

Initiatives to Promote Employment of Older  
Persons at the Japan Organization for  
Employment of the Elderly, Persons with  
Disabilities and Job Seekers(JEED)

Japan Organization for Employment of the Elderly,  
Persons with Disabilities and Job Seekers(JEED)  
Department for Older Workers' Employment  
Promotion

- 1 About the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers(JEED)
- 2 Japan's Aging Population and the Rationale for Promoting Older Workers' Employment
- 3 Subsidy Program for Promoting Employment of Workers Aged 65 and Older
- 4 Employment System Improvement Proposals, Consultations, and Support Provided by "70-Year Employment Promotion Planners" and "Senior Employment Advisors"
- 5 Project for Industry-Specific Promotion of Older Workers' Employment and Awareness Activities toward Realizing a Lifelong Active Society

# 1 About the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers(JEED)

# Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers (JEED) Policy Framework Diagram

## Challenges Facing Japan's Economy and Labor Market

- ✓ Population decline and aging
- ✓ Stagnant potential growth
- ✓ Digital and decarbonization-driven transformation
- ✓ Post-pandemic economic normalization



## Policies the Government Should Implement

(Basic Policies for Economic and Fiscal Management and Reform 2022, etc)

- ✓ Investing in people to create value
- ✓ Creating an environment for skill development, access to safety nets, and flexible work options

## Mission of the Ministry of Health, Labour and Welfare

- ✓ Ensuring Job Stability in the Labor Market So That All Motivated Individuals Can Work
- ✓ Promoting the Development and Enhancement of Workers' Skills, While Creating an Environment Where They Can Fully Utilize Their Abilities

## Role of the Organization for Employment of the Elderly, Persons with Disabilities, and Job Seekers during the 5th Medium-Term Plan Period

*Relationships of trust with local entrepreneurs and related organizations*

Regional organizations operating nationwide

Highly skilled professionals

Accumulated expertise in providing support

Relationships of trust with local entrepreneurs and related organizations

Maximizing the Use of These Resources to Primarily Carry Out the Following Tasks

### Older Worker Employment-Related Operations

- Enhancement of Support for Employers Promoting **Employment Opportunities up to Age 70**

Realizing a "Lifelong Active Workforce Society" Where Older Adults Can Continue Working Regardless of Age

### Disability Employment-Related Operations

**Specialized Support for Persons with Disabilities and Enhanced Employer Consultation**

**Training Local Employment Support Personnel with Cross-Sector Knowledge in Employment and Welfare**

Realizing a Society Where Everyone Can Thrive Regardless of Disability, Based on Their Hopes, Abilities, and Aptitudes

### Vocational Training Operations

- Maintaining Employment Safety Nets through Public Vocational Training
- Supporting the Securing and Development of Human Resources Needed for Productivity and Skills Enhancement in SMEs Engaging in Digital and Green Transformation

Business Development and Productivity Improvement of SMEs Responding to Digitalization and Decarbonization

# Overview of the Organization

○名称:独立行政法人高齢・障害・求職者雇用支援機構

Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers (JEED)

○Location: 3-1-2 Wakaba, Mihama-ku, Chiba City, Chiba Prefecture, Japan (inside Advanced Training Center)

○Established: October 1, 2003

○Legal Basis: Act on the Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers, Act No. 165 of 2002

○Purpose of the Organization:

The purpose of the Organization is to contribute to the stability of employment, the promotion of welfare, and the development of the economy and society by carrying out the following activities: providing subsidies to employers who hire elderly persons and others, offering consultation and other support to employers regarding technical matters related to the employment of elderly persons and others, establishing and operating facilities to promote the vocational independence of persons with disabilities, implementing measures to adjust the economic burden associated with employing persons with disabilities, supporting the employment of elderly persons, persons with disabilities, and others, and establishing and operating facilities to promote the development and improvement of the vocational skills of job seekers and other workers.

○Number of Staff: Regular Employees: 3,771 Contract Employees: 3,280 (as of April 2025)

○Number of Facilities:

- Prefectural Branches [Regional Vocational Centers for Persons with Disabilities: 47 (+5 sub-branches)]  
Vocational Ability Development Promotion Centers: 46 (+15 Training Centers)  
National College of Vocational Ability Development: 10 (+12 Attached Junior Colleges)  
Junior Colleges for Vocational Ability Development: Yokohama Campus, Kobe Campus
- National Vocational Rehabilitation Center (1)
- National Kibi Plateau Vocational Rehabilitation Center (1)
- National Institute of Vocational Ability Development (1)

○History:

May 26, 1971 : Founding of the Association for Employment of Disabled Persons

May 30, 1974: Founding of the National Association for Employment of Physically and Mentally Disabled Persons(Reorganization of the Association for Employment of Disabled Persons)

○March 1, 1977 : Inauguration of the Association for Employment of Physically Disabled Persons(AEPD) (Dissolution of the National Association for Employment of Physically and Mentally Disabled Persons)

