

Japanese Model of an Aging Society with a Declining Birthrate
(Reference Case Studies)

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1 Working actively (to increase the labor force)

Case of the companies that promote work-life balance including for male employees

Benesse Holdings, Inc. —

Males' acquisition rates of childcare leave are 78% in Sweden (2005), 18% in Holland (2004) ※, but the rate in Japan remains low at 1.72%. (2009).

Under such circumstances, Benesse Holdings, Inc. has been promoted work-life balance including for male employees. As a result, 40% of male employees whose babies were born took childcare leave (in FY 2008).

* Strict comparison of the acquisition rates is unavailable due to the different programs and related systems in each country.

Overview of the programs to support work-life balance

"Creation of working environment that enables various work style to realize work-life balance" is stipulated in the "Benesse Group Code of Conduct", and efforts have been creatively made to promote work-life balance including for male employees as a whole company based on the "Action Plan for Work-Life Balance/Equality Promotion".

Childcare leave system

We started to support work-life balance early, but the corporate survey in 2004 indicated that about 90% of male employees thought they could not actually take childcare leave because of the following reasons: "it causes trouble to my workplace"; "I cannot put up with no payment"; and "there is no precedent."

Accordingly, the measures were taken to provide pay during the certain period of childcare leave and to launch the websites for employees taking childcare leave to facilitate their return to work.

As a result, 58 male employees took childcare leave over the past 3 years, including those in management positions. In FY 2008, about 40% of male employees whose babies were born acquired childcare leave. Females' rate of return to work was also surged to 90%.

Employment for shorter work hours, on-site daycare centers

Employment for shorter work hours can be utilized by the employees with children in the 3rd grade at elementary school or younger.

On-site daycare centers are operated (which can be used by the children until March 31 right after their 6-year old birthday).

* For details on the related systems, please refer to Annual Health, Labour and Welfare Report (from and after page 189)

* Benesse Holdings, Inc. was awarded the Minister of Health, Labour and Welfare Excellent Prize for "Family-friendly" Companies in FY 1999 and the Minister of Health, Labour and Welfare Excellent Grand Prize for Companies to Promote Equality and Work-life Balance in FY 2008.

Benesse Holdings, Inc.
Number of employees: 3,163 (Males 1,288
Females 1,875)

Voices from male employees taking care of their children

(Cited from "Ikumen Declaration" in the "Ikumen Project")

"Now is the only time that I can spend enough time with my daughter! I meet face to face with my daughter, laugh with her and create happy time. I will not lose my wife!"

As a father who has taken childcare leave, I would like to share the "pleasure" and "importance" of life on childcare leave and promote fathering at companies and in local communities.

• Without sacrificing my family, I would like to pursue and put into practice an efficient work style to balance family and work
• I would like to keep a sense of gratitude to my wife in mind and express it through my words as well as deeds. Respecting my children's personalities, I make it a rule to take a deep breath before scolding them without being emotional.

"The final goal of my life is to be the best father in the world!"

I cook for my family to satisfy their appetite (Daily home-style cooking by father) rather than preparing what I want to eat (Men's cooking as a hobby). Although my kids are not good at cooking yet, I enjoy cooking together with them who assist me well. As a father who is a cooking specialist, I will carry out activities to create a society where all fathers cook for their families with their kids!

"Ikumen does what he can do in his own way." "Feeling that I want to do something for my family" is important. It would be great if there were a social system to encourage family with father with such feeling and a work environment that accepts the system.

Source: The website for the "Ikumen Project"
http://www.ikumen-project.jp/ikumen_declaration1.html

Good practices of promotion to acquire annual paid leaves and reduced work hours

There exist the companies that work hard to promote work-life balance and achieve results in Japan where work-life balance has not been developed sufficiently.

	Contents of measures	Results
Takashimaya Company, Limited <ul style="list-style-type: none"> • Retail industry (department store) • Sales: 877.8 billion yen • Number of employees: 11,023 (non-consolidated) 	"Every day with No Overtime Work" <ul style="list-style-type: none"> • No more meetings that might lead to overtime work • Efficient way of work • Formulation of operational management policy 	2009 <ul style="list-style-type: none"> ○Reduction of overtime work by about 60% from the previous year
Kajima Corporation <ul style="list-style-type: none"> • Construction industry • Sales: 1,244.4 billion yen • Number of employees: 8,452 	"Special incentive leaves" <ul style="list-style-type: none"> • Acquisition of the leave when transferring to other construction site/department 	2009 <ul style="list-style-type: none"> ○About twofold increase over the previous year in the leave acquisition rate at the time of transfer to other construction site
KOKUYO Co.,Ltd. <ul style="list-style-type: none"> • Manufacturing and sales company of office supply • Sales: 266.7 billion yen • Number of employees: 5,147 (consolidated) 	<ul style="list-style-type: none"> • Sharing of significance to address diversity • Development and spread of the system • Support for women's active performance • Performance of work-life balance 	2008 <ul style="list-style-type: none"> ○Change in the way of thinking about work style ○Holding of workshop for women ○Networking event for fathers in different industries

The companies working hard to promote work-life balance and reduction of work hours tend to increase their profits.

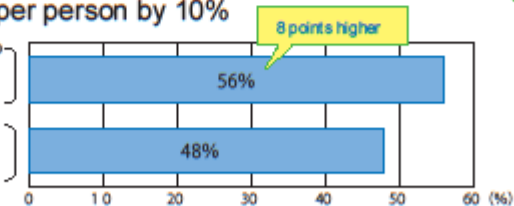
■ Ratio of companies that have increased the rate of change in pretax profit per person by 10% during the period between 2004 and 2007

Management effect brought about by supporting work-life balance and reduction in work hours

- Improvement in work efficiency leading to a productivity increase
- Enhancement of employees' motivation and viewpoint of consumers
- Maintenance and promotion of employees' mental and physical health
- Securing and retaining of excellent human resources

Companies that introduced the measures to support work-life balance in 2004 while effectively implementing the measure to reduce work hours at the same time

Total



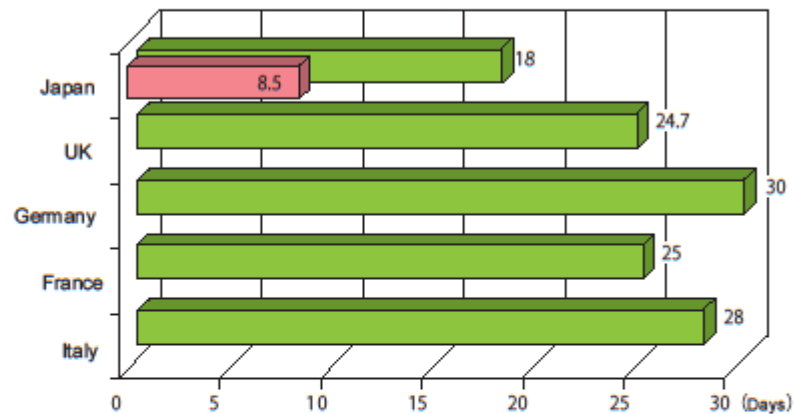
(Reference) Report on the "Survey on Work-life Balance and Productivity" (Economic and Social Research Institute, Cabinet Office, Government of Japan, May 2009)

Comparison with other countries

Average number of annual paid leaves granted

The average number of annual paid leaves acquired is 8.5 days in Japan.

*The average number of annual paid leaves granted is 18 days in Japan.



* There is nothing to correctly capture the acquisition status in each country.

Measures in UK 【Challenge Fund】

Background

The Blair Administration actively addressed the measures for work-life balance to emphasize the family responsibility, the concept of gender equality and employment promotion.

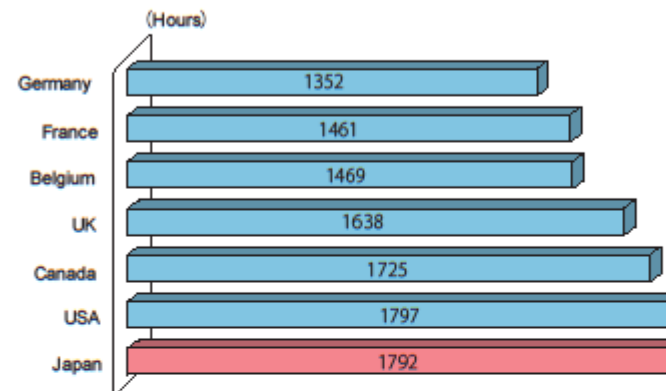
Concrete measures

The system was established to enable the employers, who are considering introducing work-life balance measures, to receive free consulting service from experts in order to introduce the best work-life balance measures in accordance with the actual condition of each company.

The expenses are paid by the Fund. The public fund of 11.5 million pounds (about 2.2 billion yen) was injected to the Challenge Fund from 2000 to 2003, and as a result, 448 companies received consulting service for free (for 1.2 million employees).

⇒ 35% of the companies that received support said that the service was "very good" and 57% stated that it was "good."

Average annual hours actually worked per person

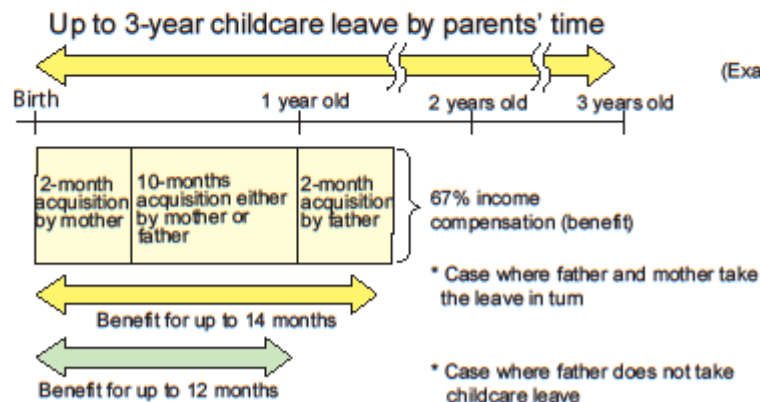


Allocation system to promote males' acquisition of childcare leave in other countries

- In Germany, a proportion of childcare leave period is allocated exclusively either for father or mother to promote males' acquisition of the leave. If it is not taken, the right to receive income compensation (benefit) during the period will lapse. (See the chart below).
- Similarly in Norway (Father Quota System) and Sweden (Father and Mother Quota System), the allocation systems have been established to promote males' acquisition of childcare leave. * "Quota" means allocation.
- Also in Japan since June 30, 2010, if both father and mother take childcare leaves together, it shall allow them to take up to one-year-child-care leave until their children become one year and two months old (until one year old according to the existing system) (extra-childcare leave for fathers and mothers). (See the chart below)

The Germany system to allocate the period eligible for benefit during childcare leave (Father and Mother Quota System (introduced in 2007))

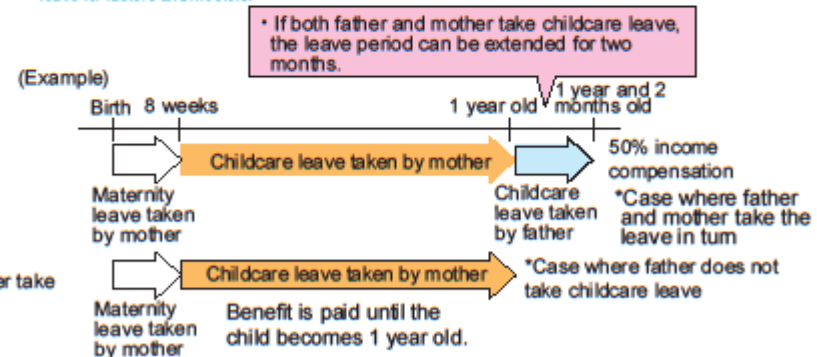
- The benefit during childcare leave (parents' allowance) can be received up to for 14 months combining the benefits for father and mother, but the leave for 2 months among them can be used either by mother or father (and cannot be transferred to each other).
- This system helped to increase the ratio of fathers among the recipients of parents' allowance from 3.5% in 2006 to 18.5% in about two years (in 2008).



