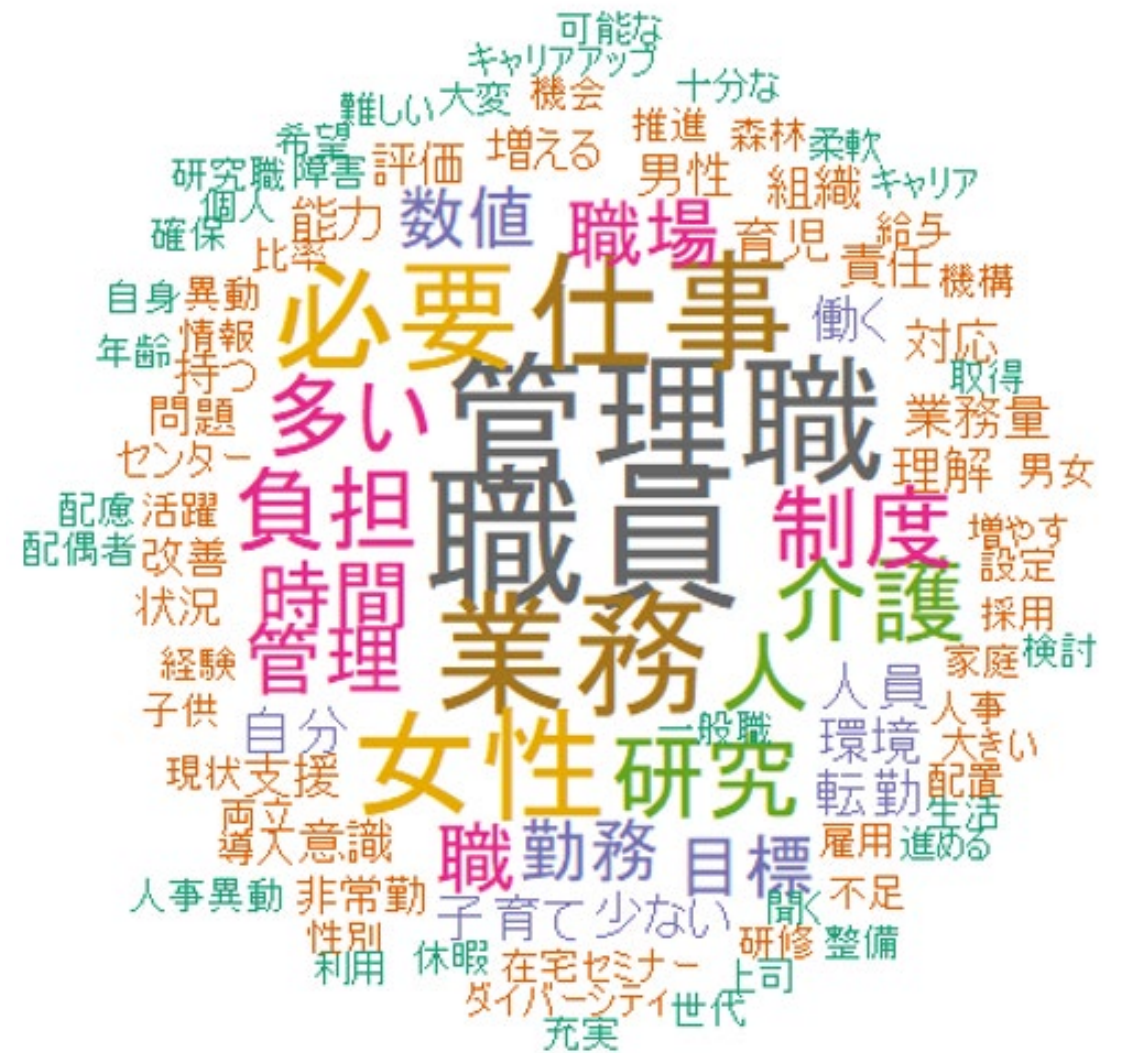
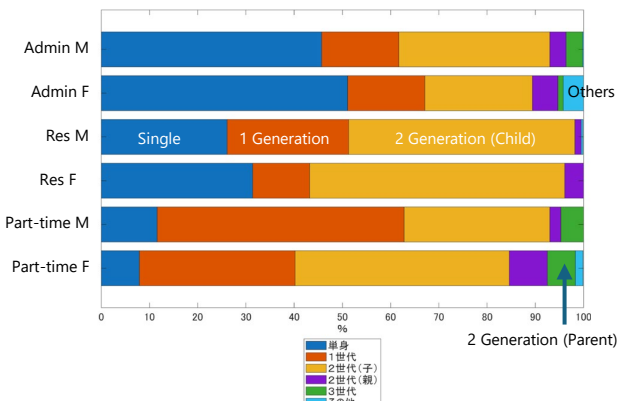
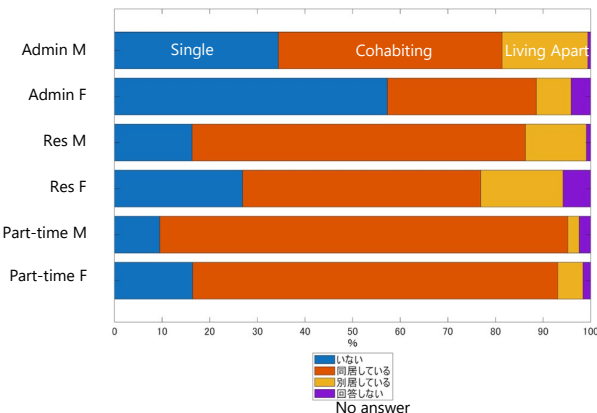