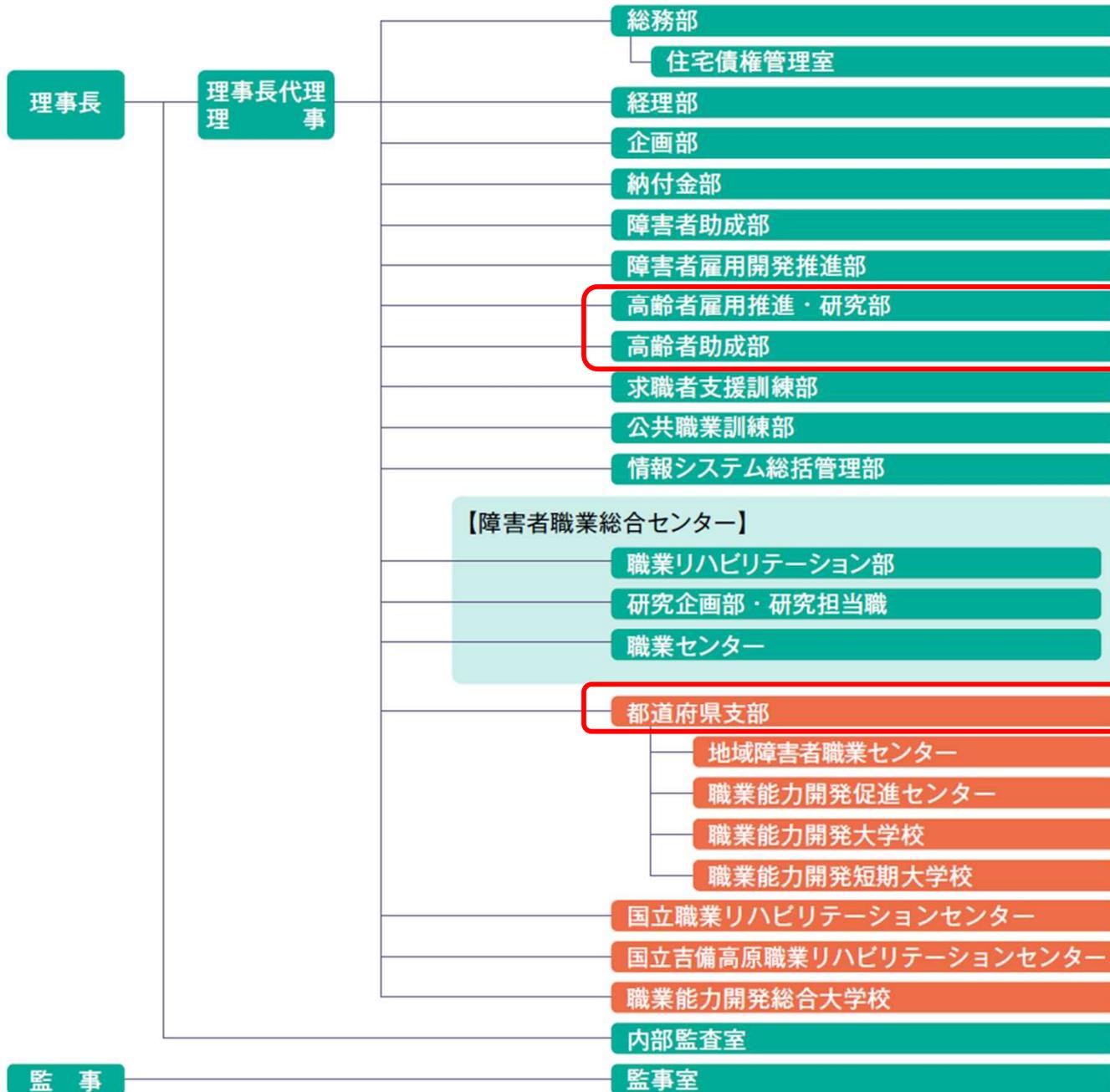
○April 1, 1988 : AEPD renamed as the Japan Association for Employment of Persons with Disabilities(JAED)

October 1, 2003 : Establishment of the Japan Organization for Employment of the Elderly and Persons with Disabilities(JEED) (Dissolution of JAED and establishment of JEED as a new special administrative organization, with transfer of part of the business of the Association of Employment Development for Senior Citizens to JEED)

October 1, 2011: JEED renamed as the Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers(JEED) (Dissolution of the Employment and Human Resources Development Organization of Japan, with transfer of part of its business to JEED)