Extra-childcare leave for fathers and mother

(Amendment of the "Child Care and Family Care Leave Act: enforced in June 30, 2010)

- The systems were revised as follows to realize work style to enable fathers to engage in childrearing.
- In case both father and mother take childcare leave together, it shall allow them to take one-year-child-care leave until their children become one year and two months old (until one year old according to the existing system) (extra-childcare leave for fathers and mothers)
- * In addition, the childcare leave benefit is paid for the childcare leave period extended by the extra-childcare leave for fathers and mothers.



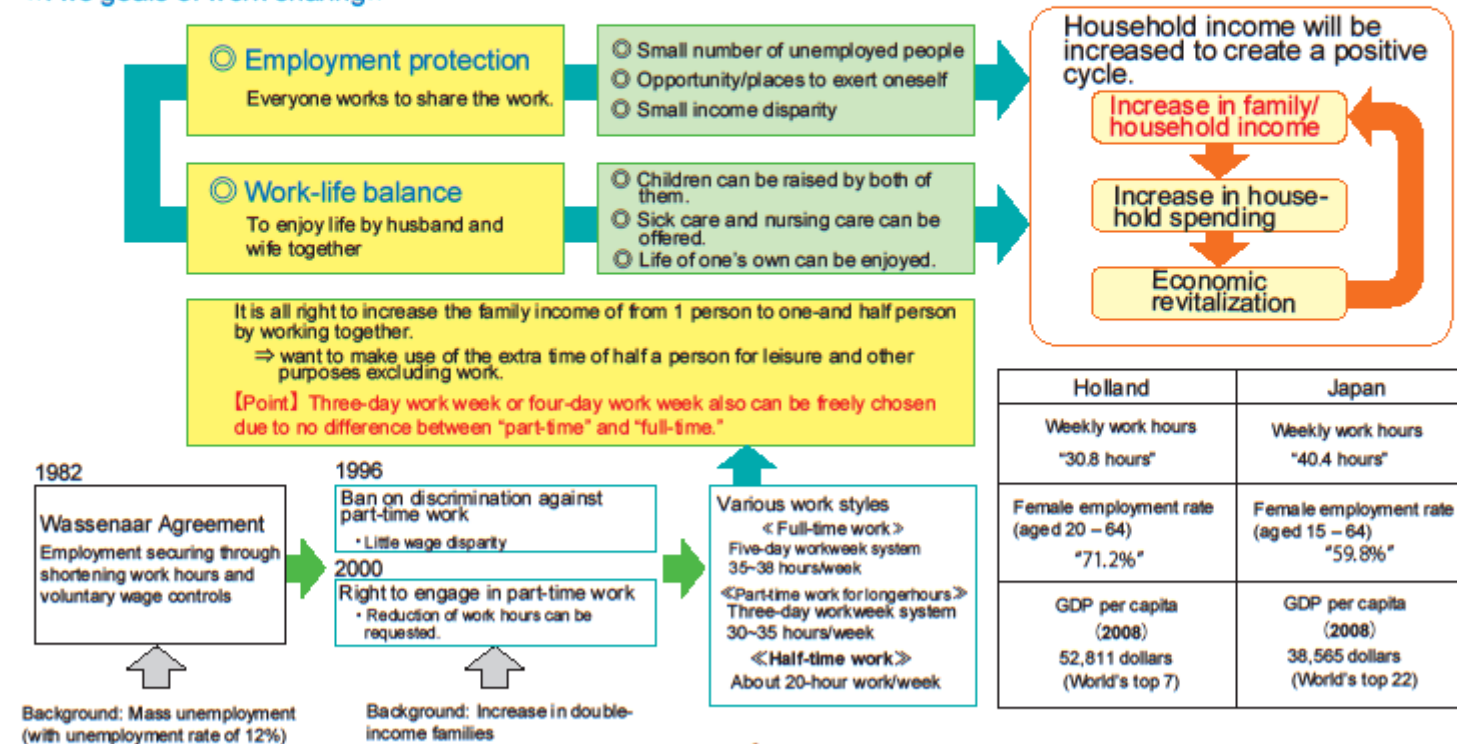
- The system, which prevented employees from taking childcare leave by concluding the labour-management agreement when the spouse was a non-working wife (or husband), was abolished.

Case of the country to realize good living standard through work-life balance

Work style in Holland of doing the work of "one and half person" by husband and wife together

In Holland, both husband and wife work for shorter hours to realize work-life balance and enjoy enriched life. (This work style is called one-and-half person model, meaning doing the work of one and half person by two persons.)

«Two goals of work sharing»



Good practice of the community that helps the elderly to work actively in their community

Ogawa-no-Sho Inc.

- In an aging society with a declining birthrate, employment promotion of the elderly has been demanded. Despite the high motivation to work held by the elderly in Japan, there are not sufficient organizations to offer employment of the elderly in community where they can work with smaller burden taking advantage of their knowledge and experiences.
- Under such circumstance, Ogawa-no-Sho Inc. was founded (in 1986) as a processing company of traditional Oyaki with the aim of contributing to the community through community-wide effort to create the opportunities for the elderly to work till the end of their lives.
- Three corporate spirits consist of: 1) **to become a company to make cooperation with community**, including the government organizations; 2) **to offer opportunities for the elderly to start to work even at the age of 60 and continue to work till the end of their lives**; and 3) **"Development of one product in each village"** to take advantage of the traditional tastes, which have been handed down to the families in village.

Corporate profile (as of April 2009)

- Type of business: Food manufacturing industry ○ Location: Ogawa Village, Kamiminochi-Gun, Nagano Prefecture ○ Annual sales: 700 million yen ○ Number of employee: 88 (Breakdown) 10 employees aged 60 – 64 (11.4%), 12 employees aged 65 – 69 (13.6%), 17 employees aged 70 and above (19.3%)
- Retirement age: 60 Continued employment is available to all employees who wish to work regardless of their age.

Won the Special Award of the Competition for the Elderly Employment Development in FY 2007

History

In anticipation of the future for the depopulated region, seven enthusiastic villagers founded the company as a place to employ the elderly in the region by the whole community in cooperation with the village, Agricultural Cooperative, and villagers by sharing what is available (knowledge, manpower, financial resources, etc.) aiming at creating a "new village" leveraging the local ingredients and tradition, in addition to manpower.

Features

- ① "Creation of decentralized factories" has been carried out, for example by remodeling the founder's house and utilizing vacant houses, in order that the factories are located **"within walking distance from the houses of the local elderly (as if they were going out into the fields)"**, enabling the employees to continue to enjoy working.
- ② Since the company produces local specialties focusing on "Oyaki", **the production and development of the products largely depend on the skills and knowledge of the elderly**. Each employee is involved in product development taking advantage of the "traditional taste", which has been passed down as the taste of each family. In addition, the company has the **program to award the excellent ideas** provided by the employees and commercializes the product **based on the idea with the name of the employee who developed the product**. Accordingly, **the employees' motivation has been enhanced**, stimulating the employees to offer new ideas.
- ③ The products are basically made by hand, and the company tries not to use machines as much as possible in order to secure employment. Nevertheless, machines are used for "kneading", which requires large amount of physical strengths, and for "cutting of dough into julienne", and the elevator has been installed to smoothly carry the materials. In this way, **improvement in workplace has been made, creating an environment to facilitate work by the elderly**.
- ④ The events, including annual employees' trip, New Year's gathering, the gathering of Ogawa-no-Sho, cherry blossom viewing, and a year-end party, have been actively held to promote mutual friendly relationship and to **create an cheerful workplace** with the slogans of **"being bright, pleasant and energetic"**, "development on a global scale focusing on local community" and "softening of the heart of customers with a round Oyaki."
- ⑤ **Since the employers can continue to work as long as their motivation and stamina last**, they engaged in their work, which they consider as a key for their long life, with high motivation while enjoying work with their colleagues.



Good practice of the company that employs people with disabilities

The actual employment rate of people with disabilities increased to a record high at 1.63 % (in 2009), but over half (56%) of the companies have not attained the employment rate. Improvement in employment of people with disabilities started with people with physical disabilities, followed by those with mental retardation, but people with mental disorders remain in a severe situation.

Under such circumstances, there are still only a small number of the companies, which actively employ people with mental disorders. Nevertheless, Daito Corporate Service Co., Ltd. and Fujisoft Kikaku Ltd. have been devoted themselves to employment of people with mental retardation and those with mental disorders.

Daito Corporate Service Co., Ltd.

○Main line of business: name card making, printing, book binding, etc. (Special subsidiary of Daito Corporate Service)

(Reference) Sales: 294.4 million yen, Pretax profit: 24.1 million yen (fiscal year ending in February 2010)

Foundation and history of the company

Daito Corporate Service Co., Ltd. was established as a subsidiary of Daito Trust Construction Co., Ltd. in May 2005, and certified as a special subsidiary in August 2005.

The company started with 8 employees, comprising 4 persons with mental retardation, 1 person with physical disability and 3 consultants specializing in employment and daily life for people with disabilities.

As of June 2010, the number of employees has increased to 62 (consisting of 41 people with disabilities (8 people with physical disabilities, 26 people with mental retardation and 7 people with mental disorders)).

Concrete measures for improvement

- The company offers the environment to facilitate people with disabilities to work, through enhancing accuracy of work by "development of the methods which anyone can use without difficulty" and "device to work correctly without a mistake."
Efforts are being made through developing the system to prevent mistakes, introducing computers and creating the opportunities to tell the knack of work.
- The company hires the employees to support people with disabilities, and the department was launched for the purpose of employing people with mental disorders. Disabled people can start with employment with shorter hours, creating a stable employment environment.
- The employees with disabilities rotate 3 to 4 kinds of works in a day to maintain concentration, contributing to productivity improvement.
- Counseling time with a consultant specializing in employment and daily life for people with disabilities is offered once a week to the employees with disabilities.
The program handles problems in daily life along with the employment issues, providing a system to listen to the problems concerning both workplace and daily life.

* Daito Corporate Service was awarded the top prize in 2007 by the Minister of Health, Labour and Welfare for good practice of workplace improvement to employ people with mental retardation, and the excellent prize in 2009 for workplace improvement to employ people with mental disorders.

What is the employment rate of people with disabilities and special subsidiary?

In Japan, employers are obligated to hire the employees with disabilities at 1.8% (2.1% at central and local governments) of total employees. (The employment rate of people with disabilities)

In addition, the program of "special subsidiary" enables to calculate the actual employment rate by combining the rates of parent company and subsidiary when a subsidiary, which pays special attention to the employment of people with disabilities, is established.

