



Diversity in the working place

Tokyo | April 2022



Five key findings

Of the surveyed companies ...

70%

support activities that
strengthen diversity
in the company

69%

state to **create** an
atmosphere that
appreciates diversity

46%

confirm that the topic of
diversity is being **discussed**
frequently or a **subject**
matter of seminars

34%

have **diversity goals**
integrated into their KPIs
or **performance evaluation**

7%

have a **appointed**
diversity representative in
their organisation



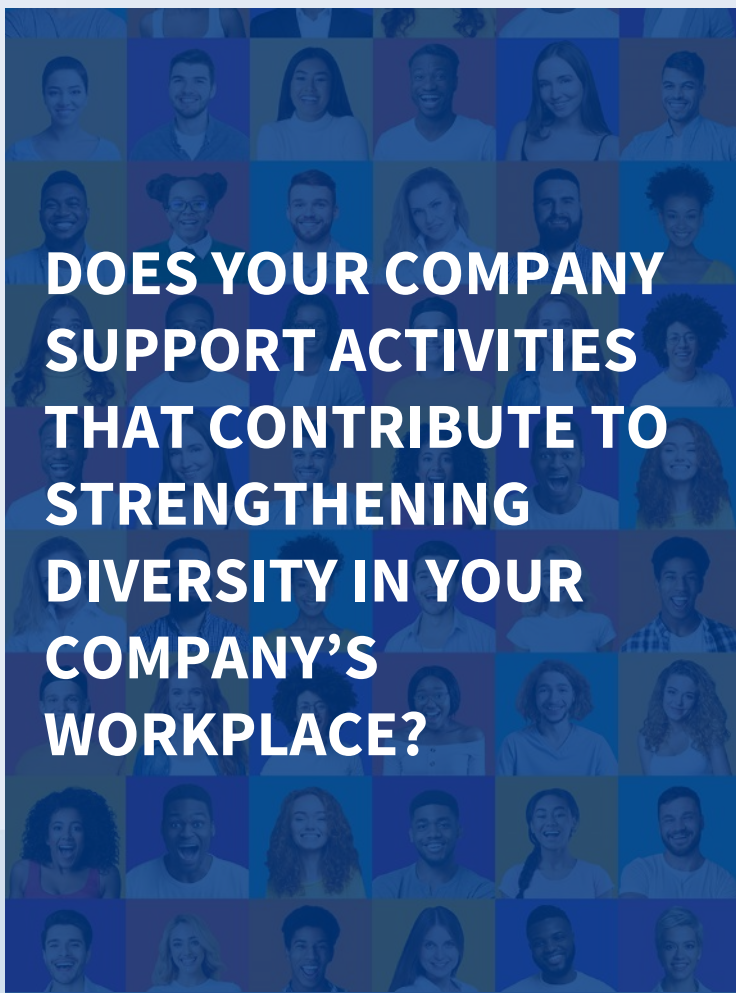
- Diversity is largely identified as a driver of performance improvements

- Diversity is a frequent subject of discussions and trainings

- Still, diversity goals rarely translate into business benchmarks

- Diversity remains an internal side-task

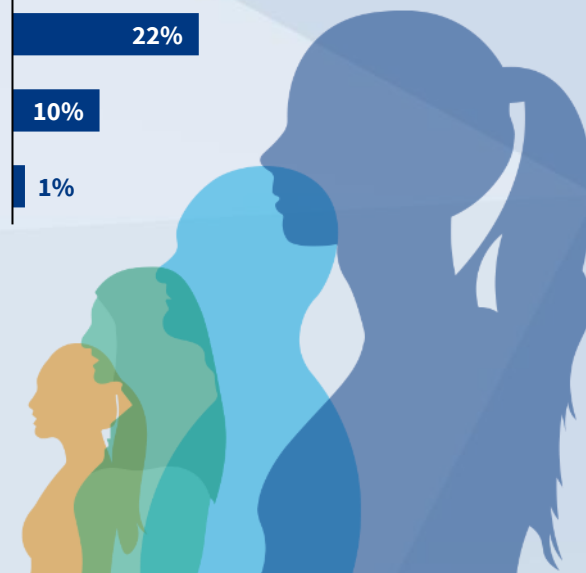
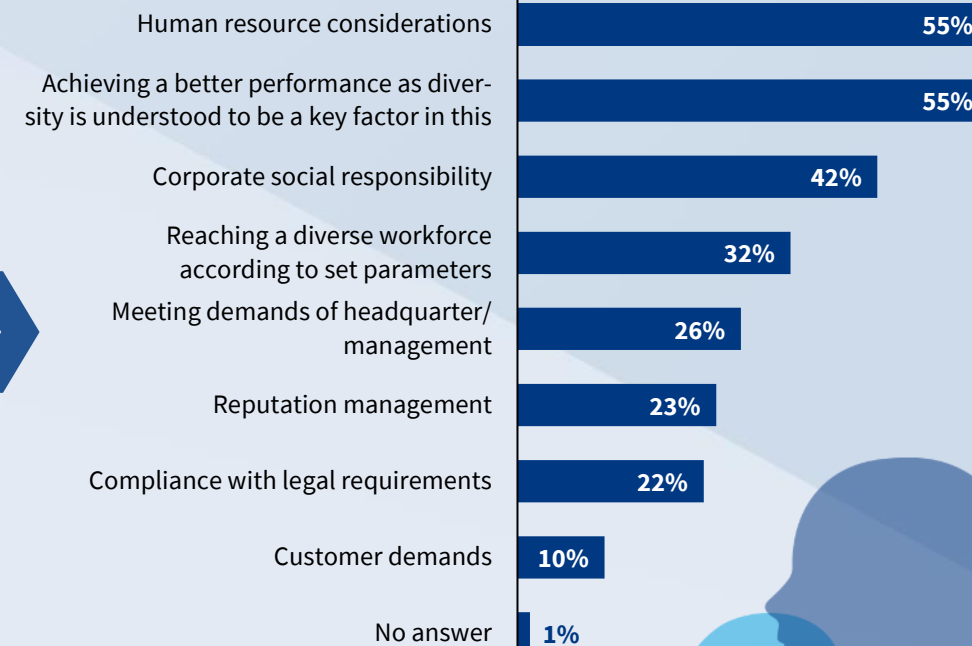
Multiple activities to strengthen diversity



