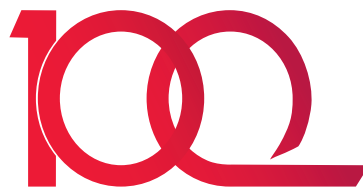




International
Labour
Organization



Symposium Commemorating the ILO Centenary

Report



Theme

The future of work

Date

2019.2.1 (Fri)

Venue

Iino Hall & Conference Center Room A

-
- Organizers: Ministry of Health, Labour and Welfare / International Labour Organization
 - Supporters: JTUC-RENGO (Japanese Trade Union Confederation) / Keidanren (Japan Business Federation)

Opening Remarks ① (Representative of the Government)

Emiko Takagai

State Minister of Health, Labour and Welfare

Ladies and gentlemen welcome to the ILO Centenary Symposium organized by the Ministry and the ILO Office for Japan. I have the pleasure, on behalf of the host of the Ministry, to say a few words in greeting. This year marks the 100th anniversary of International Labour Organization established in 1919. After the World War I, the ILO was established together with the League of Nations, and the ILO have contributed to the development of international labor policies as an unique international institution represented by the governments of member states as well as representatives of workers and employers. I would like to express my deep respect to the Secretariat of the ILO as well as the representatives of workers and employers from all over the world, which has supported the ILO's activities over many years.



Today, the world continues to undergo a major and rapid change: demographic changes, technological innovations such as AI and IoT, and globalization. In the face of transformative changes, how do we create jobs for people and bring happiness to people through work. It is more important for governments, workers' and employers' organizations to have tripartite dialogues and cooperate each other to address these challenges. Under these circumstances, it was really timely that the ILO established the Global Commission on the Future of Work, convened diverse experts from all over the world to have discussions over two years, and produced the Report.

Japan has also undergone major structural changes with aging population and diminishing working-age population. In order to address these changes, the government has worked with workers and employers to implement "Work Style Reform" to realize a society in which every citizen can demonstrate their capabilities. In particular, it is necessary to improve long working hours, eliminate unreasonable inequalities in treatment by the types of employment, and ensure work-life balance. It is important to implement these measures in pursuit of a society in which every worker is able to choose their working style based on one's needs. And, we need to realize a society in which every worker have a better future prospect and crease their own future by themselves.

I believe that Japan and the ILO are partners as we share the common goal to realize a better future of work in the face of major changes taking place in the world. As a founding member of the ILO as well as a permanent member of the Governing Body, Japan takes pride in having contributed to the ILO's activities. And the government of Japan is committed to further cooperation with the ILO on the basis of our long-term partnership.

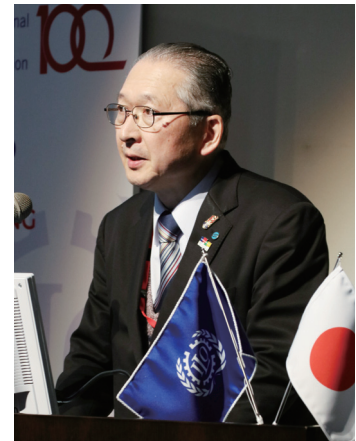
In the following sessions, first I would like to ask Ms. Greenfield, the ILO's Deputy Director-General for Policy, and Prof. Atsushi Seike to give keynote speeches. Following the introduction of innovative cases on "Work Style Reform" by workers and employers, this symposium will be concluded with the tripartite dialogue on present and future of "Work Style Reform". I wish that this symposium would be a fruitful one for both Japan and the ILO. Finally, I would like to wish the ILO's further development, and brighter next century for the ILO as well as member states including Japan, workers and employers around the world. Thank you.

Opening Remarks ② (Representative of workers)

Rikio Kozu

President, JTUC-RENGO (Japanese Trade Union Confederation)

On the occasion of the symposium commemorating the ILO's 100th anniversary, I would like to offer my sincere congratulations on behalf of JTUC-RENGO. In 2019, the ILO celebrates the 100th anniversary, while we celebrate 30 years of its foundation. Moreover, this year Japan will host G20 Summit and its related Ministerial Meetings, and JTUC-RENGO and other trade unions will also hold the L20 Summit. On this milestone year, it is significantly meaningful to consider our future direction, examine the desirable approaches and explore our vision, while getting back to our original premise and reviewing the past efforts. Under the leadership of Mr. Guy Ryder, Director-General of the ILO, Global Commission report on the Future of Work has been compiled, which became an important milestone in the ILO Centenary Initiatives. In this regard, I would like to express my homage to Professor Seike, who participated as a member of the Global Commission, and all of those involved in this endeavor.



As RENGO approaches its 30th anniversary, we are currently discussing within the organization to develop our new vision, "Creating a Secure Society Based on Work – Protection, Connection and Creation." This initiative helps us examine action policies and our directions which will act as a medium- and long-term compass for society in 2035. On the occasion of our 30th anniversary, we are currently reviewing the social responsibility that we must undertake and explore socially expected labor movements. Having a determination that "We Change the Future" and placing "sustainability" and "inclusion" as the basis of our activities, we will advance efforts towards realizing this vision, together with our various stakeholders.

