

Gender Pay Gap Diagnostic 男女の賃金差異分析レポート

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Mercer Japan
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1. レポートのご案内

Introduction

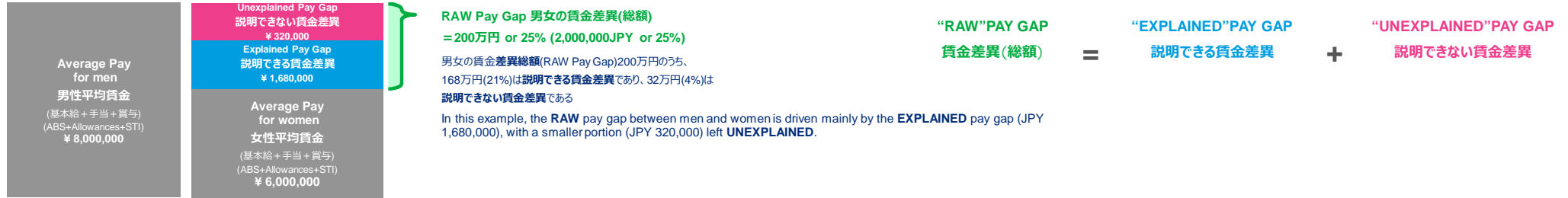
概要

本レポートは貴社の報酬・社員の属性情報を基に、Gender Pay Gapの状況を可視化・分析します。男女の平均賃金における差だけでなく、要因(職位、職種、労働時間など)別に報酬差を分解し、性別以外に原因のない(説明できない)報酬差を明らかにすることで、賃金差異の是正アクションをご支援します。

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男女の賃金差異の考え方 / Concept of Gender Pay Gap



“RAW” PAY GAP 賃金差異 (総額)

組織に所属する男性の賃金平均 - (マイナス) 組織に所属する女性の賃金平均。賃金差異(総額) / 男性平均賃金を賃金差異%とします

“EXPLAINED” PAY GAP 説明できる 賃金差異

年齢や勤続年数、男性に専門職種従事者が多くいることなどの属性の男女差により生じる差異を指します

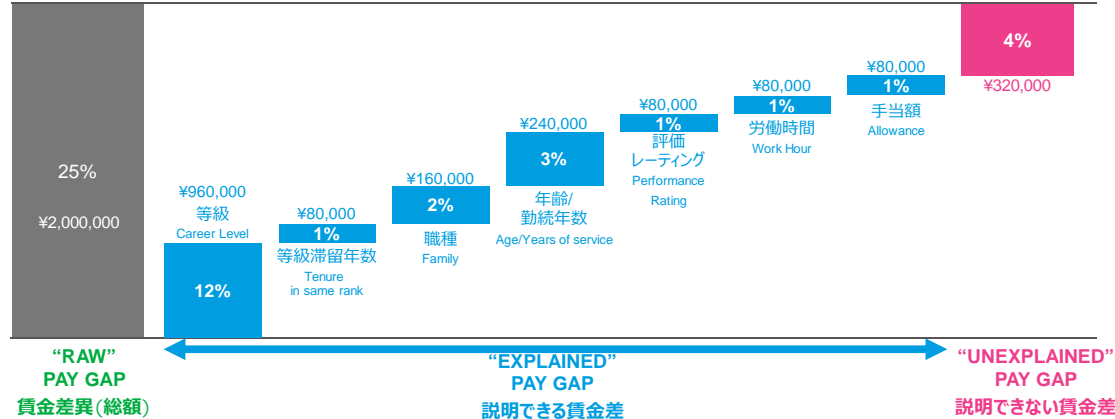
“UNEXPLAINED” PAY GAP 説明できない 賃金差異

一般に、性別以外の客観的な要因で説明できない差異を指します。本レポートにおいては、賃金差異の要因として定義された項目では説明することができない差異を意味します

男女の賃金差異の要因分解アプローチ

ブラインダー・ワハカ (Blinder-Oaxaca) 分解

ブラインダー・ワハカ (Blinder-Oaxaca) 分解とは、Oaxaca [1973] および Blinder [1973] が開発した手法で、従業員グループ間の賃金差異のうち、職位や年齢や学歴といった属性の違いによって説明できる差異を特定し、残った説明できない差異を“差別”と考えます。この分解手法の中では、差異要因として設定した属性が同等であった場合の“差別のない期待賃金”の推計を通じて各属性の賃金差異に対する寄与度および、属性差以外の要因 (= 差別) によって生じる差異への切り分けを行っています。人種や男女間の賃金差異のうち、能力や職種ではない“差別”による差異を分析する際によく用いられる手法です。



Overview

This report analyses the Gender Pay Gap based on your company's pay and employee demographic information. It breaks down pay gap by factor (job title, position, working hours, etc.) as well as raw pay gap, identifies unexplained pay gap and supports corrective action on pay gap.

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1. Introduction
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3. UNEXPLAINED Pay Gap Using TCC
4. EXPLAINED Pay Gap Driver Analysis
5. Workforce structure summary based on your data
6. (Appendix) UNEXPLAINED Pay Gap Using ABS

Equals Average pay of men in the organization LESS Average pay of women in the organization. RAW PAY GAP % = RAW PAY GAP / Male Average Pay.

Gap caused by gender differences in attributes such as age, length of service, and the fact that men are more likely to be engaged in specialist positions.

Gap refers to the difference that would remain even if the attributes of men and women were equal. For the purposes of this report, "UNEXPLAINED Gap" means gap that cannot be explained by the items defined as contributing factors to gender pay gap.

Factor decomposition approach

Blinder-Oaxaca decomposition

The Blinder-Oaxaca decomposition technique, developed by Oaxaca [1973] and Blinder [1973], analyzes differences in wages among employee groups (e.g., men and women) to determine the portion attributable to differences in attributes such as job position, age, or education ("Explained" Pay Gap), and the portion that is potentially attributable to discrimination ("Unexplained" Pay Gap). Using this method, wages are estimated assuming attributes for each employee group are equivalent ("Expected Pay"). This allows us to estimate the contribution of each attribute to wage differences, while the remainder is assumed to be due to gender discrimination.

説明できる賃金差異の要因分析に用いる項目/EXPLAINED Pay Gap Driver Analysis

貴社からの情報提供に基づき以下の項目について説明できる賃金差異の要因分析を行います。以下は標準分析対象としてレポートに含まれますが、これ以外の項目に対する分析は本レポートの標準分析には含まれません。

Based on the information provided by your company, the following items will be analyzed for pay gap drivers. The following items are defined as the standard analysis items, and analyses of other items are not included in the standard analysis in this report.

- | | |
|------------|---------------------|
| 1 等級 | Career Level |
| 2 等級滞留年数 | Tenure in same rank |
| 3 職種 | Family |
| 4 年齢 | Age |
| 5 勤続年数 | Years of service |
| 6 評価レーティング | Performance rating |
| 7 労働時間 | Work hour |
| 8 手当額 | Allowance |

1. レポートのご案内

(ご参考) 分解のアプローチ

男性・女性の賃金と勤続年数の関数に対して2つの別々の回帰式を推定する。

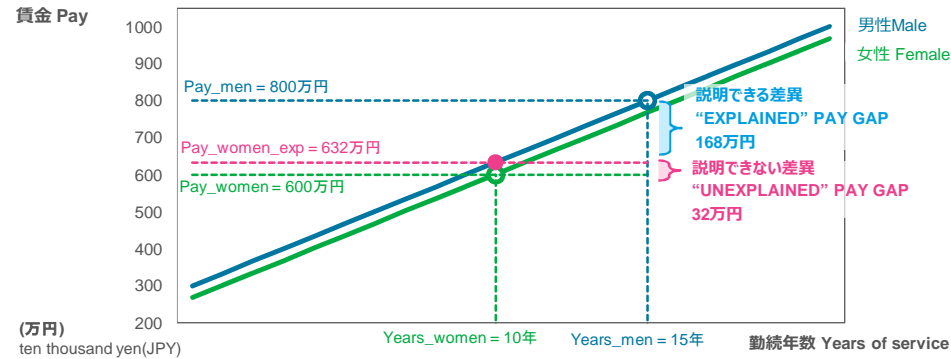
賃金_men = 300 + 33.3勤続年数_men
 賃金_women = 268 + 33.3勤続年数_women
 Years_men : 男性平均勤続年数 = 15年
 Years_women : 女性平均勤続年数 = 10年
 Pay_men : 男性の平均賃金 = 300 + 33(15) = 800万円
 Pay_women : 女性の平均賃金 = 268 + 33(10) = 600万円
 Pay_women_exp : 女性回帰式が男性と同等と仮定した場合の女性平均賃金
 = 300 + 33(10) = 632万円(差別のない賃金)

Raw Pay Gap = Wm - Wf = 800-600 = 200万円	Unexplained Pay Gap = am - af + (bm - bf)Xm = 300-268 + (33-33)15 = 32万円 (25%)
	Explained Pay Gap = bf(Xm - Xf) = 33(15-10) = 168万円 (75%)

(Reference) Decomposition approach

Two separate regression equations are estimated for male and female pay and years of service.

Pay_men = 300 + 33.3*Years_men
 Pay_women = 268 + 33.3*Years_women
 Years_men : Men's average years of service = 15 years
 Years_women : Women's average years of service = 10 years
 Pay_men : Men's average pay= 300+33(15)= 800万円
 Pay_women : Women's average pay= 268+33(10)= 600万円
 Pay_women_exp : Women's average pay assuming same regression equation as men = 300+33(10) = 632万円 (Expected pay)



分析対象の報酬項目の定義

Annual Base Salary:
 年間の基本報酬の金額。支払時期に関らず固定賞与も含まれる。諸手当は含まれない。
 Includes annualized base salary including fixed bonus but excluding any allowances.

