

Visionary Management 2021

Moving Japan

**Pioneers: interview collection of Japanese executives
implementing innovative management policies**

Introduction

Japan is facing the serious challenge of a shrinking workforce due to the declining birth rate and aging population, which accelerates the shortage of highly skilled IT professionals who contribute to technological innovation in the digital field year by year.

The declining birthrate and aging population is not only shrinking the workforce, but also the domestic market itself, which is forcing Japanese companies to expand their business into the global market, whether they like it or not.

As a way out of this situation, the employment of highly skilled foreign nationals is beginning to attract attention; however, most Japanese companies do not have experience in this regard.

We would like to provide these companies with hands-on information on hiring foreign talents, as well as case studies of companies who are already implementing progressive management practices.

For foreign nationals who are interested in working in Japan, we provide detailed information on the job market, working culture, tips on how to find a job and so on.

We believe that this could help to accelerate Japan's technological innovation and revitalize the Japanese economy.

About Visionary Management 2021

Visionary Management 2021 is a compilation of interviews with the executives of more than 100 companies that are hiring regardless of nationality. We compiled their forward-thinking management style and principles in this eBook, categorizing companies by business activities, size, and area.

We hope that this eBook will help you understand the evolving situation of ethnic and cultural diversity at the workplace, and give you insight on the roles that foreign employees are taking in Japanese companies' innovation and globalization.

This eBook is available on "**Tebiki**" (<https://tebiki-jp.com/>), a web portal providing information for skilled professionals looking to pursue their career in Japan, and for Japanese companies looking to diversify their recruitment policies.

Planning and production



This eBook was launched as part of a contracted project from the Cabinet Secretariat's National Center of Incident Readiness and Strategy for Cybersecurity (NISC).

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Japanese companies have to retain human resources from overseas.

Cyber Security Cloud, Inc.

Yoji Watanabe

Representative Director, CTO



Company Cyber Security Cloud, Inc.
URL <https://www.cscloud.co.jp/en/>
HQ Tokyo
Business Software
Employees 73
Employees' background China, India, Korea, Spain

Cyber Security Cloud develops and offers subscriptions of Web security services that utilize AI technology. It also researches cyber attacks, and develops AI technology.

Nationality is not distinguished in our company.

All of the non-Japanese employees currently working at our company have highly specialized skills, but at the



beginning of 2017 when we started thinking about hiring bilingual human resources in order to achieve the global expansion of our service, we expected non-Japanese employees to just take care of support in English.



After that, we have been hiring non-Japanese engineers, as a result of

searching for world-class skilled people regardless of nationality.

The main channel of hiring is through referral from the recruitment companies that we are acquainted with, but one Spanish AI engineer was hired as a new graduate directly from the Japanese graduate school.



To communicate, our employees use the language that ensures smooth communication, depending on the situation and members. Since our company-wide meeting is held in Japanese, we individually supplement in English for the employees who are not fluent in Japanese. There is no in-house training to teach Japanese language or culture, but they learn Japanese or English on their own for better communication. Nationality is not highlighted or distinguished in our company.

Non-Japanese employees are an important key to global expansion.

Non-Japanese employees are an important key to the global expansion of Cyber Security Cloud. Our security software is sold on AWS (Amazon Web Services) BtoB EC site, and is used in more than 70 countries around the world. Non-Japanese employees take care of inquiries in foreign languages and develop the company's core technology while collecting information from around the world in English. System development is an area in which it is difficult to get results in an easy-to-understand form, but we value their contribution highly. Respecting the company's mission statement, we would like to focus on expertise and keep hiring excellent engineers regardless of nationality in the medium to long term.

Japanese companies need to expand their recruitment to the world.

Whether you like it or not, it is inevitable that Japanese companies have to retain human resources from overseas in order to make up for the shortage of human resources in Japan. The IT/software business is the fastest growing industry, but in order to survive in the global market, we cannot be particular about nationalities. To have the advantage in competition, Japanese companies need to expand their recruitment to the world.

Hiring non-Japanese leads to new business opportunities.



Classmethod, Inc.

Daisuke Sasaki

Board member



classmethod

Company	Classmethod, Inc.
URL	https://classmethod.jp/company/english/
HQ	Tokyo
Business	Software
Employees	530
Employees' background	Finland, India, Korea, Poland, Thai, Vietnam

Classmethod's businesses include cloud (AWS, etc.) technical consulting, development and operation, data analysis platform technical consulting, development and operation, application (LINE, iOS, etc.) planning, development and operation.

We were impressed by the excellence of mid-career non-Japanese employees

Regarding non-Japanese recruitment, we started hiring both mid-career and

new graduates from 2020, because we were impressed by the excellence of our first foreign employee, a mid-career Korean national. We participated in overseas recruitment events, asked agents to arrange selections, and visited the universities directly for interviews. Our first non-Japanese employee spoke Japanese to some extent, so there was no particular preparation needed other than visa procedures and housing arrangements. But when hiring multiple non-Japanese new graduates who don't speak Japanese sufficiently, we carefully explained to Japanese employees why we needed to hire them.

The official language at work is Japanese, but English is also used when necessary. Online English conversation courses are offered for employees as a part of in-house education programs.

Language and cultural differences create issues sometimes



The merit of having non-Japanese employees is that in addition to their superior technical skills, their presence itself makes our company more attractive. As a result, the number of applications from Japanese freshers has increased. We held a technical event for the Korean market, thanks to the number of Korean employees. On the other hand, there are issues such as communication problems due to language barriers and cultural gaps such as the manner to express one's opinions. Whether or not to express an idea clearly. At Classmethod, Japanese do not hesitate to speak up, but Vietnamese

and Indians are more reserved and do not give negative opinions. Koreans tend to be in the middle of those two. Currently, all training is conducted online due to the coronavirus pandemic, and it adds a burden on some Japanese employees.

Hiring non-Japanese new graduates is companies' responsibility

It is easier for the company to hire mid-career employees who have been trained in other companies than hiring freshers. But we believe it is the responsibility of the profitable companies to hire new graduates whether Japanese or non-Japanese. You may see the challenges of hiring non-Japanese human resources at the beginning, such as language barriers. However, accepting diverse human resources can stimulate existing employees and lead to new business opportunities. Classmethod continues to hire non-Japanese human resources as one of our responsibilities to the society.



The benefits of hiring non-Japanese are to be found in continuity.

Axross Co., Ltd.

Toru Tsuda
CEO



Company	Axross Co., Ltd.
URL	https://www.axrossroad.co.jp/en/
HQ	Tokyo
Business	Software
Employees	94
Employees' background	China, India, Indonesia, Korea, Lithuania, Ukraine, Vietnam

Axross is developing various systems such as FIWARE (Future Internet WARE = next-generation Internet infrastructure software) that creates "Smart City", drone utilization in the business scene, and AR.

We are recruiting in a wide range of areas

The serious labor shortage is an inevitable problem we will face in the near future in Japan. We have been

striving to achieve

- Training inexperienced people to become engineers
- Female employee ratio of 50%
- Non-Japanese engineer ratio of 50%

The first non-Japanese employee hired in 2016 was Chinese, but since then, we have expanded the scope of recruitment in search of more diverse and talented human resources. Currently, about 30% of our employees are non-Japanese, from seven countries. In addition to mid-career recruitment of engineers who work in Japan and abroad, we hire new graduates locally in partnership with local universities in Ukraine and India.

Substantial Japanese language support and respect for the native languages

We have an original "Japanese curriculum exclusive for engineers" created in collaboration with a professional Japanese language instructor. With this curriculum, most non-Japanese employees will acquire the ability to use Japanese in a ready-to-use manner in 3 to 6 months.



We also try to have our Japanese employees attend the Japanese classes held for the foreign employees. What they learn from Japanese textbooks is different from the natural spoken language the Japanese use. By knowing what our non-Japanese colleagues learn, we can use words and phrases that are easy for them to understand. The most important thing is to use the language in which we can communicate the most smoothly. The experience of working with people who have different skin colors and languages changes the

mindset of Japanese employees in a positive way.

The value of the company gets strengthened by unexpected benefits

The benefits of having non-Japanese employees are not something you can plan and achieve. For example, when we interview non-Japanese applicants, we ask our employees from the same country to be present and evaluate them. Their judgment based on the common sense of culture and customs that only people from the same country can understand are very valuable information. We were able to improve the employee evaluation system thanks to requests from non-Japanese employees to make it more clear and open.

These are not what we were expecting, but as a result, they strengthen the value of Axross.

We think it will be difficult for Japanese companies to keep growing without the effective use of non-Japanese people. Hire them first. And as you continue to do so, you will be able to understand the benefits.



Diversity enhances corporate value



Spectee Inc.

Satoshi Negoro
COO



Company	Spectee Inc.
URL	https://corp.spectee.com/
HQ	Tokyo
Business	Service
Employees	70
Employees' background	China, Hong Kong, Philippines, Singapore, Taiwan

Spectee provides disaster prevention and crisis management solutions that utilize AI.

We are seldom conscious about nationality or location

In 2017 we began considering hiring non-Japanese human resources. Based on the perspective of business expansion overseas, we needed people

who could speak foreign languages. We also wanted to have employees from diverse backgrounds with different ideas in order to provide services that are suitable in the global market. Since we hired non-Japanese human resources who lived in Japan, having communication in Japanese was not an



issue, although complicated conversations can be difficult sometimes.

Currently, about 10% of our employees are non-Japanese. They collect crisis information, check facts, acquire video licenses, distribute them to the media, and design UX. All of them are highly motivated with a strong sense of mission to distribute disaster prevention and crisis management solutions originated in Japan; a disaster-prone country, to the world. Most of us work from home these days, so we are seldom conscious about nationality or location.

Multiple locations and diversity are our strengths



Having non-Japanese employees is advantageous in terms of our BCP (Business Continuity Plan). Due to the nature of our business, we need to continue to provide services even if lifelines are disrupted in Tokyo, where our head office is located. So being able

to take care of the business in Japan, the United States, Europe, and Southeast Asia is a strength of Spectee. Fact checking of information such as incidents, accidents, disasters posted on SNS is basically handled by AI, but in the end it is necessary for humans to check from various angles to ensure accuracy. Teams with diverse backgrounds are best suited to check the facts of events that occur around the world.

Diversity as a strength

We continue to hire foreign nationals who match our business needs. Organizations with like-minded people tend to be vulnerable because they cannot respond flexibly to crises. In addition, it is essential to secure diverse human resources in order to continuously innovate and prosper as a company over the long term. We believe that active global recruitment is important for becoming a resilient and innovative organization. We believe that more Japanese companies should consider hiring non-Japanese human resources in order to have "diversity as a strength" rather than diversity in the context of human rights and CSR.

Non-Japanese employees are strong in self-thinking.



AMBITION DX HOLDINGS Co., Ltd.

Takeshi Shimizu

CEO



Company AMBITION DX HOLDINGS Co., Ltd.
 URL <https://www.ambition.jp/>
 HQ Tokyo
 Business Service
 Employees 70
 Employees' background China, India, Korea, Singapore

AMBITION DX HOLDINGS is a company that engages in rental real estate business, real estate for sale, property management business, web sales business, corporate sales business, and real estate DX business and so on.

We hired Korean and Indian engineers first

"I want you to hire talented people from overseas".

This voice from our representative made global recruitment start in

AMBITION DX HOLDINGS.

In spite of our desire to develop the system in-house and sell it outside, starting a real estate IT company was much more difficult than we expected. Because hiring skilled non-Japanese engineers seemed to be the most promising alternative, we hired Korean



and Indian engineers in 2019. We asked for the advice of an employment agent to prepare for hiring non-Japanese employees.

Japanese and non-Japanese employees are in contrast to each other



Compared to passive Japanese new graduates, non-Japanese employees can set up hypotheses by themselves and actively convey them even if there is a barrier to Japanese proficiency. Their positive work attitudes give Japanese employees a positive effect. Japanese employees are attentive to non-Japanese colleagues, and try to speak polite, correct and easy-to-understand Japanese. Some of them shared information about differences in culture and customs, and they started to learn English.

We use Japanese at work in general, but both Japanese and English are used on Slack. Japanese employees who can speak English attend weekly meetings

to make sure that there's no misunderstanding.

Talented employees increase the value of the company

Indian employees have already produced AI image recognition technology for real estate companies and systems for deriving reasonable land prices. Since the real estate industry is not strong in IT technology, it is difficult to give specific instructions for the engineers. Without a design document so to speak, they still develop agilely. Excellent human resources increase the value of the company, so we will continue to actively



hire skilled people regardless of nationality or gender.

Many Japanese companies are not yet active enough in hiring non-Japanese, but if they broaden their views a little, they will be able to retain talented human resources. The utilization of non-Japanese human resources will lead to the development of companies.

Global recruitment: "easier to do something than worry about it."



Company NTT Advanced Technology Corporation
URL <https://www.ntt-at.com/>
HQ Tokyo
Business ICT Services
Employees 1991
Employees' background Bangladesh, China, India, Korea, Myanmar, Taiwan, Thailand

NTT-AT (NTT Advanced Technology) works closely with NTT Laboratories to conduct businesses in various fields: total solution, smart community, security, cloud/IoT, AI x robotics, global, and intellectual business property.

A cross-department team was set up to welcome global new employees

In response to the NTT Group's shift to globalization, we started hiring global

new employees from 2020. Our aim was to create innovation through collaboration of diverse human resources, and to foster an international mindset in the company.

We accepted exchange students from Asian countries as interns then proceeded to hire Asian engineers. Although we had hired foreigners living in Japan in the past, this was the first time for us to recruit people who did not speak Japanese. In addition, there was a wide variety of preparation required such as personnel affairs, general affairs, and information systems. To take care of these matters, we set up a cross-department team to work



together.

A global service desk to take care of issues in English, multilingualization of in-house documents and systems, and updating regulations are some of the actions we took to welcome non-native Japanese speaking employees.

In response to immigration restrictions due to the coronavirus pandemic, we promptly provided local training, and environment for working from home.

We realized positive changes in Japanese employees

The creation of innovation through the collaboration of diverse human resources is one of the merits of recruiting global employees. The new ideas that are born as a result of accepting different cultures and points of view is one of our strengths in global business.

As they work side by side with colleagues from different countries,

Japanese employees seem to get positive impact. For example, the number of applications for English conversation courses, which is a part of personal development for employees, has increased significantly. At the beginning of globalization, many Japanese employees were worried because they were not accustomed to working with non-native Japanese speakers. However, now that we have been hiring global employees for three years, many of them are more positive about a working culture with diversity.

Global recruitment is a long-term project for us

NTT-AT plans to continue hiring global new employees for at least 10 years in order to promote its global business. We are considering recruiting from the countries that we have not hired so far. With the motto of "easier to do something than worry about it", we intend to continue hiring until we have about 100 global employees. When you start a new thing, there are often issues that need to be solved. However, we believe that the benefits of hiring employees with diverse backgrounds are worth overcoming difficulties, especially in an era when globalization is required.

Diversity helps to create competitive products in the global market



Nulab
Masanori Hashimoto
CEO



Company	Nulab
URL	https://nulab.com/
HQ	Fukuoka
Business	Software
Employees	130 (Group)
Employees' background	Australia, Canada, Finland, France, Germany, Indonesia, Sweden, Switzerland, Taiwan, USA

Nulab develops and provides Backlog, Cacoo, Typetalk, and Nulab Pass, services that promote team collaboration

Making English an official language in the company is the issue at hand

The first non-Japanese we hired was an Australian living in the U.S. We met and hired him when we introduced the English version

of Cacoo, an online drafting tool, at a conference held in New York in 2009. We are currently recruiting at three locations in Japan and at our overseas subsidiaries (in New York, Amsterdam, and Singapore). We do not distinguish between non-Japanese/Japanese, new graduates/mid-career workers, and are recruiting regardless of nationality. We would like to make English the official language of Nulab. If there are non-Japanese employees in the group, it would be better to use English for both chat tools and documents, but Anglicization has not been proceeding as fast as we wanted because it is easier to use Japanese for the majority of employees. On the other hand, all

employees are comfortable using English in text messages, and communicate very well.

Our diverse environment attracts Japanese employees

No negative opinions were heard about hiring non-Japanese human resources from the beginning, and many Japanese employees decided to join us being attracted to work with non-Japanese colleagues.

"I feel that my work is connected to the world, and I am proud of my job."

"Having non-Japanese colleagues has broadened my views."

are few of the voices from Japanese employees.

The "Diversity and Inclusion Policy" formulated by Nulab was directed by a non-Japanese engineer. In addition, because a non-Japanese employee noticed that discriminatory terms were being used in software language, we could fix the situation without lagging behind movements abroad.

The high level of awareness towards environmental issues among employees from Scandinavia gave us an opportunity to think about what we as a company can contribute globally to solve environmental issues.

The various "differences" that employees have, including differences in nationality, have a positive impact on Nulab.

We strongly hope to improve the lives of those who work for us

To expand our business globally, we need to increase the ratio of non-Japanese employees. In the future, we would like to make the ratio of non-Japanese and Japanese employees about 50-50. Our products are nationality-neutral, and our business model is one of thin profit margins. We believe that products made by people of various nationalities and cultures are more competitive in the global market, than products made only by highly homogeneous people.

Hiring non-Japanese human resources also has the meaning of inner branding, as we want our employees to be aware of the fact that they are providing services to the world. We want our employees to experience the joy of working with different people, and we strongly hope to improve the lives of those who work for us.

The employment of foreign nationals has changed. Instead of retaining non-Japanese low-wage workers like in the 2000's, now companies try to acquire talented human resources who are more skilled than Japanese.

It seems that many Japanese people are still unaware of the need to hire talented non-Japanese human resources in order for Japan to grow. We strongly recommend that companies that are still hesitant to invest in hiring non-Japanese human resources.

Embracing the positive differences of foreign nationals will lead to corporate growth

JSOL

JSOL Corporation

Tetsuya Eda

Senior Vice President



JSOL

Company	JSOL Corporation
URL	https://www.jsol.co.jp/english/
HQ	Tokyo
Business	Software / Internet
Employees	1200 (as of April, 2021)
Employees' background	Australia, India, USA

JSOL is engaged in research and development consignments of mathematical models, consulting, and sales of software platform services.

Engineers recruited from Indian universities are playing an active role

Although we have a predominantly domestic market, looking 20 to 30 years ahead, it was obvious that we needed people with

different linguistic and cultural backgrounds. So, we hired people from Australia, India and the United States for our sales department four years ago. We translated work rules and company rules into English during the early stages of international hiring. Further, by considering these initiatives as a part of a special recruitment not specific to foreigners, we examined suitable career paths and training methods for them and took measures to absorb the gaps created by Japan's unique customs, such as payment of bonuses. First, we hired foreign nationals living in Japan, but when we came across Zenken corporation that has career centers in Indian engineering colleges, we also started hiring

freshers from overseas. When we began hiring, we were looking at this as an investment for the future and were not expecting any immediate impact. But because the people we hired did well, we continued the recruitment of Indian freshers with a medium to long-term perspective. Currently, Indian freshers are unable to come to Japan due to Covid-19. We hope that they will be able to come to Japan as soon as possible as it is difficult to educate them remotely in some cases.

Foreign employees can have a positive impact on presentations and meetings

The presence of foreign employees has a positive impact on the people around them. An Australian came up with an idea for LGBT icon and propagated it in the company. When he was asked by Japanese colleagues around the same age, whether the work is too hard or his boss is too harsh, he inspired them by answering "I came here to grow in a tough environment". Foreign employees act as a bridge during English communications, whether it be at presentations in overseas exhibitions or discussions with alliance partners. They also present new perspectives at meetings that help to stimulate discussions. As Japanese employees become more aware of the diversity, they feel more familiar with the native countries of their non-Japanese colleagues. We hope this will

help to accelerate our overseas market development in the future. On the other hand, there may be situations where it is difficult for foreign employees to feel free to ask for advice. The management does pay special attention to reach out to them. A better network of friends within and outside of office may also help. We are still looking for the right solution on this one.

We recommend hiring several foreigners at once

When we started, since we hired three foreigners at once, they could help each other as peers. This is highly recommended especially when you have just started hiring foreign nationals and there's not enough support system established in the company. There are many things to worry about when hiring foreigners, but the things that need to be taken care of are the same as for Japanese people. Rather than just having them do the same kind of work, provide an environment where they can take on various challenges. Embrace the positive differences of foreign nationals. It will lead to the growth of the company.



Expecting foreign employees to become start-up members of our overseas branches



Parente
Tadashi Yoshida
CEO



Company	Parente
URL	https://www.parente.jp/
HQ	Chiba
Business	Manufacturer
Employees	180
Employees' background	China, Nepal

Parente is engaged in the EC fulfillment business and contact lens retail business.

A trial-and-error approach was applied for problems

With Japan's population declining, there was a thought that it would be too late to take action once it became difficult to secure human resources. A system to

accept foreign personnel with different cultures, foods, and languages cannot be created in a hurry. We decided to make a headstart and started hiring foreign personnel three years ago.

We did not have any knowledge about hiring non-Japanese personnel when we started hiring for the logistics department. We participated in sessions at vocational schools to gather information on selection and acceptance of foreign students, struggled to obtain VISA, and completed other procedures.

The first round of interviews consisted of a round-table discussion, followed by a practical skills test (picking), and then a third round of individual interviews and a post-

interview lunch. For Chinese students, our Chinese employees gave a presentation on the company.

A trial-and-error approach was applied for problems. For example, the simple aptitude test that we administered at the interview needed to be revised because the previous version with difficult kanji did not convey our intentions to foreign interviewees.

Sociability and personality are more important than language proficiency

We place more importance on sociability and personality than Japanese language proficiency. A sociable and energetic N2/N3 holder is more attractive than an introverted quiet N1 holder.

As mutual language at the workplace is Japanese, there was some resistance to accepting foreign people at the beginning of the hiring process, mainly due to communication concerns. However, by hiring students with excellent communication skills and personalities, we were able to overcome these concerns. The desire to listen and to communicate is important for Japanese employees as well, and the habit of communicating carefully with consideration to others has a positive effect on them.

Being exposed to different cultures, the hungry spirit and sincerity of non-Japanese colleagues, Japanese employees' perspectives got broadened and awareness of subordinate training made positive

changes.

We are starting to hire foreign personnel for a wide range of positions

"Compared to my peers when I was an international student or my acquaintances in Japan, I feel that I am working in a good environment", "Japanese colleagues are kind and polite", and "I would like to work for Parente for a long time and improve my career" are some of the feedback from our non-Japanese employees.

We have set a goal of establishing a cross-border EC business by 2030. In order to achieve this goal, we are expecting our foreign employees to become members of our overseas branches in the future. We would like them to develop Japanese style EC and Japanese style logistics business by utilizing SNS and payment systems in their own countries.

With this in mind, we have started hiring foreign freshers for a wide range of positions. In the future, it would be possible to recruit for positions such as engineers, content managers and SNS marketing. When it comes to the use of foreign talent in Japanese companies, it seems that many companies are reluctant to accept foreigners, mainly because of the communication aspect. Also, there are many companies that separate Japanese and foreign employees in terms of work and evaluation. We believe that closing this gap is a task for Japanese companies.

Understanding, respect and sharing are important in hiring foreign nationals



SUZUKI HIGH-TECH, INC.

Kazunori Suzuki
CEO



Company	SUZUKI HIGH-TECH, INC.
URL	https://www.sht-net.co.jp/
HQ	Yamagata
Business	Manufacturer
Employees	119
Employees' background	Bangladesh, Bolivia, China, Indonesia, Philippines, Nepal

SUZUKI HIGH-TECH provides plating and other surface treatment services.

Aim to change the mindset of the company by hiring a diverse group of people

Although we had expanded our business by receiving ample orders from major companies in Yamagata Prefecture for many years, the decline in orders caused by plant

closures and overseas relocations as the result of the Lehman Shock, the Great East Japan Earthquake, and other factors made us needed to expand into the global market. In order to change from a contract-based to a development-led corporate structure and enter new markets and fields, we decided to develop new technologies and hire foreign engineers while reviewing and reorganizing unprofitable businesses from 2015. Increasing competitiveness to hire talented Japanese people is another reason why we switched to hiring talented foreign personnel who can speak Japanese. As a company with a history of over 100 years, there is a risk that any major change will result in a major setback. We thought it

would be best to hire a diverse group of people and gradually change the mindset of the company through their activities. In terms of welcoming foreign employees, we did not make any major changes in advance, but changed rules or systems together when problems arose. We mainly hired international students from Yamagata University and vocational school students from Yamagata and Miyagi prefectures. We have succeeded in securing excellent and motivated human resources without actively recruiting, by proactively promoting activities of foreign employees through lectures, company tours, newspapers and TV.

We are actively promoting foreign employees to responsible positions

The passive attitude of Japanese employees has changed due to the influence of foreign employees who have been constantly producing results in technological development. The company as a whole has also changed to a system of spontaneous thinking, such as reviewing unprofitable businesses and formulating plans for new businesses. By having foreign employees consistently take charge of the hiring process, post-employment follow-up, and the preparation of manuals and guidance in their languages, a strong support system for foreign employees has been built.

For foreign employees who are motivated and capable, we aim to improve their output ability by assigning them to the responsible positions after one year of service or longer. It is encouraging for us as a company to have foreign employees who can be entrusted with overseas business and play an important role as a bridge between the local community and the head office in Japan.

The entire country should promote the hiring of foreign nationals

Understanding, respect and sharing are important in hiring foreign nationals. Prior to hiring, our top management staff talk directly with foreign candidates to get across the company's expectations. At the same time, by listening to the hopes and goals of the foreign candidates, we clarified their "purpose of work" in life and aimed to create an environment where they can work comfortably. Thanks to the hard work of the foreign employees in the midst of stagnant business performance in the past, the company's sales are now increasing. The presence of foreign human resources was necessary for the growth of SUZUKI HIGH-TECH. If Japan as a whole hires more foreign nationals, more talented people will be attracted to Japan. We believe that the entire country should promote the hiring of foreign nationals.

The interns provide us innovative and creative ideas



Adam Innovations Co., Ltd

Kaushal Wawlagala
President



Company	Adam Innovations Co., Ltd
URL	https://www.adam-i.com/
HQ	Tokyo
Business	Software/Internet
Employees	18
Employees' background	India, Mongolia, Myanmar, Nigeria, Sri Lanka, Thailand, Vietnam

Adam Innovations is a founding member of Global IT Park Minami Uonuma, Japan's first digital acceleration project, providing end-to-end digital, consulting, and training support with expertise in emerging technologies such as AI, IoT, blockchain, and web development.

Accepted interns from International University in Uonuma

Originally interested in long-term internships, we accepted nine interns

from International University of Uonuma, with whom we had a good relationship. That was the beginning of accepting foreign interns. The ideas of the interns are unique and creative. They come up with innovative business models, area marketing research, and ideas that provide a good stimulus to the company, which tends to be biased toward stereotypical opinions and ideas. We think the advantage of having foreign employees, including interns, is that we can get "different views," "innovative ideas," and "new value for the company".

The interns' ideas are adopted in the actual product

We trained the interns on three separate projects in the digital domain (education, B2B e-commerce platform, and food). Specifically, the contents were related to a learning management system that runs on Zoom and Teams, an e-commerce platform, and a B2B digital commerce platform for promoting food and agricultural products. For food, the task we assigned them to was creating an app called "Tabeta i (食べたい)" which was originally a concept idea within the company. The results have been great as expected, and their ideas, including the UI, are actually being adopted in the product. The purpose of this app is to create new communication through meals. As people living in local areas are unable to go to the city center due to Covid-19, and their thinking is becoming more domestic, we also hope that this app will arouse interest in foreign countries through foreign meals that people have never eaten before. "Tabeta i (食べたい)" <https://www.youtube.com/watch?v=rs6fqKj6wbA>

What we need now is innovation, not process

It is because of my attachment to Japan that I proposed the idea of "the Global IT Park Minami Uonuma", which was founded in 2016. Minami Uonuma has a pleasant and open atmosphere, and the way of thinking of its people is like that of my home country Sri Lanka. Although the language barrier is high, Japan is a safe country with friendly people. I feel that Japan is more attractive than the United States. As someone who studied mobile technology at a Japanese company after graduating from university, I was shocked by the Japanese mobile industry's defeat to Apple. Japanese companies should learn more about how companies are openly collaborating with each other on a global scale to create highly competitive businesses, and I have a strong desire to support Japanese companies myself. Major companies are only concerned about process, but what we need now is innovation. Accepting interns is extremely valuable, and I hope that many companies will work on this.



Accepting foreign interns with the intention to hire them as full-time employees



Asahi Mutual Life Insurance Company

Masahiro Kimura

Head of Overseas Business & Direct Marketing Department



Company	Asahi Mutual Life Insurance Company
URL	https://www.asahi-life.co.jp/
HQ	Tokyo
Business	Life Insurance
Employees	Employees: 4,047; Sales staff: 14,002
Employees' background	India, Korea, Philippines, Russia, Thailand, Taiwan, Vietnam

Focusing on Medical Insurance and Long-term Care Insurance, Asahi Mutual Life Insurance sells and underwrites life insurance, provides asset management services, and represents other insurance companies in their business operations.

We accept foreign interns who can be our immediate asset

Shrinking market due to population decline in Japan is a common issue for Japanese life insurance companies. In

response to it, many of them started developing overseas insurance businesses. We started business in Vietnam in 2017, and have been providing insurance sales strategies through telemarketing in partnership with a local insurance company in Vietnam, as well as developing consulting business related to business models utilizing the Internet. Our Overseas Business & Direct Marketing Department has 12 foreign employees, and 10 of them have been hired full-time through GLOBIS internships. As we are aiming to expand our business in the Asian market in the future, most of them are from Asian countries.

We accept foreign interns on the premise of hiring experienced people who can be our immediate asset, and we carefully inform them of the contents of their work and how to proceed after hiring them during the two-month internship period.

The then foreign interns who have been working for us for two to three years are generally showing excellent performance as expected, and some of them have become core members of the project.

We often discover new business opportunities from the deliverables of the interns

The main tasks for the interns are to conduct research on a given topic, such as “the insurance market in Vietnam” or “DX initiatives in Asian countries,” and to make a presentation of their business plan. They are also asked to participate in meetings to have a better understanding of our business. Since all of them are conscious of their career development, the level of their presentations is high, and we often discover new business opportunities from their deliverables.

Although we do not require a high level of Japanese language proficiency as a condition of employment, we do recommend them to acquire N3 to N2 level after joining us. Since they will be living in Japan and working for a Japanese company, we place importance on their willingness to learn Japanese.

The DX will become important in the insurance industry

Our business is mainly for the domestic market, and we do not have many Japanese employees with high English skills. We have high expectations for the English communication skills of foreign personnel, and their presence is a good stimulus for our Japanese employees.

In addition to their language skills, foreign personnel are attractive not only because of their excellence but also because of their aggressive attitude toward their work. We would like to increase the number of foreign personnel in the Overseas Business Department in the future. We think there is a possibility that foreign personnel who developed their Japanese skills in this division will move to other divisions and conduct business for the domestic market in the future, bringing a positive impact. The insurance industry may not be directly connected to IT, but DX such as innovative insurance products and services utilizing digital will become more important. Rather than technical personnel, MBA holders with DX knowledge will soon be desired talent in the insurance industry in the future, and human resources who can work across IT and other domains can play an active role.



Internship is a time to get to know the people you will be working with



DAFTCRAFT,inc.

Wataru Hanajima
CEO



Company DAFTCRAFT,inc.
 URL <https://daftcraft.co.jp/>
 HQ Tokyo
 Business Software/Internet
 Employees 8
 Employees' background India

DAFTCRAFT is an xR content development company that provides products that allow people to be active in a digital space in their own way, utilizing AR, VR, and MR to bring the "physicality" and "emotion" of people into the digital space.

At her request, we conducted an online internship

In November 2020, we hired an Indian female engineer through a recruitment event at an Indian university and a

Japanese graduate student. We had only done mid-career hiring until then, and this was the first time for us to hire either a Japanese fresher and a foreign national.

Our Indian recruit suggested an online internship with us before joining, which we conducted from February to June 2021. On the other hand, our Japanese fresher did not express the wish for an internship.

At a recruitment event in India, interviews to hiring need to be done in one day, so we tend to focus more on the mindset of the candidate, such as affinity with the company culture due to time constraints. For this reason, we wanted to understand

her skills, the way she works and tackles challenges during the internship period.

Using her English skills, she achieved excellent results

The three tasks for the internship period were to "solve the language barrier with technology," "create an application that reads human expressions from webcam images," and "detect objects from 360° video".

We are hoping that she will grow into a deep learning/AI engineer, so the content was designed with that field in mind. For the first task, she quickly created a system to convert Japanese speech into text and then into English by looking at the tutorial, and the same was true for the next task of image analysis.

The last task was quite difficult and she could not complete it during the internship period. Being quite frustrated by that result, she asked to continue working on it as a self assignment, and eventually reached to the point where she was able to produce a log of detected objects and connect it to our system. The fact that she learned new things so quickly is due to her excellent research skills using her English ability. Although communication among our employees is in Japanese, there are many occasions when we feel keenly that English skills are necessary to explain technical matters to her, and there is a growing awareness

among Japanese employees to learn English.

The internship experience itself is a good on-boarding

We have a fully-remote and no-office working style. Since we don't have the opportunity to meet face-to-face, we place importance on online chats, and through these exchanges, we can get to know each other's personality and communication style.

In the case of the Indian engineer who was an intern and now a full time employee, she has a serious personality who enjoys her work and gets absorbed in it, so she seldom throws casual messages into chat rooms. Personality is an individual thing and cannot be defined by ethnicity or nationality. We hope that we can get to know each other over time. Internships are a time to get to know the people you work with through work. Since the internship experience itself is a good on-boarding, interns can join the company as an employee more smoothly. It is also an advantage to have continuous interaction to monitor the progress of Japanese language proficiency and widen the knowledge of Japan.



CYBER SECURITY

Leveraging corporative competitiveness through employment of foreign workers

Mitsui Bussan Secure Directions, Inc.

Daisen Suzuki, President & CEO



Company	Mitsui Bussan Secure Directions, Inc.
URL	https://www.mbsd.jp/en/
HQ	Tokyo
Business	IT service
Employees	264
Employees' background	Romania

Mitsui Bussan Secure Directions provides consulting services, red team and penetration services, and managed services related to cyber security.

Large workforce of cybersecurity professionals outside Japan

Hiring cybersecurity professionals is key to our corporative competitiveness. As Japan faces serious shortage of cybersecurity professionals, we have

started to recruit skilled workers from outside Japan, regardless of nationality. We hired the first foreign employee in 2016.

Most of the global-scale cyberattacks are found outside Japan, and country-level cybersecurity awareness is on the rise in Western nations. For these reasons, we can find top-notch cybersecurity talents outside Japan that align with MBSD's recruitment standards and criteria.

When hiring foreign workers, it is vital to construct a robust support system within the company. This includes having consensus about a job description between employers and employees, understanding employees' needs and skills, and building an English-speaking environment. We believe that we need to create an "inclusive culture" for foreign employees.

Positive impacts on Japanese team members

Having foreign employees in our team has positive impacts on our company. Japanese members feel more inspired than ever by working with foreign engineers with excellent skill sets. Also, having Japanese workers communicate in English at work has led them to acquire not only English-speaking skills



but also a deeper understanding of global perspectives. As a result, Japanese workers feel more comfortable about partnering with overseas companies, which leads to greater business opportunities for the company.

Here are some cases of how foreign employees have contributed to our company.

- Building a strong relationship with overseas vendors
- Share knowledge acquired at overseas cyber security events
- Research papers from overseas research conferences, implement cutting-edge technologies internally, then provide feedback to other employees

Lastly, hiring foreign workforce with excellent skill sets enable us to hire Japanese people with unique perspectives and values who are attracted to the global environment that MBSD has built. This is essential to cultivate MBSD's culture of innovation.

The nature of communication and business is still the same between countries

Japan lags behind Europe and the U.S. in the IT sector, especially cybersecurity. Japan is also far behind the rest of the world in terms of globalization and cultural diversity. We believe that companies can raise awareness of these by hiring more foreign employees.

We need to carefully assess the abilities, aptitudes, and humanities of individuals regardless of their nationality. The essence of interpersonal relations and business is the same regardless of nationality or country. Differences in culture and values can be learned through dialogue, and if there is a language barrier, there are many ways to overcome it. There are far more positive impacts to be gained by proactively hiring a foreign workforce and building a team with diverse backgrounds. By doing so, we can strengthen corporative competitiveness in the long run.



Accelerating Business by recruiting without being stereotypical

AMIYA Corporation

Seiichi Ito, CEO

Takashi Sakuma, Director/ Division Manager, Data security Division

Asako Yonezawa, Team leader, Global Sales Unit, Data security Division

AMIYA

Company	AMIYA Corporation
URL	https://www.amiya.co.jp/english/
HQ	Tokyo
Business	Software/Internet
Employees	139
Employees' background	China, Taiwan, Thailand

AMIYA is engaged in the data security and network security businesses.

Any nationality is welcome as long as the person meets the required skills

We started hiring foreign (Asian) personnel 15 years ago in order to hire and train them as development personnel and to sell our products overseas.

We have been hiring through channels such as general recruitment, referrals, local hiring, and job fairs as needed for overseas software sales, communication with international partners, and local hiring.

Their nationalities were not the matter, but it was just that the people who meet the necessary language and skill requirements are not Japanese as a result.

The hiring, housing, and visa-related procedures for foreign employees are certainly not the same as those for Japanese employees, but we support Japanese employees who have just arrived in Tokyo for the first time as well.

Instead of establishing a special support system for foreign nationals who join us, we have created an internal environment that allows easy communication regardless of nationality.

Being able to get the latest technology and information in multiple languages is a great advantage

Although there are some cultural differences between foreign employees



and us, foreign engineers try to communicate with us even if they speak only a few words of Japanese. As long as they can communicate 60-70% in Japanese, there seems to be no problem in reality.

Rather, they can speak a variety of languages, so getting information on various latest technologies and trends is a big advantage and very stimulating for Japanese employees.

Our policy is to continue hiring people who are suitable for our business regardless of nationality. A culture that accepts diversity is the most important thing, and we believe that companies that recognize issues in the category of "foreigners" or "Japanese" are limiting their hiring opportunities.

We believe that it is important to accelerate our business by recruiting without being stereotypical.