We understand that our initiatives fall on the same axis as the discussion on the future of work, which the ILO has advanced. As can be seen from the title of the report of the Global Commission on the Future of Work, "Work for a brighter future," the issue of realizing a "brighter, more brilliant future than today" is raised in the report.

Viewing the world, we see growing poverty and disparity, as well as significant lack of decent work opportunities. We must not turn away from these facts, instead, each one of us will never stop challenging the issues but move towards a better future. Moreover, without having a sincere dialogue with our various stakeholders, it will be difficult to envision, let alone realize, a "Bright Future." No matter what changes occur in our environment, we must continue to protect the basic principles and values which have been accumulated for 100 years by the ILO as we envision the "Future of Work" and examine specific activities.

In closing, I would like to once again extend my gratitude to all of those who offered their time and energy in holding this symposium. Moreover, as a representative of the JTUC-RENGO, I would like to express our resolve in continuing our active participation in the ILO activities and our determination to fulfill the roles and responsibilities of putting the ILO's spirit and values into practice at work place.

Opening Remarks ③ (Representative of employers)

Tsuyoshi Okamoto

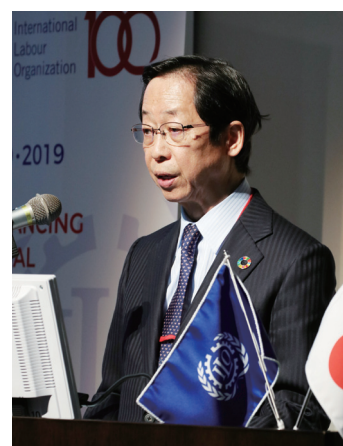
Vice Chair, Keidanren (Japan Business Federation) /

Chair, Committee on Employment Policy, Keidanren (Japan Business Federation)

I am glad to be here today to see the ILO Centenary Symposium celebrated on this scale. I would also like to express my appreciation for the publication of the ILO's Report of the Global Commission on the Future of Work and for everyone involved in compiling it. Now, at the Japan Business Federation, we are combining digital technology with the creativity of diverse personnel in order to solve social issues and thereby become a society that creates new value. This is the most critical issue we are working toward, namely, realizing what we call "Society 5.0."

Today, Japan has been effected the population decline, especially at small and medium enterprises in rural regions, which are facing a workforce shortage. Also, it is an urgent issue to promote work style reform and address the issue of long working hours. In order for Japan to achieve sustainable growth in this environment, we must improve our labour productivity—in other words, we must increase the added value within a limited workforce and limited working hours. We will reduce working hours while still improving productivity by utilizing cutting-edge technologies such as IoT, AI, robotics, and RPA, and by reviewing business processes. Thus we will use the capital and time to improve the treatment of working people and to further utilize innovation as a resource. I believe that this is may indeed be the ideal way of working for the age of Society 5.0. As stated in the Report of the Global Commission on the Future of Work, the judgment on what kinds of technologies we introduce and how we design work will ultimately have to depend on human beings. This means that we also need to educate highly knowledgeable experts on cutting-edge technologies and improve the digital literacy of working people. Also, when a new technology is substituted into a conventional job, it is expected that there will be a shift toward high value-added work for the workers. In relation to this point, I feel that it is particularly significant to the first of the ten pieces of advice given in the report, about designing a system that will allow people to pick up new technology throughout their lives.

Next, in order to create work that is humanistic, worthwhile, and sustainable, the ILO's Report of the Global Commission on the Future of Work encourages corporations to invest directly in key strategic fields, such as climate change countermeasures, renewable energy, and infrastructure. To this point, Japanese corporations have contributed not only to creating jobs in developing countries but also to their technological shift, utilizing their world leading environment technology and expanding high quality infrastructures overseas. As stated in the UN's 2030 Agenda for Sustainable Development, so-called Goal 8.3 of Sustainable Development Goals (SDGs), it is very important to make efforts that are consistent with encouraging development-centric policies that support job creation, the promotion of entrepreneurship, and creativity and innovation. I believe that this symposium today is a good opportunity to deepen the discussion about the future of work, including the aforementioned efforts of Japanese corporations. Finally, I would like to close my speech by stating how important it is for governments, workers, and employers to cooperate toward achieving the SDGs by realizing Society 5.0. Thank you.



The Report of Global Commission on the Future of Work - Work for a brighter future (Summary)

The Future of Work initiative, launched as part of the ILO Centenary Initiatives, was initiated with the national “future of work” dialogues in the ILO member states. The Global Commission on the Future of Work was established in October 2017 at the invitation of the ILO Director-General Guy Ryder, and a total of four meetings were held, including its final meeting in November 2018. Through the dialogues on various aspects of unprecedented changes the world of work is facing, the Commission has identified key challenges and opportunities and tried to provide ideas on how to bring a brighter future for all stakeholders, including governments, employers and unions. Below is the summary of their report:

The future of work

New forces are transforming the world of work. The transitions involved call for decisive action. Countless opportunities lie ahead to improve the quality of working lives, expand choice, close the gender gap, reverse the damages wreaked by global inequality, and much more. Yet none of this will happen by itself. Without decisive action we will be heading into a world that widens existing inequalities and uncertainties.

