- **Continuous kaizen (improvement)**  
We continue to improve with wisdom and ingenuity.
- **Challenger spirit**  
We set ambitious goals and keep challenging to achieve them.
- **Self-initiative**  
We think and act with “self-initiative.”
- **Tomoiku (mutual growth and success)**  
We learn and teach each other to advance our mutual growth and success.
- **ONE MAZDA**  
We think and act from the “Global” and “One Mazda” perspectives.



**Yumi Ogura, Assistant Manager**  
**Business Development Department, Delta Kogyo Co., Ltd.**

It has been two years since we had the opportunity to join the Initiative for Realizing Diversity in the Research Environment. Personally, I have spent most of my working life for research and development, and have come to realize that it takes at least 20 years to build even a single new technology, and that it takes an even greater number of years to develop human resources. Both individual employees and the company are daily working to initiate a new approach toward developing and improving the skills, and expertise passed down by senior members, and while maintaining and sustaining our capacities so that even when there is a change in the environment, there is no loss of opportunity for skills formation.

Under this Initiative, we work for an increase in awareness in addition to institutional enhancement. Accordingly, although it has only now gotten underway, we will continue our programs such as “trainings for women’s advancement” or approaches that encourage career advancement through obtaining public qualifications or incentives to work.



**Michio Watanabe, General Manager**  
**International Development Center of Japan**

In collaboration with CAPWR, International Development Center of Japan (IDCJ) conducted three major activities in FY2018 to strengthen the leadership of our female employees. Firstly, one of our subsidiary companies, International Development Center of Japan Incorporated developed an action plan, following the Act on Promotion of Women’s Participation and Advancement in the Workplace, in April 2018 and after the various efforts it obtained the “ERUBOSHI (L-Star)” certificate at the level of “3 Stars” from the Ministry of Health, Labour and Welfare in August 2018.

Secondly, IDCJ reviewed their management system through group leaders. Before the review, five out of the six group leaders had been men. After the reviewing their capacities and aptitudes, we have now five female and one male group leaders. Thirdly, IDCJ conducted career training courses for women employees in December 2018, which was the first training targeted female employees conducted by IDCJ since its establishment in 1971.

IDCJ will continue to be engaged in various efforts toward the achievement of our goals of increasing women leaders while being led by the lead organization, Hiroshima University.