

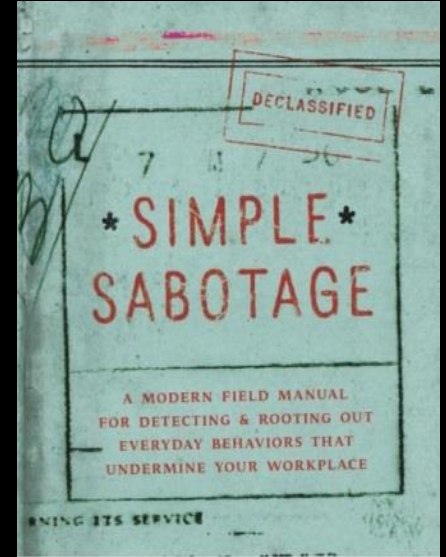
<u>'11</u>	<u>'12</u>	<u>'13</u>	<u>'14</u>	<u>'15</u>	<u>'16</u>
7.2%	7.4%	8.1%	8.7%	9.3%	9.6%

* Source : 한국경제연구원(2017.8.)

57%

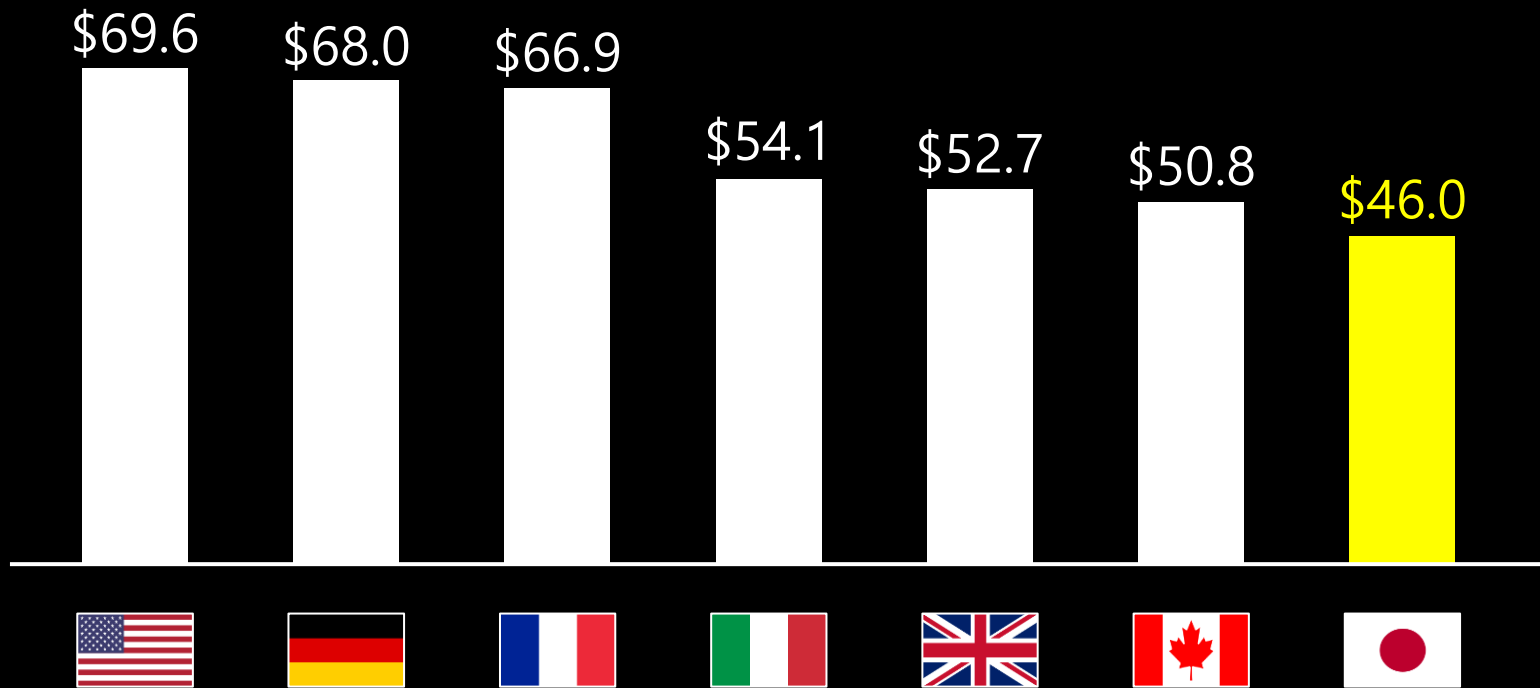
43%

- Insist on doing everything through "channels."
- When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committees as large as possible - never less than five.
- Haggle over precise wordings of communications, minutes, resolutions.
- Demand written orders.
- Hold conferences when there is more critical work to be done.
- See that three people have to approve everything where one would do.
- Apply all regulations to the last letter.



