

Diversity, Equity & Inclusion Literacy Training



01 **What is DEI ?**

02 **Understanding diversity**

03 **Developing an inclusive environment**

04 **Considering unconscious biases**

05 **Introduction of DEI activities**

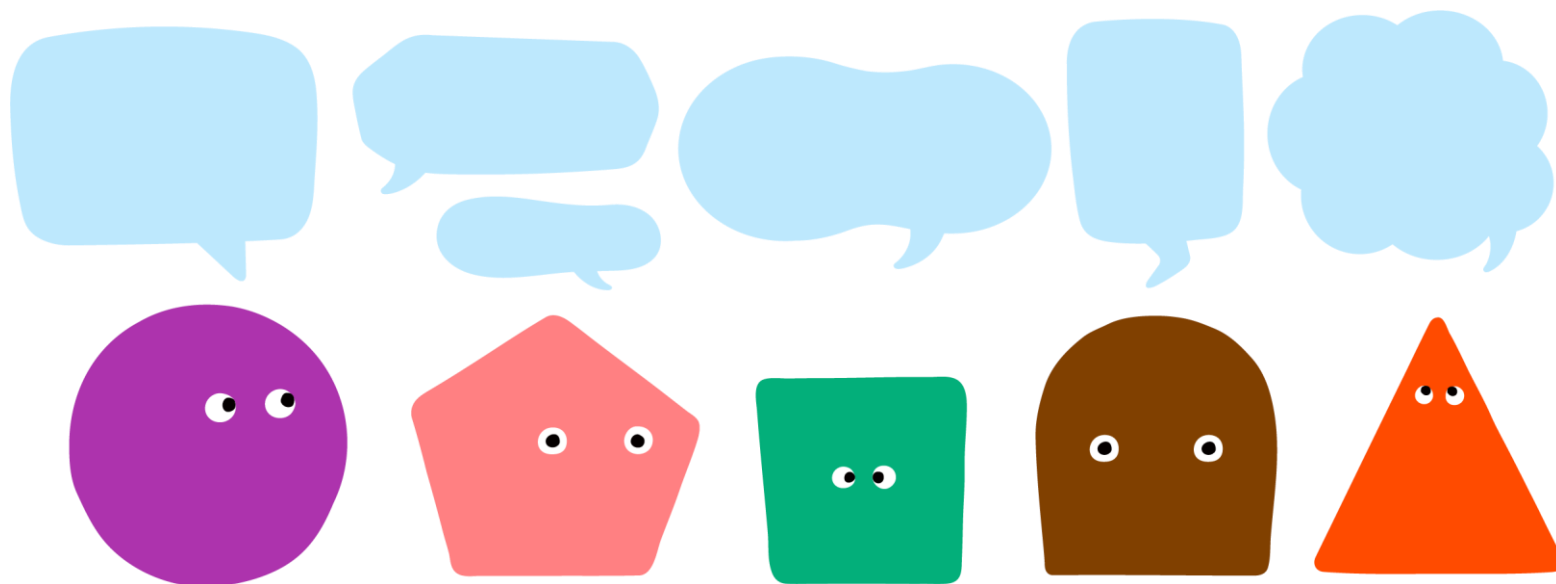
First,
let's think about the meaning of
"Diversity, Equity & Inclusion (DEI)".



In this training,

DEI (Diversity, Equity & Inclusion) is defined as the

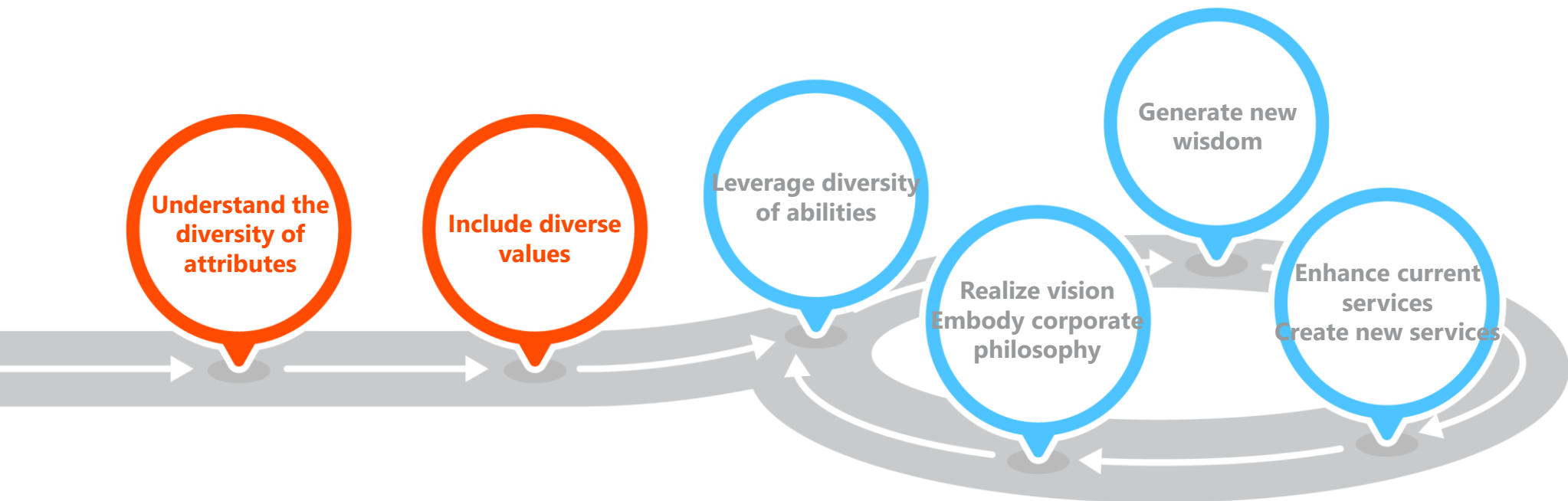
“condition where each diverse individual can fully realize their potential.”