Voices from the employer and employee

"It is important to match the work to people, rather than matching people to work. We segmented the work to about 400 categories, enabling the employees to engage in the works, which they can do, with the mottoes of "meeting deadline without fail" and "work without mistakes" (Voice from the President and CEO)

"I pay attention to my health management. I engage in work so as not to accumulate fatigue for the next day. Involvement in various types of work, not a single work, in one day helps to me to change my mood." (Voice from the employee)

Good practice of the company that employs people with disabilities②

Fujisoft Kikaku Ltd.

○Main line of business: name card making, data input, website creation, etc. (Special subsidiary of Fujisoft Kikaku)
(Reference) Sales: 497.7 million yen, Pretax profit: 4.8 million yen (fiscal year ending in March 2010)

Foundation and history of the company

Fujisoft Kikaku Ltd. was established in January 1991 as a subsidiary of FUJISOFT INCORPORATED, a software maker, and certified as a special subsidiary in April 2000.

The company hired mainly people with physical disabilities at the time of foundation, but launched the employment of people with mental retardation since 2001, and people with mental disorders since 2003. As of June 2010, the number of employees has increased to 155 (consisting of 134 people with disabilities (45 people with physical disabilities, 21 people with mental retardation and 68 people with mental disorders)).

Concrete measures for improvement

- The company actively employs people with mental disorders and pays fine-tuned attention in accordance with the characteristics of disability aiming at facilitating their retention through improvement in counseling/communication support system, establishment of the counseling room and counseling service to understand the physical conditions and concerns.
- Work hours can be flexibly arranged in order to pay attention to fatigue accumulation and health management of people with mental disorders. Flexible time system without core time has been introduced, creating an environment where the employees can work without taking off when they are late for work due to going to a hospital or poor physical condition.
- In anticipation of the occasion when people with disabilities is absent from work due to poor physical condition, they are assigned in a team or a group of two employees, creating a system to follow up with each other.
- The company developed the employment support program for people with disabilities aiming at contributing to employment of disable people by other companies in addition to by its own company, and is commissioned by the government to offer vocational training for people with disabilities. About 70 of those who completed the program find their jobs after the program.

Voices from the company and the employees

"As the themes for future employment of people with disabilities, we set the goals of "independence and contribution" and "the company where people can work for the entire lifetime". I hope that our staff members become sociable and responsible, which is necessary for their work, and to support the company. In addition, I expect that they will contribution to the society through their work. While paying attention to people with disabilities, I endeavor to develop the ability of each staff to make a "company where people can work for the entire lifetime." (Voice from the President and CEO)

"I think close communication with the staff of parent company is important in conducting our business. I always try to say hello to the staff working on the other floors along with those who are concerned with my work. This helps me to increase the opportunity to learn my work from other staff, which makes my work more challenging." (Voice from the employee)

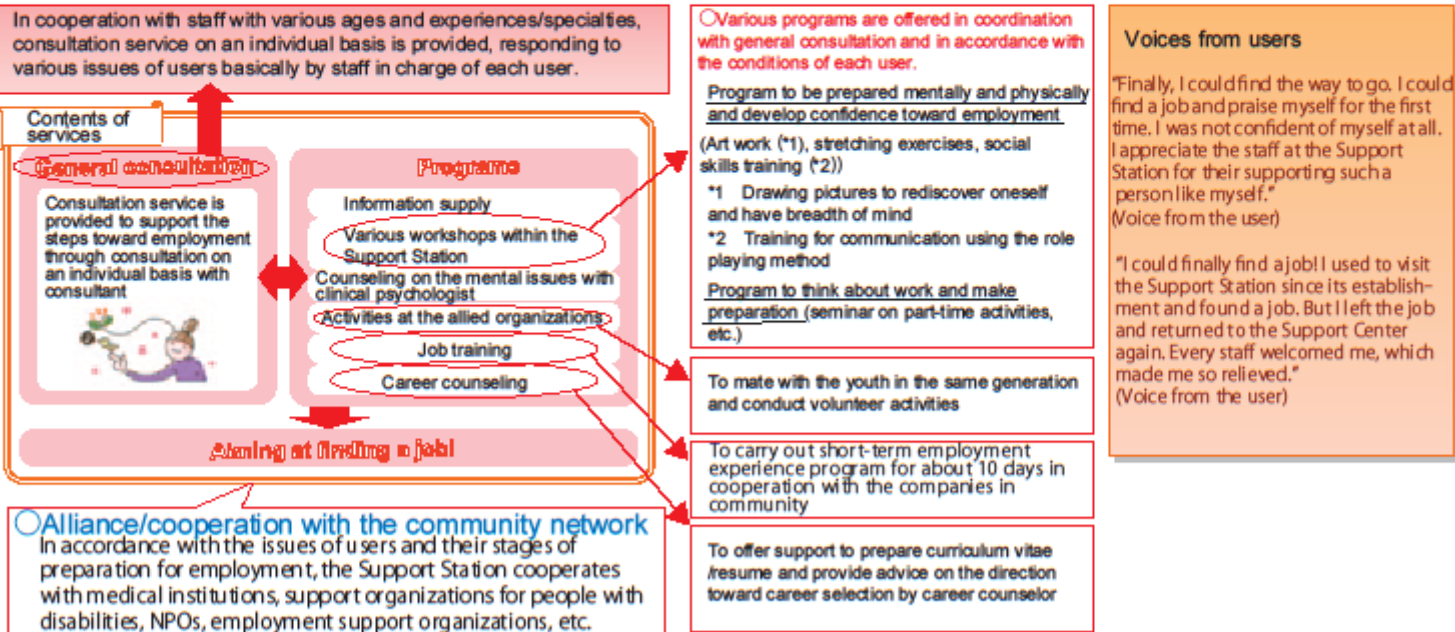
* Fujisoft Kikaku was awarded the top prize in 2009 by the Minister of Health, Labour and Welfare for good practice of workplace improvement to employ people with mental disorders.

Case study of Community Youth Support Stations

- With the aim of supporting self-sufficiency of young people, including NEETs, who cannot work due to their various anxieties, for example about their personal relationships and mental issues, the Ministry of Health, Labour and Welfare established the Community Youth Support Stations as the center for the network of the support organizations for young people in communities to offer comprehensive support on a individual and continuous base in accordance with the situation of each young people. The Ministry entrusts its operation and management to NPOs, etc. (100 locations nationwide (FY 2010))
- "Community Youth Support Station in Yokohama" responds to the issues of users and implements effective support, in partnership with the city of Yokohama by taking the comprehensive measures that connect "consultation", "programs" and "community network."

Community Youth Support Station in Yokohama

○Location: Nishi-ward, Yokohama City ○Year of establishment: FY 2007 ○Operating organization: NPO YouthPort Yokohama



Good practice of the use of “trial employment for new graduates”

○Amid the current severe employment conditions, there exist the companies that actively employ new graduates, who have graduated from school without finding their jobs, utilizing the “Trial Employment Programs for New Graduates.”

*The percentage of new graduates who have found their jobs as of March 2010: 93.9% for high school graduates, 91.8% for college graduates

Voices from companies and users

“We thought it was a good opportunity to secure human resources because many high school graduates have not found their jobs due to the current recession. Therefore, we decided to use this program to recruit the regular employees. Trial employment is like a period of marriage meeting for each other. I think it is good to make sure human resources and companies to work. Even a little job experiences help us to decide the employment especially of people who have no work experience and ascertain the aptitude. This also serves to prevent employment mismatches.”
(Voice from the personnel department staff of Ramla)

“Last September, I took job interview at two companies, but could not get an employment offer either from them. In March, my parents advised me to find a job while working as a part-timer. But I did not want to be a freeter, and therefore, I started to visit Hello Work to search job offers. There, I found the program for trial employment for the first time, and took the employment examination. During the trial employment period for one month, which went so fast, I devoted to learning my work. Finally, I could pass my probation and was so relieved to be honest. Now, I can experience the jobs in many departments and enjoy myself every day. Becoming a full-time worker has a sobering effect on me.”
(Voice from the employee, who was employed at Ramla by using the trial employment program)

Ramla



- Main line of business: Comprehensive food service provider
- Location: Nihonbashi, Chuo City, Tokyo (Headquarter)
- Number of employees: 752 (as of June 2010)
- Sales: 24.86 billion yen (fiscal year ending in March 2010)

What is the trial employment program for new graduates?

○The program aims to offer opportunities of trial employment (fixed-term employment) to graduates, who have graduated from school without finding their jobs, in order to expand a range of job types these graduates are interested in and to promote them to become regular workers.

○Launched in February, 2010 and expanded since June 7, 2010

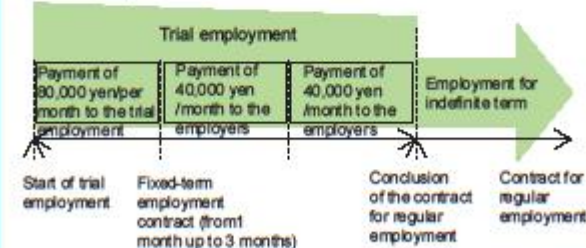
【Before expansion】

Period for trial employment: one month
Amount of payment: 80,000 yen

【After expansion】

Period for trial employment: up to 3 months
Amount of payment: 80,000 yen for the first month and 40,000 yen per month afterwards (Total of 160,000 yen)

○Implementation period: Program of specified duration exclusively for FY 2010



2 Continuing to live in a local community

Case study of community activities to promote home medical care: Nagasaki Home Doctor Net

- Nagasaki Home Doctor Net was established (in March 2003) for the purpose of realizing home medical care and doctor's visit to patients around the clock through cooperation among doctors to enable patients to receive in-homecare without anxiety.
- As a result of promoting community-based home medical care, the number of patients, who were discharged from the designated cancer hospitals and decided to receive home medical care, increased from 2 patients in 2003 to 214 patients in 2009.

Profile of Dr. Net (as of March 2010)

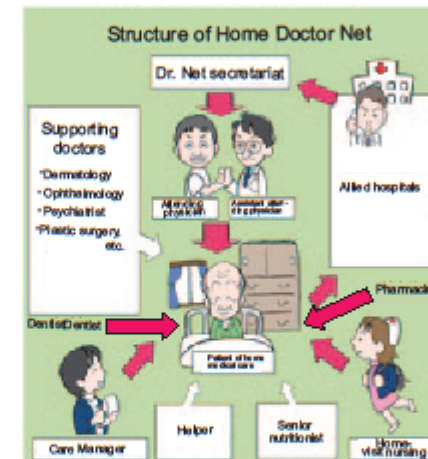
- Location: Uma Machi, Nagasaki City, Nagasaki Prefecture
- Number of participants: 150
- Area covered by Dr. Net System: Omura City and Isahaya City in Nagasaki Prefecture, Sakyo-ward in Kyoto Prefecture, Kumamoto Prefecture

Purpose of activities

- ①To offer home medical care and emergency service for 24 hours a day, 365 days a year through mutual cooperation within the group
- ②To provide continued and effective home medical care to community residents as much as possible through cooperation between departments at hospital and that between hospitals
- ③To improve the quality of medical care through medical consultation and medical information sharing
- ④To promote friendly relationship between clinics and between hospitals participating in Dr. Net

Contents of activities

- ①Home medical care services for 24 hours a day and 365 days a year: Emergency service is also handled by the group.
- ②Counseling/consultation: The system to facilitate conference among doctors on treatment, etc. using a mailing list is operated. Consultation services provided to doctors of highly specialized department, including dermatology, ophthalmology, brain surgery and anesthesiologist, has been also launched.
- ③Sharing of paramedics: With the aim of preventing/improving patients' lifestyle related diseases, a senior nutritionist, who is difficult to be employed by a single clinic as a regular worker, is shared among clinics to offer guidance on nutrition at each clinic.
- ④Holding of study sessions: Study sessions, including the conference where doctors, care managers, visiting nurses, attending physician at hospital participate to talk about the cases, are held on a regular basis.



