

The 2025

White Paper on Measures to Prevent Karoshi, etc. [Summary]

〔 FY2024 Summary of Death and Injury from Overwork in
Japan and the Implementation of Measures the
Government Has Taken to Prevent It 〕

Ministry of Health, Labour and Welfare,
Labour Standards Bureau, Office for
Policy on Karoshi Prevention

“White Paper on Measures to Prevent Karoshi, etc.” of the FY2025

- The White Paper on Measures to Prevent Karoshi, etc. is a statutory white paper to be reported to the Diet based on the Act Promoting Measures to Prevent Death and Injury from Overwork. The 2025 edition is the 10th in the series (Cabinet decision and the Diet report).
- Key Points of the 2025 White Paper
 - Analysis of trends in the number of workers' compensation claims and benefit cases decided (approved) related to karoshi, etc. (death from overwork), which have increased in recent years
 - Trends in priority industries and sectors, etc.* designated as priority targets for survey and research in the “Outline of Measures to Prevent Death and Injury from Overwork” (Cabinet decision of August 2, 2024)
 - Questionnaire survey results for the food service industry

* Motor vehicle driving, education, the IT industry, the food service industry, healthcare sector, construction industry, the media industry, and the arts and entertainment sector

<<Reference>> Act Promoting Measures to Prevent Death and Injury from Overwork (Act No. 100 of 2014)

(Definition)

Article 2 In this Act, "death and injury from overwork" means death due to cerebrovascular disease or heart disease that is brought on by an overload of work; death by suicide due to a mental disorder that is brought on by an intense psychological burden at work; or cerebrovascular disease, heart disease, or a mental disorder brought on by such work-related causes.

(Annual Reports)

Article 6 Every year, the government must submit to the Diet a report giving a summary of death and injury from overwork in Japan and describing the implementation of measures that the government has taken to prevent it.

Structure of the White Paper

Chapter 1 Overview of Karoshi, etc.

1 Status of measures for working hours and mental health, etc.

- (1) Status of working hours
- (2) Status of measures for mental health and measures for the prevention of harassment in the workplace
- (3) Status of suicide

2 Current status of Karoshi, etc.

- (1) Status of compensation for industrial accidents involving private organization workers
- (2) Status of compensation for occupational accidents involving national public employees
- (3) Status of compensation for occupational accidents involving local public employees

3 Survey and research on karoshi, etc.

- (1) Progress of efforts

(2) Analysis of trends in workers' compensation cases

(3) Surveys and analysis in the labour and social fields (questionnaire surveys)

- 1) All industries, 2) Food service industry

(4) Analysis of cases of occupational accidents involving public employees

(5) Preventive research, etc.

(6) Survey on work-style reforms in public schools

Chapter 2 Status of implementation of measures to prevent Karoshi, etc.

1 Measures taken by labour administrative agencies, etc.

2 Survey and research, etc.

3 Enlightenment

4 Improvement of consultation system, etc.

5 Support for private organizations' activities

Columns with case studies of efforts by companies and organizations

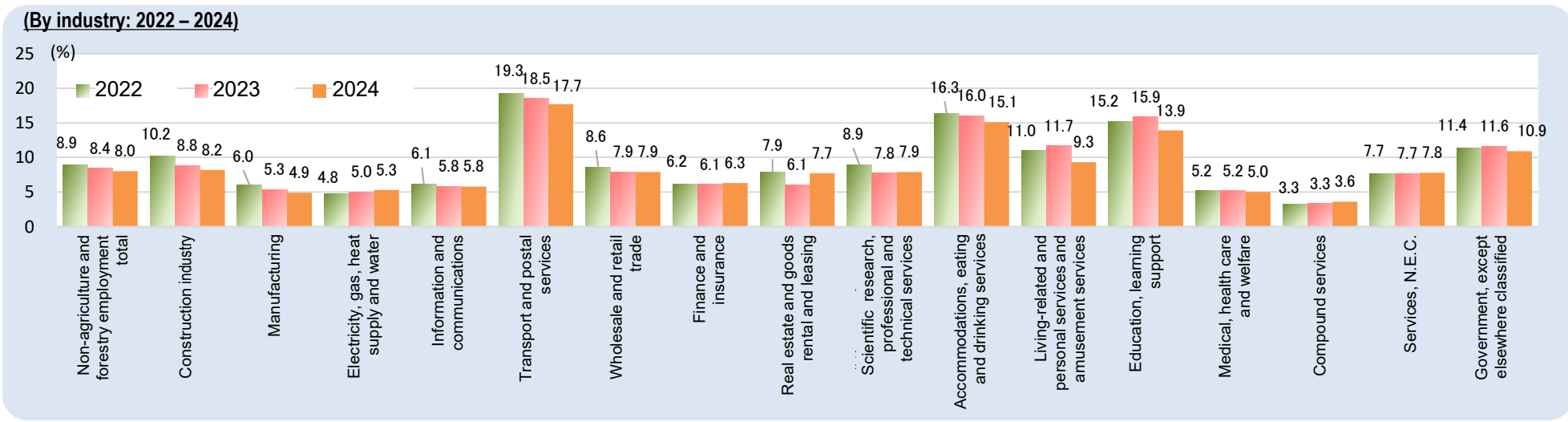
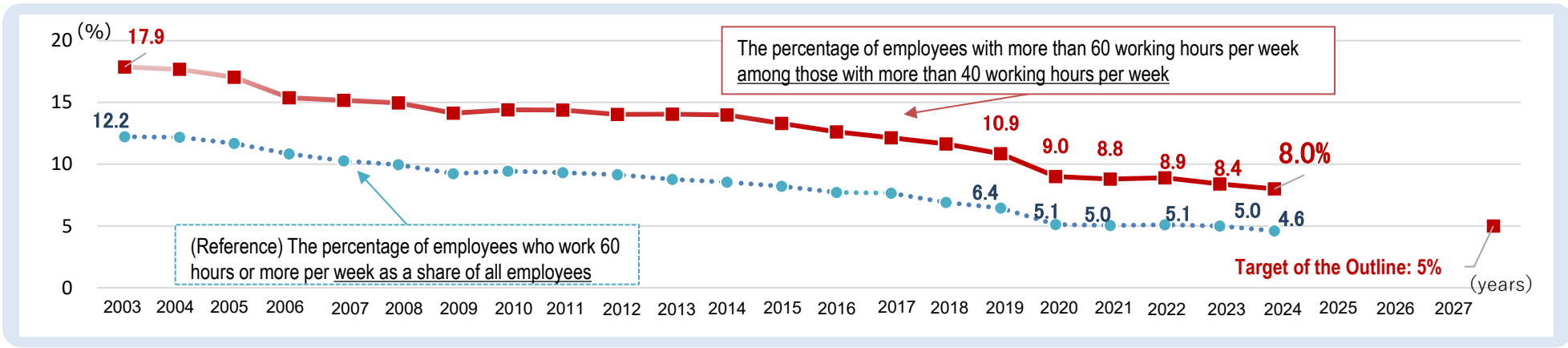
Chapter 1 Overview of Karoshi, etc.

1 Status of measures for working hours and mental health, etc.

(status of working hours (the percentage of employees with more than 60 hours per week))

- Among employees with more than 40 working hours per week, the percentage of those with more than 60 working hours per week is declining. The rate declined by 0.4 percentage points from 2023 to 8.0% in 2024.
- By industry, most sectors showed stable or declining trends.
 - * Compared with the previous year, only the real estate and goods rental and leasing industries recorded an increase of 0.5 percentage points or more.

The percentage of employees with more than 60 working hours per week



(Source) Ministry of Internal Affairs and Communications, based on the "Labour Force Survey" (excluding Iwate, Miyagi and Fukushima prefectures for 2011)

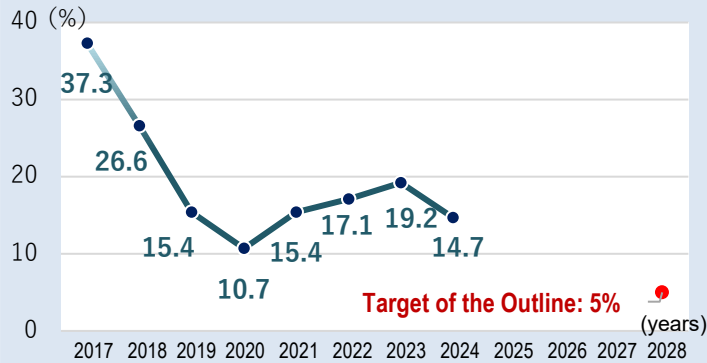
Chapter 1 Overview of Karoshi, etc.

1 Status of measures for working hours and mental health, etc. (status of a system that sets a minimum limit on the interval between working hours (i.e. work-interval system) and annual paid leave)

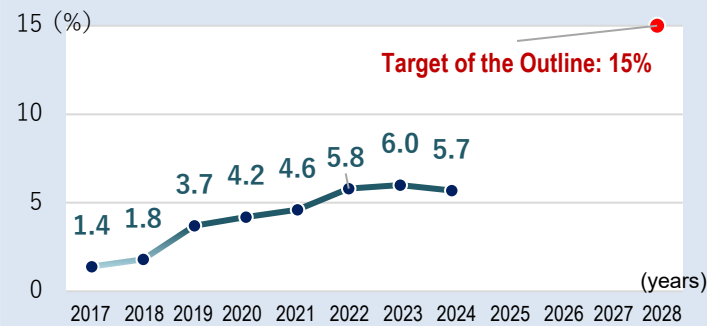
- Regarding the work-interval system, 14.7% of companies were unaware of the system, while 5.7% had implemented it; both figures declined from the previous year.
- The rate of annual paid leave taken has increased for nine consecutive years (2023: 65.3%), reaching a record high.
The average number of annual paid leave days taken by national and local public employees also increased compared to the previous year.