In order to create an environment where each of us can fully utilize our potential and thrive, it's important to have a correct understanding of DEI and to put a series of small actions into practice every day.



In this training, our goal is to learn about the concept of DEI and develop an awareness of how to incorporate an “understanding of diversity and inclusion” into our everyday behaviors.



Let's continue to learn and reflect on our daily activities, deepening our understanding through repeated practice.



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**Firstly,
we will learn about "understanding" diversity.**



**To begin with,
what is "diversity"?**



We define diversity as the presence of variations and differences shaped by individuals from different backgrounds, such as their origins, experiences, and environments. At this training, we look at diversity through three lenses: attributes, values, and abilities.

Attributes

Personality,
characteristics
and traits

Values

What matters,
intentions and
evaluation standards

Abilities

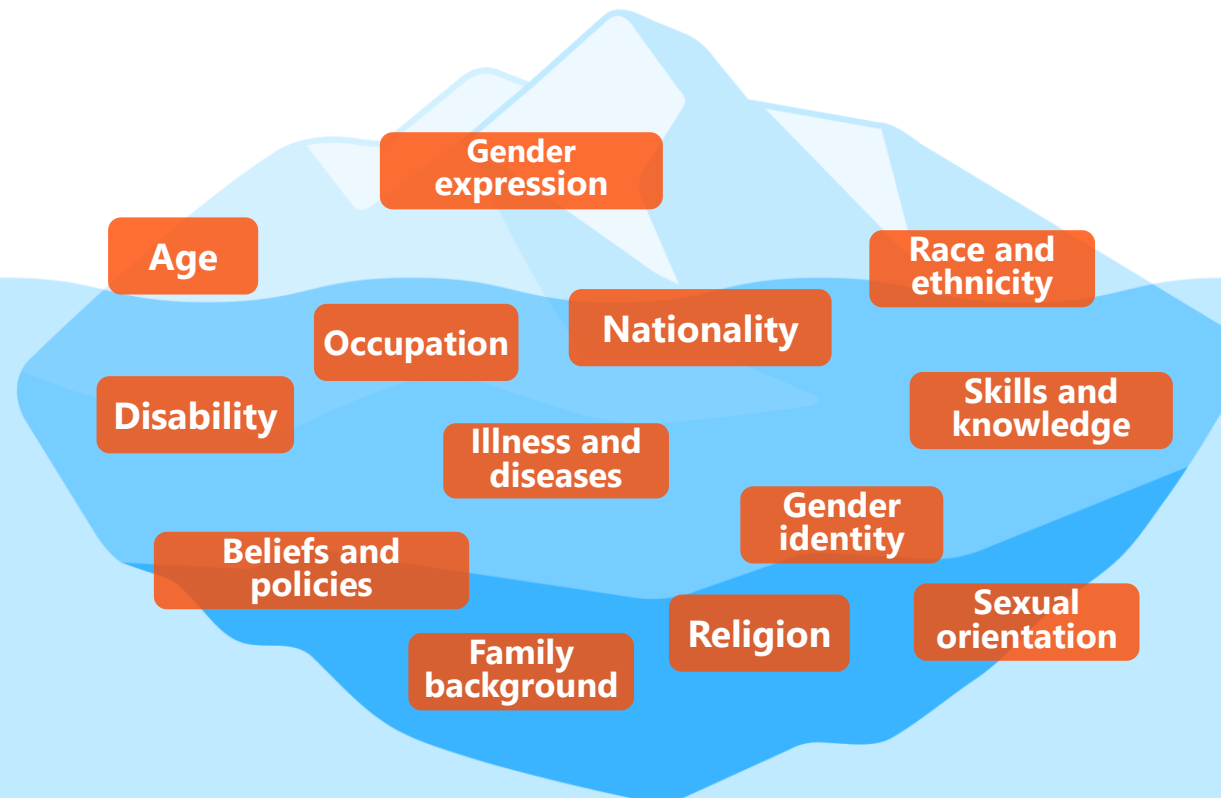
Knowledge, skills,
experience
and sensibilities

