

The State of the Japanese Workplace

Percent of Managers Who are Female (At Any Level)

	Female Managers
Global	43%
Japan	11%
China	28%
Malaysia	31%
Korea	35%
Philippines	37%
Vietnam	38%
Singapore	40%
Yemen	10%

Employee Engagement

Engaged



Not Engaged



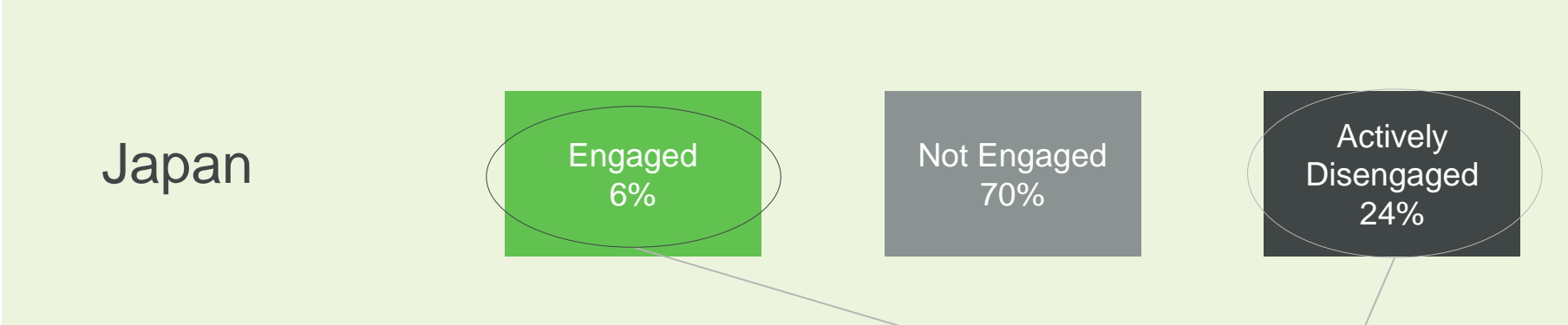
Actively Disengaged



Global Levels of Engagement (2014-2016 aggregated)

	Engaged	Not Engaged	Actively Disengaged
World	15%	67%	18%
Japan	6%	70%	24%
China	6%	75%	19%
Korea	7%	67%	26%
Singapore	23%	69%	8%
Thailand	23%	73%	4%
Indonesia	15%	75%	10%
Malaysia	17%	70%	13%
USA	32%	51%	17%

Great Workplaces



Engagement Ratio: 1:4

The Hyatt logo, consisting of the word 'HYATT' in a serif font with a curved line underneath, followed by a trademark symbol. Below the logo, the text 'Japan Engagement Ratio: 4:1' is displayed in a bold, sans-serif font. The entire content is enclosed in a light green rectangular border.

The Bottom-Line Impact of Gender Diversity and Engagement

Business units that are gender diverse have better financial outcomes than those dominated by one gender, Gallup research show. And if these gender-diverse business units are also highly engaged, financial performance improves dramatically.

	Retail: Average Comparable Revenue	Hospitality: Average Quarterly Net Profit
Units above the median on gender diversity (more diverse)	5.24%	\$16,296
Units below the median on gender diversity (less diverse)	4.58%	\$13,702
Units above the median on gender diversity and engagement (more diverse and more engaged)	5.76%	\$18,283
Units below the median on gender diversity and engagement (less diverse and less engaged)	3.95%	\$11,563

Ten Steps Toward an Exceptional Workplace

1 Review your performance management systems.

2 Hire, develop and reward great people managers.

3 Create trust and transparency to make flexibility work.

4 Communicate and activate your values and mission.

5 Develop a culture of coaching.

6 Rehire, re-engineer and retain.

7 Pay attention to strengths over stereotypes.

8 Build a culture of well-being.

9 Encourage people to get to know one another.

10 Make your workplace kid-friendly.

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