AI

Skilled non-japanese workers strengthen the competitiveness of Japanese companies

Valuence Technologies Inc.

Ryoji Fukaya, CEO

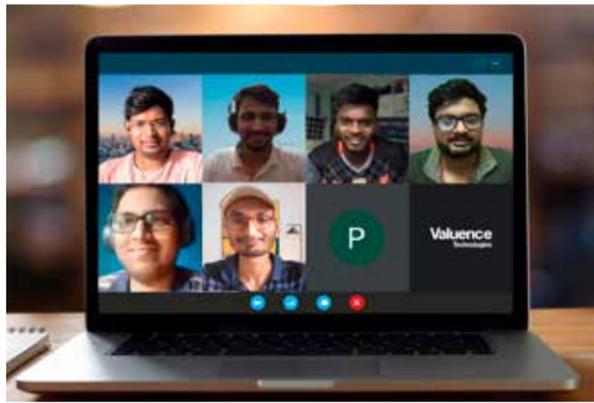
Valuence Technologies

Company	Valuence Technologies Inc.
URL	https://www.valuence.inc/en/
HQ	Tokyo
Business	Service
Employees	542 (Group)
Employees' background	India

Valuence Technologies is engaged in system development of group companies, R&D/contracted development of artificial intelligence, BPO business in the field of information system, and other related businesses.

It enabled us to pick from a large number of talented applicants

Hiring skilled Japanese AI engineers has been difficult for small/medium-sized enterprises. That was why we looked for engineers in India through a recruitment agency. To our pleasant



surprise, we could hire highly skilled Indian engineers from 1000 applicants. They are currently working remotely due to Covid-19. It causes minor communication problems, but we are impressed by their prompt actions and faithfulness.

Our future challenge: building a proper training system

We communicate with Indian members using translation tools and chat translation systems. It makes instructions more clear than oral communication. I think it is necessary to build a proper training system in the near future to help non-japanese



employees. Welcoming non-Japanese skilled workers. strengthens the competitiveness of Japanese companies. It would be helpful in the future to have not only recruitment support, but also a formal structure for the on-boarding of non-Japanese employees.

Can we enjoy working together?

MOLCURE Inc.

Satoshi Tamaki, CSO

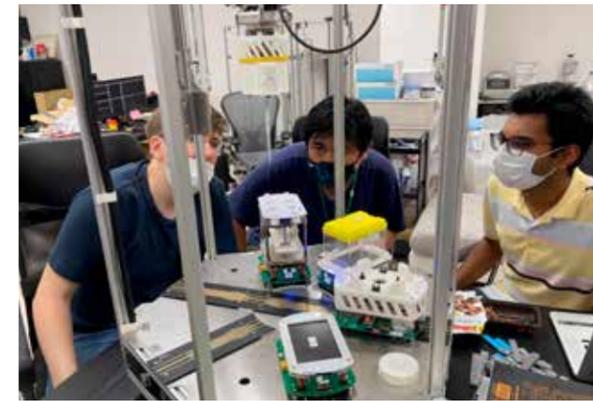


Company	MOLCURE Inc.
URL	https://molcure.com/
HQ	Kanagawa
Business	Manufacturing
Employees	14
Employees' background	Argentina, Austria, Germany, India, Indonesia, Mongolia, Taiwan

MOLCURE is a bio-venture company with its own high-performance biopharmacy component design technology that makes full use of AI, evolutionary science, next-generation sequencing, and experimental automation technology.

We have been hiring regardless of nationality since the start

We started global recruitment in 2019, but we've had non-Japanese interns prior to that. We have been hiring regardless of



nationality since the company was founded in 2013.

Team leaders (and managers) in each division of AI, robotics, and bio are in charge of recruitment. They comprehensively judge the language skill, communication skill, and business skill of the candidates.

We emphasize the hiring criteria: "Can we enjoy working together?". So we try to maximize the interaction of existing employees and candidates by holding many interviews and providing various internship opportunities, before making a decision of employment.

Trying to understand each other in a foreign language leads to great outcomes

Japanese and English are common languages at work. Being able to communicate in either of those languages is one of the employment criterias. There are some non-Japanese employees who speak Japanese better than English. The number of native English speakers is small, so most of us

try to understand each other in a language other than our mother tongue. The improvement in our overall communication skills is the byproduct of this situation. The benefits of English proficiency such as manuscript preparation and prompt research are often mentioned regarding the merit of hiring non-Japanese human resources, but we believe the effect of this improvement in communication skills is more important.

A new project can be a good opportunity to start hiring non-Japanese

Although there are issues such as cultural and language barriers or immigration restrictions due to the Coronavirus pandemic, we have not faced any major problems regarding global recruitment so far. However, in the case of large companies that have structures expecting only Japanese employees to be part of, it is possible that they may hesitate to hire non-Japanese because they do not want to take a risk to reduce the performance. In such cases, team building with non-Japanese members can be easier if the company hires them when starting a new project.

More than 60% of our employees are non-Japanese

Incubit Inc.

Naoki Kitamura, Founder & CEO



Company	Incubit Inc.
URL	https://www.incubit.co.jp/
HQ	Tokyo
Business	Software (AI)
Employees	19
Employees' background	Brazil, China, France, Honduras, Hong Kong, India, Indonesia, Nigeria, Philippines, Poland, Romania, South Africa, Taiwan, Thailand, Vietnam, USA

Incubit's business consists of AI system research and development for major companies, hospitals and research institutions, etc., an incubation business where "technology" is invested to startups, and a product-based business, which supports the development of image recognition AI.

The official language of Incubit is English

We started global recruitment to hire skilled AI engineers in 2016, when we started our business in Deep learning. To prepare, we provided visa support, housing (including moving expenses), utility/lifeline contracts, as well as improved overseas remote work environment.

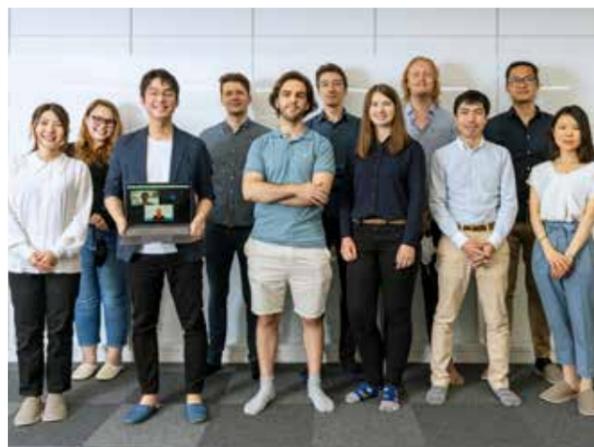
All Japanese employees in our company are either returnees or have experience working overseas. Both English and

Japanese are used for communication in the office (the official language is English). Not only is it more comfortable for non-Japanese employees to work in such diverse environment, but we have also been able to improve recruitment and public relations by taking advantage of our international corporate image.

We are expanding recruitment in the global market

More than 60% of our employees are non-Japanese, and we continue hiring mainly foreign nationals. Given the need to hire highly skilled talent, we must continue recruitment in the global market.

On the other hand, there is no doubt that the overworking culture in Japan, language barrier, and low tolerance for diversity are hurdles to the utilization of talented non-Japanese people. We think it is necessary for Japanese companies to make improvements in those problems to recruit excellent talent.



Change the world of logistics with diversity

GROUND Inc.

Atsushi Nara, Co-founder & COO



Company	GROUND Inc.
URL	https://groundinc.co.jp/
HQ	Tokyo
Business	Software (Logistics)
Employees	40
Employees' background	China, India, Iran, Singapore

GROUND provides logistics solutions that utilize technology.

Our startup mindset was the key

We never had a distinction between non-Japanese and Japanese in terms of employment. What we care about is the technical capabilities and skills of human resources necessary for in-house development of AI software, which is the core business of GROUND. We first got ready for the management to go smoothly, then we started hiring using channels such as recruitment companies, referrals, Mahindra Ecole Centrale University (India), and recruitment events mainly in Asia. The manager and management of the department in charge of the foreign



human resources have prior experience of working internationally. They had sufficient understanding of differences in working environment and culture, as well as English proficiency. How well they played the hub role that connects overseas human resources and Japanese employees let GROUND as a whole be ready to be diverse. The fact that we had a mindset that was flexible and proactive in responding to changes as a start-up company also worked well.

Foreign employees contribute to the growth of the company with high commitment

Non-Japanese employees contribute to the growth of the company by producing excellent results with high commitment if the purpose and evaluation are clear. Their research skills, networks, and backgrounds are fully utilized in our business. They take pride in their area of expertise and give opinions without hesitation, which can lead to ideas for the

new product development. I think that Japanese employees who respect harmony are positively stimulated by non-Japanese colleagues.

We speak Japanese at work, but internal rules and various notifications to the entire company are distributed in both Japanese and English.

The AI software development department uses both Japanese and English, and the robotics business department communicates in English or Chinese depending on the counterparts.

It is essential to create a diverse organization

Considering the growth of the company and the development of business rationally, it is inevitable to create an organization that is diverse not only in nationality but also in gender and age. The world is no longer linked on a country-by-country basis, but across borders by industry such as finance or technology. We want to continue hiring talented human resources who share our visions regardless of nationality. Together, we would like to change the logistics of the world.



Open the door while Japan still has a powerful brand image.

VITALIFY Inc.

Junji Kawakatsu, Managing Director



Company	VITALIFY Inc.
URL	https://vitalify.jp/
HQ	Tokyo
Business	Software
Employees	230 (Group)
Employees' background	Korea, Vietnam

VITALIFY is engaged in offshore development in Vietnam, web/application development, AI business, etc.

Solving problems using a chat group.

We hired five staff from our Vietnamese subsidiary in 2014, and have continued to hire people through that route. We hired many people at once because we thought they would be able to adjust to the new environment better than being



alone in the same situation. We solved the problems they face living in Japan using chat group.

The common language at work is Japanese, but an interpreter would attend when necessary. If the Vietnamese manager has difficulty communicating with junior Japanese employees, the Japanese manager will support them. We are consciously trying to build a team where language barrier does not exist.

Japan is not the only option for non-Japanese human resources

The advantage of global recruitment is that you have more options in the highly competitive IT HR market. We get the impression that the average technical skills and diligence of Vietnamese engineers are better than that of Japanese engineers. The recognition of VITALIFY as an offshore development company has been increasing, which allows us to hire from China, the

Philippines, and India in the future. Sooner or later, Japanese companies will not be able to survive without foreign nationals. But on the other hand, non-Japanese human resources have options other than Japan. While Japan still has a powerful enough brand image, it is necessary to open the door of recruitment wide to the world.

Now is the chance to build a strong foundation for global recruitment

digglue inc.

Hideyuki Hara, CEO



Company	digglue inc.
URL	https://digglue.com/
HQ	Tokyo
Business	Service (Blockchain)
Employees	12
Employees' background	China, Indonesia, Myanmar, Poland

digglue provides consultation for utilizing blockchain/AI/IoT, service development utilizing blockchain, provision of blockchain learning service, operation of blockchain media, and development/operation of traceability system.

For us, hiring non-Japanese was an usual thing.

As our CEO graduated from an American university where ethnic diversity was nothing special, we didn't

thin employment of non-Japanese was an unusual thing. The experience of working with skilled smart Indian engineers in the past was also our motivation to hire non-japanese human resources.

From the beginning of the company's establishment, we have been hiring regardless of nationality mainly through employees' referral, but as our business performance grows, we are utilizing multiple agents, including agents specializing in introducing non-Japanese.

Try to verbalize and leave notes as much as possible

We work remotely, and only hire people who can drive autonomously without micromanagement. We value a person's fit with our corporate culture more than their skills. We encourage employees to be interested in new things and learn independently. We have opportunities to share what we learned, and use the in-house page-sharing (Notion) etc. to verbalize not only knowledge but also the



significance of our business or the progress of projects, trying to leave as much as possible on notes.

The main language of the workplace is Japanese, and we also communicate in English with the help of translation tools.

It seems to be the discussion one lap behind

It is obvious that gathering a larger recruiting population from all over the world has a greater chance of obtaining better human resources. So if you want to hire talented people, it is natural to end up hiring people from various countries unless you are in a specific industry.

"Whether to increase employment of non-Japanese" itself seems to be the discussion one lap behind.

We need to seek "individuals" who are excellent and match the culture of the company. Whether they are Japanese or non-Japanese is only the matter of where they are from and slight differences in values.

Hiring non-Japanese human resources is nothing unusual in startups, but some industries are still hesitant. It means that there are fewer recruiting competitors, so we should not miss this opportunity and build a strong foundation for global recruitment as soon as possible.

Our strategy : producing a large number of AI engineers

Cinnamon, Inc.

Yoshiaki Ieda, Director



cinnamon AI

Company	Cinnamon, Inc.
URL	https://cinnamon.is/en/
HQ	Tokyo
Business	Software
Employees	200
Employees' background	Bangladesh, China, India, Iran, Spain, Vietnam

Cinnamon is a company that develops work efficiency improvement services using artificial intelligence.

Focused on the high potential of Vietnamese

From the time we started our business, we have been focusing on the high potential of Vietnamese people.

Japan's recruitment environment has



been very competitive where many companies scramble for limited numbers of advanced AI engineers. Providing AI education for a large number of Vietnamese who are excellent at mathematics and computer science, and training/hiring them as AI engineers has been our most important strategy since 2015.

Specifically, we started by creating a network in the local IT community in Vietnam and spreading our efforts grassroots. Next, we offer advanced internships specializing in AI in order to attract high-potential science personnel.

We also hire international students and mid-career employees regardless of nationality via our website or employment agencies.

Diversity expands the denominator of recruitment

One of the advantages of having non-Japanese employees is that having a variety of locations and languages expands the denominator of recruitment.

People of any nationality can be our candidate as long as they speak English. The main language in the Japanese office is Japanese, but the official language of Cinnamon as a whole is English. We put special effort into



soliciting opinions and problems from non-Japanese employees in the Japanese office.

The difference between individuals is the essence of diversity

Recruitment of non-Japanese and diversity are often talked about in connection with each other, but what we see at the discussion of people with different habitats and cultural backgrounds is not the difference of nationalities, but the diversity of individuals. The difference between individuals is the essence of diversity. As a multinational company, there is no such thing as a policy regarding hiring non-Japanese human resources. Instead, we would like to focus on enhancing employee benefits, such as support for working mothers/fathers. We would like to expand diversity in areas other than nationality.

Diversity creates an organization where individuality can be utilized

EAGLYS Inc.

Hiroki Imabayashi, Representative Director/CEO



Company	EAGLYS Inc.
URL	https://eaglys.com/
HQ	Tokyo
Business	Software/Internet
Employees	30
Employees' background	Bangladesh, Canada, Ecuador, Myanmar, Philippines, Thailand, USA

EAGLYS develops data security software using secure computing technology with a focus on secret computation.

Not requiring business-level Japanese language skills increases our options

Since our technology and products were designed for global expansion, we have been hiring foreign personnel to promote overseas business development.

We want to create a culture where communication in English is commonplace, so we have been hiring both foreigners and Japanese fairly since the establishment of the company through channels such as human resource agents, referrals, and job offers to laboratories.

Since the environment allows us to



work mainly in English, there is no problem even if neither the sales nor the marketing staff has business-level Japanese language skills. It expands the options for the people we can hire. We feel it is a strength that we are able to hire people who are very talented in Japan, but were not accepted by major companies simply because they cannot speak Japanese.

Having employees who speak multiple languages is our strength

The latest information from the world related to our business and the information with multiple perspectives can be shared quickly within the company because we have employees whose native language varies. English is not native language for many of our employees, so it is sometimes difficult to understand the subtle nuances in English communication. We try to make it easier for them to

understand each other by using different words or by having other employees explain the issue again. We are also flexible when it comes to prayer times and other religious considerations. We feel that the diversity of human resources has been helping us to be an organization where individuality can be an asset.

A promising hiring approach for venture companies yet not the standard for all

The circumstances allow talented engineers with specialties to play important roles as long as the companies have the attitude to welcome dialogue. On the business side, since communication with customers is necessary, higher capability such as Japanese language proficiency or understanding of business customs is required. Unless the hiring of non-Japanese personnel becomes the norm for major Japanese companies outside the IT industry, hiring people regardless of their Japanese level or nationality will remain as a promising approach for venture companies yet not the standard for all. We will continue to hire talented people who want to work and grow at EAGLYS regardless of nationality.

Hope to see a future where diversity is just commonplace

EMC Healthcare Co., Ltd.

Satoru Urakami, Director



Company	EMC Healthcare Co., Ltd.
URL	https://www.emcjp.com/
HQ	Tokyo
Business	Software/Internet
Employees	17
Employees' background	Canada, Taiwan, USA

EMC Healthcare provides Digital Transformation solutions for Healthcare, social care, and child care facilities leveraging IoT, Data analytics, and AI technologies.

The know-how from foreign nationals working in Japan was useful

Having a foreign national as a founding member in 2017, we do not draw a line between Japanese and non-Japanese. Through intergovernmental cooperation programs, universities, and recruitment websites, we hire talented people.

For complicated administrative procedures such as obtaining visas and opening bank accounts, we asked foreign nationals who were already working in Japan to share their know-how with us.



Both interns and employees coming from overseas colleges are quite talented

Our foreign employees play an important role in overseas outsourcing or procurement, communication with foreign customers, and keeping up with the state-of-the-art. Thanks to them, we are now able to do R&D, and localize our products to handle multiple languages in-house.

We have also seen an increase in the number of foreign internship applications thanks to foreign interns who returned to their home countries recommended us to colleges they graduated from.

Both interns and employees from overseas colleges are quite talented, and Japanese employees seem to be stimulated by them in positive ways. English and Japanese are used at work. Although there are no problems with in-house communication, there are

difficult situations when communicating with people outside of the company in English. We divide up the roles and try to solve the problems each time.

Having a variety of people working together is fun and interesting

We believe that having people with different backgrounds, values, and skills working together is very effective in terms of productivity, creativity, and increasing corporate value, but it is also fun and interesting. We will continue to actively recruit foreign nationals as both interns and regular employees and keep building an environment where skilled and diverse people who share our vision can work together comfortably.

We hope to see a future where diversity is no longer something you have to work hard to achieve, but something that is commonplace.



Our strength lies in our ability to acquire top-level AI talent

Cogent Labs Inc.

Eric Whiteway, Representative Director, CEO



Company	Cogent Labs Inc.
URL	https://www.cogent.co.jp/en/
HQ	Tokyo
Business	Software/Internet
Employees	65
Employees' background	Azerbaijan, Belarus, Belgium, Brazil, Bulgaria, Canada, China, Croatia, Finland, France, Germany, Greece, India, Indonesia, Italy, Korea, Lithuania, Mexico, Norway, Pakistan, Philippines, Republic of Côte d'Ivoire, Russia, Singapore, Sweden, Taiwan, Thailand, Tunisia, UK, USA

Cogent Labs is engaged in the research and development of leading-edge artificial intelligence and the provision of related solution services.

90% of the R&D team, and about 40% of the entire team, are non-Japanese

Since our founding, we have created an English-speaking environment and have been hiring talented engineers from all over the world. Currently, 90% of our R&D team, and about 40% of the entire team, is made up of foreign personnel. Our main channels for hiring foreign personnel are recruitment agencies,



direct hiring from regular meetups, and utilizing the networks we have created at overseas AI conferences.

We also post information in English on our website to convey our international corporate culture and more information about the company.

When a hired foreign employee moves to Japan, the company provides support, including family members who accompany the employee, to alleviate any concerns.

Non-Japanese speakers can work without any problems with us

Our strength lies in our ability to understand papers on AI published in English and to catch up with information on the latest technologies.

Another advantage of having non-Japanese employees is that we can foster an international environment with diversity and an open corporate culture. When members with diverse backgrounds

come together, there are various insights, which leads to a company culture of active discussions on issues and trying to come up with good ideas.

As a result, we are able to hire not only foreign people but also bilingual Japanese who have a lot of international experience.

Increase the number of job opportunities for highly skilled foreign human resources

If we wanted to hire top-level AI talent exclusively from Japan, we would have to offer a very high salary. Being able to make an offer regardless of nationality is one of the strengths of our human resource strategy. It also has the effect of excellent members attracting new talents.

Japan is an attractive country. Even if the salary is inferior to other developed countries, there are many foreign people who like Japanese history, animation, and culture and want to work in this country where it is easy to live, safe, and the food is delicious.

The problem is that the number of employment opportunities for such people is limited, so we hope that Japanese companies will make more use of high-level foreign human resources in the future.

Diversity-conscious hiring leads to new values and business opportunities

ChatBook Co. Ltd.

Maiko Kojima, Director

ChatBook

Company	ChatBook Co. Ltd.
URL	https://www.chatbook.ai
HQ	Tokyo
Business	Software/ Internet
Employees	N/A
Employees' background	China, Czech, France, India, Korea, Malaysia, Philippines, Romania, Serbia, Slovakia, USA

ChatBook is a company that plans and develops ChatBook, a chatbot production tool that facilitates marketing used by over 200 companies, and works on the web and SNS (Instagram/Messenger/LINE) to manage cross-sectional customer contacts.

Hiring foreigners in the early stages of business is a shortcut to successful global recruiting

From the establishment, we wanted to create a service that would be used around the world. In order to do so, we have created a company that is easy for talented people to join, regardless of nationality.

We have been hiring foreign talent from the very beginning, to the extent that the next employee who joined the company after the president was a foreign



national. Currently our main recruitment channels are matching services such as LinkedIn and AngelList, as well as referrals from acquaintances.

To prepare for the hiring of foreign people, we have translated documents and internal materials into English, and have chosen popular overseas products over domestic products for internal tools.

Hiring foreign nationals is an important change in direction when developing a global business. If you start hiring in the middle of the process, it will be more work to prepare: translating documents into English, etc., so it is better to start as early as possible.

We plan to continue hiring regardless of nationality for both business and engineering positions. Engineers speak English and are not required to have a high level of Japanese language skills, but business positions require Japanese language skills because they are often involved with Japanese customers.

Our engineers have a broad view over the impact of their work

It is often said that engineers don't have a customer perspective, but our engineers have a broad view of how much their works have affected the customer.

They are highly suggestible and try to contribute with their opinions, which leads to deeper discussions on development functions.

Other advantages of foreign employees are that they are good at gathering information from around the world, are curious and quick to take on new challenges to make things better, and express their opinions frankly, which reduces discrepancies in understanding. "I am satisfied with being able to work autonomously in an environment that allows full-time remote work."

"I like the 1-on-1 meeting where I can align my future goals with the company's objectives."

are few of the voices from our foreign employees.



Building a new society by promoting global recruitment

AWL, Inc.

Mina Tsuchida, Chief Human Resource Officer



Company	AWL, Inc.
URL	https://awl.co.jp/en/
HQ	Tokyo
Business	Software/Internet
Employees	90 (Group)
Employees' background	Angola, Bangladesh, China, Colombia, India, Indonesia, Korea, Malaysia, Mexico, Nigeria, Philippines, Spain, Russia, Thailand, Tunisia, UK, Vietnam

AWL develops low-cost, high-precision AI solution "AWLBOX" that transforms existing security cameras to smart cameras, that provide advanced image and video analysis. AWL has launched a new edge AI solution "AWL Lite", that provides real-time visitor analysis and signage viewer analysis on varieties of devices.

HR strategy to hire more overseas talents

In 2017, we opened AI HOKKAIDO LAB, an AI development center in Hokkaido University, but we were struggling to recruit AI engineers. Therefore, we took advantage of our management executives' connections and made a major policy shift to hiring foreign talents.

We have started internship and regular hiring from Indian Institute of Technology Bombay and Kharagpur

from 2019. We also continue to recruit from Hokkaido University, METI, Tokyo Metropolitan Government, JICA/JETRO sponsored recruitment, and specialized recruitment through agents.

What we did to welcome foreign employees:

- Hire bilingual personnel
- Delegate and speed up the visa application process
- Support for living arrangements
- Translate labor regulations and official company documents into English

By carefully implementing visa application procedures and living arrangement support, as well as creating opportunities to communicate with foreign employees in advance, we tried to eliminate their anxiety and to build trusting relationships.

Numbers of overseas talents in managerial positions are increasing

Being a culturally and linguistically diverse group of people means that we can

- Attract young, talented people on a consistent basis and keeps the workplace vibrant
- Think positively and make productive discussions
- Build a diverse culture
- Create the ground for innovation,



which is the foundation for the growth of corporation

At present, we are promoting the appointment of overseas talents in managerial positions and some have been appointed up to the department manager level, or project managers for international activities.

Creating a global and diverse culture

We have been focusing on recruiting AI engineers from India, but from 2020 onwards, we also have started recruiting talented people from Africa and countries in South East Asia. In the future, we plan to promote the establishment of overseas development bases and the hiring of local human resources.

There are certainly difficulties hiring overseas talents, such as personnel systems and preparations in workplaces and regions.

However, with an eye on the rapid decline of the working-age population, we hope to

build a new society by promoting the hiring of foreign human resources for the future.

AWL has made great strides in its business by recruiting foreign human resources. This is not only in terms of technology. We have created the current culture together with foreign human resources. We hope that Sapporo and many other regions will promote the hiring of foreign human resources and create a community that is easy to live and work in for everyone.



It was difficult to apply for a work visa and find a place to live

As a young venture company with little financial strength, we were struggling to obtain talented engineers because mega ventures were attracting them offering high salaries.

Under such circumstances, we got to know various ways to recruit foreign nationals from fellow executives, and since we had been aware of the importance of overseas markets for some time, we decided to proceed with recruitment activities.

When we posted the position on a job site, we received more applications than we expected, and from among them, we hired our first foreign employee in 2017.

It was difficult to apply for a work visa and find a place to live. As a solution, we asked the employee to work remotely on an outsourced basis until his visa

was approved, and together we searched for a place to live that was easily accessible from the office and did not require deposits.

Low context culture is a positive thing for the organization

One of the advantages of having foreign members is that we can easily get advice when we create English pitch decks or service pages for overseas customers, and share the latest technology-related information. The quality of the source code is improved because they can point out mistakes in the English nuances of programming variable names, etc. When we chat about development, our Japanese members use English to share information, which naturally improves their English skill. We appreciate that our foreign employees give us straightforward opinions to review the internal system, because low context culture is a positive thing for the organization, even if it takes time and effort to set up as the system.

There are times when we have trouble communicating subtle nuances in meetings. Our Japanese employees are trying to solve this problem by relearning English through online English conversation courses.

Hiring foreign nationals is not the right answer for every Japanese company

It is our policy to continue hiring talented people regardless of nationality, but hiring foreign nationals is not the right answer for every Japanese company due to the difference in structure and culture. On the other hand, the barriers between countries are getting lower and lower for engineers. It is becoming common to work remotely from Vietnam for an American company, or from India for an Israeli company. And it is not uncommon at all for them to earn much higher salaries than those in Japan. Fortunately, there are still many engineers who want to work in Japan, not because of the salary level or the technology, but because of the food, the culture, and the attractive mixture of the city and the nature. Taking advantage of this situation and creating a structure that is not dependent only on Japan can be a source of competitiveness for both individuals and corporations.

Creating a structure that is not dependent only on Japan can be a source of competitiveness

NEWROPE Co. Ltd.
Satoshi Sakai, CEO



Company	NEWROPE Co. Ltd.
URL	https://www.newrope.biz/
HQ	Tokyo
Business	Software/ Internet
Employees	8
Employees' background	France, Germany, Indonesia, Poland, USA, Vietnam

NEWROPE is a company that provides SaaS of trend analysis data and recommendation engine by AI specialized in fashion, and operates fashion media.



Looking forward to seeing positive chemistry between Japanese and Indian employees

Hasegawa Kogyo Co., Ltd

Yoshitaka Hasegawa, Vice President



Company	Hasegawa Kogyo Co., Ltd
URL	https://www.hasegawa-kogyo.co.jp/
HQ	Osaka
Business	Manufacturing
Employees	268
Employees' background	China, India, Netherlands, New Zealand, USA, Vietnam

Hasegawa Kogyo manufactures and sells general temporary equipment, household work supplies, event equipment, automobile supplies and gardening supplies in more than 27 countries around the world.

We had hundreds of applicants at a recruitment event of an Indian university!

As a manufacturer, we have been focusing on hiring engineers for more than 10 years

in order to materialize various ideas, but it is difficult to hire enough numbers of Japanese freshers with the required skill. So we decided to hire non-Japanese freshers to become engineers. At the recruitment event at a university in India, we had hundreds of applicants despite the lack of recognition of our company. We were pleasantly surprised to be able to select prospective candidates from such excellent students.

Indian freshers are surprisingly capable



During the period from job offer to joining the company, we hold remote projects and weekly web meetings. By sharing the results of the project with the employees in the Japanese office, it is possible for Japanese employees to have realistic expectations of non-Japanese prospective employees, as well as easing worries of the students by letting them know the atmosphere of the company and future colleagues. English-speaking employees are mainly

communicating with Indian freshers at this point, but we also offer Japanese language education.

All Indian freshers are surprisingly capable. We would like to continue hiring non-Japanese human resources; mainly Indians. We look forward to seeing positive chemistry between Japanese employees and Indian new graduates.

An external support system would be a great help

iFORCOM Co.,Ltd.

Hirofumi Kikuchi, Board member



Company	iFORCOM Co.,Ltd.
URL	https://www.iforcom.jp/english/
HQ	Kanagawa
Business	ICT
Employees	300
Employees' background	China, Indonesia, Laos

iFORCOM is engaged in IT solution proposal/development/introduction support, medical/healthcare, information/communication equipment, and system development business in the manufacturing/energy fields.

We have been hiring non-Japanese for about 20 years

The reason why we started hiring non-Japanese human resources about 20 years ago was that we started struggling to hire Japanese new graduates. As

preparation for hiring foreign nationals, we made it possible to attend a Japanese language school in the morning, and set up a prayer room for Muslim employees. Our recruitment channels are overseas recruitment events and national/public universities nationwide. In some cases, Indonesian employees played the role of bridge SE and succeeded in hiring new local employees. We plan to hire mainly Indonesians since their mentor system helps new employees to fit in smoothly.

Even small and medium-sized enterprises can retain talented human resources

We cannot be completely sure whether we are solving and handling appropriately problems faced by our non-Japanese employees at work. If there was some sort of external support system, it would be a great help for both non-Japanese employees and Japanese employers.

Being able to hire talented human



resources and create new perspectives and cultures are very attractive points of global recruitment for small and medium-sized enterprises. It will let us experience what it is like to share values in the global society as a Japanese company, and have an image of new business platforms.



Non-Japanese employees are performing even more than we initially expected.

Opentone Co. Ltd.

Sato Daisuke, CEO



Company	Opentone Co. Ltd.
URL	https://www.opentone.co.jp/
HQ	Tokyo
Business	Software
Employees	50
Employees' background	Hong Kong, Korea

Opentone provides development of applications that are used in a wide range of fields such as medical, financial, and government offices, including Web business system development and IC time recorders.

More result oriented than expected.

Due to the shortage of engineers and the increase in foreign-affiliated/multinational clients, we started hiring regardless of nationality or educational

background in 2013, with the minimum requirement of speaking either English or Japanese.

Although some of our Japanese employees claimed that we should wait to start global recruitment until preparation such as language education reaches a sufficient level, the management pushed to start. Completing thorough preparation will take many years, and we did not want to wait that long.

It turned out that non-Japanese employees are performing even more than we initially expected. There are non-Japanese project managers, and Korean employees took second place in the MVP voting.

Our work style and evaluation system are clear and fair

Non-Japanese employees have the attitude of emphasizing output and committing to results, and their approach is different from that of Japanese. Being able to do marketing and branding in multiple languages is also an advantage of

having them.

Flextime/Work from home system and the no-seniority evaluation system we have are well accepted by non-Japanese employees. In the future, we would like to improve the system that allows employees of all nationalities to have the chance to be directors or executive officers.

Global recruitment leads to the creation of new values and ideas

ZMP Inc.

Hisashi Taniguchi, Founder & CEO
Shoko Niino, Corporate Communication Dept General Manager



Company	ZMP Inc.
URL	https://www.zmp.co.jp/en/
HQ	Tokyo
Business	Service
Employees	130
Employees' background	Australia, Belgium, Brazil, China, Colombia, Egypt, France, Germany, India, Italy, Jordan, Kazakhstan, Korea, Lithuania, Malaysia, Mexico, Netherlands, Nigeria, Philippines, Portugal, Russia, Sudan, Sri Lanka, Switzerland, Taiwan, Thailand, Turkey, UK, USA, Vietnam

With robotics and autonomous driving technologies, ZMP develops and provides solutions and services such as RoboCar, logistics support robots, walking speed robots, and robot cloud management systems.



We place importance on disclosing information in English

As a company that aims to create a future where robots and humans coexist in harmony and robots become social infrastructure, we place great importance on creating new values and ideas. In order to be an organization where employees with various values and backgrounds can engage in friendly competition with each other, we have been considering hiring foreign nationals since the time of our establishment, and started hiring global human resources in the middle of the 2000s.

Since we mainly receive direct applications from our English website, word of mouth, and referrals from employees, we place importance on disclosing information in English. We have been succeeding in hiring people with strong interest in a diverse working environment, who are involved in the

advanced technology of robotics and social infrastructure.

Both technical capabilities and personnel development get strengthened

The presence of multinational engineers who can do highly specialized work is extremely beneficial for strengthening technical capabilities and personnel development.

An environment where you can work with international colleagues in English while still in Japan will help to attract excellent human resources in Japan, and the logical and rational management of international leaders stimulate all employees.

The advice from foreign employees regarding customer service that is most suitable for each country is very useful, and the company's culture is enriched by giving consideration to vegetarians and Muslims.

In-house announcements are made in Japanese and English, but meetings are conducted in the appropriate language with respect for each other by the participating employees. Since there are many international employees for whom English is not their first language, whiteboards are placed all over the office, so that we can utilize means of communication that do not rely solely on language, including pictures and

diagrams.

In such a diverse environment, we strive to create a flat organization, have active internal exchanges, and respond flexibly to individual circumstances.

We plan to have about half of our employees be international

We hire a specific number of both freshers and mid-career workers every year for particular positions. In the future, we plan to have about half of our employees be international, with emphasis on ability and cultural match. It is inevitable that the global shortage of talented engineers will accelerate. Whether we can attract excellent global human resources who share ZMP's corporate philosophy under such circumstances will be an important factor in our corporate competitiveness. We keep making positive changes in all aspects of our business to succeed and grow in the world market.



Careful preparation in advance is important for global recruitment

Basis Corporation

Ryusuke Takano, CFO
Takumi Kamikubo, Human Resources



Company	Basis Corporation
URL	https://www.basis-corp.jp/
HQ	Tokyo
Business	Service
Employees	336
Employees' background	China, Korea

InfraTech is the main business of Basis.

We made 9 job offers at once.

We have been hiring non-Japanese freshers since 2018. While considering hiring various people with diverse



attributes to broaden the range of nationalities and languages of employees, we received the invitation for a recruitment forum in Korea. At this event, we were so impressed by the excellence of non-Japanese students who seek jobs in Japan, that we ended up making 9 offers at once. Before having them join Basis, we conducted employee interviews and a training curriculum in Japan.

Our Japanese employees surprised us in a pleasant way

Since the recruitment of non-Japanese people was decided without having discussion with Japanese employees who would be actually working with them in the same department, certain backlash from Japanese employees was expected. But in reality, there are many Japanese employees who genuinely try to get to know colleagues from different cultures. They surprised us in a pleasant way.

The advantages of having non-Japanese employees are that the range of work that the company can handle gets expanded, as well as the culture of expressing opinions frankly gives good stimulus for Japanese employees. In addition, hiring non-Japanese becomes easier by having employees from the same country join job interviews.

Measures to prevent mismatching will be appreciated

We will continue recruiting non-Japanese for various jobs. In Basis, there are only few Japanese employees who can speak English, and sometimes it could be stressful in terms of communication for non-Japanese employees. To solve this problem, we would like to work on building a working environment where employees of any nationality can work comfortably. For companies that are thinking of hiring non-Japanese people in the future, we recommend starting preparation as soon as possible. Careful preparation in advance is important for global recruitment. In order to reduce the risk of mismatching, it may be a good idea to have measures such as online internship.

Our evaluation system is completely meritocratic.

SOURCENEXT CORPORATION

Kousuke Fujimoto, Senior Managing Director
Minori Toguchi, Operating Officer



Company	SOURCENEXT CORPORATION
URL	https://us.sourcenext.com/
HQ	Tokyo
Business	Planning, development and sales of PC and smartphone software and hardware products.
Employees	151 (Group)
Employees' background	China, Taiwan

SOURCENEXT is a company that plans, develops, and sells computer/smartphone software and hardware products.

Hiring excellent Chinese human resources was less competitive

In contrast to the difficulty of hiring talented people in Japan, hiring



excellent Chinese human resources was less competitive when we met an employment agency matching Chinese students and Japanese companies. Obtaining Visa was rather easy as well, so we started hiring Chinese nationals in 2014.

In order to deepen their understanding of SOURCENEXT, the personnel and salary system are explained in detail for new employees. They are encouraged to participate in company events even before starting to work so that they can adjust to the environment immediately after joining.

We hire only one or two non-Japanese human resources a year, to provide better support and understanding of cultural differences.

The attitude of striving for a goal is a good stimulus for all employees

Many Chinese employees have survived fierce competition as they grow up, and

the attitude of working toward their goals is a good stimulus for Japanese employees.

Non-Japanese employees are making good use of their language skills. They Interpret for business negotiations with Chinese companies, negotiate with overseas partners, and participate in overseas exhibitions.

Our evaluation system is completely meritocratic, and our culture that does not distinguish between nationality, age, gender, or years of experience, but encourages to tackle challenges from a junior position, seems to be easy for foreign employees to work in.

As the number of both foreign employees with Japanese proficiency and Japanese employees with language proficiency has increased, the attitude of accepting cultural differences has soaked in. We plan to continue hiring talented people regardless of nationality as long as they are a good match to our diverse culture.



There are no risks, only benefits. Is there any reason not to hire foreign personnel?

LiveSmart KK

Daisuke Ueda, Co-Founder & Director



Company	LiveSmart KK
URL	https://www.livesmart.co.jp/en/
HQ	Tokyo
Business	Software/Internet
Employees	27
Employees' background	Belarus, China, India, South Korea, USA

LiveSmart is engaged in a service platform business in the living space that utilizes AI and IoT.