**Some elements of diversity
are more visible than others.**

More visible

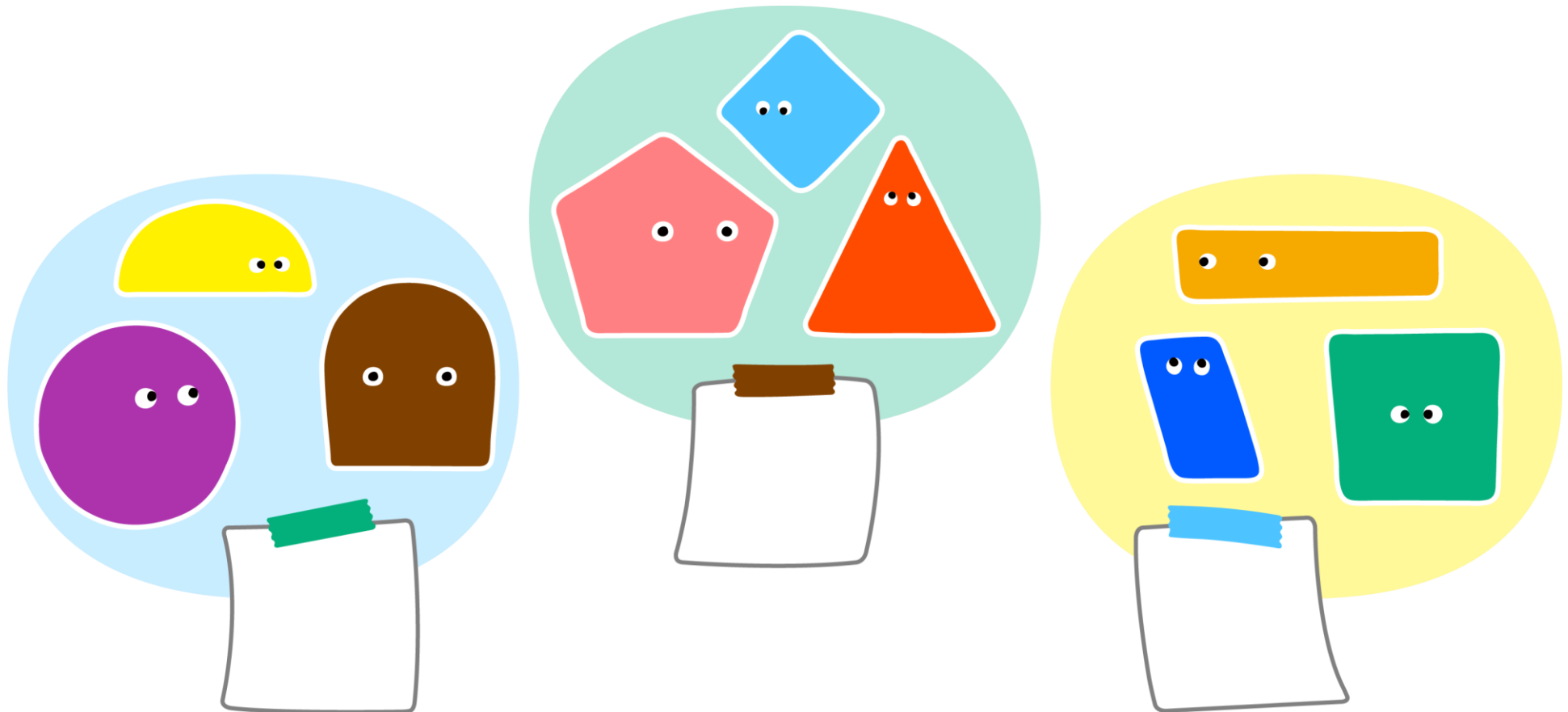


Less visible



* The examples listed here are some, but not all, of the elements present in diversity.

We tend to focus our attention on more visible elements and categorize persons that possess certain elements into one group.



What is important in understanding diversity

Understanding diversity



Then, what is important in understanding diversity?