# 組織図

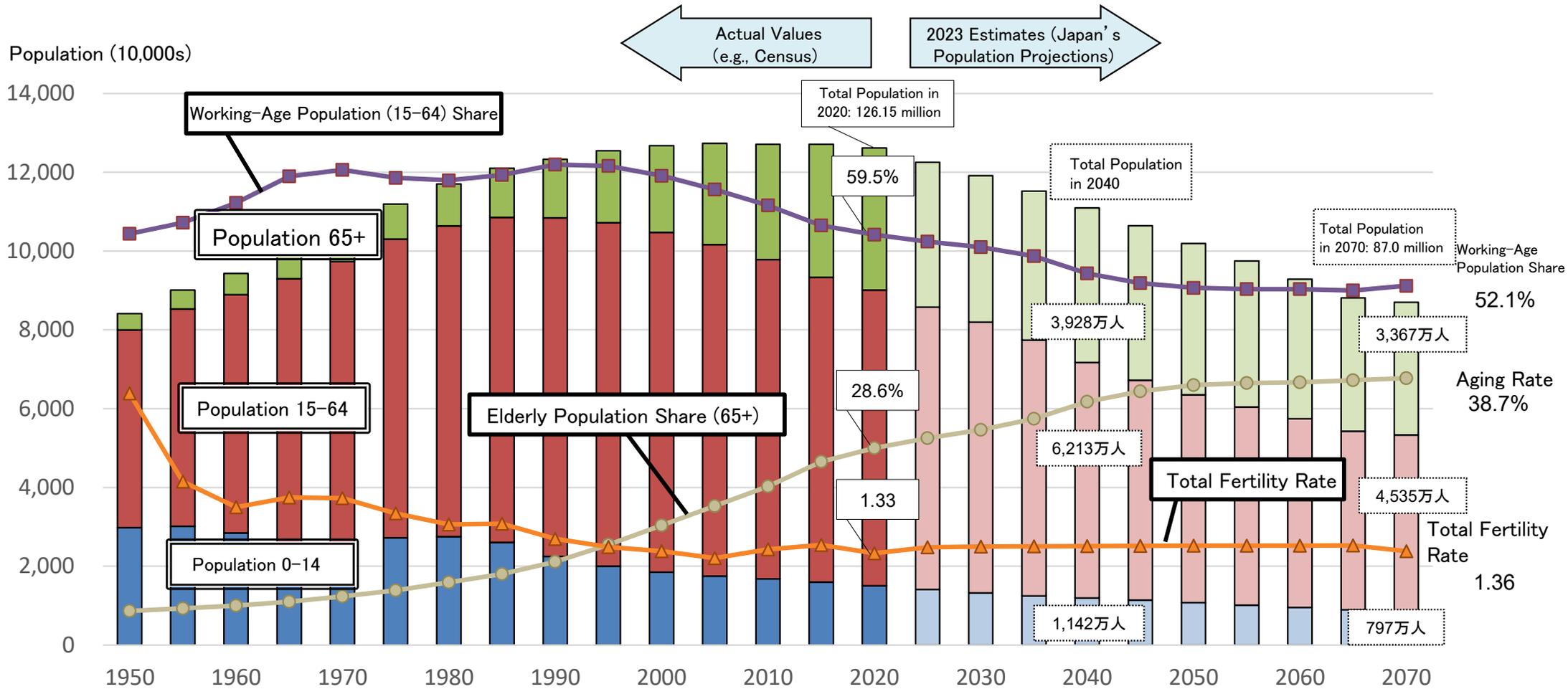


Responsible for support projects for elderly persons

Each of the 47 Prefectural Offices has a Division for the Elderly and Persons with Disabilities. In addition, the Tokyo and Osaka branches have established a Division for Service Support, providing assistance to employers.

## 2 Japan's Aging Population and the Rationale for Promoting Older Workers' Employment

# Population Trends in Japan

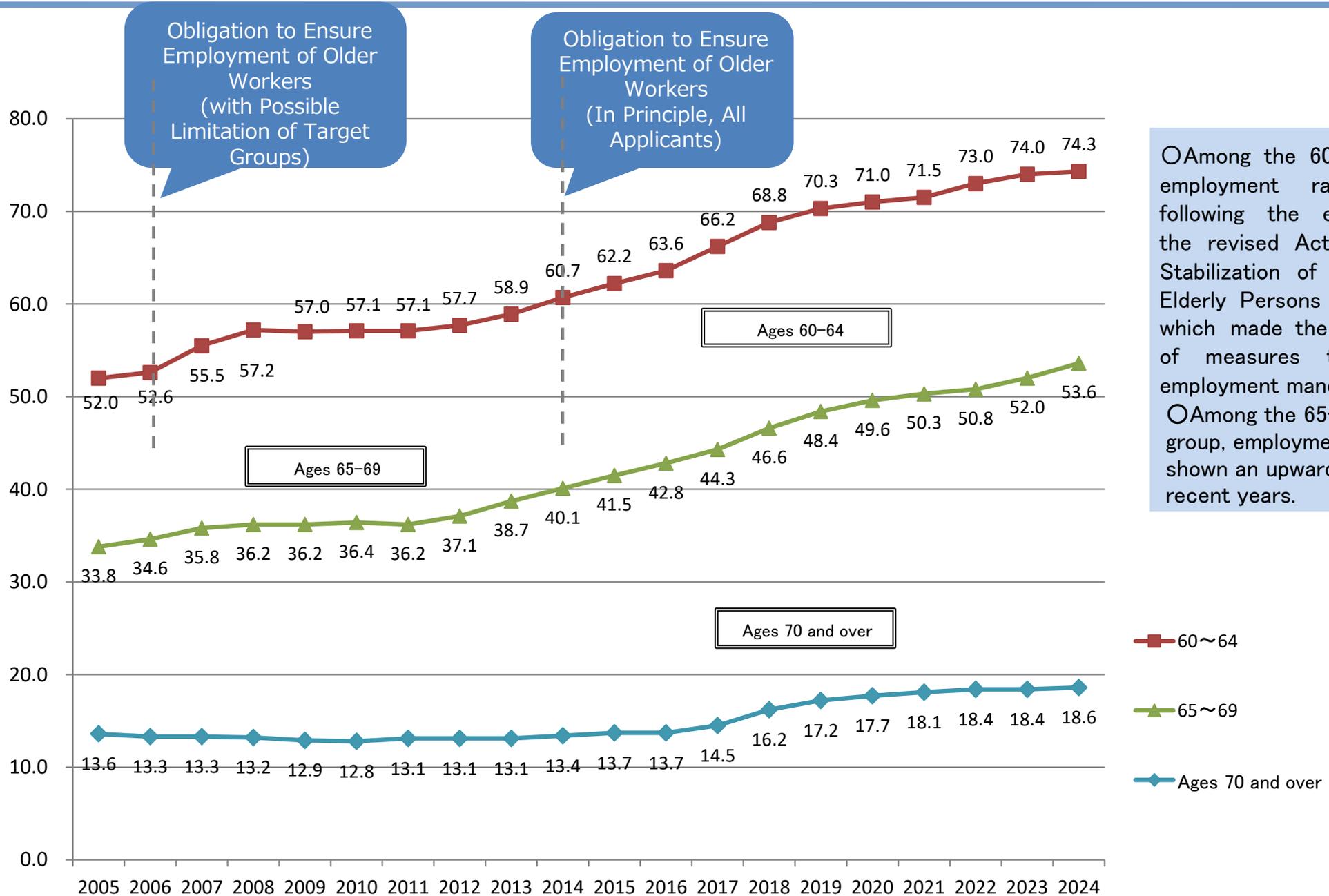


Source: Population data up to 2020 are from the Census by the Ministry of Internal Affairs and Communications, and total fertility rate data are from the Vital Statistics by the Ministry of Health, Labour and Welfare.