Case study of introducing medical clerk to reduce burden on doctors

- Medical clerks, who handle clerical works on behalf of doctors, were introduced to address the issues such as rising exhaustion of hospital doctors due to the actual condition where they dealt with various kinds of documents like and complaints about time-consuming work to prepare documents, aiming at helping the doctors to concentrate on the medical treatment, on which they are supposed to focus. (Introduced since June 2005 on a trial basis.)
- Two medical clerks were disposed on the department of surgery for outpatients at the time of introduction, and 13 medical clerks are placed in April 2010.

Overview of Saitama prefecture Saiseikai Kurihashi Hospital (as of April 2010)

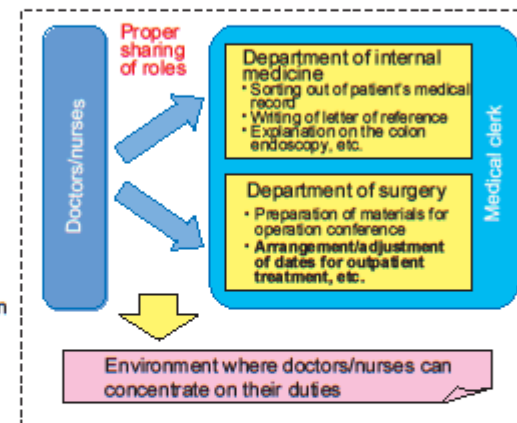
- Location: Kuki City, Saitama Prefecture
- Number of staff: about 500 (including about 50 full-time doctors)
- Number of outpatients: about 750 (per day)
- Use rate of hospital beds: 90%
- Average lengths of hospitalization: 13.5 days

Background of introduction

- Due to an increase in complicated paper works and clerical procedures, the workloads had been also increased. The doctors dealt with various kinds of documents like proof of hospitalization after their regular working hours and on their day-off, which led to exhaustion and complaints of hospital doctors.
- On the other hand, the number of complaints from patients grew about time-consuming preparation of documents.
- In consideration of such circumstances, medical clerks, who have an excellent ability to handle clerical works at medical institutions, were introduced to help doctors to concentrate on the medical treatment, on which they are supposed to focus. The introduction of medical clerks has contributed to reduce the burden on doctors, etc. and to promote improvement in service for patients and their families.

Features

- "Medical Assistance Department" was established under the general practice department to offer support for doctors in the entire hospital in accordance with the needs of each department.
- The hospital has original educational training program for medical clerks.
 - ◆ During the 1st and 2nd months, orientation, development of basic clerical skills and educational programs relating to privacy protection and compliance are provided.
 - ◆ During the 3rd and 4th months, training to understand treatment contents and in knowledge on medical record and medical related law are implemented
 - ◆ During the 5th and 6th months, the programs are offered to confirm their achievement level of knowledge/skills and grasp actual work in medical treatment department where they are disposed.
- In the survey, most of doctors made responses like "my working hour is reduced" and "I feel less tired because I do not need to do complicated outpatients work." (The survey was conducted in FY 2007.)
- Overtime work decreased by 14% in 2006 compared with that in the previous year, and it has been still reducing.



Case study of establishing community-based multifunctional service provider

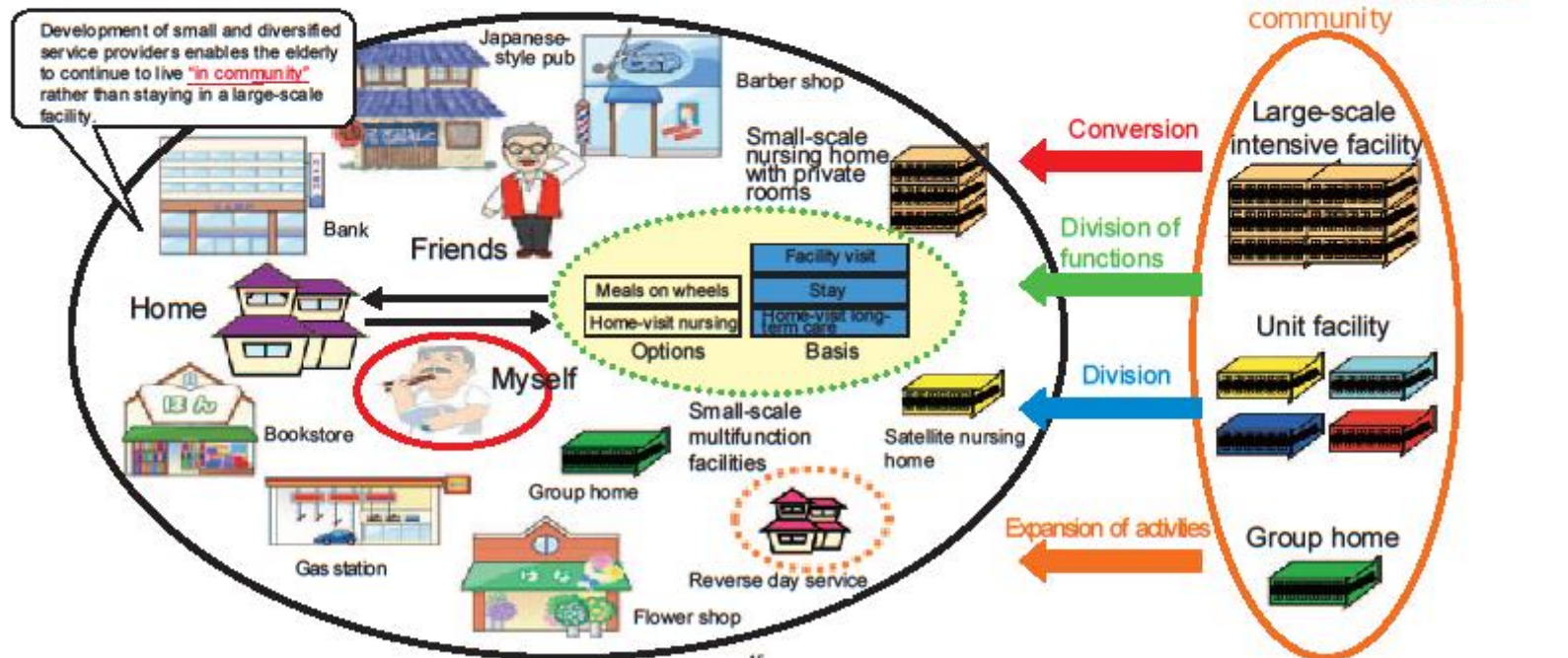
- Based on the principle of "community-based" life, "Kobushi-en" in Nagaoka City is promoting the shift from large-scale facilities to life in community.
- To this end, Kobushi-en operates small and diversified service providing facilities, including small-scale Intensive Care Homes for the Elderly, small-scale multifunction facilities and small-scale and diversified service providers.

"Kobushi-en"

- Location: Nagaoka City, Niigata Prefecture
- Kobushi-en operates 3 small-scale Intensive Care Homes for the Elderly, 6 small-scale multifunction facilities and nursing care-related facilities.

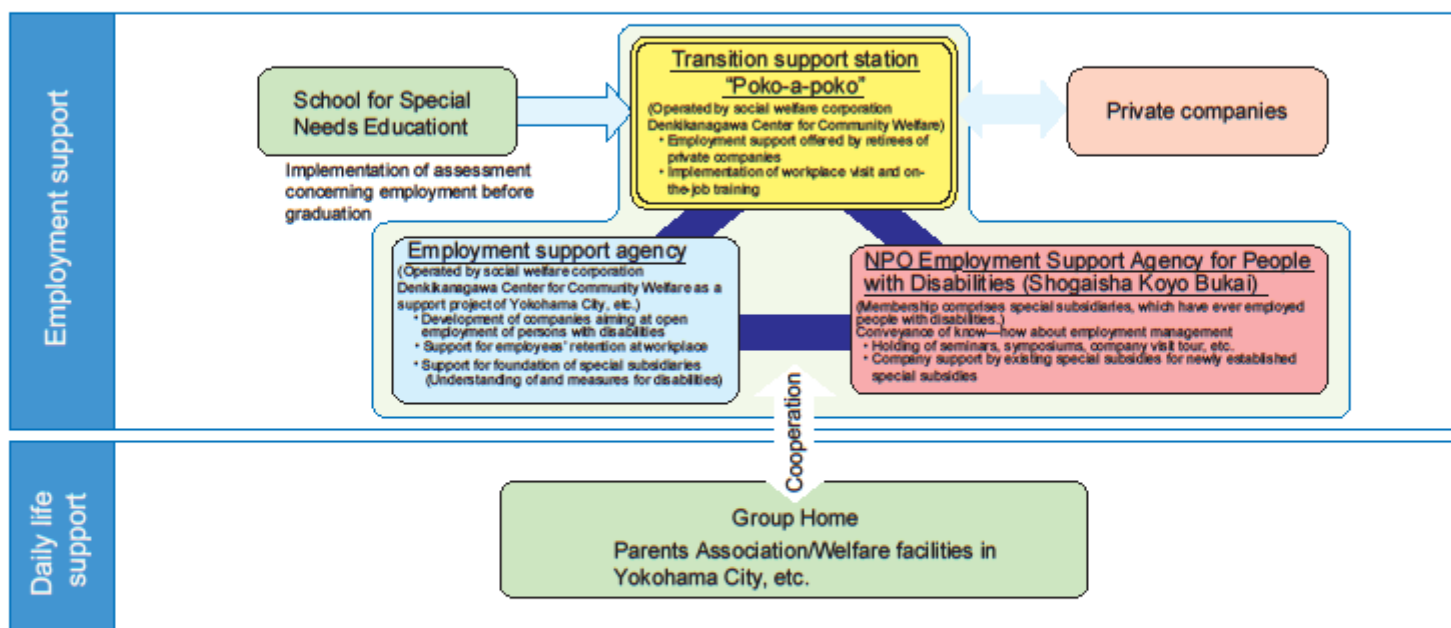
I do not want to leave my community because my life I built lies there and I need to be connected with others.

Development of small and diversified service providers enables the elderly to continue to live "in community" rather than staying in a large-scale facility.



Case study of support for people with disabilities both in terms of employment and daily life

- In Kanagawa Prefecture, "Poko-a-poko" (a transition support station based on Services and Supports for Persons with Disabilities Act) takes initiative in support for people with disabilities both in terms of employment and daily life to facilitate their community life while working.



【Result of the project】

- ① Support provided with cooperation among related organizations has promoted a steady increase in the number of employees.
- ② Number of unemployed persons at the end of fiscal year: 341 (in FY 2004) → 508 (in FY 2009)
- ③ Conveyance of know—how about employment management by NPO Employment Support Agency for People with Disabilities helped to eliminate anxieties among private companies and increase companies to employ people with disabilities. At the same time, an increased number of companies to offer on-the-job training have facilitated effective employment support.