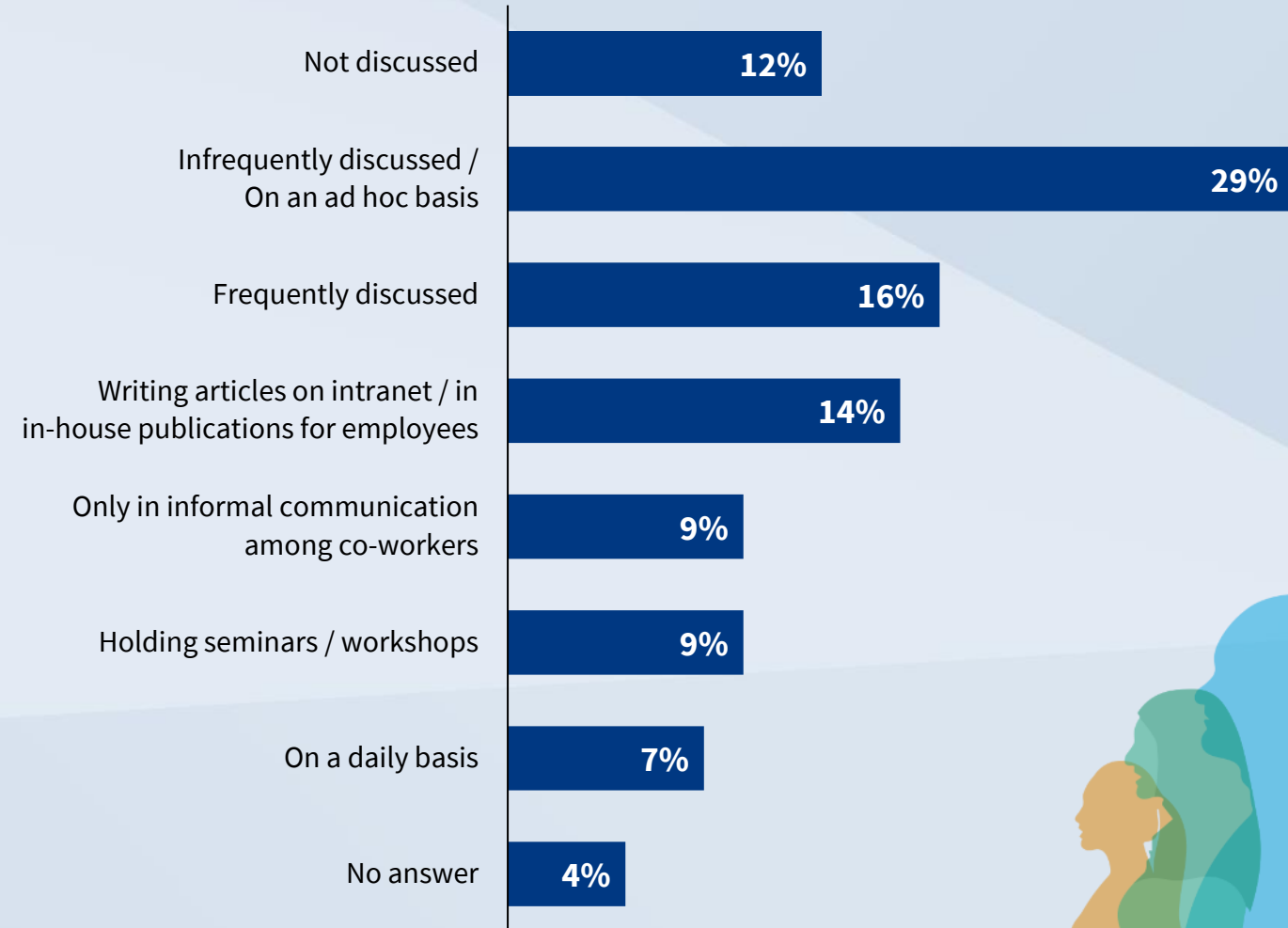
Yes 70%

No 18%

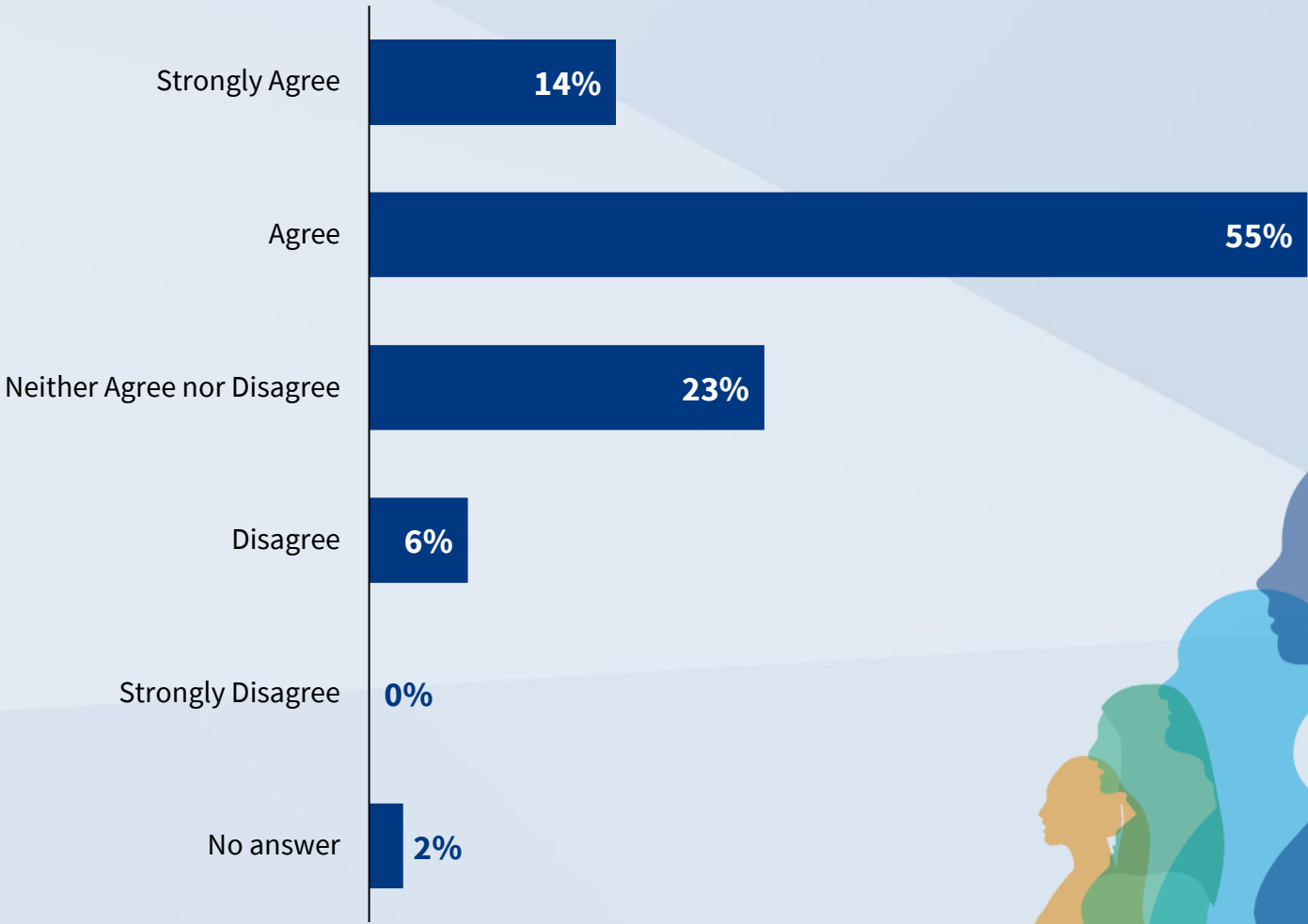
**No
answer
12%**