From 2025 onward, data are from the National Institute of Population and Social Security Research, "Population Projections for Japan (2023 Projections)" (Medium-Fertility, Medium-Mortality Scenario).

Japan's population has recently entered a declining phase. It is projected that by 2070, the total population will fall below 90 million, with the proportion of elderly people reaching approximately 39%.

## Employment Rate Trends for People Aged 60 and Over in Japan



○ Among the 60-64 age group, employment rates increased following the enforcement of the revised Act on Stabilization of Employment of Elderly Persons (April 1, 2006), which made the implementation of measures to secure employment mandatory.

○ Among the 65-69 age group, employment rates have shown an upward trend in recent years.

# Background for Promoting Employment of Older Persons

- Rapid Population Aging and Declining Birthrate
- Decline in the Labor Force

Aiming to realize a ‘Lifelong Active Society,’ where people can continue working regardless of age as long as they are healthy, motivated, and capable, thereby maintaining the vitality of the economy.

## Government

- Guidance Based on the Law (Thorough Implementation of Employment Securing Measures up to Age 65)
- Employment Support for Older Persons (Matching Services)

## JEED

Providing specialized support to encourage voluntary initiatives for further utilization of older workers in companies that comply with the law (Employer support for continued employment beyond age 65).

## Act on Stabilization of Employment of Elderly Persons

- Prohibition of Setting the Retirement Age Below 60
- Obligation to **Implement Measures to Secure Employment of Older Workers up to Age 65 (Implementation of Any One of Measures ①-③)**

- ① Extension of the Retirement Age
- ② Introduction of a Continued Employment System for All Applicants
- ③ Abolition of the Mandatory Retirement Age

# History of Legal Amendments

Revised Act on Stabilization of Employment of Elderly Persons (Enforced on April 1, 2021)

○Obligation to Make Efforts to Implement Measures to Secure Employment of Older Workers up to Age 70 (Implementation of Any One of Measures ①–④)

- ① Extension of the Retirement Age
  - ② Introduction of a Continued Employment System
  - ③ Abolition of the Mandatory Retirement Age
  - ④ Introduction of Measures for Start-up Support, Implementing Either (1) or (2)
    - (1) Introduction of a System for Continuously Concluding Outsourcing Contracts up to Age 70
    - (2) Introduction of a System Allowing Continued Engagement in Social Contribution Projects up to Age 70
- Carried Out Directly by the Employer or by an Organization Commissioned or Funded by the Employer

JEED

- ① Provision of Subsidies to Stabilize Employment of Older Workers
- ② Consultation and Support Regarding Employment of Older Workers to Ensure Opportunities up to Age 70
- ③ Development of Practical Methods
- ④ Implementation of Awareness-Raising Activities toward Realizing a Lifelong Active Society

## 3 Subsidy Program for Promoting Employment of Workers Aged 65 and Older

# 65歳超雇用推進助成金制度

## Subsidy Program for Promoting Employment of Workers Over 65

The Subsidy Program for Promoting Employment of Workers Over 65 is one of the employment policies implemented by the Ministry of Health, Labour and Welfare, and the Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers is responsible for managing all aspects of its disbursement.

### Continued Employment Promotion Option for Employees Over 65

Employers who raise the retirement age, abolish it, or introduce a continued employment system for employees aged 66 and over are eligible for the following amounts, based on the number of eligible employees and years of retirement age extension.

#### Raising or Abolishing the Retirement Age, and Introducing a Continued Employment System

Details of Measures Number of Eligible Insured Employees	Raising the Retirement Age to 65	Raising the Retirement Age to 66-69		Raising the Retirement Age to 70 and over	Abolition of the Retirement Age	Raising the Age for Continued Employment to 66-69	Raising the Age for Continued Employment to 70 and over
		Under 65 years old	Aged 65 and over				
1-3persons	¥150,000	¥200,000	¥300,000	¥300,000	¥400,000	¥150,000	¥300,000
4-6persons	¥200,000	¥250,000	¥500,000	¥500,000	¥800,000	¥250,000	¥500,000
7-9persons	¥250,000	¥300,000	¥850,000	¥850,000	¥1,200,000	¥400,000	¥800,000
10 or more persons	¥300,000	¥350,000	¥1,050,000	¥1,050,000	¥1,600,000	¥600,000	¥1,000,000

#### Introduction of a Continued Employment System by Another Company

Details of Measures	Raising the Age for Continued Employment to 66-69	Raising the Age for Continued Employment to 70 and over
Maximum Payment Amount	¥100,000	¥150,000

### Employment Management Improvement Option, Including Evaluation System for Elderly Employees

Employers who have implemented employment management systems for elderly employees are eligible to receive an amount equal to 60% of the expenses required to carry out the measure (45% for employers other than small and medium-sized enterprises).