Case study of the elderly, people with disabilities and childrearing families leading their lives with interaction among each other

- In Kochi Prefecture, the support center is being established in cooperation with municipalities to offer services required in a community in an integrated fashion, though small in size but beyond vertical administration, targeting children, the elderly, people with disabilities and young people having trouble in mind, etc.

Overview of Attaka Fureai Center (Kochi Prefecture)

【Management entity】 Kochi Prefecture Single Model Project (to be carried out in 34 municipalities at 44 locations in FY 2010)

【Purpose of the project】 Promotion of improvement in small-scale multifunction facilities in intermediate and mountainous areas, etc.

【Source of revenue】 Special Subsidy to Revitalize Employment in Furusato (my home town)

【Project overview】

○Community base

- Anyone, who needs support, including the elderly, people with disabilities, children, child-raising people, can use the facility.

○Provision of small-scale multifunction services in accordance with community needs

《Examples of function》

- Gather (essential function): salon, day service, after-school club for children
- Visit: meal on wheel, watching service, shopping
- Stay: accommodation in an emergency
- Work: training for daily life, employment support
- Care at facility: temporary care in an emergency
- Transfer: transportation service, support for airing

○Operation system

- Open-to-community and sustainable operation system with participation of local residents

○Staff structure

- Job displaced people, coordinators, livelihood support officers, volunteer staff, etc.

○Expected results

- Intentional reestablishment of local community where people ranging from children to the elderly interact and support each other beyond generations
- Creation of a system, which enables residents to continue their life in a familiar environment, receive necessary services and lead a life without anxieties
- Employment creation in intermediate and mountainous areas



Place for interaction of people beyond generations from children to the elderly



Case study of providing support to the people from babies to the elderly regardless of being disabled or not (Toyama City: Kono-Yubi Tomare)

- The project was launched in 1993 to offer community-based services, which are usually provided exclusively for each target including the elderly, people with disabilities and infants, in an integrated manner to anybody ranging from babies to the elderly, irrespective of being disabled or not.
- This project enables to secure necessary services and to continue community life.

【Management entity】 NPO "Kono-Yubi Tomare" (Founded in 1993 (Certified as NPO in 1999) Representative : Kayoko Soman

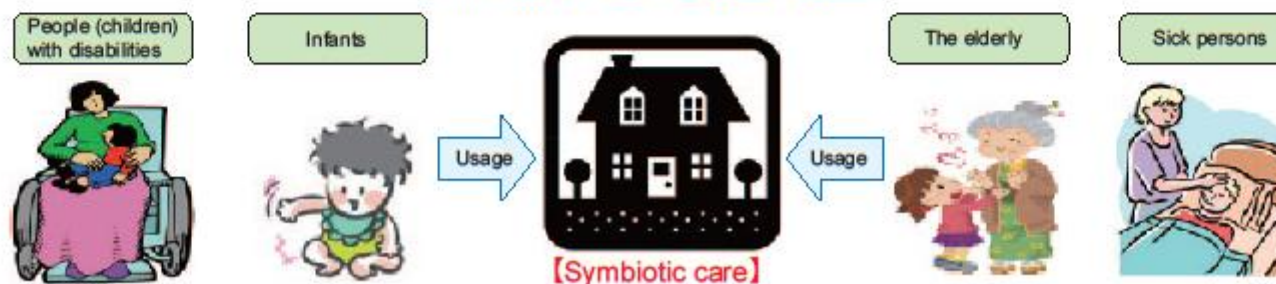
【Target】 Anyone from infants to the elderly irrespective of being disabled or not

- 【Services】
- Home care support service for **the elderly** (commuting nursing care, short stay, group home, etc.)
 - Home care support service for people **(children) with disabilities** (commuting nursing care, daycare service for in-home people (children) with disabilities, etc.)
 - After-school childcare, temporary daycare service for **infants and small children**
 - Welfare counseling, mini-salon for childrearing, etc.

【Number of users】 about 22,000 people (Total in FY 2009)

(Note) Total number of users for home care support service for the elderly and people with disabilities and daycare service for infants

Kono-Yubi Tomare (Daycare house)



Case study of various daycare-related services provided by local governments

- In each local government, efforts have been made to offer **various childcare-related services** as follows.
 - Use of vacant spaces in community and expansion of childcare services in a family-type environment (childcare mother) to eliminate the number of children waiting for the admission to daycare centers, especially in the urban areas
 - Involvement of various entities, including NPO, to respond to various needs such as various work style
 - Childcare consultation to eliminate a feeling of being isolated and burden targeting all childrearing families taking care of their children

Development of daycare centers (branch schools) utilizing vacant classrooms at school

(Shinagawa City in Tokyo, Fukuoka City, Matsushima Town in Miyagi Prefecture, etc.)

- Development of authorized daycare centers (branch school) utilizing vacant classrooms at school to eliminate the number of waitlisted children
- It is not necessary to secure new site and possible to cut construction costs compared with the expenses to build a new facility.



Childcare services in a family-type environment (childcare mother)

(Bunkyo City in Tokyo, Yokohama City, etc.)

- Childcare services targeting children younger than 3 years old provided mainly at home, etc. by childcare workers or by childcare providers (childcare mothers), who are certified by the mayor of city, town or village through the training program.
- The service can be provided by NPOs commissioned by municipalities (ex. Ouchi Daycare Center (Koto City, Tokyo)).



Temporary daycare service (Yokohama City)

- Aims to eliminate a feeling of burden and anxiety and respond to various work styles
- Assists unauthorized daycare centers operated by NPO, etc.
- Capacity: 12-15 children
Targets preschool children
- The number of users totaled 7,342, and the service is offered at 4 locations in the city (FY 2009).



Registration System for My Daycare Center (Ishikawa Prefecture)

- This program offers mothers taking care of their children at home or pregnant women, who are registered at daycare centers, etc., opportunities to visit daycare centers, experience childcare and consult childcare workers about childrearing in order to eliminate anxiety over childcare. The program also aims to reduce burden of childrearing through temporary daycare service.
- Number of registered people: 6,199 (as of March 2010)



Sumizumi Childrearing Support Service (Fukui Prefecture)

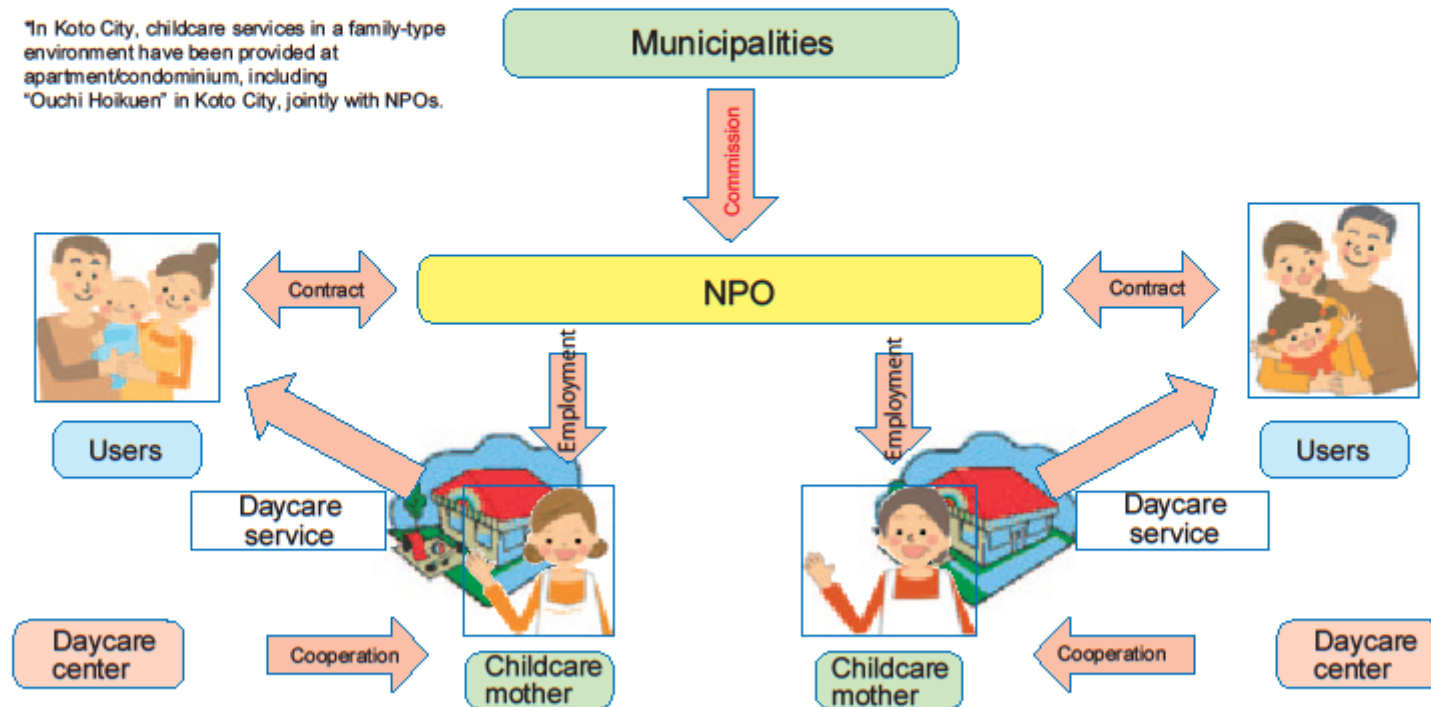
- When guardians need temporary support, for example when they need to go to see a doctor and attend ceremonial occasions as well as events at school, 1) temporary daycare service, 2) transportation service to daycare center, etc. and 3) daily life support (meal preparation, cleaning, shopping, etc.) are provided, and the half amount of the service fee required for these services is subsidized by the prefecture and city (Standard amount of subsidy: 350 yen/hour).
(The service is free of charge for third child or children born afterward until they become 3 years old.)
- Targeting families with children in the 3rd grade at elementary school or younger, the program is carried out at 30 locations in the prefecture by NPOs and Silver Human Resources Center, etc.
- Total number of users: 44,978 (FY 2009)



Childcare services in a family-type environment (childcare mother) utilizing NPOs

- Childcare services, which was launched in FY 2000 as a subsidized project, has been provided for children younger than 3 years old mainly at home, etc. by childcare workers or by childcare providers (childcare mothers), who are certified by the mayor of city, town or village through the training program.
- The service has been able to be provided by NPOs commissioned by municipalities since October 2009 in order to increase the number of childcare mothers and promote childcare services in a family-type environment through involvement of various entities.

*In Koto City, childcare services in a family-type environment have been provided at apartment/condominium, including "Uchi Hoikuen" in Koto City, jointly with NPOs.



Case study of support for communal living of young people and the elderly (Programs carried out by the volunteer group in France)

- In France, "Le PariSolidaire", a volunteer group in Paris, offers matching service (brokerage) for communal living of young people and the elderly wherein **the elderly rent one of the rooms at their house at a lower rent and young people support the elderly mentally.**
- Since its foundation in 2004, "Le PariSolidaire" has succeeded in matching service for over 1,000 groups.