Technological advances will create new jobs, but those who lose their jobs in this transition may be the least equipped to seize the new opportunities. The greening of our economies will create millions of jobs, but other jobs will disappear as countries scale back their carbon- and resource-intensive industries. Changes in demographics are no less significant. Expanding youth populations in some parts of the world and ageing populations in others may place pressure on labour markets and social security systems, yet in these shifts lie new possibilities to afford care and inclusive, active societies.

We need to seize the opportunities presented by these transformative changes to create a brighter future and deliver economic security, equal opportunity and social justice - and ultimately reinforce the fabric of our societies.

Seizing the moment: Reinvigorating the social contract

Forging this new path requires the social contract to be reinvigorated, to give working people a just share of economic progress, respect for their rights and protection against risk in return for their continuing contribution to the economy. Social dialogue can play a key role in ensuring the relevance of this contract to managing the changes under way when all the actors in the world of work participate fully.

A human-centred agenda

We propose a **human-centred agenda for the future of work** that strengthens the social contract by placing people and the work they do at the centre of economic and social policy and business practice. This agenda consists of three pillars of action, which in combination would drive growth, equity and sustainability.

Increasing investment in people's capabilities

1. Recognize a **universal entitlement to lifelong learning** and establish an effective lifelong learning system that enables people to acquire skills, upskill and reskill throughout their life course.

2. Step up investments in the institutions, policies and strategies that will **support people through the future of work transitions**, building pathways for youth into labour markets, expanding choices for older workers to remain economically active and proactively preparing workers for labour market transitions.
3. Implement **a transformative and measurable agenda for gender equality** by making care an equal responsibility of men and women, ensuring accountability for progress, strengthening the collective representation of women, eliminating gender-based discrimination and ending violence and harassment at work.
4. Strengthen social protection systems to **guarantee universal coverage of social protection from birth to old age** to workers in all forms of work, including self-employment, based on sustainable financing and the principles of solidarity and risk sharing.

Increasing investment in the institutions of work

5. **Establish a Universal Labour Guarantee** that provides a labour protection floor for all workers, which includes fundamental workers' rights, an "adequate living wage", limits on hours of work and ensuring safe and healthy workplaces.
6. **Expand time sovereignty** by crafting working time arrangements that give workers greater choice over scheduling and working hours to balance work and private life, subject to the company's needs for greater flexibility, as well as guaranteed minimum hours.
7. Actively **promote collective representation of workers and employers and social dialogue** through public policies.
8. **Harness and manage technology in support of decent work** and adopt a "human-in-command" approach to technology.

Increasing investment in decent and sustainable work

9. Create incentives to **promote investments** in key areas for decent and sustainable work.
10. Reshape **business incentive structures to encourage long-term investments** in the real economy and **develop supplementary indicators of progress towards well-being**, environmental sustainability and equality.

Taking responsibility

We call on all stakeholders to take responsibility for building a just and equitable future of work. Countries need to establish national strategies on the future of work through social dialogue between governments and workers' and employers' organizations. There are strong, complex and crucial links between trade, financial, economic and social policies, and the success of the above-mentioned agenda depends heavily on coherence across these policy areas. We therefore recommend that all relevant multilateral institutions strengthen their joint work on this agenda.

The ILO has a unique role to play in supporting the delivery of this agenda, guided by its normative mandate and full respect of its tripartite character. We further recommend that particular attention to be given to the universality of the ILO mandate, and that the ILO gives urgent attention to its implementation of a universal labour guarantee as an appropriate tool to deal with these challenges.

We see this report as the beginning of a journey. Because the ILO brings together the governments, employers and workers of the world, it is well suited to be a compass and guide for the journey ahead.



Keynote Speech 1

Global Commission on the Future of Work: Context and Content of the Report

Deborah Greenfield

Deputy Director-General for Policy, ILO

She leads the ILO's policy, research, and statistical work across the range of labour and employment issues addressed by the organization, including the ILO's initiatives on the future of work, global supply chains, migration, and inequality. Also leads the ILO's participation in the G20, G7 and BRICS.

Before joining the ILO, served in the Obama administration as the Deputy Solicitor for the U.S. Department of Labor where she advised the Secretary of Labor and other senior officials on a range of legal and policy matters related to worker rights and protections. Was an Associate General Counsel for the AFL-CIO, an appellate and Supreme Court lawyer for the Department of Labor.

Holds a J.D. with honors from the University of Pennsylvania, an M.A. from the University of Sussex, and a B.A. with high honors from Swarthmore College.

In Keynote Speech 1, Ms. Deborah Greenfield, ILO's Deputy Director-General for Policy took the stage to discuss the "Global Commission on the Future of Work: Context and Content of the Report." The Global Commission on the Future of Work started their work in October 2017. Prior to that, national dialogues were undertaken among representatives of the governments, workers' and employers' organizations in over 110 member countries on the future of work. In Japan, two national dialogues took place.

