

Awarded the Minister Prize in Equal Employment/Work-Life Balance for Fiscal Year 2011, Most Excellence Award, Ministry of Health, Labour and Welfare (MHLW)

## Takashimaya Co., Ltd.

Location : Osaka city, Osaka prefecture

Type of Industry : Wholesale and Retail (Miscellaneous Retail Trade, General Merchandise)

Number of Employees: About 11,000

- Takashimaya works on work-life balance as part of its important company strategy.
- The number of women in managerial-level positions is on increase.
- The average percentages of men (including managers and fixed-term employees) and women (including fixed-term employees) taking child care leave were 13.8% and 100%, respectively, during the last 3 years.

### ◆ Category for Enterprises Promoting Equal Employment

Since receiving the last award (Minister Prize for Fiscal Year 2003), Takashimaya has been implementing more progressive activities.

#### 1 Positive Actions

- ◇ A new personnel system, which centers on job assignment management, was introduced in 2005. Under the new system, evaluation of job performance and working conditions were specified.
- ◇ Provides a capacity development system for the enhancement of sales and management abilities. Runs a “business tutorial school” which implements vocational ability development based on the initiative of individuals. Up to the level of subsection chiefs (*kakaricho*), the system of points is set up for the levels of skills necessary in obtaining certificates and grades required for promotions, for the purpose of making them master these skills. These points are made prerequisites for getting promotions. Furthermore, various programs, such as seminars on coaching skills, business school training for skills improvement, and e-learning for personal development, are made available for the subsection chiefs. Through these programs, the subsection chiefs aim to gain the knowledge and skills, including sales, purchase, and management, necessary for respective job types.
- ◇ Established a career/life planning counseling room to which full-time counselors are assigned. Improved its counseling function by providing experts’ advice on life events for the mid-to-long term career development.

#### 2 Outcomes of Positive Actions

- ◇ In occupational fields where a small number of women used to work before, the rate of women who occupied the following positions rose during 8 years from 2002 to 2010: managers 11.9%→25.0%; sales representatives 6.6%→12.2%; and buyers 23.2%→33.5%. In particular, the number of female employees assigned to buyers’ positions almost doubled in 8 years from 71 to 113.
- ◇ The ratio of female employees occupying the managerial-level positions have significantly risen during 8 years from 2003 to 2011: subsection chiefs (*kakaricho*) 29.8%→53.2%; section chiefs (*kacho*) 8.4%→22.4%; and deputy managers (*jicho*) and above 3.0%→11.9%. Moreover, 3 women were appointed to executive positions.

### ◆ Category for Family-friendly Enterprises

#### 1 Basic Principles of Work-life Balance Support

- ◇ Developed an “Action Program for the Realization of Work-life Balance” through participation

in MHLW's "Project to Promote Work and Family Harmonization"

- ◇ The "Kurumin" certification logo, based on the Act for Measures to Support the Development of the Next Generation, was granted to the company twice in 2007 and 2009 fiscal years.

## 2 The Child Care Leave System

- ◇ Content of system The child care leave may be taken **until the day before the 3<sup>rd</sup> birthday** of a child.  
**When the period for which child care leave is taken is within 2 weeks in a row, salary (100%) is paid.**
- ◇ Status of use During the last 3 years, 32 men and 372 women took child care leave. Both male and female fixed-term employees have used the system. For female temporary workers, 100% of them have taken child care leave. Male managers have also taken it.

## 3 The Family Care Leave System

- ◇ Content of system The family care leave may be taken **for one subject family member for a continuous period of 1 year.**  
The subject family members are not required to live together with the persons taking family care leave and/or to be supported by them as dependent family members.
- ◇ Status of use During the last 3 years, 1 man and 34 women have used the system.

## 4 Measures on Shortening of Regular Working Hours, etc.

- ◇ The child rearing system  
**The short working hour system** (The system may be used until a child becomes a 4<sup>th</sup> grader; however, if the total period for which short working hours and child care leave are taken exceeds 12 years, the short working hour system can be used until the child enters elementary school.) During the last 3 years, 7 men and 546 women used the system.
- ◇ The family care system  
**The short working hour system** (**The system may be applied for 1 continuous year for one subject family member. When a total period in which the system is used during the term of employment exceeds 2 years, and the number of subject family members increase after that, the system may be applied for 93 days for each of the additional subject family members.**) For the last 3 years, 3 male employees and 23 female employees used the system.

## 5 Other Systems

- ◇ Various systems which support work-life balance, such as the **reserved leave system (the system may be used for the purposes of child rearing, long-term care, infertility treatment, etc. by accumulating expired annual paid leaves)**, **the school event leave (the leave may be taken 2 days per year to attend the school events of children and grandchildren)**, **paid child rearing time, and the re-employment system (which targets employees retired due to marriage, childbirth, child rearing, long-term care, etc.)** are introduced.
- ◇ Recovery is made possible at work after taking leaves because promotions are given based on examinations.

## 6 Improvement of In-company Environment

- ◇ Beginning in fiscal year 2007, annually, **guidance on returning to work** is provided to those on child care leave, etc., **through programs in which they hear about seniors' experiences, etc.**

- ◇ Through Takashimaya's "**website for staff on leave of absence**," which those on child care and family care leaves **can browse at home**, various internal company systems related to child care and family care are introduced, and the latest news, such as the company's internal and account settlement information, posted on its intranet is provided.
- ◇ Places articles related to work-life balance in the company newsletters to foster awareness about the merits of men's participation in child care and such.
- ◇ "**A tool for considering your work-life balance (WLB)**" is prepared and distributed in order to promote voluntary actions.