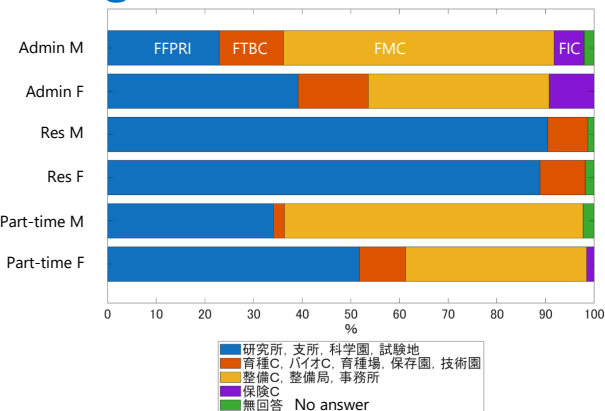
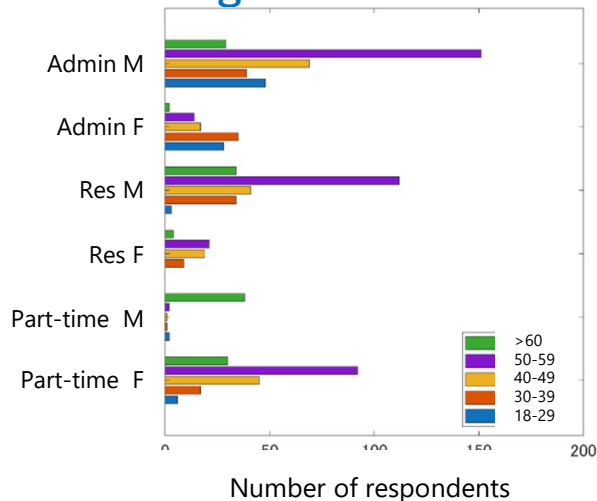