Diversity on the verge of becoming mainstream

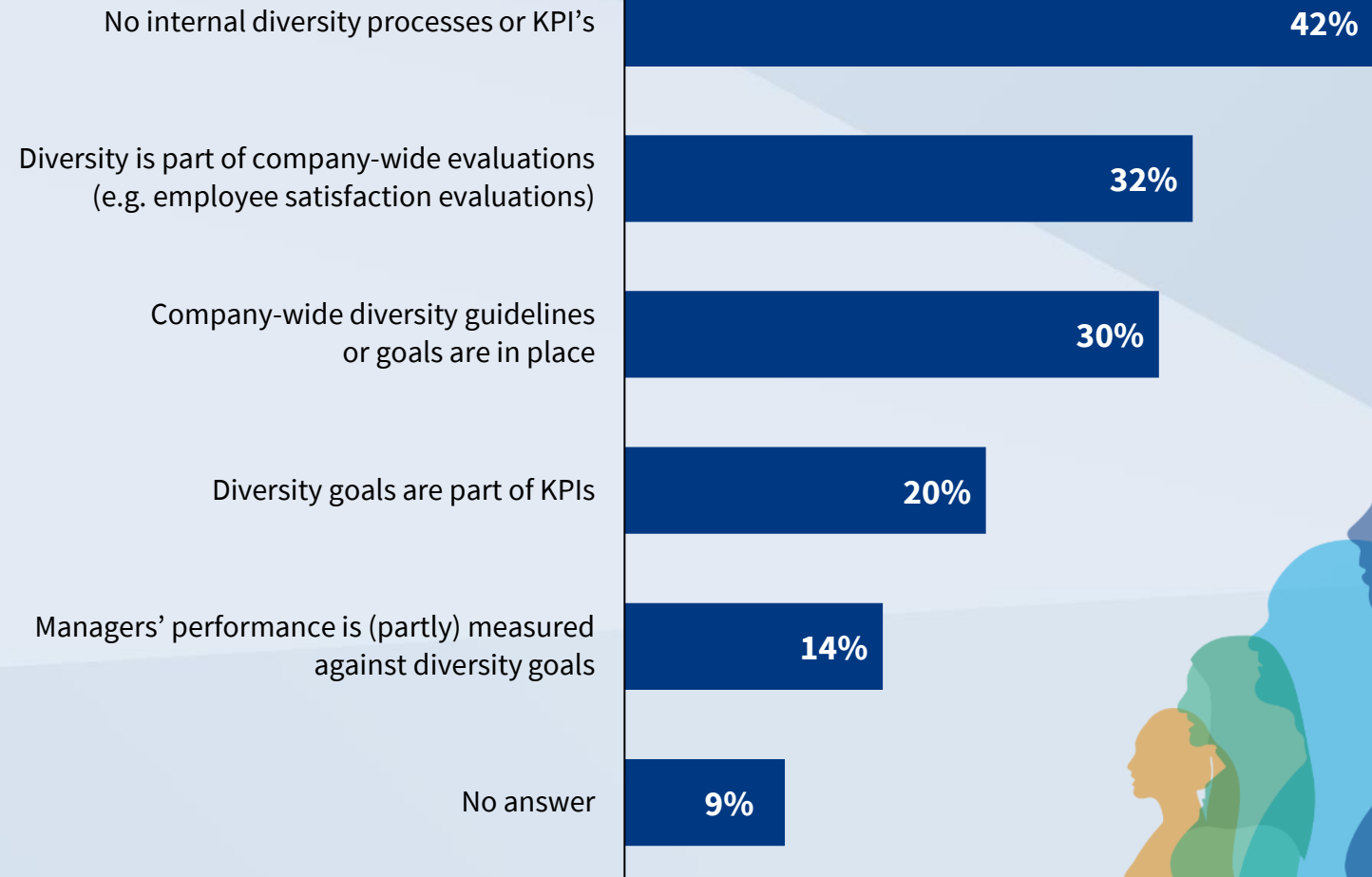


Individuals embracing diversity

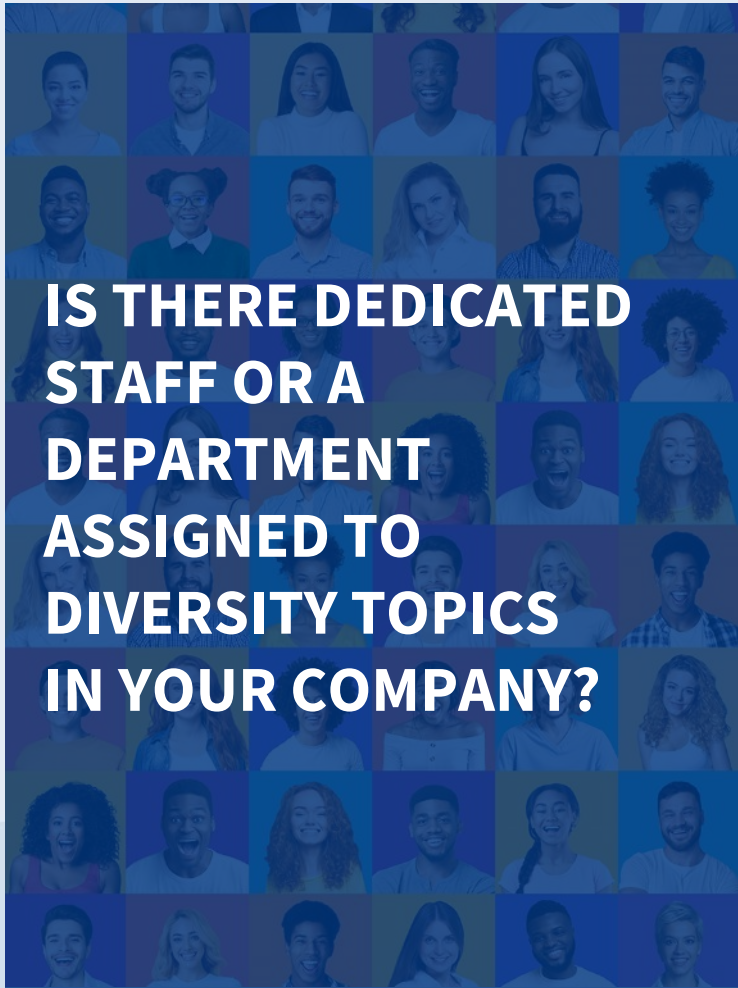


The long road to internalization of diversity

WHAT ARE THE INTERNAL PROCESSES OR KPI'S REGARDING DIVERSITY IN YOUR COMPANY?



