

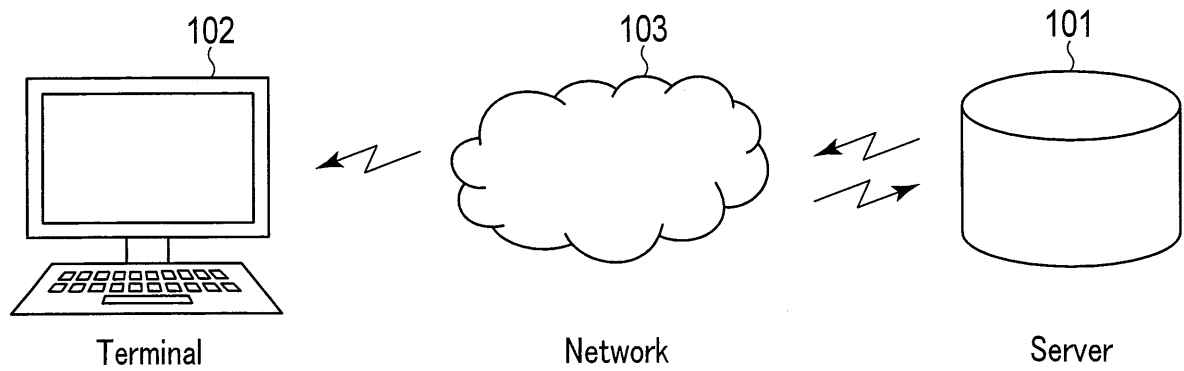


FIG. 1

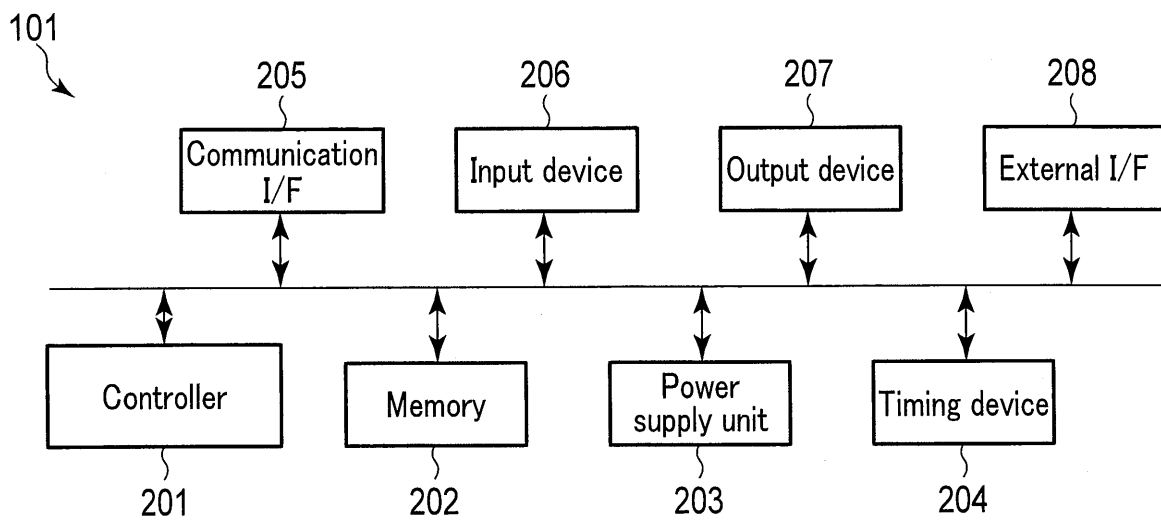


FIG. 2

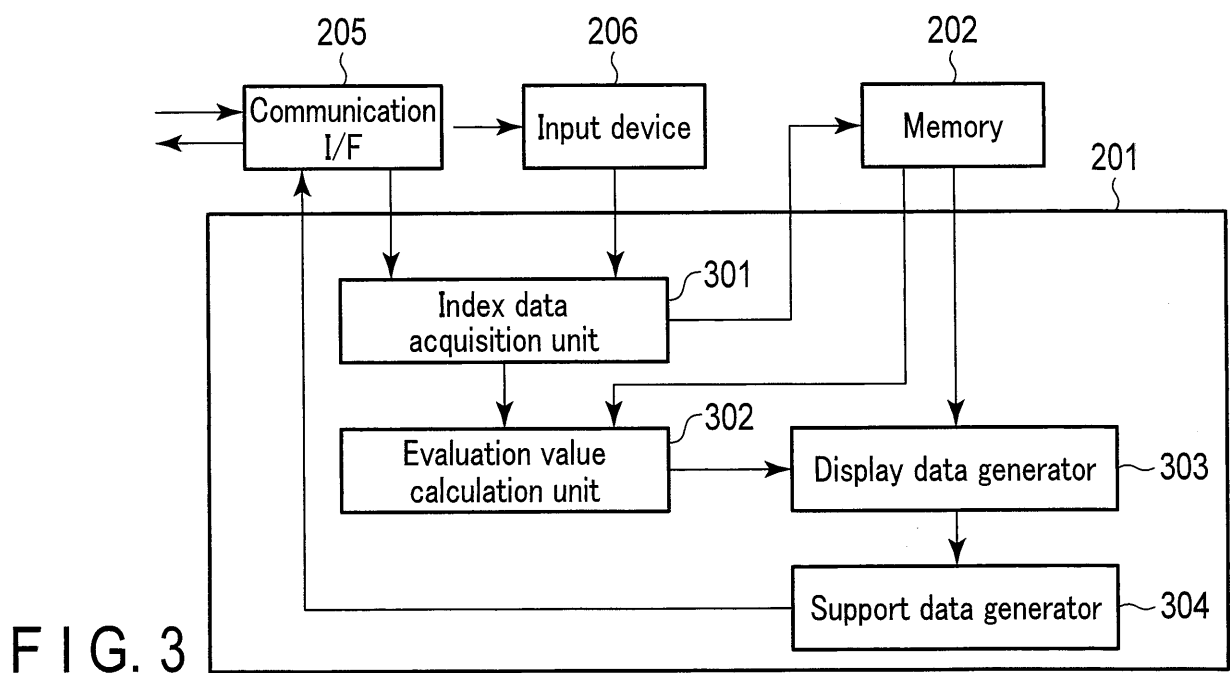


FIG. 3

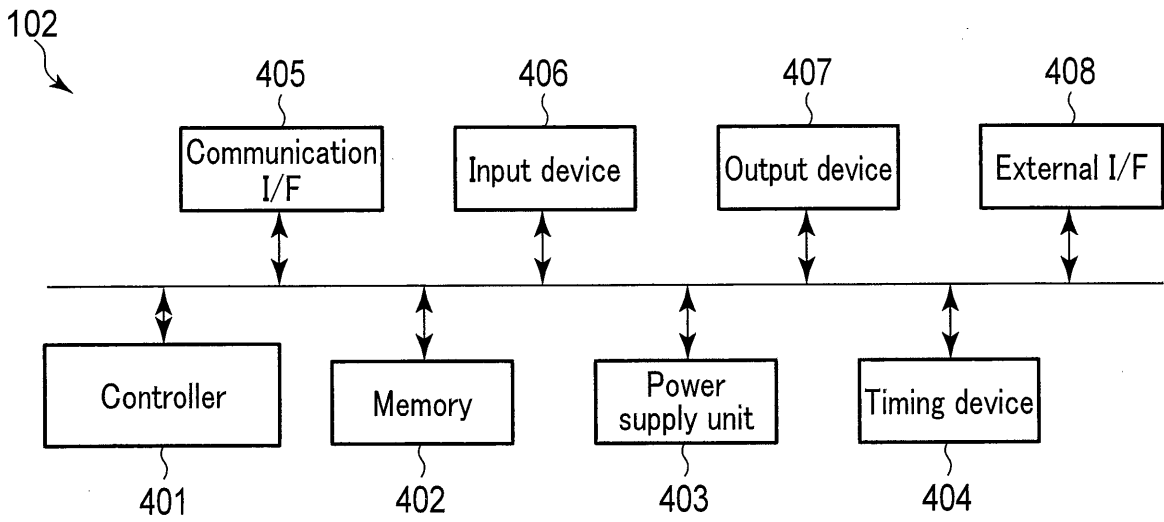


FIG. 4

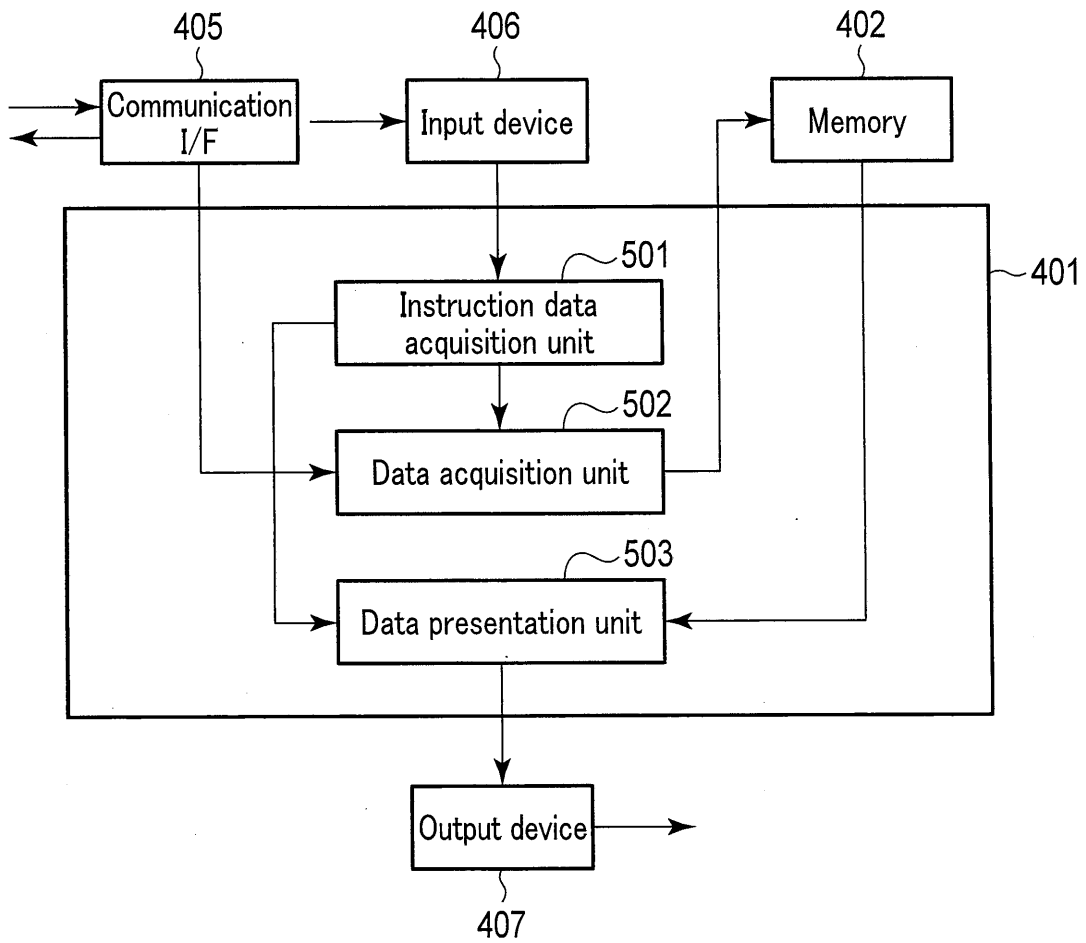


FIG. 5

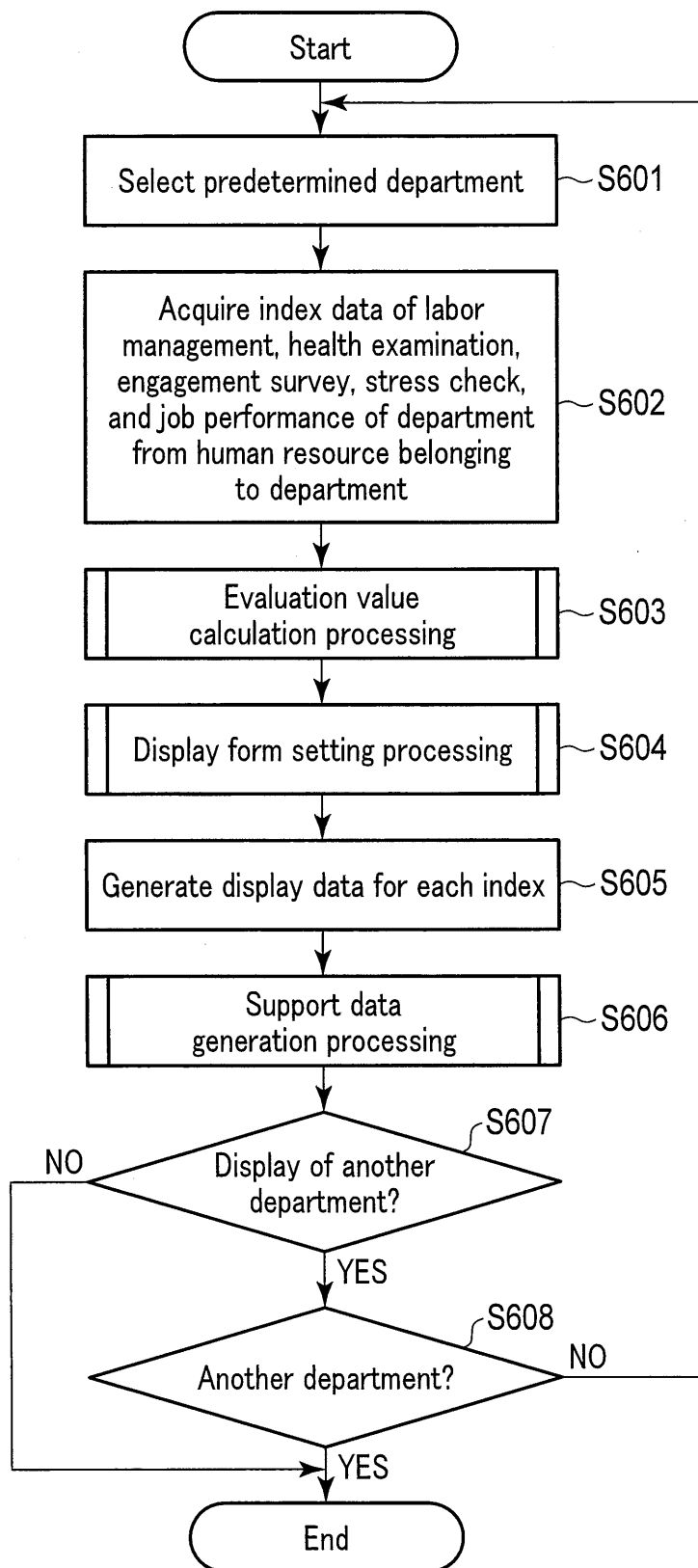


FIG. 6

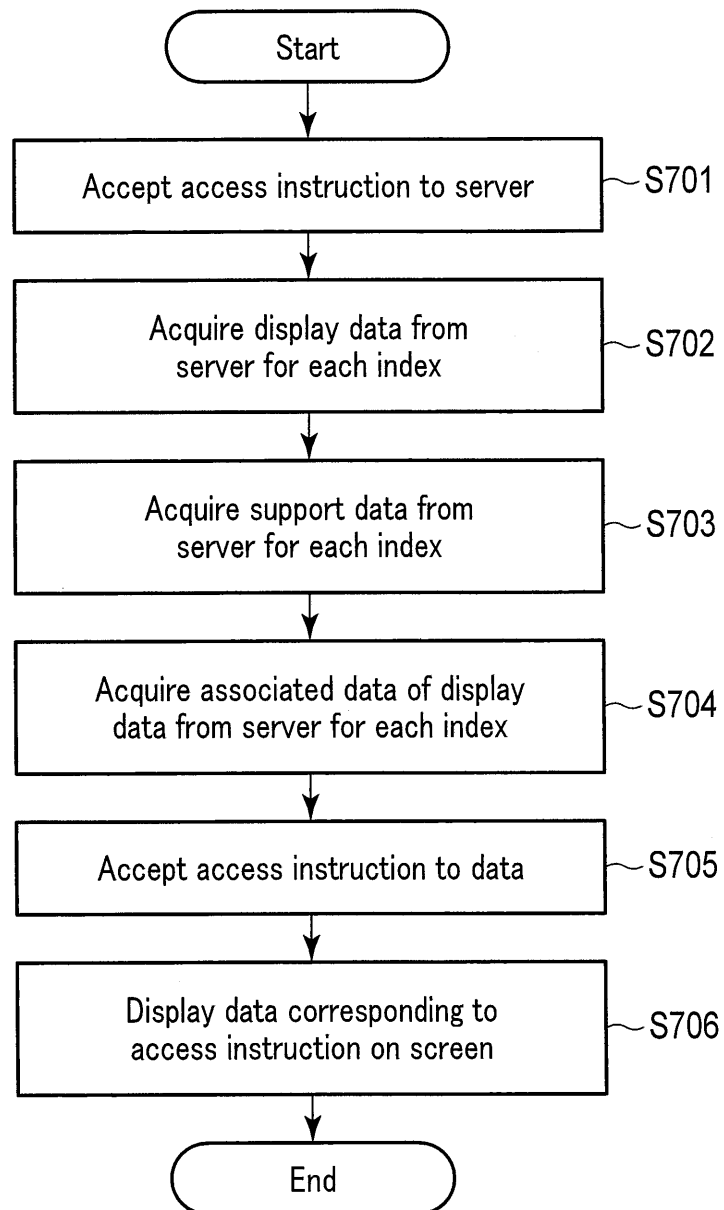


FIG. 7

	Purposes of indices	Things found from indices
Physical	<div>Labor management (Attendance)</div> <p>Degree of physical burden management that company conducts for worker (Physical burden from management to employee is represented by working hours)</p>	Sign of danger in organization management is found from standard deviation of attendance result
	<div>Health examination</div> <p>Grasping of health condition of individual worker (Evaluation of restriction on employment of employee from management)</p>	Business opportunity loss caused by individual is measured from person in which anomalies were
Mental	<div>Stress check</div> <p>Inspection conducted by company for worker to grasp degree of mental burden (Evaluation of employee from management)</p>	Characteristic of risk (Caused by individual) of organization is found from relative comparison with another department
	<div>Engagement survey</div> <p>Opportunity of employee to say necessary opinion or proposal to management (Evaluation of management from employee)</p>	Characteristic of risk (Caused by management) of organization is found from relative comparison with another department