Total Guaranteed Cash (TGC):
 Basic Salaryと諸手当(住宅手当等)の年間に固定的に支給される報酬の合計金額。
 Includes Annual Base Salary plus the annualized value of guaranteed allowances.

Total Cash Compensation (TCC)
年間基本報酬、諸手当、およびSTIの合計金額
 Includes Annual Base Salary, the annualized value of guaranteed allowances and cash benefits plus the annualized value of any target Short-term Incentive, Sales Incentive, Profit Sharing, or Other Incentive awards.

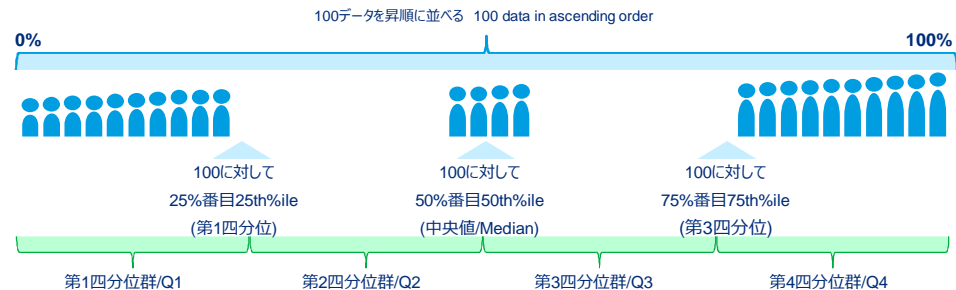
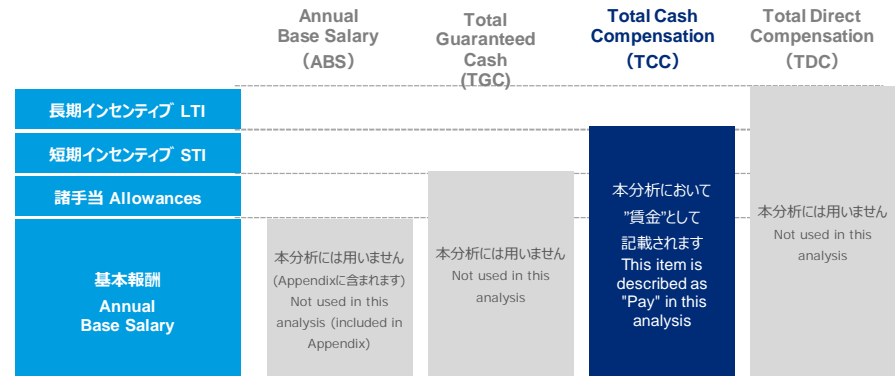
Total Direct Compensation (TDC)
 年間基本報酬、諸手当、STIおよびLTIの合計金額
 Includes Total Cash Compensation plus the annualized value of any Long-term Incentive awards.

レポートで使用される統計用語の定義

75パーセンタイル/第3四分位 75th Percentile (75th%ile):
 全てのサンプルデータを昇順に並べたとき、小さい値から見て75%(上位25%)の位置にあるデータポイント
 The data point that is higher than 75% of all other data in the sample when ranked from low to high, also known as the third quartile.

中央値/中位数 Median (50th%ile):
 全てのサンプルデータを昇順に並べたとき、小さい値から見て50%の位置にあるデータポイント
 The data point that is higher than 50% of all other data in the sample when ranked from low to high, also known as the 50th percentile.

25パーセンタイル/第1四分位 25th Percentile (25th%ile):
 全てのサンプルデータを昇順に並べたとき、小さい値から見て25%(下位25%)の位置にあるデータポイント
 The data point that is higher than 25% of all other data in the sample when ranked from low to high, also known as the first quartile.



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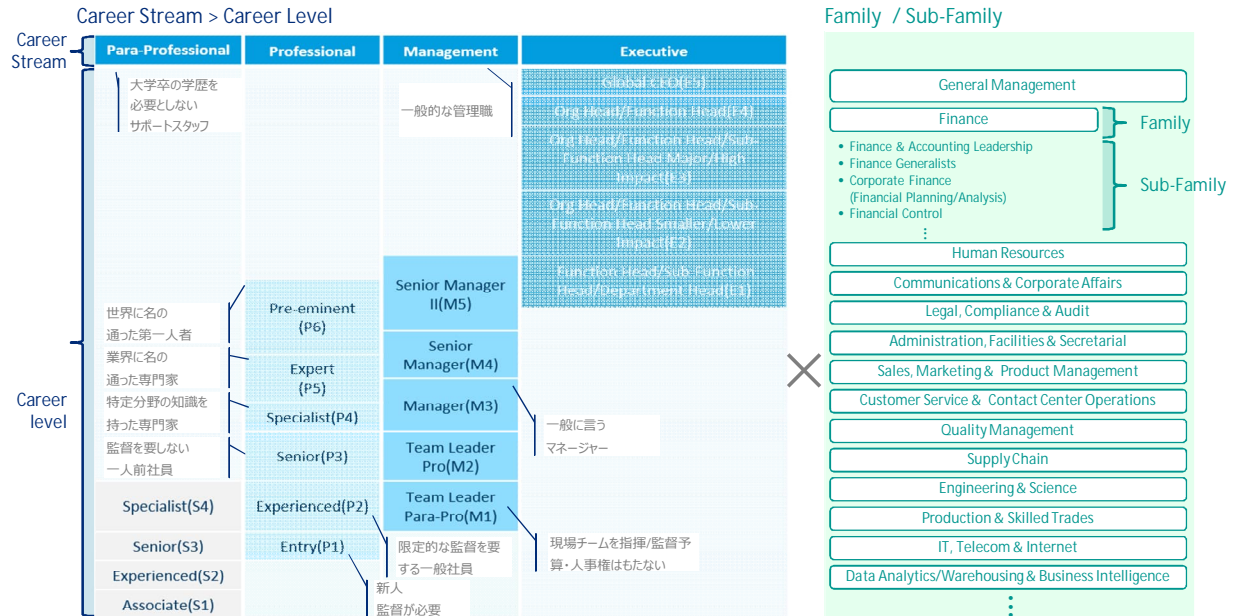
(ご参考) 要因項目別の差異解消アクション(例)

(Reference)

賃金差タイプ	賃金差の要因	対応方針
"UNEXPLAINED"PAY GAP 説明できない賃金差		賃金差の解消を目的とした予算と特別昇給 <ul style="list-style-type: none"> 性別以外の要因で説明ができない賃金差については、予算枠を確保の上、昇給措置を講じて賃金差解消を計画するべきである。 Special Pay Raises to Resolve Pay Gap For pay gap that cannot be explained by factors other than gender, a budget should be allocated and plans should be made to eliminate the pay gap through pay raises.
"EXPLAINED"PAY GAP 説明できる賃金差	等級 Career Level	昇進・昇格における男女間格差の解消 <ul style="list-style-type: none"> 男女間で職階格差や社内資格格差が存在する背景には、日頃の業務の与え方の積み重ねや評価制度の内容・運用も影響している。女性が男性と同じように賃金の高い職階や社内資格に進むことのできるような体制作りが大切であり、同時に、ポジティブ・アクション等を通じて、女性の能力を積極的に活用する努力が必要である。 Resolving Gender Gap in Promotions The work assignment and evaluation systems also influence the background of the promotion gap between genders. It is important to encourage women to advance to higher-paying positions, and at the same time, efforts should be made to actively utilize women's abilities through positive action.
	職種 Family	採用・配置・評価における男女間格差の解消 <ul style="list-style-type: none"> 採用や配置の男女差は、長期的には評価や昇進・昇格の男女格差をもたらす。男女間で分け隔てのない配置や配置転換が重要であり、女性の配置が遅れている職務分野に女性の配置を推進するためにも、ポジティブ・アクションを積極的に導入すべきである。 Resolving Gender Gaps in Recruitment, Placement, and Evaluation Gender gaps in recruitment and placement lead to gender gaps in evaluation and promotion/promotion. It is important to assignments that do not divide between genders, and reduce the number of job fields where women are difficult to be assigned.
	評価レーティング Performance Rating	同一労働同一賃金の推進 <ul style="list-style-type: none"> 同一企業・団体におけるいわゆる正規雇用労働者（無期雇用フルタイム労働者）と非正規雇用労働者（有期雇用労働者、パートタイム労働者、派遣労働者）との間の不合理な待遇差の解消を目指す必要がある。 Promotion of Equal Pay for Equal Work Eliminating unreasonable differences in compensation between regular workers (permanent full-time workers) and non-regular workers (fixed-term workers, part-time workers, and dispatched workers) in the same company or organization
	年齢/勤続年数 Age/Tenure	ファミリー・フレンドリー企業への努力 <ul style="list-style-type: none"> 女性が育児・介護等家族的責任のために仕事の継続を断念することがないよう、育児・介護休業制度の整備・充実や、利用者を増やす努力、フレックスタイム制など柔軟な労働時間制度の導入等により、ファミリー・フレンドリーな企業を目指すべきである。
	労働時間 Hours Worked	Family-friendly company efforts <ul style="list-style-type: none"> To prevent women from giving up their careers due to family responsibilities such as childcare and nursing care, companies should improve and enhance their childcare and nursing care leave systems, make efforts to increase the number of users, and introduce flexible working hour systems such as flexitime systems, in order to become family-friendly companies.