Diversity remains a side-task (1/2)



No assigned department or individual

39%

HR department

25%

Senior leadership

15%

Appointed diversity representative

7%

Board of Directors

4%

Legal department

0%

No answer

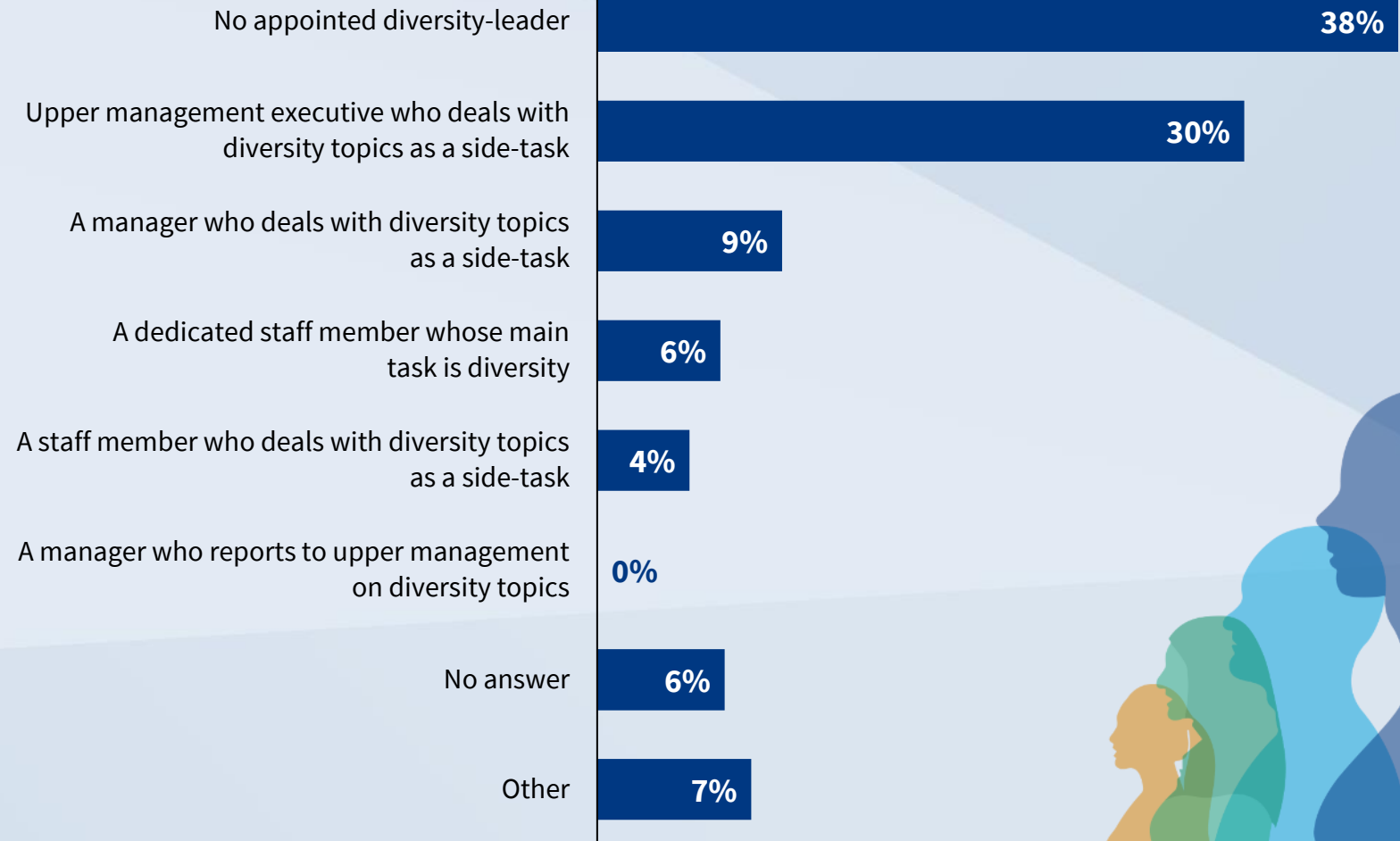
7%

Other

3%



Diversity remains a side-task (2/2)