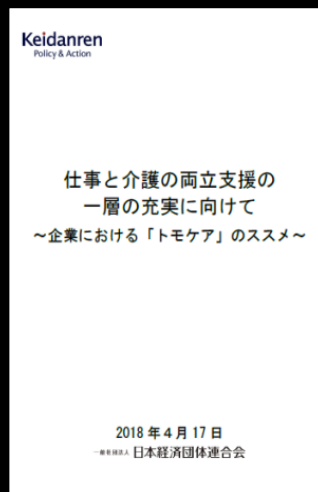
Commitment

Target



* Source : 2015년 기준, OECD

ブラック企業



30% → 73%

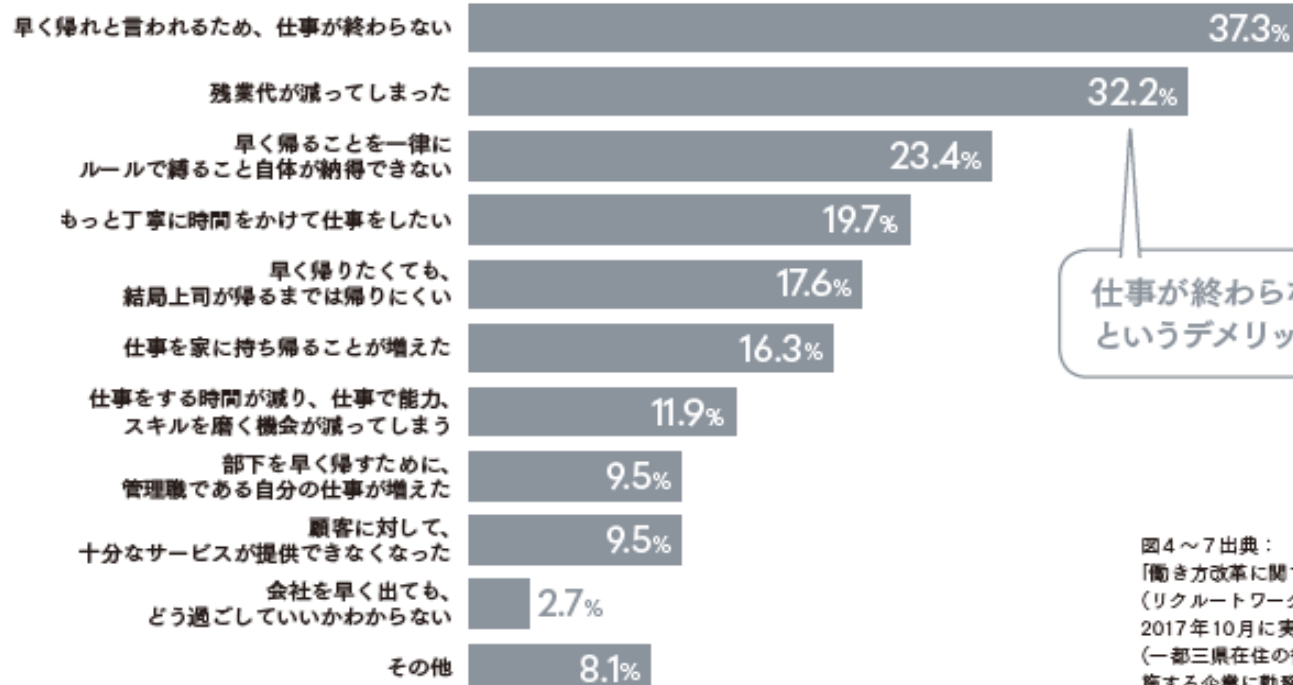
51%

56%

168.0 → 168.0 → 164.0

* Source : Deloitte Consulting Japan(2017), "働き方改革の実態調査 2017 - Future of Workを見据えて,
リクルートワークス研究所(Recruit Works Institute(2017), 働き方改革に関する調査,
日本 厚生労働省, 毎月勤労統計調査