The Global Commission aimed at developing a short, concrete, political and action oriented report to provide signposts for a decisive action required by all stakeholders including governments, employers' and workers' organizations in order to seize the opportunities that lie ahead. Therefore, unlike other reports, this report is neither technical nor an examination of future projections and scenarios on job creation and destruction due to technological innovation. The focus of the report lies in the human-centred agenda for the future of work. It strengthens the social contract (i.e. the ILO Constitution and the Philadelphia Declaration) by placing people and work they do at the centre of economic and social policy and business practice. The Deputy Director-General introduced 10 ambitious recommendations one by one, which constitute the human-centred agenda under the pillars of three investment priorities: investing in people's capabilities, investing in the institutions of work, and investing in decent sustainable work.



"Investing in people's capabilities" is the four points of 1) a universal entitlement to lifelong learning, 2) stepping up investments in the institutions, policies and strategies that will support people through future of work transitions, 3) implementing a transformative and measurable agenda for gender equality, and 4) providing universal social protection from birth to old age.

For "Investing in the Institutions of Work," she presented the four points of 1) establishing a universal labour guarantee, 2) expanding time sovereignty, 3) ensuring collective representation of workers and employers through social dialogue and 4) harnessing and managing technology for decent work.

On "Investing in Sustainable and Decent Work," she presented the two points of 1) incentives to promote investments in key areas for decent and sustainable work, and 2) reshaping business incentive structures for longer-term investment approaches and exploring supplementary indicators of human development and well-being.

On page 5 there is an overview of the "Report of the Global Commission on the Future of Work"

She then reaffirmed that a just and equitable future of work can be achieved through social dialogue, and in that sense, the ILO can become a focal point in the international system. The agenda also calls on relevant multilateral organizations to strengthen their joint work to realize the human-centred agenda.

Deputy Director-General Greenfield then concluded the Keynote by stating that this report is just a beginning of a journey, and the future of work, the future of our societies, depend on choices. She hopes that this report will be one inspiration for Japan in trying to address important labour issues.



Keynote Speech 2

Discussion during The Global Commission on the Future of Work: Implication for Japan

Atsushi Seike

*President, Promotion and Mutual Aid Corporation for Private Schools of Japan /
Executive Advisor for Academic Affairs, Keio University*

A labor economist, Professor Seike is a Member of the ILO Global Commission on the Future of Work. He has been President of the Japan Society of Human Resource Management, Chairman of the National Council on Social Security System Reform, and President of the Japan Association of Private Universities and Colleges. He has taught at Keio University for many years, including his tenure as President of the University between 2009 and 2017, and he was a Visiting Scholar at UCLA, a Consultant at the RAND Corporation, a Visiting Principle Research Officer at the Economic Planning Agency, and the Edwin O. Reischauer Visiting Professor of Japanese Studies at Harvard University. His current positions in government include Chairman of the Council for the Promotion of Social Security System Reform and Honorary President of the Economic and Social Research Institute.

Mr. Atsushi Seike, President of the Promotion and Mutual Aid Corporation for Private Schools of Japan and Executive Advisor for Academic Affairs at Keio University, introduced his views on the implication of the Report for Japan's context. He reflected on the discussion of the Global Commission on the Future of Work, referring to a Japanese phrase of 'fluidity and immutability; how the unchanging principles of the ILO, realizing social justice and decent work through improving working conditions, should be promoted in economic and social transformation.

The Committee addressed various transformative factors such as demographic change, technological innovation, global competitiveness as well as climate change. These factors might bring about unstable employment and widening disparity, however, we considered that we should not simply be subject to transformations, rather we need to implement decisive and proactive actions and envisage the future we want. Aspiration for creating a brighter future of work with our individual willpower is shown throughout the Report.

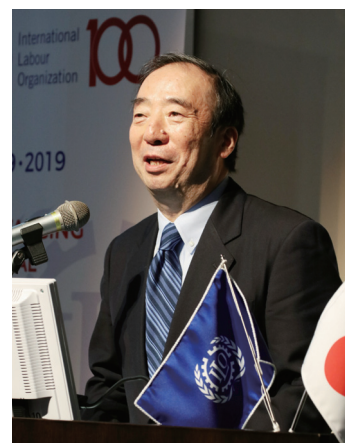
Another important perspective towards the report is to seize the opportunities presented by various transformative changes. For example, although aging populations is a major challenge, simultaneously it offers a chance for expanding employment in the care economy.

As the first pillar of action, 'Investing in people's capabilities,' the Committee emphasized the importance of lifelong learning and skills development and he believes that Japan can contribute most in this sense. Lifelong learning and lifelong active society are like two sides of coins.

Second pillar of 'Investing in the institutions of work' proposes the expansion of time sovereignty, which will provide vital guidance for the work-style reform in Japan. As the third pillar, 'Investing in sustainable and decent work', it calls for mindset of long-termism in investment, and it also indicates the importance of expanding investment in the care economy for the aging society. Management from a long-term perspective and efforts to cope with the aging society are the areas in which Japan can provide with its advanced efforts.