(ご参考) Mercerのキャリアフレームワーク

Mercerジョブライブラリーは、Career Stream/Career Level(職位レベル)と、Family/Sub-Family(職種)の掛け合わせで構成される役割カタログであり、約20,000種類のジョブが定義されている



1. レポートのご案内

Career Stream		Career Level	
Executive	<p>Includes Organization Heads, Function Heads, and Sub-Function Heads providing strategic vision and/or tactical/strategic direction.</p> <p>The majority of time is spent overseeing area of responsibility directing the responsibilities of employees. Goal achievement is typically accomplished through performance of direct and/or indirect reports.</p>	E5 Global CEO	<p>Establishes the vision, mission, values and long-term (5+ years) strategies for the global parent/independent organization.</p> <ul style="list-style-type: none"> Provides guidance and leadership to implement transformational change that has broad impact on the achievement of results for the entire organization. Ensures appropriate talent selection, organization and leadership for major areas of the organization.
		E4 Head of Organization Head /Function Head(Global)	<p>Establishes and implements strategies that have long-term (5+ years) impact on business results in alignment with global parent/independent organization objectives.</p> <ul style="list-style-type: none"> Leads multiple teams of executives, directors/senior managers, and managers. Ensures appropriate talent selection, organization and leadership for major areas of the organization.
		E3 Head of Organization/Function Head/Sub-Function Head Major/High Impact (Regional)	<p>Establishes and implements strategies that have mid to long-term (3-5 years) impact on business results in alignment with parent/independent organization objectives.</p> <ul style="list-style-type: none"> Leads multiple teams of lower level executives, directors/senior managers, and managers. Develops mid to long-term (3-5 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.
		E2 Head of Organization / Function Head/ Sub-Function Head Smaller/Lower Impact(Country)	<p>Establishes and implements strategies that have mid to long-term (3 -5 years) impact on business results in alignment with parent/independent organization objectives.</p> <ul style="list-style-type: none"> Leads multiple teams of lower level executives, directors/senior managers, and managers. Develops mid to long-term (3-5 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.
		E1 Function Head/Sub-Function Head/Department Head	<p>Establishes and implements strategies that have short to mid-term (1-3 years) impact on business results in alignment with parent/independent organization objectives.</p> <ul style="list-style-type: none"> Leads multiple teams of directors/senior managers, and managers. Develops short to mid-term (1-3 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area.
Management	<p>Management and supervisory professionals focusing on tactical, operational activities within a specified area. Levels within the management career stream typically have three or more direct reports.</p> <p>The majority of time is spent overseeing area of responsibility, planning, prioritizing and/or directing the responsibilities of employees. Goal achievement is typically accomplished through performance of direct and/or indirect reports.</p>	M5 Senior Manager	<p>A Senior Manager II (M5) typically manages multiple teams led by Senior Managers and Managers. May be a Country Sub-function Head. Responsibilities typically include:</p> <ul style="list-style-type: none"> Ownership of short to mid-term (1-3 years) strategy execution and operational direction in alignment with parent/corporate organization objectives. Decisions have a serious impact on the overall success or failure on area of accountability. Interacts with executive leadership and others concerning matters of significance to the organization.
		M4 Senior Manager	<p>A Senior Manager (M4) typically manages a department or small unit that includes multiple teams led by Managers and/or Team Leaders. Responsibilities typically include:</p> <ul style="list-style-type: none"> Ownership of short to mid-term (1-3 years) execution of functional strategy and the operational direction of the Department. Problems faced are often complex and require extensive investigation and analysis. Requires ability to influence others to accept practices and approaches, and ability to communicate and influence executive leadership.
		M3 Manager	<p>A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include:</p> <ul style="list-style-type: none"> Policy and strategy implementation for short-term results (1 year or less). Problems faced are difficult to moderately complex. Influences others outside of own job area regarding policies, practices and procedures.

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		<p>M2 Team Leader (Professionals)</p>	<p>A Team Leader (M2) supervises professional level employees (typically entry or experienced level) and may also supervise some para-professional employees. Responsibilities typically include:</p> <ul style="list-style-type: none"> • Setting goals and objectives for team members for achievement of operational results. • Problems faced may be difficult but typically are not complex. • Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders.
		<p>M1 Team Leader (Para-Professionals)</p>	<p>A Team Leader (M1) supervises para-professional employees. Responsibilities typically include:</p> <ul style="list-style-type: none"> • Setting day-to-day operational objectives for team. • Problems faced may be difficult but typically are not complex. • Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders.
<p>Individual Professional</p>	<p>Individual contributors with responsibility in a professional or technical discipline or specialty, but may manage two or fewer employees. May direct the work of other lower level professionals or manage processes and programs.</p> <p>The majority of time is spent overseeing the design, implementation or delivery of processes, programs and policies using specialized knowledge and skills typically acquired through advanced education (3-4 year University degree).</p>	<p>P5 Expert Professional</p>	<p>An Expert Professional (P5) is a recognized master in professional discipline typically obtained through advanced education and work experience. Typically responsible for:</p> <ul style="list-style-type: none"> • Establishing operational plans for job area. • Developing and implementing new products, processes, standards or operational plans that will have impact on the achievement of functional results. • Requires communication with leadership.
		<p>P4 Specialist Professional</p>	<p>A Specialist Professional (P4) is a recognized subject matter expert in job area typically obtained through advanced education and work experience. Responsibilities typically include:</p> <ul style="list-style-type: none"> • Managing large projects or processes with limited oversight from manager. • Coaching, reviewing and delegating work to lower level professionals. • Problems faced are difficult and often complex.
		<p>P3 Senior Professional</p>	<p>A Senior Professional (P3) applies advanced knowledge of job area typically obtained through advanced education and work experience. Responsibilities may include:</p> <ul style="list-style-type: none"> • Managing projects / processes, working independently with limited supervision. • Coaching and reviewing the work of lower level professionals. • Problems faced are difficult and sometimes complex.
		<p>P2 Experienced Professional</p>	<p>An Experienced Professional (P2) applies practical knowledge of job area typically obtained through advanced education and work experience. May require the following proficiency:</p> <ul style="list-style-type: none"> • Works independently with general supervision. • Problems faced are difficult but typically not complex. • May influence others within the job area through explanation of facts, policies and practices.
		<p>P1 Entry Professional</p>	<p>An Entry Professional (P1) applies broad theoretical job knowledge typically obtained through advanced education. May require the following proficiency:</p> <ul style="list-style-type: none"> • Work is closely supervised. • Problems faced are not typically difficult or complex. • Explains facts, policies and practices related to job area.

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<p>Para-Professional/Support</p>	<p>Individual contributors provide organizational related support or service (administrative or clerical) OR roles operating in a "hands on" environment in support of daily business activities (e.g., technical, production or craft levels).</p> <p>The majority of time is spent in the delivery of support services or activities, typically under supervision. Work typically requires a high school degree or 1-2 year vocational training / associates degree.</p>	<p>S4 Specialist Para-Professional</p>	<p>A Specialist Para-Professional (S4) requires advanced knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. Responsibilities may include:</p> <ul style="list-style-type: none"> • Working under limited supervision for non-routine situations and may be responsible for leading daily operations. • Training, delegating and reviewing the work of lower level employees. • Problems are typically difficult and non-routine but not complex.
		<p>S3 Senior Para-Professional</p>	<p>A Senior Para-Professional (S3) requires broad knowledge of operational procedures and tools obtained through extensive work experience and may require vocational or technical education. May require the following proficiency:</p> <ul style="list-style-type: none"> • Works under limited supervision for routine situations. • Provides assistance and training to lower level employees. • Problems typically are not routine and require analysis to understand.
		<p>S2 Experienced Para-Professional</p>	<p>An Experienced Para-Professional (S2) requires basic knowledge of job procedures and tools obtained through work experience and may require vocational or technical education. May require the following proficiency:</p> <ul style="list-style-type: none"> • Works under moderate supervision. • Problems are typically of a routine nature, but may at times require interpretation or deviation from standard procedures. • Communicates information that requires some explanation or interpretation.
		<p>S1 Entry Para-Professional</p>	<p>An Entry Para-Professional (S1) is an entry-level position typically requiring little to no prior knowledge or experience.</p> <ul style="list-style-type: none"> • Work is routine or follows standard procedures. • Work is closely supervised. • Communicates information that requires little explanation or interpretation.

本レポートの活用についての留意点

本レポートに記載される情報は、貴社より提出されたデータに基づいて分析・算出されるものです。(本レポートは正規雇用労働者を中心に分析を提供していますが、法制度上は「全労働者」「正規雇用労働者」「非正規雇用労働者」の区分での公表が必要です。厚生労働省は、義務付けられている情報公表以外に、任意の追加的な情報公表（説明欄の活用）を推奨しており、本レポートは、これらの追加的な情報公表や主行動計画の策定にご活用いただけますと幸いです。

Notes on the use of this report

The information in this report is analyzed and calculated based on data submitted by your company, (This report provides analysis focusing on full-time workers, but the legal system requires publication of information in the categories of "all workers," "full-time workers," and "part-time workers. In addition, the period covered by the information must be stated, etc.) You may utilize this report for any additional information disclosure or action plans recommended by the MHLW.