[Management entity]	"Le PariSolidaire", a volunteer group in Paris (Founded in 2004)
[Operation costs]	Membership fee of users, aid/contribution by sponsors, subsidy by local governments
[Target]	The elderly (over 50) and young people (aged 18 – 30), who wish to live together
[Overview]	<ul style="list-style-type: none"> • The elderly and young people respectively register their requests at the organization. (Note) The registration fee of 30 euros for the elderly and 15 euros for young people are required. • The organization carries out matching taking into account the requests. (Note) When the elderly and young people are successfully matched, both of them pay the membership fee to the organization in accordance with the styles of communal life (150 euros – 350 euros/year). (One euro was valued at 131 yen (average in FY 2009).) • Communal living comes in the following styles. <ol style="list-style-type: none"> a) A young people does not have to pay the rent but has to stay at home at the designated time, for example at night and on weekend based on the agreement. b) The young has no obligation based on the agreement and can freely act, but has to pay part of the rent.

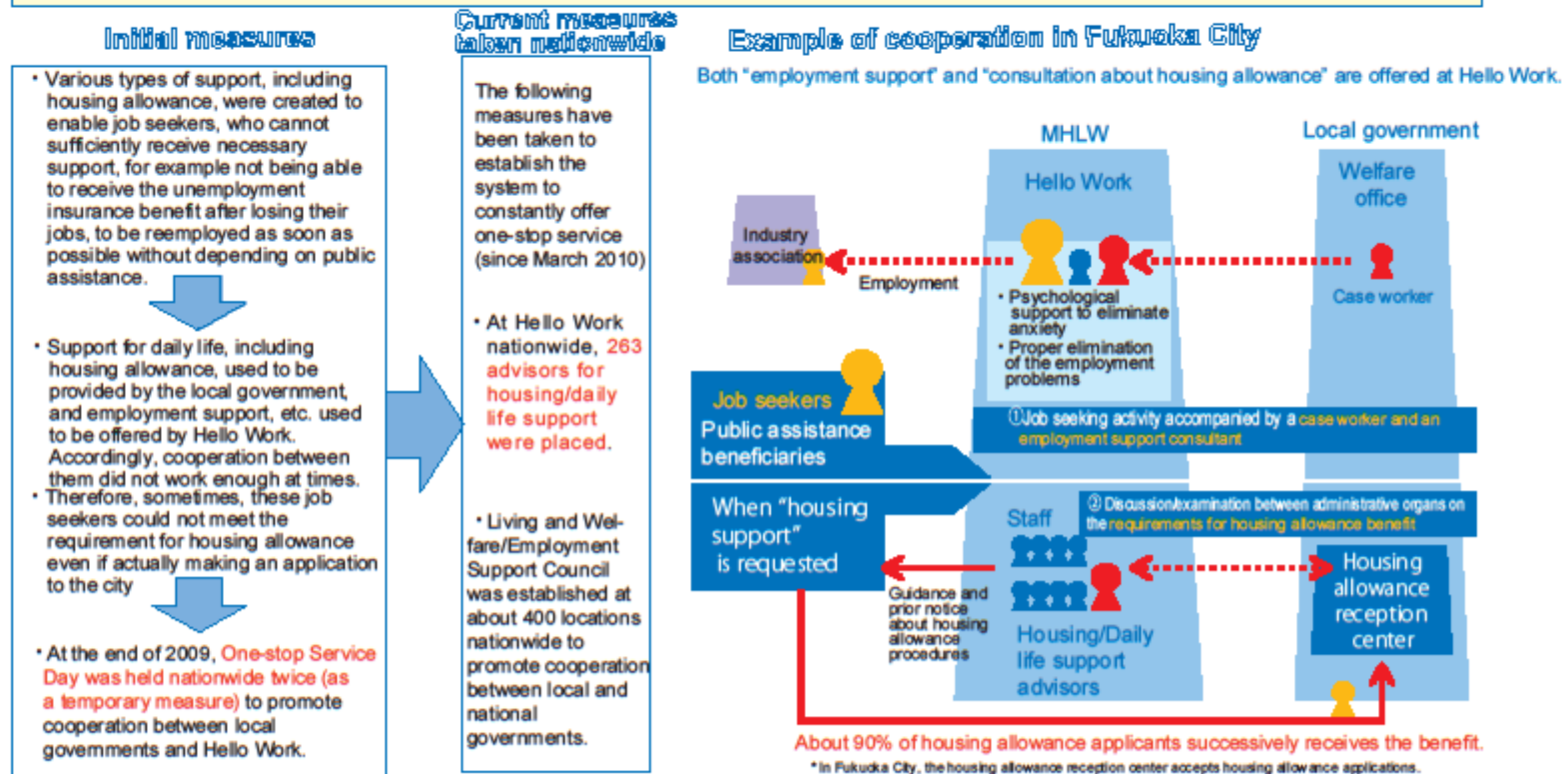


3 Alleviating disparity and poverty

Case study of providing support to the needy persons with cooperation among local and national governments

Fukuoka City is a good example of well-functioning cooperation between Hello Work, which is a national agency to offer employment support such as job placement service, and the local government that provides daily life support, including housing allowance* and public assistance.

* **Housing allowance** is the benefit to be used for rent (The upper limit in Tokyo's 23 cities is 53,700 yen per month, but the amount varies depending on the region.), which is paid (for up to 9 months) to job losers who lost their house due to dismissal or those who might lose the house. (The program was launched in October 2009.)

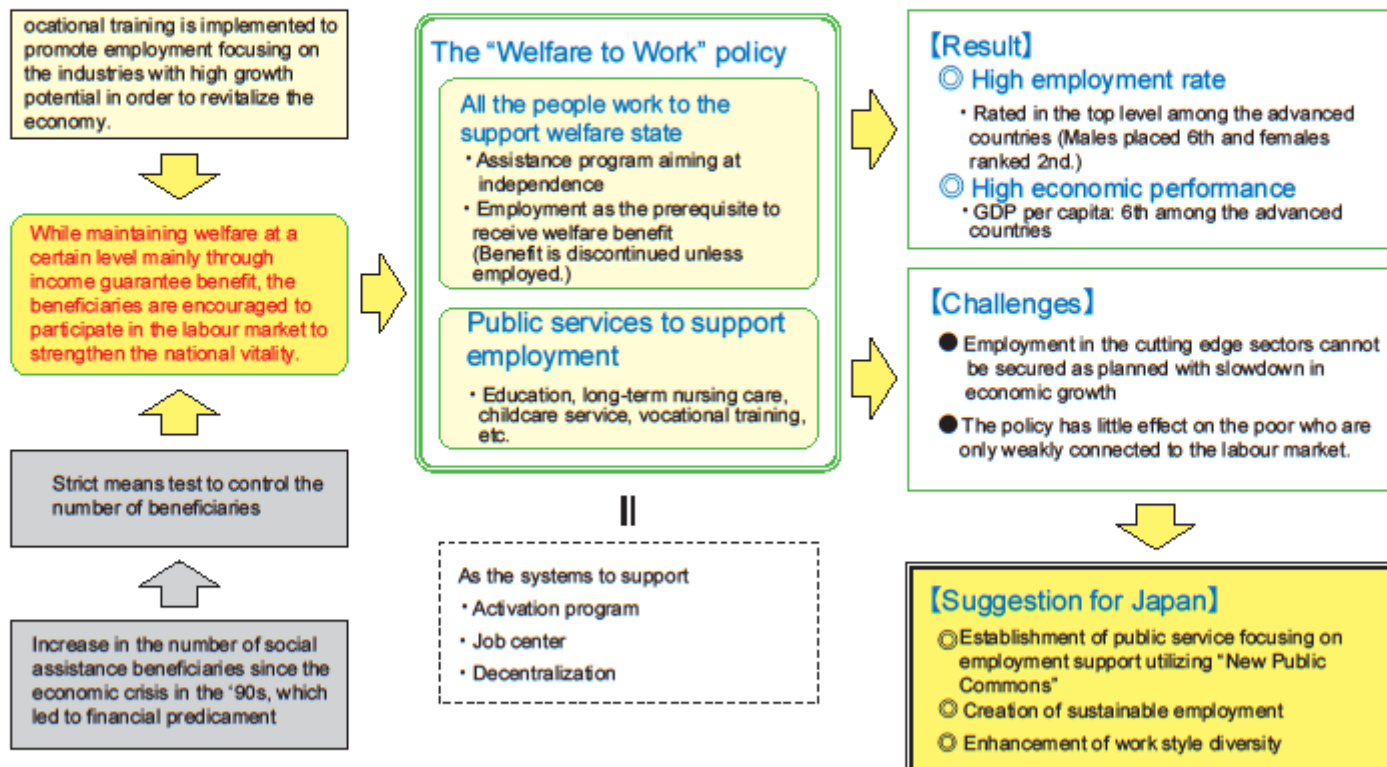


The "Welfare to Work" policy in Sweden

The "Welfare to Work" policy

The policy to actively support and promote employment of social assistance* beneficiaries with the aim of creating a virtuous cycle of the labour market and social security

* Social assistance is equivalent to the public assistance system in Japan. Means test is conducted and payment is made by each commune (local government).



Case study of employment support provided by personnel in charge to workers who completed vocational training

○The number of participants in the vocational training based on the "Emergency Human Resource Development and Employment Support Fund" (Fund Training), which was launched in July 2009, shows a steadily increase. Fine-tuned employment support is provided by personnel in charge at Hello Work to promote employment after the completion of the Fund Training.

Voices from users ①

• The client used to work at as a receptionist at hospital, but was forced to leave the job due to the reason of the employer. The client started to take the training to acquire PC skills while receiving the Training and Daily-Life Support Benefit.

After the completion of the training program, career counseling started at Hello Work. The client was seeking a job as an office clerk, and job offer information was sent from Hello Work to the client's house by mail.

Afterward, the client found it difficult to seek a job offer by oneself, and started to receive private consultation service provided by personnel in charge. Advice was given to broaden the range of payment and place for employment and how to find job offer. Guidance was also given on curriculum vitae /resume as well as instruction on job interview. Later, the client gave a call telling that he/she got employed as an office clerk. In the afternoon on the same day, the client called on the consultant to make a report.

Voices from users ②

• The client used to work as an insurance salesperson but left the job voluntarily. He/she wanted to be reemployed as a care worker but did not have any qualification and experience. Therefore, the client participated in the practical training program to acquire qualification as a second-class home helper.

The client started to receive private consultation service provided by personnel in charge after completing the training program because of no work experience in the field of nursing care and no how about job seeking activity. The consultant correctly understood the client's needs and secured job offers for care worker, which could be applied by inexperienced people if an applicant has a license. At the time of referral, the consultant objectively and accurately provided the situation of job seekers to the employer. As a result of selection, the client got employed.

[Overview of support by personnel in charge to those who completed the Fund Training]

1. Target for employment support by personnel in charge

Those who completed the Fund Training and is expected to achieve the effect of the support by personnel in charge

2. Methods and contents of support

Planned support and result management, etc., including career counseling on a one-to-one basis, information supply on job offer, encouragement to participate in job interview sessions and personal guidance on application forms and job interviews.

3. The number of eligible persons for support

In FY 2010, the support service is planned to be offered to 15,000 people among those who completed the Fund Training.

4. Starting date for support

To be successively launched from and after May 2010.

What is the Fund Training?

- Vocational training based on the "Emergency Human Resource Development and Employment Support Fund", in which non-recipients of employment insurance benefits can participate for free.
- The "Training and Daily-Life Support Benefit" is also provided during the training period to the trainees who meet the certain conditions.
 - Those who have dependents
... 120,000 yen/month
 - Others
... 100,000 yen/month
- In addition, those who are interested in may receive the "Training and Daily-Life Support Loan."