Work-interval system

(Changes in the percentage of companies that answered "never heard of the work-interval system")



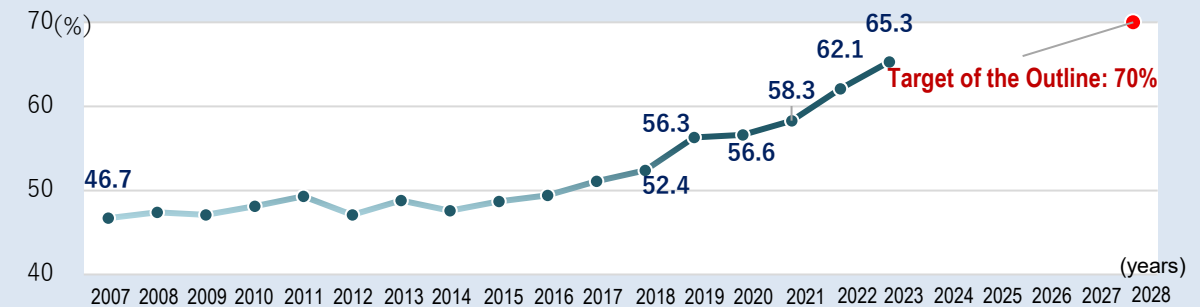
(Changes in the percentage of companies that have introduced the work-interval system)



(Source) Based on "General Survey on Working Conditions", Ministry of Health, Labour and Welfare
 * The "work-interval system" refers to setting a certain number of hours of rest between the end of the workday and the beginning of the next workday.
 * The survey was conducted based on the status as of January 1.

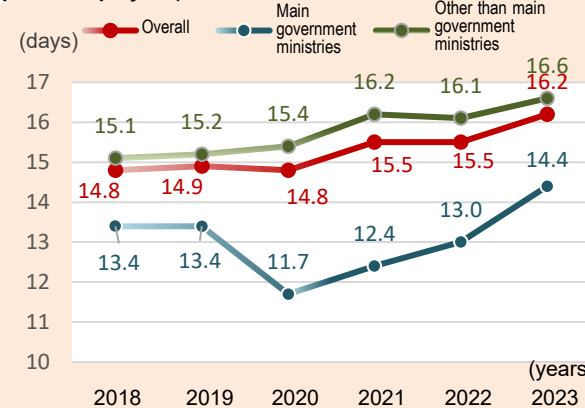
Employees taking annual paid leave

(Changes in the percentage of annual paid leave taken)



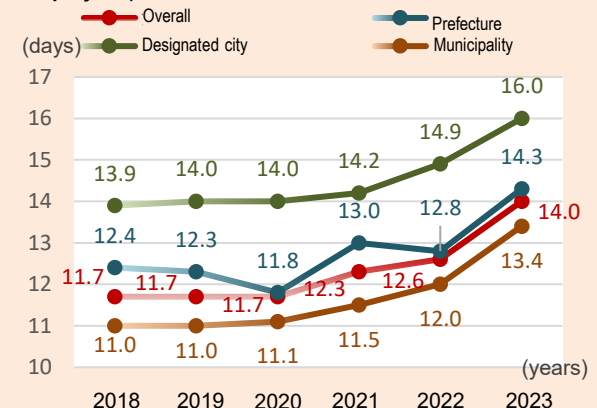
(Source) Based on "General Survey on Working Conditions," Ministry of Health, Labour and Welfare
 * It indicates the situation for one year in each surveyed year.
 * If a company manages its data on a fiscal year basis, the figures indicate the status for the previous fiscal year.
 * From April 2019, employers were required to designate the timing of annual paid leave of 5 days per year.

(Average number of days of annual leave taken by national public employees)



(Source) National Personnel Authority, based on "Survey of Remuneration of National Public Employees"

(Average number of days of annual leave taken by local public employees)



(Source) Ministry of Internal Affairs and Communications, based on annual "Survey on Working Conditions, etc. of Local Governments"

Chapter 1 Overview of Karoshi, etc.

1 Status of measures for working hours and mental health, etc. (status of measures for mental health in the workplace)

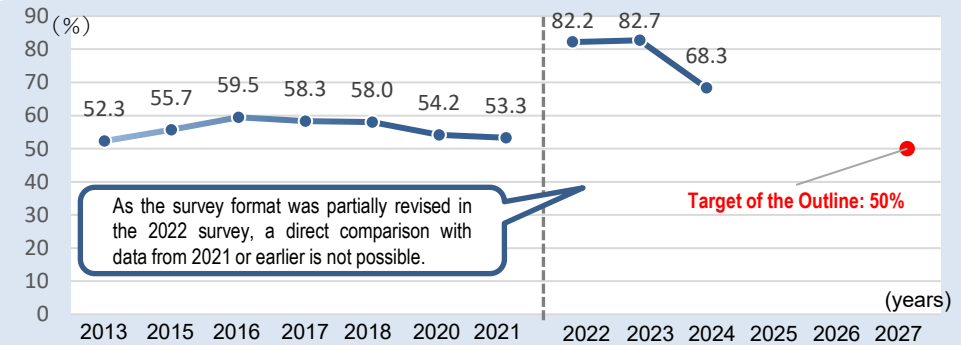
- The proportion of establishments engaged in mental health measures stood at 63.2%, representing a decrease of 0.6 percentage points from the previous year.
- 33.5% of small-scale establishments with fewer than 50 workers underwent stress checks in 2024.
- 68.3% of workers reported having strong anxiety, worries, or stress related to their work or professional lives.

Establishments engaged in mental health care



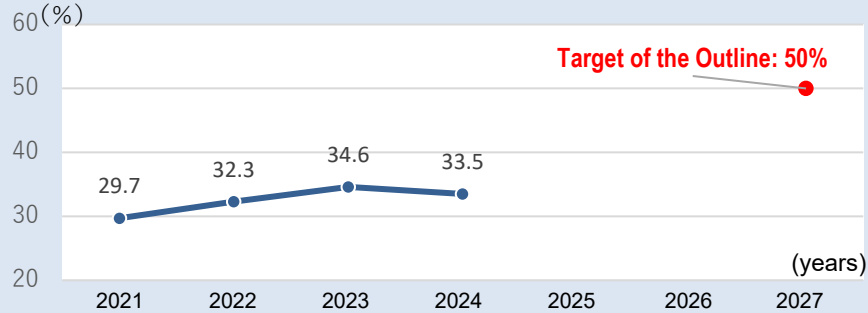
(Source) Based on "Survey on Industrial Safety and Health (actual condition survey)," Ministry of Health, Labour and Welfare

The percentage of workers having strong anxiety, worries, or stress related to their work or professional lives



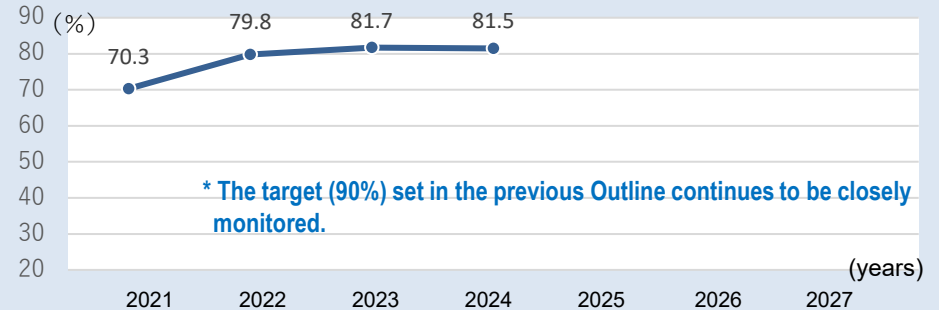
(Source) Based on "Survey on Industrial Safety and Health (actual condition survey)," Ministry of Health, Labour and Welfare

The percentage of small-scale establishments with fewer than 50 workers that have undergone stress checks



(Source) Based on "Survey on Industrial Safety and Health (actual condition survey)," Ministry of Health, Labour and Welfare

(Reference) The percentage of workers with access to consultation resources for work-related anxiety, worries, or stress, including those outside the workplace



(Source) Based on "Survey on Industrial Safety and Health(actual condition survey)," Ministry of Health, Labour and Welfare

(trends in the number of workers' compensation cases approved)

- Regarding the number of workers' compensation cases decided (approved) for work-related injuries private organization workers,
 - Cases involving cerebrovascular and cardiovascular diseases have shown an increasing trend since FY2022 (FY2024: 241 cases). The number of fatal cases increased compared with the previous fiscal year (67 cases).
 - Mental disorder cases have been increasing since 2019 (FY2024: 1,055 cases). The number of suicide cases (including attempts) increased compared with the previous fiscal year (88 cases).

(Reference) Approved cases per million people (Est.) (All figures are FY2024 data).

Cerebrovascular and cardiovascular diseases: 4.2 cases for private organization workers, 2.2 cases for national public employees, 2.8 cases for local public employees.

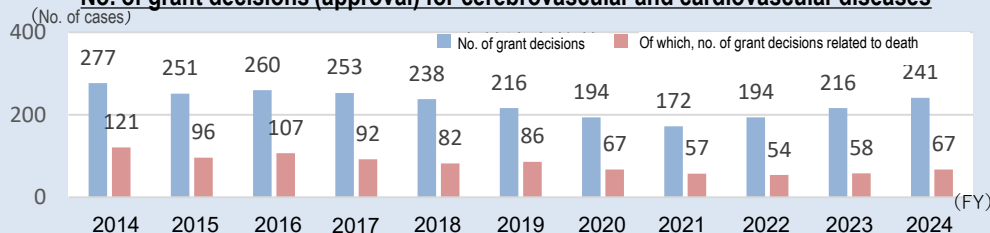
Mental disorders: 18.2 cases for private organization workers, 15.3 cases for national public employees, 24.9 cases for local public employees.

* As regards the denominators representing the number of employees and staff, figures for the private organization workers are calculated based on the Ministry of Internal Affairs and Communications' "Labour Force Survey"; figures for national public employees are based on the Cabinet Personnel Bureau's "The Statistical Table of National Public Service Employees in the Regular Service Tenure of Office Conditions"; and figures for local public employees are based on the Ministry of Internal Affairs and Communications' "Survey on Actual Salaries of Local Public employees."

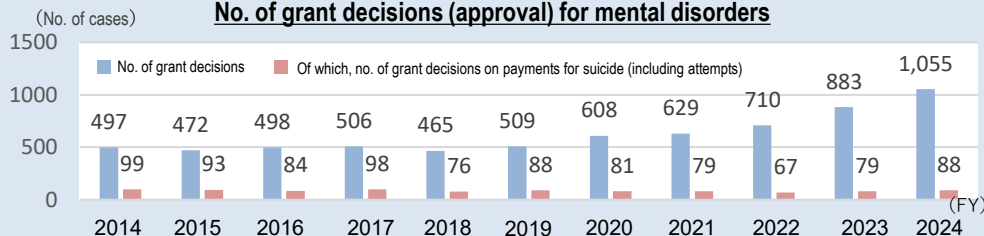
* The number of workers' compensation benefits decided (approved) in this document refers to cases approved as "occupational accidents." The same applies to subsequent pages.