2.男女の賃金差異総額 TCC



RAW Pay Gap

(日本円JPY)

平均賃金 Avg. Pay(All)	等級・部門の平均賃金(基本給+手当+賞与) Avg. pay (ABS + allowances + incentives)	7,155,000
男性平均賃金 Avg. Pay(M)	等級・部門の男性の平均賃金(基本給+手当+賞与) Avg. pay for men (ABS + allowances + incentives)	7,393,000
女性平均賃金 Avg. Pay(F)	等級・部門の女性の平均賃金(基本給+手当+賞与) Avg. pay for women (ABS + allowances + incentives)	5,751,000
賃金差異額 Pay gap amount	男性平均賃金 - 女性平均賃金 Avg. pay for men - Avg. pay for women	1,642,000
男女賃金差異% Avg. Pay Diff.	女性平均賃金 / 男性平均賃金 Avg. pay for women / Avg. pay for men	77.8%
賃金差異% Pay gap%	賃金差異額 / 男性平均賃金 Pay gap amount / Avg. pay for men	22.2%

Career Level x Family別の男女の賃金(TCC-Actual)

- 全社で男女の賃金差異率は22.2%です。
- Career Level別では、Senior Manager II(M5)とSenior Professional (P3)、Family別では、AFS、PSK、SCNの賃金差異が相対的に大きいといえます。Career Level x Familyの両方を考慮した場合に男女の賃金差異が大きいのは、HRM-Manager (M3)、HRM-Experienced Professional (P2)、SMP-Senior Manager II (M5) の3グループです。

Raw Pay Gap Distribution by Career Level x Family(TCC-Actual)

- The company-wide gender pay gap figure is 22.2%.
- In terms of career level, Senior Manager II (M5) and Senior Professional (P3) have relatively higher raw pay gaps, while similarly in terms of families, AFS, PSK, and SCN have relatively higher raw pay gaps.
- Looking at both career level and family, the groups with the highest pay gaps in favor of men are HRM-Manager (M3), HRM-Experienced Professional (P2), and SMP-Senior Manager II (M5).

Career Level x Family別の男女の平均賃金差異 (TCC-Actual)

ID	等級 Grade	キャリアレベル Career Level	部門/Family Items 項目	TOTAL		AFS	ENS	GMA	HLT	HRM	ITC	LCA	PSK	QLT	SCN
				人数 (No. Emp)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)	平均賃金 (Avg. Pay)
Total				XXX	7,155,000	7,301,000	6,948,000	12,589,000	11,313,000	7,161,000	7,276,000	7,422,000	6,902,000	7,297,000	7,104,000
平均賃金 Avg. Pay(All)				XXX	7,155,000	7,301,000	6,948,000	12,589,000	11,313,000	7,161,000	7,276,000	7,422,000	6,902,000	7,297,000	7,104,000
男性平均賃金 Avg. Pay(M)				XXX	7,393,000	7,854,000	7,070,000	12,623,000	13,362,000	7,552,000	7,675,000	7,870,000	7,194,000	7,417,000	7,557,000
女性平均賃金 Avg. Pay(F)				XXX	5,751,000	5,791,000	5,788,000	11,865,000	9,469,000	6,280,000	6,112,000	5,952,000	5,118,000	6,441,000	5,245,000
男女賃金差異% Avg. Pay Diff.					77.8%	73.7%	81.9%	94.0%	70.9%	83.2%	79.6%	75.6%	71.1%	86.8%	69.4%
賃金差異% Pay gap%					22.2%	26.3%	18.1%	6.0%	29.1%	16.8%	20.4%	24.4%	28.9%	13.2%	30.6%
1	本部長	M5	平均賃金 Avg. Pay(All)	XXX	12,749,000	11,991,000	13,044,000	12,797,000				10,340,000	12,806,000	12,791,000	
			男性平均賃金 Avg. Pay(M)	XXX	12,787,000	11,991,000	13,044,000	12,831,000				10,340,000	12,806,000	12,791,000	
			女性平均賃金 Avg. Pay(F)	XXX	11,815,000			11,965,000							
			男女賃金差異% Avg. Pay Diff.		92.4%			93.3%							
			賃金差異% Pay gap%		7.6%			6.7%							
2	部長	M4	平均賃金 Avg. Pay(All)	XXX	10,085,000	10,143,000	10,097,000		14,830,000	10,602,000	10,581,000	10,066,000	10,113,000	10,234,000	10,549,000
			男性平均賃金 Avg. Pay(M)	XXX	10,086,000	10,137,000	10,095,000		14,830,000	10,602,000	10,581,000	10,062,000	10,113,000	10,234,000	10,549,000
			女性平均賃金 Avg. Pay(F)	XXX	10,062,000	10,233,000	10,175,000					10,131,000			
			男女賃金差異% Avg. Pay Diff.		99.8%	100.9%	100.8%					100.7%			
			賃金差異% Pay gap%		0.2%	-0.9%	-0.8%					-0.7%			
3	課長	M3	平均賃金 Avg. Pay(All)	XXX	8,360,000	8,354,000	8,348,000		12,147,000	8,260,000	8,100,000	8,299,000	8,217,000	8,377,000	8,301,000
			男性平均賃金 Avg. Pay(M)	XXX	8,369,000	8,388,000	8,353,000		11,866,000	8,509,000	8,061,000	8,434,000	8,220,000	8,400,000	8,658,000
			女性平均賃金 Avg. Pay(F)	XXX	8,229,000	8,148,000	8,249,000		12,428,000	6,762,000	8,493,000	7,850,000	8,075,000	8,169,000	7,350,000
			男女賃金差異% Avg. Pay Diff.		98.3%	97.1%	98.8%		104.7%	79.5%	105.4%	93.1%	98.2%	97.3%	84.9%
			賃金差異% Pay gap%		1.7%	2.9%	1.2%		-4.7%	20.5%	-5.4%	6.9%	1.8%	2.8%	15.1%
4	エキスパート	P5	平均賃金 Avg. Pay(All)	XXX	12,772,000	12,852,000	12,669,000	13,011,000				12,810,000	13,175,000	12,540,000	12,350,000
			男性平均賃金 Avg. Pay(M)	XXX	12,758,000	12,852,000	12,642,000	12,991,000				12,810,000	13,175,000	12,540,000	12,350,000
			女性平均賃金 Avg. Pay(F)	XXX	13,063,000		13,009,000	13,228,000							
			男女賃金差異% Avg. Pay Diff.		102.4%		102.9%	101.8%							
			賃金差異% Pay gap%		-2.4%		-2.9%	-1.8%							
5	スペシャリスト	P4	平均賃金 Avg. Pay(All)	XXX	9,868,000	10,044,000	9,824,000	10,982,000	15,061,000	9,691,000	9,868,000	9,719,000	9,635,000	9,884,000	9,814,000
			男性平均賃金 Avg. Pay(M)	XXX	9,880,000	10,069,000	9,843,000	10,985,000	15,061,000	9,761,000	9,908,000	9,700,000	9,650,000	9,833,000	9,831,000
			女性平均賃金 Avg. Pay(F)	XXX	9,609,000	9,614,000	9,392,000	10,940,000		9,339,000	8,744,000	10,370,000	9,150,000	11,727,000	9,177,000
			男女賃金差異% Avg. Pay Diff.		97.3%	95.5%	95.4%	99.6%		95.7%	88.3%	106.9%	94.8%	119.3%	93.3%
			賃金差異% Pay gap%		2.7%	4.5%	4.6%	0.4%		4.3%	11.7%	-6.9%	5.2%	-19.3%	6.7%

2.男女の賃金差異総額 TCC



RAW Pay Gap

		男性	女性											
		Male	Female											
6	主任 P3	平均賃金 Avg. Pay(All)	XXX	6,819,000	6,952,000	6,794,000		10,606,000	7,156,000	7,151,000	7,175,000	6,819,000	6,864,000	7,137,000
		男性平均賃金 Avg. Pay(M)	XXX	6,887,000	7,110,000	6,841,000		10,841,000	7,184,000	7,283,000	7,374,000	6,877,000	6,873,000	7,255,000
		女性平均賃金 Avg. Pay(F)	XXX	6,353,000	6,431,000	6,278,000		10,512,000	7,079,000	6,783,000	6,450,000	6,105,000	6,794,000	6,018,000
		男女賃金差異% Avg. Pay Diff.		92.2%	90.5%	91.8%		97.0%	98.5%	93.1%	87.5%	88.8%	98.9%	82.9%
		賃金差異% Pay gap%		7.8%	9.5%	8.2%		3.0%	1.5%	6.9%	12.5%	11.2%	1.1%	17.1%
7	主査 P2	平均賃金 Avg. Pay(All)	XXX	4,641,000	4,830,000	4,578,000	13,908,000	5,759,000	5,455,000	4,771,000	4,532,000	4,732,000	4,912,000	4,769,000
		男性平均賃金 Avg. Pay(M)	XXX	4,661,000	4,967,000	4,585,000	13,908,000		6,806,000	4,554,000	4,417,000	4,741,000	4,918,000	4,574,000
		女性平均賃金 Avg. Pay(F)	XXX	4,606,000	4,755,000	4,550,000		5,759,000	4,576,000	4,854,000	4,589,000	4,723,000	4,903,000	4,866,000
		男女賃金差異% Avg. Pay Diff.		98.8%	95.7%	99.2%			67.2%	106.6%	103.9%	99.6%	99.7%	106.4%
		賃金差異% Pay gap%		1.2%	4.3%	0.8%			32.8%	-6.6%	-3.9%	0.4%	0.3%	-6.4%
8	一般 P1	平均賃金 Avg. Pay(All)	XXX	3,684,000	3,865,000	3,723,000			3,808,000	3,720,000	3,811,000	3,760,000	3,865,000	3,613,000
		男性平均賃金 Avg. Pay(M)	XXX	3,664,000	3,536,000	3,733,000			3,646,000	3,710,000	3,718,000	3,776,000	3,722,000	3,493,000
		女性平均賃金 Avg. Pay(F)	XXX	3,723,000	4,048,000	3,689,000			4,132,000	3,746,000	3,889,000	3,741,000	4,293,000	3,749,000
		1-賃金差異額 1-Pay gap%		101.6%	114.5%	98.8%			113.3%	101.0%	104.6%	99.1%	115.3%	107.3%
		賃金差異% Pay gap%		-1.6%	-14.5%	1.2%			-13.3%	-1.0%	-4.6%	0.9%	-15.3%	-7.3%

