

Embracing Diversity and Sensitivity

Recent years have seen increasing diversity in the human resources active in the workplace, including women, foreigners, seniors, and people with disabilities, and subsequently diversity management has become a consistent theme of corporate strategy. We believe that maintaining stable development requires us to embrace diversity management. In particular, we recognize the need to create workplaces that are welcoming to female employees. To this end, we asked female employees of different ages to discuss current conditions and the needs of the Citizen Group going forward.



Kyoko Tsukada

Manager,
Development Division
Citizen Holdings Co., Ltd.
40s, married, with children



Yuki Suganuma

Product Development
Department
Citizen Watch Co., Ltd.
20s, married



Ying An

New recruit,
Accounting Division
Citizen Watch Co., Ltd.
20s, single

Question

Do you find the Citizen Group an easy place for women to work?

Tsukada I understand that nearly 100% of women return to work following maternity leave because it is possible to work reduced hours and easy to take off time for child-rearing. I don't know that the systems here are particularly better than at other companies, but I have twice taken child-rearing leave. I attribute the fact that I am still working here to the understanding and cooperation of the people around me.

Suganuma Many of my superiors are understanding, so it is easy to take advantage of these systems. I think this is a good place to work.

An I almost think women are coddled. I am still in my study phase, but I would like to be given more work from the beginning.

Question

How should the Company be improved so that women could play a greater role?

Tsukada First of all, there are few female employees. It seems to me that the number of women in management is particularly low.

Suganuma I agree that there are few women. Fewer than 10% of the employees in my division are women.

Tsukada Systems are in place, but I believe there is room for improvement in the system for returning after taking maternity leave. I think the productivity of female workers is high, as they are working against limited time.

An I think the fact that these things exist is important, as it indicates the source of a problem.

Suganuma For many women, I think that it might even cause problems.

Tsukada During that time, you are so busy worrying about raising your child that your brain kind of ceases to function.

Suganuma There is an appropriate time for bearing children, and there are also limits. I think it is difficult to match timing and opportunity. Women who want to work often put off marrying.

Question

Do you have any specific proposals?

Tsukada I think the point to bear in mind—and not only for women—is to imagine marriage, child-rearing, and nursing care, and consider whether it is possible for you to continue working given the current systems.

An It would be nice if there was a childcare facility within the company. That wouldn't be unusual for a company of this size.

Tsukada Yes, we have so much extra space on the grounds (laugh).

Suganuma However, I would like to avoid creating the misunderstanding that women should be given special priority. Taking various factors into account, I would just like to see that things are fair.

Tsukada Diversity is an essential part of competing as a global company. Companies that are actually growing have a high percentage of female managers. In this sense, we are significantly behind the curve globally. We won't be able to compete at a global level unless we have this awareness. Particularly for this reason, I believe it is important to create opportunities for people who have experienced childbirth and child-rearing to share their experiences inside the company. As society ages, we are going to be having similar sorts of issues with nursing care.

Question

What closing message would you like to share with Citizen Group employees?

Tsukada Company work involves transfers. And although we may experience conflict, we should maintain a positive outlook as we persevere, recognizing that there are also many opportunities to benefit from working with good superiors and colleagues.

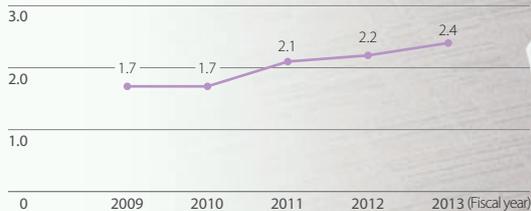
Suganuma My first objective is to be able to continue working for a long time. I know that there will be times when opportunity and timing do not coincide ideally, but I think that as you work longer, eventually those two will come together. Pushing forward is vital, and we need to create an environment that will allow us to continue working.

An Citizen Watch is truly a good company. It even has a good ambiance. But I don't want to just take advantage of the positive things. Rather, I hope to express my opinions with the aim of making this an even better company where I can work for a long time. I hope that other women who join the company will put their all into their work and find that this is a company that they enjoy working in, as well.

Percentage of Women in Management Positions

(14 Main Companies of the Citizen Group)

(%)



Cultivating Global Human Resources and the Future



Saori Sakurai

Previously,
CITIZEN WATCHES (H.K.)

Gaining Important Experience in Environments Different from Japan's

I had hoped to work outside Japan, so it was opportune that I got to know and then joined Citizen Watch, which offered overseas work possibilities. But I hadn't realized I would be given a chance to work overseas so soon. Being sent to work overseas as a young employees was truly a valuable experience for me.

As the company that oversees operations throughout Asia, CITIZEN WATCHES (H.K.) has the role of connecting countries in Asia and the Middle East with headquarters, so I had the chance to get involved in many different types of work. Working with staff in Hong Kong who were not shy about voicing their opinions meant that I needed to have a firm grasp on the meaning of and necessity for the work I was doing; it wasn't simply a manner of giving orders from above. I learned how to think of tasks myself and understand things before taking action.

In Hong Kong, there is very little difference in the way men and women work. Even when they marry or give birth, it is normal for women to continue working. I think the fact that this is typical and that



everyone understands it to be so, has contributed to Hong Kong's economic growth.

Observing the Citizen Group, Viewed from the Outside World

I believe that Citizen Watch has some quite advanced technologies and is involved in some very interesting things. But the company's excellent technologies and initiatives are not being adequately communicated. In Hong Kong, brand competition in watches is fierce, and the Citizen brand has to compete on a daily basis to survive. I realized that we need to do more than we are at present to communicate the positives about the Citizen brand. To increase the brand's presence at all points of the globe, I think we need to quickly deploy young people who have developed overseas experience early on to generate new types of promotional strategies that we haven't tried in the past.

Citizen Watch is the sort of company that provides a chance to young employees like myself. I believe it is my mission to pay the company back for this opportunity. I also look forward to becoming a mentor for future employees who enter the company and have this same sort of opportunity.

I look forward to all of us—men and women, regardless of nationality, including all employees and people at distributors and retail shops—pulling together to make this an excellent place to work.