<https://www.ffpri.go.jp/geneq/chishiki/guidebook/index.html>

- (1) Participants: All full-time and part-time employees (n = 1,556)
- (2) Survey Administration: Conducted via the Glexa e-Learning system
- (3) Period: November 21, 2025–January 9, 2026
- (4) Questionnaire: 52 questions in total,
comprising 13 cover-sheet questions and 39 main survey questions
- (1) Responses Received: 988 (response rate: 64%)



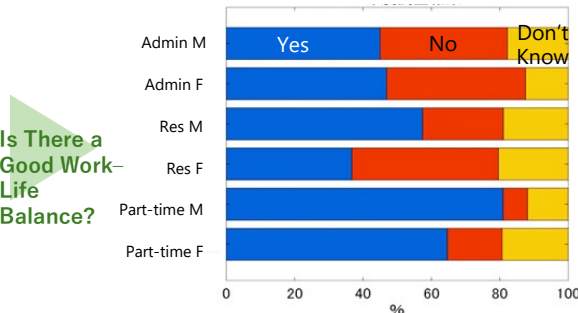
**National Research and Development Agency
Forest Research and Management Organization**



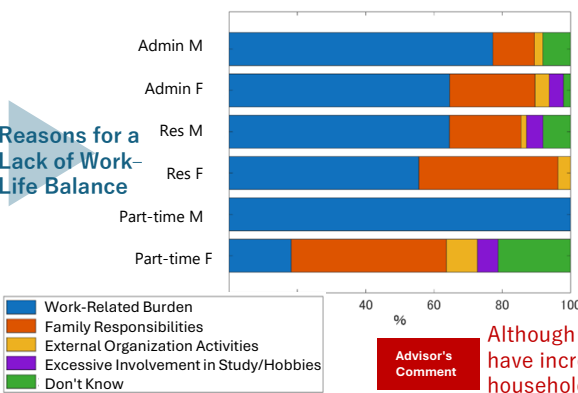
National Research and Development Agency
Forest Research and Development Agency
Forestry and Forest Products Research Institute
 E-mail geneq@ffpri.go.jp
<https://www.ffi.go.jp/geneq/>



Work-Life Balance

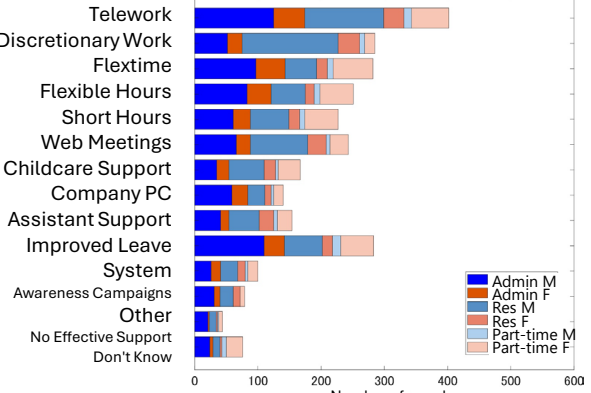


Reasons for a Lack of Work-Life Balance



Although expectations for men's involvement in household responsibilities have increased, the percentage of men who feel heavily burdened by household chores has not changed significantly since the 2021 survey.

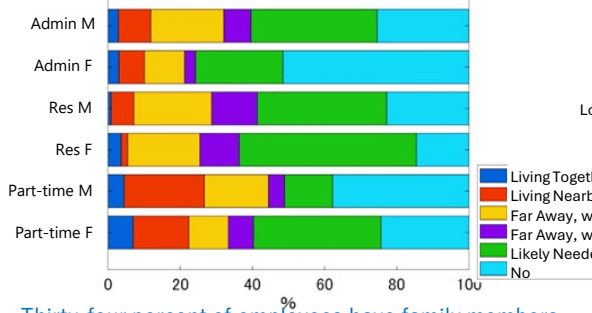
Support I Would Like to Receive



Positive responses were highest among part-time staff. Among research staff, the rate was higher for men than for women. Work was the most common reason for imbalance, followed by family responsibilities among women.

“The current workload leaves little room for work-life balance. I would like a system that allows employees to leave on time.” (Female, 30s)
“Support should be provided not only to those with childcare or caregiving responsibilities, but also to those who support them.” (Male, 40s)

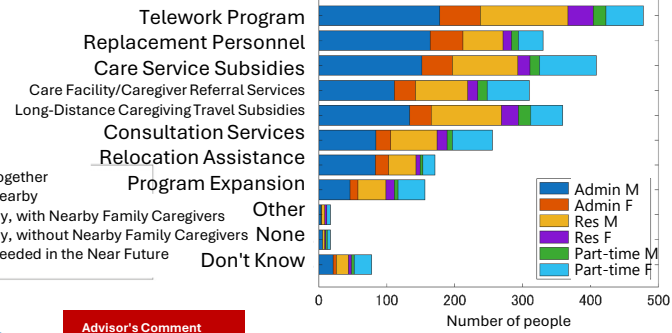
Need for Caregiving Support



Thirty-four percent of employees have family members requiring long-term care, including half of those aged 61 and over. In about two-thirds of cases, the care recipient lives too far away for immediate access. The most requested support measures were telework, subsidies for care costs, travel assistance for caregiving, and substitute staffing. Requests for substitute staffing were especially common among general staff.