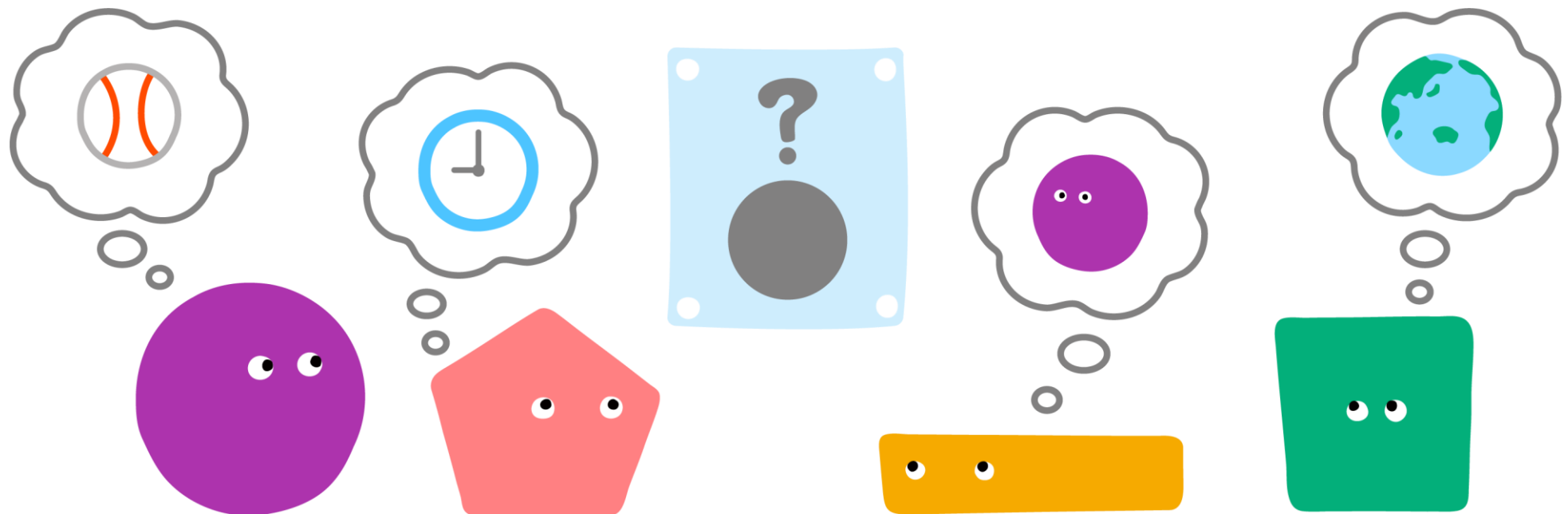
What is important in understanding diversity

Understanding diversity



First, we must recognize people as "individuals" instead of focusing on one or more particular elements.

**In terms of diversity, no one lives the same life.
Even the same event may be perceived
or seen differently by each individual.**



What is important in understanding diversity

Understanding diversity



**Based on the premise
that every person is different,
try to look at less visible attributes and backgrounds,
such as values and ideas, to understand individuals themselves.**

What is important in understanding diversity

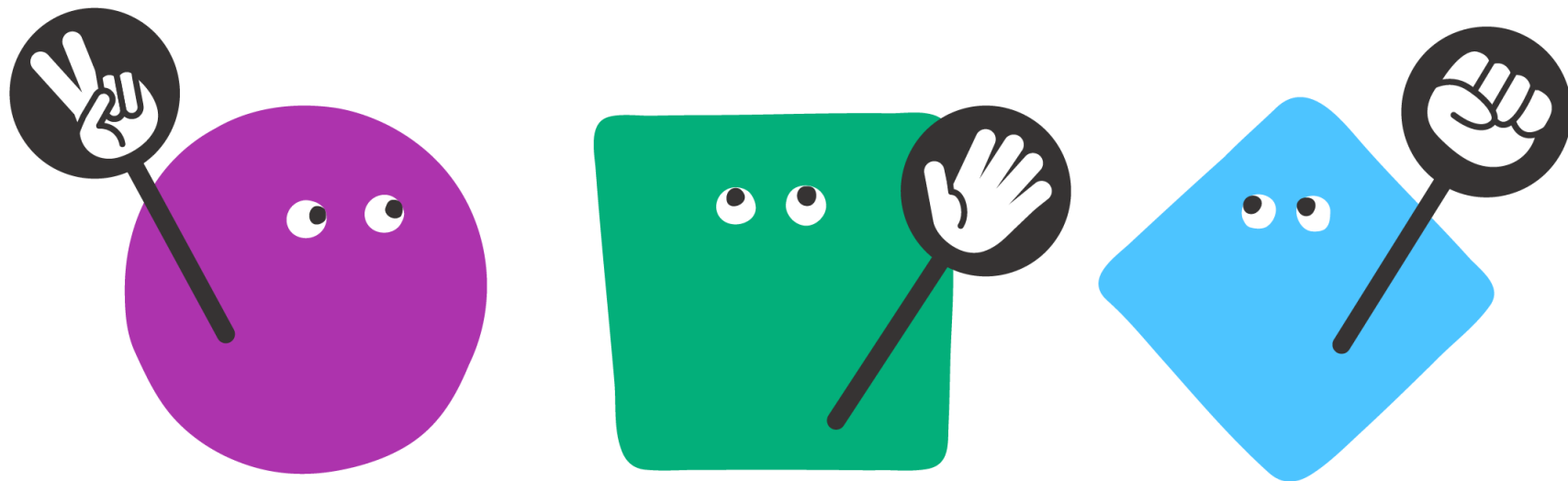
Understanding diversity



Secondly, we must recognize that there are no superior or inferior differences in the diverse attributes, values and abilities of each individual.