3.男女の賃金差異(説明できない差異) TCC

UNEXPLAINED Pay Gap Using TCC



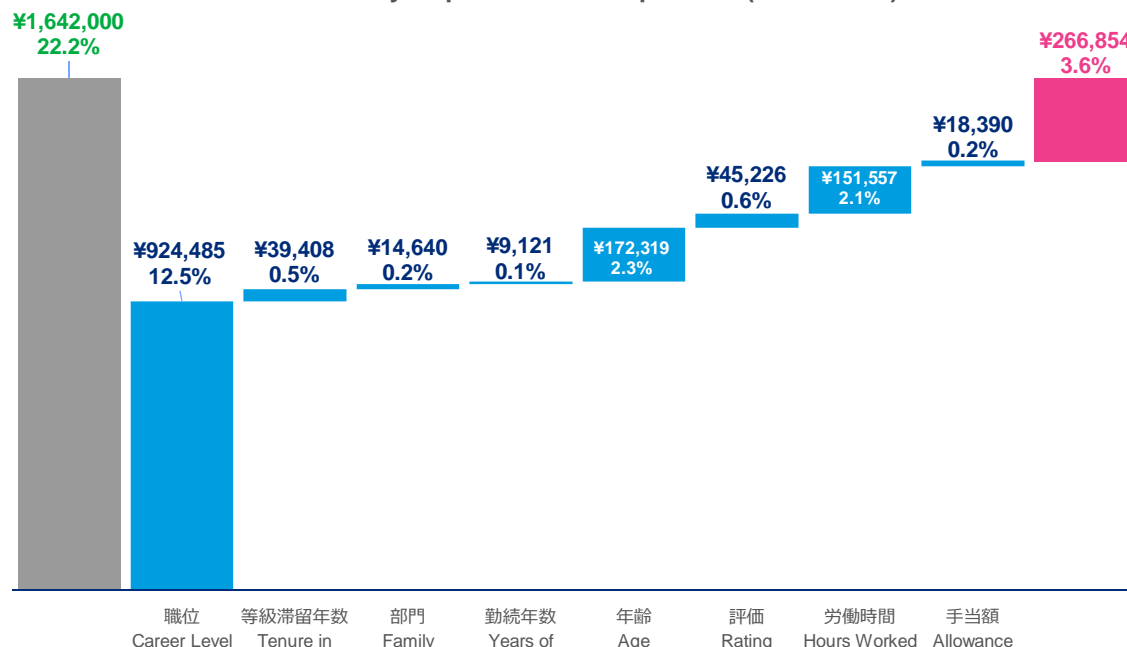
(日本円JPY)

平均賃金 Avg. Pay(All)-TCC	等級・部門の平均賃金(基本給+手当+賞与) Avg. pay (ABS + allowances + incentives)	7,155,000
男性平均賃金 Avg. Pay(M)-TCC	等級・部門の男性の平均賃金(基本給+手当+賞与) Avg. pay for men (ABS + allowances + incentives)	7,393,000
女性平均賃金 Avg. Pay(F)-TCC	等級・部門の女性の平均賃金(基本給+手当+賞与) Avg. pay for women (ABS + allowances + incentives)	5,751,000
賃金差異額 Pay gap amount	男性平均賃金-女性平均賃金 Avg. pay for men - Avg. pay for women	1,642,000
男女賃金差異% Avg. Pay Diff.	女性平均賃金/男性平均賃金 Avg. pay for women / Avg. pay for men	77.8%
賃金差異% Pay gap%	賃金差異額/男性平均賃金 Pay gap amount / Avg. pay for men	22.2%

賃金差異の要因分解(TCC-Actual) / Gender Pay Gap Factor Decomposition (TCC-Actual)

ID	区分 Type	要因項目 Factor	賃金差異額 Pay gap	賃金差異% Pay gap%	賃金差異% Pay gap%
1	説明できない差異 Unexplained Gap	説明できない差異 Unexplained Gap	266,854	3.6%	16.3%
		Career Level 職位	924,485	12.5%	56.3%
2	説明できる差異 Explained Gap	Tenure in Same Rank 等級滞留年数	39,408	0.5%	2.4%
		Family 部門	14,640	0.2%	0.9%
		Years of Service 勤続年数	9,121	0.1%	0.6%
		Age 年齢	172,319	2.3%	10.5%
		Rating 評価	45,226	0.6%	2.8%
		Hours Worked 労働時間	151,557	2.1%	9.2%
		Allowance 手当額	18,390	0.2%	1.1%
		説明できる差異(Total) Explained Gap (Total)	1,375,146	18.6%	83.7%
			1,642,000	22.2%	100.0%

賃金差異の要因分解(TCC-Actual) Gender Pay Gap Factor Decomposition (TCC-Actual)



賃金差異の要因分解(TCC-Actual)

- 男女の賃金差異22.2%¥1,642,000に対して、このうち84%は属性の違いで説明することができます。
- このうち職位Career Levelの違い(56%)が大半を占め、次いで年齢(10%)が賃金差異を生んでいる要因として挙げられます。説明可能な賃金差異の解消を考える場合、職位の差(=昇格状況の差)の解消は避けて通れない要素であると言えます。
- 男女の賃金差異22.2%¥1,642,000に対して、残りの16%は、性別以外の要因では説明することができず、男女差別による賃金差異と推測されます。
- 説明できる賃金差異は事業や職務の特性、貴社内・市場の人材状況を踏まえた中長期的な施策検討を要する一方、説明できない賃金差異に関しては、この差を解消するために、迅速で集中的な施策や意思決定が求められます。

Gender Pay Gap Factor Decomposition (TCC-Actual)

- 84% of the gender pay gap could be explained by differences in attributes, of which differences in career level (56%) accounts for the majority, followed by age (10%). Focusing on alleviating differences in these attributes could aid in resolving the explained pay gap.
- The remaining 16% of the pay gap could not be explained by factors other than gender, and is assumed to be due to simple discrimination.
- While explained pay gap requires mid- to long-term measures to be considered based on the features of the business and job, and the human resource situation in your company and market, unexplained pay gap requires quick and intensive measures and decision making to fill this gap.

“RAW”
PAY GAP
賃金差異
(総額)

“EXPLAINED” PAY GAP
説明できる賃金差

“UNEXPLAINED”
PAY GAP
説明できない
賃金差

3.男女の賃金差異(説明できない差異) TCC

UNEXPLAINED Pay Gap Using TCC



賃金と期待賃金との差異 / Gap between actual and expected pay

個々の従業員について、支給賃金と期待賃金のギャップが計算されています。この分析により、支給賃金が期待賃金を大きく下回っている、つまり「レンジ以下」従業員は、改善された給与調整を優先的に受けることが考えられます。

For each individual employee, the gap between their actual and expected pay has been calculated. This analysis highlights employees whose actual pay is far below their expected pay, or "below the range", as they could be given priority for remedial pay adjustments.

期待賃金レンジ以下の定義 Definition of "Below the range"

本部長(M5)/部長(M4):

支給賃金 - 期待賃金が -20%以下
Actual Pay - Expected Pay < -20%

課長(M3)以下:

支給賃金 - 期待賃金が -10%以下
Actual Pay - Expected Pay < -10%

レンジ以下人数 Number of employees below the range XXX

レンジ以下人数(男性) Number of male employees below the range XXX

男性におけるレンジ以下人数割合% Percentage of male below the range 4.52%

レンジ以下人数(女性) Number of female employees below the range XXX

女性におけるレンジ以下人数割合% Percentage of female below the range 9.25%

レンジ以下女性/男性人数割合(倍) Number of below the range Female / Male 2.05 倍

支給賃金が期待賃金の下回る(レンジ以下)従業員の男女構成(TCC-Actual)

- 女性が、支給賃金が期待賃金を下回る(レンジ以下)である確率は、男性に比べて2.05倍高い。全従業員における女性比率は14%に過ぎないが、期待賃金を下回る(レンジ以下)従業員グループの中で女性比率は26%を占めている。

Gender Distribution of Employees with Actual Pay "Below the Range" of Expected Pay (TCC-Actual)

- Women are **2.05 times** as likely to have an actual pay "below the range" of the expected pay as compared to men. Although they only comprise 14% of the general population, women comprise 26% of the employees who are paid below their expected pay.