1 Status of compensation for occupational accidents involving private organization workers

No. of grant decisions (approval) for cerebrovascular and cardiovascular diseases



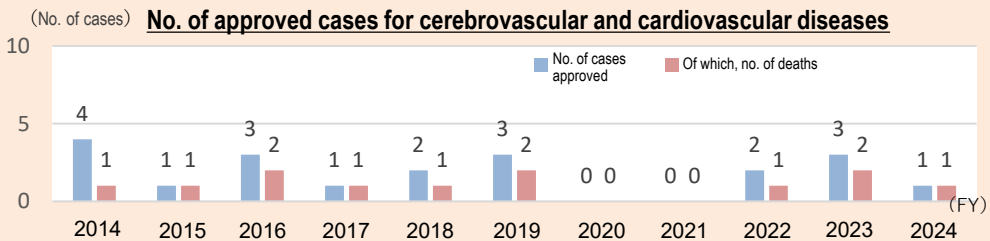
No. of grant decisions (approval) for mental disorders



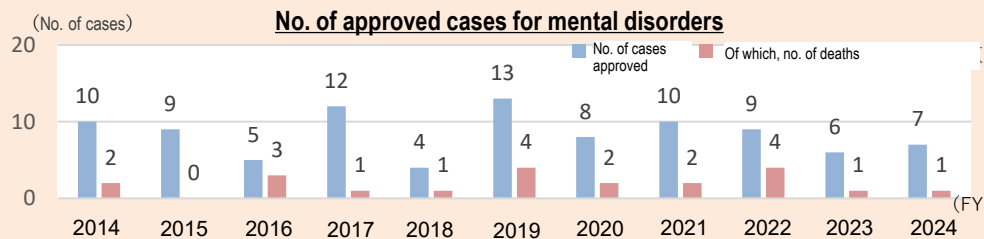
(Source) Ministry of Health, Labour and Welfare, "Compensation for death and injury from overwork"

2 Status of compensation for occupational accidents involving national public employees

No. of approved cases for cerebrovascular and cardiovascular diseases



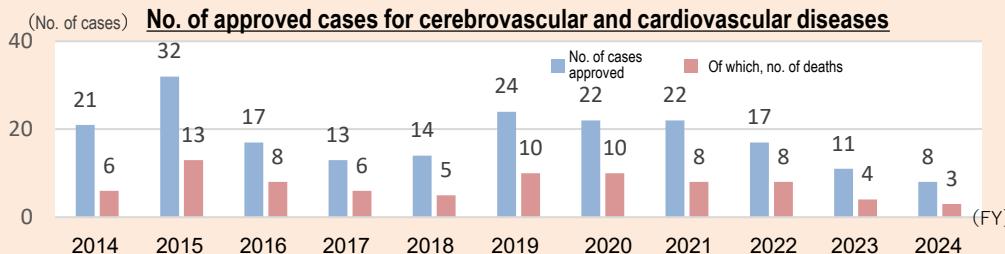
No. of approved cases for mental disorders



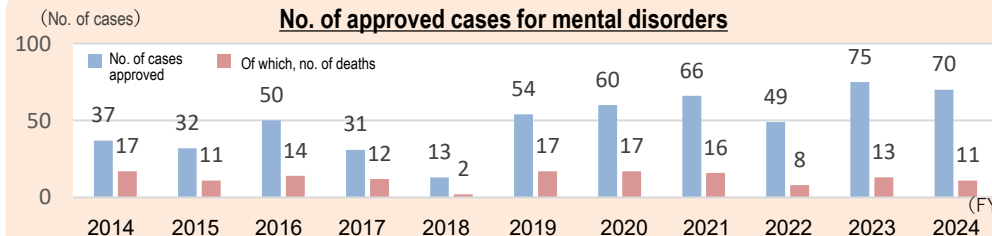
(Source) National Personnel Authority

3 Status of compensation for occupational accidents involving local public employees

No. of approved cases for cerebrovascular and cardiovascular diseases



No. of approved cases for mental disorders



(Source) Fund for Local Government Employees' Accident Compensation

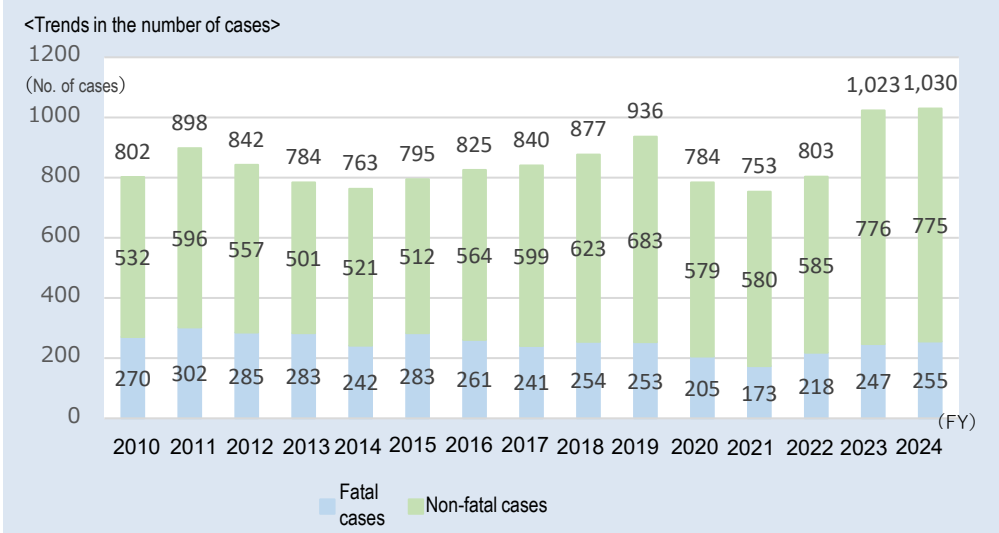
Chapter 1 Overview of Karoshi, etc.

2 Current status of Karoshi, etc. (cerebrovascular and cardiovascular diseases)

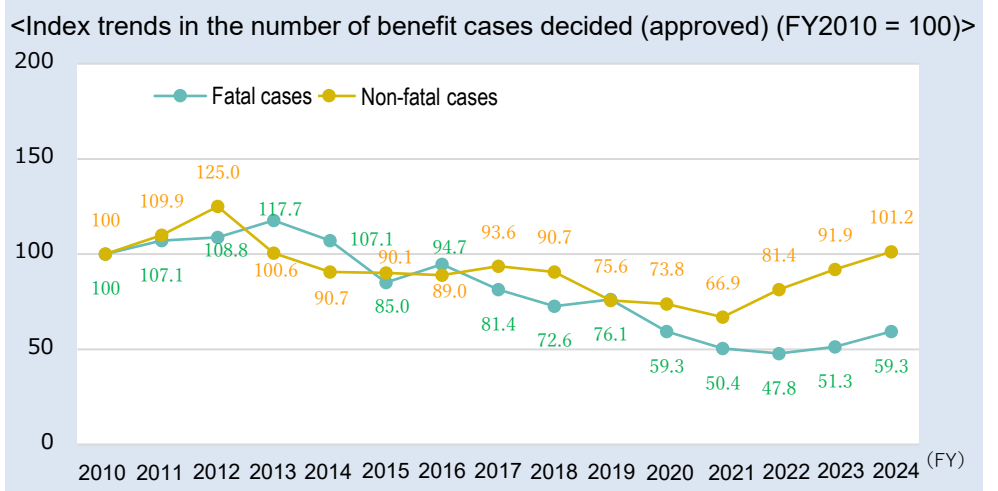
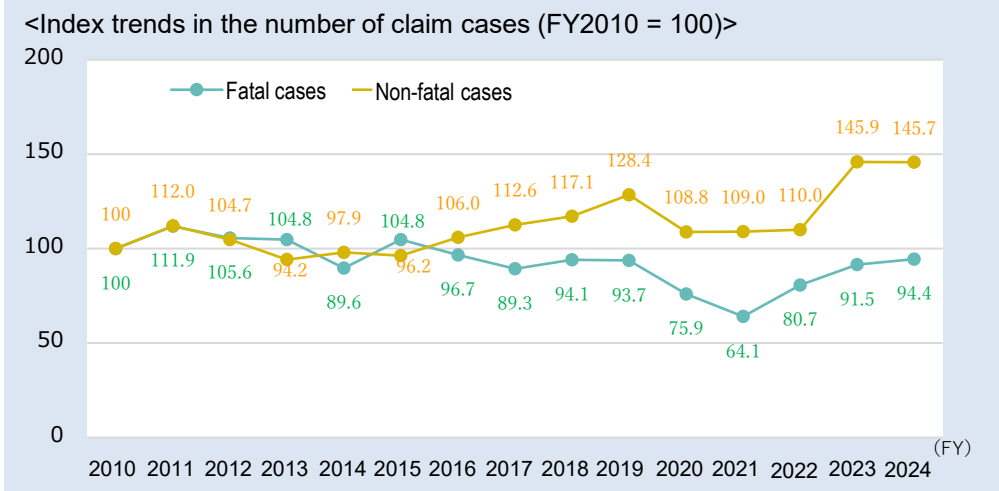
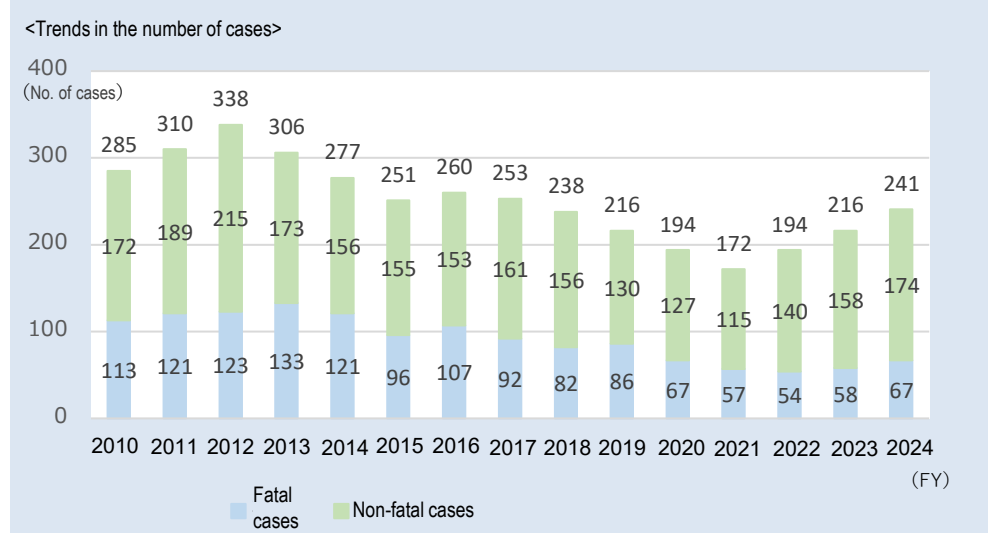
- Examining trends in the number of workers' compensation benefit claims for cases involving cerebrovascular and cardiovascular diseases, the number decreased from FY2020 to FY2022 but increased significantly in FY2023.
- By category, the number of non-fatal cases increased to approximately 1.5 times the level in FY2010. Meanwhile, although the number of fatal cases remained stable or declined over the long term, an increasing trend has been apparent since FY2022.