Types of Measures for Elderly Employment Management	Subsidy-Eligible Costs
Introduction and Improvement of Wage and HR Treatment Systems for Elderly Employees	○Expenses for outsourcing to experts and consultants required for the introduction of employment management systems for elderly employees (including creation or amendment of labor agreements or work rules) and for consultations with consultants.
Introduction and Improvement of Working Hours Systems	
Introduction and Improvement of Telework Systems	
Introduction and Improvement of Training Systems	
Introduction and Improvement of Professional Career Systems	○Expenses incurred for the introduction of equipment, systems, and software, etc., required to implement the measures listed in the left column.
Introduction of Health Management Systems	
Introduction and Improvement of Other Employment Management Systems	

Note: If the expenses exceed ¥500,000, the amount will be capped at ¥500,000. For the first implementation per company, the measure will be considered to have incurred ¥500,000 in expenses, regardless of the actual amount.

### Option for Conversion to Permanent Employment for Elderly Employees

Employers who convert fixed-term contract workers aged 50 and over but below the retirement age to permanent employees are eligible to receive ¥300,000 per eligible worker (¥230,000 for employers other than small and medium-sized enterprises).

※The number of eligible workers is limited to up to 10 per applicable workplace per fiscal year of application.

# ○ Provision of subsidies to employers, etc.

## Achievement status of numerical targets

※ Number inside [ ] indicate results for the previous fiscal year.

- ① Number of business establishments participating in subsidy briefing sessions  
**28,326** [26,968 ]  
 Target : Over 20,000 establishments  
 Achievement : 141.6%
- ② Average processing period for subsidies  
**76.3days** [82.2days]  
 Target : Not exceeding 90days Achievement : 118.0%

## Main initiatives

### ◆ Awareness and publicity to promote effective use of subsidies

- Revision of subsidy briefing materials based on survey results
- Additionally, venues expected to attract many participants are selected, and joint sessions are held with various briefing sessions organized by public employment security offices and other agencies.
- Distribution of subsidy program explanatory videos on the website and YouTube (Number of views: 6,556 [8,334])

### ◆ Efficient management of subsidy disbursement operations

- Regular management of progress related to application status, and review of the review system and procedures to handle an increase in subsidy applications and prevent delays in screening.
- Creation of easy-to-understand "Subsidy Application Guidelines" and instructional videos, explaining common errors and frequently asked questions from employers and others.
- Enhancement of service quality and processing capacity of prefectural branch staff through review and inspection manuals, as well as national meetings of subsidy administration personnel.
- Development of a system for online applications and dissemination of information, with operations starting in April 2025.



▲ Instructional video on how to fill out the form



▲ Promotional flyer for online applications

### ◆ Proper implementation of subsidy payment operations

- Number of on-site inspections conducted: 605 [649]
- Publication on the website, etc., to alert against employers involved in fraudulent claims
- Number of confirmed cases of fraudulent claims: 1 [0]

## Conducting surveys of program participants

"The availability of subsidies encouraged initiatives such as raising the retirement age and introducing employment management systems": 94.2% [90.6%]

	Number of cases	Amount (thousand yen)
Payment of subsidies	2,724 [2,940]	1,581,775 [1,608,874]

## Workflow of the review process for subsidy payments

### Prefectural Office

- Receipt and inspection of application documents
- Verification of eligibility for payment (e.g., inquiry of employment insurance data with the Prefectural Labour Bureau, on-site survey of the business by visiting the employer, etc.)
- Forwarding the application documents to the headquarters of the organization

### JEED Headquarters

#### Examination

- Verification of eligibility for payment

#### Payment Approval

- Approval of payment and remittance procedures, etc.

## Examples of Utilization of the Subsidy for Promoting Employment of Workers over 65 (Continued Employment Promotion Course for Employees Over 65)

Target Employers: Social insurance, social welfare, and nursing care businesses (Toyama Prefecture), with approximately 30 employees.

### Challenge

○ Older employees bring extensive experience, ensuring smooth communication and reliable problem-solving. The company has actively hired older workers, but establishing a system to support their long-term employment remained a challenge.

### Initiatives to Address and Improve Challenges

○ With guidance from experts, the company raised the retirement age from 65 to 70.

### Effects of Utilizing the Subsidy

○ Employees have expressed positive feedback, such as feeling more at ease without the mindset of "having to retire at 65." By leveraging the extensive experience of older workers, the company pairs them with younger employees. This mentoring approach—where older employees model interactions with facility residents, greetings, language use, and cleaning methods—has had a significant impact on developing younger staff.

## 4 Employment System Improvement Proposals, Consultations, and Support by “70-Year Employment Promotion Planners” and “Senior Employment Advisors”

# Support Provided by 70-Year Employment Promotion Planners and Senior Employment Advisors

- Commissioning individuals with specialized knowledge and experience in employment and business management (non-employment basis)
- Developed into specialists in promoting employment of older workers through JEED's training programs and practical experience.
- Providing support tailored to each company's needs through on-site visits.

## “Senior Employment Advisors”

### ➤ Number of Appointments

Approximately 500 personnel are deployed nationwide (across all 47 prefectures), with 4 to 60 individuals assigned per prefecture

### ➤ Major Qualifications

- Certified Social Insurance and Labor Consultants (approximately 78%)
- Small and Medium Enterprise (SME) Management Consultants (approximately 22%), etc.

# Support Provided by 70-Year Employment Promotion Planners and Senior Employment Advisors

- Providing proposal-based **advisory and support services** to companies through on-site visits, including reviewing personnel and compensation systems, improving workplaces, and suggesting concrete measures such as raising the retirement age or extending continued employment to ensure work opportunities up to age 70.