期待賃金と支給賃金の差異の分布: 男女別 /

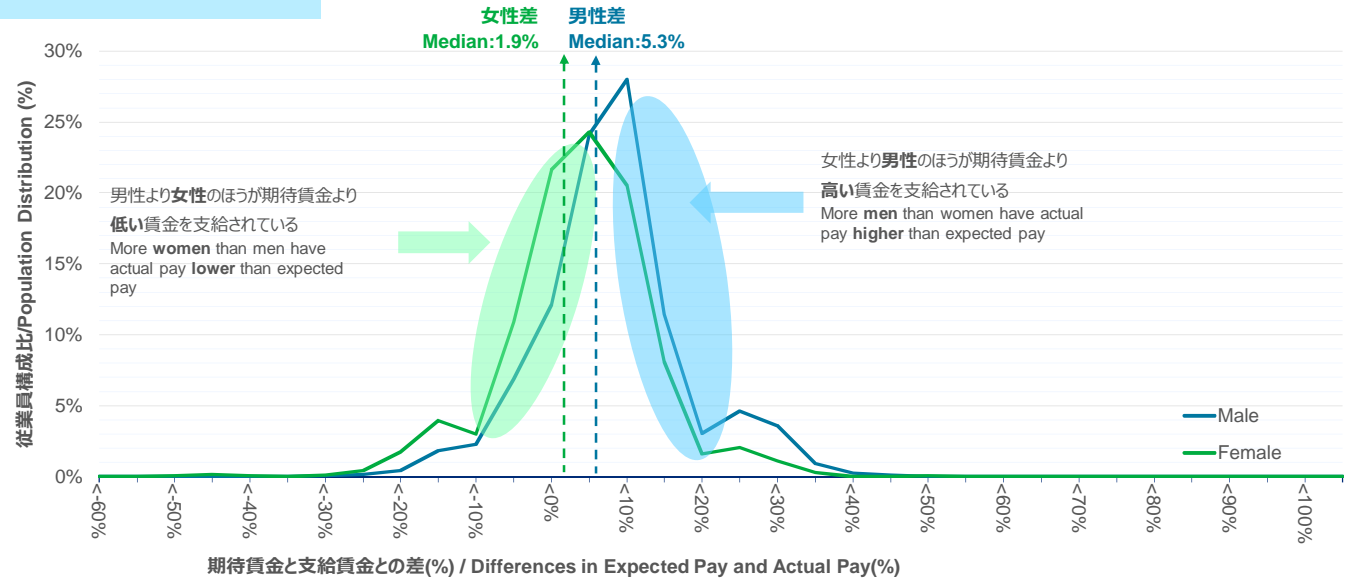
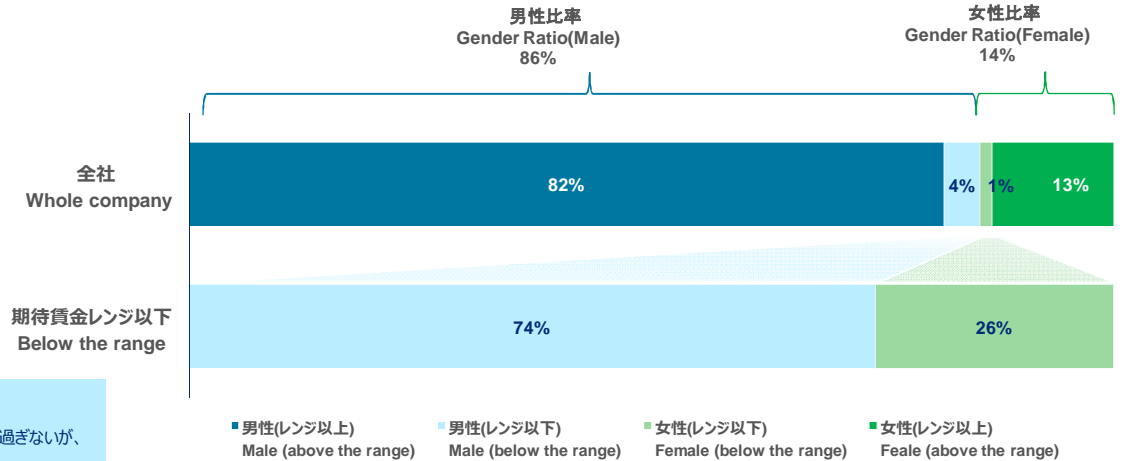
Distribution of Differences Between Expected and Actual Pay (TCC) by Gender

期待賃金と支給賃金の差異の分布: 男女別

- 期待賃金と支給賃金の差の中央値は、男性で5.3%、女性で1.9%でした。どちらの数字も+(正の値)であり、全社的に性別にとられない統計モデルから予測される給与よりも、従業員の賃金は少し高いといえます。しかし、男女間の差3.4% (5.3% - 1.9%) は、性別以外の要因では説明できない差異として、男女差別による賃金差異が存在することを示しています。

Distribution of Differences Between Expected and Actual Pay (TCC) by Gender

- The median difference between expected and actual pay is 5.3% for men and 1.9% for women. Both numbers are positive, which suggests that on average, employees are paid slightly higher than what is predicted from the gender-neutral statistical models. However, the difference between genders of 3.4% (5.3% - 1.9%) is a gap that could not be explained by factors other than gender, which suggests the prevalence of gender discrimination.
- Looking at the population distribution separated by gender, where the x-axis is the difference between expected and actual pay, the men's graph is shifted slightly to the right compared to the women's graph. This implies that across all pay ranges, more men compared to women have actual pay higher than expected pay.



4.男女の賃金差異(説明できる差異) TCC



EXPLAINED Pay Gap Driver Analysis

ID	区分 Type	要因項目 Factor	賃金差異額 Pay gap		賃金差異% Pay gap%	
1	説明できない差異 Unexplained Gap	Career Level	266,854	3.6%	16.3%	
		Tenure in Same Rank	924,485	12.5%	56.3%	
		Family	39,408	0.5%	2.4%	
		Years of Service	14,640	0.2%	0.9%	
		Age	9,121	0.1%	0.6%	
		Rating	172,319	2.3%	10.5%	
		Hours Worked	45,226	0.6%	2.8%	
		Allowance	151,557	2.1%	9.2%	
			18,390	0.2%	1.1%	
			説明できる差異(Total) Explained Gap (Total)	1,375,146	18.6%	83.7%
			1,642,000	22.2%	100.0%	

(日本円JPY)

平均賃金 Avg. Pay(All)	等級・部門の平均賃金(基本給+手当+賞与) Avg. pay (ABS + allowances + incentives)	7,155,000
男性平均賃金 Avg. Pay(M)	等級・部門の男性の平均賃金(基本給+手当+賞与) Avg. pay for men (ABS + allowances + incentives)	7,393,000
女性平均賃金 Avg. Pay(F)	等級・部門の女性の平均賃金(基本給+手当+賞与) Avg. pay for women (ABS + allowances + incentives)	5,751,000
賃金差異額 Pay gap amount	男性平均賃金 - 女性平均賃金 Avg. pay for men - Avg. pay for women	1,642,000
男女賃金差異% Avg. Pay Diff.	女性平均賃金 / 男性平均賃金 Avg. pay for women / Avg. pay for men	77.8%
賃金差異% Pay gap%	賃金差異額 / 男性平均賃金 Pay gap amount / Avg. pay for men	22.2%

等級 Career Level



等級 Career Level別の従業員構成 / Workforce Distribution by Career Level

組織全体 Organization Total	男女構成比 Distribution by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
	M	F	M	F	M	F	M	F	M	F
	86%	14%	66%	34%	86%	14%	94%	6%	95%	5%

等級 Career Level別の従業員構成(賃金四分位) / Quartile Pay Distribution by Career Level

Career Stream	Career Level	従業員構成 Workforce Distribution	男女構成比 Distribution by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
			M	F	M	F	M	F	M	F	M	F
Managerial	M5	2%	96%	4%	92%	8%	99%	1%	94%	6%	99%	1%
	M4	5%	96%	4%	95%	5%	96%	4%	97%	3%	95%	5%
	M3	15%	94%	6%	92%	8%	95%	5%	94%	6%	95%	5%
Professional	P5	0%	96%	4%	100%	0%	96%	4%	91%	9%	95%	5%
	P4	8%	96%	4%	94%	6%	95%	5%	96%	4%	97%	3%
	P3	53%	87%	13%	76%	24%	88%	12%	92%	8%	94%	6%
	P2	11%	63%	37%	62%	38%	70%	30%	63%	37%	58%	42%
	P1	7%	65%	35%	63%	38%	68%	32%	73%	27%	58%	42%

等級 Career Level別の従業員構成

- Career Level別の男女構成を見ると、等級が上がるにつれて従業員構成は男性に偏り、Specialist Professional (P4) 以上では95%が男性です。女性従業員にとってはProfessional Senior(P3)がいよいよ「ガラスの天井」、キャリア上の「チョークポイント(あい路)」となっていると考えられます。

Workforce Distribution by Career Level

- Looking at gender distribution of the workforce by career level, the population increasingly becomes skewed towards males the further one goes up the career ladder, with 95% of the workforce being males at Specialist Professional (P4) and above. This suggests women employees facing a ceiling in terms of promotions at around P3 level, which serves as a career "choke point".

等級 Career Level別の従業員構成(賃金四分位)

- 各Career Levelにおける賃金の四分位分布を見ると、下級職のP1、P2については、男女が比較的均等に分布しています。しかし、従業員数の多いP3では、第1、第2四分位までが女性、第4四分位までが男性という性別の偏りが見とれます。最後に、上位のスタッフレベルや管理職については、ほとんど男性によって占められているため、男女別に分析することが難しい状況にあります。

Quartile Pay Distribution by Career Level

- In terms of quartile pay distribution within each career level, there is a relatively even distribution across genders for lower staff-level positions P1 and P2. However, gender bias could be seen at the P3 level, where the bulk of the workforce is located: most women are paid within the 1st and 2nd quartiles, while almost all those paid within the 4th quartile are men. Lastly, gender bias could not be reliably measured for higher staff-level and managerial positions, as most of these higher positions are already occupied by men.