(Source) Prepared based on the Ministry of Health, Labour and Welfare's "Compensation for death and injury from overwork"

1 Number of workers' compensation claims



2 Trends in the number of workers' compensation benefits decided (approved)

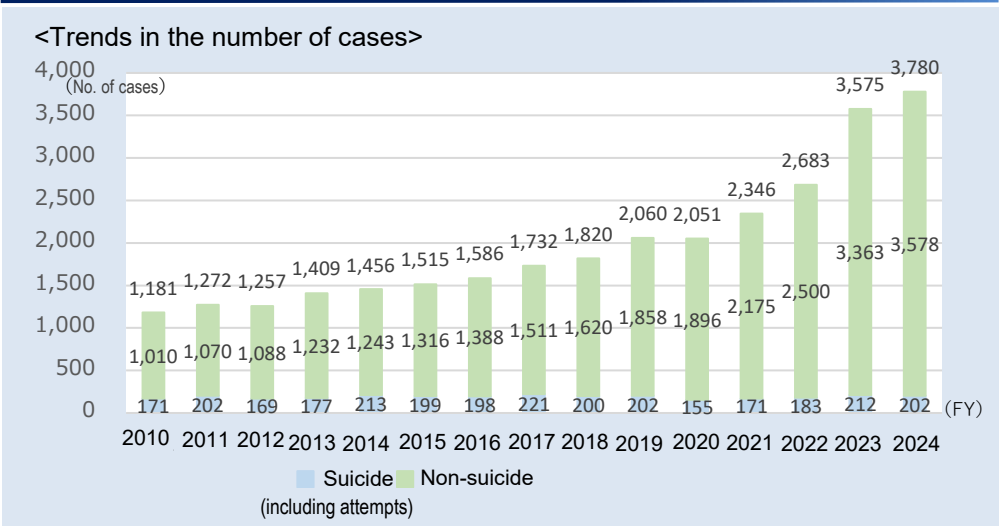


Chapter 1 Overview of Karoshi, etc.

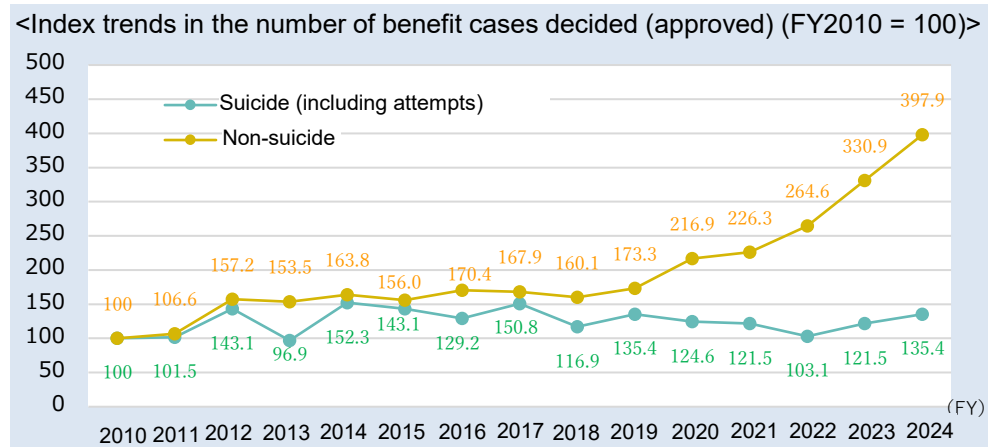
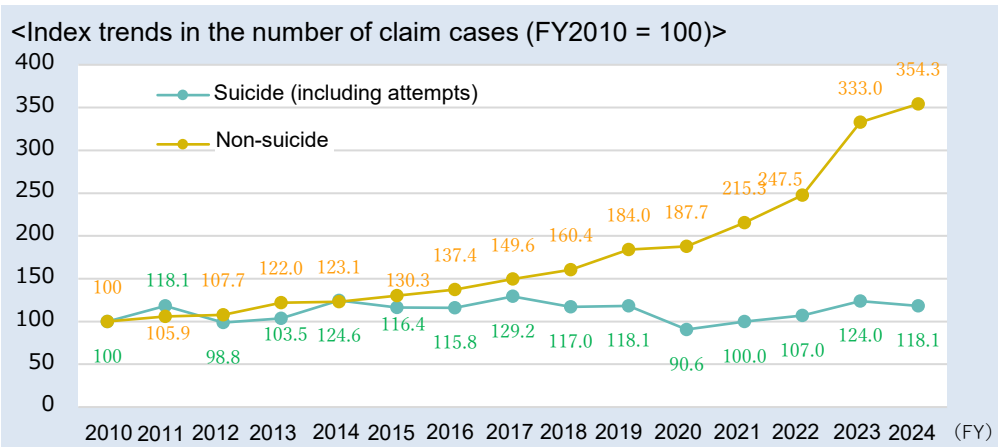
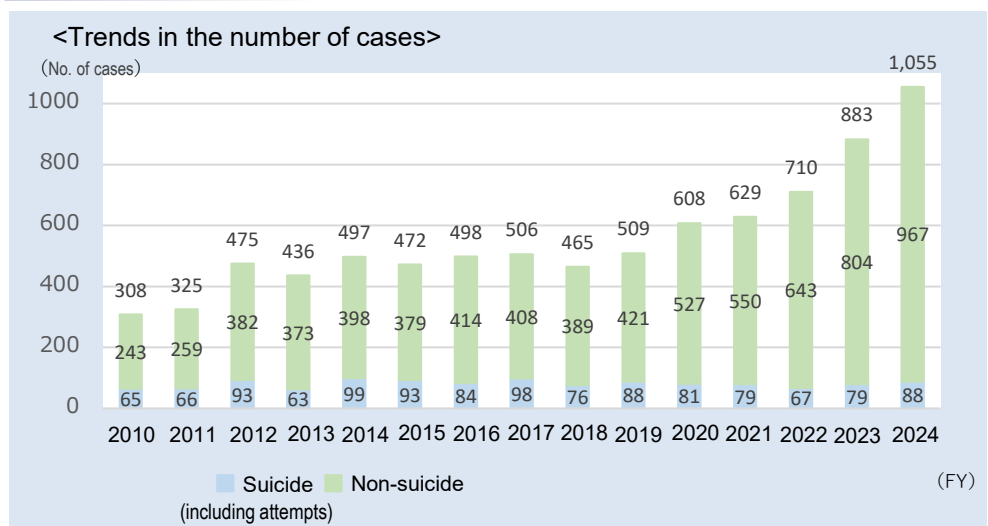
2 Current status of Karoshi, etc. (cases involving mental disorders 1)

- The number of workers' compensation benefit claims for cases involving mental disorders has continued to increase year by year, with a particularly significant increase in FY2023.
- By category, "Non-suicide" cases have increased year by year, reaching approximately 3.5 times the level in FY2010, while cases involving "Suicide (including attempts)" have generally remained stable or shown a slight increase. (Source) Prepared based on the Ministry of Health, Labour and Welfare's "Compensation for death and injury from overwork"

1 Trends in the number of workers' compensation claims



2 Trends in the number of workers' compensation benefits decided (approved)



Chapter 1 Overview of Karoshi, etc.

2 Current status of Karoshi, etc. (cases involving mental disorders 2)

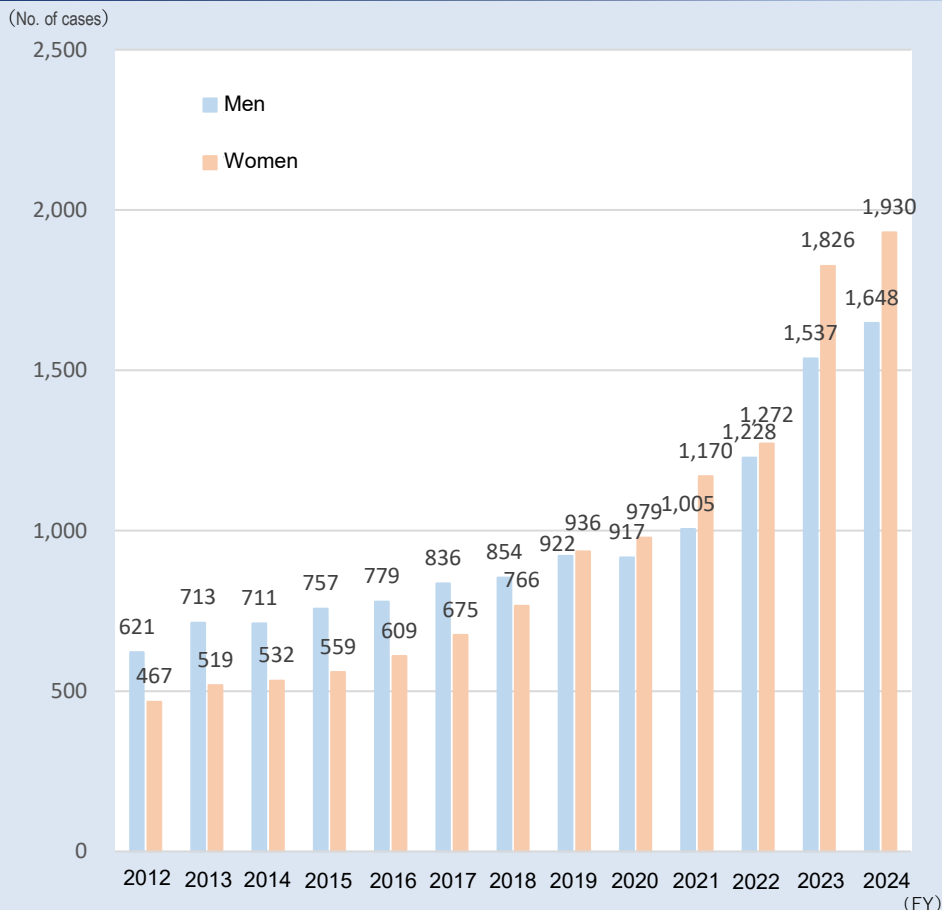
* Number of workers' compensation claims (non-suicide)