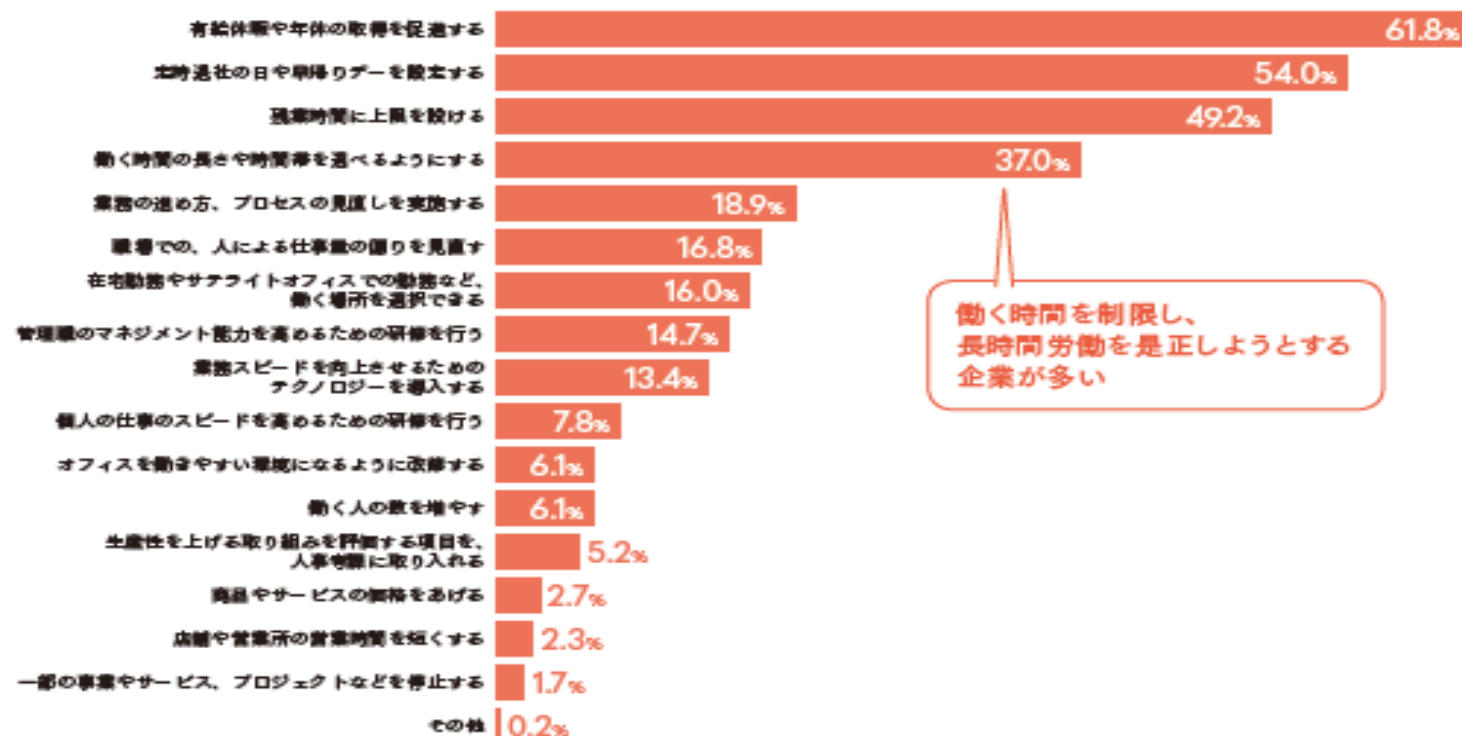
図7 働き方改革に不満を感じる理由 (n=295、複数回答)



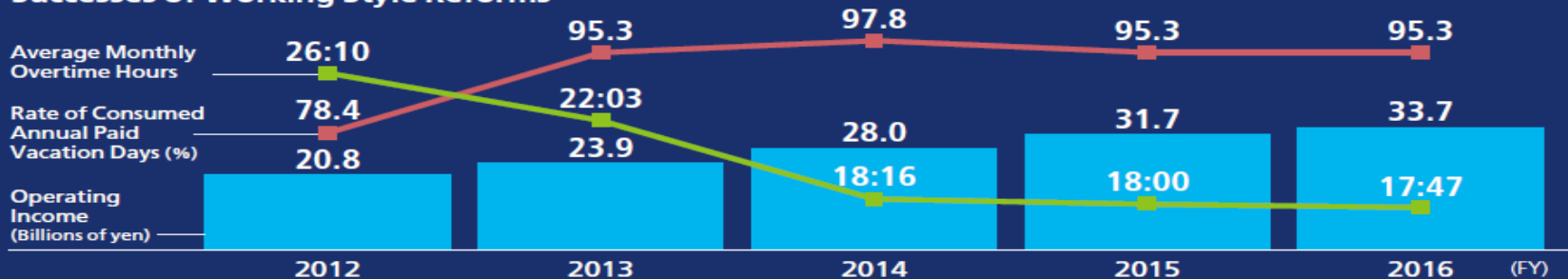
仕事が終わらない、収入が減った、
というデメリットに不満

図4～7出典：
「働き方改革に関する調査」
〈リクルートワークス研究所〉
2017年10月に実施したWeb調査。有効回答数500人
(一都三県在住の従業員300人以上で、働き方改革を実施する企業に勤務する男性)