Consideration must be given to the worries that foreign employees may feel



The co-founder of LiveSmart is an Indian-American living in Japan. We have been considering hiring foreign personnel from the beginning of our



founding and started hiring them in 2017, because we did not want to remain a domestic company.

As part of preparations for welcoming them, we developed workflows and communication rules. Currently, we use only English for internal documents that we use on a regular basis, such as workflows and rules.

If we are going to have foreign personnel work in Japan, it is better to proceed with a schedule that allows plenty of time because the first thing we need to do is to deal with the documents for obtaining a VISA from the Immigration Bureau. It is also important to find a residence in Japan and provide support for daily life. It is necessary to take into consideration the worries that foreign employees may feel about working in Japan.

The presence of foreign employees is a great advantage for us

One of the technical advantages of hiring foreign personnel is that we can hire

engineers in fields where there are almost no skilled Japanese engineers, such as firmware.

Engineers are basically highly motivated to learn, so many Japanese engineers apply to us because they are attracted to the fact that they can learn English in a multinational environment to enhance their value.

The ability of foreign employees to negotiate based on the way of thinking and business customs of their respective countries is a major company advantage. In addition, foreign employees are highly sensitive to technologies that are updated daily and are quick to obtain information, so we are able to introduce new technologies ahead of many domestic companies and utilize them in our development.

There are no risks, only advantages. We see no reason not to hire foreign personnel.

To solve Japan's problems and achieve global success, hiring regardless of nationality is inevitable

The reason why companies at the level of Sony and Toyota, which are very successful globally, have not appeared in Japan for decades must be because Japanese companies are only aiming for domestic success.

From the very beginning, our goal has



been to solve Japan's problems and achieve global success, so we inevitably hire people of any nationality. We try to hire people with different perspectives more than just talented people. Being able to work being inspired by a wide variety of ideas is meaningful not only for each employee's career but also for their lives. We believe that this will lead to the growth of the company, which in turn will lead to the development of society.



SOFTWARE · APPLICATION

The innovation produced from diversity strengthens the company

HOUSEI Inc.

Guan Xianghong, CEO

HOUSEI

Company	HOUSEI Inc.
URL	https://www.founder.co.jp/
HQ	Tokyo
Business	Software
Employees	167
Employees' background	Bangladesh, China, Korea

HOUSEI develops contract systems (for industries of media, finance, manufacturing, retail and service), IT personnel service, cross-border EC platform service, AI/big data related technology development, TV conference system sales, and so on.

We have been hiring human resources regardless of nationality since the start

We have a policy of hiring excellent human resources regardless of nationality. So, non-Japanese employees have been



working with us since the company was founded. We mainly accept transferred employees from group companies in China, recruitment agencies, and referrals. There is no difference in salary depending on their nationality. The strengths of foreign employees are their ability to collect information in English and critical thinking. The global perspective and communication skills are also highly evaluated. Even the clients who were unsure at first about having Chinese Project Managers often specifically ask for them next time.

Overcome challenges with close communication

Diversity will be required in Japan in the future. If there are only the same values, our ideas will be biased. In a multilingual and multicultural workplace, what is considered "normal" for Japanese would not be normal. Close communication is required to understand each other, and the

innovation that would be produced from it strengthens the company.

The merit is more outstanding in communication than work.

Sun Melx Co.,Ltd.

Kazuo Okumura, CEO



Company	Sun Melx Co.,Ltd.
URL	http://www.sunmelx.com/
HQ	Tokyo
Business	Service
Employees	132 (Group)
Employees' background	Myanmar

Sun Melx provides system integration business, planning and operation of internet advertising business, and general worker dispatch business.



Building trust was a very important process

Hiring Japanese human resources has been difficult for the companies in regional cities, so we started hiring

non-Japanese in April 2019. When we traveled to Southeast Asian countries to research prior to the start of global recruitment, we got the strong impression by the closeness of Japanese and Myanmar cultures, which are polite, use honorifics, and care for others. So we asked local universities to introduce students who are willing to work for us.

In Myanmar, a person's choice is greatly influenced by the opinions of their parents and teachers. We have steadily created hiring records and communicated with family members of candidates to gain their trust.

Misunderstanding among all employees has decreased

The benefits of having non-Japanese employees are more outstanding in terms of communication than work. The concern of the Japanese employees for the level of understanding of non-Japanese colleagues has created the habits of having more careful communication even between Japanese. As a result, misunderstanding among all employees has decreased.

Also, some Japanese employees provided informal off-work support to non-japanese employees who are new in Japan. This encouraged active



communication outside the company, such as weekend activities and social gatherings that were not common among Japanese employees before.

It is not easy to find a reliable local agent

We aim to have Myanmar develop their technical capabilities and contribute to the development of Myanmar. At the same time, we feel the need to urgently promote employment of non-Japanese people in Japan, where the local population is shrinking.

When hiring non-Japanese human resources, the outcome depends greatly on which agent you work with. It is not easy to find a reliable local agent, and you must tolerate some failures and make continuous investments. The fee for the agents seems higher than it could be, so if it was more reasonable, it is likely that more companies would start hiring non-Japanese human resources.

If the company doesn't grow, it will only decline.

Saishunkan System Co., Ltd.

Kenichi Arima, General Director,
Saishunkan System Vietnam



Company	Saishunkan System Co., Ltd.
URL	https://www.saishunkansys.com/
HQ	Tokyo
Business	Service
Employees	155
Employees' background	China, Korea, Vietnam

Saishunkan System provides mail order/CRM support, system integration, security solutions, overseas business, and business outsourcing.

The first non-Japanese employee was a Vietnamese living in Japan



In 2017, we hired a Vietnamese national living in Japan as a bridge employee so that the projects we received in Japan and sent to our Vietnamese subsidiary

would proceed smoothly.

It was difficult to find a person who met our criteria: sufficient experience in the IT industry, Japanese N2 or above, being able to work in Kumamoto prefecture, and working in Japan, but we managed to hire one with the help of a Vietnamese network of our employees.

Providing a good stimulus for Japanese employees

Vietnamese people are diligent, enthusiastic about new things, and absorb new knowledge quickly. They are a good stimulus for Japanese employees who are not eager to learn new technologies.

Japanese is the language spoken in the workplace, and English ability is not required. As time passed from the start of hiring non-Japanese human resources, communication with Japanese and Vietnamese employees increased, and at the same time, miscommunication at work decreased.



We hope having non-Japanese colleagues helps Japanese employees to be more conscious about the world trend toward diversity.

We would like to create multiple Sales branches in ASEAN in the future

We aim to smoothly circulate Japanese culture and know-how in Vietnam. Following the second development base established in Hue, we are also considering having sales bases for new markets. In the future we would like to create multiple Sales branches in ASEAN.

Although attractive IT companies such as LINE or CyberAgent have been very popular, there is a labor shortage for more essential jobs in the IT industry. The decrease in the Japanese labor force (especially IT human resources) is serious, so hiring non-Japanese human resources is inevitable for Japanese companies to survive.

Recruiting non-Japanese is not the only way to go, but if the company doesn't grow, it will only decline. Japanese people still have a strong prejudice against non-Japanese people and dislike to make changes. We, as a whole society, should work to eliminate such prejudice and avoid narrowing the path ahead of us by ourselves.

As a startup, we aim for a truly inclusive and diverse workplace

Cloud CIRCUS, Inc.

Kenichi Kitamura, CEO



Company Cloud CIRCUS, Inc.
URL <https://cloudcircus.jp/>
HQ Tokyo
Business WEB development, consulting
Employees 233
Employees' background China, Korea, Taiwan, USA

Cloud Circus develops and sells the digital marketing SaaS tool "Cloud Circus" and provides consulting and contract services related to digital marketing.

We tried breaking the language barrier

After hearing about the work culture and skill training infrastructure of other countries from a mid-career Korean employee, we felt that they were at a much more advanced level than Japan. It led us to begin global recruitment, and we have been hiring both mid-career and new graduate non-Japanese engineers since 2016.

We tried breaking the language barrier by hiring English-speaking engineers and HR staff, in order to start cultivating a more global environment. The HR staff who is in charge of recruiting engineers makes plans based on their

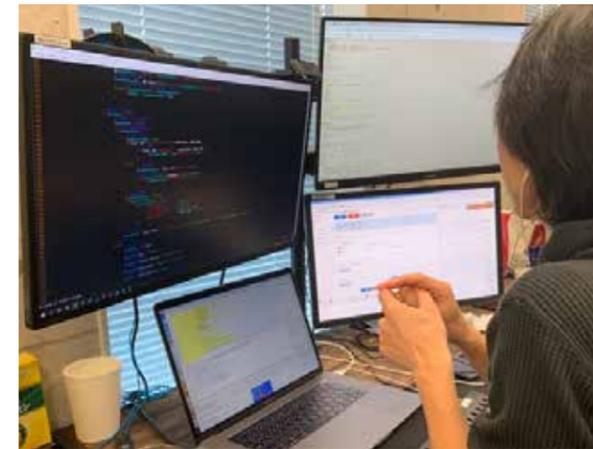


understanding of the development system and technical requirements.

Their knowledge makes it easier to adopt new technologies

Our non-Japanese employees give their Japanese colleagues a chance to learn about cross-cultural differences, especially regarding to how people do business, which is beneficial to us as we are in the process of expanding Cloud Circus to Southeast Asia. Further, they can take advantage of their English skills to acquire the latest knowledge in the cloud industry, making it easier to adopt new technologies.

On the other hand, because we use Japanese in the workplace, there are also challenges in communication. To support non-Japanese employees, we have made lists explaining Japanese words, phrases and in-house terms that may be difficult to understand at first.



Non-Japanese employees are happy with our corporate culture

Our non-Japanese employees regard us positively as a company that gives them many opportunities to try new things and turn their ideas into actual projects. We hear that they feel fairly evaluated and are being given the resources and support to produce good results. They are happy with the corporate culture of Cloud Circus, where people can talk freely and honestly, as well as with the Japanese working environment, which offers many different business opportunities. As a startup that employs meritocracy regardless of gender, educational background, or nationality, we have built the foundations for a truly inclusive and diverse workplace. We would like to continue hiring talented human resources from the countries we expand our business to.

Programming skill is more important than Japanese

SUCCESS Corporation

Takato Yoshinari, President



Company SUCCESS Corporation
URL <https://www.success-corp.co.jp/>
HQ Tokyo
Business Software
Employees 273
Employees' background China, France, India, Korean, Macau, Malaysia, Russia, Taiwan, Thailand, Uk

SUCCESS develops, sells and operates game software, develops pachinko / pachislot LCD software, produces animation / video works, and produces and sells business solution software.

Non-Japanese employees seem happy to work for us

Hiring a Chinese student as a fresher about 30 years ago was the beginning of the employment of non-Japanese human resources for SUCCESS. In recent years, we have been hiring freshers mainly from technical colleges in Japan and South Korea. Programmers are required to have programming skills more than Japanese language ability. Also, the temperament and behavior patterns of young people who want to be game creators seem to be similar regardless of nationality. Therefore, we are not

very aware of the nationality of our employees. Many of them mentioned that the work and social environment in Japan is better than that of their home country. Their job satisfaction seems to be high.

Japanese language education in foreign schools may encourage more active hiring

Engineering and designing are jobs that need to create new things. We will continue to actively hire non-Japanese people in order to get creative ideas from diverse values.



Nearly half of the students in Japanese technical schools are the ones from overseas. Since young people can learn languages quickly, there are no major issues regarding communication, but I feel that if the government actively implements Japanese language education programs in other countries, the opportunity for the recruitment of non-Japanese people will increase.

Who are they, laborers or valuable human resources?

3H Clinical Trial Inc.

Hirota Takizawa, Representative Director



Company	3H Clinical Trial Inc.
URL	https://3h-ct.co.jp/en/
HQ	Tokyo
Business	Service
Employees	200
Employees' background	China, India, Singapore, Sri Lanka, Sweden, Thailand, UK, USA

3H Clinical Trial is a company that conducts clinical trial support, healthcare IT business, clinical trial subject recruitment promotion, and health care media business.

We successfully promote ourselves internationally

We decided to hire foreign engineers working in Japan because it is more difficult to hire Japanese engineers who can speak English. We have been hiring non-Japanese human resources since the first year of the company's establishment through referrals from acquaintances and employees, as well as social media such as LinkedIn that is suitable for global recruitment. In the clinical trial industry, only few Japanese companies are actively participating in international exhibitions, or conducting overseas

sales. The reason why we are able to successfully promote ourselves both domestically and internationally is because our non-Japanese employees play important roles.

In fact, we've heard that 3H Clinical Trial is known to clinical trial-related startups in Silicon Valley.

Language is only a part of the abilities of employees

The American who were hired immediately after the company was founded did not speak Japanese at all, and we had communication problems. But this situation led Japanese employees to try to communicate somehow, and as a result, they became accustomed to having non-Japanese as their colleagues. The Japanese have the image of an exclusive ethnic group, but it is only the matter of getting used to diversity.

We speak Japanese at work in general, but some Japanese employees speak English. There is no particular discomfort using broken Japanese or English. Language is only a part of the abilities of employees. The management evaluates employees' overall performance, and they understand and trust this corporate value.

Japanese companies will not be able to survive unless they accept diversity

Foreign nationals working in Japan are generally highly capable. However, many of them are working in situations in which they cannot demonstrate their abilities. Utilizing talented non-Japanese human resources has great merits for Japanese companies, such as expanding the area of their business. Many Japanese companies still recognize non-Japanese only as laborers. Whether we can see them as valuable human resources or not is the key to our growth in the future. We continue to expand our business overseas and hire more non-Japanese human resources. Japanese companies will not be able to survive in the international community unless they accept diversity, including LGBT and other minorities. Only companies that free themselves from out-of-date customs will be able to keep growing.



There are many merits of having non-Japanese employees

CHleru Co.,Ltd.

Akira Awata, CEO



Company	CHleru Co.,Ltd.
URL	https://www.chieru.co.jp/
HQ	Tokyo
Business	Service
Employees	166 (Group)
Employees' background	China, Korea

CHleru is engaged in the planning, research and development of educational software, networks and systems, consulting, training of instructors such as operation personnel and technical personnel, and operations related to information communication services and information provision services.

Respond to claims with clear explanation

Hiring non-Japanese human resources without any hesitation is a part of our corporate culture.

Some of many advantages of having non-Japanese employees are:

- Accountability for the things that Japanese tend to leave open to interpretation.
- Understanding the way of thinking of overseas companies.
- Capability to translate documents written in foreign languages and interact with non-Japanese visitors.

- Smooth business negotiations with overseas business partners and outsourced companies

When we get requested to clarify job roles or to improve work conditions, we explain clearly to come up with mutual understanding.

We continue hiring with an emphasis on ability and experience

With anticipation of the expansion of our business domain in response to globalization in Japan and overseas, we will continue to hire employees regardless of nationality with an emphasis on ability and experience. Working with non-Japanese people is becoming more common, but not all companies appreciate them as highly-skilled professionals, which is really unfortunate. The society as a whole is required to change its values to accept diversity of nationalities and races as well as age and gender.



Nationality doesn't matter, Chemistry comes first

10ANTZ Inc.

Jongmin Jeon, Chief Technology Officer

Tetsukazu Tsuruhama, Chief Financial Officer



Company	10ANTZ Inc.
URL	https://10antz.co.jp/
HQ	Tokyo
Business	Software/Internet
Employees	153
Employees' background	Chile, China, Korea, Taiwan

10ANTZ is engaged in the game application business, platform business, video and IP business, and digital marketing business.

Hiring regardless of nationality means obtaining talented human resources

We hire people who are skilled and match our corporate culture regardless of nationality. We think that nationality doesn't matter, but that chemistry



comes first.

It is a great advantage to be able to obtain skilled people from a larger pool of candidates by hiring regardless of nationality.

Generally, language would be a challenge when Japanese company accept foreign employees. We have not had any problems welcoming foreign employees with high levels of Japanese language skills since we mainly hire foreign human resources living in Japan through recruitment agencies, job media, referral and other channels. We conduct a thorough dialogue during the interview and try to determine the essential Japanese communication skills that cannot be determined only by certification or test scores.

However, it is difficult to share the subtle nuances in Japanese, so miscommunication occasionally occurs. In such cases, we try to reconcile our common understanding by using different words or using text communications.

Access to the original texts often leads to discussions at a deeper level

With the presence of foreign employees, we can quickly catch up with the latest information from overseas through articles and technical documents written in English and



Chinese.

Access to the original texts of basic research on AI and other topics in China, as well as information on entertainment-related platforms and IT services in Korea, often leads to discussions at a deeper level, which helps us grow our business and provide new services.

We would like to create a form of diversity that is unique to our company

Up until now, we have managed our non-Japanese employees by expecting them to get used to the Japanese way of working, since we have mainly hired



foreign employees with high levels of Japanese language skills. However, in order to hire more foreign employees in the future, we would like to create a form of diversity that is unique to our company while incorporating a culture that makes it easy for them to work.

Japanese companies tend to work based on common sense shared only by Japanese people. But as more and more foreign nationals are hired, they need to be aware of the global nature of their work style, including their English skills. It is necessary to always accept diversity, share information closely, respect different cultures, and speak with consideration.

When Japanese people from the top to each and every employee in Japanese companies understand and put these into practice, the hiring of foreign nationals will proceed at an accelerated rate.



Quite a few foreign nationals prefer to work for the same company for many years

Japan Technical Software Co.,Ltd.

Takahiro Ooura, Senior Executive Director



株式会社 ジャパンテクニカルソフトウェア

Company	Japan Technical Software Co.,Ltd.
URL	https://www.jtsnet.co.jp/
HQ	Tokyo
Business	Software/Internet
Employees	560
Employees' background	China, Malaysia, Vietnam

Japan Technical Software is engaged in business system development, embedded control system development, and IT infrastructure construction.

The characteristics of Vietnamese people are compatible with Japanese

In light of Japan's declining IT population, our former president set "the challenge of globalization" as one of the guidelines for the next 10 years, at our 40th anniversary about 10 years ago. We are following this guideline in our recruitment activities for foreign nationals.

After conducting research on how to build partnerships with foreign companies, we established ties with



partner companies and built connections with educational institutions in Vietnam. The decision to hire Vietnamese people was based on their pro-Japanese nature and the fact that their characteristics were quite compatible with Japanese.

We were groping in the dark about the recruitment process at the beginning. Gathering information at seminars held by JISA and JETRO, as well as from universities, vocational schools, and high-level foreign human resource agencies in Japan was a part of the things we did as preparation for hiring foreign nationals.

We also had no experience in legal procedures such as obtaining employment visas, so we proceeded with the procedures in cooperation with the general affairs and legal staff, gathering information from the relevant departments and on the Internet. Initially, we were hiring through Japanese recruiting agencies. But in recent years, the number of general

entries from international students in Japan has been increasing. We are also participating in job fairs at local universities.

We can hire great talents who are difficult to meet in Japan

Since our company name is not hugely recognized, it is difficult for us to acquire motivated and talented Japanese human resources. One of the main attractions of hiring foreign nationals is that we can hire people with great passion and ability who we cannot meet in Japan.

Working with foreign nationals is fun, and our Japanese employees receive good stimulation from them. Being able to create an atmosphere in which Japanese and foreign employees feel totally comfortable working in a diverse workplace is the most significant benefit of hiring foreign nationals.

Many Japanese companies seem to have the image that foreign nationals tend to leave their jobs easily, but at our company, only two foreign nationals have left since we started hiring foreigners. There are a lot of foreign nationals who have the idea of working for the same company for many years. For both foreign and Japanese people who consider work only as a way to improve their career, it is difficult to stay for many years without having the intention to grow together with the company.

Companies with diversity are better able to do business in growing markets

HOPES Corporation

Kentaro Uehara, Representative director



Company	HOPES Corporation
URL	https://www.hopes-ise.co.jp/en/
HQ	Tokyo
Business	Software, system development
Employees	369 (consolidated basis: 3759)
Employees' background	Cambodia, China, France, Indonesia, Korea, Myanmar, Nepal, Taiwan, Vietnam

HOPES is a company that improves production and logistics functions, analyzes and improves core business systems, and designs, develops, and operates information systems.

English speaking foreign employees play an active role in our global projects

Since hiring a Chinese student more than 10 years ago, we have been continuously hiring foreign human resources. In addition to local recruiting events, we visit universities and vocational training institutions in various countries in an effort to acquire excellent human resources.

Since our official language is Japanese, we set the Japanese Language

Proficiency Test (N2) or higher as a recruitment criterion. But we may hire people with high IT skills even if they do not use Japanese.

As a company whose customers are major companies and global companies, Korean and Chinese employees who are fluent in English play an active role in our global projects, and Japanese employees are inspired by them. This creates great synergies within us.

3 initiatives to foster a sense of belonging among foreign employees

Non-Japanese employees have a different mindset and awareness of their careers than Japanese employees, so we need to focus more on fostering a sense of belonging. To this end, 3 initiatives are being promoted

- Clarification of career path formation
We have a grading system in place, and the content to be mastered at each level is set in detail to promote understanding and penetration. The goal is to create a clearer image of the career path for the next three to five years. We have also built an evaluation system that focuses on not only their quantitative performances but also quality performances.
- Mentoring system and mental care
We create opportunities to regularly communicate with senior employees who



are mentors. Since there are many employees who work remotely due to COVID-19, we are actively and flexibly providing such opportunities for employees to communicate with each other.

- Introduction of skill improvement training
Many of our foreign employees are young, and they tend to place emphasis on skill development. We are beginning to utilize certification exams that show the aptitude and background of individuals, which we believe will encourage to improve their skills.

Planning to increase the variety of foreign nationals as our business expands

We are expecting to have more English-based projects and communication with global companies in the future, and we are planning to increase the variety of our foreign human resources as our business expands.

In contrast to Japan's declining population and GDP, we believe that overseas, especially Asia, is a growing

market. The use of foreign human resources should be viewed positively. Companies with human resources with diverse values are better able to do business in countries and markets with growth potential. We believe that markets are very important in the sense that they expand not only business opportunities but also our perspective.

Low-context environment is better for both foreign and Japanese people

Coincheck, Inc.

Keigo Takegahara, Senior Executive



Company	Coincheck, Inc.
URL	https://corporate.coincheck.com/
HQ	Tokyo
Business	Finance
Employees	168
Employees' background	China, France, Korea, USA

Coincheck is creating services that will realize new value exchanges, including the "Coincheck" crypto asset trading service.

Having many access routes to obtain information about the industry is an advantage

Since our company deals with crypto assets that have no national boundaries, we have had foreign personnel since the

establishment, and we have been hiring without regard to nationality, focusing on interest in the business field and culture match since then.

We are hiring people with daily conversational level of Japanese at the moment, so there is no special preparation necessary for foreign nationals.

In this industry, information that affects us on a global basis comes up about once a week, and information access is concentrated in China and the USA. We believe that it is an advantage to have foreign employees to have a wide range of access routes to obtain information in the industry.

We have a flat corporate culture that does not create hierarchical relationships that tend to be formed in the vertical society culture of Japan. In addition, we place importance on data and logical thinking, and give clear orders for deliverables at the upstream stage of business, leaving the process to the individual to some extent.



The number of engineers in Japan is in a state of great struggle

Hiring without regard to nationality is the standard in this industry, and we have not been particularly focused on foreign people regarding recruitment in the past. However, the demand for engineers is growing rapidly, and we are now in a market environment where we have to compete with GAF A and domestic mega ventures to acquire enough engineers. Currently, the number of engineers in Japan is in a depleted state. Our engineers account for 40% of our total workforce, and since we still need to increase their number, we are considering hiring foreign engineers and opening overseas offices in line with our future business expansion.

In our corporate action guidelines, there is a sentence that says, "It is also important to have constructive discussions without fear of conflict through dialogue."

For both foreign and Japanese employees, it is more productive to work in a low-context environment rather than a high-context communication. We believe that our company's flat corporate culture, where people can frankly express their opinions and suggestions, makes it easy for us to accept foreign personnel.

It doesn't mean you can't hire foreign talent if you don't speak English

Figunny Co.,Ltd.

Keisuke Satomi, CEO



Company	Figunny Co.,Ltd.
URL	https://figunny.co.jp/en/
HQ	Tokyo
Business	Software/ Internet
Employees	26
Employees' background	Bangladesh, China, Korea, Saudi Arabia, Vietnam

Figunny is a company that develops web, mobile, 3D/CG, and VR/AR applications.

Hiring people based on their abilities and mindset

In the past, our CEO has frequently worked with people from China and Southeast Asia. He felt that some of them were more talented than Japanese people, and that Vietnamese people in particular had a high sense of responsibility and professionalism. So even before the establishment of our company, he recognized the usefulness of hiring foreign nationals. For this reason, we have been hiring people based on their abilities and mindset



without regard to nationality or educational background. The first foreign employee we hired was a Saudi Arabian CG engineer. In addition to referrals, we recruit through job media stressing “non-Japanese welcome”. We relied on a professional judicial scrivener to obtain a visa, and also made preparations for welcoming Muslim employees, giving consideration for the differences in diet and lifestyle. Since it is a hurdle for a development company to have design and specification documents written in Japanese, we focused on creating documents that are easy for foreign nationals to understand.

Our foreign employees have a respectable attitude

Foreign employees are working in Japan because they like engineering and web design. They have a strong sense of responsibility and professionalism that they will work overtime to finish a project if the deadline is not met, and are very

flexible to add specifications or change the situation. Because we work remotely, it is important for us to “show a good attitude even in the chat room” . We feel our foreign employees have a respectable attitude. There is a difference between designs and contents that are popular with Japanese and those that are popular globally, so it is important to ask for feedback from foreign employees when designing products for the global market. It is only by having non-Japanese employees that we can get information about what is unacceptable based on feeling rather than reason.

Once started, they will realize hiring foreign nationals is not such a big deal

We believe that the most important factor in the smooth hiring of foreign personnel is that the employer, supervisor and team members have the understanding that they can work with foreign nationals. It does not mean that you cannot hire foreign personnel if Japanese employees don’t speak English. There are many Vietnamese, Filipino, Korean and Taiwanese personnel who have no problem working in Japanese. The reason why many Japanese companies are still not hiring foreign nationals may be their fear for something they have never done before. We would

like to encourage them to start hiring foreign nationals first, so they will realize it is not such a big deal.

In order to hire talented people, we need to broaden our search overseas

Unifa Inc.
Hiroaki Akanuma, Board Director/CTO



Company	Unifa Inc.
URL	https://unifa-e.com/
HQ	Tokyo
Business	Software/Internet
Employees	200 including part time and temporary staff as of April, 2021
Employees' background	Bangladesh, China, India, Korea, Philippines, Poland, Russia, Spain, Taiwan, UK

Unifa aims to solve one of the most serious social issues (i.e. shortage of childcare center and its staff) in Japan through the realization of “Smart Childcare Center” . Unifa is now providing childcare centers with comprehensive AI & IoT solutions called “Lookmee” , as well as the research and development of childcare-related technologies using AI, IoT, and other technologies.

Began to hire foreign personnel actively to obtain skilled engineers

Although we hired our first foreign personnel who had Japanese language skill equivalent to native Japanese in



2015, we were not so proactive in hiring non-Japanese people. But as it got difficult to retain Japanese engineers around 2019, we started to hire non-Japanese engineers through the recruitment media for foreign engineers, referrals and the recruiting agents.

As we couldn’t get across the intent of questions in English during the interview, we try to tell the candidates as simple phrases as possible. Also, we prepared English presentation materials for online interviews. By cooperating with HR/general affairs staff and using the support service for accepting foreigners, we solved other difficulties such as negotiating salary, explaining employment regulations and joining procedures, labor issues, and finding accommodation.

Hoping our non-Japanese employees will eventually grow as managers

Foreign engineers have higher skills in terms of implementation than that of Japanese engineers, and they can proceed with development projects of short duration promptly. They can also play an active role in preparing documents in English and supporting overseas expansion.

Other advantages of having foreign employees are that they can easily access the latest information from around the world that is sent out in English, and can appeal to Japanese people who want to work in a global environment in terms of recruitment.

We are currently only hiring people who have a certain level of Japanese language proficiency to avoid the heavy burden and cost on Japanese employees in terms of work-related communication.

We imagine that competition for retaining engineers in Japan will become even fiercer in the future, and looking for talented human resources overseas will become inevitable.

We will continue to hire work-ready people. When they will eventually grow as managers, we would like to hire talented people without regard to their Japanese language skills.



“Non-Japanese” is just one of the diverse personalities of employees

INFORMATION DEVELOPMENT CO., LTD.

Kaori Takahashi, Executive Managing Director

Na Han, Executive Officer



Company	INFORMATION DEVELOPMENT CO., LTD.
URL	https://www.idnet.co.jp/english
HQ	Tokyo
Business	Software/Internet
Employees	1260
Employees' background	EU, Asia, China

INFORMATION DEVELOPMENT provides IT services with a focus on system operation and development.

We emphasized mutual understanding from the recruitment stage

We have been hiring foreign nationals since we established our Wuhan branch in 2004. But we started to strengthen the hiring of foreign personnel at our domestic offices about 10 years ago in anticipation of innovation through diverse and talented human resources. LinkedIn and introductions from overseas university professors are our main recruitment channels.

In welcoming them, we held meetings to

exchange opinions between global members of the company and Japanese members, and increased communication opportunities about the issues such as understanding the promotion of diversity by conducting cross-cultural seminars.

At first, we gave special treatment to foreign employees, but now we value each individual's personality and deal with them with respect without putting them in a specific frame.

It is important to have a good mutual understanding, so from the hiring stage, we have tried to make sure that they understand not only our company, but also career development and execution methods in Japan. We also try to support those who are struggling with the gap between real Japan and their expectations.

Our young foreign employee has become a director of a local subsidiary

Foreign employees have different education and work experience from their Japanese counterparts, and they have many strengths other than language skills that can be utilized in their work.

There is a young foreign employee who has become a director of a local subsidiary due to his aggressive and speedy career development, and he has



had a positive influence on other employees.

In the case of foreign freshers, while they feel awkward about non-proficiency-based training, they also say that the organization's support and assistance is detailed and easy to work with. There are many cases where the same training methods as for Japanese freshers do not match. It is important to assess each individual and provide appropriate guidance.

Although many of our foreign employees can speak Japanese, and our internal language is basically Japanese, our global employees support foreign employees so that they can easily express their opinions.

“Non-Japanese” is just one of the diverse personalities of employees. Whether they are non-Japanese, newcomers, women, or seniors, we believe that the necessary care and follow-up should be considered and provided on a case-by-case basis.

The real estate industry is also facing a serious shortage of human resources.

ITANDI, Inc.

Genki Fukuzaki, VPoE



Company	ITANDI, Inc.
URL	https://www.itandi.co.jp/
HQ	Tokyo
Business	Service
Employees	147
Employees' background	Korea

ITANDI is a company that provides real estate services to consumers, systems to real estate companies, and consulting on the use of IT in real estate operations.

It was no different from the case of a Japanese employee joining the company from local areas

At the time of our founding, we had about 10 employees and our service was not well known, so we looked for Korean students in the school that was introduced by an agent we knew, as a means of hiring engineers.

This school in Korea provided Japanese language training, skill checks, and other support expecting that the students apply for jobs in Japan. Because a high level of Japanese language proficiency (N1 level) is our

requirement for the applicants, we did not have to worry about the language barrier much.

Since our company provides SaaS service related to real estate, we were able to provide support for room searches and applications. Although there were still some difficulties for foreign employees to sign the leasing contract of the apartment, all and all, it was no different from the case of a Japanese employee joining the company from a local area.

Communication in Japanese still could be an issue

It is an advantage to be able to ask "How do they do this in Korea?" and get local information about the development environment and the real estate situation, which is our business domain. Even foreign employees with high Japanese language skills sometimes have communication problems. For example, in the case of requests to



create a product according to specifications, it is important to communicate in Japanese in order to understand the business and decipher the nuances of what the product will solve. But there are situations where that level of understanding is not easily achieved by foreign engineers. There was an employee who went back to Korea because he couldn't get settled in well. We have created opportunities for communication such as morning meetings, One-on-One meetings and exchange lunches among engineers to prevent such cases.

We expect the Japanese government to support in various ways

Our policy is to hire both foreigners and Japanese as long as they have good Japanese language skills, engineering skills, and personality that match the company culture.

We expect the Japanese government to

support the development of translation tools that will allow us to share information with foreign personnel without time lags or mistranslations. In addition, it is important to implement measures to encourage Japanese companies to consider foreign human resources as an option, and to conduct educational activities to encourage foreign human resources to consider Japan as one of their options for overseas employment.

The shortage of human resources is also a serious problem in the real estate industry, and the employment of foreigners is an extremely important social issue in a society with a declining birthrate and aging population. We would like to create a flat and comfortable working environment so that more foreign human resources will be attracted to work in Japan.



LARGE COMPANY

The success of non-Japanese employees stimulates Japanese job applicants

FORUM8 Co., Ltd.
Yuji Ito, President



Company FORUM8 Co., Ltd.
URL <https://www.forum8.com/>
HQ Tokyo
Business Software
Employees 288
Employees' background Bangladesh, Canada, China, France, India, Indonesia, Korea, Morocco, New Zealand, Switzerland, Taiwan, UAE, USA, Vietnam

FORUM8 provides design, analysis, CAD and VR / CG software development, sales, support and technical services.

Mentor system for non-Japanese employees

We started hiring non-Japanese at an overseas corporation established in New Zealand for development in 1995, and in Japan from around 2003. The

main recruiting channels are the recruiting media for non-Japanese and the holding of international competitions for students. Currently, we have employees from 11 countries, including 16 Chinese nationals. Non-Japanese employees tend to feel anxiety and doubts about workplace culture and customs. We have a mentor system that encourages them to talk about their worries to senior colleagues to support them.

Shifting to a "people-oriented" strategy



Non-Japanese people value whether they can achieve what they want to within a company, rather than its size. I feel the synergistic effect of increasing the number of Japanese applicants by seeing non-Japanese employees developing good products. Non-Japanese employees have participated in overseas seminars and exhibitions, making proposals that

make use of the language skills and unique perspectives, and have their treatises adopted at overseas conferences.

We keep hiring non-Japanese people with the belief that we cannot advance IT technology without them. Up until now, we have prioritized the development of branches/bases abroad, but we are shifting to a "people-oriented" strategy. We are going to hire from countries that we do not plan to expand our business, and if our foreign employees wish to return to their home countries, we will then establish branches/bases there.

The Rise in Non-Japanese Employees as a Result of Hiring Talents with the Necessary Skills

Dentsu Digital Inc.
Tomohiro Arakawa and Shinya Tanaka, executive officers



Company Dentsu Digital Inc.
URL <https://www.dentsudigital.co.jp/>
HQ Tokyo
Business Digital Marketing
Employees 1919
Employees' background Brazil, China, France, India, Korea, Mexico, Morocco, Peru, Poland, Taiwan, Thailand, USA, Vietnam

Dentsu Digital provides a one-stop service that includes consulting, development, implementation, and operation or all areas of digital marketing.



Hiring diverse employees since our establishment

Dentsu Isobar, the predecessor of Dentsu Digital, was a joint venture company between Razorfish Inc. of the U.S. and Dentsu with the aim of bringing advanced methods of digital marketing from the U.S. and Europe to Japan, and had a strong culture of global collaboration from the beginning. As the Japanese base for the global agency "Isobar", and one of more than 51 offices of the Dentsu Group's creative agencies worldwide, doing business in English is often required, and collaboration with overseas networks is essential to our work.

Diversity helps us see things in a different light and improve our skills

Non-Japanese employees can easily get the latest information from

overseas. When they share these information within the company as articles, it not only deepens our knowledge but also encourages clients to make inquiries after reading them. In addition, non-Japanese employees bring diversity to the workplace by showing different ways to handle work and approach change. It helps other employees to see things in a different light and improve their skills. What we try to keep in mind in a diverse environment is to carefully follow the procedures between the company and the employees. Private interviews are conducted at least once a month to understand employees' work-related issues and requests to the company. We try to prevent misunderstandings and isolation caused by differences in language and cultures.

Whether or not there is an environment that accepts diverse values

The increase of non-Japanese employees in our company was merely a result of the increasing globalization of our business and the growing need for talent with the necessary skills. We have never hired a non-Japanese out of a sense of obligation. At the same time, we have always been aware of diversity and inclusion, and we plan to continue to actively hire talented people

regardless of nationality. When Japanese companies promote global recruitment, there is a concern whether or not there is an environment that accepts diverse values. If a company has a culture that respects its employees and flexibly accepts differences, it shouldn't be difficult to hire non-Japanese human resources. However, if a company has no experience in hiring those human resources, it will need to start from scratch. It may need external support, such as from a consulting company, to help develop its corporate environment in order to start recruiting globally.

To be a company that can grow in the future society.

Nippon Jimuki Co., Ltd.

Keiichi Tanaka, CEO



Company	Nippon Jimuki Co., Ltd.
URL	https://www.njc.co.jp/
HQ	Tokyo
Business	Service
Employees	880
Employees' background	Bangladesh, China, Guinea, Korea, Vietnam

Nippon Jimuki provides total solution services, consulting, information system development, operation and maintenance.



We changed our management policy to globalization 10 years ago

In this modern world, it is necessary to have a perspective of "not making things that only work in Japan" rather than "making things that can be used overseas". Therefore, we changed our management policy to globalization and started active global recruitment 10 years ago, aiming to promote diversity and inclusion.

To start global recruitment, we worked on making our corporate culture, systems, management skills, and administrative functions based on diversity, as well as breaking away from the Japanese-first employment.

The Japanese language is a big enough issue

Although there are many merits of having non-Japanese employees, the

Japanese language is a big enough issue. Sometimes, Japanese employees wonder whether their foreign colleagues understand the contents of conversations correctly.

However, Japanese people themselves have trouble communicating with each other in Japanese at times, so it should not be categorized as "difficulty in management unique to non-Japanese employees".

In order to solve the problem, we made it a habit for all employees to use accurate Japanese and to confirm that it was understood correctly. We also conduct a study group to share problems in language and business customs. It started about two years ago and has become a community of non-Japanese employees.