Business	<div>Job performance</div> <p>Opportunity to confirm organization performance (Evaluation of whole management)</p>	Characteristic of risk of business is found from business policies and estimation/actuality comparison

FIG. 8

Categories	Explanations
Engagement	States of mind/feeling of employees concerning relationship between employees and company (Whether employees feel attracted to or proud of work or company, whether employees are enjoying work, etc.)
Corporate philosophy/organizational objects	States of understanding, acceptance, and practice concerning corporate philosophy/objects of organization
Customer-oriented/quality-oriented	Customer-oriented/quality-oriented work process/action practice
Management	Leadership/actions of management viewed from employees
State of workplace or team	States of consciousness to work such as transfer of authority in work/scope of responsibility/degree of participation in decision making, and proactive action practice
Immediate superior	Speeches and actions of immediate superior viewed from employees
Changes and challenges	Organizational climate that allows revolutions and improvements/organizational climate that challenges are recommended
Communications	States of communications in workplace
Teamwork/cooperation	States of cooperation/teamwork with people involved in organization or between organizations
Work efficiency	Environment/work efficiency in progressing with works, such as resources/infrastructures/decision making process
Talent/carrier development	Opportunities of developing talent/developing capability through works
Performance management	Personnel evaluation/rewards
Diversity/mutual respect	State of diversity promotion/organizational climate that accepts diversity
Integrity/ethicity	States of management/organization management observing ethicality/compliance
Work life balance	States of work life balance

FIG. 9

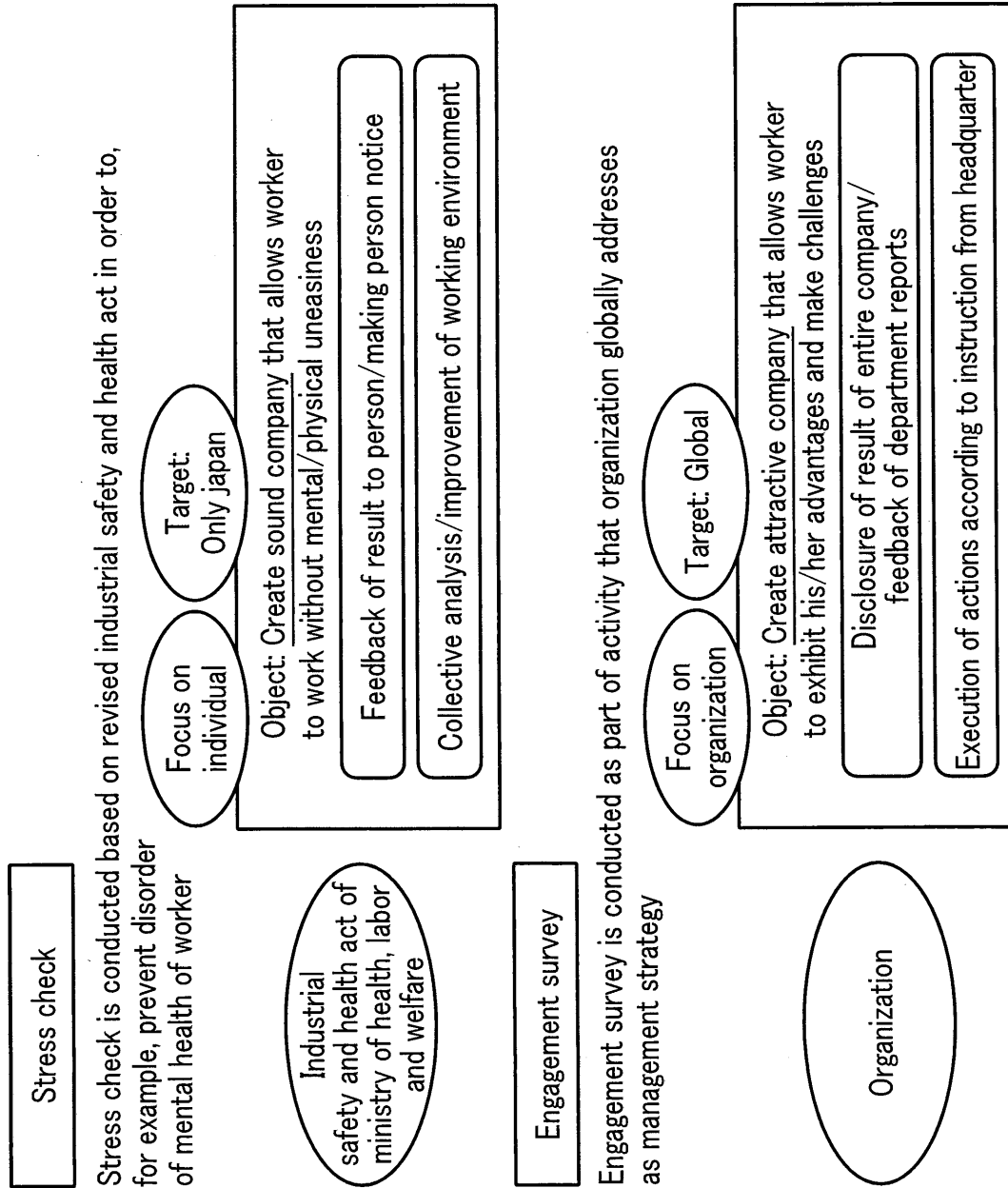


FIG. 10

Organization-specific tendency: 36 attendance situation

Average working hours (Overtime hours)

		Average overtime hours				
Department abbreviations	Locations	Immediate managers	April-June quarter	July-September quarter	October-December quarter	January-March quarter
A	T	$\alpha \alpha$				
Aa	T	$\beta \beta$	5	5	6	4
Ab	T	$\gamma \gamma$				
Ac	T	$\delta \delta$				

Number of exceptional applications (A application)

		Expected busyness (A application)					Number of exceptional applications (A application)				Difference	
Department abbreviations	Locations	Immediate managers	April-June quarter	July-September quarter	October-December quarter	January-March quarter	Total	April-June quarter	July-September quarter	October-December quarter	January-March quarter	Total
A	T	$\alpha \alpha$					0					0
Aa	T	$\beta \beta$					0					0
Ab	T	$\gamma \gamma$					5	6	1	4		
Ac	T	$\delta \delta$	6		2	5	13	4	1	2	2	9

Consecutive leave taking state

		Consecutive leave	
Department abbreviations	Locations	Immediate managers	Taking rate
A	T	$\alpha \alpha$	
Aa	T	$\beta \beta$	
Ab	T	$\gamma \gamma$	
Ac	T	$\delta \delta$	