## ✂ Contents of advisory and support services

### ✂ (2) Fee-based / Supported by JEED

#### ① Consultation and Advice

Planners and Advisors visit companies to assess the current situation, identify issues related to employment management of older workers, and organize challenges. They provide proposals and advice on procedures and methods to address these issues. Specifically, consultation and advice cover areas such as improving personnel management systems, wage and retirement benefit systems, workplace and job development, skills development, health management, and other matters related to employment of older workers

#### ② Planning and Training Services (Fee-based / Supported by JEED)

Based on issues identified through consultation and advice (such as personnel management systems, wage and retirement benefit systems, workplace and job development, skills development, and health management), concrete improvement measures are formulated and proposed to enable further utilization of older workers. In addition, training is provided to revitalize middle-aged and older employees and the workplace.

#### ③ Proposals for Employment System Improvement

Planners and Advisors provide concrete proposals to employers on revising systems, such as raising the retirement age or extending continued employment, to ensure work opportunities up to age 70.

# 70歳雇用推進プランナー 高年齢者雇用アドバイザーのご案内

Please consult with us on measures to enhance the contribution of older workers, including securing work opportunities up to the age of 70 (there has been an obligation to make such efforts since April 2021)!

## Why Is It Necessary to Enhance the Contribution of Older Workers?



### ● Declining Working-Age Population Due to Rapid Aging

Demographic statistics show that the working-age population (15–64) will keep declining, making it harder for companies to secure personnel

### ● High Employment Motivation Among Older Workers

A survey of people aged 60 and over found that the majority wish to continue working beyond age 65.



## What Are 70-Year Employment Promotion Planners and Senior Employment Advisors?

### Specialists with Expertise and Experience in Older Worker Employment

Certified Social Insurance and Labor Consultant

SME Management Consultant

Management Consultant (SME Specialist)

Experienced Human Resources and Labor Management Officer

etc.



### Consultation and Advice

Free

Specialized Consultation on Creating an Environment for Older Workers

- ▶ Personnel Management
- ▶ Wage and Retirement Systems
- ▶ Workplace and Job Development
- ▶ Skills Development
- ▶ Health Management
- ▶ Other Older Worker Employment Issues

### Proposals

Free

Proposing System Revisions to Enhance Older Worker Utilization and Secure Work Opportunities up to the Age of 70

- ▶ Identifying Issues
- ▶ Proposing Concrete Solutions
- ▶ Visualizing Benefits of System Revisions
- ▶ Providing Sample Rules for System Development

### Other Services

Free

#### ◆ Visualizing Issues with Employment Assessment Tool

By simply answering a brief checklist, issues in utilizing older workers are identified, and advice on solutions is provided.

#### ◆ Providing Best Practices from Other Companies

Curious about what other companies are doing? We provide examples of initiatives from peer companies that can serve as references for your organization.

### Planning and Related Services

Fee-based

We provide concrete Human Resources solutions and help create conditions to promote older worker employment. Tailored training for middle-aged and older employees is also offered, with JEED covering half the cost.



## Examples of Proposals

Free

### Employers' Concerns

- Concerns About Health and Safety in Extending Employment to Age 70

### Proposing Solutions to Issues

- As health and physical capacity vary more among older workers, match tasks to individual suitability and conduct regular health and fitness checks.
- Improve the workplace environment to ensure older workers can continue working safely.

### User Feedback

- Planning Health Management and a Comfortable Workplace – Helpful Insights Gained



## Examples of Planning Activities

Fee-based

### Employers' Concerns

- How Should Wages Be Set for Employees Continuing After Retirement?

### Proposals for Planning and Development

- New wages are determined based on market value and the employee's contribution in post-retirement roles. Through detailed discussions with employers, we provide proposals aligned with their needs to support business growth.

### Follow-Up

- We follow up to ensure the proposed planning measures were appropriate and that no new issues have arisen.



## Benefits of Utilizing Older Workers

### Advantage in Securing Talent

Extending the tenure of older employees helps secure manpower and, by formalizing the system, allows younger and mid-career staff to work with peace of mind.

### Sustainable Business Growth

By leveraging their long-acquired knowledge, skills, and expertise, and passing them on to younger and mid-career employees, stable business operations can be maintained.

**Both the company and employees can benefit.**

#### Contact information

Please contact the Elderly and Persons with Disabilities Division at your JEED Prefectural Office.



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独立行政法人



高齢・障害・求職者雇用支援機構 (JEED)

Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers

JEEDホームページは  
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# ○ Providing Effective Consultation and Support to Employers

## Target Achievement

※Numbers inside [ ] represent the previous fiscal year's results.

① System Improvement Proposals	<b>7,718</b>	[8,201]	Target: 6,200 cases Achievement: 124.5%
② Percentage of Revisions Implemented Following Proposals	<b>67.8%</b>	[68.9%]	Target: 60% or more Achievement: 113.0%

<b>Consultation and Advice via Visits</b>	25,550	[28,562]
	18,514 workplaces	[20,710 workplaces]

Cases likely leading to system improvement proposals were revisited and proposals were implemented.

## Main Initiatives① ◆ Implementation of System Improvement Proposals by Planners, etc.

- **Strategic System Improvement Proposals** Based on Company Needs and Past Consultations
- **Used JEED tools**, such as the **Manual for Promoting Employment up to Age 70**.
- Targeted **small companies (21–30 employees)**; branch staff conducted outreach, and planners received training on **effective company visits**.

① Select Companies for Visits and Request Appointments

**Planners (450 [459])**  
**Advisors (49 [52])**  
(Appointed experts include Certified Social Insurance and Labor Consultants, Small and Medium Enterprise Consultants, Administrative Scriveners, etc.)