We would like to hire people with diverse values

We believe that both companies and workers will have various options and opportunities in the future society. In order to be a company that can grow by taking advantage of such a society, we will continue to hire human resources with diverse values regardless of nationality. It is not only about hiring non-Japanese, but also LGBTQ or senior citizens.

Hiring foreign IT personnel is still rare in the real estate industry

Open House Co., Ltd.

Yasutaka Nomura, Marketing & IT Division Director

Takamasa Yamano, IT Department General Manager



Company	Open House Co., Ltd.
URL	https://oh.openhouse-group.com/
HQ	Tokyo
Business	Real estate
Employees	4092
Employees' background	Bangladesh, China, Korea, Vietnam, and others

Open House is engaged in the integrated real estate business, including house-related business, condominium business, real estate invest, and overseas real estate business.

Started with Vietnamese engineers from offshore companies

In order to solve the problem of insufficient resources for engineers, we



decided to hire skilled engineers from an offshore development site in Vietnam.

The first employees joined in 2016, and have been producing great results. We provided support for finding their apartment, opening lifelines and other procedures for starting a new life in Japan. There were some difficulties in terms of language and communication, but the whole process went relatively smoothly. Our corporate culture to accept diversity must have been a positive factor.

They are a good inspiration for Japanese employees

The IT skills of overseas students are higher than those of Japanese new graduates, and they are quite work-ready. Vietnamese employees are especially diligent and have a hungry spirit to succeed in a foreign country with their own skill. Some of the Japanese employees seem to get stimulated by their colleagues who are actively trying to produce good results. When we were developing a system to be used overseas, our non-Japanese employees took the initiative to carry out the project while the Japanese employees struggled with communication in foreign languages. We didn't achieve a diverse

environment by focusing on our employees' nationalities, but rather by pursuing results and looking for ways to reach our objectives. This is unusual for a Japanese real estate company and differentiates us from others in the industry.

Hiring Japanese engineers will remain hard for real estate companies

There are still very few real estate companies that are actively hiring non-Japanese human resources, but it should be promoted based on the perspective of both expertise and diversity.

In general, the fact that real estate companies are engaging business using IT technologies is not widely recognized, and the working style in the industry does not have a good image. The combination of those makes it difficult for Japanese real estate companies to hire talented Japanese engineers, and the situation is not likely to change in the near future. We would like to continue to hire skilled human resources mainly from Vietnam and other countries such as Myanmar. With a strong emphasis on skills, we are eager to create and enjoy a diverse working environment.

Non-Japanese employees are active in the company utilizing their strengths

The Japan Research Institute, Limited

Kenichi Aso, Department Manager, Security Control Department

Daisuke Kobayashi, Deputy General Manager, Human Resource Management Department



Company	The Japan Research Institute, Limited
URL	https://www.jri.co.jp/
HQ	Tokyo/Osaka
Business	Think tanks, consulting, IT solutions
Employees	2768 (Group)
Employees' background	Bangladesh, Belgium, China, India, Indonesia, Norway, South Korea

The Japan Research Institute is an integrated information service company with three functions: think tank, consulting, and IT solutions. In IT solutions, as the core IT company of the SMBC Group, it is developing a wide range of businesses from upstream to downstream.

4 benefits that non-Japanese employees provide to us

Advantages of having non-Japanese employees are:

- Quick decision making and speedy action
- Not taking hints in a good way
- Timely collection of information from social networking sites in each country (which are rarely used among Japanese people)

· Promptly build trust with locally hired employees at overseas bases
 In the field of cyber security, where there are no borders, being able to deal with various cases is one of our strengths. Since there is a lot of important information in Chinese news and social networking sites, the linguistic strength of our Chinese personnel is extremely helpful. Including the top of our DX promotion organization, they provide us good stimulation in terms of organizational culture and way of thinking.

Preparing for the phase of global recruitment

Originally, our New York, London, Shanghai, and Singapore branches were in charge of system development for SMBC's local subsidiaries. But with the growing momentum to promote overseas projects and the need to acquire technically skilled personnel, we are now hiring technical personnel



regardless of nationality or language. Another reason for the trend of hiring non-Japanese personnel is that it is becoming increasingly difficult to retain skilled Japanese IT personnel. We have mainly hired foreign nationals in Japan so far. So we have not had any major problems with cultural differences or immigration procedures. We are preparing for the phase of global recruitment by making some changes to our organizational culture at this point. The increase in global projects, the strengthening of overseas offices, and the intensifying competition for IT personnel in Japan are expected to continue in the future. We believe that we need to focus more on hiring foreign people.



The idea of diversity was fostered in the corporate culture by alliance with Roche

CHUGAI PHARMACEUTICAL CO., LTD.
Yoshiyuki Yano, Vice President, Head of Human Resources Management Dept.



Company	CHUGAI PHARMACEUTICAL CO., LTD.
URL	https://www.chugai-pharm.co.jp/english/
HQ	Tokyo
Business	Research, development, manufacturing, sale, importation, and exportation of the pharmaceuticals
Employees	7555
Employees' background	China, Korea, USA, others (Europe, Latin America, Southeast Asia)

Chugai Pharmaceutical is engaged in the research, development, manufacture, sale, and import/export of pharmaceuticals.

The number of English-speaking personnel in each section has been increasing

We have been accelerating the hiring of foreign nationals since 2002, when we entered into a strategic business alliance with Roche as a management decision amid the globalization of the pharmaceutical industry.

- (1) Hiring people with expertise
 - (2) Promotion of internal internationalization
 - (3) Diversity to generate innovation
- By setting the three objectives above,

the idea of diversity was fostered in the corporate culture through the exchange of human resources between Roche and Chugai. In 2002, Chugai was still a domestic company and the number of English-speaking personnel was limited except in the global division. But since the alliance, the number of English-speaking employees in each section (R&D, manufacturing, marketing, etc.) has been increasing as a result of personnel exchanges and video conferences with Roche.

Implementing strategic hiring to ensure necessary skills

Performance of foreign employees are diligent with their own opinions and come to meetings well prepared as well as the high level of skills and expertise. Having non-Japanese employees on the team who are familiar with foreign business practices helps Japanese employees learn how to negotiate with business





counterparts overseas and develop the mentality of doing business globally. As the technology to create new medicines is becoming more and more necessary, our policy is to continue to hire talented people regardless of nationality, including securing mid-career personnel. Although we are receiving an increasing number of direct applications from overseas, we are basically considering strategic recruitment of non-Japanese human resources, that is to hire them when we cannot secure personnel with the necessary skills in Japan.



Is there an incentive for talented foreign nationals to choose Japan?

RareJob, Inc.

Gaku Nakamura, CEO



Company	RareJob, Inc.
URL	https://www.rarejob.co.jp/en
HQ	Tokyo
Business	English related services
Employees	816 (Group)
Employees' background	Brazil, China, Israel, Philippines, Russia, South Africa, South Korea, USA

RareJob is engaged in English related services.

Making remote management a success by building trust

Our company's service itself is a business that connects Filipinos and Japanese, so we have been hiring foreign nationals since our founding in 2007. Hiring is done through direct applications and agents. In hiring interviews for foreign personnel, we check their skills through tests because they tend to exaggerate their skills on their resumes.

There was no problem for VISA holders or residents of Japan, but for those coming to Japan from overseas, VISA and living support was necessary. Our

HR staff prepared everything for them. Working style of Filipinos is more American, such as working along lines and flows. In order to work well with them, Japanese people need to understand these characteristics. In addition, in order to ensure smooth operations between Japan and the Philippines, employees travel back and forth between the two countries to build trust through face-to-face communication, making remote management a success.

We try to communicate in the low-context culture

The presence of foreign employees has motivated Japanese employees to learn English. Seeing Filipino employees enjoying work and having fun helps Japanese employees to acquire diverse viewpoints.

In order to overcome the differences between the high-context culture of Japan and the low-context culture of foreign nationals, all employees are conscious of using quantitative



expressions in communication and explaining qualitative things in a more concrete way. For example, when asked "How can we improve the quality of our lessons?", many Filipinos don't understand the nuance of good and bad quality in Japanese standards, while Japanese understand them. In order to solve these problems, it is important to have a mutual understanding of what is meant by good and bad quality, and to set indicators and values.

More Japanese people learning English will help to attract excellent foreign talents

If Japan is not attractive, there is no incentive for talented foreign people to choose this country. Without higher wages and a stronger yen, it will be difficult for foreign nationals to continue to work in Japan in the medium to long term.

We believe that improving Japanese people's English proficiency will lead to the employment of more talented foreign people and the realization of a diverse society in the future. In order to attract these people to Japan, it is important to create attractive facilities and towns in a society where there is a serious shortage of labor. In promoting this, not only English education, but also the government and society itself need to be reformed.

Managing overseas talent helps employees and the company grow

SYSMEX CORPORATION

Kensuke Iizuka, Senior Executive Officer



Company	SYSMEX CORPORATION
URL	https://www.sysmex.co.jp/en/
HQ	Hyogo
Business	Manufacturer
Employees	9510 (Consolidated)
Employees' background	Australia, Austria, Brazil, Cambodia, Canada, China, Colombia, Czech Republic, France, Germany, Greece, Hong Kong, India, Indonesia, Iran, Italy, Malaysia, Mongolia, Myanmar, Nepal, New Zealand, Palestine, Portugal, Russia, Serbia, Singapore, Slovakia, Solomon Islands, South Korea, Spain, Switzerland, Taiwan, Thailand, The Gambia, The Netherlands, The Philippines, UK, Ukraine, USA, Uzbekistan, Vietnam

Sysmex is a company that develops, manufactures, sells, imports and exports clinical testing equipment, reagents, and related software.

Expected to strengthen our resources and educate Japanese employees

Aiming to hire talented and specialized human resources that we could not hire domestically, we began to consider directly hiring foreign personnel from around 2010.

We thought that hiring overseas

graduates and training them in the same way as Japanese new hire employees would strengthen our company's resources and help our Japanese employees adopt a more global perspective. We hoped this would create a windfall for our organization. We made direct connections with world class universities in order to prepare for overseas recruitment. For the Indian Institute of Technology, we started with an internship in 2012 and hired graduate students the following year.

The following provides an overview of what we have done to date to recruit and support our overseas hires prior to their entry into the company:

- (1) Offer year-round recruitment opportunities
- (2) Establish a global career path with a high basic salary
- (3) Establish a web-based selection process
- (4) Prepare labor contracts (offer letter) with job and salary conditions clearly mentioned
- (5) Prepare an English version of our internal rules and manuals
- (6) Explain the background, purpose, and expectations of hiring overseas personnel to the hiring department
- (7) Establish a support system for living in Japan

In the initial three years of accepting foreign employees, we set up a support



desk in the receiving department so that foreign employees could consult on a daily basis.

Having key personnel who understands how to manage overseas hires is essential

As the number of mid-career foreign employees who are active at the forefront, good feedback will be given to their alma maters, and they will introduce excellent personnel to us.

In addition, the outlandish questions that come from foreign freshers who joined the company without any discernment help Japanese employees to learn to question their own common sense and gain a third-party perspective that leads to gaining the customer's viewpoint. The stimulus given to Japanese freshers is also important. Many of them become aware of their naivety when they are exposed to the way foreign counterparts recognize and proceed their careers. Overseas employees also promote

research and development by utilizing their high level of technical skills. Having overseas members in a team of Japanese deepens discussions, improves the technical and English skills of the Japanese members, and increases their understanding of different cultures.

In many cases, issues arising from differences in language, culture and religion can be resolved by giving appropriate consideration. But the issue for many Japanese companies is how to manage foreign personnel. Many Japanese people would be bewildered if they suddenly have foreign subordinates. It can create difficulties, but at the same time, it can provide great growth opportunities for both the individual and the company.

Careful selection of the receiving department and managers in the first year is very important for the success of global recruitment. You can create a positive experience that way and build from there.

It is difficult to proceed with the hiring of overseas talent in an environment where there is no one who has experience in managing overseas nationals. Having key personnel in the company who understands foreign human resources is essential for the smooth operation of a diverse workplace.

SMALL AND MEDIUM-SIZED VENTURES

We are already at the stage where technology and ideas are reimported

Riskmonster.com

Taichi Fujimoto, President



Company	Riskmonster.com
URL	https://www.riskmonster.co.jp/en/
HQ	Tokyo
Business	Service
Employees	156 (Group)
Employees' background	China, Mongolia, Sweden, Vietnam

Riskmonster is engaged in credit management ASP / cloud service business, related consulting business, business portal site, education related business, and other services.

The excellence of non-Japanese employees is remarkable

We started hiring Chinese staff in 2008, and are currently hiring new graduates including from the ASEAN area (Vietnam, Mongolia). We conduct training in Japan in advance for



candidates introduced by business alliances and capital alliances abroad so that we can hire people who are likely to fit in the life in Japan. We recruit new graduates from internships or local screenings.

Our Chinese employees speak Chinese, Japanese and English. The engineers from Vietnam and Mongolia have high technical capabilities related to AI. The excellence of non-Japanese employees is remarkable.

The motivation of Japanese employees has changed significantly

The presence of non-Japanese employees has changed the motivation of Japanese employees. Previously, there were criticisms that they would not match the Japanese values (politeness and accuracy), but the technical capabilities and prompt work gradually gained the respect of Japanese employees.

Both Japanese and non-Japanese employees use chat apps and email in addition to oral communication to avoid misunderstanding. More people started learning English, and became more positive about stationing in our Shanghai branch.

As part of our support for non-Japanese employees, we have established a club called the Japanese Culture Study Group, which allows them to share their concerns, and support each other.

With a view of overseas capital alliances in the future

In our business segment, China and neighboring Asian countries are becoming more important as markets. At the same time, more advanced IT services are already there, and it is the reality that we are already at the stage of reimporting technologies and ideas from them.

Soon, Japanese companies will need to actively hire non-Japanese people, in order to survive. We plan to hire skilled engineers from the ASEAN region in the field of highly specialized technology. When they return to their countries and start business in the future, we would like to invest in them and increase the number of overseas capital alliances.

Whether to make a change or not

Hexabase, Inc

Hidetoshi Iwasaki, CEO



Company	Hexabase, Inc
URL	https://www.hexabase.com/
HQ	Tokyo
Business	Software
Employees	10
Employees' background	Australia, Austria, Bangladesh, Italy, Philippines, Tunisia, USA, Vietnam

Hexabase is a start-up company that develops their in-house system "Hexabase" that provides back-end functions such as database, user management, and workflow in the cloud.

The engineer team is all non-Japanese

We have been hiring foreign nationals via recruitment media since our establishment in 2016. Non-Japanese engineers are more attractive than Japanese ones in that they are active in self-marketing and have strong interest in cutting-edge technologies. Those who came to Japan from their countries have the spirit to try new things and a high degree of independence in acquiring skills. They have been contributing to the company with their technical skill and English ability. The engineer team will continue to be a



non-Japanese team. Moreover, when hiring Japanese people, we make sure that they are comfortable in an English speaking environment.

IT SERVICE companies are behind the times regarding global recruitment

We feel that Japanese companies that provide IT services are behind the times in hiring non-Japanese human resources. It is said that Japan is an underdeveloped country when it comes to IT, and in order to change that, such companies should be more proactive in hiring regardless of nationality or place of work.

The more companies promote reforms, including global recruitment, the more companies will follow. That is the way Japanese behave. Whether to make a change or not. Isn't that a matter of dedication of the executive after all?

To make positive changes in your company, recruiting non-Japanese is inevitable

BITA, Inc.

Masafumi Yoshida, CEO
Kazuyoshi Morimoto, HR Manager



Company	BITA, Inc.
URL	https://bita.jp/
HQ	Tokyo
Business	Service
Employees	150
Employees' background	China, Italy, Korea, Vietnam

BITA's main businesses include web service, website production and operation, data analysis and analysis infrastructure construction, and operation of "ourly", their DX platform for organizational improvement.



Non-Japanese new graduates are the candidates for future leaders

The establishment of our Vietnam office in 2020, and the start of hiring

new graduates from Korea brought us to full-scale global recruitment. In order to broaden the scope of recruitment, we don't put too much emphasis on applicants' Japanese comprehension level at the time of joining the company. Non-Japanese new graduates are the candidates for future leaders, and we plan to strengthen their abilities by training as employees.

Guess who got the best results?

Currently, the employees from South Korea, China and Vietnam are working in web development, translation and back office operations in BITA. People who don't mind relocating to work in foreign country are generally highly motivated and diligent. A Korean employee who was the only full-remote participant for the new graduates training program got the best results in spite of the difficult situation compared to other new graduates.

Recruiting non-Japanese people produces benefits and possibilities

In the past, we heard some negative opinions regarding the recruitment of foreign nationals from Japanese employees. But as their qualities got recognized as time went by, working in

an environment with diversity became normal for Japanese employees. I think the fact that the management side has continuously sent out a policy that our business doesn't stay in the framework of Japan inspired them too. There's no doubt that recruiting non-Japanese people produces benefits and possibilities. If you want to make positive changes in your company or your own country, you cannot avoid it. We keep actively hiring non-Japanese to create value in the future, where it is important for companies and communities to gain support across boundaries of the nation.

Global recruitment is an SDGs that is easy for companies to work on.

RISE Structural Design, Inc

Hidetaka Noguchi, CEO
Tetsuro Kurosaki, General Manager



Company	RISE Structural Design, Inc
URL	https://rise-str.com/en/
HQ	Tokyo
Business	Construction Industry
Employees	31
Employees' background	Colombia, Korea, Philippines

RISE Structural Design is a company that designs plants, building structures, piping, and seismic diagnosis.



We solved the problems one by one

We hired a person who had mixed roots from the Philippines and Japan in 2016. We got to know the excellence of Filipino human resources in the civil engineering and mechanical field as we worked with them, and started active recruitment.

We didn't know what to start with when hiring directly from overseas. The advice from the specialists we talked with were not all consistent, so in the end we asked the dispatching company for and solved the problems one by one.

Complaints from Japanese employees decreased

Non-Japanese employees who have the dream and determination to work in a foreign country are highly motivated and contribute to the globalization of our company. Their English ability is

very helpful, and it was largely thanks to their contribution that we got an opportunity to participate at an overseas EXPO.

On the other hand, there are some complaints that Japanese employees have no choice but to cover up tasks that require Japanese ability such as telephone or email communication with clients.

Japanese employees, except for some who are comfortable with English, tend to be hesitant to communicate with non-Japanese colleagues, but as non-Japanese employees improve their Japanese proficiency and try to do the tasks that require using Japanese by themselves bit by bit, the number of complaints decreased.

We expect that diversity will broaden our views and create new opportunities.

Our driving force for hiring non-Japanese is not compensating for the domestic labor shortage, but the expectation that diversity will broaden our views and create new things. We continue to hire mainly new graduates, and hope that they will play an active role across the borders of the world in the future.

Global recruitment has merits on both employers and the employees. It can affect the improvement of the working

environment in other countries, and is an SDGs that is easy for companies to work on. It is unfortunate that there are still Japanese companies that recognize non-Japanese human resources as a low-cost workforce. The Japanese system is possibly a part of the problem, but instead of leaving it to the government, both companies and individuals should try to create an environment that is not bound by nationality or race.

The IT industry has no borders.

GENZ.INC

Ikuru Itagaki, CEO



Company	GENZ.INC
URL	https://www.genz.jp/
HQ	Tokyo
Business	Service
Employees	109
Employees' background	Myanmar

GENZ is a company that provides software quality management support, consulting, sales and development support, vulnerability testing and load testing.

We met talented foreign candidates by chance and hired them.

The shortage of IT engineers in Japan is

serious, and it is essential to retain engineers for continuous business expansion. But it was not the reason we have started hiring non-Japanese human resources. We happened to meet talented non-Japanese people through referrals and outsourced projects, and ended up offering them jobs at GENZ.

We had meetings to talk about the work they prefer and the skills they want to acquire prior to joining us, and we tried to make it as much as possible. Regarding the application for work visas, etc., we consulted with experts such as Labor and Social Security Attorney because we did not have the know-how.

Non-Japanese employees can flexibly deal with the environment of startups

Since we have just hired non-Japanese human resources (started employment in July 2021), there is a communication barrier between them and Japanese employees. We will solve this challenge by forming project teams and deepening mutual understanding. Non-Japanese employees can flexibly deal with the environment of startups where the personnel system and in-house regulations are not completely in place. They also express their opinions about work, have strong interests in new technologies and services, and are

motivated to acquire skills with a sense of purpose. Their well-organized, hard-working characteristics and the difference in their points of view give a good stimulus to Japanese employees.

We are formulating a recruitment strategy for the future

We do not judge whether or not to hire based on gender, age, and nationality. For non-Japanese human resources, the skill and communication level is more important than the Japanese level. We practice a merit system so salaries and remuneration are based only on skills.

It is important to have human resources who are familiar with the culture and circumstances unique to the country when we expand our business overseas in the future.

We are formulating a recruitment strategy with an eye on such a future, and it can be said that we are looking forward to seeing chemical reactions created by human resources of various nationalities who are highly motivated to grow. We believe that the IT industry has no borders and there is no need to limit nationality or place of work. GENZ would like to grow as a company where employees of all nationalities can develop their skills and play an active role.

Hiring in fields where only few skilled Japanese exist

Gridmark Inc.

Takayuki Nakamura, Director



Company	Gridmark Inc.
URL	http://gridmark.co.jp/en/
HQ	Tokyo
Business	Manufacturing
Employees	12
Employees' background	Bangladesh, China, Korea, Sri Lanka

Gridmark develops, manufactures, and sells various products using the two-dimensional code technology "Grid Onput", provides solutions, and manages and provides licenses related to "Grid Onput" technology.

The networks of foreign employees are a great help

Since our representative has been a university faculty member for many years, we have a corporate culture similar to that of a university laboratory. Having non-Japanese around was not a special



thing, and we have been hiring them since the company was founded. As the number of young Japanese engineers who can develop embedded software is decreasing, we retained a Bangladeshi engineer directly from Bangladesh Institute of Technology, and hired Chinese employees through general domestic recruitment. Bangladeshi employees who have college degrees usually have sufficient English skills. Using their language skill, they find free sources to work, or they find outsourcing resources from all over the world by making full use of a very wide network compared to that of Japanese people. We manufacture products in China, so the parts procurement capability of Chinese employees in China is a major advantage for us.

It is difficult to determine the optimal employee ratio

Japanese companies will have no choice but to actively hire non-Japanese in the future, but it is difficult to determine the optimal ratio between Japanese and non-Japanese employees in the company. Learning different values and ways of life is a merit of having diverse human resources. On the other hand, it is necessary to share a strong vision and values in order to maintain the goodness of the company if the majority of employees and the representatives are non-Japanese.

The name Mobilus became known to those who want to work in Japan

Mobilus Corporation

Tomohiro Ishii, CEO

Youngil Lee, Executive Officer



Company	Mobilus Corporation
URL	https://mobilus.co.jp/
HQ	Tokyo
Business	Software
Employees	110 (Group)
Employees' background	Armenia, Denmark, Finland, Korea, Mexico, Myanmar, Sri Lanka, Turkey, USA, Vietnam

Mobilus is a company that develops SaaS products for contact centers.



We are not overly conscious about nationality

Mobilus was founded by a Vietnamese and has been hiring non-Japanese human resources since its

establishment. During the early phase of our business, approximately 70% of the employees were non-Japanese. After that, we entered the phase of developing our own products, and the ratio of non-Japanese employees has gotten lower due to the increase in jobs that require Japanese language skills such as sales and HR positions. We have non-Japanese executive officers, and we are not overly conscious about nationality in general. Due to continuous employment, the number of referrals from non-Japanese employees increased, and the name Mobilus became known to foreigners who want to work in Japan. We are also connected to a community of talented engineers from Hanoi.

Just accept them as colleagues

Non-Japanese employees have no difficulty reading academic treatises in foreign languages, are curious about the latest overseas technologies, and apply such information actively in the field of AI. They are in charge of new function development and are working very hard. Their proactive attitude, giving opinions and making decisions based on facts, has a positive impact on our corporate culture.

To make a workplace that is

comfortable for all employees, we provide support such as setting up a prayer room for Muslim employees and offering halal soy sauce for sushi parties.

Non-Japanese people who come to Japan want to mingle with Japanese, so except for language support, we think it is better to accept them as colleagues, without giving excessively special care.

Whatever the career they choose, we hope to support them

For non-Japanese human resources, even just the fact of coming to Japan is a challenge, so we would like to support their careers while developing further our products together. Whatever the career they choose, we hope to support them and to be recognized as a company where talented human resources can get excellent training. It would be great if more companies actively hire non-Japanese human resources and improve their environment to be comfortable and welcoming.



It is important for managers to walk the talk

Future Standard Co., Ltd.

Satoshi Toriumi, President & CEO



Company	Future Standard Co., Ltd.
URL	https://www.futurestandard.co.jp/
HQ	Tokyo
Business	Service
Employees	18
Employees' background	India, Mexico, Russia, Thailand, UK, USA

Future Standard is developing a platform business that provides total services using all kinds of image processing from cameras to data acquisition, and various solutions using smart cameras that can be operated from smartphones.

We kept in touch with candidates during the visa procedures

In response to the soaring cost for hiring engineers in Japan, we started hiring non-Japanese human resources from 2017 through referrals and recruitment agents specialized in foreign engineers.

In addition, our non-Japanese employees voluntarily participated in the recruitment event, promoting Future Standard and selecting candidates.

Depending on the country, it was difficult to predict the schedule of VISA

procedures, but we tried to keep in touch with each candidate on a regular basis to maintain good communication.

Create an environment that leads to mutual respect

It is a great advantage of having non-Japanese employees to be able to research the latest technology information in the original English text. People who are willing to leave their country of birth and work hard in a foreign country such as Japan often have a very good sense of relativizing things, which has a positive effect on Japanese employees.

It is important for managers to walk the talk that "as colleagues in the same workplace, non-Japanese and Japanese employees are evaluated equally."

The environment where everyone praises those who have done a good job regardless of race or nationality will lead to mutual respect in the true sense.

Global hiring allows you to acquire excellent human resources while keeping costs down

Compared to the cost of hiring English-speaking Japanese engineers in Japan, global hiring allows you to acquire excellent human resources at a

reasonable price.

Future Standard makes decisions based on a strategy rather than a vision. We hire skilled non-Japanese human resources because we need them now. Whether we recognize ourselves as a group of professionals or a bunch of people who don't let emotional baggage slow us down, it is our corporate culture that worked well for global recruitment.

Hiring regardless of nationality is an embodiment of our mission

Monoxer, Inc

Keisuke Kuroyanagi, CTO



Company	Monoxer, Inc
URL	https://corp.monoxer.com/
HQ	Tokyo
Business	Software
Employees	49
Employees' background	China, Taiwan, USA

Monoxer is a company that develops and operates "Monoxer", a memory platform.

The diverse environment allows us to create better things.

The experience of working with talented people from different

countries at university's research institute, as well as my previous job, gave me the belief that the diverse environment allows us to create better things. That is why we hire regardless of nationality through both direct recruiting and recruitment agencies. Before accepting non-Japanese employees, we prepared an English version of the recruitment materials and asked for advice from our Labor and Social Security Attorney. Both non-Japanese and Japanese employees were well prepared for accepting differences and changes in a diverse working environment, so there were no major problems.

Being fixated on language proficiency is irrelevant



One of the great advantages of having non-Japanese employees is that they can bring in perspectives from different countries in terms of HR, design and development. If they are designers, they promote the product branding project

from a global perspective. HR staff ensures smooth communication with international agents and non-Japanese candidates.

Although we speak Japanese at work, we ask employees to write important documents in English so that more people can understand. Not being able to speak Japanese as a native does not negatively impact one's job. Rather than narrowing the range of work by Japanese language proficiency, we believe it is better for the organization to improve its supporting system.

"Monoxer" is a product that we want to deliver to all of humanity. Japanese employees positively recognize our active recruitment of non-Japanese employees as an embodiment of the company's mission to do business with the world.

Planning global recruitment in near future

When considering the development of business, it will be essential in the future to expand our markets in wider areas with different cultures. It will be impossible to grow as a company by doing business only in Japan. Non-Japanese employees can give us the opportunity to see things from a flexible perspective and learn new ways of thinking that are necessary in the age of globalization.

It is our policy to continue hiring non-

Japanese employees. Because the Japanese market for recruitment is limited, we are considering local hiring in the near future. We would like to work on creating an environment for that.

Hiring regardless of nationality to enhance domestic development capabilities

Arsaga Partners, Inc.

Taimei Omata, CEO/CTO



Arsaga Partners, Inc.
Arsaga Studio

Company	Arsaga Partners, Inc.
URL	https://www.arsaga.jp/
HQ	Tokyo
Business	IT consulting, System development
Employees	186
Employees' background	China, Korea, Georgia, Sweden

Arsaga Partners provides one-stop IT system development studio business, new IT business consulting, enterprise system business plan (DX) development, Web system planning and development, etc.

We hire based on meritocracy regardless of nationality

Thoroughly based on meritocracy, we have been hiring talented people regardless of nationality since the establishment of the company. In the beginning, it took some time to deal

with visa procedures because we were not familiar with it, but now the labor department is handling it smoothly. Some of our non-Japanese employees are not fluent in Japanese, but we have a Japanese-Chinese-English trilingual employee who can translate for us. We also use translation apps for text communication, so there's no difficulty in communication.

Practicing management that encourages employees' strong points

Non-Japanese human resources are extremely talented, and basically produce better than asked for. In our business of development to promote DX for corporations, it is a must-do to collect the latest information in the industry. Aggressive DX requires thorough research, and the linguistic skills of our foreign employees help us a lot.

Also, in the area of UI/UX, non-Japanese employees are playing an active role in helping us come up with world-class interface ideas.

What we must never do when managing them is to treat them as if they are robots who are only supposed to do what they are told. Since our management philosophy is to "create people," we cannot treat people like that. Even if they don't work as



instructed, we try to encourage them by recognizing their strong points.

We place a lot of emphasis on developing in Japan

The IT industry is in the midst of an off-shore boom. Relying on off-shore development may save you money in the short term, but in the long term, foreign companies will take away your know-how, and Japan will lose out to competitors abroad.

In order for Japan to have the national strength to take the initiative in the IT and software industry in 20 to 30 years, we are actively hiring non-Japanese nationals living in Japan to enhance our domestic development capabilities.

The reason why an engineering organization like ours, which has no sales staff, is growing 150% every fiscal year, is because we are utilizing non-Japanese human resources. We believe this will lead to solving the shortage of 400,000 IT personnel by 2025 in Japan.

Japanese companies should not use "We can't speak English" as an excuse

DAFTCRAFT, inc.

Wataru Hanajima, CEO



Company	DAFTCRAFT, inc.
URL	https://daftcraft.co.jp/
HQ	Tokyo
Business	Software
Employees	8
Employees' background	India

DAFTCRAFT is developing XR (AR/MR/VR) content.

Articulate corporate culture and unspoken rules

DAFTCRAFT is the result of the vision of our CEO, who shaped his ideal organization based on his experience working for more than 9 companies with colleagues from various countries. Even among Japanese people, we all have different ways of thinking, and working with non-Japanese people gives us a chance to learn different views and values. Since our company culture has always respected diversity, there was no opposition within the company to hiring foreign nationals. In order to accept foreign nationals, we articulated corporate culture and



unspoken rules.

Prior to joining the company, we conduct remote projects with new employees. Communication is mainly through chat apps. Even automatic translations are practical enough to understand each other, as long as we use simple terms and structures of Japanese.

Language is more important than nationality

In the IT industry, all information is in English, and in order to create services that can be used overseas, it is necessary to understand global trends and so on. Regarding the ease of information gathering, language is more important than nationality.

As we continue to hire people of various nationalities and personalities, there may be times when things do not go well. But we are determined to move forward without fear of change.

Value the creation of a low-context work environment

MeetsMore Inc.

Ayako Ishikawa, Founder/CEO
Fumiya Karasawa, Co-Founder/CTO



Company	MeetsMore Inc.
URL	https://meetsmore.com
HQ	Tokyo
Business	software
Employees	249
Employees' background	China, Germany, Nepal, Russia, Taiwan, USA

MeetsMore operates MeetsMore, a quotation platform that delivers up to 5 quotes in as little as 5 minutes for everything from daily life to business, including garden maintenance, remodeling, photography, website production, and professional services, and completes the job as promptly as the next day.

Hiring foreign nationals is inevitable for the development of innovative products

Our CEO has experience working in Silicon Valley in the U.S. and has been aiming to hire people with global point of views since the company was founded.

In order to develop innovative products, we need to learn from the US and China where there is a lot of know-how. In addition, we believe that hiring non-Japanese human resources is



inevitable because the denominator becomes larger when non-Japanese engineers are considered as candidates for employment.

In accepting non-Japanese human resources, it is important to create an environment where foreign nationals feel comfortable working. Japanese people tend to be high-context whereas other cultures are generally low-context, so we need to create a low-context culture.

Try to create a free and open working environment

Through discussions with non-Japanese employees who have strong technical curiosity and initiative, our employees naturally learn technology from each other, and breakthroughs in stagnant products are occurring.

The engineer who joined MeetsMore in its early days after working for famous overseas companies has given us the opportunity to learn both cutting-edge technology and management experience.

A voice from a non-Japanese employee questioning whether the meeting is really necessary led to a review of the company-wide meeting management.

In a low-context culture where people do not hesitate to change the status quo or express their opinions, anyone can be a minority depending on their point of view, so we try to create a free and open working environment with less peer pressure where anyone can be a minority yet feel comfortable.

The acquisition of excellent engineers is the lifeline of an IT company

There are many occasions when we feel that building an organization that respects diversity helps the company grow. The acquisition of excellent engineers is the lifeline of an IT company, so we will continue to actively hire skilled foreign nationals.

It takes a lot of courage to hire a non-Japanese human resources for the first



time, but when you succeed in hiring and accepting that person, and when he/she starts playing an active role in the company, it gives you confidence. I hope that more Japanese companies will take the first step.

Solving problems is one of the joys of a diverse work environment

Genius Inc.

Hajime Kaneko, President & CEO
Gen Tanaka, Vice President, COO & CFO



Company	Genius Inc.
URL	https://gen-ius.com/en/about?ln
HQ	Tokyo
Business	Software/Internet
Employees	47
Employees' background	Argentina, Belarus, Brazil, Canada, China, France, Germany, Ireland, Italy, Korea, Russia, Singapore, Spain, Taiwan, UK, USA

Genius is developing the smartphone application "AppDrama".

Our business does not require Japanese skills

Since our business users are non-Japanese, we produce our titles in English and translate them from English into multiple languages. Most of the

tasks such as creating plans based on user perspectives, English scenario check, or localized production check don't require us to hire Japanese personnel. For this reason, we have been hiring mid-career foreign nationals since 2016, shortly after our founding through direct applications and recruitment services.

In order to establish the culture of scenario contents overseas, we plan to expand the hiring of foreign human resources. We would like foreign nationals who aim to spread scenario contents from Japan to apply for the positions.

Our management team tries to be conscious about respecting various ideas

The internal language is basically English, but since English is the second language for many of our employees, the language barrier is high, and problems can arise due to differences in non-verbal communication styles.

In a workplace with diverse ways of thinking, adjusting common sense can be hard work. That is why our management team tries to be conscious about respecting various ideas, and strategically hires bilingual personnel to make work collaboration easier even in the departments that are mostly Japanese. Solving problems is one of the joys of a diverse work environment. We can widen

our view and raise the level of knowledge by interacting with a variety of people. It creates a synergy effect that is important for the production of our works.

Creating innovative products is the heart of the matter of global recruitment

Rapyuta Robotics Co., Ltd.

Ryo Mori, Director of Business

Eriko Tabuchi, Talent Acquisition & Marketing Manager



Company	Rapyuta Robotics Co., Ltd.
URL	https://www.rapyuta-robotics.com/
HQ	Tokyo
Business	Software/Internet
Employees	120
Employees' background	Australia, Belarus, Brazil, Canada, China, France, Germany, India, Indonesia, Israel, Italy, Lithuania, Malaysia, Mexico, Portugal, Spain, Sri Lanka, Switzerland, Turkey, UK, USA, Vietnam

Rapyuta Robotics provides "rapyuta.io," a cloud robotics platform that accelerates the development and operation of robotics solutions, and offers solutions that utilize the platform.

When we gather people with the necessary skills, many of them are foreign nationals

There are few Japanese people with software engineering skills in the robotics industry. We are recruiting



people widely through our Bangalore (India) office, as well as LinkedIn, GlassDoor, blogs and press releases in English on our website; as a result the majority of our employees are non-Japanese.

Our internal rules and regulations are available in English. We also have a system in place to provide in-house support for visa acquisition, and have made it possible to work remotely overseas in cases where travel is not possible due to the Coronavirus virus pandemic.

We spare effort to create our diverse workplace comfortable for everyone

We provide the necessary support in both language and religion.

For example,

- Create an agenda for the meeting and put it in writing.
- The minutes are written in English so that anyone can read them.

- Separate Japanese and English channels on Slack, with titles to identify private languages.
- Religious considerations in prayer times and menu offerings in the company cafeteria.

Diversity is important for innovation. When we won the second place in Intel's computer vision competition, it was a foreign specialist who led the development. Also forming the foundation of our technology was made by a Spanish specialist who developed AMR's open software for picking operations. Being able to take in advanced information from overseas and create new things is the heart of the matter of global recruitment.

It is important to build a foundation for globalization from the beginning

The founders of Rapyuta Robotics are two Sri Lankans who graduated from Tokyo



Institute of Technology. Both are from minority backgrounds in Sri Lanka, and they believe it is unfair that people's careers are privileged by their status at birth.

In order for people around the world to use our services, we will continue to focus on being a company where diverse people can work with empathy towards core values of us.

Companies that want to go global need to globalize their human resources. It is not easy to overcome the barriers of working with people with different backgrounds and reach the benefits that lie ahead. I think it is important to build a foundation for globalization from the beginning.



Our foreign employees are such valuable assets

coly Inc.

Mizuki Nakajima, CEO



Company	coly Inc.
URL	https://colyinc.com/
HQ	Tokyo
Business	Software
Employees	300
Employees' background	China, Korea, Indonesia, Italy, Taiwan, Thailand, USA

coly is a company that plans, develops, and operates mobile online games as well as merchandising.

We place importance on practical Japanese communication skills

We believe that Japanese companies can positively consider hiring foreign nationals even in the early stages of business establishment.