4.男女の賃金差異(説明できる差異) TCC

EXPLAINED Pay Gap Driver Analysis



等級滞留年数 Tenure in same rank



等級Career Level別・男女別の等級滞留年数 / Tenure in same rank by Grade(Career Level), Gender

組織全体 Organization Total	男女別平均等級滞留年数 Tenure in same grade by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
	M	F	M	F	M	F	M	F	M	F
	4.8	6.1	4.8	6.1	4.8	6.1	4.8	6.1	4.8	6.1

等級Career Level別・男女別の等級滞留年数(賃金四分位) / Quartile Pay Distribution by Grade(Career level), Gender

部門(職種)	キャリアレベル Career Level	平均滞留年数 Avg. Tenure in same grade	男女別平均等級滞留年数 Tenure in same grade by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
			M	F	M	F	M	F	M	F	M	F
			本部長	M5	7.2	5.8	8.6	6.9	10.4	6.9	10.4	6.9
部長	M4	5.1	4.1	6.1	4.9	7.3	4.9	7.3	4.9	7.3	4.9	7.3
課長	M3	4.6	3.7	5.5	4.4	6.6	4.4	6.6	4.4	6.6	4.4	6.6
エキスパート	P5	4.3	3.4	5.2	4.1	6.2	4.1	6.2	4.1	6.2	4.1	6.2
スペシャリスト	P4	4.1	3.3	4.9	3.9	5.9	3.9	5.9	3.9	5.9	3.9	5.9
主任	P3	3.9	3.1	4.7	3.7	5.6	3.7	5.6	3.7	5.6	3.7	5.6
主査	P2	3.5	2.8	4.2	3.4	5.0	3.4	5.0	3.4	5.0	3.4	5.0
一般	P1	2.8	2.2	3.4	2.7	4.0	2.7	4.0	2.7	4.0	2.7	4.0

等級Career Level別・男女別の等級滞留年数

- XXX

Tenure in same rank by Grade(Career Level), Gender

- XXX

等級Career Level別・男女別の等級滞留年数(賃金四分位)

- XXX

Quartile Pay Distribution by Grade(Career level), Gender

- XXX

4.男女の賃金差異(説明できる差異) TCC

EXPLAINED Pay Gap Driver Analysis

職種 Family



職種Family別の従業員構成 / Workforce Distribution by Family

組織全体 Organization Total	男女構成比 Distribution by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
	M	F	M	F	M	F	M	F	M	F
	86%	14%	66%	34%	86%	14%	94%	6%	95%	5%

職種Family別の従業員構成(賃金四分位) / Quartile Pay Distribution by Family

部門(職種)	Family	従業員構成 Workforce Distribution	男女構成比 Distribution by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
			M	F	M	F	M	F	M	F	M	F
			AFS	AFS	7%	73%	27%	38%	62%	73%	27%	88%
ENS	ENS	49%	90%	10%	79%	21%	91%	9%	96%	4%	96%	4%
GMA	GMA	2%	96%	4%	91%	9%	99%	1%	95%	5%	97%	3%
HLT	HLT	0%	47%	53%	0%	100%	40%	60%	40%	60%	100%	0%
HRM	HRM	1%	69%	31%	48%	52%	69%	31%	74%	26%	84%	16%
ITC	ITC	1%	74%	26%	55%	45%	59%	41%	88%	12%	96%	4%
LCA	LCA	2%	77%	23%	45%	55%	76%	24%	90%	10%	95%	5%
PSK	PSK	3%	86%	14%	57%	43%	93%	7%	95%	5%	99%	1%
QLT	QLT	2%	88%	12%	76%	24%	90%	10%	92%	8%	92%	8%
SCN	SCN	1%	80%	20%	43%	57%	83%	17%	97%	3%	98%	2%
SMP	SMP	31%	82%	18%	55%	45%	83%	17%	93%	7%	95%	5%

男性が高い比率ジョブ / Specialization with high male %			
Code	Specialization Title	人数	男性比率
1 AFS.02.001	Head of Facilities & Administrative Support	XXX	100%
2 GMA.02.001	Long-Term Business Strategy & Planning	XXX	97%
3 GMA.02.006	Business Operations Strategy & Planning	XXX	95%
4 GMA.02.999	Multiple Business Strategy & Planning Specializations	XXX	94%
5 ENS.03.059	Product Design Engineering	XXX	93%
Total		XXX	86%

女性が高い比率ジョブ / Specialization with high female %			
Code	Specialization Title	人数	女性比率
1 HLT.04.025	Occupational Health Nursing	XXX	53%
2 SMP.09.046	Stock Transfer Agent Relationship Management	XXX	41%
3 SMP.02.056	E-Commerce Strategy & Planning	XXX	39%
4 HRM.02.001	General Human Resources	XXX	31%
5 AFS.01.040	General Office Administration	XXX	30%
Total		XXX	14%

職種Family別の従業員構成

- Family別の男女構成をみると、男性比率が高いファミリーは、General Management (GMA)、Engineering & Science (ENS)、Quality Management (QLT)です。一方、女性比率が高いファミリーは、Healthcare/Pharmacy Services (HLT)、Human Resources (HRM)、Administration, Facilities & Secretarial (AFS)です。具体的に、男性比率が最も高い専門分野は、Long-Term Business Strategy & Planning (GMA) as well as Product Design Engineering (ENS)であり、女性比率が最も高いのはOccupational Health Nursing (HLT)、Stock Transfer Agent Relationship Management (SMP)、Human Resources/Administrative functions (HRM, AFS)の分野です。貴社では、男性は戦略的・技術的な役割、女性は管理的な役割という分担がされている懸念があります。

Workforce Distribution by Job Function

- Looking at gender distribution of the workforce by family, the families with the highest distribution of males are General Management (GMA), Engineering & Science (ENS) and Quality Management (QLT). On the other hand, the families with the highest distribution of females are Healthcare/Pharmacy Services (HLT), Human Resources (HRM) and Administration, Facilities & Secretarial (AFS).
- Specifically, specializations with the highest male distribution are related to Long-Term Business Strategy & Planning (GMA) as well as Product Design Engineering (ENS), while specializations with highest female distribution are Occupational Health Nursing (HLT), Stock Transfer Agent Relationship Management (SMP), and Human Resources/Administrative functions (HRM, AFS).
- This suggests men are concentrated in strategic and engineering-related roles, while women are relegated to administrative roles within this company.

職種Family別の従業員構成(賃金四分位)

- Family別に賃金四分位群における男女分布を見ると、女性は第1、第2四分位に多く、第4四分位はほぼすべて男性が占めています。この分析は上記Career Level別の従業員男女構成と合わせて解釈する必要がありますが、総じて、女性に比べて男性の方が重要(戦略・技術)かつ高い地位にいるため高い賃金を得ているといえます。

Quartile Pay Distribution by Job Function

- In terms of quartile pay distribution within these families, most women are paid within the 1st and 2nd quartiles, while almost all those paid within the 4th quartile are men. As this analysis was conducted regardless of career level, this should be read in tandem with the earlier workforce distribution analysis by career level.
- The results suggest that regardless of family or job function within the company, more men have higher positions with correspondingly high pay as compared to women.

4.男女の賃金差異(説明できる差異) TCC

EXPLAINED Pay Gap Driver Analysis

年齢/勤続年数 Age/Years of service



報酬低いLow pay ← → 報酬高いHigh pay

年齢・勤続年数別の従業員構成 / Workforce Distribution by Age/Years of service

組織全体 Organization Total	男女構成比 Distribution by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
	M	F	M	F	M	F	M	F	M	F
	86%	14%	66%	34%	86%	14%	94%	6%	95%	5%

年齢別の従業員構成(賃金四分位) / Quartile Pay Distribution by Age

年齢	従業員構成 Workforce Distribution	男女構成比 Distribution by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
		M	F	M	F	M	F	M	F	M	F
		20代	8%	72%	28%	63%	37%	66%	34%	81%	19%
30代	22%	82%	18%	69%	31%	77%	23%	88%	12%	93%	7%
40代	31%	87%	13%	65%	35%	93%	7%	94%	6%	95%	5%
50代	38%	89%	11%	74%	26%	92%	8%	94%	6%	96%	4%
60代	1%	97%	3%	89%	11%	100%	0%	98%	2%	100%	0%
平均年齢 Average Age	44.67	45.19	41.58								

勤続年数別の従業員構成(賃金四分位) / Quartile Pay Distribution by Years of service

勤続年数	従業員構成 Workforce Distribution	男女構成比 Distribution by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
		M	F	M	F	M	F	M	F	M	F
		0-10年	18%	78%	22%	64%	36%	77%	23%	83%	17%
11-20年	25%	86%	14%	67%	33%	88%	12%	96%	4%	95%	5%
21-30年	36%	88%	12%	70%	30%	92%	8%	95%	5%	96%	4%
31-40年	21%	87%	13%	69%	31%	90%	10%	93%	7%	96%	4%
41年 up	0%	84%	16%	50%	50%	82%	18%	100%	0%	100%	0%
平均勤続年数 Average Years of service	20.36	20.72	18.23								