JEED Headquarters (General Advisor)

Consultation ↑ ↓ Advice & Guidance

Prefectural Offices (70-Year Employment Promotion Coordinators)

④ Conducting Follow-Up

**Employers**

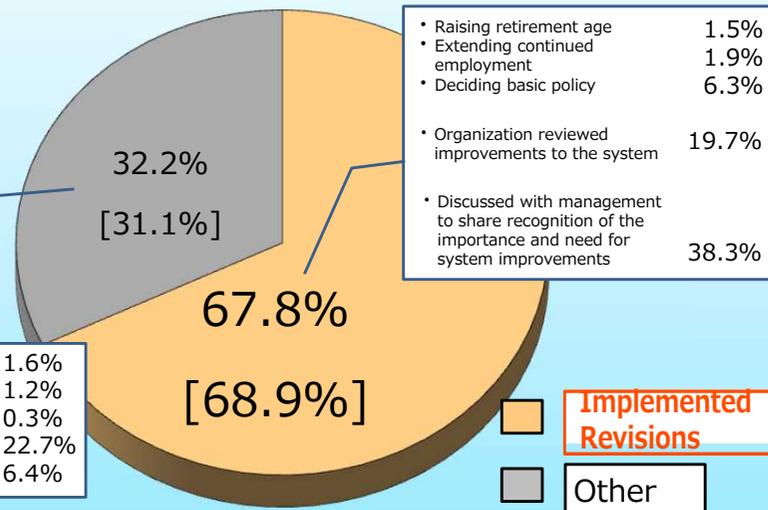
- **Conduct multiple company visits** to assess employee age structure, utilization of older workers, and challenges, and **propose tailored retirement or continued employment extensions up to the age of 70**, including concrete implementation steps.
- Consultation on HR, wages, workplace and skill development, and health management for older workers.

## Results of Follow-Up Survey After Proposals

- Conduct follow-up surveys 4–6 months after system improvement proposals.
- **For employers who did not implement revisions, JEED Headquarters analyzes the reasons and shares the findings with prefectural branches.**

**Number of Follow-Up Surveys**  
**8,027 [8,434]**

• Consulted advisor	1.6%
• Assessed situation	1.2%
• Collected information	0.3%
• Did nothing	22.7%
• No response	6.4%



## Employers' Feedback During Follow-Up

- Provided examples from other companies and explained employment assessment results; very helpful.
- Planner's proposals met employees' desire to work longer, boosting motivation; salary and retirement pay considerations will also be addressed.
- The planner's proposals and advice were very helpful. Although we have an advisory labor consultant, we would like to receive materials and support from JEED whenever possible.

# 5 Project for Industry-Specific Promotion of Older Workers' Employment and Awareness Activities toward Realizing a Lifelong Active Society

# ○Awareness and Publicity Activities for Realizing a Lifelong Active Society

## Main Activities⑤ ◆Conducting Awareness and Publicity Activities

### Awareness Activities during the Employment Support Month for Elderly Employees (October)

#### ○Elderly Employee Active Company Contest

- Awards were given to 28 companies



▲ Grand Prize  
Uematsu Construction Co., Ltd.  
(Saga Prefecture)

#### ○Forum for Companies Promoting Elderly Employee Participation

- Award Ceremony for the Elderly Workforce Excellence Awards
- Keynote Speech: Mr. Takao Maekawa, President & CEO, FeelWorks Inc.

- Talk Session (Presentation of Award-Winning Cases & Q&A on Cases)

#### • Live Streaming Conducted (Hybrid Format)

(Satisfaction based on survey: 95.1% [92.2%])

- Further dissemination was promoted by **providing on-demand streaming** at a later date.

#### ○Symposiums (3times)

- Held from October to November on topics of high interest to companies aiming to enhance the contribution of elderly employees, providing opportunities to consider prospects for promoting active participation in later life.
- All sessions were **live-streamed**, with **on-demand streaming** provided afterward.
- Number of streaming accesses: 2,586 [2,888]

(Satisfaction based on survey: 85.5% [91.9%])

<p>Rethinking Human Resource Management from a "Job-Based" Perspective -Leveraging Senior Talent</p>	<p>Theme: Learning from Companies Revising Mandatory Retirement Ages - Leveraging Senior Talent</p>
<p>Case Study: Hitachi, Ltd.</p> <p><b>Challenges</b></p> <p>To provide social innovation globally, <b>the company introduced job-based talent management.</b></p> <p><b>Initiatives</b></p> <p>Middle- and senior-aged employees receive <b>40-year career training</b> and <b>Will-Can-Must training</b> to support early autonomous career development. <b>The upper age limit for continued employment has been gradually extended to 70.</b></p>	<p>Case Study: Daiwa House Industry Co., Ltd.</p> <p><b>Challenges</b></p> <p>Need to <b>prevent senior employee turnover, boost motivation, and strengthen recruitment competitiveness.</b></p> <p><b>Initiatives</b></p> <p><b>Abolished position-based retirement and unified treatment with employees up to the age of 60. Continued employment possible beyond the retirement age of 65, with no age limit for technical staff. Introduced internal and external side-job programs, providing cross-boundary experiences to support employee autonomy and growth.</b></p>

#### ○Workshops held regionally to promote a "lifelong active society." (Each prefectural Office)

- Lectures by experts and presentations of advanced cases of elderly employment  
Number of attendees: 2,358 [2,316]  
Satisfaction based on survey: 90.5% [88.4%]

- Video streaming was conducted in 22 branches (**live streaming and on-demand streaming afterward**)

#### Creation and publication of the awareness magazine Elder

- Providing know-how and information on elderly employment to HR and labor management personnel (published monthly)

#### Enhanced and improved the magazine based on survey feedback (Usefulness based on survey: 86.5% [91.3%])

- Featured articles tailored to readers' needs, such as Creating a Lively Workplace for Seniors – Promoting Safety and Health and Elderly Employment from a Women's Perspective.
- Featured interviews with executives of companies promoting employment beyond the age of 65, along with numerous corporate case studies.