This is because the presence of foreign employees at a stage when the number of employees is still small means they naturally accept foreign colleagues and it helps to cultivate a diverse organizational culture.

In the case of coly, we have always hired people based on their enthusiasm for content creation, skills, and personality, regardless of nationality. We began to actively promote the hiring of foreign nationals because the foreign intern we hired in the second year of the establishment was so good.

We use our own recruitment website, external recruitment media, and recruitment agencies as recruitment channels. When hiring, we place importance not only on the N1 certification, but also on actual communication skills in Japanese. As part of our preparations for welcoming the new employees, we created a culture of mutual respect regardless of nationality. We made sure that new employees understood their work, work environment, and rules so that there would be no gaps before and after they joined the company.

They are active in such a wide range of fields

Thanks to the activities of our foreign employees, we are able to keep up with the latest information from around the



world, localize titles released in Japan for overseas markets. We can also develop and operate content for overseas markets in line with local needs.

Many of our foreign employees have studied Japanese because they love Japanese anime and game culture, and they are excellent game creators as well as engineers. We have received positive feedback from them that they are able to work with enthusiasm.

In the hiring process, the fact that we already have foreign employees has the advantage of being positively communicating with candidates. We can't imagine a situation where we don't have foreign employees, and each one of them is active in a wide range of fields, so we would like to hire many more in the future.



Hiring of foreign nationals is a reflection of the management's determination

STANDAGE Inc.

Akinori Adachi, CEO



Company	STANDAGE Inc.
URL	https://standage.co.jp/en
HQ	Tokyo
Business	Software/Internet
Employees	23
Employees' background	China, Egypt, Indonesia, Nigeria, South Africa, South Korea, USA

STANDAGE develops and provides trade platform services that can complete all trade operations, from matching buyers and sellers, payment and financing, cargo delivery, and export business to Africa.

African human resources with a sense of mission are suitable candidates as local CEOs

In order to expand our business in Africa, we have been hiring foreign



talent since our foundation in 2017. We believe that the CEOs of our overseas offices should not be Japanese but local personnel. Since it is important to have a sense of mission to serve as a local CEO, the most suitable candidate is someone who understands the Japanese way of working and culture, and wants to improve their home country. We hire such people through Japanese agents, then the local CEOs recruit local employees. There are no particular problems in hiring non-Japanese human resources. We solved the problem by using crypto assets to pay the salary of the local CEO in South Africa, because remitting the salary overseas was time-consuming and costly.

English skills are important to proceed the project smoothly

In our collaborative projects with blockchain companies, there are many overseas engineers, and if they cannot speak English, the progress of the project will be slowed down. Currently, our CTO is a native English

speaker, so we are able to proceed with the project mainly in English.

The environment where you have to ask foreign engineers if you don't understand a part of the coding makes Japanese engineers have the mindset that they need to improve their English proficiency. In order to support their motivation to learn English, we put a lot of effort into the English education of our Japanese employees, and have required TOEIC and speaking training and tests since the company was founded.

We need to create businesses in areas where the population is growing

As the Japanese market shrinks, it is clear that we must create business in Africa and other areas where the population is growing.

The presence of non-Japanese employees can be a great asset to the company. In addition, Japanese employees will need to improve their skills in order to compete with foreign colleagues. Above all, senior management will need to improve their management skills by having non-Japanese employees. The question is whether or not you will dare to put yourself in such a challenging environment and choose to grow both yourself and your company. Hiring of foreign nationals is an expression of the determination of the management.

Software is a easy field to hire foreign people due to fewer language barriers

Aerosense Inc.

Kohtaro Sabe, President & CEO

Kaoru Kimura, General Manager, Corporate Planning & Control Department



Company	Aerosense Inc.
URL	https://aerosense.co.jp/english
HQ	Tokyo
Business	Manufacturer
Employees	40-50
Employees' background	Bangladesh, France, India, Sri Lanka, etc.

Aerosense develops, manufactures, and sells industrial solutions that combine sensing and other capabilities of autonomous unmanned aerial vehicles with data processing and management in the cloud.

We were comfortable about hiring foreign nationals

We started hiring foreign nationals in 2019 through an agent, because we were having trouble hiring mid-career software engineers. Our parent company, ZMP Corporation, had foreign engineers, so we felt comfortable hiring foreigners from the beginning. Our management team members had experience working with

non-Japanese colleagues, so working with them was not an issue. Also, since English is a common language in the software field, the language barrier was low. From the experience of accepting foreign interns, we had the impression that they were more serious about producing good results as well as contributing more in the long-term internship than Japanese counterparts.

Approaching a comfortable environment for diverse employees through various improvements

To meet the needs of diverse employees, we implemented several practices

- In-house emails and meeting materials written in English
- Some meetings are conducted in English
- We use text-based communication and document processes more than ever before
- As being the only foreigner at the office might be tough and the support from other members might be lacking, we always



employ several foreign employees

- Verbal explanations are given in Japanese in one-to-many situations, but one-on-one communication is done in English

Non-Japanese employees are sensitive to state-of-the-art technologies and global standards. They are familiar with new software tools and libraries, so they sometimes take the lead in introducing them.

It is beneficial for Japanese employees to reaffirm the importance of communication in English, and to increase their affinity for foreign companies and technologies.

Whether the candidates match the profile we want is the most important

In the field of AI and robotics, there are not many countries that have thriving robotics industries, which makes Japan attractive for talented robotics-related students such as embedded software and mechanical engineers. As for cloud software engineers, there were times when skilled engineers in countries that were doing offshore development of Japanese financial systems wanted to come to Japan to work. Considering our future competitiveness, we believe that we should hire foreign nationals. Diversity is an advantage in many ways, but even more important than such merits is whether the candidates match the

profile we want, regardless of nationality. The Japanese level is considered based on the level required for the job.

Break the concept of working style a little for the sake of Japan's globalization

Nurve.Inc
Hideki Tada, CEO



Company	Nurve.Inc
URL	https://www.nurve.jp/
HQ	Tokyo
Business	Software
Employees	26
Employees' background	Mongolia

Nurve is a VR (Virtual Reality) content platform and online tool development company.

Getting Tokyo's standard of salary while being in one's hometown

The successful introduction of remote work for all employees led us to outsource work to engineers living abroad, three years ago. We decided to hire them as subcontractors, as the tax obligations and other legal matters make it difficult to hire someone as a regular full-time employee if they are not in the same

country. However, this form of employment seems desirable for our overseas engineers, as many of them are looking for the best environment in terms of the quality of work and the optimal cost. They have said that being able to work without leaving their hometown yet getting the Tokyo standard of salary is the biggest advantage.

Work can be done quickly by taking advantage of the time difference

One of the advantages of having multiple locations is that work can be done quickly by taking advantage of the time difference.

While night work in Japan requires the hiring of night staff, having staff in Japan working during the day and staff in the UK working at night allows us to operate 24 hours a day without sacrificing the work-life balance.

It allows the project to run smoothly 24



hours a day, 7 days a week, and can be developed twice as fast. As for language, our engineers' comments for source code are written in Japanese, so although Japanese language skills are not essential for engineers, it is certainly better if they can read and understand past documents in Japanese.

Location and nationality are no longer relevant

In this day and age, location and nationality are no longer relevant for talented people, and those who are inquisitive are taking on new challenges in their respective environments. It would be nice if there was some kind of incentive to come to Japan, but there are fewer and fewer reasons to live and work in the country paying expensive rent when one can live comfortably in other countries at much less cost. With a shrinking population and competition from overseas, it is important to think what kind of work style can secure human resources. There are many different values in choosing a company. When we break down the concept of how we work a little, and remove the barriers of language and location, Japan may become more global.

Our corporate philosophy: No discrimination based on nationality or culture

GA technologies Co., Ltd.

Hirohisa Inamoto, Director of AI Strategy Center



GA TECHNOLOGIES

Company	GA technologies Co., Ltd.
URL	https://www.ga-tech.co.jp/en/
HQ	Tokyo
Business	Service
Employees	738 (sub companies included)
Employees' background	Bangladesh, China, India, Korea, Russia, Syria, USA, Vietnam

GA technologies is mainly committed its business in the PropTech (Property x Technology) industry with so called the "RENOSY" series, an online real estate transaction marketplace service.

Regardless of nationality, each member brings their own expertise to the table

Since the founding of the company, our policy has been to hire people of any nationality who share our business philosophy. We also value the idea of not discriminating on the basis of nationality or culture throughout the company. The AI Strategy Center, which conducts research and development on AI technology and big data, is always looking for talented people, and we have increased the number of foreign

nationals from China, the U.S., and other countries gradually. Since most of the articles we have been referred to at work are in English, foreigners with decent English skills are a huge advantage. Although there have been cases where prospective employees have been unable to enter Japan for more than a year due to the Covid-19 pandemic, we let them work remotely. We make sure that regardless of nationality, each member of our team is able to demonstrate their expertise.

Build an environment where members with high intellectual curiosity can communicate freely

Our office language is Japanese. However, we change seats on a regular basis to ensure that the load for supporting foreign employees who are not fluent in Japanese would not be unevenly distributed among certain Japanese members. In order to prevent miscommunication and make sure every important message is well delivered and understood among all members, we place a translation member in each department, and make sure that important information is communicated in both Japanese and English. As the number of members whose native language is not Japanese



increases, the opportunities to use English have increased as well. Japanese employees, on the other hand, are also becoming more and more motivated to learn English, and some of them could even master English almost like a native speaker. Since we have always been a group of intellectually curious members, we have created a culture where we can learn from different sets of values and ways of thinking and enjoy communication.

People with different expertise generate new ideas and lively discussions

We believed that working with colleagues from diverse backgrounds has a positive impact on both Japanese and non-Japanese employees. Translating important matters into English increases communication costs, but this also pushes the communication skills of Japanese employees, to think about how to make a message be well-delivered cross language barriers. We recognize

that these things are important for us in becoming a global company. We will continue to proactively hire foreign nationals, and hope that the new ideas and lively discussions that emerge from a team of people with different specialties will lead to better services and the development of the company.



Myanmar and I were in charge of projects and offshore development. With that experience, we hired many employees from Myanmar. They are polite, diligent, and good natured. Sometimes, they spontaneously hold study groups and events by themselves. Including the fact that they left their mother nation to work as well, it is fair to say that they are courageous and adventurous. We feel that their ambitiousness positively affects the company's overall atmosphere.

To be a company where everyone actively expresses each opinion without hesitation

As the Myanmar government focuses on English education, their English skills are useful in business negotiations with our overseas clients. As we expand our business to overseas in the future, they will be very dependable. We are even considering the possibility that they eventually return to Myanmar to

establish a branch office there. Our employees are so motivated regardless of their nationality that they actively take the initiative in holding exchange events (TECH Meetup) to share their knowledge and improve skills with people out of the company while doing their regular work. "We can express our opinion without hesitation in Airitech" is what an American employee told us, and we were happy to know that our employees are comfortable working for us. Every human being shares the same nature fundamentally regardless of nationalities. The advantage of having foreign employees is that it creates a virtuous cycle.

All employees should be evaluated and rewarded fairly for their abilities

There are still some IT companies in Japan that consider hiring foreign engineers as a "low cost" option. It's quite unfortunate that there are some IT project jobs in Japan that say "foreigners are not allowed due to agile development". Even in companies that hire foreign engineers, we still hear the voice, "low salary without opportunities to improve skills or to do challenging and rewarding work." We strongly believe that all employees should be evaluated and rewarded fairly

for their abilities regardless of their nationality. By continuing to grow as a company with diversity where people of various nationalities can work comfortably, we hope to help improving the working environment for foreign nationals in Japan.

Diversity is no longer a strategy, but a global standard

BRANU Inc.
Tatsuya Natomi, CEO



Company: BRANU Inc.
URL: <https://branu.jp/>
HQ: Tokyo
Business: Software
Employees: 101
Employees' background: Australia, China, Korea, Sri Lanka, Taiwan, Ukraine

BRANU is a company engaged in digital transformation business for the construction industry.

There are both benefits and challenges to having different customs and cultures

As long as candidates for employment share our company vision and have specific work experience, in addition to

Creating a virtuous cycle is one of the advantages of having foreign employees

Airitech Inc.
Masanori Yamazaki, Representative Director



Company: Airitech Inc.
URL: <https://www.airitech.co.jp/>
HQ: Tokyo
Business: Software/Internet
Employees: 99 (consolidated basis: 3759)
Employees' background: China, Korea, Myanmar, USA, Vietnam

Airitech provides system consulting, system development and support system consulting, and staffing services.

Burmese employees' ambitiousness positively affects the company's overall atmosphere

The company that I (Yamazaki, current representative director) worked for had a branch in Myanmar where local



sufficient Japanese level (higher than daily conversation level) from the perspective of internal communication, we hire people without regard to nationality.

The opinions and proposals raised by foreign employees who have lived in a different environment and culture help to revitalize the organization.

In meetings, they start discussions from the essential issues which is very productive.

On the other hand, “if you go with the flow, you go with the flow” is not always an easy concept to practice for those who have lived in a culture that is different from Japan.

It is important to keep in mind that understanding the culture of the other party while deciding the scope of mutual understanding is a necessary process in a diverse workplace.

Although a certain level of Japanese language proficiency is required for employment, there is still a language barrier. These issues are resolved through communication.

It's not that “diversity is important”, it's that “diversity is strength”

We believe that as our society ages, it will become more and more difficult to secure human resources. For this reason, we are strengthening our efforts to replace the workforce with technology as much as possible.

But in the area that can be replaced by technology, it is necessary to produce and educate human resources. If those human resources are foreign nationals, we should prepare an environment where they can work comfortably and then hire them from overseas.

In order to achieve this, procedures such as visa and other paperworks need to be more efficient. It will also improve the current situation in Japan where the number of foreigners in the workforce is not increasing.

It's not that “diversity is important”, it's that “diversity is strength”.

This is the global standard, and diversity is no longer a strategy, but the foundation.



The benefits of diverse perspectives are greater than the language barrier

LIFE PEPPER, Inc.

Ryo Saito, CEO



Company	LIFE PEPPER, Inc.
URL	https://lifepepper.co.jp/
HQ	Tokyo
Business	Service (Consulting)
Employees	30
Employees' background	Australia, Chile, China, France, Italy, Korea, Norway, Spain, Sweden, Taiwan, USA, Vietnam

LIFE PEPPER is engaged in overseas expansion support business, overseas marketing/branding/research business, international media business, and support inbound business.

Hiring employees from overseas was essential from the very beginning

Due to the specific nature of our business—which is to provide digital marketing support aimed at overseas markets—it was essential for us to hire foreign nationals from the beginning in order to detect the latest local trends and add a “local perspective” and “sensitivity” to the content of our plans and consultations.

The reason why we have been actively



hiring people from outside Japan is that our founding members (including myself) have lived abroad for many years and have both foreign/Japanese perspectives. Also, I was attracted to an organization created by multinational people from my previous experience at Google.

A global organizational structure appeals to Japanese people as well, so it is easier to obtain both Japanese and foreign talent. The main channels for hiring are direct applications and Wantedly. After joining our company, each employee plays an active role by utilizing their skills, experience and strengths.

We are working to establish deeper communication with each individual employee

As a global organization, even though we try to be multilingual, communication barriers can still occur. The primary language in the company is Japanese, and English is the secondary

language. Even among employees from abroad, some do not speak English fluently. We use Slack to communicate, and make special efforts to deepen communication with each employee through 1-on-1 sessions.

We have received feedback from non-Japanese employees that they are happy to work in our corporate culture that utilizes individuality and promotes diversity, especially while there are limited job opportunities for people of lower Japanese language ability.

Japanese employees have also expressed their enjoyment being exposed to diverse cultures. They study English and are no longer afraid to communicate in simple words.

The benefit of diverse perspectives is greater than the language barrier.

Multinational members help strengthen cooperation within the organization

Having members of various nationalities and backgrounds is fun and makes the atmosphere of the workplace brighter. Multinational members help strengthen cooperation within the organization by creating a feeling of mutual help, such as support for foreign members who do not excel at Japanese.

When Japanese companies decide to hire foreign talent, there may be costs and burdens that come with the new initiative.

However, the return is greater than the burden, and as long as hiring the first employee from abroad goes well, the second and third will surely follow.

The authorities should take action to lower the hurdle for hiring foreign nationals

Skygate Technologies

Takanori Awatsu, CEO



Company	Skygate Technologies
URL	https://www.skygate-tech.com/
HQ	Tokyo
Business	Software/Internet
Employees	11
Employees' background	Bangladesh, Russia

Skygate Technologies develops and provides Skygate, a cloud ground station platform, as well as advanced security services.

The final candidates with a high level of expertise were foreigners

Our business domain is the "new domain" of space, cyber, and electromagnetic waves, which requires a high level of expertise, and there are still a few personnel with sufficient skills. We selected personnel from Japan and overseas, and the final

candidates were foreigners.

Foreign talents in highly specialized fields are not registered in general recruitment platforms in Japan. For this reason, we have devised a system that makes it easy for them to find our information when they search for a position in their area of expertise and to contact us through Social Networking Service. In addition, we approach candidates directly through these networks.

When we first hired a foreigner, we implemented the process of hiring as a part-time employee first, then hiring as a full-time employee after confirming the match with the corporate culture, the high level of expertise and technical skills. As it leads to a smooth entry into the company, it is also applied in subsequent recruitment.

Hoping reliable foreign nationals will be able to develop without restrictions

The balance between Japan's security and economic security is certainly an important issue. But the reality that foreign engineers are often restricted from entering research institutes and laboratories, such as JAXA, despite the fact that they need to collaborate in the development process, is a big burden. It is necessary to improve the law by strengthening checks at the time of



visa acquisition and heavy penalties for information leakage, etc. At the same time, creating an environment where reliable and talented foreign personnel can focus on development without restrictions will lead to improvement in the quality, quantity, and speed of innovation.

It is the foundation of our overwhelming superiority in the service field that foreign human resources with expertise and technical skills, which are rarely found in Japan, are able to work together on development. We believe that this will also contribute to customer value and the national interest of Japan.

Struggled with the lack of information and the complexity of the paperwork

In order to achieve our vision and mission, we have been determined to attract talented people at any cost. But these are difficulties we encountered from the time of hiring to the time the foreign employee starts working in Japan



- (1) Lack of visa-related information
 - (2) Complexity and cumbersomeness of documents
 - (3) Delayed procedures due to Covid-19.
- There is a high probability that companies considering hiring excellent foreign talent will find these points to be high hurdles, and give up hiring them. We would like to request the government and administration to address the volume and ease of finding information, streamline the process, and make it online. If it is possible to hire excellent foreign talent with the same level of hustle as hiring Japanese, more companies may start hiring.



It's important to start small, by hiring a few people

justInCase, Inc.

Kazuya Hata, CEO & Co-founder



Company	justInCase, Inc.
URL	https://justincase.jp
HQ	Tokyo
Business	Finance
Employees	86
Employees' background	China, Hong Kong, Korea

justInCase Group is engaged in the insurance business and insurance tech business.

We explain our corporate values during interviews

Since our establishment, we believe that the more diverse organization in age, gender, thoughts, and nationality is more interesting. So we hire regardless of nationality.

Although there are cultural differences in the countries of birth and upbringing, we emphasize the importance of people who fit into our corporate culture. That is why we explain our corporate values at the hiring interview.

- Move forward (To evolve, move forward regardless of our role)
- Think forward (Understand the current situation, imagine the future, and act

thoughtfully)
 - Straightforward (Even if the story is negative, be upfront about it, and praise each other honestly)
 These are the three values of the company, and they are the premise of D&I.

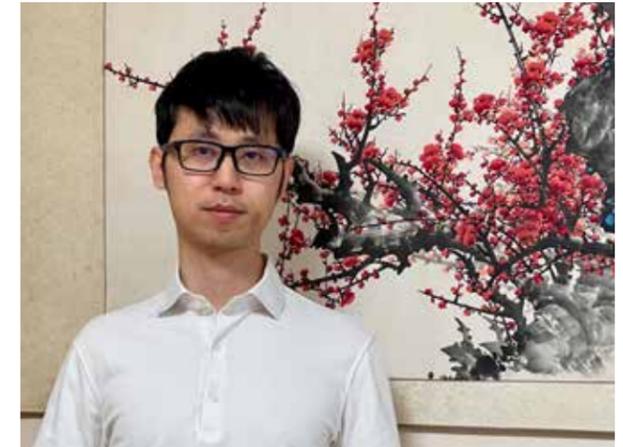
We received many positive comments from foreign employees about working with us including, "I can broaden the scope of my work," "There are many opportunities to grow," "I feel comfortable to express opinions to the president and supervisors," and "It is easy to work with many unique people".

We combine oral and written communication for better understanding

The ability of foreign employees to gather information is an advantage. There are many cases where what is considered good in Japan is not so in other countries, so we appreciate the fact that they incorporate elements of global standards according to the country.

Also it's good to have a culture where our employees give feedback to their bosses and communicate their points straightforwardly, even though they work remotely and cannot see each other.

There are many employees who are



fluent in English, so we have not had any problems regarding language. But for anything that is particularly difficult to understand or convey, we combine oral and written communication.

There is a possibility that we will expand our hiring to include all nationalities even if their Japanese is not perfect, as long as their skills are excellent in the engineering coding test and make us feel to work with, seeing something inspiring in them. Venture companies cannot survive in the market unless they do something different from their competitors in the industry. Although it is difficult to change the entire company at once, it is important to start small by hiring a few people.



HOKKAIDO

Japanese and foreign people should be able to job hunt equally

Technoface Corporation

Takashi Ishida, CEO



Company	Technoface Corporation
URL	https://www.technoface.co.jp/
HQ	Hokkaido
Business	Software/ Internet
Employees	32
Employees' background	China, Ireland, USA

Technoface is a company that develops AI solutions and softwares.

We can show our presence to others as a diverse company

Of our three foreign employees, two were mediated by university professors we knew and one was a direct application through a software engineer intermediary website.

We started hiring foreign nationals

because there were many technically skilled engineers from Southeast Asia and China at Hokkaido University, and we thought it would be good to have foreign employees to bring diversity to the company.

Since we were hiring people living in Japan, no special measures were required except for preparing the necessary documents and covering moving expenses, if necessary. Having native English-speaking employees not only allows us to communicate accurately in business negotiations and technical communication with overseas companies, but also allows us to show our presence to customers and other companies as a diverse company. In the field of AI, researchers from China and other countries are very talented. By talking with them not only as colleagues but also as friends, Japanese employees learn about diverse ways of thinking. The internal language is basically Japanese. Conversation is not a problem, but Japanese documents still need to be checked by Japanese employees. With the current working system and the ratio of non-Japanese employees, communication in Japanese is essential, but this may change in the future depending on the situation.

Having conversations based on human nature as much as possible

Since foreign employees are sensitive to discrimination in Japanese society, we try to eliminate such discrimination within the company, and try to have conversations with them based on their human nature as much as possible. We do not have a policy of actively hiring foreign nationals, so to be honest, we do not want to be overly encouraged to hire them under the category of "foreigners". With an eye on the shortage of human resources in Japan, we continue to hire talented people regardless of nationality. We believe creating an environment where Japanese and foreign nationals can job hunt equally is needed in society. Given the current decline in the Japanese productive population, it would be a good thing for skilled and talented foreign nationals to be able to work in Japan. We hope the government will create an environment where foreign nationals with high moral standards can work in Japan, rather than to enforce easy immigration policy.



TOHOKU

There are many things that can be gained through global recruitment

Sola.com Co.,Ltd.

Hiroto Takahashi, CEO



Company	Sola.com Co.,Ltd.
URL	https://solanets.com/
HQ	Miyagi
Business	Service
Employees	42
Employees' background	France, Hong kong, Malaysia, South Africa, Taiwan, USA

Sola.com is engaged in system integration services, system consulting, cyber security consulting, information processing/information provision service, and various software development.

Being flexible in dealing with each individual.

Since 2008, we have been hiring non-Japanese human resources at new graduate recruitment events overseas and international students from Tohoku University. Currently, we mainly hire

Taiwanese because there are direct flights between Taiwan and Japan, and it is a country using Chinese characters. The preparations for hiring them are almost the same as for Japanese human resources. Being flexible in dealing with individual circumstances (including religion, gender, etc.) is the only additional thing we had in mind.

We provide Japanese language/culture classes at work

About 80% of Sola.com's business is SES(System Engineering Service). Because non-Japanese employees are rarely in charge of SES, our clients in local cities tend to be skeptical at first. Since worries over communication issues are a major cause of their skepticism, we offer Japanese language/culture classes for non-Japanese employees at work. Strengthening overall Japanese proficiency is not only beneficial in



business, but also reduces the anxiety of non-Japanese employees themselves. Diversity of the work environment influenced Japanese employees to use more clear and easy-to-understand Japanese words and phrases.

Try to create an environment where all employees can stimulate each other

Unfortunately, the local companies are still hesitant to hire non-Japanese human resources. The reason we assume is that there is a widespread image that hiring non-Japanese is difficult, and they cannot spare resources for global recruitment. However, there are many things that can be gained through hiring foreign nationals. The environment where both non-Japanese and Japanese employees can chat on a daily basis can produce a synergistic effect of improving insight, technical ability, and language. Regardless of nationality, our policy is to continue to hire non-Japanese with the goal of creating an environment where all employees can stimulate each other as a person and an engineer.

We need excellent foreign nationals to maintain our competitiveness

EAMS ROBOTICS Co., Ltd.
Hideji Sotani, CEO



Company	EAMS ROBOTICS Co., Ltd.
URL	https://eams-robo.co.jp
HQ	Fukushima
Business	Manufacturer
Employees	28
Employees' background	China, Israel, Spain, UK, USA

EAMS ROBOTICS manufactures and sells autonomous equipment, mainly industrial drones, and offers and develops solutions.

Foreign talents help Japan's drone technology take a leap forward

Since the development of ArduPilot, which is used for robots, is more advanced in other countries, the hiring of foreign personnel was inevitable. Also, partly due to the influence of Randy Mackay, the developer of ArduPilot, who happens to live in Karuizawa and has an advisory contract with us, we have been hiring foreign personnel since 2016. We hired a Japanese clerk who is fluent in English and changed our internal work system to a flex time system as a



preparation to welcome foreign employees. Foreign employees give a breakthrough to Japan's drone technology, which has been lagging behind overseas. Thanks to them, not only has the autonomous driving program worked well and dramatically improved the control performance, but also the difficult UGV development has been able to proceed smoothly. In the procurement of parts and materials, the language skills of the Chinese-American employees have been of great help, as carbon products that would be very expensive to order in Japan can be obtained in China almost six times cheaper.

The image of "Made in Japan" is already a thing of the past

Japan's drone development is a couple of years behind other countries. Also, foreign engineers are more talented than



KANTO

their Japanese counterparts, so we need to hire them to maintain our competitiveness in the market. In terms of drone development, Australia is one of the countries we are targeting to acquire human resources. The image of “Made in Japan” has already become a thing of the past. Major home appliance manufacturers, robot manufacturers, and telecommunication companies are now predominantly foreign-owned, and overseas companies have an overwhelming advantage and superiority over Japan. We would like to incorporate more knowledge and technology from overseas and establish our position as a domestic manufacturer.



Enjoy the positiveness of our differences

DONUTS Co. Ltd.
Shin Negishi, Co-founder

DONUTS

Company	DONUTS Co. Ltd.
URL	https://www.donuts.ne.jp/
HQ	Tokyo
Business	Service
Employees	438
Employees' background	Belgium, China, India, Korea, Spain, UK

DONUTS is engaged in the business of cloud service, game, video / live distribution, medical, and publishing media.

Non-japanese employees are contributing to business development abroad

Smooth cooperation with overseas affiliated companies is a great advantage of having non-japanese employees. They help Japanese employees to understand nuances of



communication at business negotiations, using their language and cultural background. Both Japanese and non-Japanese employees at DONUTS enjoy the difference of each other in this working environment promoting diversity.

We hire talented people of any nationalities

Through direct applications and referrals, we have been hiring people of any nationalities for over 10 years. Non-japanese employees are reliable allies for DONUTS. We keep hiring people who share our visions, and grow together, to accelerate expansion of the business abroad as well as creating more employment.



Willing to develop the next generation of managers regardless of nationalities

Net Protections, Inc.
Takashi Yamashita, Executive officer



Company	Net Protections, Inc.
URL	https://corp.netprotections.com/en/
HQ	Tokyo
Business	Service
Employees	304
Employees' background	China, India, Korea, Taiwan, Vietnam, USA

Net Protections operates the NP Post-Payment settlement service for BtoC mail-order, as well as settlement services for BtoB, membership settlement for BtoC, and settlement services for Taiwan.

The door is open to people of all nationalities

When it comes to non-Japanese, Net Protections mainly makes job offers at graduate recruiting events in Asian countries. We started in 2013 by hiring 2 engineering students from Hanoi University of Science and Technology, Vietnam, and have since then been consistently hiring several students annually from Vietnam, Taiwan and other countries. Global recruitment to retain talented human resources who agree with

- HIGHLIGHTS
- INTERN
- SECURITY
- AI
- IoT
- SOFTWARE APPLICATION
- LARGE COMPANY
- SME AND START-UPS
- HOKKAIDO
- TOHOKU
- KANTO**
- CHUBU
- KANSAI
- CHUGOKU
- SHIKOKU
- KYUSHU

corporate mission is our recruitment policy.

The official language in the company is Japanese, but because we value the enthusiasm to learn Japanese higher than the skill level at the point of joining us, it seems that many non-Japanese employees feel a language barrier at first. We try to provide as much follow-up support as possible until they catch up using Japanese at the workplace.

The number of Japanese employees who can speak English is increasing, and I hope that in the future, employees of various nationalities will be able to communicate in English as a common language.

The presence of non-Japanese employees is very reassuring



Fortunately, we have been succeeding in hiring human resources with matching skills and values. The presence of non-Japanese employees is very reassuring as we expand our business both in Japan

and overseas in the future.

The reason why we are not so conscious of the differences in nationality even in a diverse environment is that both non-Japanese and Japanese employees are producing excellent results at work. In order to meet people who share the mission and culture of Net Protections, we will continue to recruit more widely and produce the next generation of corporate managers, regardless of nationality.

Half of our employees will be non-Japanese in the near future

NetLearning, Inc.

Toru Kishida, Director of the Board

NetLearning Group

Company	NetLearning, Inc.
URL	https://www.netlearning.co.jp/english/
HQ	Tokyo
Business	Service
Employees	210 (Group)
Employees' background	Canada, China, Haiti, Korea, Philippines, Spain, Taiwan, UK, USA, Yemen

Net Learning provides education, training, and learning digital solution services.

Our current CTO was part of the first batch of non-Japanese freshers

We started hiring non-Japanese human

resources in 2006, because we established a company in China and started hiring locally, as well as being able to hire a skilled non-Japanese engineer in Japan. The Korean engineer who got hired at that time is currently working as CTO/Global Business Manager.

To prepare for accepting non-Japanese employees, we made English version of documentation for new employees, made bilingual in-house notices, offered English courses of Japanese employees, and gave consideration for Muslim employees. In addition, we supported visa procedures, and we supported visa and initial residence procedures.

Immediately after entering Japan, we arrange a short-term apartment. After that, we help them to find a multinational shared house where they can make friends outside of work.

English will be the official language of the company in the future

The management regularly talks about the strength of a diverse organization. Because of our multilingual and multicultural work environment, there was no confusion about accepting non-Japanese colleagues among Japanese employees.

The increasing number of non-



Japanese employees who have joined us while residing abroad currently work from home, due to the pandemic of Coronavirus. In this sort of situation, we provide lunch parties and language support for all employees' mutual understanding.

With the expansion of global business, it is expected that half of our employees will be non-Japanese, and English will be the official language of the company in the near future.

Get ready to retain non-Japanese human resources

Japanese respect different values, languages, cultures and religions of non-Japanese people. Since we emphasize teamwork, we have the ability to enhance both sociality and expertise.

Nevertheless, many Japanese companies are not ready to accept skilled non-Japanese human resources.

We hope more and more Japanese companies will make necessary preparations such as visa procedures, apartment search, language support, and global management training for Japanese managers, so that they can utilize the excellence of non-Japanese human resources.

Hiring non-Japanese human resources is nothing special

MICROWAVE Inc.

Takamitsu Kato, CEO



Company	MICROWAVE Inc.
URL	https://www.micro-wave.net/
HQ	Tokyo
Business	Service
Employees	120
Employees' background	China, Korea, Myanmar, Philippines, USA

Microwave is engaged in digital marketing/web consulting, new business support and system development business.



We explained the need for global recruitment to current employees

We started hiring non-Japanese human resources in 2011 through recruitment events in Japan/overseas and recruitment media used by Japanese people. Initially, there were opinions from Japanese employees questioning the meaning of global recruitment abroad. We repeatedly explained to them the necessity of retaining non-Japanese human resources from the perspective of dealing with the shortage of workforce. At the same time, we tried our best to suppress the cost of hiring by using the free recruitment information sessions provided by the Korean Embassy. We provide support for visa procedures, housing and regular Japanese language study after joining the company.

Our evaluation system is well received by foreign employees

Thanks to our foreign employees we can easily place overseas orders, and quickly collect information on the latest trends and local trends in the IT/Web industry. Daily communication with non-Japanese colleagues helps Japanese employees to have the ability to think



about things from many perspectives. Our non-Japanese employees have expressed praise for equal evaluation criteria and training that allows them to constantly improve their skills regardless of nationality.

Let's focus on positive prospects

Some may be worried that global recruitment will threaten the employment of Japanese people. However, there are new ideas and businesses that can be born from diverse workplaces. Active global recruitment may help Japanese companies to grow, and succeed. As part of expanding our services overseas, we would like to consider starting business in the countries where our non-Japanese employees are from. We will continue to hire human resources necessary for us regardless of nationality.

We get positive feedback about the friendly atmosphere and employee benefits

Landscape Co.,Ltd.

Noriko Haneda, Director



Company	Landscape Co.,Ltd.
URL	https://www.landscape.co.jp/english/
HQ	Tokyo
Business	Service
Employees	230
Employees' background	China, France, Korea, Vietnam

Landscape provides database marketing support for mid-sized and large companies, data-driven marketing support based on Japan's largest individually-built database, and CRM strategy planning.

Our knowledge of employee benefits for Japanese employees was helpful

The first non-Japanese employee joined



the company in 2000. After that, a Korean employee became manager; we saw this as an opportunity to train new foreign employees, and resumed hiring non-Japanese human resources. For recruitment, we used the Japan-Korea bilingual IT engineer recruitment solution sponsored by the Korean Trade Association.

Regarding visa and housing, we proceeded preparations following the advice of the Labor and Social Security Attorney. We were already putting a lot of effort into employee welfare, which was really helpful throughout that process.

To be considerate of the feelings of both non-Japanese and Japanese employees

Families are very important for non-Japanese employees. We show our consideration for their feelings by sending flowers and gifts with the picture of the employee at work on the birthday of their family members. Prior to the Coronavirus pandemic, we offered an office tour for their family when they visited Japan. Non-Japanese employees are pleased with the fact that they can develop apps using our advanced technology. Also, we get positive feedback from them about the friendly atmosphere in the workplace and solid employee benefits.



We aim to retain non-Japanese human resources using various channels

We are hiring foreign nationals because we value their diligence, ability to involve others, advanced technical skills and strength in multiple languages. Because we expect that hiring human resources with specific nationalities will be difficult in the future, we would like to use various recruitment channels to hire talented people from different countries. The number of non-Japanese employees in our company is still small, so we have not experienced any major problems. If any problems will occur in the future, we would like to solve them with our knowledge, experience and the consideration for their feelings.



We believe in the great potential of Vietnamese human resources.

Actindi, Inc.

Takamichi Shimomoto, CEO



Company	Actindi, Inc.
URL	https://actindi.net/
HQ	Tokyo
Business	Service
Employees	75
Employees' background	China, Vietnam

Actindi manages web media "Iko-yo" which means "let's go", an information site for activities for children, and others.

We hired engineers from Hanoi University of Science and Technology

Assuming that it will be difficult to hire domestic engineers in the future, we went to a recruitment event at Hanoi University of Science and Technology organized by Framgia (currently Sun Asterisk) four years ago. We also visited other countries, but Vietnam was the best in terms of labor costs, positive impression toward Japan, and motivation to learn Japanese. Our business concept has been very well received by Vietnamese who value their families, and we have been the most popular company for the second

consecutive year, winning over famous Japanese companies.

We communicated with prospective employees on a regular basis to practice language and to deepen their understanding of Actindi and Japan. In addition, we supplied computers so that they could work on a machine with high specifications while in Vietnam.

Becoming positive about global recruitment among our Japanese employees



The management feels that there is great potential for Vietnamese human resources, but due to language barriers and so on, the Japanese engineers give them a harsh evaluation as it takes time to get used to work together, although they are very skilled. Fortunately, more and more Japanese employees positively accept the idea of hiring non-Japanese. It is because the excellence of their non-Japanese colleagues is outstanding. For

Japanese employees who have joined us in recent years, a work environment with diversity is nothing special. We would like to keep working to gain the understanding of more Japanese engineers.

Hiring Japanese human resources with similar abilities is almost impossible

The sense of responsibility and hungry spirit of Vietnamese employees is completely different from that of Japanese people. In terms of skills, it is almost impossible for us to retain Japanese human resources with similar abilities with those we can hire in Vietnam.

While demand for IT human resources will increase, it will be more difficult to hire them. We will continue to hire Vietnamese IT human resources, with the perspective to develop our business in Vietnam in the future.



Hiring people with different values is essential for Japanese companies

RAZONA Inc.

Keisuke Muramoto, Representative Director CEO

RAZONA

Company	RAZONA Inc.
URL	https://www.razona.jp/en/
HQ	Tokyo
Business	Service
Employees	62
Employees' background	China, Indonesia, Korea, Philippines, Taiwan, Vietnam

RAZONA is a company that provides digital solutions in marketing, including website construction, smartphone application development, and online advertising management.

Keep assigning them challenging tasks is important

We started hiring non-Japanese human resources eight years ago because we were considering expanding our business in Vietnam.