Knowledge, skills, experience and sensibilities, for example, are grouped under abilities.

An ability that may be considered a “weakness” in a certain situation may actually be a “strength” in a different situation.





What is important in understanding diversity

Understanding diversity



We all possess elements that are simply "different" from those of other people, all of which should be equally respected.

However, there are times where an imbalance of power occurs due to differences in numbers, such as majority and minority, resulting in advantages or disadvantages for certain groups or individuals.



What is important in understanding diversity

Understanding diversity



**If you are part of a majority,
pause and reflect on whether the minority
is constrained, lost, or struggling.**

For us, diversity is irreplaceable.
**Let's be mindful of mutual understanding by trying
to understand others and making yourself understood.**



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**Next,
let's look at how to "develop an inclusive environment".**



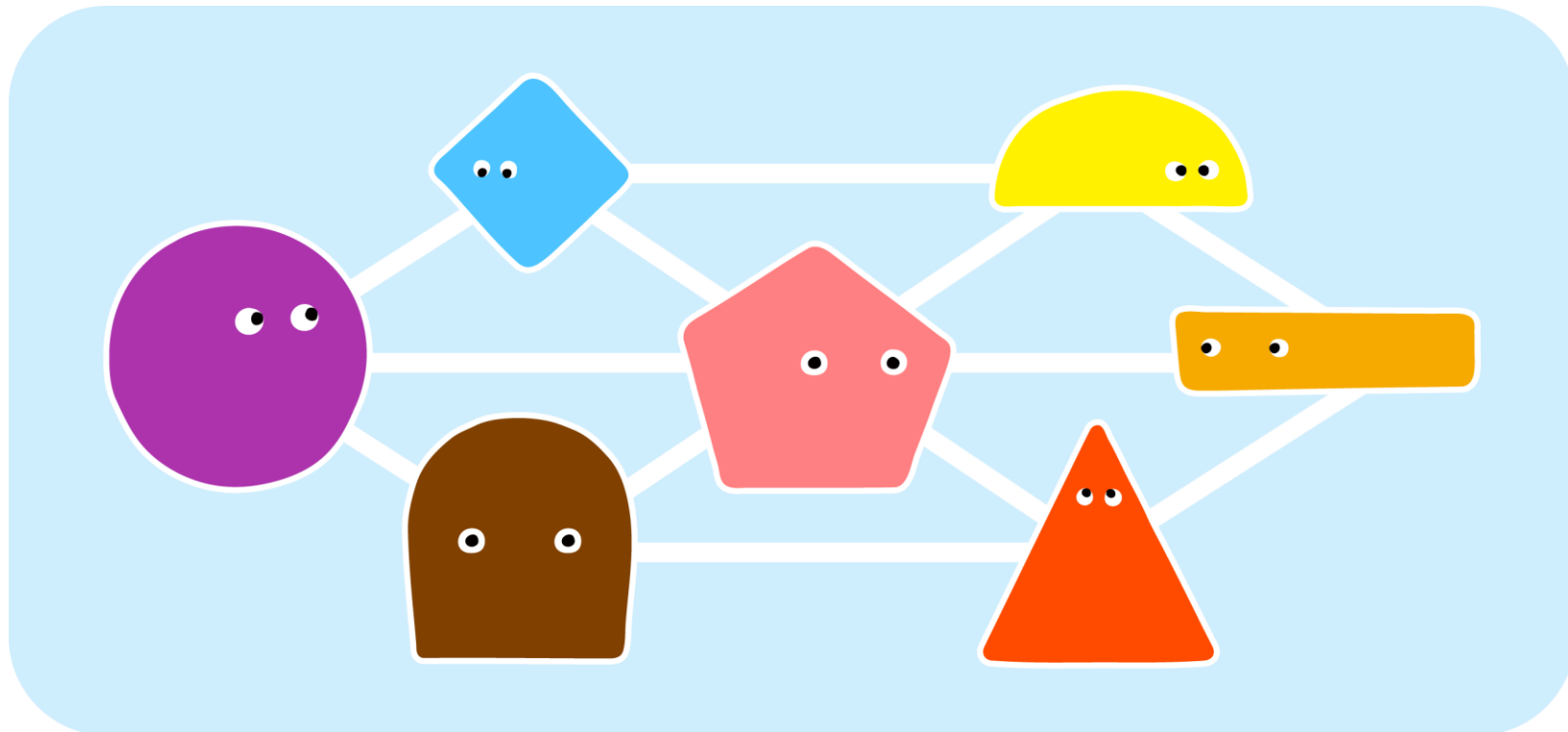
What is inclusion?

Developing inclusive environment



In order to create an environment where each and every one of us can achieve our full potential, we believe that it is important not only to understand the diversity of each individual, but also to think in terms of "inclusion".

In our DEI efforts, we define inclusion as "the state where everyone is able to be themselves, while also being recognized and accepted as a member of the organization by both oneself and those around them."