* Excluding attempted cases

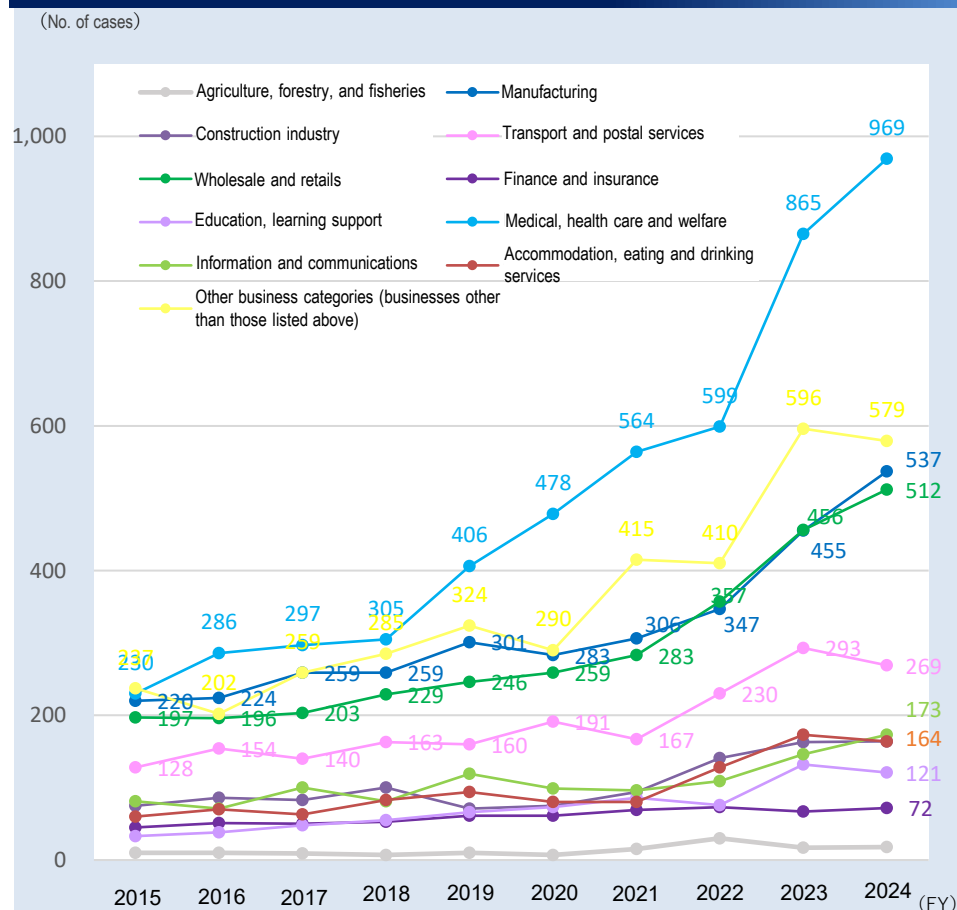
- Regarding the number of workers' compensation benefit claims for cases involving mental disorders (non-suicide), by gender, the figures for both men and women have continued to increase year by year, and in recent years, the figure for women has exceeded that for men.
- By industry, the numbers are highest in the following categories, in descending order: "Medical, health care and welfare," "Manufacturing," and "Wholesale and retails."

(Source) Prepared based on the Ministry of Health, Labour and Welfare's "Compensation for death and injury from overwork"

3 Trends in the number of cases by gender (excluding suicide)



4 Trends in the number of cases by industry (excluding suicide)



Chapter 1 Overview of Karoshi, etc.

2 Current status of Karoshi, etc. (cases involving mental disorders 3)

* Number of total decisions (total number of grant and non-grant decisions for workers' compensation)

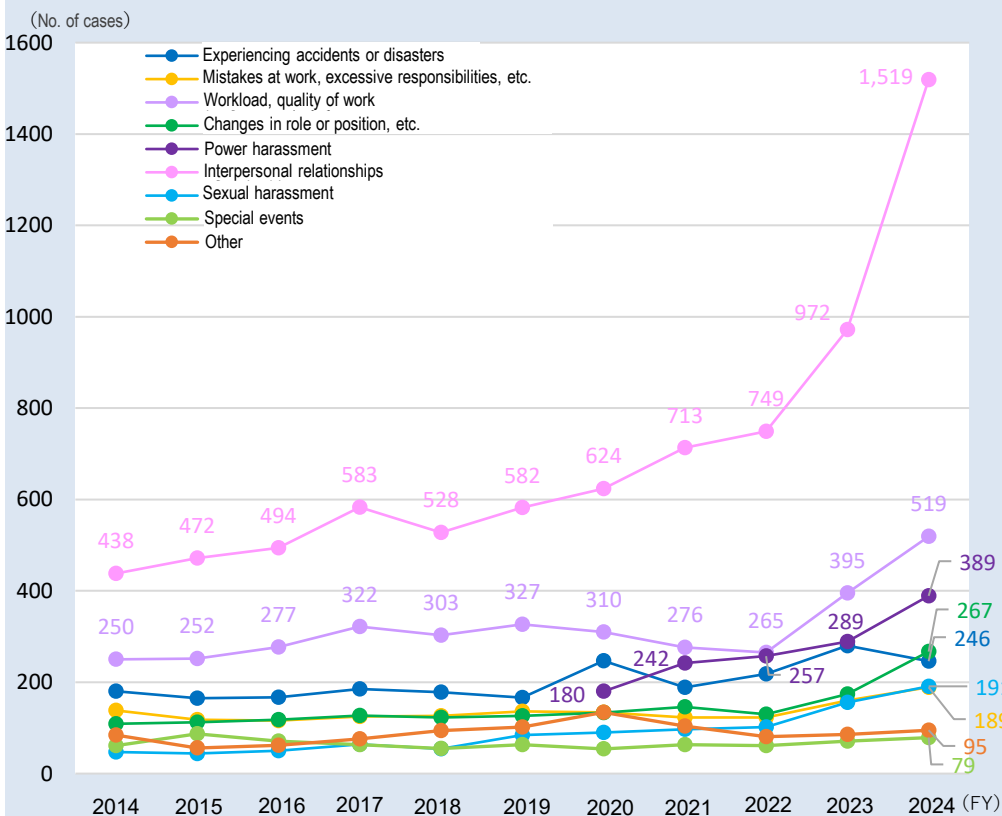
- Examining the number of total decisions for mental disorder cases by type of triggering event, “Interpersonal relationships” accounted for a markedly higher number of grant decisions than other categories, with particularly large increases in FY2023 and FY2024.
- Looking in detail at cases involving “Interpersonal relationships,” “Had problems with supervisors” accounted for over 60%, increasing by 354 cases in FY2024 compared with the previous fiscal year.

* “No. of total decisions” refers to the total number of grant decisions and non-grant decisions made during the fiscal year, and includes decisions made during the fiscal year on claims submitted in the previous fiscal year or earlier.

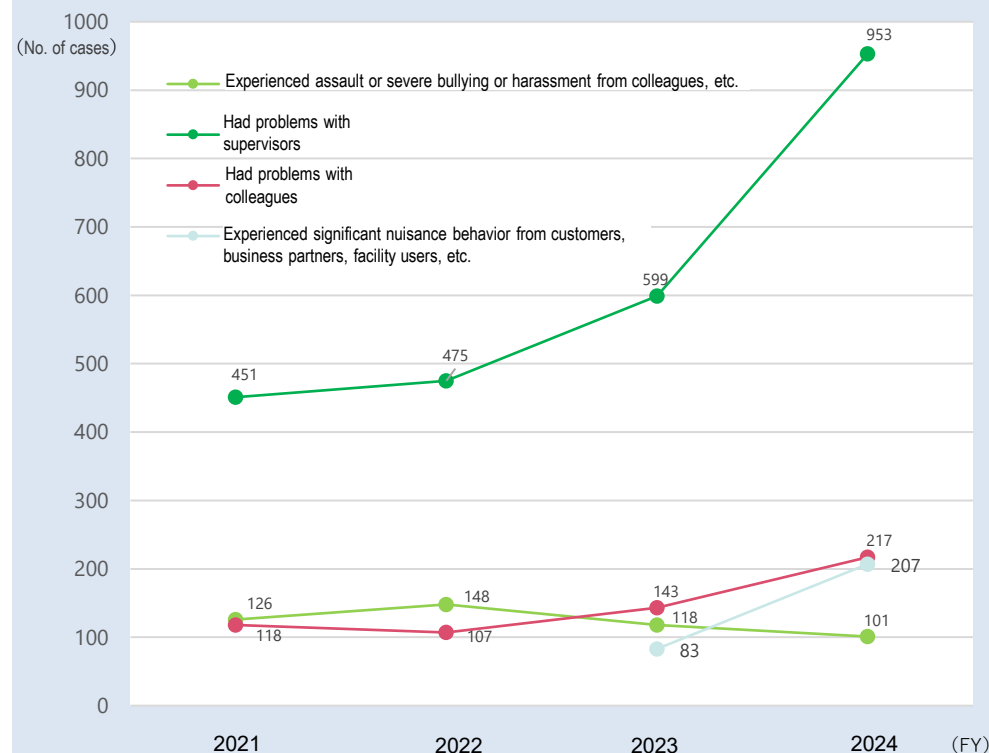
* From FY2020, “Power harassment” has been treated as a separate category (389 cases in FY2024).