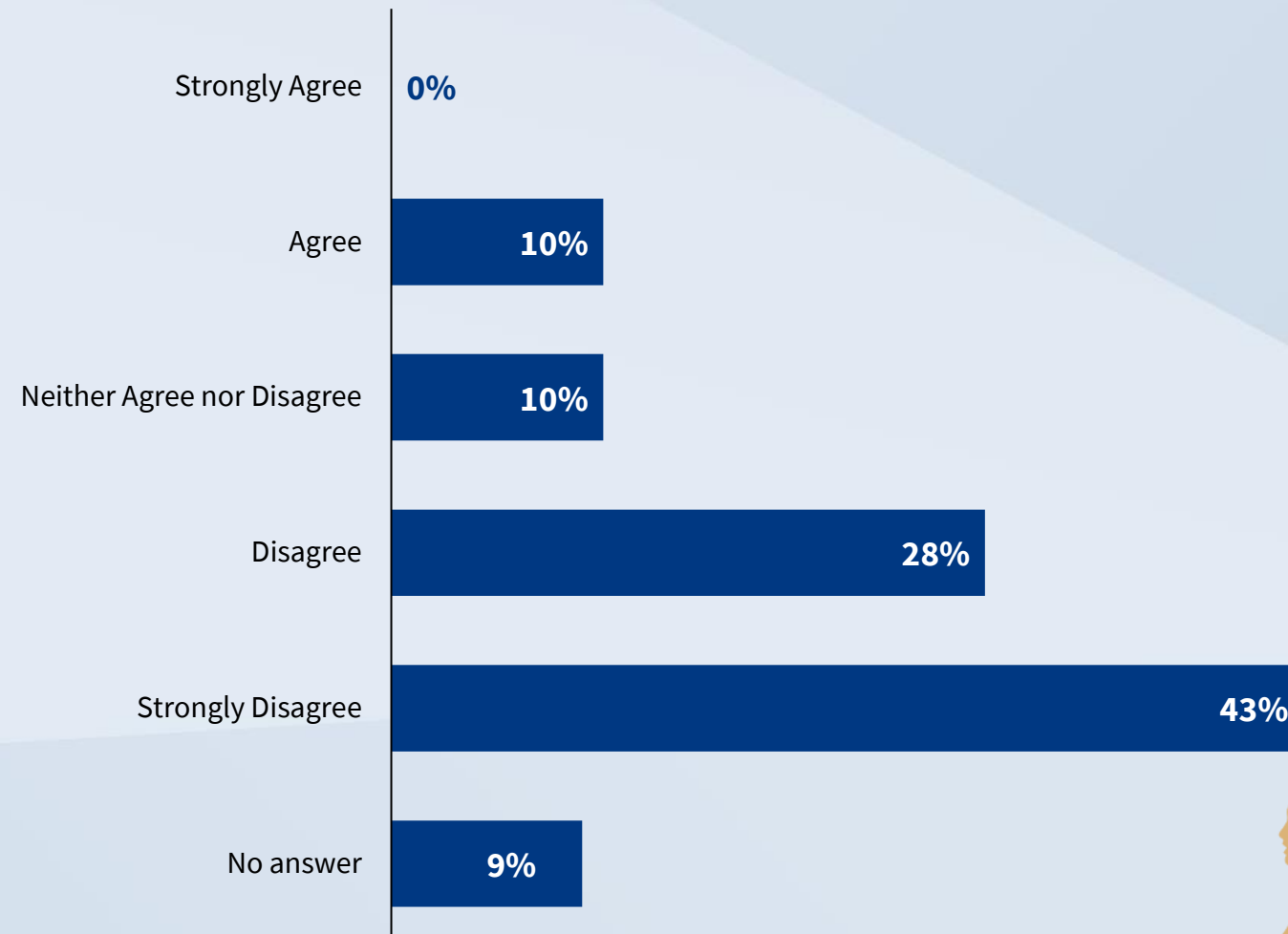
Training as a steppingstone for internalization of diversity?



Inclusion in practice! – Or Wishful thinking?

**HOW MUCH DO YOU
AGREE WITH THE
FOLLOWING
STATEMENT:**

***“HAVING A DIVERSE
BACKGROUND DIFFERENT
FROM WHAT IS PERCEIVED
AS MAINSTREAM IS A
BARRIER TO CAREER
DEVELOPMENT /
PROMOTION IN OUR
COMPANY”.***



Diversity perceived as an internal matter



No 62%

Yes 28%

No
answer
10%



Dormant potential: Raising company's profile through diversity (1/2)

**AS PART OF YOUR
COMPANY'S BRAND OR
GENERAL MARKETING
STRATEGY, DOES YOUR
COMPANY SHARE
RELEVANT DIVERSITY-
RELATED
INFORMATION WITH
THE PUBLIC?**



No 55%

Yes 32%

**No answer
13%**



Dormant potential: Raising company's profile through diversity (2/2)

**DOES YOUR COMPANY
ENGAGE IN ANY OTHER
PROMOTIONAL
ACTIVITIES RELATED
TO TOPICS OF
DIVERSITY?**



No 62%

**Yes
22%**

**No
answer
16%**



EXAMPLES FOR PROMOTIONAL ACTIVITIES

- Information on the group's web site
- Green Drinks Shibuya www.greenz.jp
- Diversity related coaching & training for clients
- Participation in public events with speakers and sponsorships
- Public events, keynote speeches, social media
- In line with headoffice, dissemination of information both internally and externally, publication of KPI's etc. No restrictions on nationality, race or age in recruitment
- Girls' Day activity targeting late elementary-age young women to provide introduction to and awareness on engineering/technical professions
- Company-wide KPI on the number of female executives and employees
- International Women's Day gift-giving and internal PR activities
- Recruitment of female engineers
- Promoting positions with our clients for diverse candidates

Plenty of obstacles around in achieving diversity in Japan

Training and education

“

Language barrier and work culture.

“

Mindset of middle- and senior managers that have no experience in diverse organizations.

“

Availability of qualified candidates.

“

Getting the understanding from the Japanese workforce that a diverse workforce gives more opportunities to reach the goal.