Concerning the realization of 'Lifelong active society,' older workers' motivation to work is significantly high in Japan, compared to other developed countries, while the worker's will to retire from work is respected. Japan can become a role model for achieving the lifelong active society and should disseminate its expertise to the ILO's member countries and the world. Another area which Japan can contribute to the world is that youth unemployment rate is low due to its unique simultaneous recruitment practice of new graduates, and providing them with in-house skills development training from the beginning of their careers. On the other hand, Japan faces challenges of long working hours and lack of diversity in workforces. Moreover, Japan must enhance the support function for child-rearing and nursing care in order to secure workforce in the rapid aging society.

Mr. Seike emphasized the significance of promoting personal development through work, and highlighted the importance of skills development which will contribute to sharing the productivity growth with workers.



Session

Efforts on the Work Style Reform (Case Report)

Hidehiro Asano

President, Yamaki Butsudan Co., Ltd.

Master of Business Administration, Specially-appointed Professor, Education Center for Regional Development, Shizuoka University, since 2018, Advisor for Shizuoka City Regional Alliance to Promote Lifelong Activeness and an Adviser for Medical Work Environment Improvement in Shizuoka Prefecture.

In this session, four speakers presented case reports on work style reform initiatives. Mr. Hidehiro Asano, President of Yamaki Butsudan Co., Ltd., was first to take the stage and introduced the initiatives his company has taken over the years to achieve a 100% usage rate for paid leave and an average of 15 minutes of overtime per day per person among his 35 employees (17 male, 18 female). The company is also working to employ older persons as a way to retain veteran employees that can propose products and memorial service options from the perspective of their customers, create programs that enable employees to work over the long-term, ensure lunch breaks, and solve challenges such as handling busy periods. Mr. Asano also spoke on the importance of employment systems that meet the needs of older employees, simplified work that can be handled by older employees, and enabling a win-win relationship for companies and employees by improving task efficiency as part of advancing work style reforms that are easy on older employees.



Keisuke Takemasu

General Manager, Human Resources Department, Suntory Holdings Limited

In 2002, Mr. Takemasu joined Suntory Ltd. Since 2016, he has been a general manager of human resources department, in charge of planning and promotion of personnel department strategy, labour cost management and labour-management negotiation, personnel system revision, and work style reform etc.

Next, Mr. Keisuke Takemasu, General Manager of the Human Resources Department at Suntory Holdings, explained the work style reforms being undertaken by Suntory. Suntory has appointed work style reform leaders for each department (more than 400 at 12 companies), as a way of establishing a framework that supports individual departments in creating independent reforms that connect to the styles of work for which they are aiming as part of normal business rather than for the company as a whole. Moreover, they are also promoting emerging activities through the Suntory Work Style Reform Knowledge website, called "Kaete Minahare (Try to change)." Since October of last year, Suntory has held the "Kaete Point" campaign, which offers points for the number of positive responses and comments made to case postings on the Kaete Minahare website, and provides pre-paid bookstore gift cards to contributors. Meanwhile, their "Terakoya" (traditional temple schools) provide a location where employees can learn from and connect with each other, thereby fostering an "Autonomic Study Culture" that is unique to Suntory. They are also actively implementing RPA (Robotic Process Automation)). By unearthing potential projects in every department, they have successfully automated 40,000 hours annually. Next fiscal year, they are aiming to achieve 80,000 hours.



Session

Efforts on the Work Style Reform (Case Report)

Tooru Harukawa

*Central Executive Committee Member, Head, Department of Policy,
The Federation of Information and Communication Technology Service Workers of Japan (ICTJ)*

Tooru Harukawa joined KDDI CORPORATION in 1995. Before assuming his current position, he has served as Executive Committee Member of KDDI Workers Union West Japan Branch, Executive Committee Member and General Secretary of KDDI Workers Union.

The next speaker to take the stage was Mr. Tooru Harukawa, Head of the Department of Policy for The Federation of Information and Communication Technology Service Workers of Japan (ICTJ). The ICTJ has raised three initiatives aimed at optimizing working hours, namely "Protecting the Health of Union Members (placing mental and physical health first)," "Promoting Balanced Working Styles," and "Eliminating Service (unpaid) Overtime." In this light, the ICTJ has established the monthly campaign for optimizing working hours and simultaneous holidays for safety for all construction workers. In 2006, the ICTJ formulated "ICTJ 21st Century Design." In 2015, the ICTJ announced its "Toward Introducing 'Interval Systems for Working time'" guidelines (2nd edition), which it has since released on the website. After discussing these cases, Mr. Harukawa emphasized that preventing and reducing long working hours is the responsibility of both workers and employers.



Masahiro Fukami

General Secretary, Federation of Labour Bank Worker's Unions of Japan (ZENROKIN)

Masahiro Fukami joined Tokai Labour Bank in 1996. Before assuming his current position, he has served as Executive Committee Member, General Secretary and President of Tokai Labour Bank Work's Union and Vice President of ZENROKIN.