Taking family members to medical appointments during working hours is a heavy burden. (Female, 50s)

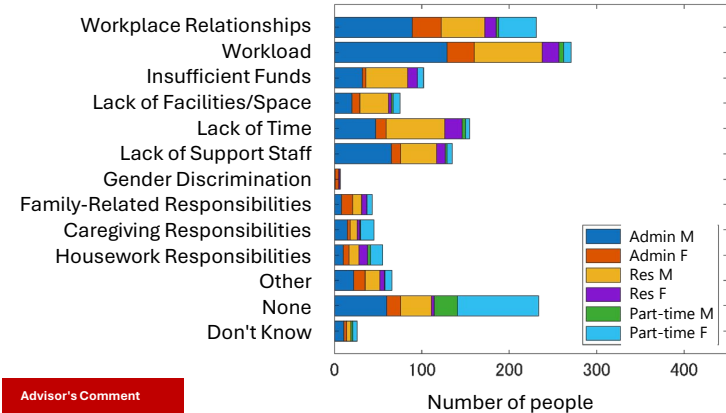
Support I Would Like to Receive



The need for long-term care can arise suddenly and affect anyone. Providing training—such as workshops or videos—on how to respond when caregiving becomes necessary would help employees prepare for such situations.

I would like a discretionary work-hour system for managers. (Male, 50s)

Work-Related Challenges

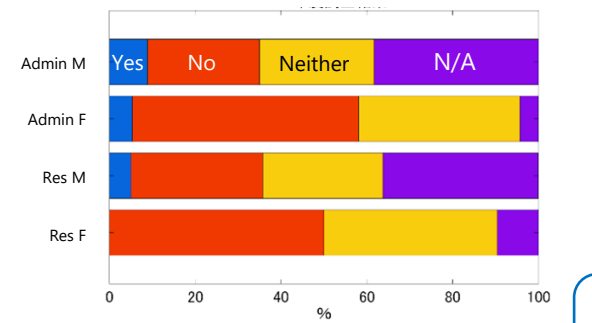


As workload issues vary by position, a careful approach is needed. Compared with the 2021 survey, fewer respondents identified areas needing institutional support and more answered “none,” suggesting some progress in diversity initiatives.

The most commonly cited challenges were workload, interpersonal relationships, time, support staff, and operating expenses. Male general staff most often cited workload, while female research staff cited lack of time and women overall cited workplace relationships.

Reduce workloads and increase staffing. (Male, 50s)
I often cannot prioritize my own work. (Male, 50s)
Review the transfer system. (Female, 50s)
Create opportunities for staff facing similar challenges to exchange information. (Female, 40s)

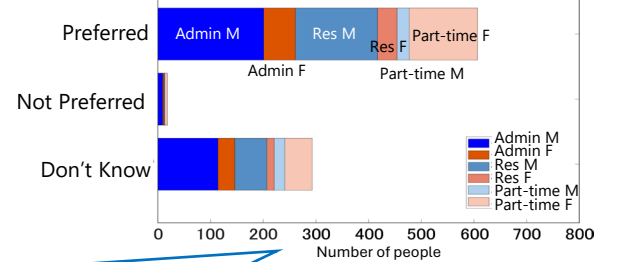
Do You Want to Become a Manager?



Nearly half of respondents did not wish to become managers, while only about 10% did. Women were more likely than men to be uninterested, but men aspiring to management were also a minority.

The most common reasons were excessive workload, inadequate compensation relative to responsibilities, lack of suitability, and lack of interest. Managers are not seen as attractive role models.

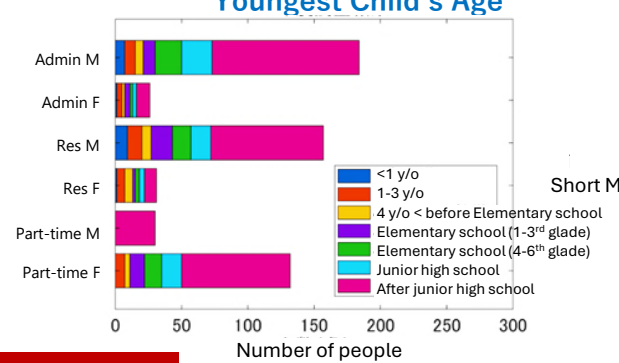
Awareness of Numerical Targets for Female Managers