“

Lack of leadership education of front line and middle managers in Japan, resulting in “overly masculine assertive” management styles.

“

None different from other countries, it takes time and conscious, continuous engagement across the organization

“

Group conformity behavior and cultural education in society.

“

An environment without a culture of open and transparent discussions.

Special habits and influence

“

Conservative social & gender identities formed in childhood & teenage years.

“

Expected and (socially) rewarded overtime at the workplace (implicit assumption that only men can deliver this as working women also take care of the household and family, hence confirming that men are the family bread winners and having a career).

“

Historic and cultural roots: homogeneous society /culture; male-oriented management career paths; narrow view towards those with differences (e.g. disabled; people of color, functions to be or not be performed by women, etc.).

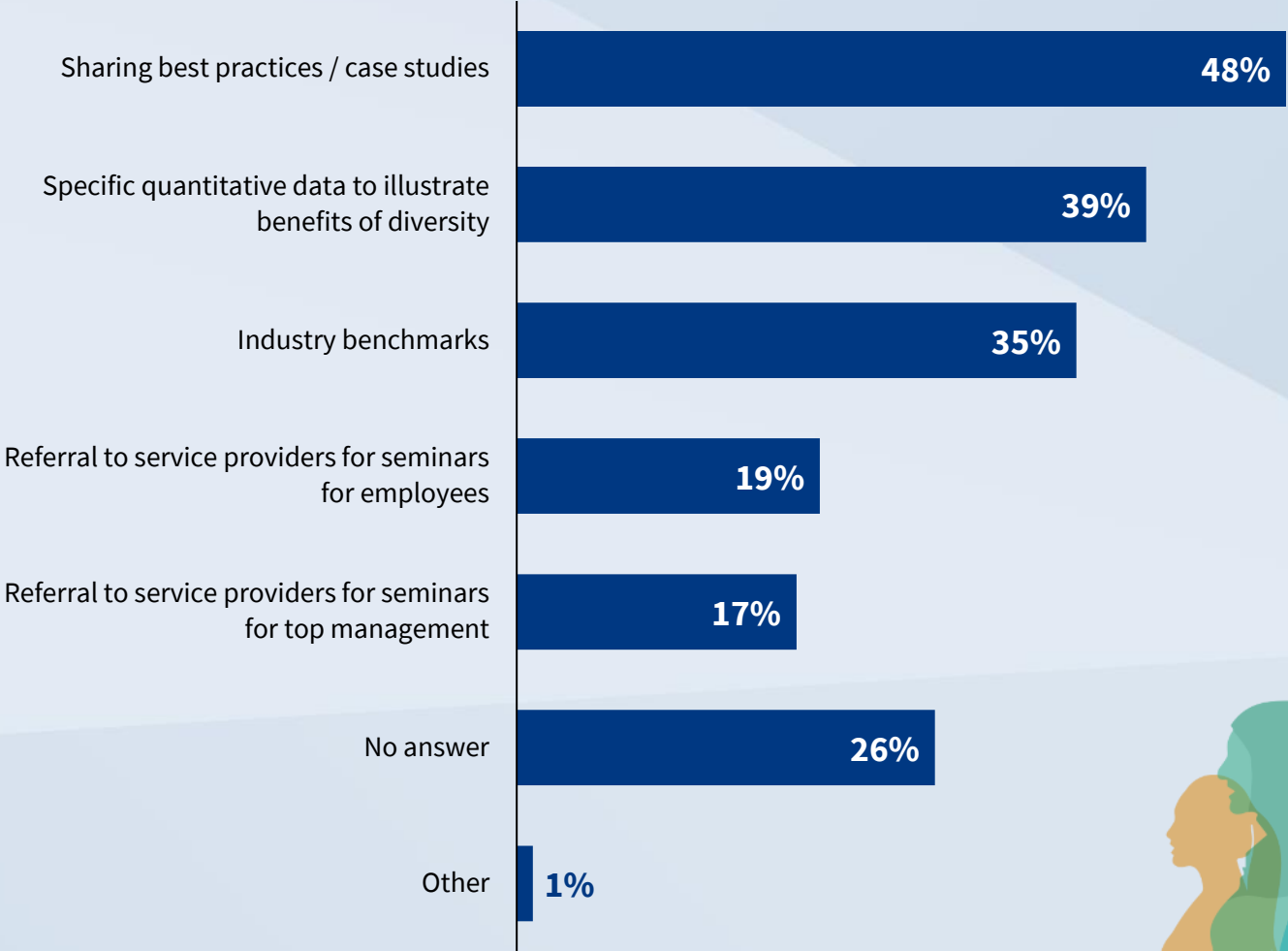
“

None! We are working internally and externally with the most fitting partners regardless of gender, nationality, age or religion. Performance is the only decisive factor. We condemn sexual and power harassment. We do not work with suppliers where this does not apply.

“

Many older, male leaders with old-fashioned mindset in many decision-making positions. Traditional role models are still persisting even in the younger generation.

Making the most out of your AHK Japan Network



Voices

“

Aside from having a diverse workforce, it is also important to have the correct management in place, e.g. managers need to understand how to manage a diverse group of people, whether it be gender, nationality, etc.. You require a cultural sensitivity for the different groups to manage them well and effectively - bring out the best from different people.