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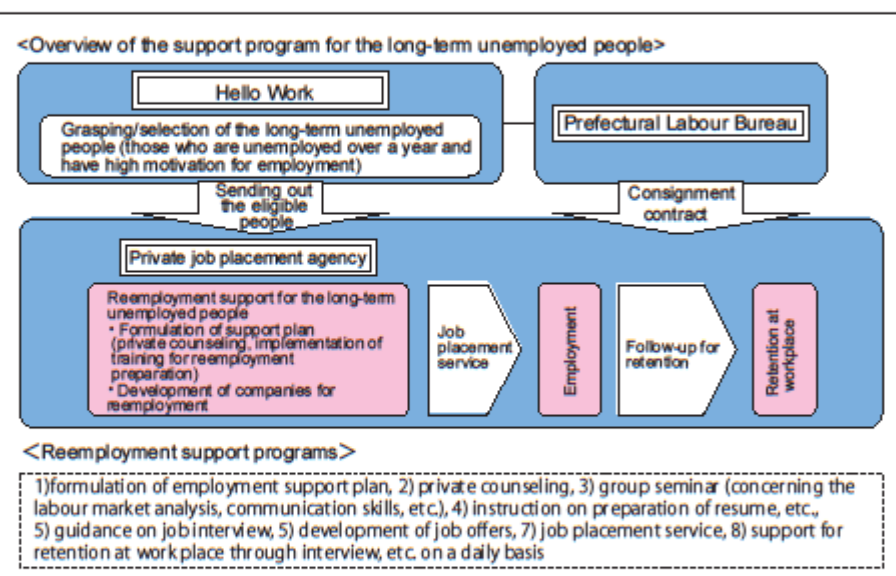
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Case study of employment support for the long-term unemployed people utilizing the private sector

Hello Work offers fine-tuned service to the long-term unemployed people, including guidance on job interview and how to prepare curriculum vitae /resume. After Lehman's fall, the number job seekers at Hello Work steeply increased, which made it difficult for Hello Work alone to offer fine-tuned employment support to the long-term unemployed workers such as private counseling service and guidance on job interview.

Accordingly, in addition to employment support provided by Hello Work, career counseling on a one-to-one basis, etc. has been offered by entrusted private job placement agencies.



Voices from support service users

• Mr. A (Male in his early 40's)

I had counseling service provided by consultant in charge on a one-to-one basis once or twice a week. I could find a job about two months after I had begun to receive support service. I was fortunate in that I could also learn how to find a job and was recommended to the company with which the support agency has had a relationship.

• Mr. B (Male in his early 50's)

The consultant carefully instructed me how to prepare my resume. I also consulted about my future life, and we put our heads together about my future as well. Condominium management is different from my previous job, but I think that I was introduced to this job taking into account my aptitude.

• Mr. C (Male in his late 50's)

I was almost always rejected at the selection on the basis of CV's and could not proceed to the employment interview. I started to consult about "to what extent I could lower the conditions." In addition, I had guidance on how to prepare resume on a one-to-one basis and was introduced the job offer, which suits my aptitude. As a result, I could find job one month after I started to receive support service.

[Voices from supporters]

• TEMPSTAFF CAREER TRANSITION CO., LTD.

Most of the clients are interested in their previous jobs, but we advise them to broaden a range of the next employment they seek.

• CAREER INSTITUTE OF RESEARCH INC.

Job seekers may feel depressed if they apply dozens of jobs but cannot be employed. Therefore, it is important to be vigorous in mind.

4 Receiving high-quality services

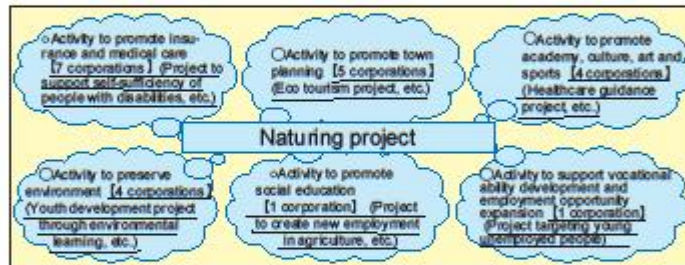
Case study of “New Public Commons” with which the Ministry of Health, Labour and Welfare cooperates

The Ministry of Health, Labour and Welfare has been promoting business cooperation through providing subsidies to many NPOs, which are engaged in community contribution activities and regional employment development, etc.

○Support to NPO Naturing Project (community contribution activities)

As an “intermediate support organization” to assist NPOs, etc. which were established to contribute to the community, Naturing Project

- ▽conducts hearing survey, etc. on the contents of support that each NPO needs; and
- ▽formulates support program for each selected NPOs (24 NPOs in total); and
 - offers private counseling by experts, on-site instruction and training (accountancy, personnel management, etc.) and
 - supports employment of personnel necessary for NPO in partnership with Hello Work, etc. and provides training based on the human resource educational program in accordance with the needs.



What is “New Public Commons”?

- “New Public Commons” is a “roundtable” for the people involved in the creation of “a vibrant civil society in which people support one another.” In such a society, the stakeholders, including “the people and NPOs, etc.,” “business” and “governments”, voluntarily work together to create a “New Public Commons” with a certain rules and roles to play.
 - In order to realize the “New Public Commons”, governments should aggressively review the manner in which they provide public services and their relationship with the people. The governments will need to share the resources with “New Public Commons”, to create a regulatory environment and to promote framework development to facilitate free activities.
- * Please refer to the Declaration of “New Public Commons” (released in on June 4, 2010).

○Support to NPO Hirotsuki Children’s Community- People (project for play experience in town)

The play space (Aomori Play Experience Square) was developed, where anyone can always experience “play” that is expected to have effects on creativity development and rehabilitation, including play with toys such as the wooden ones made in Aomori Prefecture and science experiments/handiwork. “Play experience instructors” employed there support users playing at this play space.

Voices from users and staff

“My children enjoy playing, forgetting the passage of time. Even adults can relive our childhood.” “The store is filled with fun. I am relieved with good woody scent there.” “Aomori Play Experience Square is something like canned toys in town.” (Voices from users)
 “I enjoy working here every day because our customers react in various ways, for example a mother being relieved with the scent of wooden toys and a father engaging in play more than his kid. I hope as many people as possible will come and experience play here.” (Voice from a play experience instructor)

Parent-child communication at Aomori Play Experience Square



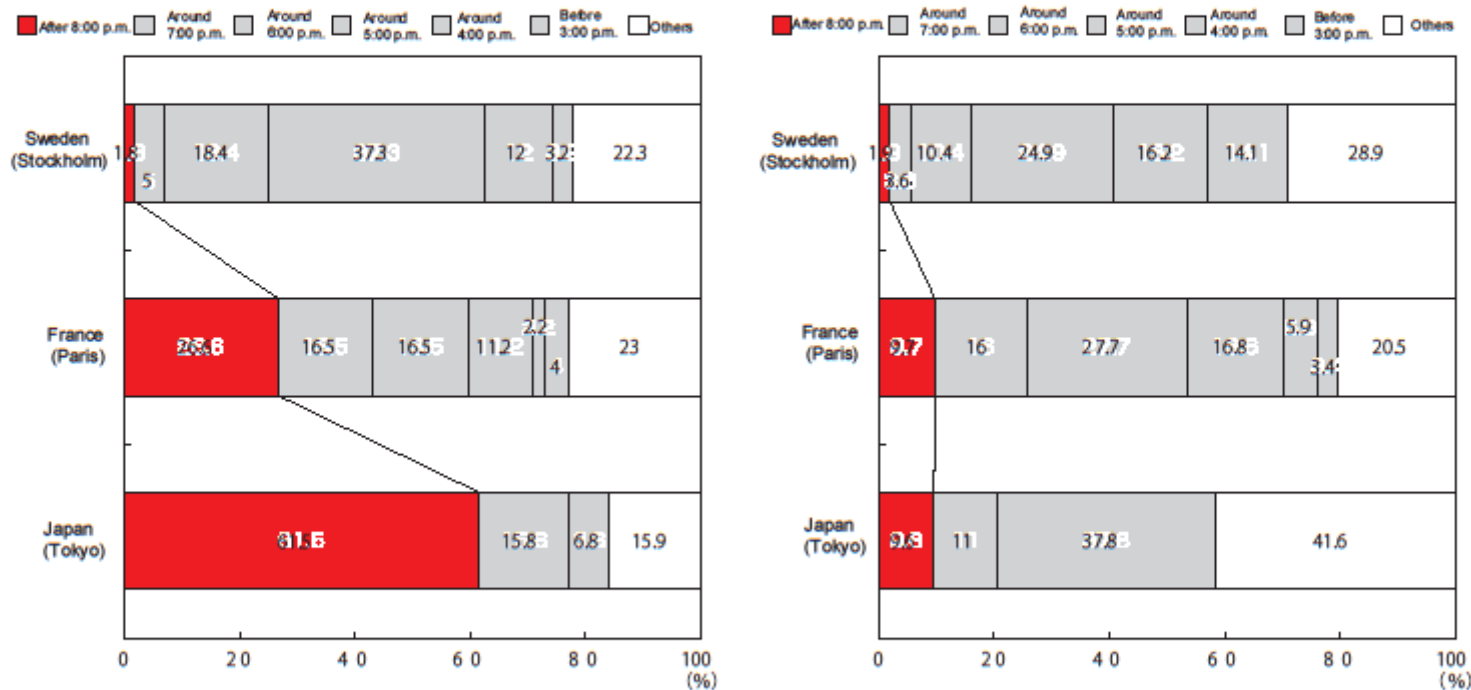
<Related Statistical Indicators>

International comparison of time to go home

○The percentage of Japanese males who go home after 8:00 p.m. is higher than those of Sweden and France.