FIG. 11

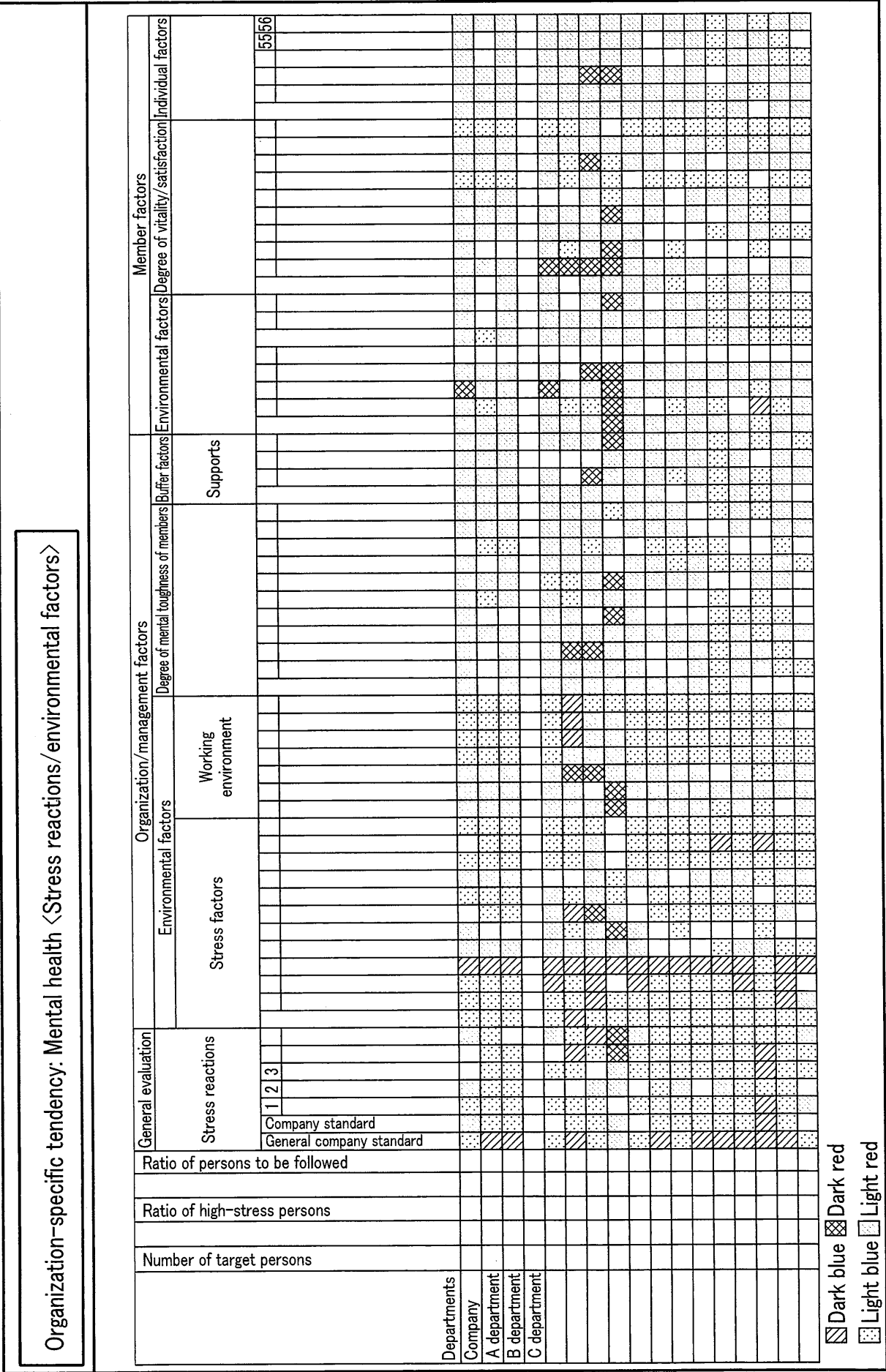


FIG. 12

Absenteeism/health risk

Health scale (Healthy habits) As of 2018. July Response rate 96.4%

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FIG. 13A

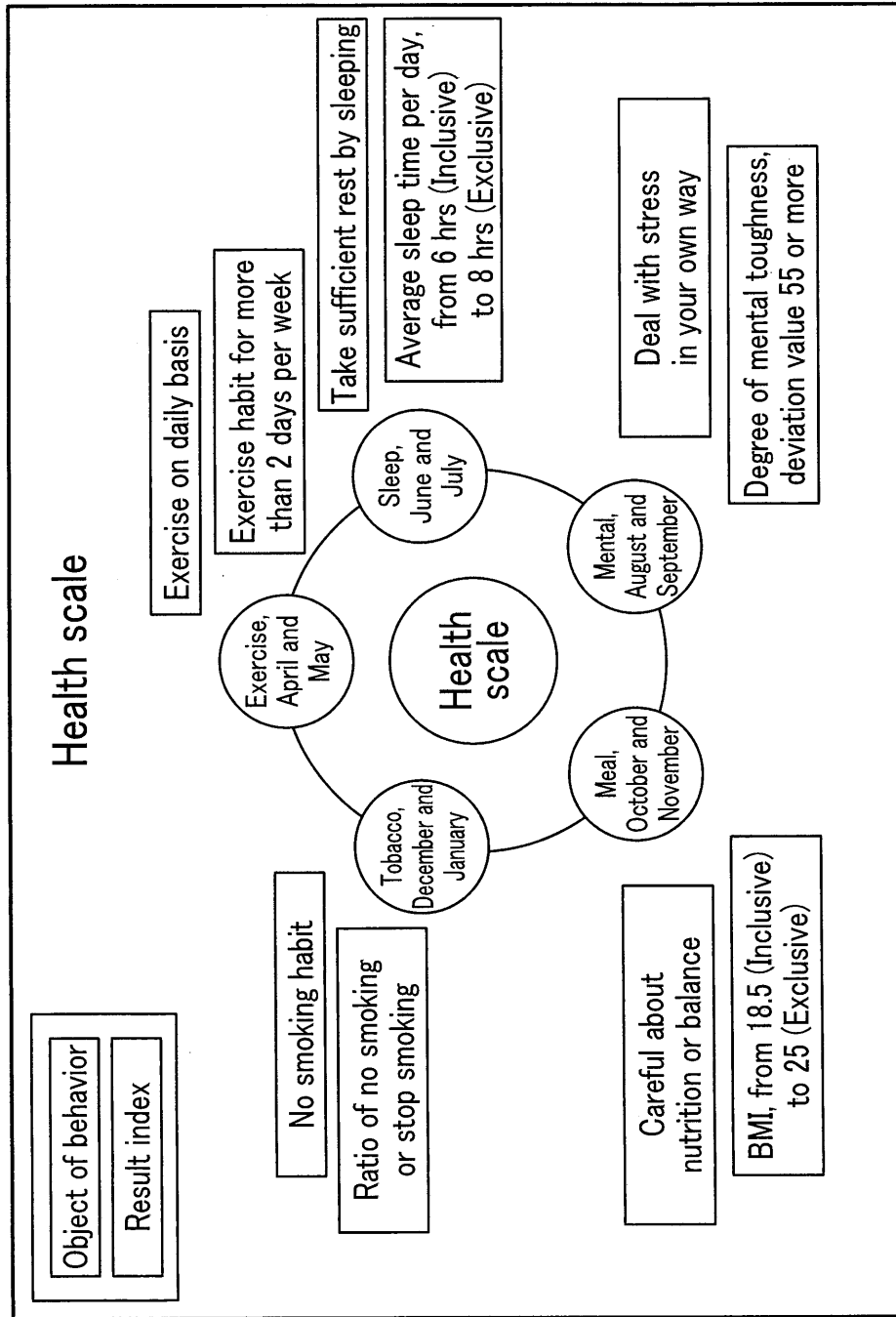
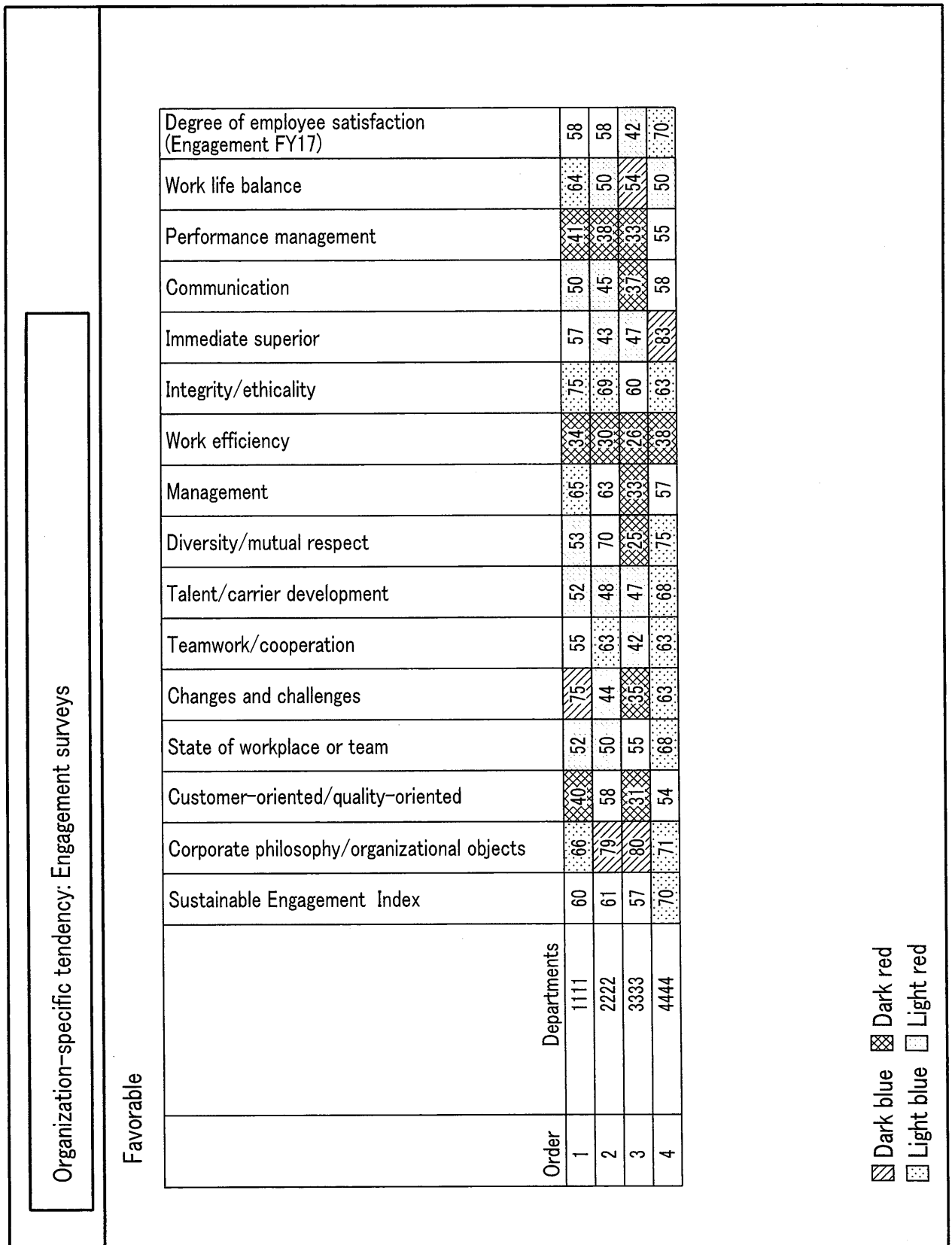