Critical to inclusion

Developing inclusive environment



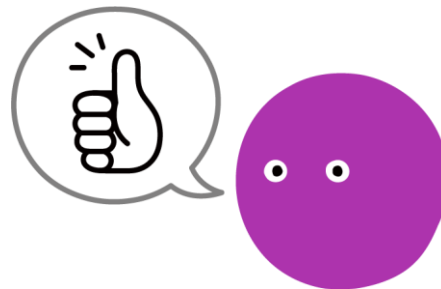
What can each of us do to develop an inclusive environment?

First, we must work on these three things.

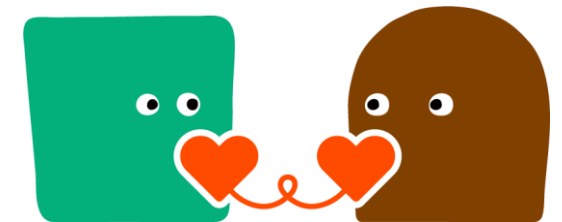
**Respect all opinions
shared regardless of who
expresses them.**



**Express appreciation for
the contributions made by
individuals through their
unique words and actions.**



**Value personal
connections with others.**



**In an environment where each person can behave how they want,
there may be discrepancies in opinions.**



**If you find yourself struggling with a decision,
go back to our common values and objectives,
such as our corporate philosophy and organizational vision.**



"Understanding and inclusion" do not require any special actions, but can be realized through the day-to-day behavior of individuals. Let's develop an inclusive environment for all, including yourself, by recognizing diversity within each individual and common values.



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It is important for us to keep "unconscious biases" in mind when taking action to encourage understanding and inclusion.



What is unconscious bias?

Considering unconscious biases



**By the way,
what comes to your mind when you hear the phrase:
“I need to care for a family member”?
Imagine specifically who might be saying that
and what the situation might be.**

What did you imagine?

You may have automatically thought of caring for a parent, grandparent, spouse or another person.

You might have also imagined different scenarios, such as the need to provide care because of aging, illness or injury.

What do you think your coworkers on your team thought of?

The image that immediately comes to mind would differ from person to person.



What is unconscious bias?