Published article▶

#### Awareness and publicity activities through mass media

- Results of the contest, including company initiatives, were **published in the Nikkei newspaper** (full 15-column spread).



## Main Activities⑥ ◆Dissemination of best practices by employers and

- others.**Information provided on the senior employment case study website**
- **Updated the senior employment case study website with the latest contest examples**

- Number of companies featured: 302 [266]

# Achievement status of numerical targets

Evaluation of the usefulness of the guidelines in a survey of member companies of industry associations participating in the Project for Industry- Specific Promotion of Older Worker's Employment

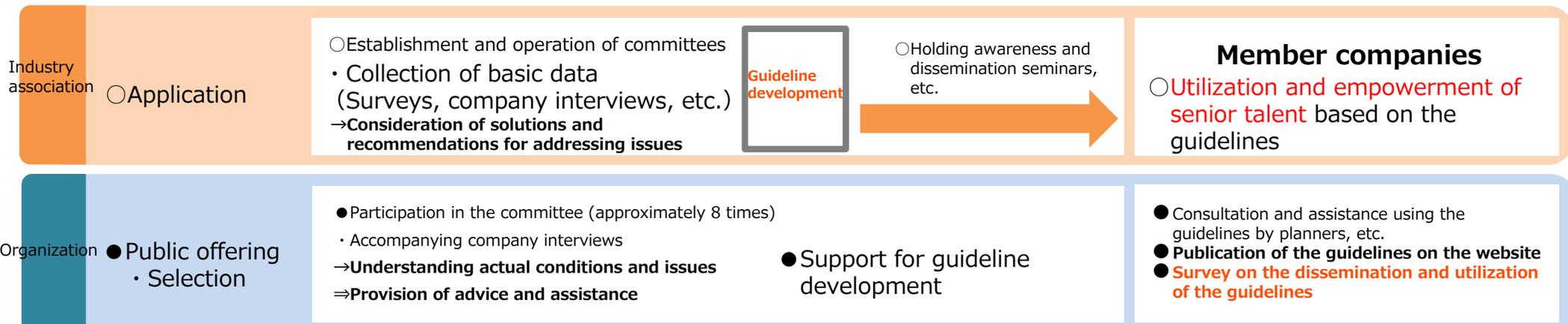
**89.5%** [86.9%]

Target : 85% or higher  
Achievement : 105.3%

## Main Activities④ ◆Development and dissemination support of industry-specific guidelines

### ○Initiatives related to industry-specific guidelines in FY2024

- Established senior employment promotion committees within industry associations to **enhance guideline content through understanding industry-specific employment and management issues and proposing solutions.**
- Based on the committee's findings, compiled guidelines and promoted them to member companies for effective utilization of senior talent.
- Measured the usefulness of the guidelines through a survey** to assess their effectiveness in promoting employment of senior workers.



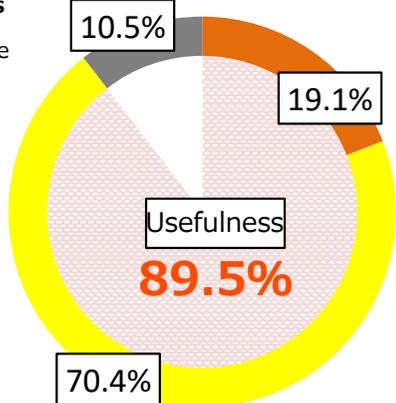
- Organizations supporting guideline development and dissemination : Hire and taxi services, designated driving schools, nursing care services, call centers, bag manufacturing, die-casting industry, precision measuring instruments manufacturing, IT verification services
- Organizations monitoring guideline dissemination and utilization : Embedded systems industry, warehousing, home care services, employment placement services, security services

### ○Evaluation of the usefulness of the guidelines

- Conducted a survey of member companies of five organizations
- Percentage of respondents who answered "useful / likely to be useful"

**89.5%** [86.9%]

- Useful
- Likely to be useful
- Not useful / Unlikely to be useful



### ○Guidelines surveyed in FY2024

Embedded systems industry Warehousing Home care services Recruitment services Security services



Agriculture	<b>the Project for Industry-Specific Promotion of Older Worker's Employment</b>
Mining, quarrying, and gravel extraction	<b>Gravel extraction ,quarrying</b>
Construction industry	Construction industry, tile installation, foundation work, etc.
Manufacturing industry	Lumber industry, steel industry, automobile body manufacturing, etc.
Information and communications industry	Information services, computer software, IT verification services, etc.
Transportation industry	Passenger motor transport, port transportation, private railways, etc.
Wholesale and retail trade	Trading and general trading companies, food retail, apparel and fashion industry, etc.
Finance and insurance	<b>Credit sales (consumer finance) and cooperative financial institutions</b>
Real estate and goods rental and leasing	<b>Condominium management services</b>
Professional and technical services	<b>Plant maintenance services</b>
Accommodation and food services	Hotels (city hotels), food service industry, hotel industry, etc.
Living-related services	Travel agencies, funeral services, childcare services (babysitting), etc.
Education and learning support services	<b>Cram schools</b>
Medical and welfare services	Elderly welfare and nursing care, medical services, fee-based senior housing, etc.
Service industry	Automobile maintenance, building maintenance, public relations (PR), etc.