FIG. 13B



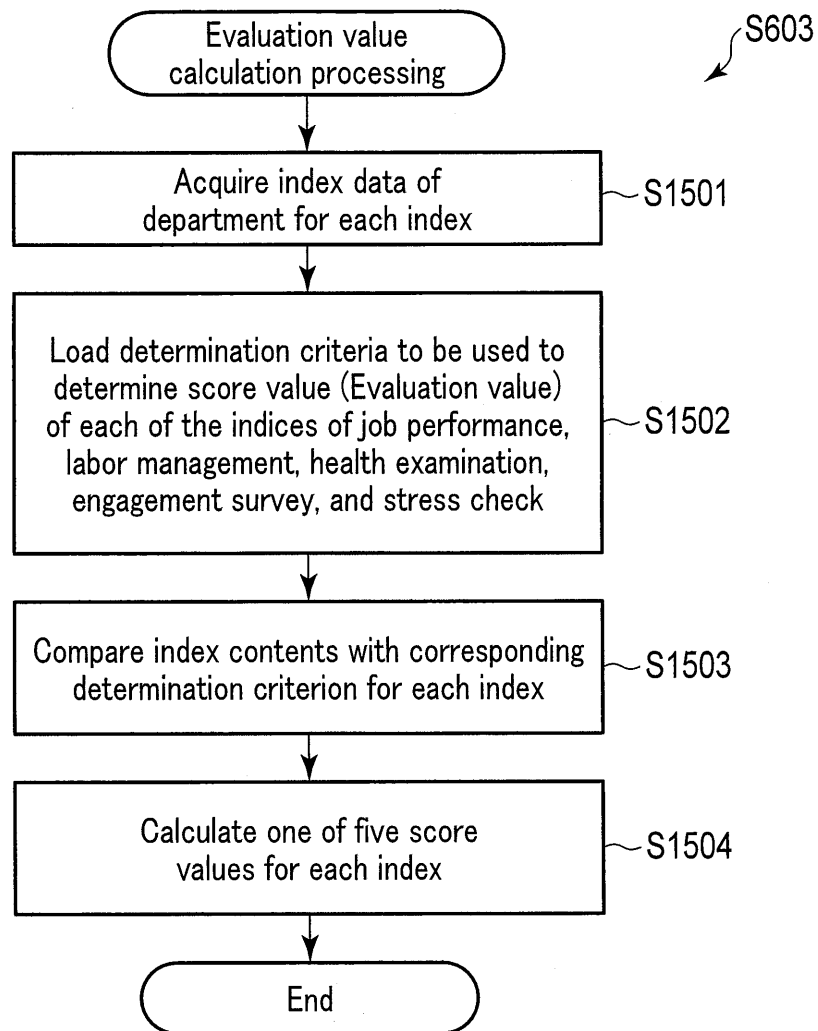


FIG. 15

Job performance		Determination criteria	Score values
Red		Self-evaluation of each department in management council, department evaluation ×	5
		None	4
Yellow		Self-evaluation of each department in management council, department evaluation △	3
		None	2
Blue		Self-evaluation of each department in management council, department evaluation ○	1

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Health examinations

	Health examinations	Treatment after examination	Health scale	Score value
Red	Sick leave continuously for 5 days ⇒ Failure to submit medical certificate Great influence of actions/speeches on periphery ⇒ Difficult case (workplace has trouble) History of dealing in counseling office			5
	Unstable working state (Sudden leave)	Examination determination ⇒ "Require treatment but not examined yet Severity determination ⇒ "Left untreated" level		4
Yellow	Working restriction exists	Examination determination ⇒ Require treatment, require precise examination, require re-examination Severity determination ⇒ "Patient reserve group" level		3
		Examination determination ⇒ Under treatment Severity determination ⇒ "Unhealthy life" level	Three or more items in health scale are not achieved Smoker Insufficient or excessive sleep	2
Blue	Normal work	Examination: normal ~ observation	Health and productivity management KPI achievement ⇒ Three or more items are achieved, 80% ⇒ Health and productivity management penetration, 100% ⇒ Utilization for health behaviors and works of person himself/herself, 100%	1

FIG.17

Labor management

	Time management	Working hours	Leave taking	Score value
Red	Busyness expectation is not done ⇒ Difference in latest quarter is 200% or more Overtime hours of manager are more than 100 h/M (continuously for two or more months) Occurrence of 36 violation (one year in the past)	High load ⇒ Average 30 hrs or more in department		5
	36 application: immediately preceding application in 3 operation days	Outlier exists ⇒ Concentrate	Outlier exists ⇒ Annual taking = 6 days or less	4
Yellow	Overtime hours of manager are more than 100 h/M (in single month)	(Long on-duty hours) ⇒ Many business trips ⇒ One company-owned car for every person ⇒ Wide area range		3
		Overtime more than average in office		2
Blue				1

FIG. 18

Stress check

	Management	Individual	Score value
Red	45 or less in all items (No.6~11,13,21~23) •Work load •Easy to progress with work •Relationship in workplace ⇒Harassment	Mental health: 45 or less in all items of positive cognitive behavior Work engagement: Adaptation to company Outlook of work 45 or less in all items	5
	45 or less in at least one item	45 or less in at least one item of positive cognitive behavior	4
Yellow	Poorer than last year	Poorer than last year	3
	50 or less in at least one item	50 or less in at least one item	2
Blue			1

FIG. 19

Engagement survey			
	Determination items		Score value
Red	50 or less in all following items Teamwork Work efficiency Performance management		5
	50 or less in at least one of following items Teamwork Work efficiency Performance management		4
	50 or less in all following items Talent/career development Communication State of workplace or team		3
Yellow	50 or less in at least one of following items Talent/career development Communication State of workplace or team		2
Blue	50 or less in no item		1