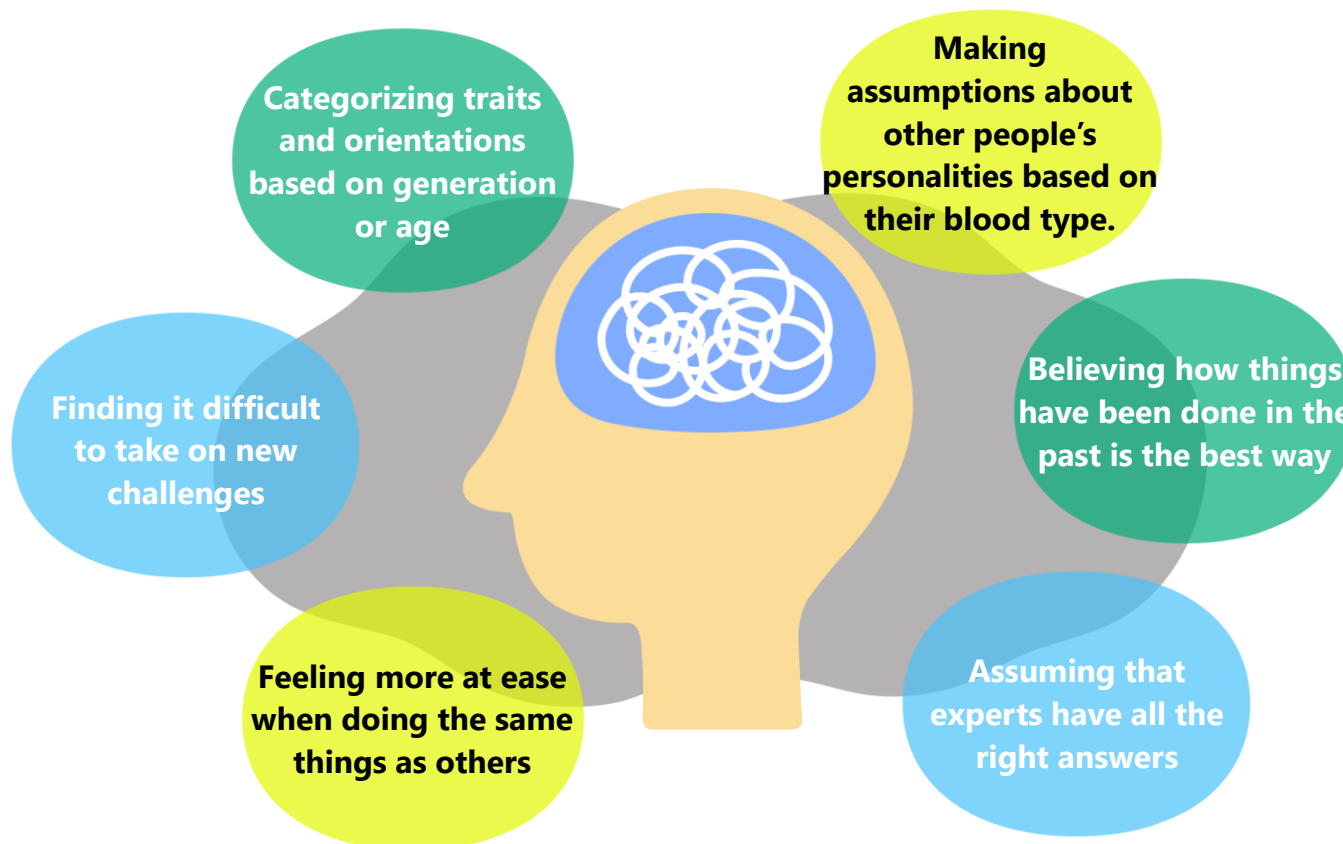
Considering unconscious biases



Unconscious bias refers to the tendency of a person to be unconsciously convinced that "this is how it is" without realizing it.



Everyone has unconscious biases from past experiences and learnings and they are everywhere in our daily lives.



* Those items listed here are only examples and there are more.

If you are not aware of your unconscious bias, it may lead to "misunderstandings, assumptions or hasty conclusions" which may have negative impacts.

Now, let's look at a specific case to find what situation will cause a problem.

Case study



One day, one of your coworkers in your team shares some personal information:

"I'm going to start taking care of my parent who live far away."

What action would you take in response to this?

01

In order to alleviate your coworker's concerns about their job while they are away from the office, assume which tasks you can help with and then talk to them.

02

Talk about your coworker's situation with other team members so that you and other members can effectively support them in their job.

03

Provide your coworker with useful information and advice about caregiving to reduce their concerns.

04

Take another action, other than those listed above.

Commentary

In this case, there are no absolutely correct answers.

All of these actions are thoughtful and caring, but it is impossible to know what your coworker really wants without asking them.

Now, let's think whether the actions you take for the benefit of the person will have truly positive effects for them.

Your coworker may actually have the opposite reaction each of these options, such as "I want to continue working as hard as before," "I don't want others to know about my personal matters," or "I'm not worried about my knowledge of caregiving."

If you communicate with your coworker without knowing their thoughts and background, you may unintentionally annoy, hurt or negatively influence them.

**So, once we understand the effects of unconscious biases,
what can we do to address them?**

There are three specific ways we can deal with unconscious biases.

**Be aware that
you yourself have
unconscious biases.**

**Avoid jumping into
conclusions based on
specific factors or
impressions, and consider
other possibilities.**

**Pay attention to
the signs shown by
individuals and take
action accordingly.**

First, we must be aware that we each have our own unconscious biases.

It is natural for anyone to have unconscious biases, and they cannot be eliminated.

It is therefore important to try to be aware of this with the assumption that you yourself have unconscious biases.

Let's begin by finding and recognizing your own habits in your perceptions and feelings.

Second, we must avoid jumping to conclusions based on specific factors or impressions, and consider other possibilities.

Many people have a tendency to judge things based on what they see or feel. Before making assumptions, pause and ask yourself, "Is that really true?"

It is important to understand "individuals" including yourself, with an awareness that all people are different and come from diverse backgrounds.

Third, we must pay attention to the signs shown by individuals and take action accordingly.

Changes in nonverbal cues such as facial expressions, tone of voice, and body language are signs to consider. If you notice these signs from another person, pause and reflect on whether your actions might be based on your unconscious biases and may have influenced their state of mind.

Do not allow a sense of discomfort to linger. Continue to make an effort to communicate with others.

Clouded expression

Change in tone of voice

Sudden change in topic

Loss of eye contact

*Examples listed are not indicative of a specific case.

Prepared by PERSOL HOLDINGS with reference to the Unconscious Bias Laboratory(website).

When you become aware of your own unconscious biases, you can develop diverse perspectives within yourself, deepening your understanding of others and promoting an inclusive environment.



Your past experiences and things you have seen and heard are important elements that shape your personality as a unique person.

However, we should keep in mind that unconscious biases can also have negative impacts.

What is important is how we deal with each individual at the time.



**“Even if something didn’t affect the first 100 people,
it may affect the 101st.”**

**“The first 100 people I’ve met so far may all be the same,
but the 101st might be different.”**

“The present may be different from the past.”

Think about the 101st person you may encounter in this way.

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Introduction of DEI activities

PERSOL Group has been working on creating opportunities for learning and building systems and environments, with commitment from the top to intensively promote these activities.

Commitment from the top

- **Setting Group objectives**
- **Global DEI policy**
- **Gender Diversity Initiative**

Building systems and environments

- **Career support system**
- **Support system for multiple lines of work**
- **Remote work/flextime system**

Developing corporate culture (creating an environment)

- **DEI literacy training**
- **DEI management training**
- **Forum on DEI (event)**

We can see gradual changes in the workplace.