Male

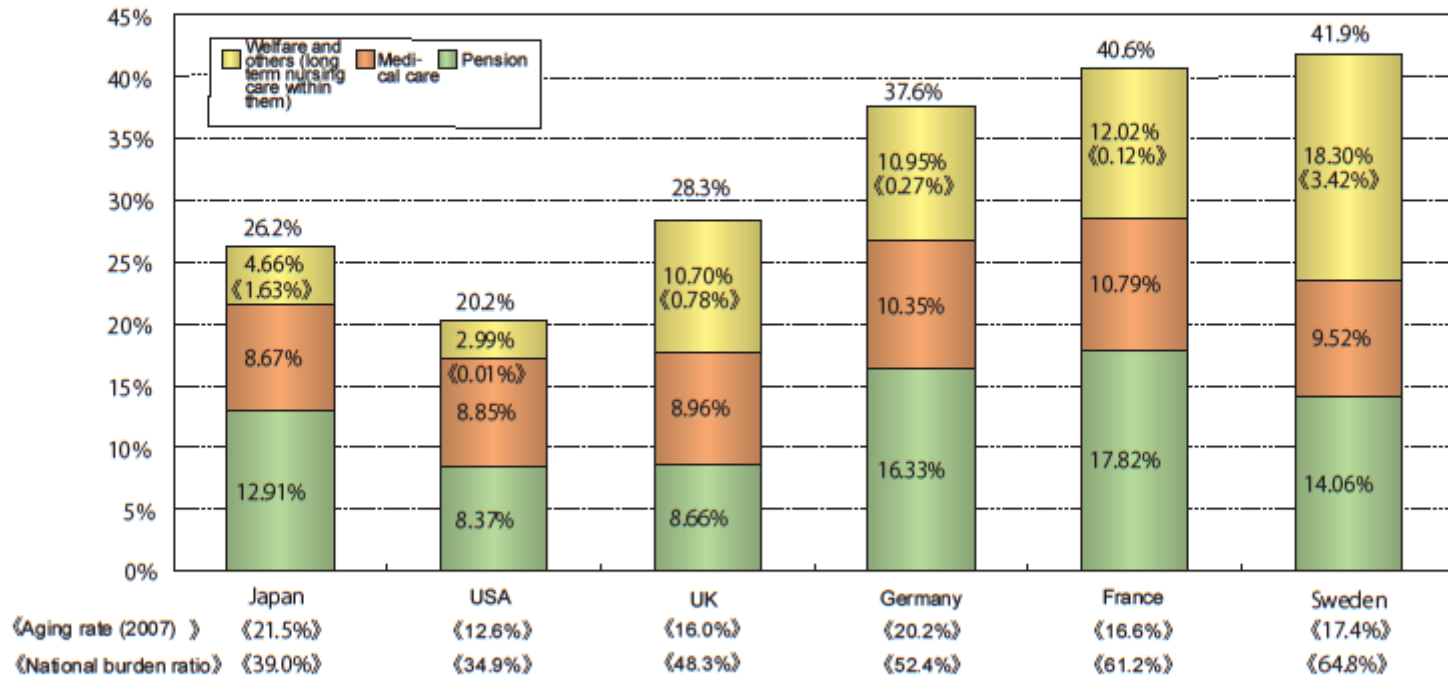
Female



Source: "White Paper on Gender Equality" Cabinet Office
 (Note) "Around 6:00 p.m. in Tokyo" includes the time before 6:00 p.m. Total does not add up to 100 due to the reply "others."

International comparison of social security benefits by sector (% of GDP)

- Comparing the size of social security benefits in Japan by sector,
- Pension: larger than those in USA and UK, but smaller than those of other European countries.
 - Medical care: almost the same level with those in USA and UK, but smaller than those of other European countries.
 - Other benefits: larger than those in USA and UK, but much smaller than those of other European countries.

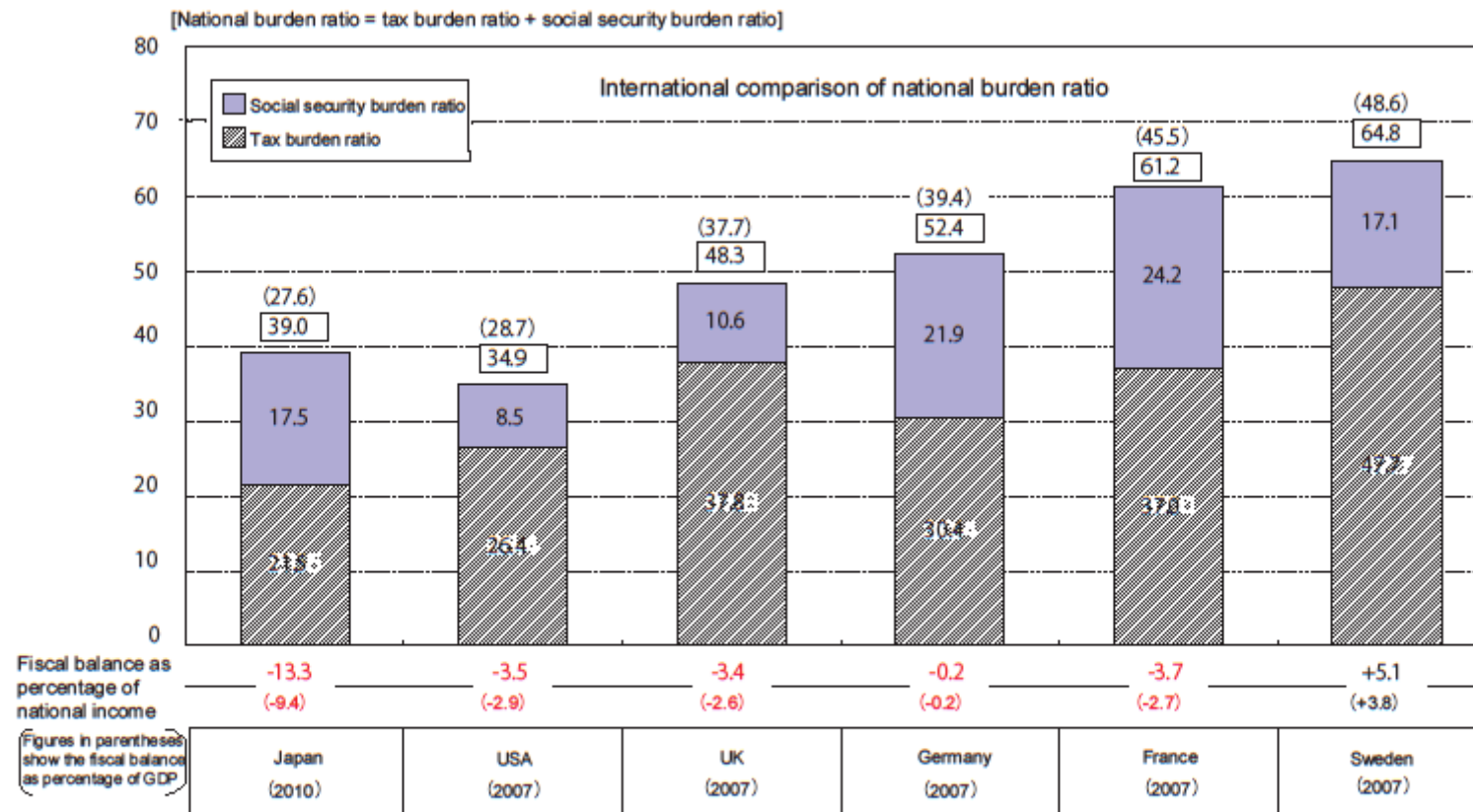


(Note) Calculated based on the OECD "Social Expenditure Database" by the Office of Counselor in Charge of Social Security, Director-General for Policy Planning and Evaluation of the Ministry of Health, Labour and Welfare. All the data are based on those in 2005.

Since the social expenditure data based on the social expenditure of OECD are used, a wider range of expenditures (public housing expenditure, facility improvement costs, etc.) than social security benefits are also calculated.

The aging rates are based on the OECD "OECD in figures 2009", and the national contribution ratios are based on the survey conducted by the Ministry of Finance. (The ratio of Japan is based on the outlook for FY 2010 and those of other countries are based on the results in 2007.)

International comparison of national burden ratio

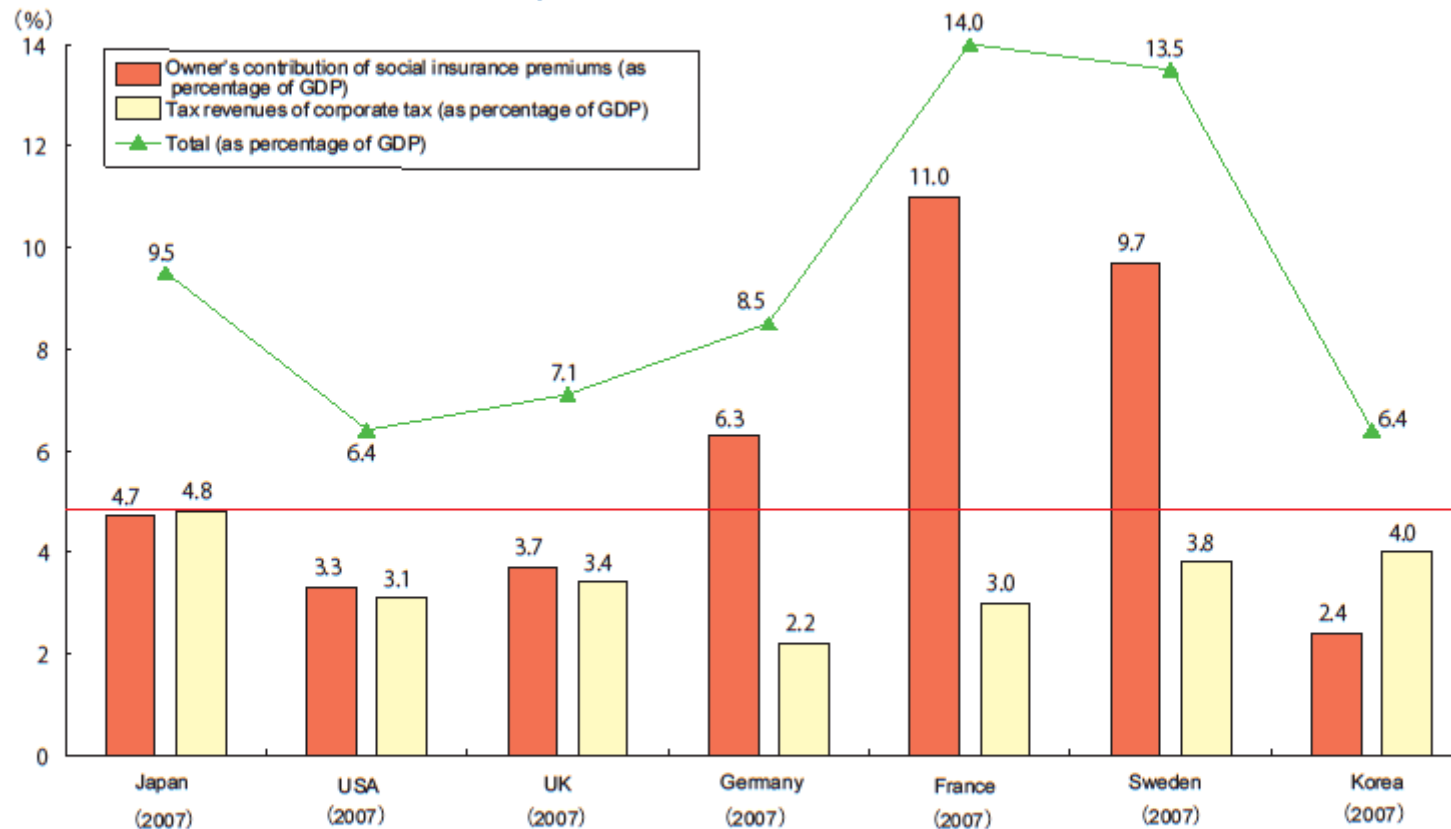


(Note) 1. The ratio of Japan is based on the outlook for FY 2010 and those of other countries are based on the results in 2007.

2. The fiscal balances as percentage of national income of Japan and USA are based on the general government financial balances excluding social security while those of other countries are based on the general government financial balance. [Source] The website of the Ministry of Finance

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International comparison of owner's contribution of social insurance premiums and tax revenues of corporate tax



(Source) Prepared based on the materials used for the 2nd Subcommittee on the Basic Issues, Expert Committee of Tax Commission

(Note) 1. Owner's contribution of social insurance premiums includes the contribution by social security premium contributors in the public sector in addition to the contributions by corporations and self-employed.

2. "Revenue Statistics" released by the OECD includes the items where classification of coefficients related to social insurance premium is unavailable. They are distributed proportionally among the related items for

(Source) "Annual Report on National Accounts" Cabinet Office, "Revenue Statistics 1965-2008" OECD, "National Accounts 1996-2007" OECD