年齢・勤続年数別の従業員構成

- Career Level別の従業員構成と同様に、性別分布は年齢が高くなるほど男性に偏っていきます。このジェンダーギャップは、女性が男性に比べて相対的に若く、年功的な日本の雇用運用スタイルに基づくオフィスの人口動態と関連していると考えられます。
- 勤続年数別では、女性は10年未満に集中しています。これは、社内での昇進に「ガラスの天井」がある、あるいはキャリアと家庭生活の両立など何らかの理由で、勤続10年前後で一定数の女性が退職している可能性があります。10年を超えると男女の分布は比較的安定しますが、10年以上勤続する女性は、先のFamily別従業員構成で示されたように、キャリアアップの機会が少ない比較的低賃金または高くない職位の管理職になっている可能性があります。

Workforce Distribution by Age/Tenure

- In a similar vein to workforce analysis by career level, the gender distribution becomes increasingly skewed towards men the older the employee becomes. This gender gap, where women are relatively younger compared to men, may significantly be tied to office dynamics given the Japanese work culture where age is closely tied to seniority.
- In terms of tenure, women are significantly concentrated in the below-10 years segment, which reinforces the earlier conclusion that there may exist a ceiling for women in terms of internal advancement, or difficulty in balancing career and family life, which may lead to their untimely resignations after around 10 years of tenure. Although the gender distribution becomes relatively stable beyond 10 years, women who remain after 10 years may be in relatively lower-paying or lower-ranking administrative positions with little career advancement opportunities, as demonstrated by the earlier workforce analysis by job function.
- th quartile.

4.男女の賃金差異(説明できる差異) TCC

EXPLAINED Pay Gap Driver Analysis

評価 Performance Rating



Male Female

報酬低いLow pay ← → 報酬高いHigh pay

評価レイティング別の従業員構成(賃金四分位) / Quartile Pay Distribution by Performance Rating

評価レイティング	従業員構成 Workforce Distribution	男女構成比 Distribution by Gender		第1四分位群 (Quartile 1)		第2四分位群 (Quartile 2)		第3四分位群 (Quartile 3)		第4四分位群 (Quartile 4)	
		M	F	M	F	M	F	M	F	M	F
1	9%	80%	20%	40%	60%	88%	12%	95%	5%	96%	4%
2	15%	85%	15%	68%	32%	86%	14%	94%	6%	95%	5%
3	55%	84%	16%	69%	31%	81%	19%	91%	9%	95%	5%
4	16%	92%	8%	85%	15%	93%	7%	94%	6%	96%	4%
5	5%	95%	5%	90%	10%	96%	4%	97%	3%	96%	4%
平均レイティング Average Rating	2.91	2.95	2.71								

評価レイティング別の従業員構成

- 評価レイティング別の男女構成をみると、女性のSTIの受け取りが少ないことを示唆しており、従業員構成から考えると、上司が男性である可能性が高いため、業績評価においてジェンダーバイアスがかかっているリスクが認められます。あるいは、女性はSTIによる変動が少ない報酬と業績の連動性が低いポジションに就いている可能性もあります。その場合は、先の職能別労働力分布を参照いただくことをおすすめします。

Workforce Distribution by Performance Rating (Actual vs. Target STI)

- Performance rating has been imputed using relative gap between target and actual STI received by the employee during the year. As a caveat, there may be other factors that determine performance ratings.
- The results do suggest women receive less STI, which may mean there is a gender bias in performance appraisals, since their superiors are more likely to be male. Alternatively, women may be relegated to positions where STI is not a significant part of the compensations package, in which case the earlier workforce distribution by job function should be referred.

評価レイティング別の従業員構成(賃金四分位)

- 上記の結果、女性は第1、第2四分位群に集中している一方で、(高い地位にあると思われる)男性は第4四分位群を支配し、結果は上記の分析を踏襲する内容となっています。

Quartile Pay Distribution by Performance Rating

- The results follow the earlier observations where women are concentrated in 1st and 2nd quartiles then significantly drop off, while men in higher positions dominate 4th quartile.

4.男女の賃金差異(説明できる差異) TCC

EXPLAINED Pay Gap Driver Analysis
労働時間 Work Hour



男性 女性
Male Female

部門別の労働時間 / Work Hour by division

部門/Family		Gender	平均労働時間 Average Work Hour	標準労働時間に対する労働時間(%) Work hours / Standard working hours	女性平均労働時間 / 男性平均労働時間 Avg. work hours of women / Avg. work hours of men
AFS	XXX	M	1,919	101%	2,071
	XXX	F	2,223	117%	
ENS	XXX	M	2,128	112%	2,166
	XXX	F	2,204	116%	
GMA	XXX	M	1,976	104%	1,938
	XXX	F	1,900	100%	
HLT	XXX	M	2,204	116%	2,119
	XXX	F	2,033	107%	
HRM	XXX	M	1,938	102%	2,081
	XXX	F	2,223	117%	
ITC	XXX	M	1,957	103%	1,967
	XXX	F	1,976	104%	
LCA	XXX	M	2,223	117%	2,214
	XXX	F	2,204	116%	
PSK	XXX	M	2,109	111%	2,024
	XXX	F	1,938	102%	
QLT	XXX	M	2,147	113%	2,109
	XXX	F	2,071	109%	
SCN	XXX	M	2,166	114%	2,100
	XXX	F	2,033	107%	
SMP	XXX	M	1,995	105%	1,976
	XXX	F	1,957	103%	

標準労働時間 Standard working hours

男女別の労働時間

- XXXXX

Work hours by Gender

- XXXXX

4.男女の賃金差異(説明できる差異) TCC

EXPLAINED Pay Gap Driver Analysis
手当額 Allowance



部門別の手当額 / Allowance by division

部門/Family		Gender	平均支給手当額(年間) Average paid allowance amount (Annual)	会社平均手当額に対する支給額(%) Allowance paid as a % of company-wide Avg. allowance	女性平均手当額 / 男性平均手当額 Avg. paid allowance of women / Avg. paid allowance of men
AFS	XXX	M	480,000		
	XXX	F	504,000		
ENS	XXX	M	624,000		
	XXX	F	372,000		
GMA	XXX	M	852,000		
	XXX	F	504,000		
HLT	XXX	M	480,000		
	XXX	F	504,000		
HRM	XXX	M	624,000		
	XXX	F	372,000		
ITC	XXX	M	852,000		
	XXX	F	504,000		
LCA	XXX	M	480,000		
	XXX	F	504,000		
PSK	XXX	M	624,000		
	XXX	F	372,000		
QLT	XXX	M	480,000		
	XXX	F	504,000		
SCN	XXX	M	624,000		
	XXX	F	372,000		
SMP	XXX	M	852,000		
	XXX	F	504,000		

平均手当額 Avg. paid allowance

男女別の手当額

- XXXXX

Allowance amount by Gender

- XXXXX

5. 貴社データに基づく要員構成サマリ

Workforce structure summary based on your data



部門/等級別 要員概要 Workforce by Grade, Function

ID	等級 Grade	部門/Family	AFS	ENS	GMA	HLT	HRM	ITC	LCA	PSK	QLT	SCN	SMP	Total
		キャリアレベル Career Level	AFS	ENS	GMA	HLT	HRM	ITC	LCA	PSK	QLT	SCN	SMP	
1	本部長	M5	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
2	部長	M4	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
3	課長	M3	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
4	エキスパート	P5	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
5	スペシャリスト	P4	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
6	主任	P3	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
7	主査	P2	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
8	一般	P1	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
Total			XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX

部門/等級別 要員男女比率 Gender Ratio by Grade, Function

女性<男性 F<M	男性<女性 M<F	部門/Family	AFS	ENS	GMA	HLT	HRM	ITC	LCA	PSK	QLT	SCN	SMP	Total
ID	等級 Grade	キャリアレベル Career Level	AFS	ENS	GMA	HLT	HRM	ITC	LCA	PSK	QLT	SCN	SMP	
1	本部長	M5	100%	100%	96%				100%	100%	100%			96%
2	部長	M4	94%	97%		100%	100%	100%	94%	100%	100%	100%	95%	96%
3	課長	M3	85%	95%		50%	86%	91%	77%	98%	90%	73%	94%	94%
4	エキスパート	P5	100%	93%	92%			100%	100%	100%	100%		100%	96%
5	スペシャリスト	P4	95%	96%	94%	100%	83%	97%	97%	97%	97%	98%	96%	96%
6	主任	P3	77%	92%		29%	73%	74%	79%	93%	89%	90%	83%	87%
7	主査	P2	35%	80%	100%	0%	39%	28%	33%	53%	63%	33%	53%	63%
8	一般	P1	36%	78%			67%	71%	45%	56%	75%	53%	52%	65%
Total			73%	90%	96%	47%	69%	74%	77%	86%	88%	80%	82%	86%

年齢別 要員概要 Workforce by Age

年齢 Age	人数	男性比率
20	XXX	72%
30	XXX	82%
40	XXX	87%
50	XXX	89%
60	XXX	97%
Total	XXX	86%

勤続年数別 要員概要 Workforce by Tenure

勤続年数 Tenure	人数	男性比率
0	XXX	78%
10	XXX	86%
20	XXX	88%
30	XXX	87%
40	XXX	84%
Total	XXX	86%

評価レイトング別 要員概要 Workforce by Rating

評価レイトング Rating	人数	男性比率	人口率
1	XXX	80%	9%
2	XXX	85%	15%
3	XXX	84%	55%
4	XXX	92%	16%
5	XXX	95%	5%
Total	XXX	86%	100%



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