FIG. 20

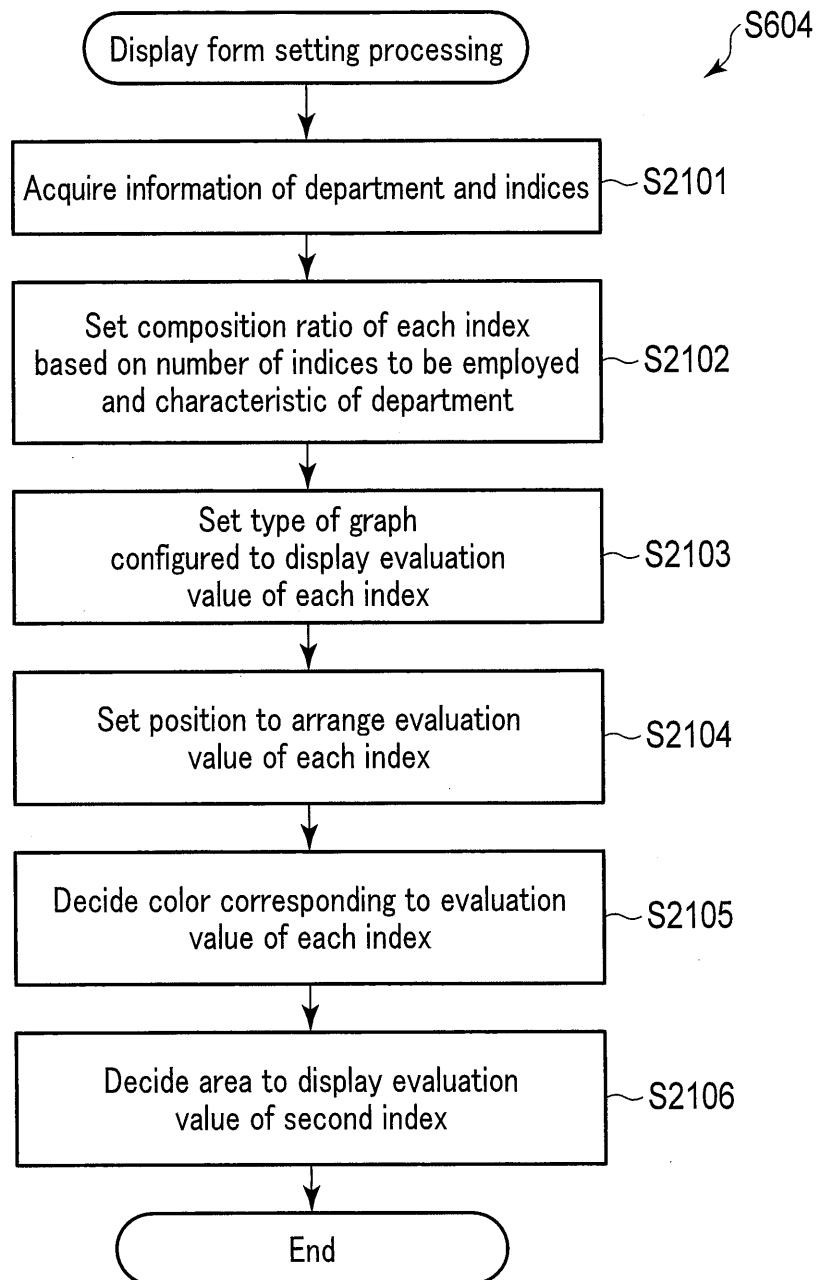


FIG. 21

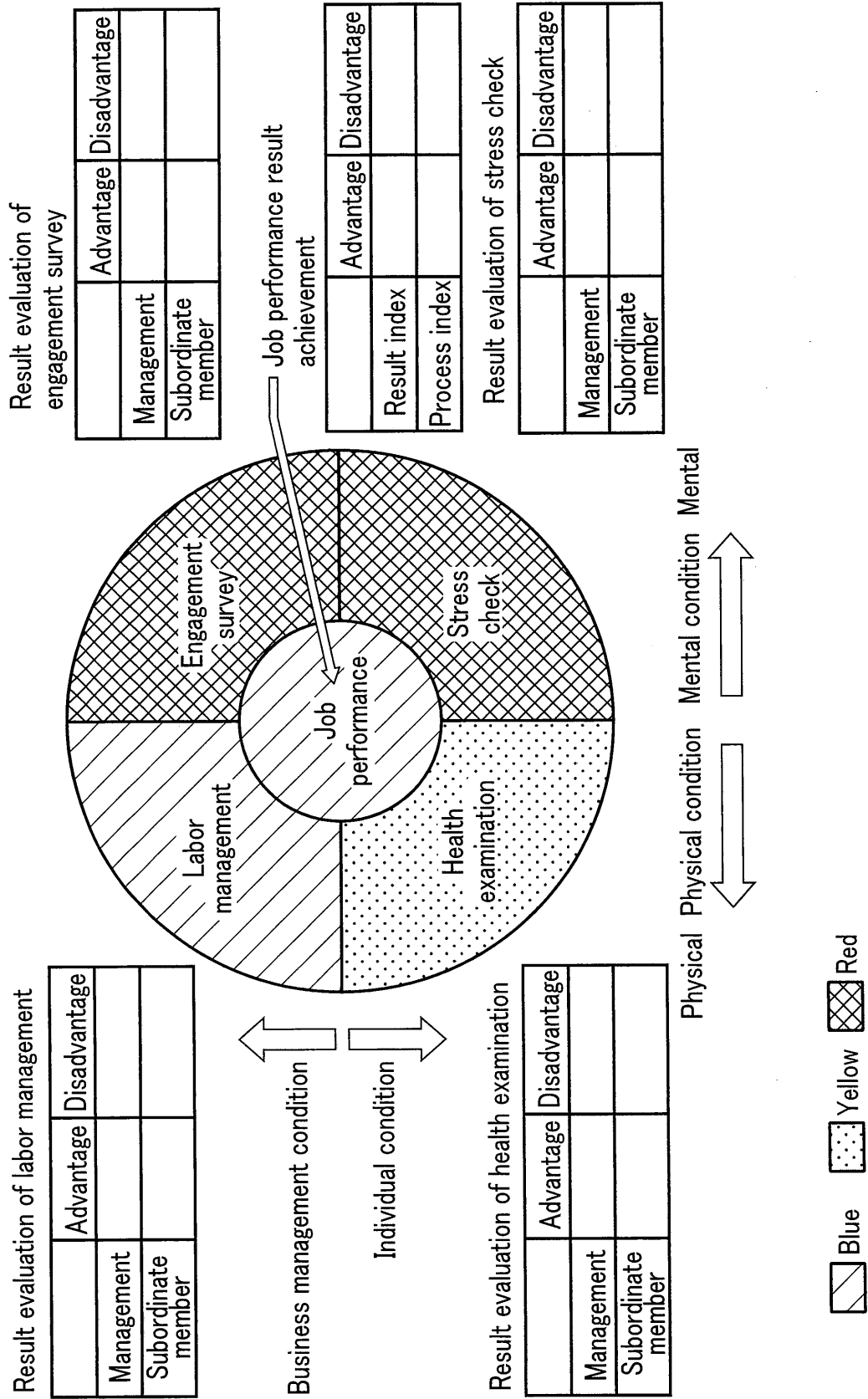


FIG. 22

Job category	Sales department (sales/SE, etc.)	Staff department (general affairs/legal/intellectual property/ information/strategy/public relations etc.)	Manufacturing-related department (research/development/ production/quality etc.)
Job performance index change			
Composition ratio	Engagement survey 20% Stress check 20% Labor management 25% Health examination 35%	Engagement survey 25% Stress check 25% Labor management 25% Health examination 25%	Engagement survey 35% Stress check 25% Labor management 20% Health examination 20%
Main business target	Customer	In office	Product
How to progress with works	Result is produced by team	Result changes depending on quality/capability of individual	Result changes depending on quality/capability of individual
Result of works	Job performance	Organization effect	Product
Age composition	General office work If composition ratio of persons of 40 years and above exceeds 70%, composition ratio is increased by +5% for stress check	Composition ratio is increased by -5% for labor management	



FIG. 23

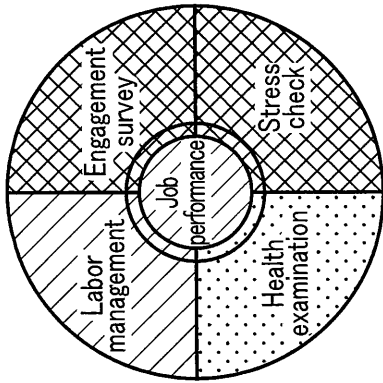
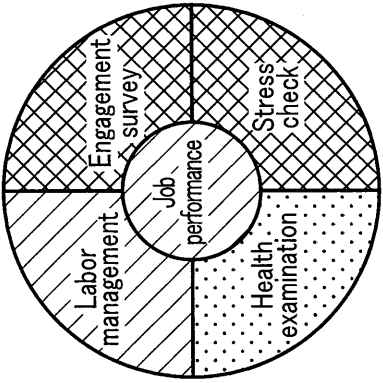
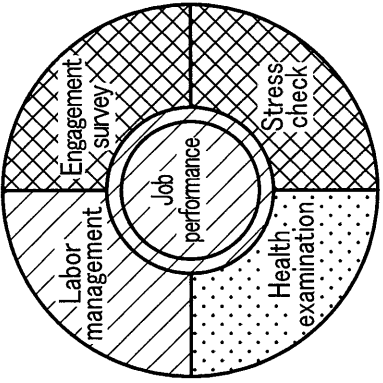
	Negative evaluation	Job performance index ± 0	Positive evaluation
Job performance index change			
	Reduce diameter by 20%	Diameter is reference value	Increase diameter by 20%
Quantitative determination (job performance contribution)	-90% or less	$0 \pm 10\%$	+110% or more
Qualitative determination (job performance contribution)	Cannot greatly contribute	Mostly contribute	Greatly contribute