“

We are at the level where we think that diversity can be promoted by hiring foreigners, so we are not there yet. We have just started training to deepen understanding of sexual minorities, etc., so it is not that management is indifferent, but in reality, it is still a preconceived notion, and I expect it will take time to make use of a wide range of human resources.

“

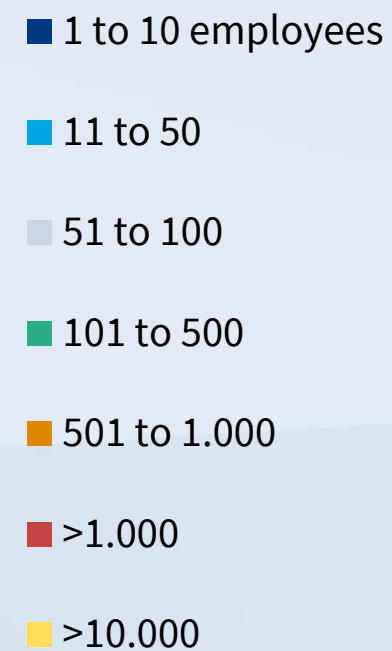
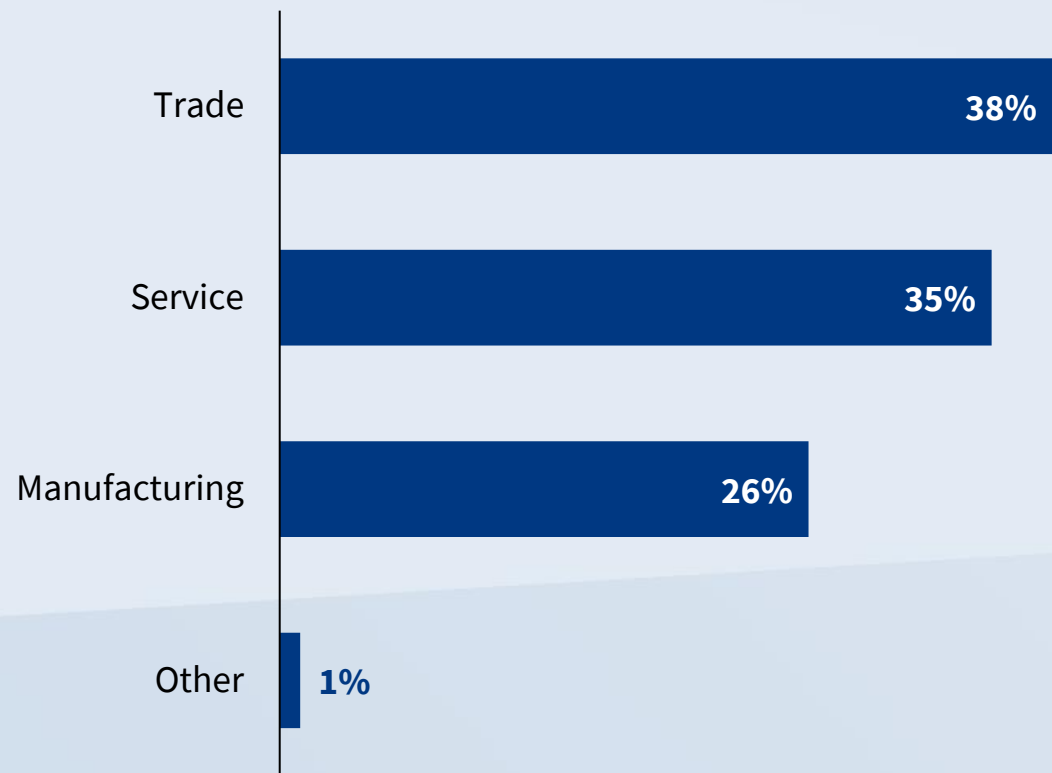
To change the local mindset is a very long road ahead ...

“

I think this is a great first step to activate the discussion on this topic.

Profile of the companies surveyed

No. of AHK member companies in Japan surveyed : 300 | Response rate: 23% | Period: February 15-22, 2022



German presence in Japan

12.480 German companies export to Japan

450 German companies with own subsidiary in Japan



German direct investment (stock):

15,6 Bill. €



German-Japanese trade: **41,7 Bill. €**

Germany is the **No. 1** European exporter to Japan



10 German companies among the **Top 100** foreign investors in Japan

German business in Japan creates **265.000 jobs**



140 Locations | 92 Countries

German chamber network.
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Colombia
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Cuba
Dominican Republic
Ecuador
El Salvador
Guatemala
Honduras
Mexico
Nicaragua
Panama
Paraguay
Peru
Uruguay
USA
Venezuela

EUROPE

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Azerbaijan	France	Macedonia	Sweden
Belarus	Great Britain	Netherlands	Switzerland
Belgium	Greece	Norway	Turkey
Bosnia and Herzegovina	Hungary	Poland	Ukraine
Bulgaria	Iceland	Portugal	
Croatia	Ireland	Romania	
Czech Republic	Israel	Russia	
Denmark	Italy	Serbia	
Estonia	Latvia	Slovakia	
	Lithuania	Slovenia	

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Tunisia
VAE
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