Having non-Japanese employees gives us new ideas, which not only contributes for the business with foreign-affiliated companies, but also helps branding as a global company. Non-Japanese engineers are talented and have a strong desire to be more skilled as a professional. However, they

are less motivated to work than Japanese if they feel their work is only for living. It is important to keep assigning them challenging tasks which give them a sense of growth. Otherwise, it is highly likely that they will leave the company.

Two extremes about foreign national hiring.



We have never done the recruitment with specific nationalities, and we would like to continue hiring talented human resources regardless of their nationalities.

In Japan, there are two extremes: companies that consider non-Japanese human resources simply as the number of labor force, and companies that overly expect non-Japanese human resources to be outstanding. As the world becomes more borderless, the recruitment of human resources with different values will help to create a corporate culture that is resistant to

changes in the world. In that sense, we believe that hiring non-japanese is essential for Japanese companies in the future.

Create an environment where talented people are properly evaluated

AJINOMOTO ENGINEERING CORPORATION

Takehiko Kataoka, Executive Director
Mitsuru Mukobayashi, Manager



Company	AJINOMOTO ENGINEERING CORPORATION
URL	https://www.ajieng.co.jp/english/
HQ	Tokyo
Business	Construction industry
Employees	208
Employees' background	Vietnam

Ajinomoto Engineering is a comprehensive engineering company that mainly handles food factory construction, consultancy, planning, design, manufacturing, construction test-runs, and maintenance.

Non-Japanese employees broaden the views of Japanese colleagues

We did not have any specific plan for non-Japanese recruitment, but hired a Vietnamese who was introduced by the employment agency as a good fit for our new businesses using 3D CAD and 3D



scanners. Although his Japanese was not sufficient, his diligent personality attracted us.

Since the knowledge and common sense of non-Japanese employees are different from those of Japanese, they broaden the views of colleagues. The language of the workplace is Japanese, but if there are problems to understand, Japanese employees try other ways to get it across by using different phrases or repeating.

There is mutual effort to make better communication, so we don't face any problem.



It should not be an obligation

It is preferable to create an environment where talented people can get jobs commensurate with their abilities without being bound by nationality.

We agree with promoting global recruitment.

We believe that the utilization of non-Japanese human resources should be promoted not because it is obligatory, but as a result of the legitimate evaluation of talented people.

Out-of-date regulations should be changed.

AICOHSHA MFG. CO., LTD.

Takeshi Fukuda, Advisor



Company	AICOHSHA MFG. CO., LTD.
URL	https://aicohsha.co.jp/english/
HQ	Saitama
Business	Manufacturing
Employees	136
Employees' background	Austria, China, Germany

AICOHSHA MFG manufactures, imports, and sells food machinery and chemical mixers, and provides consultation on opening a business.

The salary system is equal for all employees



We have been hiring people from China and Europe in the trading division for 20 years now, and we have been hiring non-Japanese human resources in the manufacturing division since 2011. The Chinese employee who has been hired from a Japanese Institute of Technology likes creating things has an attachment to our products and technology, and is doing various things in-house as a multi-skilled worker. At AICOHSHA MFG, there have always been about two technical interns working, so Japanese employees are used to working with colleagues from different nationalities. The salary system is premised on long-term employment and is equal for all employees.

The communication with Chinese outsourcing companies improved

In the past, we communicated with Chinese outsourcing companies

through the person in charge of our Chinese factory, but it did not go well and we had lots of frustrations. Now that our Chinese employee can communicate directly in Chinese, both Chinese outsourcing companies and us feel comfortable communicating, and they take care of the order promptly.

Recruitment of non-Japanese is essential

In line with our policy of further expanding sales channels to China, Taiwan, South Korea and Southeast Asia, we plan to hire non-Japanese human resources who can smoothly support and communicate with local dealers (agencies) in the future. The human resources required by each business are different. In order to respond to the shortage of human resources in Japan and the globalization to come, recruitment of non-Japanese human resources is essential. For the future of Japan, we would like our government to let more motivated non-Japanese people to study and work in Japan by changing out-of-date regulations.



Non-Japanese human resources are very talented.

Heartcore Inc.

Sumitaka Kanno, President



Company	Heartcore Inc.
URL	https://www.heartcore.co.jp/?version=en
HQ	Tokyo
Business	Service
Employees	60
Employees' background	China, India, Indonesia, Korea, Philippines, Singapore, Vietnam

Heartcore develops, sells, and maintains various solutions that support Digital Transformation(DX).

We encourage Japanese employees to speak English as much as possible

Of the five founding members of Heartcore, one is Chinese. From the establishment of the company, we have been hiring human resources regardless of nationality focusing on recruitment on the web.

In preparation for accepting non-Japanese employees, we made it possible for Japanese employees to learn English online. We have also set up a support desk that the employees can consult remotely. We get the impression that there are many



skilled programmers in China, Vietnam, and India, so we would like to hire them in the future. Japanese proficiency is essential for sales positions, but not for engineers. Currently, Japanese is most spoken at work, but we encourage Japanese employees to speak English as much as possible.

We succeeded in multiple overseas market developments

As a company, we were not actively trying to expand business abroad. Nevertheless, we succeeded in multiple overseas market developments thanks to our foreign employees. They have steadily cultivated overseas business partners and business partners in their countries of origin, and have greatly expanded sales channels. However, non-Japanese human resources have a tendency to resign more easily than Japanese. It is a drawback that they often do not come back when they return to their country for various reasons.

Also, they are not good at reading between the lines of the other party. For example, they are good at making products as stated in the specifications, but reading the unclear requests from the clients and understanding what must be added even if it is not written in the specifications is difficult for them.

We accept this as a cultural difference, and deal with it by having Japanese to do the final checks.

Do not divide salary levels by nationality

Despite the problem of job retention rate, the abilities of non-Japanese human resources are excellent. Some Japanese employees might feel uncomfortable with a diverse working environment at first, but it will be no problem as the fellowship emerges over time.

One important thing is not to divide salary levels by nationality. There are some Japanese companies that hire non-Japanese human resources because they accept lower salaries than that of Japanese. But that only creates a sense of discrimination.

As Japan's population declines, there is any way left other than hiring non-Japanese human resources. Taking UNIQLO and Rakuten as role models, we will continue to hire talented people regardless of nationality.

Non-Japanese employees tend to be highly professional and have strong ownership.

Blue innovation Co.,Ltd.

Takayuki Kumada, CEO



Blue innovation

Company	Blue innovation Co.,Ltd.
URL	https://www.blue-i.co.jp/en/
HQ	Tokyo
Business	Service (Infrastructure)
Employees	61
Employees' background	China, France, Iran, Israel, Poland, Spain, SriLanka, Taiwan, Tunisia, USA, Vietnam

Blue Innovation develops and provides various solutions based on the Blue Earth Platform (BEP), which is a remote control and integrated management base platform for drones and robots.

Global recruitment is inevitable for startups to retain drone engineers

The experience of visiting Google headquarters around 2015, and the full-scale start of our drone business was the reason why Blue innovation shifted to promote diversity, including hiring non-Japanese human resources. Global recruitment is inevitable for startups to retain drone engineers, and we actively hired them even when the number of employees was still small.



The talented people from Tunisia and Poland who were hired as interns through AIESEC (an organization whose main business is the operation of overseas internships) referred other talented people to us after they joined the company.

The quality and speed of business has improved

Working with a diverse group of people can be a challenge, but the results have been great. In the business alliance with a Swiss manufacturer, our Polish employee who understands the particular culture and work style of the counterpart played an active role. The quality and speed of business has improved as a team of Japanese and non-Japanese employees carry out presentations, exhibitions (CES), and business negotiations at international conferences.

Non-Japanese employees tend to be highly professional and have strong

ownership. It is not uncommon that they request a meeting with the management for a raise or promotion if they produced significant results.

In order to clearly evaluate their skills and achievements, we have shifted the employment and salary system from the hourly work system to the discretionary work system. We also improved the evaluation system so that it can be explained logically. This has changed the awareness of Japanese employees about how they work.

We hope to have them promoted to board members in the future

It is not easy to retain and enhance engagement of talented foreign employees. Respecting diversity is required as well as fostering the culture of acceptance.

We are consciously increasing social gatherings to create opportunities for non-Japanese employees to come into contact with Japanese culture, and not to be isolated.

Some of our engineers hardly speak any Japanese because engineers can complete their work only in English. Japanese bilingual engineers are actively supporting them to have better communication.

Blue Innovation will continue to hire engineers globally and hope to have them

promoted to board members in the future. We also plan local hiring in countries and regions in line with global expansion.

Setting a clear goal as a common language, differences in values can be overcome

SHIFT Inc.

Masaru Tange, President and CEO

SHIFT

Company	SHIFT Inc.
URL	https://en.shiftinc.jp/
HQ	Tokyo
Business	software/internet
Employees	3759
Employees' background	China, Estonia, France, India, Indonesia, Korea, USA, Vietnam

SHIFT is a company engaged in software quality assurance and testing business through which we contribute to solving social issues.

SHIFT uses CAT exam, our unique recruiting exam, to determine indigenous talent of candidates

We do not evaluate employees' background such as education, gender, age, or nationality as important factors in hiring. Instead, we consider how deep the candidates understand SHIFT's business and philosophy, as well as how much they have empathy with the direction we are pursuing.

Foreign nationals in SHIFT are recruited because they are talented people who meet the required skills.

Since the launch of our business, we have adopted the CAT exam, an in-house developed certification. It examines candidates' talent and identifies highly qualified personnel for quality assurance and testing business of SHIFT in hiring, regardless of their career background or testing knowledge and skill. Only those who passed the exam will move on to subsequent interviews and work as test engineers.

Skills and experience should be compensated fairly

Having diverse human resources and broadening values will lead organizations to have depth. We believe that diversity is the advantage of organizations.

When people from different cultures work together, conflicts could happen.



But if the organization has a clear goal and the members are committed to the results, differences in values can be overcome.

One subsidiary in Vietnam (Ho Chi Minh City), which is one of our strategic global bases, employs local Vietnamese engineers with the same salary as Japanese engineers. There are many countries that focus on the development of excellent IT personnel as their national project, including Vietnam. In order to be a company that is chosen by those IT professionals, skills and experiences should be compensated fairly.

Global standards are not the answer for everything

Due to the COVID-19, we started encouraging remote work in 2020, and it has now become our normal work style. Since we can maintain a high level of security and productivity with this work style, we plan to continue it. As a result, as employees can work in broader areas



including overseas, more talents in a variety of nationals could be recruited. On the other hand, many Japanese programmers tend to be meticulous and precise in their work, which is an important quality for quality assurance and testing jobs. If we take advantage of it, we see that there will be needs in the global market.

Rather than thinking of everything with the global standards, it is important to utilize Japan's unique charms and strengths and compete against companies in the world.



Diverse ideas and perspectives promote the growth of the company

cocone corporation

Mai Ishiwatari, Director, Lawyer



Company	cocone corporation
URL	https://www.cocone.co.jp/
HQ	Tokyo
Business	software
Employees	899
Employees' background	Canada, China, France, Hong Kong, Korea, Philippines, Romania, Sri Lanka, Taiwan, Thailand, UK, Ukraine, USA, Vietnam

Cocone plans, develops, and operates CCP (Character Coordinating Play) services such as "Pokecolo" and "Lively Island" that allow users to enjoy dress-up and communication in a virtual space.

There are many advantages to hiring regardless of nationality

Because we provided an English learning service when cocone was founded in 2008, there were many non-Japanese employees. Since then, we have launched an application service for smartphones and continue to hire regardless of nationality for various positions, focusing on skills and personalities of the candidates. By being nationality-neutral, we are able to hire talented engineers who are not



available in Japan. There are many non-Japanese female engineers, and they give us positive influence in terms of gender diversity.

We are well prepared to accept non-Japanese employees, including consideration for the religion. Classes for language, culture, and customs are provided for non-Japanese employees. In addition, we support them to find an apartment, and offer extra care in case of disasters.

Communicating in the language of our customers

We believe that diverse ways of thinking and perspectives promote the growth of the company and its business. The multinational and multicultural backgrounds of our employees reflect their own uniqueness to our services. Employees, including Japanese, don't seem to be aware of each other's nationality. Having non-Japanese colleagues and seniors is nothing

unusual at our company.

Although our workplace is quite multinational, all internal communication at the Tokyo headquarters is made in Japanese, and non-Japanese employees are eventually required to have a high level of Japanese. This is because the main market for our business is Japan at this moment and our customers speak Japanese.

As we are expanding our business abroad, it is expected that we will have teams that communicate mainly in languages other than Japanese in the future.

Simplified procedures for hiring foreign nationals are longed for.

Just as there were already many non-Japanese employees 20 years ago, the IT industry has always hired people regardless of nationality. Even in industries and companies that provide services limited to Japanese, we believe that foreign personnel with skills and expertise that can be tailored to Japanese customers are great assets. Among the developed countries, Japan has a high hurdle for international movement of labor. It is desirable that no distinction including nationality be applied when it comes to hiring, and we hope that stable companies will be able to simplify and expedite their procedures.

Japanese-only team will not be able to win in the global market

SOLEIL Ltd.

Yoshifuru Okamoto, Chief Executive Officer



Company	SOLEIL Ltd.
URL	https://soleilgamestudios.com/en/
HQ	Tokyo
Business	Software/Internet
Employees	105
Employees' background	Australia, Belgium, Brazil, China, France, India, Italy, Korea, Latvia, Mexico, Spain, Sweden, Taiwan, UK, USA

SOLEIL develops game softwares such as *Ninjala*, *Samurai Jack: Battle Through Time*, *NARUTO TO BORUTO: SHINOBI STRIKER* and others.

Overcome the language barrier with the common mindset towards work

Foreign employees are highly motivated and can spread a hungry spirit and excitement to Japanese employees. It



is also great that they can share with us technologies, arts, and trends from around the world that we Japanese do not know. They are important for us to understand foreign customers.

Japanese and English are spoken in the company. Some positions, such as management or planning, require advanced Japanese language skill, while others, such as CG artists, are specialized enough that Japanese language is not a mandatory skill as long as they have passion, good technical and artistic skills.

Even if there is a language barrier, each employee works with the common mindset of loving game development and developing better games sincerely. They make efforts to communicate with others regardless of their native language.

We need to incorporate foreign technology and art into our game development

We have been actively hiring non-Japanese people since 2008 (when the company was founded) because in order to compete globally in the game business, we need to incorporate foreign technology and art into our game development. We receive many direct applications via our website as well as employee and agent referrals. We would like to continue to hire people



of all nationalities with different ideas, as long as they like to work in the game industry and have technical and artistic skills.

A Japanese-only team will not be able to win in the global market. In general, Japanese people are not very good at English, and we are not even on the same stage to compete without speaking English.

An environment where Japanese and non-Japanese people work together will lead to the revitalization of the company and an abundant life. Japanese companies should look to the world to acquire excellent human resources.



Foreign personnel with business-level Japanese tend to have high skills

KLab Inc.

Hidekatsu Morita, Representative Director, President, and CEO



Company	KLab Inc.
URL	https://www.klab.com/en/
HQ	Tokyo
Business	Software/Internet
Employees	654
Employees' background	Australia, Canada, Chile, China, Egypt, France, Germany, Korea, New Zealand, Philippines, Spain, Syria, Taiwan, Thailand, Tunisia, UK, USA

KLab is a company that develops and operates mobile online games alongside a growing IP development business.

High-caliber personnel who would normally be difficult to acquire joined us

Since the early days, we have been able to hire foreign engineers living in Japan



whose Japanese is at a business-level through direct application. The number of foreign employees has gradually increased that way.

Foreign personnel with business-level Japanese tend to have a high level of general ability.

Since around 2010, when we launched our mobile online game business, we have been more proactive and purposeful in hiring non-Japanese human resources. We held recruitment events in China, Singapore and Korea as a part of this strategy.

Many of the games we distribute are based on Anime IPs that are popular on a global scale. More than a few high-caliber personnel who would normally be difficult to acquire joined us for their love for Japanese anime and games. In particular, the number of applications from Western engineers is on the rise.

They play significant roles in localization, culture, and marketing

By having foreign employees from the target country/region handle game localization and marketing, we have been able to dramatically reduce research costs and achieve smooth operations.

In our own YouTube programs, our foreign employees act as MCs in their native language to communicate closely



with users in the countries and regions where our games are distributed. When we participate in overseas events, our foreign employees understand both the local culture and customs as well as the culture of the Japanese company, which helps to ensure smooth operations. The foreign employees on the localization team understand what we want to express in the game and translate it into the most appropriate expressions based on their understanding of the values and ethics of each country and region.

Sharing the importance of company philosophy and culture to foreign personnel

In the past, we organized a team with 90% of the members being non-Japanese. It could not perform well at the beginning because the members were not well accustomed to the company's philosophy, policies, and culture. We needed to rearrange the team so that the goal management and coordination with related departments would go well.

This experience made us realize the importance of having foreign employees understand the company's philosophy, policies, and culture.

For Japanese companies that are considering hiring foreign nationals in the future, we recommend hiring without prejudice. There might be some concerns about having non-Japanese people working in Japanese corporate culture, but if you have any problems, you can always solve them through discussion.

A culture of diversity taking root is a major benefit of hiring foreign nationals

AMATA K.K.

Yasutaka Masuda, Company President and Representative Director



Company	AMATA K.K.
URL	https://amata.co.jp/en/
HQ	Tokyo
Business	Software/Internet
Employees	219
Employees' background	Canada, China, Czech Republic, France, Germany, Korea, Indonesia, Malaysia, Taiwan, UK, USA

AMATA is a company engaged in the game business, VR business, video business, and media business.

We encourage face-to-face conversations as much as possible

Japanese is the language spoken in AMATA. Foreign engineers are predominantly using programming languages and have little trouble even if they cannot speak Japanese. However, there are cases where we have difficulty in conveying the nuances of the plans of the game and design. As a way to solve this problem, our Japanese employee who takes the role of a buddy frequently corrects mistakes in Japanese made by the foreign employee, and encourages them to improve language skill. We also encourage face-to-face conversations instead of text communication as much as possible.

In the game industry, there are opportunities to talk with overseas customers, so the language skills of foreign employees are an advantage. In the past, when we were working with a company in Hong Kong, our Chinese employees were our contact person. The proactiveness and ability to propose innovative plans of foreign employees also gives momentum to the Japanese employees. We want our employees, as members of society, to take it for granted that they will not think or say things expressing



racism or hate. I think that the culture of diversity taking root is a big advantage of hiring foreigners from a cultural perspective.

Japan's shortage of young workers will become even more serious in the future

Our company started hiring foreign nationals around 2010 with the purpose of emphasizing diversity. Through the hiring of Japanese freshers, which we started around the same time as hiring non-Japanese human resources, we became really aware of the declining population and shortage of young workers in Japan. The inevitability of hiring foreign nationals is obvious in order to address the problem that small and medium-sized companies in Japan do not have enough talented Japanese human resources to hire. Addition to hiring regardless of nationality, we introduce accommodations that accept foreign residents, and apply for residency in

Japan on their behalf.

Since there is no distinction in treatment, promotion, or salary raise depending on the nationality, foreign employees voiced that they feel comfortable working for us. Respecting diversity, we continue actively hiring foreign nationals on the same basis as Japanese, with an eye to the future when the workforce will further decline.

The promotion of diversity lifted us from bankruptcy to AR of ¥6 billion

Japan Laser Corporation

Nobuyuki Kondo, Executive Chairman (CEO)



Company	Japan Laser Corporation
URL	https://www.japanlaser.co.jp/en/
HQ	Tokyo
Business	Trading
Employees	60
Employees' background	China, France, Germany, North Korea

Japan Laser imports and sells the world's most advanced lasers, optical instruments, sensors, etc., and consigns development to overseas manufacturers.

We hire foreign nationals on a specified employment

We hire talented people of any nationality with Japanese proficiency for specific jobs in IT, technology, sales



and marketing.

Hiring employees is job-based for both Japanese and foreigners. On top of that, lifelong employment without downsizing is the principle, so we are aiming for membership thorough education. Many new employees do not receive manager training, so they take various external training such as EMBA training. I think that foreign employees should be paid a high salary commensurate with their work if they are in charge of work that Japanese people cannot do.

Our employees feel that they can speak up without being disciplined

We are impressed by the aggressiveness and innovative thinking of foreign employees who do not hesitate to make aggressive deals. For example, when there was a problem with a laser system product, a Chinese female employee stayed overnight with



a sleeping bag to work with engineers from an overseas manufacturer to fix the problem. Thanks to her enthusiasm, we managed to get 200 million yen paid by the client.

Under their influence, Japanese employees are also learning diverse values, and the corporate culture is evolving towards meritocracy and principle-based thinking. It seems our employees feel that they can speak up without being disciplined.

The languages spoken in the company are Japanese and English. We are encouraging our employees to improve their English proficiency, and the average TOEIC score of all employees is about 742 at this point.

A hybrid of general and specified employment may be the best solution

We are a small and medium-sized company with a structurally depressed business model as an importer and

distributor of advanced optical equipment from overseas. But a company like us has grown from 1 billion yen to 6 billion yen in annual sales with virtually no employee turnover in the 28 years except for special cases. This achievement we made from bankruptcy is thanks to the promotion of diversity and the growth of our employees.

The management's purpose, vision, and mission of what the company should be is more important than money making schemes, and the happiness of the employees should be the main focus. If there is a transparent system, convincing evaluation and personnel management, there will be no dissatisfaction from employees even in a diverse workplace.

From general employment to specified employment. From a seniority-based system to a performance-based system. Many companies are facing difficulties in reforming their employment and personnel systems. We believe that a hybrid of general employment to specified employment like ours may be the best solution.



Promoting diversity led to more global customer inquiries

Septeni Group
Daisuke Suefuji, Group Executive Officer



Company	Septeni Group
URL	https://www.septeni-holdings.co.jp/en/
HQ	Tokyo
Business	Service
Employees	1511
Employees' background	China, Hong Kong, India, Korea, Malaysia, Philippines, Taiwan, UK, USA

Septeni Group is engaged in the Digital Marketing Business, which provides comprehensive marketing support services centered on the digital advertising business, as well as the Media Platform Business and New Business.

Hired a global HR specialist to improve various internal flows gradually

We started our global business in 2012, and started hiring foreign nationals in 2015. Our hiring channels include referrals, job fairs and exhibitions, university recruitment, LinkedIn, Boston Career Forum, and recruiting agencies.

Welcoming foreign nationals, we hired a specialist in foreign employment and improved various internal flows, such as multilingualization of training and

contract documents and adjustment of the internal flow. In addition, general meetings are now held in English.

Diverse environment led to broader perspectives and higher viewpoints

In order to overcome unexpected challenges and difficulties that arise in business, a great deal of adaptability is required. Having frank exchanges of opinions among people with diverse ways of thinking and backgrounds is the most important thing to foster this ability throughout the organization. This lets the entire organization and each member have broader perspectives and higher viewpoints.

By promoting diversification, we can learn about business practices abroad that Japanese employees alone could not understand, and the number of nationalities of the customers we receive inquiries from has also expanded.

We communicate in English with the





management of a team that consists mostly of non-Japanese employees. Before we hired foreign nationals, all meetings were held in Japanese, but now all meetings where all employees gather are held in English. This has led to the improvement of our employees' English skills.

Achieved to create a fair and flat organizational structure

Our global business is being developed with the aim of creating a fair and flat organizational structure regardless of race, age, tenure, religion, or gender. Our goal is to have a 50:50 ratio of men to women, freshers to mid-career, and Japanese nationals to foreign nationals. We have achieved this goal to some extent, as we have a 40:60 ratio of men to women, a 60:40 ratio of Japanese nationals to foreign nationals, a 60:40 ratio of freshers to mid-career, and a 50:50 ratio of men to women in management positions. Our internal systems have also been

improved year by year, and we are now able to operate with a unified system, whereas in the past we had to be careful not to cause friction due to differences in the systems of each location. As the birth rate declines, the contribution of foreign human resources to Japanese society keeps increasing. We will continue to actively hire foreign nationals, and would recommend that Japanese companies should actively promote the hiring of foreign people.

Create a diverse and interesting corporate culture

atali,inc.

Daichi Kambayashi, CEO
Toshiki Tao, COO



Company	atali,inc.
URL	https://www.atali.jp
HQ	Tokyo
Business	Software/Internet
Employees	35
Employees' background	Italy, Slovenia, Spain, Taiwan, USA

atali develops cutting-edge digital content, marketing and advertising communication strategies in the digital domain, and provides production services that include creative planning and direction.

If they have the ability, nationality and gender are irrelevant



We have always had a policy of hiring people regardless of nationality or gender as long as they are talented. We also believe that hiring foreign nationals would create a global mindset and communication among the employees. Therefore, we have been recruiting nationality-neutral candidates through acquaintance referrals and general recruitment media, as well as remotely by looking for resources living overseas. Since it is getting more difficult to find people with the skills we are looking for when recruiting only domestically, we intend to continue recruiting without regard to nationality.

The creation of diversity and the expansion of perspectives will lead to the growth of the company

Hiring foreigners has great business benefits in terms of information gathering and ease of communication with foreign countries, but it is also good to be able to experience the culture of the country of

origin and create an interesting and diverse corporate culture. As more people become willing to live and work abroad and expand their horizons, it will lead to the growth of the company. Japanese companies that are considering hiring foreign nationals should give it a try. The process is surprisingly easy!

Japanese companies need to reduce dependence on domestic human resources

PIXTA Inc.

Daisuke Komata, Founder and Chief Executive Officer
Ryo Kobari, General Director of PIXTA VIETNAM Co., LTD.



Company	PIXTA Inc.
URL	https://pixta.co.jp/en
HQ	Tokyo
Business	service
Employees	132
Employees' background	China, Germany, Korea, Poland, Vietnam

PIXTA operates "PIXTA": an online marketplace for digital materials, "PIXTA on Demand": an on-site photography service for corporations, and "fotowa": an on-site photography platform for families and children.

Top personnel in science become engineers in Vietnam

We have been hiring engineers of Korean and Polish nationality for more



than 10 years. Currently, we are hiring through our Vietnamese subsidiary in addition to direct applications. We started the Vietnam subsidiary because it was difficult to hire Japanese engineers domestically and we wanted to expand business abroad. In Japan, the top human resources in science do not become engineers, but in Vietnam, top personnel in science who study machine learning and AI become engineers. Recently, there has been an increase in the number of skilled Vietnamese engineers being hired by major American and Chinese companies at very high salaries, and it makes us worry if retaining skilled people would be even more difficult in near future. Japanese companies cannot survive if they think that they will not hire overseas personnel because their business is domestic. We need an extreme change in mindset, to the point of standardizing operations that can only be done domestically and reducing dependence

on Japanese human resources.

We don't create a relationship of order and supply in development

At PIXTA, top-class Vietnamese AI engineers are working on creating services that utilize research and technology that cannot be done in Japan. Our policy is not to create a relationship of order and supply in development. We are building a system that promotes joint projects rather than a relationship of receiving orders. Both at the head office and Vietnam office, the departments that are on track with new projects have engineers on their teams and they can make decisions promptly. Foreign personnel are able to gather and share global information in English. They also let us get local information research that only local personnel can obtain. When developing business overseas, being able to ask detailed questions about the market in each country is invaluable. I think the use of foreign human resources is especially good for companies that are launching new businesses or looking for innovation.



We are trying to hire SEs who will stay with us possibly for five years

MICROS SOFTWARE, INC.

Satoshi Tanaka, President & CEO



Company	MICROS SOFTWARE, INC.
URL	http://www.micros.co.jp/en/index.html
HQ	Kanagawa
Business	Software development
Employees	110
Employees' background	China, Korea, Taiwan, Vietnam

MICROS SOFTWARE is a software development company specializing in communication control and information network. It possesses the most advanced technologies such as car navigation and traffic control systems, air traffic control systems, TV broadcasting data distribution, and BlockChain technology.

We are trying to make both the latest IT technology and human resources global

One of the three definitions of the next generation of SEs that we have in mind is "human resources who have a high level of expertise and can build IT systems globally that are suitable for both domestic and international business environments." IT business is global in nature, and we

educate and train people involved in IT system development regardless of nationality. We call this the "global MICROS culture," and we are trying to make both the latest IT technology and human resources global. We started hiring foreign human resources in 2017, starting with using overseas recruitment media used by people who wanted to work in Japan. Then, we established connections with the Japanese language departments of overseas universities, and held overseas recruitment events and company information sessions at universities. We create job postings equivalent to N1 level Japanese language proficiency and information processing qualifications for each country as a condition for hiring engineers. We appointed HR and new graduate SE training (full-time) staff who exclusively handles everything from the hiring of foreign personnel to the start of work in Japan, and took care of the application





for status of residence and other procedures in-house.

This year, due to the continuing effects of Covid-19, the issuing of VISA for new graduates from abroad (3 people) has been stopped. Therefore, we are preparing to implement a “cross-border training for new graduates” until they can enter Japan.

The fact that IT technology is a global language was a positive factor

The presence of foreign employees has helped us to identify where we are going and what we need to do every day by recognizing the importance of sharing cultural differences and having a common understanding of the objectives and goals of the project.

Foreign employees try to solve problems on their own, but sometimes they end up proceeding in the wrong direction without sharing the problem. We are trying to train them to be able to report and

communicate as their Japanese counterparts do.

In overseas projects, a variety of languages such as Japanese, English and Chinese are spoken, and many of our foreign employees speak three languages.

The fact that IT technology is a global language was a great factor in the process.

Aiming to increasing the ratio of foreign employees to 30% in the future

In terms of human resources, we aim to create a diverse culture in Micros, and are hiring with an eye to increasing the ratio of foreign employees to 30% (now 10%) in the future.

We provide the same technical education to foreign employees as we do to Japanese employees, but since we believe that foreign employees will eventually return to their home countries, we are trying to hire highly productive and excellent system engineers (SEs) who will stay with us for at least for five years. Globalization is important for Japan’s declining birthrate and aging society. We would like to communicate with diverse people and create products together with them.

Changing the environment by bringing in foreign is the power of diversity

CENTRAL UNI CO., LTD.

Masayuki Kawamura, CEO



Company	CENTRAL UNI CO., LTD.
URL	http://www.central-uni.co.jp/en/
HQ	Tokyo
Business	Manufacture
Employees	211
Employees' background	China, Korea, India, Indonesia, , Malaysia, Vietnam

CENTRAL UNI is a company that provides medical gas supply systems, operating room modular systems, wall care systems for ICU, CCU wall care systems for hospital rooms, and supplies management systems.

Their work using native languages directly impacts the sales of the company

Our business is centered on facility construction and many of our jobs are so-called “3K” (3D in English; Dirty, Dangerous and Demeaning) jobs.

To change that framework, we wanted to attract interesting people and increase diversity within the company. That was why we started hiring foreign personnel about 10 years ago. We recruit through

participation in Asialink events and recruiting websites, and hire after having five to six interviews.

Japanese is the language mainly used for business. Due to the language barrier, it is difficult for foreign employees to gain the same experience as Japanese employees at construction sites and hospitals, and it causes limited educational opportunities. To solve this problem, we hire foreign nationals on the premise that they will be trained in domestic departments of our company. There are some foreign employees who feel worried to do jobs that can be done by Japanese, because they feel that the efficiency would be less by them doing the job that Japanese can do.

Their work using their native languages directly impacts the sales of the company. They are working hard, feeling both the pressure and the satisfaction.

We would like to establish an evaluation system for diversity

The foreign employees have leadership skills and their positive attitude influences the team. The Malaysian staff are excellent at communicating with Muslim customers, and are able to support them in a deeper way than just communicating their requirements. It is a great advantage to have employees of various nationalities, as they are able to speak languages other



than English, and they are able to create a good atmosphere by bringing new air into the horizontal cooperation with the administrative and production divisions. Our company has been in operation for 70 years. This makes us easily caught up in fixed concepts and lack the ability to act on new ideas. We feel that changing the environment by bringing in foreign employees who can speak frankly is the power of diversity. As part of our efforts to promote diversity, we will continue to work on hiring foreign nationals and increasing the number of female managers. However, even though we have foreign employees, we still need to work on creating an adequate evaluation system for diversity within the company, and improve turnover rate that is still rather high. We believe it is necessary to broaden the perspective of internationalization from the purpose of English language support for overseas markets to promote the hiring foreign personnel as a group with high expertise.

By working together, Japanese and foreigners can contribute to the development of both countries

CCW Co., Ltd.

Yoko Kanari, President



Company	CCW Co., Ltd.
URL	https://www.ccwsupport.com/
HQ	Tokyo
Business	Software/Internet services
Employees	180
Employees' background	China, India, Indonesia, Uzbekistan, Vietnam, other than Japanese nationals

CCW is engaged in ICT solutions business and agricultural Digital Transformation/Home Digital Transformation as package/service development.

We think that ASEAN nations would eventually lead the IT industry globally

We were established 43 years ago, and have been hiring foreigners since about the fifth year of our business. Although we are a small technology company, we have engineers with deep understanding in the IT field, and the Overseas Engineer Training Association (now The Association for Overseas

Technical Cooperation and Sustainable Partnerships) reached out to us, asking whether we would accept talented people in the field of scientific and technical computing. We thought it was a good opportunity and started hiring.

Since IT technology is universal, we did not need to make any special preparations for hiring foreigners. It went smoother than we had imagined because the Asian human resources are generally from privileged backgrounds (otherwise it would be difficult for them to study in Japan) and talented. We are continuously hiring Chinese people who can speak Japanese, Indonesian and Indian people who can speak both English and Japanese, to work at our global help desk and as system integrators..

In the field of IT, foreign employees are a reliable asset.

The presence of non-Japanese employees provides a good stimulus to Japanese employees. Their logical thinking skill is strong, and their ability to gather overseas information in English makes them a reliable asset in the field of IT, where products are often based on this information. Since our internal language is Japanese, we mainly hire people with



high Japanese language skills. But even people with rather low Japanese language skills when they joined us, have grown to be able to handle the work for which they were hired. We believe that there are many kinds of communication modes, for example, Vietnamese people are acquainted with Chinese characters. Therefore, we can communicate through programming languages and Chinese characters.

Japan does not grant “parent visas” to foreign workers’ parents

We would like to help solve the problem of food shortages because of climate change by expanding the use of ICT in the world of agriculture, such as using IT to detect crop diseases in advance and to grow healthy crops by using pesticides efficiently and on a timely manner. If foreign engineers can learn technology in Japan and apply it back home, agriculture in many countries could be

improved. Hiring skilled foreign engineers is necessary for Japanese companies, and by working together, we can contribute to the development of both countries.

Our foreign employees are fond of Japan and majority of them are working for many years. We would like the government to issue the parent visas so that our highly skilled full-time employees with long-term work experience can invite their parents from their home countries to Japan to live together, if they wish to do so.

We highly value the mindset of foreign talent

Diamond head Co.,Ltd.

Shingo Yamashita, Executive Officer, Head of Human Resources & Planning



Company	Diamond head Co.,Ltd.
URL	https://diamondhead.jp/
HQ	Tokyo
Business	Software/ Internet
Employees	265
Employees' background	Australia, China, Korea, Malaysia, Vietnam

Diamond head is a company that develops and provides fashion and apparel e-commerce site production and e-commerce systems.

Skills as an engineer are the most important factor in hiring

We do not take the stance of actively hiring foreign nationals, but rather hire both mid-career and new graduates without distinction between Japanese and foreign nationals. Since the majority of our employees are Japanese, we require foreign personnel to have a certain level of Japanese language proficiency, and we are currently hiring more foreign students in Japan as freshers.

The engineering department at the Sapporo head office has received many applications from foreign personnel for internships, and the number of hires via interns is increasing. Helping VISA procedures is our main support for foreign nationals.

We will continue to hire people without drawing a line between Japanese and non-Japanese, focusing on their skills as engineers rather than on points that have little to do with our business or services, such as their ability to speak English.

Preparations to hire foreigners are not that heavy

There are no Japanese employees who have a negative attitude toward having foreign human resources in our company. Not all Japanese employees can speak English, but foreign employees blend in and work together as colleagues regardless of nationality.

We have the impression that there are no Japanese employees who feel uncomfortable with a multinational work environment. It is beneficial for us to have foreign employees to create a diverse and flexible organization.

Students from overseas who come to Japan to study and work for a Japanese company are more determined than most students, and once they fit in, they have a greater sense of belonging than Japanese people. Both as a company and as an individual, we value the mindset of foreign talent.

In preparation for hiring foreign talent, the man-hours required to obtain a VISA is not so much of a burden as it is just to submit the necessary documents. The stereotype that foreign people are more assertive or complain more than Japanese people is not real. So, why are there still many Japanese companies hesitant to hire foreign talent? It is a shame that they are missing out on acquiring excellent human resources.



More support by national and public institutions would be helpful

Aiki Riotech Corporation

Yoshihiro Tomomatsu, Director, Executive Vice President



Company	Aiki Riotech Corporation
URL	http://www.aiki-japan.com/
HQ	Aichi
Business	Manufacturing
Employees	60
Employees' background	Brazil, China, India, Peru

Aiki Riotech is a company that designs, manufactures, and sells industrial machines.

It is important to evaluate people fairly regardless of nationality

We have been hiring non-Japanese human resources for over 20 years. Many of our non-Japanese employees wish to work for Aiki Riotech for many



years, because they are satisfied with the environment where there is no discrimination due to nationalities and their positions and salaries are determined only based on their performance.

We have a track record of appointing non-Japanese managers such as production department managers. An Indian employee who joined as a new graduate from Kanazawa University 14 years ago is now chief of the machine manufacturing section, showing great performance in the overseas export department. A parts manufacturing company that was founded by our former employee who returned to China, supplies parts we want at low cost with a short delivery time. A long-term relationship based on trust regardless of nationality is one of our strengths.

Although non-Japanese employees are willing to perform tasks that Japanese people tend to dislike, for a relatively low salary, we would like to stress the

importance of an environment in which the talent, motivation and performance of all employees regardless of nationality is fairly evaluated.

The time when hiring foreign nationals becomes essential is just around the corner

In Aichi, where Aiki Riotech is located, competent people are concentrated in major manufacturers. It will be even more difficult for small and middle-sized companies to hire talented human resources in the future, and the time is just around the corner when they need to hire non-Japanese.

Recalling the beginning of our global recruitment, we had a hard time judging how credible the explanations given by the referral agency for Chinese students and trainees were. It would be very helpful if the support by national and public institutions for recruiting foreign nationals for small and medium-sized enterprises would be further enhanced.