FIG. 24

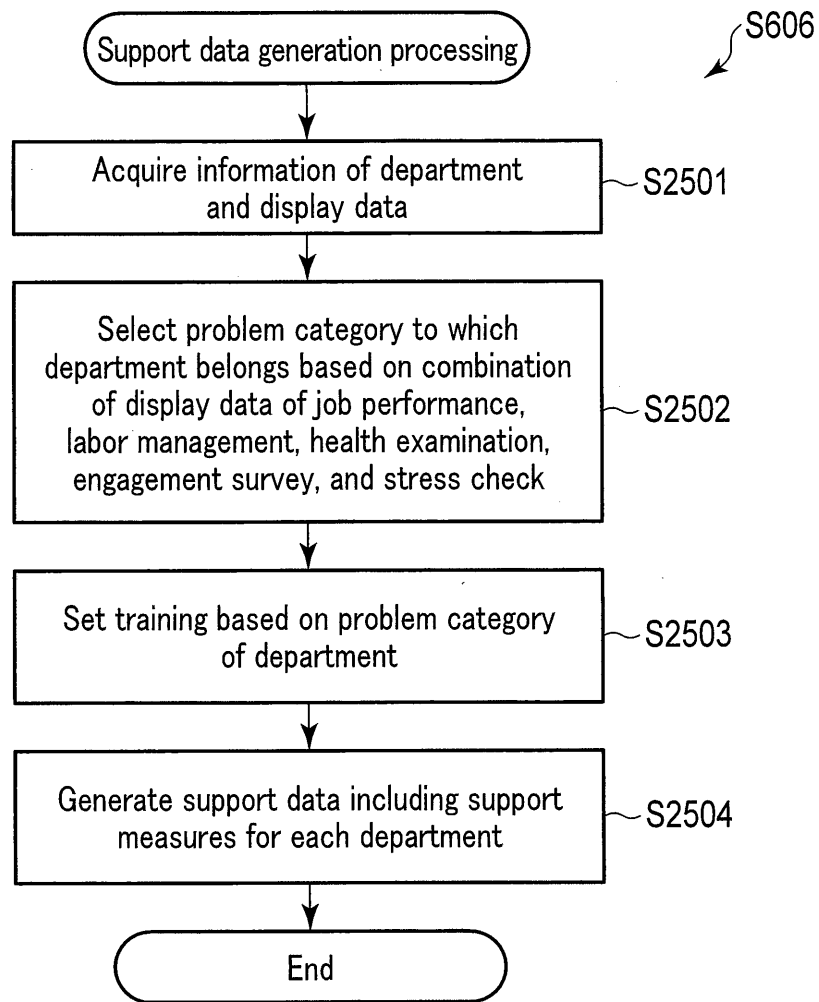


FIG. 25

Problems	Tendency of analysis	Management measure	Physical	Mental
Soundness		Visualization of department, feedback training		Lively workplace creation/ communication work
Labor measure		Visualization of department, feedback training	Specific health guidance, health promoting training (quit smoking/ exercise/meal/sleep)	Lively workplace creation/ communication work
Mental		Visualization of department, feedback training, organization chief interview	Specific health guidance, health promoting training (quit smoking/ exercise/meal/sleep)	Harassment training /line care training /interview of worker under high stress condition/ working environment improvement seminar
Business risk		Visualization of department, feedback training, organization chief interview	Specific health guidance, health promoting training (quit smoking/ exercise/meal/sleep)	Harassment training /line care training /interview of worker under high stress condition/ working environment improvement seminar



FIG. 26

Support measures to solve problems, management core workers /general office workers, attendance management, trainings

Support for consciousness of attendance management and dissemination of rules

Working hours management 2019/5 edition

Labor standards act, article 36 and article 36 agreement

<Labor standards act, article 32>

An employer must not have workers work more than 8 hours per day and more than 40 hours per week

In the event that an employer has established a written agreement with a labor union organized by a majority of the workers at the workplace or with a person representing a majority of the workers, and has notified the relevant government agency of the agreement, the employer may extend the working hours or have a worker work in holidays, in accordance with such stipulation and regardless of the provisions of the article 32 or provisions concerning holidays.

① The company concludes an agreement with the union, and



② Submits the agreement to the labor standards inspection offices



Regardless of standards "eight hours or less per day, 40 hours or less per week, etc.", overtime work is possible within the scope of the agreement

FIG. 27

<Exceptional application/notification items in article 36 agreement> 2019/5 edition

Sections	Application/notification items	Time/counts	Upper limits	Points
Application items				
A	One month (overtime)	40H	Up to 75 hrs as non-statutory number of working hours •Standard time 75 overtime working hours •More than 40 hrs as non-statutory number of working hours six times per year	Examine when overtime work application exceeds 30 hrs
B	One weekday	7H	Up to 15 hrs as non-statutory number of working hours	
C	Holiday work count/month	Three times /month	Up to three times per month in sundays (legal holiday)	
D	Holiday working hours	13H	Up to 23 hrs	
E	Three months (overtime)	180H		Management months: april-june, july-september, october-november, january-march
Notification items				
F	Works in year-end and new year holidays/summer vacation		In principle, the employer shall not order the worker to work except in unavoidable circumstances for business	
G	Working time zone change count/month	Five times /month	Up to ten times/month and up to three months for continuous application	Apply before at least one week in principle
H	Continuous holiday work			Moving days of domestic and overseas business trips are not handled as working days
I	Annual (non-statutory number of working hours)	360H	Up to 600 hrs as non-statutory number of working hours	Make warning when exceeding 285 hrs
J	Compensatory days			Notify before at least one week in principle
K	Across 0:00 a.m. In weekday			
L	Across 0:00 a.m. In weekday (only worker who has changed working time zone)			
M	Others			GW work



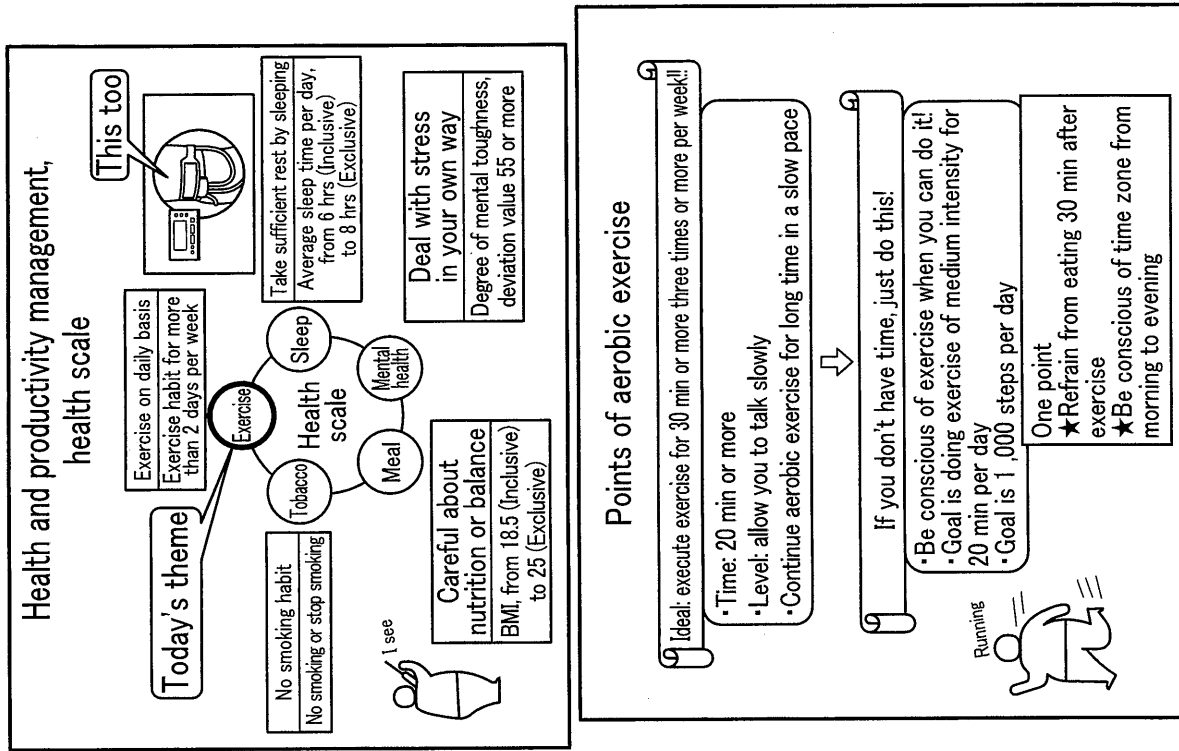
Confirmation items

2019/5 edition

- Basis of labor management is confirmation
Please keep communication between superiors and subordinates on daily basis!
- Please respond properly → Mistake directly leads to violation
- Attendance before movement is passed → Accumulated overtime record, holiday work count, etc.
- Please confirm emergency contact including representative in absence
※It is essential to make exceptional application/notification beforehand!
※If limit is expected to be exceeded, report superior promptly!
- Please confirm application route and person in charge of working hours