(Source) Prepared based on the Ministry of Health, Labour and Welfare’s “Compensation for death and injury from overwork”

5 Number of total decisions for mental disorder cases by type of event



(Reference) Details of “Interpersonal relationships” event type



* “Event” refers to a classification of specific episodes established under the approval criteria for the purpose of assessing the intensity of psychological stress associated with events considered to be involved in the onset of mental disorders. When a workers’ compensation benefit claim is filed with the Labour Standards Inspection Office, necessary investigations are conducted, followed by an evaluation of the relevant event. Accordingly, when examining cases by type of event, the number of grant decisions is used. It should be noted that the above number of grant decisions includes both suicide cases (including attempts) and non-suicide cases.

* Following the amendment of the approval criteria under Kihatsu No. 0529-1 dated May 29, 2020, the event category “Power harassment” and the specific event “Experienced power harassment, such as physical or psychological attacks, from a supervisor, etc.” were newly added.

* Following the amendment of the approval criteria under Kihatsu No. 0901-2 dated September 1, 2023, the following specific events were added:

“Engaged in work with a high risk of infectious diseases or accidents” under “Workload, quality of work,” and

“Experienced significant nuisance behavior from customers, business partners, facility users, etc.” under “Interpersonal relationships.”

Chapter 1 Overview of Karoshi, etc.

3 Survey and research on karoshi, etc.

Analysis of trends in workers' compensation cases (priority industries, etc. 1)

(Source) Prepared on the basis of survey data from the Center for Research and Promotion of Preventive Measures against Karoshi (RECORDs), National Institute of Occupational Safety and Health

- Analysis of trends in workers' compensation benefit cases decided (approved) for those involving **cerebrovascular and cardiovascular diseases and mental disorders** in priority industries, etc. (*)

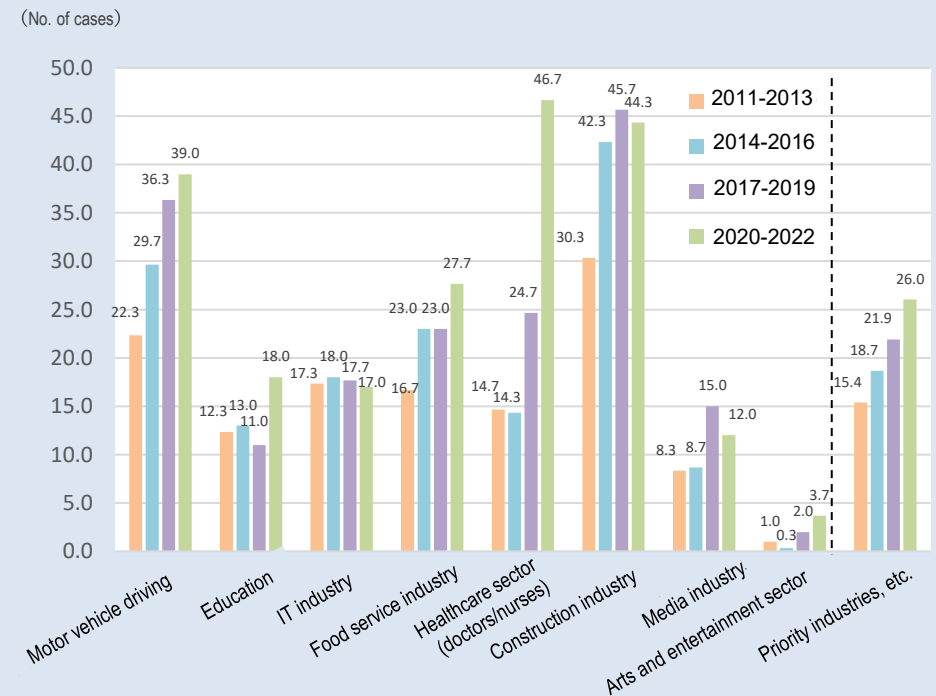
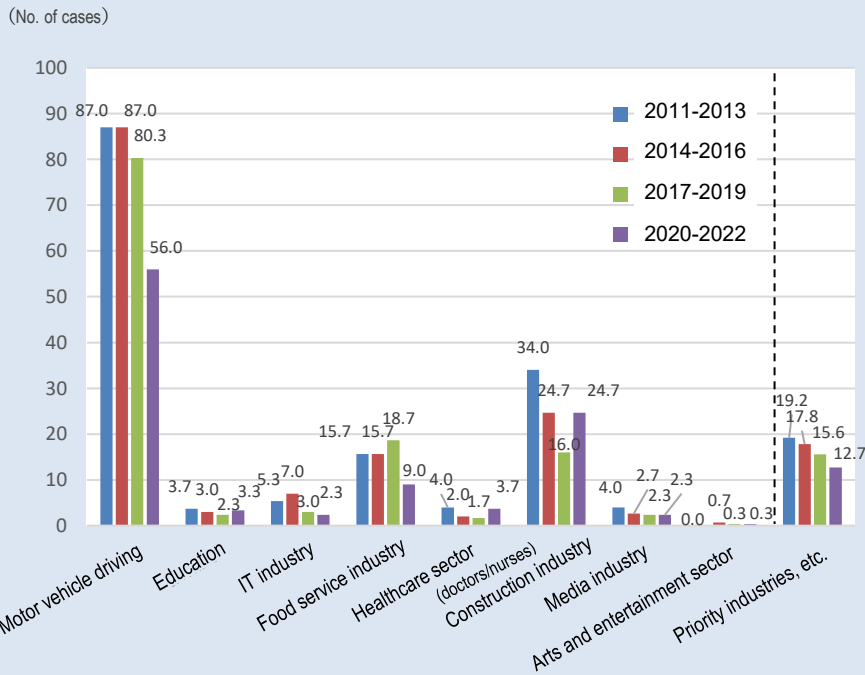
* Priority industries and sectors, etc. designated as priority targets for survey and research in the "Outline of Measures to Prevent Death and Injury from Overwork" (Motor vehicle driving, education, the IT industry, the food service industry, healthcare sector, construction industry, the media industry, and the arts and entertainment sector)

1 Trend in the average number of cases involving cerebrovascular and cardiovascular diseases by three-year period

2 Trend in the average number of cases involving mental disorders by three-year period

- In the motor vehicle driving sector, the average number of cases decreased during the period from FY2020 to FY2022. In the construction industry, although the number once declined, it has recently begun to increase again.

- Cases have shown an increasing trend in all sectors except the IT industry. In particular, the number of cases in the healthcare sector during the period from FY2020 to FY2022 was approximately three times that in the period from FY2011 to FY2013. Cases in the motor vehicle driving sector also increased significantly, while those in the construction industry have remained at a high level.



Chapter 1 Overview of Karoshi, etc.

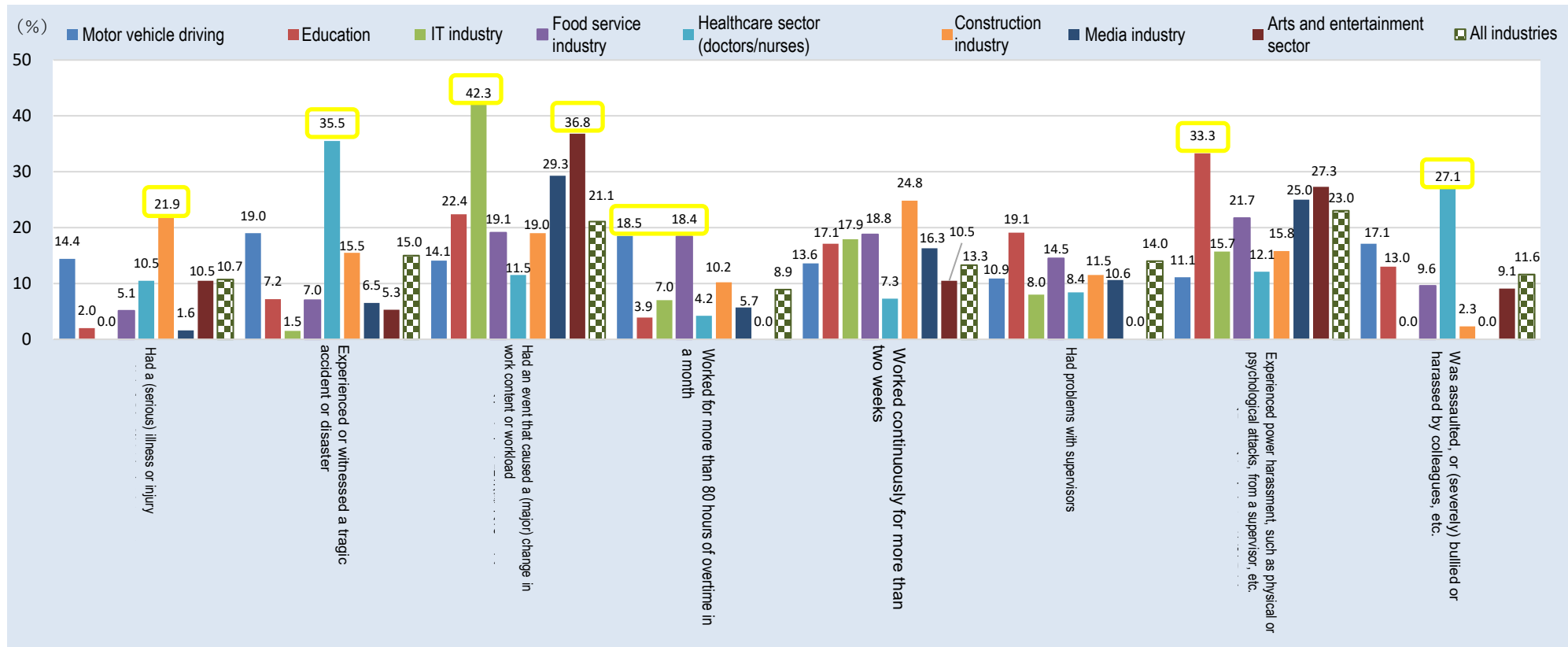
3 Survey and research on karoshi, etc.

Analysis of trends in workers' compensation cases (priority industries, etc. 2)

(Source) Prepared on the basis of survey data from the Center for Research and Promotion of Preventive Measures against Karoshi (RECORDS), National Institute of Occupational Safety and Health

3 Proportion of specific events involving mental disorders (total for FY2012–FY2022)

- The construction industry shows a high proportion of cases involving “Had a (serious) illness or injury.”
- The healthcare sector has especially high proportions of cases involving “Experienced or witnessed a tragic accident or disaster” and “Was assaulted, or (severely) bullied or harassed by colleagues, etc.”
- Events involving “a (major) change in work content or workload” are particularly common in the IT industry and the arts and entertainment sector.
- Cases involving “Worked for more than 80 hours of overtime in a month” are frequent in the motor vehicle driving sector and the food service industry, while cases involving “Worked continuously for more than two weeks” are particularly common in the construction industry.
- Cases involving “Had problems with supervisors” and “Power harassment” are frequent in the education sector.