Views on Numerical Targets for Female Managers
It is not desirable to set numerical targets for increasing the number of female managers. (Male, 30s)
Management positions should be based on qualifications, regardless of gender. (Female, 50s)

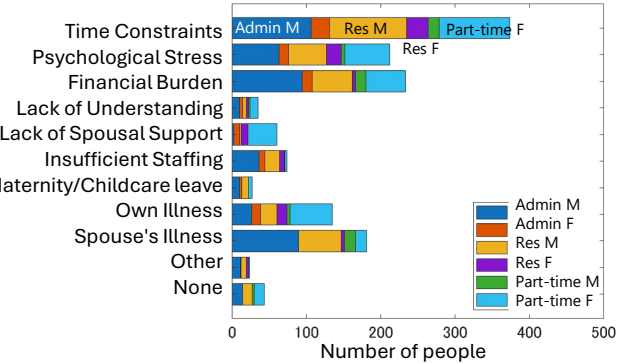
When members of traditionally underrepresented groups are promoted to management positions, criticism may arise regarding their qualifications. However, diversity initiatives emphasize that organizations benefit from evaluating talent through multiple perspectives and building leadership teams with diverse backgrounds. Diversity can help create a workplace where all employees can fully contribute and feel supported.

Childcare



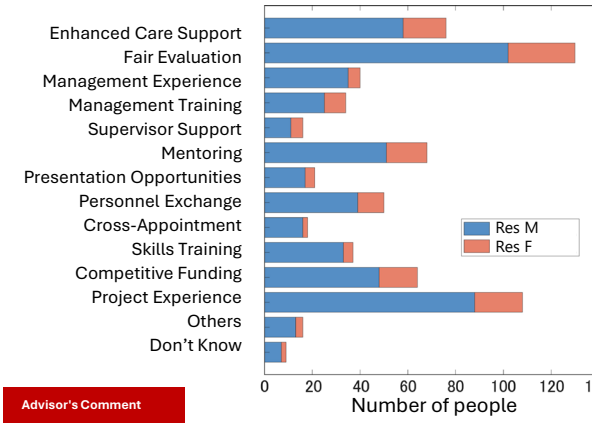
Reducing the burden of childcare requires not only organizational support but also individual effort. Support for the use of paid childcare services and more flexible systems to meet the needs of individual children are also needed.

Challenges Related to Childcare

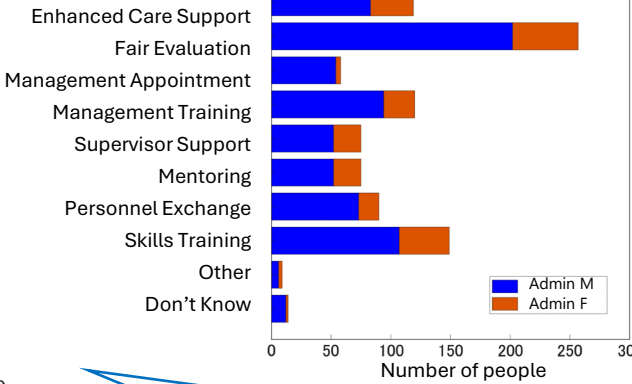


I cannot go on business trips. (Female, 40s)
My assignment away from home made it difficult to raise my children. (Male, 50s)
Staff shortages make it hard to take leave. (Female, 40s)

What Is Needed for Career Development?



The increase in interest after information on the mentoring program was provided suggests a need for career-related consultation and support, distinct from psychological support. This may also reflect a desire for fair and appropriate evaluation of employees' abilities. As the organization is well positioned to support areas such as research project experience and training or certification opportunities for general staff, it may be time to consider more concrete measures.



Clear career paths in the HR system. (Male, 50s)/ Career advancement without mandatory transfers. (Female, 40s)/ An environment where researchers can focus on research. (Male, 50s)/ Development of young talent and communication skills. (Female, 40s)/ Management training for future managers. (Female, 60s)

Our organization is privileged to receive guidance from Professor Setsuko Kanno, Specially Appointed Professor in the Division of Community Engagement, DE&I at Tokyo University of Science. Despite her busy schedule, she kindly provided comments on the results of this survey analysis. We sincerely appreciate her valuable advice and support.