<Reference links concerning working hours>

- Tokyo office bulletin board "guide of 36 exceptional applications"
- Working hours handbook



Support measures to solve problems, general office workers, health promoting training

Health promoting and improvement support for person examined

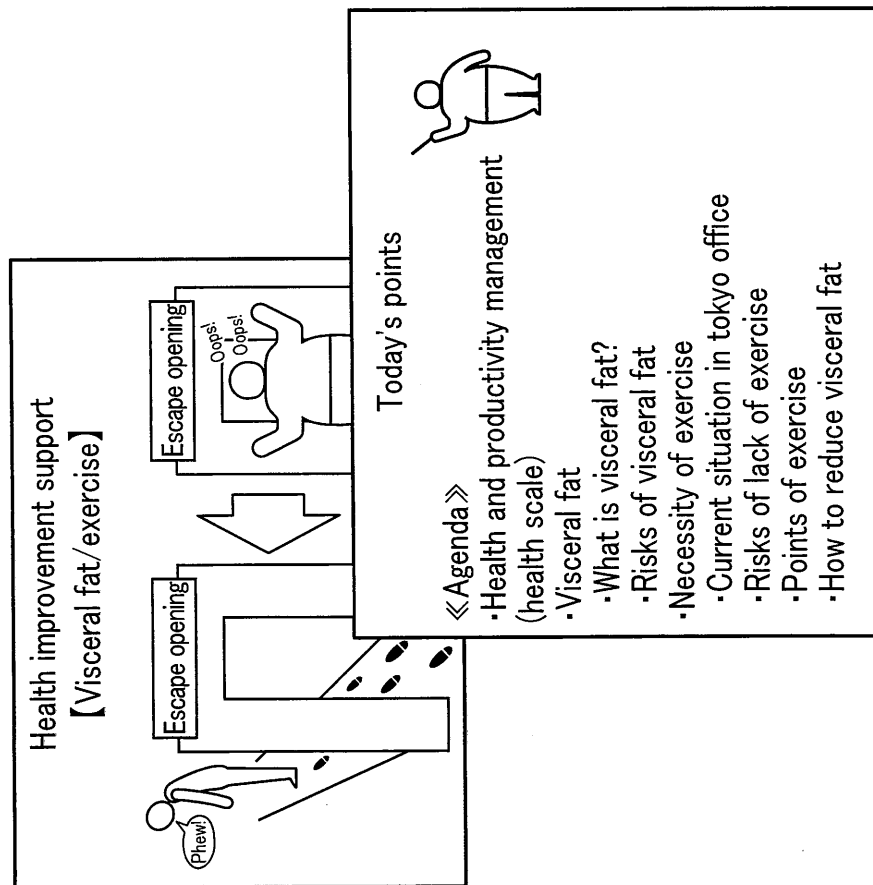


FIG. 28

Support measures to solve problems,
workplace improvement, workshop

Workplace	Day (workshop contents)	Facilitator
A	<u>Working environment improvement workshop</u> <u>Lively workplace creation work</u> Current situation analysis/goal /implementation plan creation Time: 2 hrs Four to five persons/G (3G)	Public health nurse

F I G. 29

Support measures to solve problems, management core workers,
line care training

Line care support

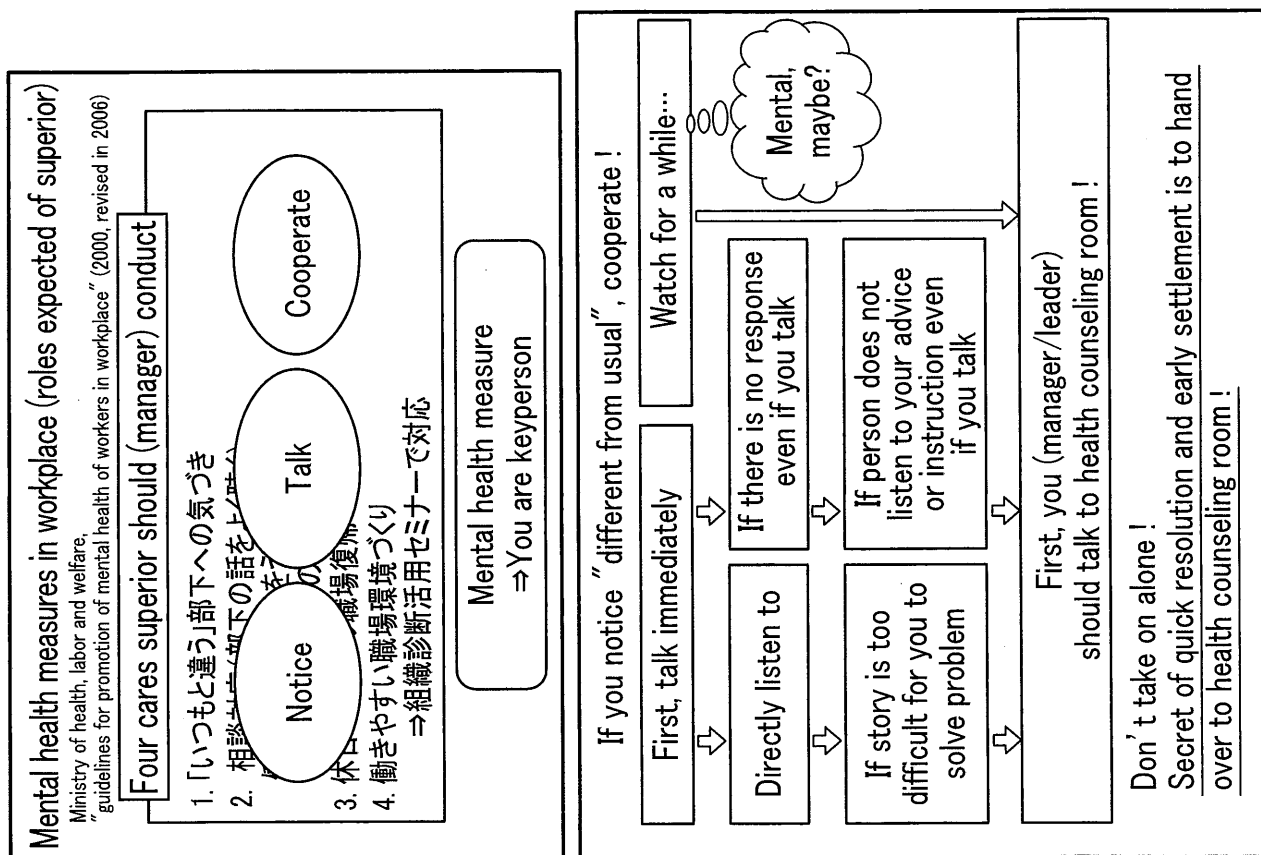
2019

Line care mini seminar for management
~Points for coping with worker
of bad mental health in workplace~

Contents for today

- Current situation of health counseling
- How to cope with worker of bad mental health
 - ✓Roles expected of manager
 - ✓Points of first movement when noticing "change" in case examples
- Technique of talk
 - Importance of cooperation
- Requests from counseling room (handling of medical certificate)
- Questionnaire (simple comprehension test)

Tokyo office, health counseling room



F I G. 30

Support measures to solve problems, general office workers,
self-care training

Self-care support

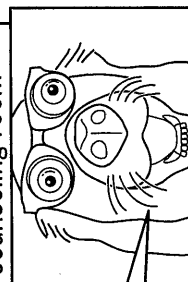
Mental health seminar
Self-care practice
Coping & effect of laughing



Tokyo office, health counseling room

Today's flow

- Necessity of mental health measure
- Base of self-care
 - Check stress state
 - Tips for dealing with stress
 - ① Recreation coping
 - ② Effect of laughing
- Information about health counseling room

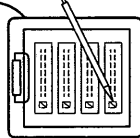


Questionnaire is distributed by e-mail so that anyone can easily answer

FIG. 31

Check of stress state (physical)

- ☐ Feel dizzy
- ☐ Pain in joints
- ☐ Heavy head or headache
- ☐ Stiff neck or shoulder
- ☐ Back hurts
- ☐ Eyestrain
- ☐ Palpitations or short of breath
- ☐ Bad conditions of gastrointestinal
- ☐ Poor appetite
- ☐ Diarrhea or constipation
- ☐ Insomnia



If there are six or more applicable items,
stress influences physical conditions
at high possibility

Tips for dealing with stress
Recreation/coping

● What is "recreation/coping" based on scientific evidence?

Breathing Exercise Music Writing



《Points》

- ① Prepare many ways of recreation
- ② Prepare both static and dynamic coping methods
- ③ Try one that is easy to do