

## 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.
- For 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 of specialists from various academic disciplines (psychology, sociology, literature, management studies and so on) who adopt an approach to challenges from diverse perspectives.



### 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. These findings are then 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 and analysis were conducted in collaboration with one retailing and two manufacturing companies for model development and subsequent research. Concrete countermeasures are planned to be implemented next year.

#### Retailing Company

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

#### ■ Izumi Co., Ltd.

Hiroshima University analyzed the results of the interviews and questionnaire surveys conducted in 2018. With the results of the analysis, HU discussed and shared the discovered issues with staff from Izumi. In particular, they discussed about the manner of communication in the career interview, approach and evaluation effectiveness in motivating for promotions, diversification of female employees' career paths, and the work conditions of people within managerial positions. Concrete countermeasures are planned to be implemented in 2020.

## Manufacturing Company

Generally, 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.

### ■ Delta Kogyo Co., Ltd.

Hiroshima University analyzed the results of the interviews and questionnaire surveys conducted in 2017 and 2018. With the results of the analysis, HU discussed and shared the discovered issues with staff from Delta. In particular, they discussed about organizational culture, gender awareness of people within managerial positions, assignment of tasks, and working hours. Concrete countermeasures are planned to be implemented in 2020.

### ■ Mazda Motor Corporation

Questionnaire surveys were conducted and the subsequent results were analyzed and shared.

Survey Method: Hiroshima University made two questionnaires targeting general employees and managers using the web questionnaire survey, Qualtrics. The answers were able to be submitted whenever the employees were able to do so, including during working hours.

Survey Period: 10 days between October 7, 2019 and October 16, 2019.

Recipients:

	Female	Male	Total
General employee	380* <sup>1</sup>	350* <sup>2</sup>	730
Managers	15	385	400* <sup>3</sup>

\*<sup>1</sup> The recipients were extracted reflecting the ratio of female employees belonged to the development department and the administrative department.

\*<sup>2</sup> Male employees are from the same department as female recipients.

\*<sup>3</sup> 400 managers (385 male, 15 female) conducting career meetings with the general employee recipients. However, of the 400 managers, only those who have had career meetings with more than three subordinates were the subject of further analysis.

Number of respondents, collection percentage, valid answers percentage: General employee 520, 71.2%, 65.9%  
Managers 306, 76.5%, 52.5%  
Total 826, 73.1%, 61.2%