In what scenes do you perceive the permeation of changes in understanding and inclusion?

We have been encouraged to understand other people's situations and backgrounds in recent years. For example, sharing information about private matters in the office calendar helps us understand each other's situations.

Our manager is positive about learning DEI and encourages us to learn. Our manager also takes the initiative in sharing information obtained from learning with our team members.

The fact that employees with diverse attributes have been assigned to management positions indicates to me that our company is attempting to promote individuals regardless of age or gender.

Any changes toward an "environment where everyone can be active"?

Many of our team members, including myself, work while caring for children or other family members. In these situations, our company is trying out new styles of working, such as allowing employees to work remotely. I can see the positive effects this has had on the team because we can use our commuting time to work and avoid the mental stress caused by trying to balance work and life.

I used to think it would be too difficult to take on a managerial position because I feel like I lack strong leadership skills and have family issues that take up my time. After learning about various management models when I participated in a training session, I decided to set things in motion to become a manager. Now I know that the organization can still operate successfully even if I do not work overtime, and sharing what is happening in my own life seems to help other members feel like they can do the same.

Enhancement and creation of services through DEI

PERSOL Challenge (currently PERSOL Diverse) started the services to provide support for job changes and placements for LGBT people x people with disabilities (from 2021).

Our company has provided supporting services in changing and finding jobs, not only for those who need consideration of their disabilities, but also those who suffer from anxieties and worries brought by gender identity and sexuality.

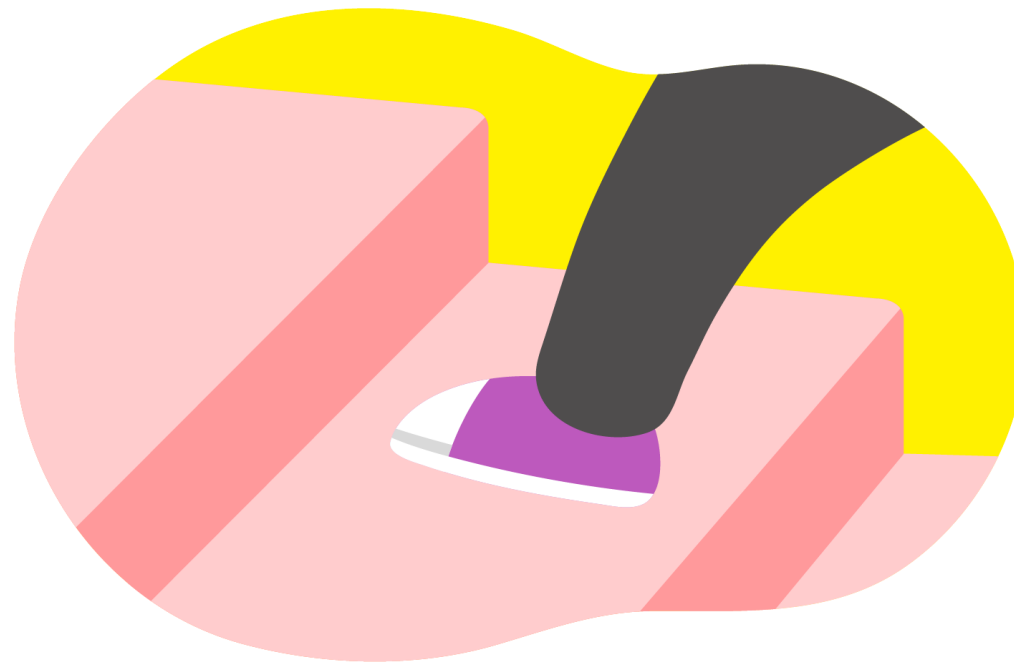
PERSOL INNOVATION "Sharefull" provides opportunities to individuals who want flexible way of work (from 2019).

It provides a matching platform specialized for jobs of short periods of work and short working hours. A total number of downloads exceeded 2 million in November 2022.

* Prepared based on FY2022 job trial users hearing.

* Descriptions from PERSOL Group management training questionnaire (partly edited).

**DEI does not require any special action.
Think about any action or behavior you can start from tomorrow
to take a step forward in your daily life.**



**This concludes this training session.
Thank you for your participation!**



Supervisor: Kayo Fujiwara
Gradation Representative: Diversity & Inclusion Consultant
Specially Appointed Researcher at the Center for Barrier-Free Education, The University of Tokyo

I was given the opportunity to supervise this literacy training program.

With regard to DEI efforts, we cannot expect to see results in a short period of time.

In the practical implementation of DEI efforts, there may not always be a single right answer, and the journey towards realization may involve challenges and temporary discomfort. I do hope we will all make a conscious effort to work together and take one step forward in our daily lives in order to realize "DEI" for all people. I hope this training will be helpful in achieving this vision.

Translation supervisor: Kazuko Tanaka
Former Professor, International Christian University/
Co-leader, Mitaka Diversity Center

[Reference]

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