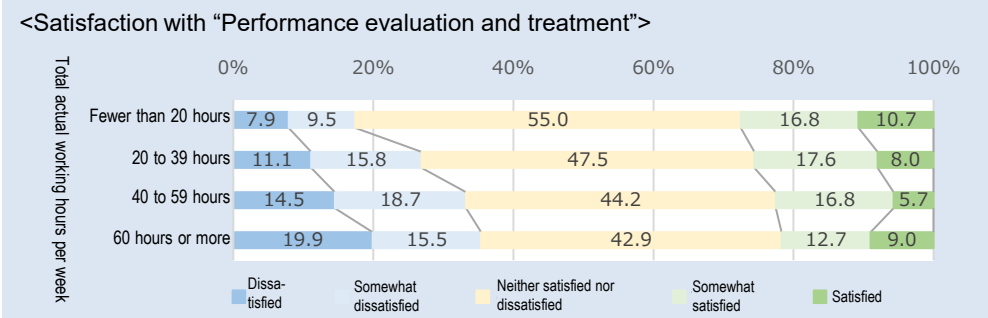
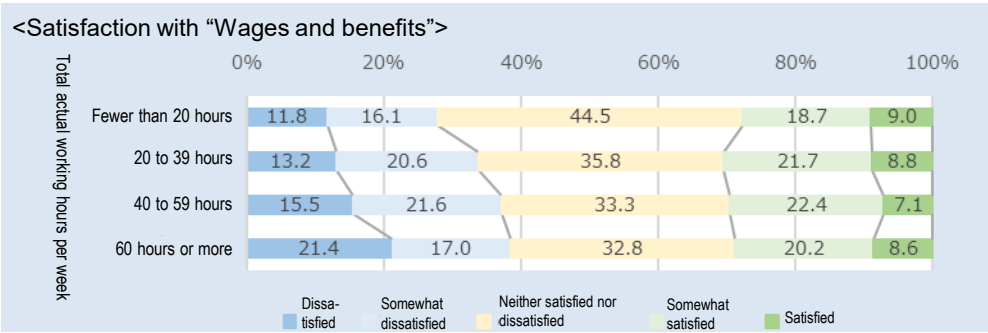
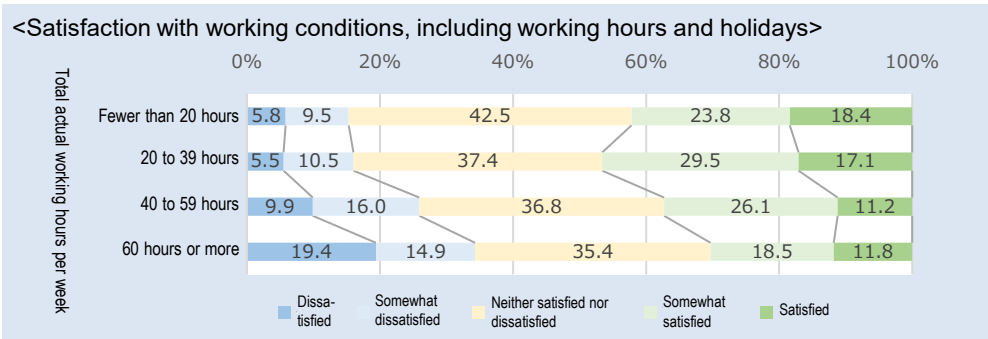


(Source) Based on the "Survey and Research on the Actual Situation of Karoshi, etc. in FY2024", compiled by Social Science and Occupational Health Research Group, National Institute of Occupational Safety and Health

- A questionnaire survey was conducted among workers (November 2024).

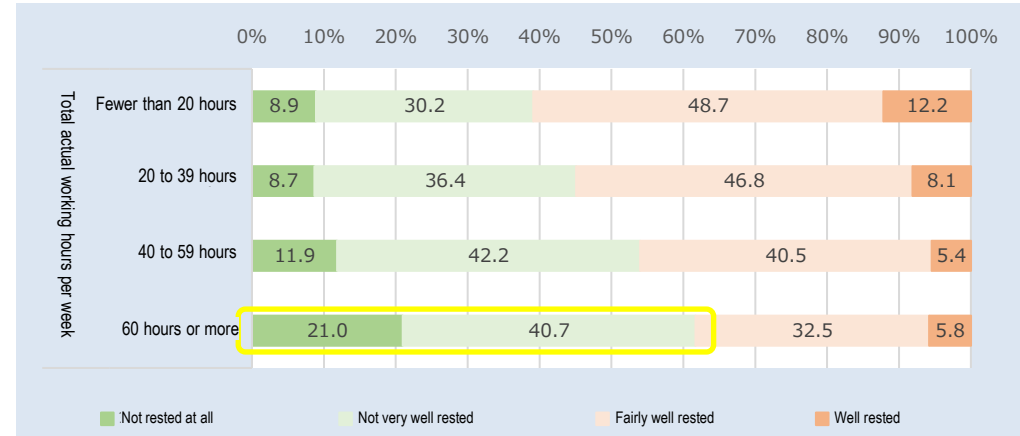
1 Satisfaction with working conditions (by actual working hours per week)

- Across all items, the combined proportion of respondents who were "Dissatisfied" or "Somewhat dissatisfied" generally increased as actual working hours per week increased.



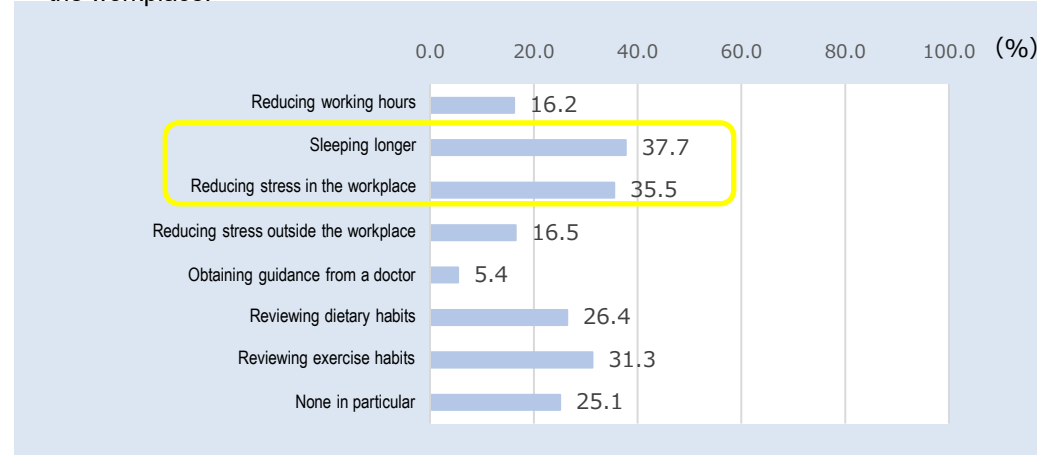
2 Whether adequate rest is obtained through regular sleep (by actual working hours per week)

- For those working 60 or more actual working hours per week, 61.7% reported either "Not rested at all" or "Not very well rested."



3 Efforts needed to improve health

- The most common responses were "Sleeping longer" followed by "Reducing stress in the workplace."



Chapter 1 Overview of Karoshi, etc.

3 Survey and research on karoshi, etc.

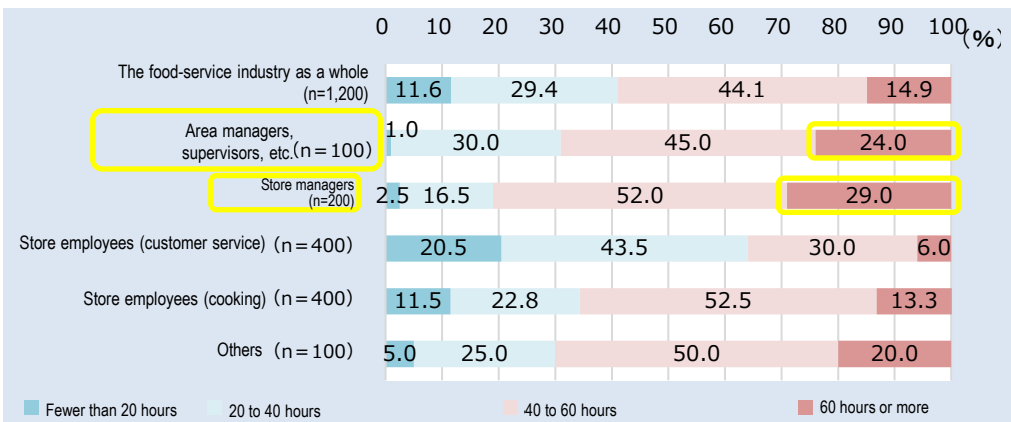
Surveys and analysis in the labour and social fields (questionnaire surveys) (food service industry 1)

(Source) Based on the "Survey and Research on the Actual Situation of Karoshi, etc. in FY2024", compiled by Social Science and Occupational Health Research Group, National Institute of Occupational Safety and Health

- A questionnaire survey was conducted among workers in the food service industry, which is designated as a priority industry, from December 6-12, 2024.