□ 会社で実施している働き方改革（複数回答）



Successes of Working Style Reforms



Working Style Reform Initiatives

- Companywide application of flextime system
- Introduction of discretionary work system
- Launch of initiatives to reduce overtime by half
- Promotion of taking paid vacation
- Introduction of a new leave system

- Commencement of *Smart Work Challenge 20*
- Enhancement of the telecommuting system
- Distribution of tablets

- Shortening of designated working hours
- Upgrading of the leave system
- Assumption of CHO position by then top management

- Introduction of the *Kenko Waku Waku Mileage program*
- Revision of human resource systems (expansion of discretionary work system, etc.)
- Name change of *Smart Work Challenge 20* to *Smart Work Challenge*

- Promotion of *Dokedomo WORK* initiative
- Second-hand smoke prevention program

Award

- Presented with the Minister's Award in the Award for Companies Providing Career Support in 2013—for Companies Committed to Human Resources Development
- Selected as a winner of the FY2014 Diversity Management Selection 100 conducted by the Ministry of Economy, Trade and Industry (METI)

- Placed No. 1 in overall rankings in Nikkei Inc.'s 2014 survey of companies that fully exercise their employees' potential
- Granted FY2014 "Nadeshiko Brand" designation jointly hosted by the Tokyo Stock Exchange (TSE) and METI
- Selected as FY2014 "Brand of Companies Enhancing Corporate Value through Health & Productivity" jointly organized by the TSE and METI
- Placed No. 1 in CSR Company Ranking 2015 compiled by Toyo Keizai Inc., in the area of effective talent management

- Placed No. 1 in overall rankings in Nikkei Inc.'s 2015 survey of companies that fully exercise their employees' potential
- Received 1st place award for HR department excellence in the HR Department Awards 2015 sponsored by the Japan HR Association
- Presented with the Japanese government's Advanced Corporation Awards for the Promotion of Women
- Granted FY2015 "Nadeshiko Brand" designation jointly hosted by the TSE and METI
- Selected as FY2015 "Brand of Companies Enhancing Corporate Value through Health & Productivity" jointly organized by the TSE and METI

- Placed No. 3 in overall rankings in Nikkei Inc.'s 2016 survey of companies that fully exercise their employees' potential
- Received the Minister of Health, Labour, and Welfare's Top Prize at the 5th Let's Extend Healthy Life Expectancies! Award organized by MHLW.
- Achieved top ranking as an Eruboshi certified excellent company based on the Act on Promotion of Women's Participation and Advancement in the Workplace
- Granted FY2016 "Nadeshiko Brand" designation jointly hosted by the TSE and METI
- Selected as FY2016 "Brand of Companies Enhancing Corporate Value through Health & Productivity" jointly organized by the TSE and METI
- Awarded the top prize (the Minister of Health, Labour and Welfare's Prize) in the large company division of the Ministry of Health, Labour and Welfare's first Awards for Enterprises and Workplaces with Pleasant Working Environments and High Productivity

Consistency

	2012	2013	2014	2015	2016 (FY)
Working Style Reform Initiatives	<ul style="list-style-type: none"> Companywide application of flextime system Introduction of discretionary work system Launch of initiatives to reduce overtime by half Promotion of taking paid vacation Introduction of a new leave system 	<ul style="list-style-type: none"> Commencement of Smart Work Challenge 20 Enhancement of the telecommuting system Distribution of tablets 	<ul style="list-style-type: none"> Shortening of designated working hours Upgrading of the leave system Assumption of CHO position by then top management 	<ul style="list-style-type: none"> Introduction of the Kenko Waku Waku Mileage program Revision of human resource systems (expansion of discretionary work system, etc.) Name change of Smart Work Challenge 20 to Smart Work Challenge 	<ul style="list-style-type: none"> Promotion of Dokademo WORK Initiative Second-hand smoke prevention program

Participation

"スマチャレ incentive"

Sincerity