Mr. Masahiro Fukami, Secretary General of the Federation of Labour Bank Worker's Union of Japan (ZENROKIN), spoke on initiatives related to so-called non-regular employees under the theme of "Improving the Treatment of Contract and Other Temporary Workers." Since June 2008, contract workers, etc., at all locations with ZENROKIN member unions have joined worker's unions. As part of the annual Spring Labour Offensive, monthly wages (hourly wages) have improved, lump sum payments are being systematized, and vacation and holiday system has come more into line with that of regular workers. Against the backdrop of these ongoing changes, in August 2010 ZENROKIN conducted a survey of contract and other temporary workers, nation-wide (1,500 respondents). Following this, during the 2013 Spring Labour Offensive, ZENROKIN raised "Achievement of Stable Employment" as a common demand for all member unions in consideration of the aims of the Revised Labor Contracts Act.

As a result of these initiatives, by March 2017 ZENROKIN had achieved stable employment at Labour Banks nation-wide. ZENROKIN also successfully brought the systemization and improvement of lump sum payments, as well as holidays, vacations, and benefits programs, into line with that of regular workers. From April 2019, a nation-wide unified severance pay system will be introduced for contract and other temporary workers.

Moreover, Mr. Fukami explained that one future challenge is that although many related companies serve as subcontractors for Labour Banks, there are many major differences between the employment status at these subcontractors and Labour Banks, and with Labour Bank workers. Some examples include differences in stable employment, lump sum payments, and holiday, vacation, and benefit programs. He also pointed out the issue of realizing ways of enabling the "balanced, equal treatment" as required by the Part-time and Fixed-term Employment Act of Japan.



Panel Discussion

Discussion based on the previous Keynote Speeches and Sessions

< Panelists >

Chihoko Asada

Assistant Minister for International Labour Affairs, Ministry of Health, Labour and Welfare

In 1983, Joined the Ministry of Labour, First Secretary, Permanent Delegation of Japan to the OECD in 1996, Director, International Affairs Division, Minister's Secretariat, MHLW in 2010, Director General, Shizuoka Labour Bureau, MHLW in 2011, and Auditor and Vice President, Urban Renaissance Agency, in 2014-16. Appointed to the present position in July 2018.

Yasunobu Aihara

General Secretary, JTUC-RENGO (Japanese Trade Union Confederation)

Yasunobu Aihara joined Toyota Motor Corporation in 1983. He started his trade union career in 1990 when he was elected Executive Committee Member of Toyota Motor Workers' Union. Thereafter he held various positions, including Vice President of Toyota Motor Workers' Union, General Secretary of Federation of All Toyota Workers' Unions and General Secretary, President of Japan Confederation of Japan Automobile Workers' Unions and Vice President of JTUC-RENGO.

Hiroshi Tokumaru

Chair, Sub-committee on International Labor, Committee on Employment Policy, Keidanren

1974 Graduated from University of Tokyo, Department of Education, Joined Mitsui Petrochemicals Industries, Ltd., 2005 Executive Officer, General Manager, Human Resources & Employee Relations Div, 2007 Managing Director, 2009 Senior Managing Director, 2010 Senior Managing Executive Officer, Executive Chief Representative of China, 2011 Executive Advisor, Executive Chief Representative of China, 2015 Councillor.

< Moderator >

Kotaro Tsuru

Professor, Graduate School of Business & Commerce, Keio University

Kotaro Tsuru is Professor at Keio University, Graduate School of Business and Commerce. Prior to that, Dr. Tsuru was Senior Fellow at the Research Institute of Economy, Trade and Industry (RIETI), an economist at Bank of Japan, Economics Department, OECD, Paris and Economic Planning Agency of Japanese Government. Dr. Tsuru received his D. Phil. in economics from University of Oxford.

Moderated by Dr. Tsuru, the panel discussion was held, based on the keynote speeches and previous sessions. It was constituted of four thematic issues; "Correcting long working hours", "Flexible work style, such as telework", "Improving treatment of non-regular employment", and "Promoting the employment of older workers".

Regarding "Correcting long working hours", Ms. Asada said from the viewpoint of having been responsible for promoting work-style reform as a board member at an independent administrative agency that the future challenge lies in reforming of how we live, and pursuing the in-depth reform by conducting our business process review.

Mr. Aihara, General Secretary of the Japanese Trade Union Confederation (JTUC-RENGO), stressed that achievement of the brighter future through work-style reform is a consensus among working people, in consideration of the facts that annually 200 deaths or suicides from overwork are recognized. He noted that work-style reform must lead to raise the entire people's condition of life, and he introduced the Rengo's initiatives such as Action! 36 and providing seminars about work rules at high schools and universities.



Kotaro Tsuru

Mr. Tokumaru, Chair of the Sub-committee on International Labor, Committee on Employment Policy, Keidanren (Japan Business Federation) mentioned that the evolution of people's awareness in work-style reform has been remarkably impressive over the last four to five years by seeing each company's accumulated efforts and horizontally expanding know-how at monthly seminars and symposiums on work-style reform organized by Keidanren.