We didn't even know the visa procedures at first

CARE CONNECT JAPAN, Inc.

Shigeo Saito, Administrative Director

Yukihiro Toyoda, Head of Personnel Division



Company	CARE CONNECT JAPAN, Inc.
URL	https://www.carekarte.jp/
HQ	Shizuoka
Business	Software
Employees	149
Employees' background	Indonesia, Korea, Philippines, Vietnam

Care Connect Japan develops and sells software for facilities for the elderly and disabled, develops and sells medical records and nursing record management systems, and develops and sells software for nursery schools and kindergartens.

Foreign employees are happy about our friendly atmosphere

The common language at work is Japanese (N3 level is the minimum



requirement at the time of the job interview). We try to overcome the language barrier at work by teaching repeatedly. Japanese is a foreign language for non-Japanese employees, so there's nothing wrong with not understanding some part of it. What's important is that both non-Japanese and Japanese employees share that attitude, and keep helping each other for better communication.

Japanese employees are friendly and like to have casual conversations with non-Japanese employees. "Care Connect Japan has a good environment where many Japanese employees, including the president, talk to non-Japanese colleagues in a friendly manner." is what one of the non-Japanese employees mentioned.

Motivation and communication of Japanese employees improved

In order to take the qualification test called "Care Clark", which is difficult even for Japanese people, non-Japanese employees study willingly. Also, they translate and proofread the thesis written in English. Their hard working and diligent attitude stimulates Japanese employees in a positive way. Japanese employees immediately showed their adaptability to be

considerate for the prayer time of Indonesian employees. They also try to bring foreign employees into the casual conversation so that non-Japanese employees would not be isolated in the workplace. Having foreign employees helped all of us to improve our communication skills.

Companies need more support tools

When we first started hiring non-Japanese people in Japan, we didn't even know the visa procedures, so we used the free consultation center for the employment of the foreigners to collect information and prepare documents.

Media/services for hiring non-Japanese human resources is increasing as well as job positions in Japanese companies. It means there are expanding demands. Due to the shortage of workforce in Japan, more companies will choose to hire non-Japanese in the future. It is necessary to improve the environment now so that they can hire/be hired without problems and be able to start working together smoothly. Careful preparation in advance is the key for successful diverse employment.

Careful steps and coordination are very important.

OKAWARA MFG.CO.,LTD.

Ayano Okawara, Managing director

OKAWARA

Company	OKAWARA MFG.CO.,LTD.
URL	http://www.okawara-mfg.com/english/
HO	Shizuoka
Business	Manufacturing
Employees	285
Employees' background	Brazil, China, India, Malaysia, Thailand

Okawara MFG. manufactures and sells sludge / waste treatment equipment, machines that dry, granulate, mix, concentrate, sterilize and so on.

Our first non-Japanese employee was assigned to China as a manager



We started hiring non-Japanese human resources to solve difficulties that occurred in our Shanghai office, due to differences in culture and business

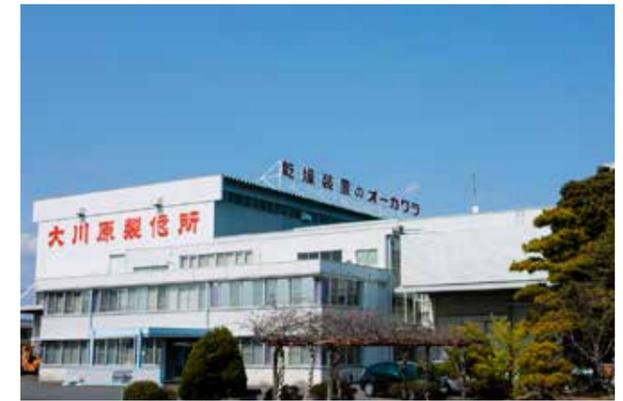
customs. We hired a Chinese person living in Shizuoka, and had him assigned to China as a manager.

Thanks to him, we could keep hiring non-Japanese human resources. At first, we were particular about the industry and occupation of applicants' previous jobs, but it narrowed the possibilities to meet the right people. So we changed our mind to consider hiring as long as they understand business customs abroad.

There are many opportunities for them to contribute to the company

Now that we work with non-Japanese employees, the workflow has been simplified and the decision-making of upper management has been expedited. The increase in the number of orders received from major overseas companies is an outstanding effect of having non-Japanese employees, and the diversity of the workplace itself is a good stimulus too.

The main language at the workplace is Japanese. Though it could be a bit challenging for employees who do not have enough Japanese proficiency, they seem to feel as a part of our community. We assume it is because there are many opportunities for them to contribute to the company, especially in overseas projects.



We recognize disagreements as the reflection of differences of individual personalities rather than nationalities. We aim for mutual understanding by increasing communication and empathy, sharing a vision, and drawing/showing a roadmap.

We value flexibility

It is natural for companies expanding overseas to hire foreign nationals for their business, so we think the number of non-Japanese employees of our company will keep increasing little by little.

If you make a big change at once, it would create a dissonance, therefore careful steps and coordination are very important for hiring non-Japanese human resources.

We are a company with a long history, founded in 1945, but we value flexibility. In addition to the system and language, we would like to create an environment where non-Japanese employees can work more comfortably.

There are many skilled mid-career non-Japanese workers in Japan.

TOYOKOH Inc.
Kenjiro Momi, President CRC



Company	TOYOKOH Inc.
URL	http://www.toyokoh.com/
HQ	Shizuoka
Business	Construction
Employees	75
Employees' background	China, India, Myanmar, Nepal, Sri Lanka, Thailand, Vietnam

TOYOKOH develops "SOSEI," a unique method to extend and reinforce the life of aging factory roofs with resin, as well as CoolLaser, a patented technology that enables the removal of rust in buildings.

Japanese employees have gradually changed

We have been hiring non-Japanese human resources since 2019. At first, there was some confusion among Japanese employees, but gradually they changed their attitudes. Both Japanese and non-Japanese employees became eager to communicate and understand each other. Also, the latest information obtained from non-Japanese employees, such as the movements of start-up companies

around the world, seems to be a good stimulus for Japanese employees. The common language at the office is mainly Japanese. It is possible to work using English in the IT team, but due to the nature of the construction industry, it seems to be difficult for English-speaking (only) members to communicate on-site.

Time-consuming efforts to build a diverse team are meaningful



We will continue to hire a wide range of people who can empathize with our philosophy, and create innovation with various values. At TOYOKOH, all non-Japanese freshers first join the global IT team and will be assigned to different departments after that. Sometimes even the simple matter takes time due to lack of communication, but this experience is important for employees to grow. There are many skilled mid-career non-Japanese workers in Japan. Japanese

companies should think about how they could utilize those highly motivated human resources. It is indeed a pity that many Japanese companies still recognize hiring non-Japanese people as retaining a cheap labor force.

Creating an organization that matches the independence of diverse employees.

OPTIMIND Inc.
Ken Matsushita, President & CEO



Company	OPTIMIND Inc.
URL	https://www.optimind.tech/
HQ	Aichi
Business	Software
Employees	30
Employees' background	Brazil, Canada, China, USA

OPTIMIND develops and provides route optimization services for last-one-mile delivery.

We value unique perspectives

We are hiring people of all nationalities with unique perspectives. Our channels of recruitment are referrals and agents. Non-japanese employees give us an advantage in terms of recruiting human resources, and the opportunity to improve corporate regulations such as vacations. Human resources who can



speak/read English and have expertise have an overwhelming amount of input of know-how. They have been a great inspiration for Japanese colleagues.

Reorganizing the organization

In order to break away from the old system of Japanese corporate ideas and create an organization that matches the independence of diverse employees, we are reorganizing the organization by introducing remote-work, Slack and so on. OPTIMIND is still a small company and we put the priority on fostering corporate culture higher than hiring people with various linguistic performance in Japanese. Japanese is a main language in our workplace, and it is difficult to hire human resources who can not speak Japanese at all at this point. We continue to hire non-Japanese people, and when we reach 100 employees or more, there will be a good possibility of hiring human resources who do not speak Japanese.

We expect our non-Japanese human resources to be leaders.

MORSON JAPAN Co., Ltd.

Yasunori Morikawa, CEO



Company	MORSON JAPAN Co., Ltd.
URL	https://www.morson.jp/
HQ	Shizuoka
Business	Software
Employees	198
Employees' background	China, Myanmar, Philippines, Vietnam

Morson Japan develops software (business applications, audio/image processing software, embedded software for communication devices, AI, etc.) and provides sales, training, and support for computer equipment and software.

Resumed once suspended recruitment of non-japanese

We started hiring IT personnel in the Philippines through JICA 15 years ago, but stopped due to the difficulty of teaching Japanese.

However, for the below reasons, we have recently resumed hiring foreign nationals:

- The difficulty for local SME to obtain skilled Japanese engineers.
- Need for employees who can speak the local language to communicate with overseas companies
- Long-term strategy in the growing



market abroad to have foreign personnel trained in Japan to set up bases in their home countries.

As preparation before they joined, we tried to have a common understanding for the intention of hiring non-Japanese human resources among Japanese employees.

Non-Japanese employees have earned the trust of our customerst

The ability to gather information in English and to quickly react to the latest technical needs are major advantages of hiring native English speakers. In addition, the need for clear communication by working with non-native Japanese speakers has created an awareness among Japanese employees to organize information better. Non-Japanese employees are diligent and ambitious, and they are willing to take on and overcome difficult challenges, which has earned them the trust of our customers. It tends to be difficult to get the best out of people with reserved

personalities until they get used to communicating in Japanese, so giving the extra effort to talk and try to understand them is important. Also, hiring multiple non-Japanese human resources who speak the same language helps.

No distinction in treatment of employees based on their nationality

We expect our non-Japanese human resources to help us do business with overseas companies and develop our business branches, so we plan to continue hiring and training them to be leaders.

It seems that there are still many Japanese companies that look down on non-Japanese. We are equal, and treating them so is essential. In fact, we do not distinguish between the treatment of employees based on their nationality.

Currently the policy of the government still seems to consider non-Japanese human resources basically as a simple labor force, having few skilled personnel being treated as exceptional cases. We believe the use of high-level non-Japanese human resources will become more common if such official policy changes and give more and better opportunities to non-Japanese human resources.

There are best ways of management depending on nationalities

Kyoritsu Electric Corp.

Nobuyuki Nishi, CEO



Company	Kyoritsu Electric Corp.
URL	http://www.kdwan.co.jp/english/
HQ	Shizuoka
Business	Manufacturer
Employees	1781 (Group)
Employees' background	China, Indonesia, Nepal, Sri Lanka

Kyoritsu Electric provides intelligent FA systems that integrate IoT and factory automation to customers in the manufacturing industry, including automation of production lines, support for research and development work, and manufacturing of testing equipment.

Hiring multiple people of the same nationality as much as possible

When we went public 20 years ago, it was inevitable that we would have bases abroad as our customers were in the manufacturing industry. Having a Chinese employee at the head office then (currently the executive at the Shanghai office), also led us to start hiring non-Japanese human resources. We utilize our bases abroad, universities in Japan, and recruitment support for foreigners in Shizuoka Prefecture as main recruitment channels. We try to hire multiple



people of the same nationality as much as possible in consideration of their mental health.

As part of our preparations for accepting foreign nationals, we have prepared employee dormitories, made considerations for religion, and provided support for learning Japanese. The administrative procedures before non-Japanese personnel start working are quite complicated, so we are looking forward to further administrative support and procedure streamlining.

The language barrier is nothing to worry about.

In addition to facilitating smooth communication with overseas offices, non-Japanese employees contribute to the company by understanding local customs and values. The excellence of the foreign employees is a stimulus to the Japanese employees. On the other hand, even if we do our best to train them, there is a tendency

for certain nationalities to leave as soon as they learn the job. Based on our years of experience, we believe that there are best ways of management depending on nationalities.

If they have passed the Japanese Language Proficiency Test (JLPT) Level 1 or 2, they should have no problem speaking Japanese. Although business level reading and writing skills is still an issue, the language barrier is not something to worry too much about.

It is a matter of "When" and "Where" to start

Since we are a regional company, and factory automation is not an attractive field, it is difficult for us to hire talented Japanese human resources. We need non-Japanese engineers in the electrical, mechanical, hardware, and software fields. We hope to have a long relationship with both non-Japanese human resources who will eventually return to their home countries and those who will stay in Japan indefinitely. Business expansion abroad is extremely important for the growth of Japanese companies. In the future when there will be a serious shortage of human resources due to the declining birthrate and aging population, it is not a matter of considering the inevitability of utilizing non-Japanese human resources but simply "When" and "Where" to start.

Non-Japanese engineers are essential for local startups

LINKWIZ Incorporated

Fumihide Shinmura, Chief Technical Officer

LINKWIZ

Robotics & Partners

Company	LINKWIZ Incorporated
URL	https://LINKWIZ.co.jp/en/
HQ	Shizuoka
Business	Manufacturer
Employees	41
Employees' background	China, India, Indonesia, Philippines, Russia, UK, USA

LINKWIZ is a company that develops, sells, and provides technical consulting for intelligent robot system software.

Being able to hire more talented engineers is a big advantage

CAD, CAM, or 3D processing technology used in games are the strength of Japan, and that is why engineers are



concentrated in a few companies. It is difficult for a local start-up to hire skilled Japanese engineers, but we had a talented non-Japanese engineer in the core algorithm part of the software in a very early stage of our business, and with him we have been able to develop our strengths and expand our applications to various uses.

Currently, non-Japanese engineers are also working in the area of application software in LINKWIZ. Having non-Japanese employees not only makes communication with overseas clients smoother, but also attracts foreign nationals to work with us. Being able to hire more talented engineers is a big advantage of having non-Japanese employees.

More support from both authorities and personnel agents are appreciated

The main channels for recruiting foreign nationals are direct applications from our website and referrals from domestic and overseas recruiting agents. About 600 people applied when we made corporate presentations at IIT (Indian Institute of Technology).

It is great for local companies to have talented non-Japanese engineers to fill in the gaps in talent and skills that are not easy to cover by Japanese engineers in areas such as DX, computer science, and



data science. On the other hand, hiring foreign nationals requires skills and costs on the part of the employers. There are a wide range of matters that need to be done, from the recruitment and selection process, to the procedures for coming to Japan, Japanese language education, support for the arrival and installation in Japan, and post-employment care. We hope that both authorities and recruitment agencies could support companies further throughout this process.

Non-Japanese human resources will become increasingly important

Hamamatsu is home to the headquarters of a major automobile manufacturer, and domestic suppliers are also concentrated there. Having the automobile industry our main target, we are also looking to expand our business globally, including India. Japanese manufacturers with a large share of the industrial robot market sell

more than 60% of their products overseas. In order to succeed in doing business abroad after the Coronavirus pandemic, non-Japanese human resources will become increasingly important. We have received requests from our non-Japanese foreign employees that they would like to have their technologies recognized overseas. We continue to actively and strategically recruit foreign nationals, including new freshers to strengthen our global competitiveness.

They can broaden the perspectives and views of Japanese employees

NGK SPARK PLUG CO., LTD.

Tomohiro Yamaguchi, Executive Officer



Company	NGK SPARK PLUG CO., LTD.
URL	https://www.ngkntk.co.jp/english/
HQ	Nagoya
Business	Manufacturer
Employees	16391 (Consolidated)
Employees' background	Belgium, China, Germany, Korea, India, Indonesia, Myanmar, Philippines, Thailand, UK, Vietnam

NGK SPARK PLUG is a company engaged in the manufacture and sale of spark plugs and related products for internal combustion engines, as well as the manufacture and sale of new ceramics and applied products.

Some departments practice specified employment where they can utilize expertise

Although we are a global company with high overseas sales, most of our head office employees are Japanese. In addition, our main business, internal combustion engine automotive parts, is expected to shrink in the future, so we need to strengthen new businesses and create innovations. In order to solve these two issues, we sought to create a diverse company and started full-scale recruitment of foreign employees in 2015.

Compared to Japanese people, foreign people are more expertise-oriented, so we have shifted to specified employment where their expertise can be utilized for new business creation departments, digital marketing departments, and DX personnel since 3 years ago.

As the Corona pandemic made it



difficult to conduct recruitment activities through participation in overseas recruitment events, we started to approach and select candidates directly via Social network service for business in addition to the conventional introduction via agents. Although it takes more man-hours to conduct all recruitment activities by ourselves, it is a method that minimizes mismatches because it allows us to meet people with the type of job and expertise we are looking for from the beginning.

Female foreign employees are quite active in NGK SPARK PLUG

Diverse ideas from foreign employees can broaden the perspectives and views of Japanese employees. In addition, as the number of overseas subsidiaries is increasing, they are able to connect employees of different nationalities with each other.

Female foreign employees are quite

active in NGK SPARK PLUG. A German female employee in the Sustainability Promotion Department has gained a great deal of sympathy within the company for her efforts to replace her own lifestyle with a sustainable one.

Also, a Chinese female employee in the new business marketing department is working on various surveys using both Chinese and English.

Our internal communication is basically in Japanese. We conduct Japanese language training before employees join the company, follow-up training afterwards, and regular interviews including supervisors to check for any issues.

Due to the declining birthrate and decreasing number of workers in Japan, we believe that the trend to seek talented human resources overseas will accelerate.

We will continue to conduct expertise-based recruitment with the main objectives of “promoting diversity,” “creating innovation through cross-cultural mix,” and “acquiring human resources with high expertise and noteworthy skills”.



Make Japan more comfortable for foreigners to live

Fujii Corporation Co., Ltd.

Daisuke Fujii, Representative Director



Company	Fujii Corporation Co., Ltd.
URL	https://www.e-fujii.co.jp/eng/index.html
HO	Niigata
Business	Manufacturer
Employees	124
Employees' background	Bangladesh, China, India, Myanmar, South Korea, Turkey

Fujii Corporation is a company engaged in the design, manufacture and sell of snowblowers and agricultural machinery, process and sell press sheets metal, manufacture and sell press dies, and process and sell steel materials.

“No politics, no religion in the company” is our management policy

Founded in 1865, we have been hiring foreigners since before World War II. Our management policy is that the company is a place for economic activities and that politics and religion should not be brought into the company.

Before joining us, foreign employees are clearly informed and convinced that political and religious activities are not allowed in the company. This is part of our management policy to treat employees



the same whether they are foreign or Japanese.

Our foreign employees positively accept this, saying that they are glad that we do not treat them differently, for better or worse. They feel comfortable being treated the same as Japanese employees.

Since the establishment, our company policy has been family-oriented and lifetime employment. It allows us to hire foreign nationals who are willing to work until retirement or who have a desire to start a business in their home country and sell our products in the future.

So far, we have been hiring foreign students who have come to Japan, but in the future, we plan to go directly to universities in Myanmar, Bangladesh, and other countries to recruit.

During interviews, we focus on their ability, personality and interest in Japan

As a company with the management

goal of “Made in Japan to the world”, Japanese is our internal language, and one of the requirements for hiring is a N3 or higher level holder of the Japanese Language Proficiency Test.

We want our employees to work for us for a long time, so we will continue to hire people regardless of their nationality, placing importance not only on their ability but also on their personality, interest in Japan, and ability to adapt to life in Japan.

If there are too many people from a particular country, there is a high probability that they will form a group of their own nationals and not fit in with the other employees. That is why we limit the number of employees from the same country up to two, so that employees from various countries get close to each other.

We believe that a diverse company made up of diverse employees will have diversity in business and work.

Hope the labor market truly opens up, not only the system for highly skilled labor

What we would like the government to do with regard to the utilization of foreign human resources is to provide an environment and systems that allow them to live comfortably for a long time in Japan.

Being able to get a mortgage or a car loan



without having Japanese citizenship. Getting the right to participate in local elections if they pay resident tax. These listed above motivate foreign human resources to work with local people to improve their own communities. In addition to designing a system for high-level foreign human resources, we would also like to see not only the system design of highly-skilled foreign nationals, but also the technical training system etc., to review the system design and truly open up the labor market. Manufacturing requires not only the knowledge and skills of highly-skilled human resources, but also the skills of workers that have been acquired since they were young. This is our dream and goal, but we would like to be able to train foreign human resources who can contribute to the economic development of their home countries by learning skills such as mold manufacturing and metal processing at our company after graduating from high school in their home countries.

There are very few high-level technical personnel in Japanese companies today.

OTSL Inc.
Shouji Hatano, CEO



Company	OTSL Inc.
URL	https://www.otsl.jp/en/
HQ	Aichi
Business	Software/Internet
Employees	85
Employees' background	China, India, Nepal, Russia, USA, Vietnam

OTSL provides consulting/education services such as functional safety and security for MaaS/automated driving, DX as a Services for factory control equipments, embedded system developments, and virtual machine software for embedded systems.

It is difficult to find persons who meet our requirements

For a long time, we have decided that it is difficult to hire excellent human resources only for Japanese nationalities, and have been promoting hiring regardless of age, nationality, gender (including LGBT), or background. In addition, the important requirements for technical professionals include logical thinking and the ability to come up with ideas, but there are very few technology



person who meet those requirements in Japanese companies today. For those reasons, we began to hire foreigners. The language advantage of having foreign employees is huge. Being able to understand the language of customers makes business negotiations and meetings much easier. In order to make customers throughout the world, we need native human resources such as German and English in the future. And even if they can only speak a language, communication with customers cannot be established without technically understanding, so it is difficult to find persons who meet our requirements.

Guidelines and measures for telework across countries are awaited

As part of our efforts to create an environment where foreign employees can work comfortably, we offer them Japanese language courses at the

company's expense, and since the timing of taking long vacations differs depending on their country of origin, we try to coordinate to fulfill their wishes as much as possible.

We allow our employees to work remotely anywhere in Japan., But remote work from abroad must comply with the tax and other laws of foreign country, and the usual way to achieve that requirement is to create a local subsidiary in that country and hire employees at there. The benefits of overseas remote work are hard to come out in such situation. Due to such problems, we do not carry out remote work from overseas.

It is difficult for each company to solve the problem unless the Japanese government cooperates with each country to develop a cross-border remote work system. So we hope that the guidelines and measures for remote work that transcend national boundaries will be promoted in the future.



Diversity is an engine of innovation and competitiveness

Silver Egg Technology Co.,Ltd.

Thomas Foley, CEO



Company	Silver Egg Technology Co.,Ltd.
URL	https://www.silveregg.co.jp/en/
HQ	Osaka
Business	Software
Employees	50
Employees' background	China, Lithuania, Mexico, Netherlands, Philippines, Russia, Spain, UK, USA

Silver Egg Technology develops and provides web marketing services based on AI (artificial intelligence) technology.

Diversity creates a company strong in both "Zeroichi" and "Kaizen"

We have been aiming to be an "international company based in Japan, consisting of diverse human resources who work without



borders" since Silver Egg Technology was founded.

Being able to obtain the latest information on the world market provided in English or exclusively in local languages is one of the benefits of having non-Japanese employees. Another advantage of being a diverse company is that we can hire Japanese people who are attracted to an environment where they can speak English, seeking new challenges.

Whether you are good at "Zeroichi (creating from scratch)" or "Kaizen (improving)" continuously depends not only on individual differences but also on national character. By having people from different countries, we can be a company that is strong in both.

Japanese people have the ability to accept diversity

Diversity itself is not the purpose, but the result of us trying to create an excellent team without prejudice.

Many Japanese companies are still hesitant to hire non-Japanese human

resources, but diversity is an engine of innovation and competitiveness, and an important factor for revitalizing Japan's economy.

Japanese people can respect different work styles to avoid conflicts, so they have the ability to accept differences in culture and working styles in a diverse workplace. We hope more Japanese companies hire foreign nationals trusting the adaptability of their current employees.

Create a world where everyone is fairly evaluated

Trois Re Inc.

Yuki Hamano, CEO



Company	Trois Re Inc.
URL	https://nocc.education/
HQ	Osaka
Business	Service (Education)
Employees	18
Employees' background	Malaysia

Trois Re is engaged in the EdTech business that visualizes and solves various issues in the education field with the power of technology.

We hired a 60-year-old, Master's degree, multilingual Malaysian

We sought a human resource without specifying nationalities who can research issues in the education market of each country for our global expansion. A Malaysian we hired is a 60-year-old, master's level graduate, who can use Japanese, English, Chinese and Malay. When we expand our business in the future, it is quite possible that we will hire a large number of non-Japanese engineers at once.

Japanese companies need to become more flexible

The presence of non-Japanese people makes it easier for Japanese people to accept diversity, including diversity among Japanese people. It makes the best use of each individual's strengths, supports each other's weak points, and it leads to strengthening as an organization.

Japanese companies still have a vertically-divided traditional organizational system, and need to become more flexible to accept various work styles and ways of thinking. Trois Re develops a system that visualizes the characteristics of human beings, and would like to create a world where everyone is fairly evaluated as people regardless of nationality.

Respect diversity and foster a sense of connection to the world

SEIBU SHOKO CO., LTD.

Nobi Fujita, Representative Director



Company	SEIBU SHOKO CO., LTD.
URL	https://seibushoko.com/eng/
HQ	Hyogo
Business	Service
Employees	13
Employees' background	Chile, China, Indonesia, Italy, Malaysia, USA

Seibu Shoko provides support for overseas machine tools and equipment manufacturers, Japanese market development, maintenance of machinery and equipment, introducing IoT for the manufacturing industry, and support for digitization.

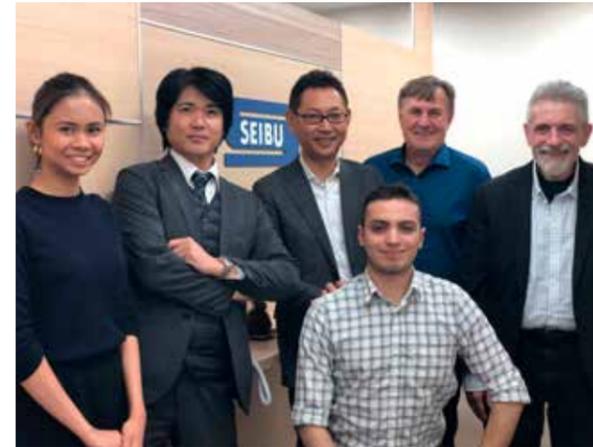


We tried hard to gain understanding of Japanese employees

In preparation for accepting non-Japanese human resources, we tried to gain the understanding of Japanese employees. We added content related to diversity to the corporate vision of SEIBU SHOKO, and repeatedly explained why it is necessary. We increased the opportunities such as overseas inspection for Japanese employees so that they understand the importance of global recruitment, as well as promoted hiring Japanese people who have studied abroad.

Many of them grow significantly after joining us

Non-Japanese employees are capable of working independently and are willing to express their opinions. They are good at using digital tools and comfortably handle English and other languages. There are many cases where their efforts after joining the company let them grow significantly; an in-house IT operator who was originally hired as a machine operator, or a marketing manager whose first position was a machine maintenance worker. Sometimes, issues arise due to cultural differences and languages. We solve these with flexibility and respect for the feelings of employees such as changing the team or using English to make it easier to draw their opinions in individual interviews.



Our vision in the era of "Great Reset"

Our vision is "to respect diversity and transcend gender, nationality, race, language and religion to foster a sense of connection to the world."

By respecting diversity and engaging in social activities that attract talented human resources from all over the world, I would like to increase the opportunities for young Japanese people to play an active role in the world.

In the era of "Great Reset" advocated by the World Economic Forum, creating an environment where non-Japanese can work comfortably, and Japanese can aim to take an active role overseas is what we recognize as our mission.



Direct recruitment to overseas universities will be our next step

UNI-TY INC.

Masayuki Yamashita, Representative Director



Company	UNI-TY INC.
URL	http://www.uni-ty.com/en/
HQ	Osaka
Business	Software
Employees	15
Employees' background	China, India, Vietnam

UNI-TY is engaged in software development and planning, development, sales and operation of the educational application "Asonde Manabu! (Play & Learn!)".

Speak plain Japanese slowly

We had been looking for Japanese engineers, both mid-career and new graduates for a while. But even if there were applications, they were not a good match with us. For this reason, we began to hire non-Japanese people through Internet recruitment sites for foreigners, public recruiting agencies (Hello Work), and recruiting international students for Japanese language schools and universities.

For Japanese employees who oppose hiring non-Japanese, we explain how desperate



we are to hire talented people whether Japanese or not in terms of company management.

The office language is Japanese. We make sure that all Japanese employees speak slowly in plain Japanese as much as possible for better communication.

The cost of hiring non-Japanese is rising

Non-Japanese employees can conduct overseas market research, which is very helpful both for the business and also to learn about each other's culture. We hope that we will be able to count on their language skill at overseas exhibitions and other global trades too.

Due to the declining working population in Japan, Japan's economic growth cannot be expected without non-Japanese workers, but the cost of hiring them is rising. We plan to hire them on a regular basis in the future, so we are considering submitting jobs directly to overseas universities.

Hiring non-Japanese may be a prerequisite for survival.

ORB Co.Ltd.

Hirotochi Takeuchi, CEO



Company	ORB Co.Ltd.
URL	https://www.orb.co.jp/
HQ	Osaka
Business	Manufacturing
Employees	17
Employees' background	China

ORB develops and manufactures digital controllers and microcomputer application equipment for plastic molding machines, develops, manufactures and sells security equipment and audio equipment, and produces and sells music content.

Our foreign employees are really hard workers.

We were able to hire a Chinese student who is very talented and fluent in Japanese, through Hello Work, the public employment agency in Japan about 8 years ago. This was the beginning of us hiring non-Japanese human resources.

Because ORB had been dealing with many overseas companies, there was no significant issue accepting non-Japanese human resources. Our Chinese employees worked very

seriously and blended well with the atmosphere of the company, so we have never had any particular comments from Japanese employees about working with foreigners.

The workplace becomes more diverse and open

The biggest merit of hiring non-Japanese human resources is that the atmosphere of the workplace becomes more diverse and open. Since Japanese is the language used in the workplace, we had to spend more time and effort checking emails written by non-Japanese employees, but the advantages of working with excellent human resources were far greater. We would like to actively hire non-Japanese in the future. For small and medium-sized enterprises like ours, hiring them may be more of a prerequisite for survival than an option for the company to grow.



In a diverse workplace, nationality itself is irrelevant.

tiwaki Co., Ltd.

Xiang Ruan, Founder & CEO



Company	tiwaki Co., Ltd.
URL	https://www.tiwaki.com/home-2
HQ	Shiga
Business	Software (AI)
Employees (Group)	40
Employees' background	China, Egypt, India

tiwaki is a company that develops AI core technologies of machine learning and computer vision.

English is a supplemental language at tiwaki

Because our Japanese employees can speak English to some extent, most of the communication with non-Japanese



employees is in English. The in-house documents are mostly in English, and bilingual employees will help if the nuances and phrases in Japanese could not get across at the meetings.

We have no plans to make English an official language at work. Although learning Japanese is not easy, it helps non-Japanese employees not only to communicate at work but also to enjoy life in Japan in general. English is a supplemental language that would be used when there's no other way to communicate at tiwaki.

Global recruitment among Japanese companies is becoming more common

We started hiring non-Japanese because we received an inquiry about recruitment from our website, and a recommendation from an agent specialized in the recruitment of non-Japanese engineers. We will continue to hire talented people regardless of nationality.

We have the impression that global recruitment among Japanese companies is becoming more common. There are times when we can't understand each other's ideas even if we understand the language, but it is not a matter of nationalities as this happens among Japanese as well. In a diverse workplace, nationality itself is

irrelevant. Rather, it is more important to cultivate positive attitudes to understand different values and evaluation standards.

Japanese people need to understand how Japan is seen by the world

Glams Co., Ltd.

Daisuke Miura, CEO



Company	Glams Co., Ltd.
URL	https://www.glamscorp.jp/
HQ	Osaka
Business	Software
Employees	95
Employees' background	Australia, Brazil, Canada, China, France, Hong Kong, Italy, Malta, Morocco, New Zealand, Taiwan, Thailand, Turkey UK, Ukraine, USA, Vietnam

Glams is a company that develops and sells ZenFotomatic: a tool for creating images of products for e-commerce (EC), operates a social networking service for cross-border EC on behalf of clients, and translates and produces content for overseas markets on behalf of clients.

Turn our linguistic disadvantage to an advantage in recruitment

As ZenFotomatic, the core business of Grams, got off the ground, we started thinking about hiring more engineers. But recruiting engineers is difficult for a local company like us, and one of the founding



members could hardly speak Japanese. Therefore, we started recruiting only non-Japanese engineers who lived in Japan or were interested in working in Japan.

We could hire several people through SNS communities and co-working spaces. It turned out that enough non-Japanese candidates found the lack of barriers in language and corporate culture in our company attractive. As the number of non-Japanese employees increases, hiring through word of mouth and referrals is becoming more active. When we started hiring, we did not have clear tasks and OJT like we do now. We were fortunate to have start-up oriented software engineers who could decide their own tasks and actively contributed to improving the teams and services.

A multilingual environment is beneficial for both

The main languages used for documents in Glams are English, Vietnamese,

Chinese and Japanese, with French added for conversation. Japanese employees tend to struggle with the multilingual environment, but they naturally learn English as they hear foreign languages in the office every day and have many opportunities to prepare documents and make presentations in English. For Japanese employees who have a strong desire to work overseas, being able to experience consensus building among people with different cultures is an incentive itself. It is a great advantage for us to have a diverse workforce that can lead to expanding our business to the overseas markets. Also, it is very useful for services that require universal design to be able to obtain the opinions of people who are actually from the target country.

Language and culture are unique skills for individuals

It is clear that domestic demand and the active population in Japan are decreasing. The first step that Japanese companies should take is to expand their market for both business and human resources by lowering the hurdle of Japanese language and particular customs, as well as deepening their understanding of diversity. A business environment dominated by the Japanese language is more of an obstacle for Japanese people than for

non-Japanese, and it is the Japanese people who need to understand how Japan is seen by the world.

We believe that language, culture and information cultivated in one's own country are unique skills for individuals, and we keep actively recruiting people who meet our needs. To retain talented people, we will continue to proactively update our existing rules and internal culture.

Company's determination is the key to successful global recruitment

Chuo Denki Keiki Seisakusho Co., Ltd.

Junichi Hatano, Representative Director



Company Chuo Denki Keiki Seisakusho Co., Ltd.
URL <https://www.e-cew.co.jp/#>
HQ Osaka
Business Manufacturer
Employees 50
Employees' background China, Thailand, Vietnam

Chuo Denki Keiki Seisakusho designs and manufactures test, measurement and control systems, hardware, software, and develops image inspection and analysis systems using AI.

Non-Japanese employees are very polite, eager and proactive in a good way

Because we collaborated with

manufacturers in China, we have been hiring Chinese people who graduated colleges and graduate schools in Japan on a regular basis from around 2006, expecting them to act as a bridge with our Chinese partners.

Chinese employees are very polite, eager and proactive in a good way. In the selection process, which is open to all academic majors and nationalities, non-Japanese human resources seem to be more impressive than Japanese. Foreign employees are eager to learn new technology, and their attitude stimulates Japanese employees.

We also appreciate their ability to proceed with the projects, making others get involved in a friendly manner.

Our foreign employees are not limited to overseas sales and engineering positions. Based on their wishes and aptitude, they are also assigned to departments such as the General Affairs Department and the Corporate Planning Office, where there are relatively few opportunities to negotiate with overseas companies.



Making sure both employees and their families feel comfortable with us

We are willing to hire anyone, regardless of nationality, as long as they are talented, motivated, and interested in manufacturing. We are particularly interested in hiring people who can act as a bridge to ASEAN markets. If we have someone we want to hire, we make an effort to have a good relationship and build trust not only with that person but also with their family.

Our president and chairman personally invites parents of foreign employees for dinner when they go on business trips, or when they visit Japan. They are also invited for company tours so that they can feel they are working in a trustworthy company with friendly colleagues.

Hoping they will be in charge of overseas subsidiaries

World Incubator International Corporation

Toshihiro Nohara, CEO



Company World Incubator International Corporation
URL <https://www.world-incubator.jp/>
HQ Osaka
Business Service
Employees 11
Employees' background China, Indonesia, Mexico, Philippines, Serbia, Slovakia, USA, Vietnam

World Incubator is engaged in overseas procurement business, eco-solutions business, and materials development business.

Our employees can work without Japanese language skills

We only hire foreign nationals living in Japan. The purpose of hiring non-





Japanese human resources is to establish a local subsidiary overseas in the future and to have our non-Japanese employees who worked together in the Japanese office to work locally. So for the foreign nationals who want to work in Japan for many years, World Incubator International may not be a very good match. It seems that there are many international students in Japan who are not motivated to learn Japanese because they do not feel it is highly practical. On the other hand, there are few job opportunities in Japan for them if they cannot speak Japanese. In such a situation, we have a competitive advantage because our in-house language is English and our employees can work as professionals without Japanese language skills.

We want to keep growing as a company chosen by employees

When we talk to other companies about hiring non-Japanese employees, it seems

that many of them have quite rigid ideas about it. They ask if there are any concerns over issues such as employee retention rate by not managing them too much with regulations. We believe it is important for our employees to choose to work with us because they want it, not because they are being tied down by us. Whether or not we can be a company that is chosen by them depends on our own effort to grow.

True D&I can be realized when the company demonstrates Inclusion

Nippon Technology Solution Co.,Ltd

Koji Okada, President



Company	Nippon Technology Solution Co.,Ltd
URL	https://www.solution.co.jp/en/
HO	Hyogo
Business	Manufacturer, Sales Promotion and Consulting
Employees	35
Employees' background	China, Korea, Vietnam

Nippon Technology Solution is a very rare company in Japan that is both a manufacturer of one-of-a-kind technologies and a consulting firm.

We give consideration to the cost of returning home and the ease of taking leave

In the 2000s, during the transition from CRTs to plasma, Korea and China rose to prominence. As a result, we made the decision to withdraw from CRTs. We shifted to a policy of expanding our business based on strategic theory in fields where we do not have to compete with Korea and China. We have been mainly hiring foreign students living in Japan, regardless of nationality since we started hiring freshers in 2006.

Both Japanese and non-Japanese employees get the same training, so our employees seem not to be conscious of the nationality of their colleagues in a positive sense. However, since non-Japanese employees have to spend a larger amount of money on transportation than Japanese employees when they go back home, we provide global allowances. We also promote "the E-charge vacation system" that encourages the use of consecutive paid vacations in conjunction with long weekends and national holidays.