Dr. Tsuru pointed out that simply reducing working hours without reviewing the current business process and contents would cause distortion. He also reflected that not only individual companies but the entire supply chain and the society as a whole need to address the work-style reform and the related issues.

Regarding the second agenda of "Flexible working style, such as telework", Ms. Asada introduced the findings that working mothers are more inclined to apply for telework arrangement, and in France, the "right to disconnect" has been legislated and implemented in the collective bargaining. Mr. Aihara pointed out that in Japan, where people sleep fewer hours than other countries, there is a concern that telework arrangement might influence on non-working time, and therefore various efforts and ingenuity are needed. Mr. Tokumaru noted that in the future, as the aging of the population progresses and aging postwar baby boomer generation is in need of nursing care, implementation of flexible work styles such as telework, and similar work arrangements deserve serious consideration.



Chihoko Asada

On the third theme of "Improving treatment of non-regular employment", Ms. Asada noted that, as was reported today, it was admirable that unionization of non-regular workers has been promoted, that help their voice be heard and improve the workers' situation. Mr. Aihara explained that among 7 million JTUC-RENGO members, non-regular workers are 1.15 million, which is a significant increase from 260,000 compared to 15 years ago. It became clear that several challenges are converging into gender issues, and that review of the term "non-regular workers" is also under organizational discussion. He added that it is going to need to work on equal pay for equal work further, which is an important approach in the sense of valuing individuals. Regarding the equal pay for equal work, Mr. Tokumaru mentioned that proceeding with equal pay for equal work would require sorting out differences between job descriptions and job expectations and the roles. Dr. Tsuru pointed out that improving the treatment of non-regular employment in Japan is a now or never situation, mentioning that, even in Europe where cross-job wage systems has been established, there are wage gaps by employment status. He noted that it is important to consider about the employment stability, such as transition to full-time employees, along with wages.

As for "Promoting the employment of older workers" Ms. Asada referred to OECD's review on older workers in Japan and discussion in the related seminar that although the labour force participation rate of older workers is high in Japan, it was revealed that there are various challenges on job quality. For example, there are older workers who are employed as non-regular status such as trustees after retirement from regular work, and in most cases, their skills are not fully utilized and they are not always highly motivated. She noted that the direction in which we should take was to improve quality of work by handling employees depending on their ability and the outcome, and to ensure flexible working styles depending on the individual situation. That would allow the individual workers to be active throughout their lives.



Yasunobu Aihara

Mr. Aihara pointed out that it is necessary to keep the number of older workers and women at workplace, and to understand what is caused by the transitional trend. Looking at the trends over the last five years, people aged 60 to 69 participate in the labour market at a historically high pace, and similar trends have been observed for women aged 25 to 45 raising children, he mentioned that our mission is to create a better labour market where working conditions are improved as well as fulfilling works.

Mr. Tokumaru remarked on the presentation by Yamaki Butsudan Company that as the individual employees' growing requests, such as for securing time for their hobbies and constraint conditions of work are recognized year after year, responding to the respective employee's request would lead to create a win-win situation among industrial relations. He also proposed that the strategy and such know-how should be made the best use of at educational institutions. Dr. Tsuru pointed out that such treatment that directly connects to employees' outcome and skills would increase older workers' motivations and they would find their works worthwhile.

Finally, each panelist reviewed the discussion. Ms. Asada supported the "human-centred agenda" and the gender perspective which are clearly stated in the Report of the Global Commission on the Future of Work, emphasizing the importance of "lifelong learning" initiatives by the government, employers and workers, and investment in the care economy to improve situations of women workers on unpaid work. Secondly, Mr. Aihara also supported the "human-centred agenda," saying that he would like to share it widely with many people to expand social dialogue. Lastly Mr. Tokumaru cited Darwin's theory of evolution in which species capable of adapting to change survive as an example, highlighting the importance for enterprises and individuals of responding to transformations. Enterprises are responsible for generating innovations, while individuals are responsible for developing their skills, and such efforts on both sides are highly expected.

As a summary, Dr. Tsuru pointed out that the role of the social dialogue among the government, employers and workers has become increasingly important. In order to respond to various future transformations, it is time to end the current zero-sum game, but rather we need to come up with various ideas to seek for plus-sum solutions through social dialogue, which will bring about triple win relationships. He concluded that, with the "human-centred agenda" which transcends conflicts of different parties' interests as a basic concept, we will need to reinvigorate the tripartite social dialogue.



Hiroshi Tokumaru



Closing Remarks

Akiko Taguchi

Director, ILO Office for Japan

Ms. Taguchi, Director, ILO Office for Japan, introduced US President Franklin D. Roosevelt's (at the time) recollections about the founding of the ILO, that "I well remember that in those days that the ILO was still a dream. To many, it was a wild dream. Who had ever heard of governments getting together to raise the standards of labor on an international plane?" Ms. Taguchi then talked about the following.

Moving to implement the "the human-centred agenda on the future of work" that was introduced today may end up being a wild dream. However, In order to build a future of fair and impartial work without neglecting the problem, we will need to fulfill our responsibilities like those who were involved 100 years ago. Finally, Ms. Taguchi expressed her gratitude for the efforts in holding the Symposium and made closing remarks.



History of ILO in Japan

The International Labour Organization (ILO) is a specialized agency of the United Nations that aims to tackle a wide range of labour-related issues. As a permanent member of the ILO's Governing Body, the Japanese government as well as workers' and employers' representatives have participated actively in the work of the organization.



As a founding member of the ILO, Japan has been contributing to ILO activities since 1919.

Japan officially became a permanent member of the Governing Body in 1922, when it also ratified two ILO Conventions for the first time: the Unemployment Convention (No. 2) and the Placing of Seamen Convention (No. 9).



Japan and the ILO have built close ties over the years, with the ILO Tokyo Branch Office established in 1923 and the ILO's first Director-General Albert Thomas visiting Japan in 1928.

However, from the 1930s Japan became isolated from the international community. In 1938 the Japanese government gave notice of its withdrawal from the ILO and did so in 1940.

After World War II, backed by many supporters Japan rejoined the ILO in 1951 and resumed its active involvement in the ILO's activities.

From the late 1950s, the issue of Japan's ratification of the Freedom of Association and Protection of the Right to Organize Convention (No. 87) drew much attention both at home and abroad. Japan finally ratified the Convention in 1965.

Japan subsequently started to support decent work in other countries too. Since starting its support of ILO's technical cooperation activities in 1974, Japan has helped to improve the lives of countless men and women in Asia and the Pacific.



In 2011 Japan hosted the 15th Asia and the Pacific Regional Meeting in Kyoto, where all ILO member states in the region reaffirmed their commitment to foster inclusive and sustainable growth through decent work.

Today, Japan is the second-largest contributor to the ILO's regular budget, and one of the main donors in voluntary contributions in Asia and the Pacific. In recent years, Japan has started to provide support across Africa.

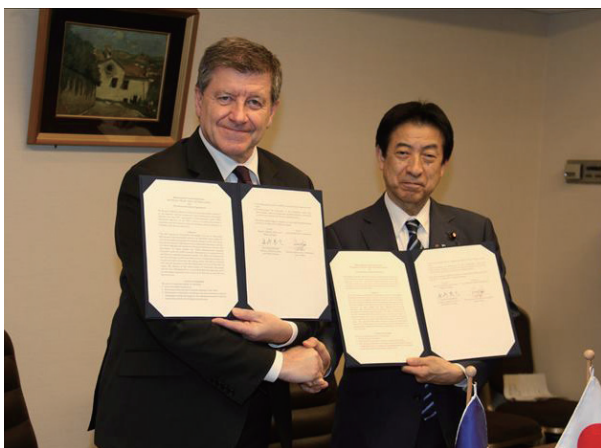
Japan's continued support allows the ILO to fulfill its mandate of advancing social justice, creating jobs, and protecting workers.

In 2015, Ms. Misako Kaji, Deputy Permanent Representative of the Permanent Mission of Japan to the International Organizations in Geneva, led its discussions in the ILO as the Chairperson of the ILO Governing Body.

Workers' and employers' representatives from Japan have also been active in the ILO discussions as members of the Governing Body. At the International Labour Conference in 2018, Ms. Akiko Gono was elected as Workers' Vice-President. Mr. Hiroshi Matsui has been an active representative of employers for the Committee on Freedom of Association since 2014.

Additionally, the ILO Committee of Experts on the Application of Conventions and Recommendations (CEACR) plays a major role in the effective application of international labour standards set by the ILO. Mr. Yozo Yokota from Japan, a member of the Committee from 2003 to 2014, served as its Chairperson from 2010 to 2012. Mr. Shinichi Ago has been an active member of the CEACR since 2015.

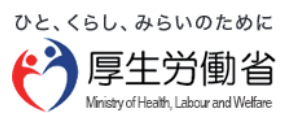
In 2017 the Minister of Health, Labour and Welfare Mr. Yasuhisa Shiozaki and Director-General of the ILO Mr. Guy Ryder signed the "Memorandum of Cooperation between The Ministry of Health, Labour and Welfare of Japan and The International Labour Organization", committing to holding annual strategic consultations and for the International Labour Office to further its efforts in recruiting and promoting Japanese nationals, among other things. This development is expected to further strengthen and solidify the relationship between Japan and the ILO.



The ILO is engaged in various types of activities in Japan, collaborating with tripartite constituents, and also with relevant institutions, such as the Japanese Parliamentarians' League on ILO Activities, the Japan Association for Advancement of ILO Activities (NPO), research institutions and civil sector. Those collaborative activities in Japan have been mainly led by the ILO Office for Japan.

A strong, long-standing partnership between Japan and the ILO has brought many improvements in the world of work, including through international labour standards, development cooperation and research.

The Japanese government is engaged in social dialogue on the Future of Work, which has been promoted by the ILO all over the world.



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