Foreign recruitment is about whether or not we guarantee people's dignity

Our foreign employees are playing an active role in our participation in overseas exhibitions, photography sessions abroad, and regular maintenance for our overseas clients.

In the future, it will be difficult for our company to survive without practicing business globally, and having human resources who understand the culture and customs of each country firsthand is our strength.

Since hiring foreign nationals is about whether or not we can guarantee the dignity of people, we are against the management decision to "use them cheaply" as labor force.

The Zoo Project is our effort to promote diversity

In a diverse work environment with non-



Japanese employees, we recognize differences in culture and values, which in turn leads to mutual respect. The “Zoo Project,” which was launched with the hiring of freshers in 2008, is a concept that underlies our diversity promotion efforts. In a zoo, each animal has its own good points and lives freely and openly without comparing themselves to others. Only focusing on diversity has the risk of creating a workplace ruled by the law of savannah, so we should show Inclusion (harmony and sense of belonging) to achieve true Diversity and Inclusion.



The benefits of hiring foreign talent with language skills and cultural understanding are enormous

Fuji Electronics Industry Co., Ltd.

Hiroko Watanabe, President



Company	Fuji Electronics Industry Co., Ltd.
URL	http://www.fujidenshi.co.jp/en/
HO	Osaka
Business	Manufacturer
Employees	125
Employees' background	China, Germany, USA

Fuji Electronics Industry is engaged in induction hardening prototype tests; in-house job hardening; and design, manufacture, and sales of high-frequency induction heating and quenching equipment, as well as associated automatic equipment.

Improving the working environment not only for foreign employees but for everyone

We had felt that the points and advantages we wanted to convey in terms of technical design could not be conveyed well through an interpreter when dealing with overseas customers. To solve this problem, we thought it would be better to hire and train foreign personnel in-house. That was the main reason we started actively recruiting foreign nationals in 2008.



We hire both new graduates and mid-career personnel through the general application process, and we are able to meet a variety of human resources. As for the internal development of the company, we have improved the working environment not only for foreign employees but for everyone. Since the time of the previous president, we have hired a German employee from one of our business partners on secondment. In addition, there were many opportunities for our Japanese employees to interact with foreign nationals, so there was no hesitation in welcoming foreign colleagues.

We are able to proceed with bidding and interpretation work in-house

By hiring foreign human resources, we are now able to proceed with bidding and interpretation work in-house. When translating and interpreting, non-Japanese employees not only translate

Japanese into multiple languages, but also make efforts to make the expressions easier to understand for people in the other country. Currently, we have many foreign personnel who can speak Japanese, but we are planning to broaden the scope of recruiting because technical personnel only need to be able to speak English. We plan to support employees with limited Japanese proficiency by offering language courses. Our employees can speak Japanese, English, Chinese, and Korean. In the future, we would like to hire people who can speak Spanish as well. By coming into contact with people of various nationalities, Japanese employees became more open to diverse values. While at first, areas like paperwork can be complicated for foreign nationals, once they get started, things are not so difficult. For Japanese companies, there are great advantages to hiring people from countries with which they do business. They can use the language as a native, and have a deep cultural understanding.



Hoping that the hiring of foreign nationals will bring about innovation within the company

Saraya Co., Ltd.

Yuusuke Saraya, CEO



Company	Saraya Co., Ltd.
URL	https://saraya.world/
HQ	Osaka
Business	Manufacturer
Employees	1064
Employees' background	Australia, China, Canada, France, India, Indonesia, Kazakhstan, Laos, Myanmar, Philippines, Russia, Spain, South Korea, Taiwan, Tunisia, UK, Ukraine, USA, Vietnam, etc.

Saraya develops, manufactures, and sells sanitary products such as cleaning agents, disinfectants, and gargles for household and commercial use, as well as chemical supply equipment and other products. They also provide consulting services for food sanitation and environmental hygiene, and develop, manufacture, and sell food products and others.

We gathered information on cultural and religious considerations in each country

With the establishment of our US subsidiary in 1995, we began to consider hiring foreign personnel, and have been hiring them proactively since 2003, at the same time as we expanded our

overseas offices.

The positions we are hiring are R&D in chemicals and biology, and marketing and sales. In addition to direct recruitment through local recruiting companies, we have recently been utilizing recruitment channels through the international student community. Initially, due to a lack of know-how, we conducted interviews with various parties to gather information on cultural and religious considerations in each country. For individual problems, the returnee employee in HR supported foreign employees.

In order to promote the development of Japanese language skills, language qualification allowances are provided to N1 and N2 holders, and Japanese classes (at language schools) are offered to employees who cannot speak Japanese.

There's a great advantage to hiring people who understand each country as natives

When setting up overseas bases, conducting research and development, or developing business, there are advantages in hiring people who are from the country and understand the standards, culture, religion, and values of each country.

We have hired Russians in the software



department of the Product Development Division to develop sales channels to Russia. In the field of water treatment, we have formed a business alliance with a professor from the Indian Institute of Technology and hired students in his laboratory as our employees.

We hope that the hiring of foreign people will bring about new visions and ways of thinking that Japanese people alone cannot come up with, and it would create innovation in Saraya.



Rather than being overly cautious about hiring foreign nationals, just give it a try

canbright co., ltd.

Kazuma Inoue, CEO



Company	canbright co., ltd.
URL	https://canbright.co.jp/
HQ	Kyoto
Business	Software/Internet
Employees	29
Employees' background	Bangladesh, China, Vietnam

canbright develops, sells, and operates CANBRIGHT, a cloud ERP for small and medium-sized businesses; plans, develops, manufactures, and sells canned and other processed foods; and plans and operates various training programs and seminars.

Clearly stated that we would actively recruit foreign engineers

The main reasons for us to start hiring foreign nationals were:

- To expand our business globally, we need engineers who can speak English.
- It is more interesting to have a multinational and multicultural organization, not just Japanese.
- Having non-Japanese employees would increase the number of Japanese applicants, because Japanese engineers tend to be attracted to work

with people from overseas. As we launched our cloud service business and expanded our engineering team, we started hiring non-Japanese people with an eye on overseas expansion in the future. As preparation, we created a recruitment video with English subtitles and hired English-speaking Japanese engineers.

We clearly stated on the recruitment website that we would actively recruit foreign engineers. Zenken provided recruitment support for us.

Communication skills of all employees got improved

Since the foreign employees joined the company, more Japanese employees have started to learn English conversation. In addition, all employees began to be aware of how to communicate with non-Japanese people, paying attention to ease of listening and understanding. This is a skill that is necessary even among Japanese people, and has led to improved communication regardless of language. It also made it easier for us to negotiate when purchasing IoT devices from Chinese manufacturers, and to communicate with the offshore development team that we outsource to. We are building a development team structure that will make it easier to expand our services overseas.

At our bases in Japan, Japanese will be the common language at least for a while. There are times when we have difficulty communicating, but since our philosophy is to value diversity, it is more important to think about how to deliver the goodness of individuals to the world.

Our goal is to have one third of the employees be non-Japanese

We believe that we can create good services by hiring people with different values. Hiring foreign people is important for the global expansion of our services, and our goal is to eventually become an organization where one third of the employees are foreigners. Development can be done in a fully remote environment. Some employees even go back to their home country for a month while continuing to work. Excuses for not hiring foreign people, such as “we’ll wait until our employees can speak English,” or “we’ll wait until we have a system for accepting foreign people,” are often heard. But if you are too cautious about hiring them, you will never get started. We recommend those Japanese companies to just give it a try. Once the decision is made to hire foreign nationals, there will be a way to deal with the situation.

ASEAN human resources as our future overseas development personnel

Japan System Techniques Co., Ltd.

Noriaki Okado, Executive Director

未来を、仕掛ける。



Company	Japan System Techniques Co., Ltd.
URL	https://www.jast.jp/en/
HQ	Osaka
Business	Software development, system consultation
Employees	827
Employees' background	China, Indonesia, Korea, Myanmar, Singapore, Thailand, Vietnam

Japan System Techniques is engaged in the software business, GAKUEN business, system sales business, and medical big data business.

HR and the host department together tackle language barrier

Our company has been hiring without regard to nationality for a long time, but with the acquisition of a Malaysian company in 2017 and the acceleration of our overseas expansion mainly in ASEAN, we started to actively hire foreign personnel.

We are confident that they provide a good stimulus to Japanese members. Also, we expect that people with the mindset of willing to contribute to their

own country would develop business there in the future.

Although we did not do anything special to welcome foreign employees, a lot of self-help efforts were made by Japanese employees related to recruitment, such as improving their English skills and acquiring knowledge about hiring foreigners.

Since we do not have many Japanese employees with high English proficiency, we basically hire those with N1 level of Japanese language proficiency. Even so, there is still a language barrier, which we are trying to resolve by ensuring that HR and the host department share the background of the personnel.

Self-initiative and skills of ASEAN human resources are completely different compared to Japanese students in general

ASEAN human resources have the determination to study in Japan and work for Japanese companies. They have



excellent characteristics such as self-initiative and independent spirit, English proficiency, IT skills, etc. Rather, we feel that we are not making full use of the excellent human resources coming in from overseas. We need to work on their career development and management. The differences in culture and values will lead to opportunities to improve the new idea and culture for the company. The stimulation of employees of diverse nationalities will lead to the expansion of individual perspectives and the improvement of individual abilities. Although Japanese is the language for business, employees who don't have many opportunities to speak with foreign people have the chance to actively use English in their private conversations, which leads to enhanced self-improvement and self-development.

There are vast markets and many business opportunities here

"Do you mainly recruit from the ASEAN region?" is the question we are often asked. The answer is, "We don't limit regions as long as they can do business as global citizens". There will be cases in the future where we will hire people with high technical skills even if they lack Japanese language skills. The reality is that while cars and anime

are widely accepted overseas, software remains in the domestic market. The population is declining in Japan, but there are vast markets and many business opportunities abroad. The IT industry is a 20-trillion-yen market. We will continue to grow beyond the market of the IT industry.

We have been actively hiring foreign internationals since our founding.

Rococo Co.,Ltd.

Kenji Nishimoto, Executive Managing Director
Kenji Mizuno, Director



Company	Rococo Co.,Ltd.
URL	https://www.rococo.co.jp/
HQ	Osaka
Business	Software Development /Information service
Employees	628
Employees' background	Bangladesh,Brazil, China, Cote d'Ivoire, Egypt, India, Indonesia, Korea, Nepal, Philippines, Poland, Taiwan, Tanzania, Thailand

Rococo provides a variety of IT solution services that meet the needs of society in help desk operations, infrastructure building/operation, call center operations, and system development.

Hiring foreign personnel with high aspirations and technical skills



Since our founding, we have had a desire to become a global company, and we were thinking of expanding into the BRICs. While expanding overseas through offshore operations in India, a subsidiary in China, and in the Philippines, we have been hiring foreign nationals with high aspirations and technical capabilities, just like when hiring Japanese engineers. We used to use overseas carrier social media for hiring, but now we use the same method used when hiring Japanese. As for employment criteria, there are 2 things that differ from when we hire Japanese employees--whether they have a working visa and if they have passed Japanese Language Proficiency Test Level 3 or above.

After understanding the differences in culture and religion, we are now hiring with diversity in mind. So that foreign employees will not be isolated even after they join the company, we put consideration into where they will be assigned like putting together mixed teams

New graduate members enjoy the

different culture of Japan, but after a while they may become homesick, so we try to bring out those feelings and not overwhelm them.

Everyone who is willing to work can play an active role.

We think that foreign employees have the most advanced information gathering ability in the development field. If you are fluent in English, you will be able to work immediately in the call center and help desk business and English communication with clients will be smooth. By accepting cultures and ways of thinking that are different from those of the Japanese, the communication skills of our Japanese employees are also improving.

We pride ourselves in creating an atmosphere that is free from the idea of prejudice, such as nationality and gender. We would like everyone to play an active



role if they are willing to work, and we will continue to hire them regardless of nationality. With the referral recruitment system, foreign employees are beginning to introduce their foreign acquaintances. Since the climate and customs differ from country to country, we will need to deepen our understanding should the nationalities of our employees become more diverse in the future. For example, we think it is necessary to understand through communication where the value of working is sought, in Japanese culture, specialized skills, and wages. We do not intend to require foreign employees to work in Japan all the time. Rather, we hope that they will learn the good qualities, technology, and management of Japan, return to their home countries, start a company, and increase the number of Rococo fans all over the world.



Respect each other and make positive changes

SYSTEM FRIEND INC.

Toshio Asayama, Representative Director

Mai Okamoto, Director



Company	SYSTEM FRIEND INC.
URL	https://www.systemfriend.co.jp/en
HO	Hiroshima
Business	Software/Internet
Employees	33
Employees' background	Australia, Bangladesh, China, Germany, Italy, Spain, Sweden, UK

System Friend is engaged in contract software development and the manufacture and sale of medical equipment.

Aiming for a non-Japanese employee ratio of 20%

We started hiring non-Japanese actively from 2015. Hiring skilled Japanese engineers in areas outside of Tokyo was difficult even at that time, and we were strongly feeling the

necessity of retaining talented foreigners. The Spanish engineer we hired in 2015 was not fluent in Japanese but was very talented, so we immediately decided to hire him as a full-time employee. We realized that there are excellent engineers overseas, and now we aim for a non-Japanese employee ratio of 20%. The increase of foreign employees led to a supportive environment among them, in which senior employees teach newcomers. The consideration to make the work environment comfortable for all employees is seen in various areas.

Asian and European personnel seem to value different aspects

As for IT human resources, it seems that talented Asian students tend to choose their employers based on the company's name value and annual income, and that even if the working hours are long, they are determined to take it as a phase to put up with. In contrast, people from the EU



seem to value work-life balance the most; they care about income as well, but attach a lot of importance to job content and quality of life.

In Hiroshima, we feel that foreign nationals are still seen as mere manpower; there are only few examples of companies recruiting highly skilled foreigners. However, in order for Japanese companies to grow in the future, it is essential for them to have highly skilled non-Japanese employees. It is important for both employees and companies to respect each other and make positive changes to establish a comfortable working environment for all nationalities.



A non-Japanese-friendly company is a comfortable environment for all employees

MITLA Co., Ltd.

Shiho Fujii, President



Company	MITLA Co., Ltd.
URL	https://www.mitla.co.jp/eng.html
HQ	Kagawa
Business	Software
Employees	45
Employees' background	Indonesia, Taiwan, Vietnam

MITLA offers medical and networking solutions in the field of obstetrics and gynecology.

It was very difficult for local companies to retain Japanese engineers

Half of our employees are engineers, and it is not an exaggeration to say retaining engineers is a matter of life-and-death.

Engineers are concentrated in urban areas such as Tokyo and retaining enough numbers of them was very difficult for local companies. Therefore, we started hiring employees from our local subsidiary in Indonesia three years ago. We also have been hiring through an agent that is strong in introducing non-Japanese human resources. We prepared a residence with a corporate contract, and provided furniture, home appliances, and other items necessary for living. In addition to moving allowances from the company, Japanese employees donated generously so that non-Japanese employees could start living immediately. We set up the in-house prayer room and gave the best effort to be considerate for different religions. For Japanese employees who opposed the global recruitment which started top-down, we achieved their understanding by explaining that it is also an advantage for Japanese employees to have an environment where Indonesian employees can work



comfortably and to be a force for our company.

A diverse environment lets Japanese employees grow



Developing a business to popularize electronic medical records for obstetrics in Indonesia is part of our business, so being able to communicate with local medical staff in the local language is a great advantage. It is helpful to be able to obtain information such as the local medical environment and insurance system that cannot be found in books or websites. Both Japanese and English are used at work. We tend to depend on translation apps, but the number of Japanese employees who try to learn English is increasing. Engineers tend to be craftsmen with unique personalities. But in our diverse environment, Japanese engineers grow to accept different ideas.

The ability to hire talented people decides a company's future.

Recruiting only Japanese engineers is no longer possible. The ability to hire talented human resources regardless of their nationalities would decide the company's future. The coronavirus pandemic made it no longer required to work and live in the same place. While the whole world has become a recruiting market for us, global giants such as GAFAs are fishing skilled engineers all over the world with big fishing nets. It is expected that the recruiting will be even more difficult in the future for the small and middle sized companies without having outstanding characteristics.



Continuous employment will increase the retention rate of foreign employees

ATEX CO.LTD

Masahiro Murata, Chief Executive Officer
Masayuki Kono, Executive Officer of General Affairs Division
Yoshihiko Murata, Executive Officer of Sales Division



Company	ATEX CO.LTD
URL	https://atexnet.co.jp
HQ	Ehime
Business	Manufacturer
Employees	210
Employees' background	China, Korea, Taiwan, Vietnam

ATEX manufactures and sells electric scooters, powered transport vehicles, agriculture-related machinery and labor-saving machinery.

Excellent foreign human resources are open and flexible for new environments

At the manufacturing site, we had been hiring technical interns since around



2007. This lowered the hurdle for employing foreign nationals, and we subsequently hired two Chinese students as full-time employees, which was the beginning of our recruitment of highly skilled foreign human resources. They are now in management positions. By entrusting Taiwanese, Korean, and Chinese employees with inspections, negotiations, and training at our factories in China, we have been able to handle quality control and credit risk. Excellent foreign human resources are open and flexible for new environments. A Taiwanese employee who joined us as a mid-career came to Ehime even though he had worked in Tokyo in his previous job. My impression is that foreigners are more willing to work in rural areas if there is a job they want to do. It is impossible for local companies like us to hire top-level engineering students in Japan, but we can hire those students from the top universities in Indonesia and Taiwan. Their basic knowledge and potential



seems superior to that of their Japanese counterparts.

Language barriers or differences in lifestyle are issues that can be overcome

Currently, most of our foreign employees are from Asia, but in the future, we are considering hiring people from Europe and the United States, regardless of the type of positions, in order to expand our business to those areas. When hiring foreign employees, there may be a lot of worries at first, such as language barriers and differences in lifestyle. But once you actually employ and talk to them, you will be able to find solutions.

By continuing to hire foreign employees for a number of years, there will be a culture cultivated that more experienced foreign employees would support newcomers as their mentors. We believe this will increase the retention rate of foreign employees as a whole.



There are ways for successful global employment

Global Technology Miyazaki Co., Ltd.
Kazuhiro Nakamura, CEO



Company	Global Technology Miyazaki Co., Ltd.
URL	https://gtmi.co.jp/eng/
HQ	Miyazaki
Business	Software
Employees	12
Employees' background	Bangladesh, China, Korea, Myanmar, Vietnam

Global Technology Miyazaki Co., Ltd. supports the development of Miyazaki economy with ICT technology.

We used the Miyazaki-Bangladesh model by JICA.

Due to the shortage of domestic human resources and the awareness of talented foreign IT engineers, we started considering hiring non-Japanese human



resources around 2018. JICA's project B-JET that aims to connect Bangladesh and Miyazaki encouraged us to hire Bangladeshi. Currently, we are hiring in collaboration with schools and companies in Asia, as well as hiring international students in Japan. We solved cultural gaps by considering others. Japanese employees deepened their understanding of the religion. At the same time, non-Japanese employees became more respectful toward different customs. A positive attitude regarding the global recruitment fostered as a result.

Non-Japanese employees are resilient and modest

Bangladeshi employees are fluent in English. They use overseas solutions to increase business productivity and respond to new technologies. They also support Japanese employees. Their resilience and modesty are the virtues that are hard to be seen in

modern Japanese. It must be hard for them to adjust to the Japanese sense of time management and work using Japanese language, but they are doing their best. We have received favorable comments from them, such as "Miyazaki has a mild climate and a lot of nature, making it easy to live in", and "It is easy to communicate with senior colleagues and group members".

Choose your first foreign employee very carefully.

We believe that hiring non-Japanese is essential for corporate growth, and plan to promote recruitment regardless of nationality. But there are Japanese companies that are hesitant to hire non-Japanese due to worries over religion, language, and the impact on Japanese employees.

What we suggest is to hire the first one or two people very carefully. If you make a wrong choice there, it will be difficult to continue. In addition, having an employee from the same country



attend the interview of non-Japanese candidates, and scrutinizing the compatibility with the company will improve the chance of successful employment.

Utilized the framework which is less burdensome for employers

Core Create System, Inc.

Sho Yoshida, Executive Managing Director



Company	Core Create System, Inc.
URL	https://www.corecreate.com/
HQ	Miyazaki
Business	Software
Employees	75
Employees' background	Bangladesh

Core Create System is engaged in software development (development of medical electronic medical record systems and management analysis systems), system consulting, system equipment sales, package sales, and system operation.

The interview with them was a mind-changer

Although we are local oriented, given the serious shortage of IT personnel in Japan, it was obvious that we needed to hire foreign personnel with core skills. As a local SME, we were unsure what to do, but we learned about Miyazaki Prefecture's framework for supporting the employment of foreign personnel (an initiative of JICA) which is less burdensome for employers in terms of costs and support. Using this framework, we hired Bangladeshi personnel in 2021. In contrast to the declining quality of Japanese new graduates and mid-career, the motivation and determination of Bangladeshi candidates was impressive. "If people with this kind of determination come to us, we can be prepared to do the same." The interview with them was definitely a mind-changer.

The wall between them and Japanese employees is gradually disappearing

Our non-Japanese employees are working with motivation and enthusiasm, and they are actively proposing improvements and working ingeniously on the technical side. Because our clients are Japanese medical institutions and their staff,

learning Japanese proactively is a must. Their business Japanese still needs some follow-up, but their daily conversation is sufficient enough.

Thanks to their positive efforts to be flexible and accepting of cultural differences and diligence, the wall between them and some of the Japanese employees who were little worried about working with non-Japanese colleagues is gradually disappearing.

We hope post-employment support to be enhanced

JICA's support is mainly up to the pre-employment stage, so a framework for post-employment education, including Japanese language, and a scheme to train them as skilled engineers is deficient. If such support was enhanced, the hurdle for employers for hiring foreign nationals would be lowered further.

According to one of our foreign employees we hired, the demand for IT engineers is still low in Bangladesh. If Japanese companies mature as



receptacles for non-Japanese human resources, more people would desire to work in Japan, and it would improve the performance of Japanese companies. We hope such a win-win situation will be realized.

They are people who help us achieve the same goal

CHIKUSUI CANYCOM INC.

Yoshimitsu Kaneyuki, President



Company	CHIKUSUI CANYCOM INC.
URL	https://www.canycom.jp/eng/
HQ	Fukuoka
Business	Manufacturer
Employees	278
Employees' background	Bangladesh, China, Germany, Korea, India, Senegal, Vietnam

CHIKUSUI CANYCOM manufactures and sells agricultural, civil engineering, forestry transport vehicles, mowing trucks, and industrial machinery.

Hired international students whose employment was suspended by large companies

We have been hiring Chinese people for about 20 years, but we really started hiring foreign nationals actively around 2009, when we hired about 20 people, including international students from



Ritsumeikan Asia Pacific University and Nihon Keizai University, who had come to small and medium-sized companies due to the suspension of employment by larger companies.

The Senegalese employees were introduced by faculty members of the Nihon Keizai University, and we have also hired Korean engineers through KOTRA. We prepared foreign employees' housing, and greeted their neighbors in advance so that they can build friendly relationships with the community.

Not only does it take a long time sometimes to obtain a working visa in Japan, but depending on the country of origin, some employees may not be able to obtain a visa for business trips due to passport issues.

Our company had planned to promote a Senegalese employee to the position of general manager, but the problem has arisen because the Senegalese passport does not allow him to travel around the world, which unfortunately affects his work.

Retention span is not important for SMEs

Our foreign employees play a major role in developing good products from a foreign nationals' point of view. At seminars and exhibitions, they introduce CHIKUSUI CANYCOM from their own perspective and gain interest from the participants.

Japanese employees have commented that they are stimulated by their foreign colleagues and that they are now able to see things from a broader perspective. Our non-Japanese employees are satisfied with working for us, where they can live in Japan yet be able to do business with global counterparts. We are aiming to increase our overseas sales more than our domestic ones within the next 10 years. Foreign human resources are also people who can help us achieve the same goal, and we are willing to hire them in line with our strategy and pay them a salary commensurate with their abilities. On the other hand, we sometimes introduce skilled people to better companies, such as trading companies, so that they can step up in their careers. In small and medium-sized companies like us, 3 years seem like a good enough retention span.

A company won't grow without managers who understand the essence of diversity

KabuK Style Inc.,

Ryo Osera, Co-Founder / COO



Company	KabuK Style Inc.,
URL	https://kabuk.com/en/
HQ	Nagasaki
Business	Software/Internet
Employees	72
Employees' background	Australia, Nepal, New Zealand, Philippines, South Korea, Taiwan, UK, USA

KabuK Style is a company that operates flat-rate lodging service "HafH", lodging and rental operations, and travel agency.

Aiming to establish a global corporate brand

Diversity is our corporate mission, and a top priority in our employment. We have been actively hiring not only foreign nationals but also people of various ages, genders, and sexual preferences since the start.

Our service provides a world where people can work from anywhere, therefore our employees can work remotely from anywhere. We hire people

without regard to nationality, and often people who match the required skills happen to have foreign nationalities. There are many referral hires from existing employees, and foreign employees introduce people from all over the world to us. Currently, we are trying to increase the number of foreign female engineers.

With the aim to establish a global corporate brand, we would like to create new ideas and services generated by the collision of diverse values.

A multilingual environment improves the language skills of employees

Having foreign employees gives us recognition as a global company, and makes it easier for us to have discussions with overseas investors and collaborate with overseas business partners. Employees of various nationalities share information from around the world, which helps to foster a diverse sense of values. Company-wide matters are prepared in



Japanese and English. Meetings between engineers are basically in English, and business communication via Slack is also in English. Depending on the members, the language used in communication may vary from English, Japanese, Korean, or Chinese. By communicating in English, we avoid unnecessary modifiers and phrases, which means we are able to have essential discussions.

Being in a multilingual environment motivates employees to learn and helps them improve their language and communication skills. We have heard many positive comments from our employees, such as "It's fun to be exposed to different cultures."

Tolerance towards diversity is a must in areas outside of Tokyo

Low fertility and aging society will inevitably get worse in the future in Japan. What will be required to the local communities is tolerance towards diversity.

Since the time has come when more and more people can feel diversity on a daily basis through multi-based working style, we would like Japanese people to feel diversity through "cross-border working style" that crosses national borders, as well as more foreigners to visit Japan and work remotely, so that Japanese people will become more tolerant of diversity. In order to succeed in hiring foreign

human resources, we would like to recommend Japanese managers to experience work-from-overseas, and grasp the feeling of being a part of the diversity.

This is because a company requires the management who hires human resources to have a good understanding of the essence of diversity to grow.

There's no downside to hiring foreign nationals

Kameyama Electric Co., Ltd.

Yoshiyuki Kitaguchi, CEO/Founder



Company	Kameyama Electric Co., Ltd.
URL	https://www.kameyama-grp.co.jp/ia/ia_e.html
HQ	Nagasaki
Business	Manufacturer
Employees	80
Employees' background	India, Philippines, Nepal

Kameyama Electric designs, manufactures, and sells various control devices and software related to automation.

The language skills and knowledge of our foreign employees are our strength

Foreign personnels are even more talented than Japanese people, so we are able to hire them with confidence. Three years ago, we hired an Indian

fresher. We also hired a Filipino engineer who we invited for the project of building cruise ships with a major local company in Nagasaki. Referrals from both of them led to further employment of foreign nationals.

Our chairman has more than 20 years of experience in overseas projects and loves English, so he had no qualms about hiring foreign human resources. Initially, there was some opposition from Japanese HR staff, but we decided to move forward anyway, and once we actually hired foreign nationals, the Japanese employees who were against it were convinced that it was not a big deal. There's no downside to hiring foreign nationals. Our employees learn a lot from cultural exchange, and Japanese employees are becoming more positive about learning English.

In terms of work, more than 50% of our end users and manufacturers are living overseas, so the language skills and knowledge of our foreign employees are our strength.



Many initiatives are intended to foster diversity in our corporate culture

Foreign employees are highly motivated to learn Japanese. Therefore, rather than providing Japanese language support to foreign employees, we are focusing on improving the English skills of Japanese employees.

To be more specific

- Implementation of "No Japanese Time" where no Japanese is allowed to be spoken.
- 5S (Safety, Seiri Seiton, Seiso Seiton, Seiketsu Seiton) chants are read in Japanese by non-Japanese employees, while Japanese employees read them out loud in English.
- Names of each meeting room are written in both Japanese and English.
- Toilets and other public facilities are written in five languages.
- Monthly dinner meetings called "International Cultural Exchange".
- Documents and other materials will be provided in both Japanese and English. These initiatives are intended to foster diversity in our corporate culture.



Low-context culture is an advantage in international business development

KARABINER.INC
Yuuji Fukuda, CEO



Company	KARABINER.INC
URL	https://karabiner.tech/
HQ	Fukuoka
Business	Software/Internet
Employees	78
Employees' background	Egypt, Korea, Taiwan, UK, Uzbekistan, Vietnam

KARABINER is engaged in apparel e-commerce, ordering and logistics, data analysis, and system development.

Using nicknames to prevent making barriers based on nationality

We started hiring regardless of nationality in 2017 because a Vietnamese employee we hired through referral from a Vietnamese CEO was very talented. Referrals from acquaintances abroad and individual company information sessions at APU (Ritsumeikan Asia Pacific University) are our channels of recruitment.

We have received applications from unique

people, such as people who love Japanese anime and want to work in Japan.

We call each other by their nicknames to prevent making barriers based on nationality. Foreign employees seem to feel comfortable working here, and Japanese employees seem to be able to experience diversity not just as a word but as a part of their experience.

We would like to train foreign managers in the future

Although the internal language is Japanese in KARABINER, we do not place much importance on Japanese language skills for the engineers.

The differences in language and culture create a low-context culture, which is an advantage especially in international business development. The fact that we don't need the Bridge SE in our offshore development in Vietnam is thanks to our foreign employees.

A part of our recruitment plan is to acquire bilingual personnel in Japanese and English. From the perspective of diversity,



we would like to hire employees from many different countries. We would also like to train foreign managers in the future. There are many foreign students and human resources who love Japan and have studied Japanese, but cannot find jobs. This is a waste of great resources, so we hope that the employment of foreign nationals in Japan will become more active.

Hiring of foreign personnel will be accelerated after Covid-19

KBSoftware Corporation

Ryuichi Iwanaga, CEO



Company	KBSoftware Corporation
URL	http://www.kbsoft.co.jp
HQ	Nagasaki
Business	Software/Internet
Employees	44
Employees' background	Vietnam

KBSoftware is engaged in computer software development, sales of various computer and peripheral equipment, and temporary staffing.

Vietnamese people have a high awareness of self-improvement and growth

About 12 years ago, in anticipation of the

future shortage of young engineers in Japan, we researched Asian countries such as China and Korea to secure excellent engineers. We decided on Vietnam as our base and established a joint venture company in Hanoi because there are many young engineers and their personalities seemed easy to work with Japanese.

We have hired foreign students from Japanese universities and vocational schools as well as employees of the joint venture in Vietnam as our employees. The condition for hiring is that they have technical skills in programming. Those who can speak Japanese to some extent are working as bridge personnel. We visited Vietnam to observe work sites and interviewed people at the local subsidiary to deepen our understanding of the Vietnamese national character, living and working environment. We also revised employment conditions, obtained visas, and prepared the living environment for Vietnamese employees arriving in Japan.

In the beginning, we had some difficulties because we did not understand the necessary procedures, but now we have the know-how and are able to implement them smoothly.

Vietnamese people have a high awareness of self-improvement and growth. They are better than Japanese at collecting information on the latest technologies and catching up with new



technologies by utilizing their English skills. There is a difference in the amount of enthusiasm on a country basis between growing Vietnam and stagnating Japan.

Even clients who were resistant at first, wondering if they could work with Vietnamese people, have come to understand that programming is not a problem even if their Japanese language skills are limited, and have come to accept them, knowing that excellent Vietnamese personnel will eventually learn Japanese.

What's important is not nationality but the ability to manage the project

Although we ask Vietnamese engineers to work at the client's site in some cases, a team of Vietnamese engineers in Vietnam and Japan developing the project together is our current standard. By using talented Vietnamese, we hope to improve our technology while keeping costs low. However, competition for obtaining

excellent Vietnamese engineers is becoming fierce, so we are considering hiring people from other countries in the future.

For Japanese companies that have an image that hiring foreign personnel won't work before even trying, we would like them to try it first. What is important is not the nationality but the ability to manage the project, and neither foreigners nor Japanese will do well without that skill. "Foreign engineers can't read between the lines of a design specifications" is the comment often heard, but if everything is not explained clearly in words, then the project shouldn't even be done by Japanese. We believe the hiring of foreign personnel will be accelerated when the Covid-19 pandemic settles down. It would be a shame to see talented foreign students who came all the way to Japan and study Japanese go back to their home countries with no job opportunities.



For the sake of the employees and managers who will inherit our company

TIS West Japan Inc.

Hiroshi Nonaka, CEO



Company	TIS West Japan Inc.
URL	https://www.tis-w.co.jp/
HQ	Fukuoka
Business	Software/ Internet
Employees	184
Employees' background	South Korea

TIS West Japan provides consulting services related to the introduction of computers and the development and sale of software.

To make the company grow with only Japanese people seemed challenging

About five years ago, we began to consider hiring foreign personnel because we felt that it was a challenge to have the company grow with only Japanese people. Before the Covid-19 pandemic, we attended a briefing session of a Japanese company in Busan and hired two students from there last year (one of them came to Japan one year later because of Covid-19). This year, we are using a domestic agent to hire foreign people living in Japan for mid-career.

There were some issues such as searching a place to live from overseas and finding a guarantor, so we prepared housing under a company contract and solved the procedures for working in Japan by referring to the Ministry of Health, Labor and Welfare's guide, "For Employers Hiring Foreigners," as well as case studies of labor attorneys and agents who mediate for foreign personnel.

They are highly motivated to learn and can play an active role in our projects

The fact that we have a track record of hiring foreign human resources is an advantage for us because more Japanese companies will need to deal with the shortage of human resources in the future. They are the people highly motivated to learn and can play an active role in our projects.

When we received an inquiry about the Korean version of car navigation data, we



could not understand the content of the inquiry because we did not understand the Korean traffic rules. But we were able to understand the content of the inquiry by having a Korean employee explain it to us.

When communicating with Korean companies, our Korean employees interpret and translate for us. They let us know about Korea and its culture, so we can feel the country closer.

We hope that these episodes will gradually lower the hurdles to work with foreigners.

We need to reevaluate the hiring strategy due to Covid-19

My impression is that Koreans are more eager to learn than Japanese, both in terms of technical skills and English. We had originally planned to hire Korean students every year, but the environment has changed so much between before and after Covid-19, and now we need to

reevaluate the hiring strategy.

We would like to hire people from more diverse countries while overcoming issues that need to be resolved, such as language barrier and acceptance systems.

In the future, it will become more difficult to run a company with only Japanese people. Not hiring foreign people because you tried yet failed once is understandable. But saying "We will not hire foreigners because we have never hired them before." does not sound sensible enough as the management of the company.

We would like to do what we can to make our organization capable of dealing with foreign countries within this generation, for the sake of the employees and managers who will inherit our company in the next five to ten years.



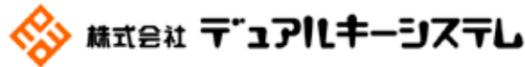
Hiring foreign talent means knowing the world

Dualkey System Co., Inc.

Shigehiro Kakita, President

Yusuke Iwanaga, Executive Officer

Hidemitsu Inoue, President of DKi Co., Ltd.



Company	Dualkey System Co., Inc.
URL	https://dualkey.jp/
HQ	Nagasaki
Business	Software
Employees	16
Employees' background	Vietnam

Dualkey System provides web system development, business system development, website construction and operation, and network infrastructure design and construction.

We try to avoid any discrepancy in understanding

We have a subsidiary in Vietnam, which is now in its fourth year, and we have been hiring local staff there. Our office in Japan started hiring Vietnamese staff about six months ago.

We hired a female bridge engineer, who attended Nagasaki Prefectural University, through a recruitment agency.

As a part of our preparation before hiring, DKi, our subsidiary in Vietnam, shared with us information about Vietnamese

culture and other aspects we should understand in advance.

Our foreign employees are very motivated and speak out actively during meetings. Their willingness to join the team is great and I think they have good communication skills.

On the other hand, due to the difference in language and culture, there are times when they don't understand things that Japanese people wouldn't think of. If we leave the work completely to them, there may be a gap in understanding, so we make sure that a Japanese employee carefully checks at different stages of the project to avoid any discrepancy in understanding.

Salaries of engineers are increasing, as well as their turnover rate

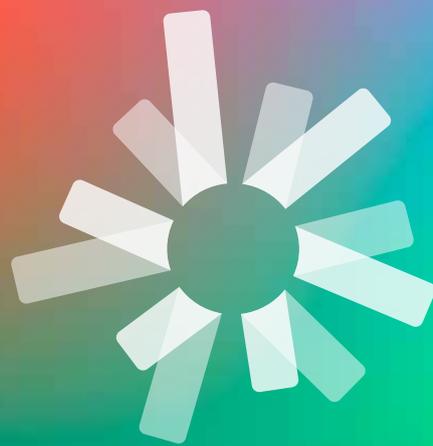
Our foreign employees joined us because they like living in Japan and wanted to learn the Japanese way of working. They tell us that "Japanese culture, communication in the company and Japanese language are difficult, but everyone around us is very supportive, so we do our best".

We have bridge personnel, Vietnamese people communicate with each other in Vietnamese, and Vietnamese and Japanese people communicate in English or in Japanese with an interpreter. We do not give special treatment to

foreign employees, but work with them as colleagues on an equal footing.

The advantage of global recruitment is that it's easier to find personnel who have the same skill level as Japanese engineers. However, it's a seller's market for engineers, so their salaries are increasing, as well as their turnover rate. Despite this situation, we would like to continue to actively employ Vietnamese people, taking advantage of the fact that we have a subsidiary in Vietnam. We believe that hiring foreign talent means knowing the world. By hiring foreigners, we have been able to learn a lot about different cultures. We believe that diversity in the workplace is a great stimulus for all of us, broadening our perspectives and thinking.





Visionary Management 2021

Moving Japan

Planning and production

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