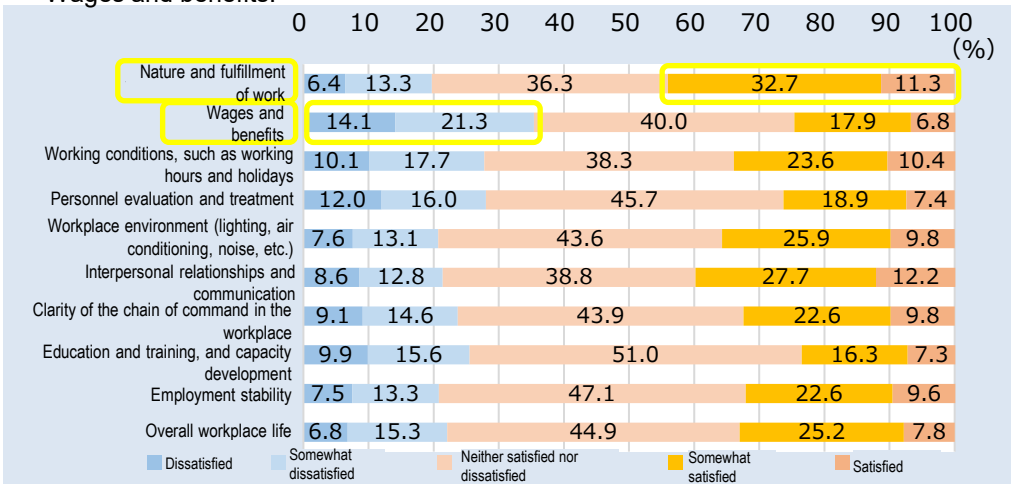
1 Average work hours per week over the past month (by job category)

- The proportion of respondents working "60 hours or more" per week peaked among "Store managers," followed by "Area managers and supervisors, etc."



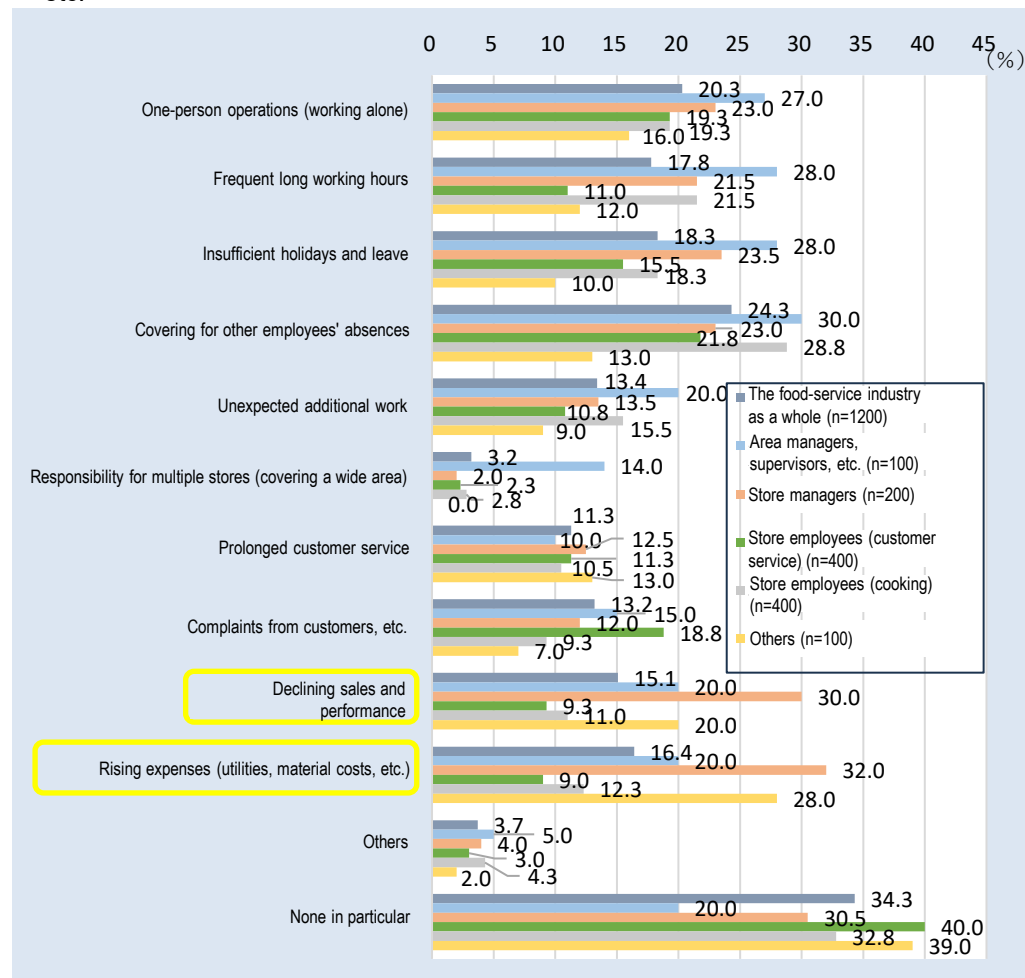
3 Job satisfaction

- The proportion of respondents who were satisfied was highest for "Nature and fulfillment of work," while the proportion of those who were dissatisfied was highest for "Wages and benefits."



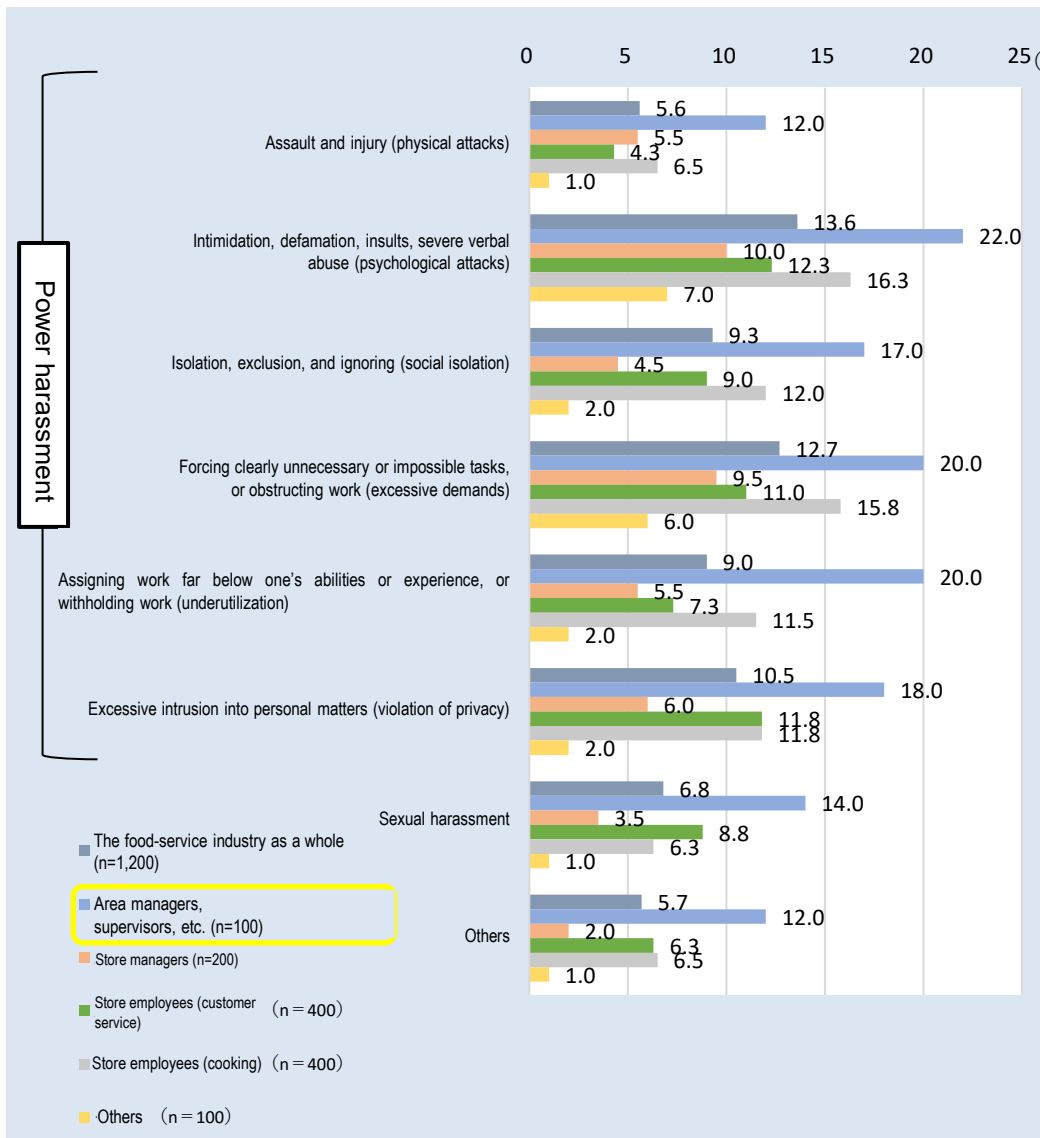
2 Content of stress and worries (by job category)

- "Store managers" were more likely to cite "Declining sales and performance" and "Rising expenses," while "Store employees (customer service)" were relatively more likely to cite "Complaints from customers, etc." In addition, "Area managers and supervisors, etc." were more likely to cite "Covering for other employees' absences," etc.



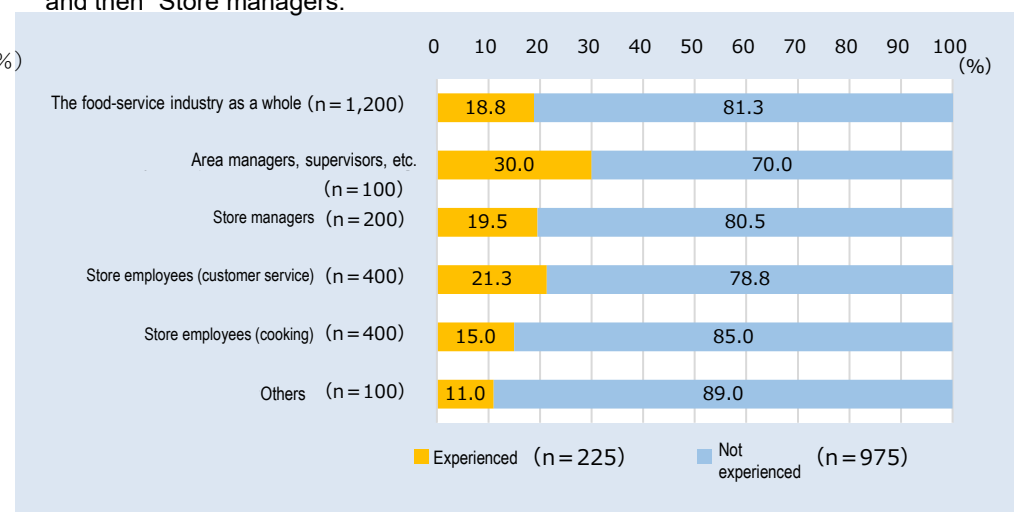
4 Experience of power and sexual harassment (by job category)

○ Experience of power and sexual harassment was most common among "Area managers and supervisors," followed by "Store employees (cooking)."



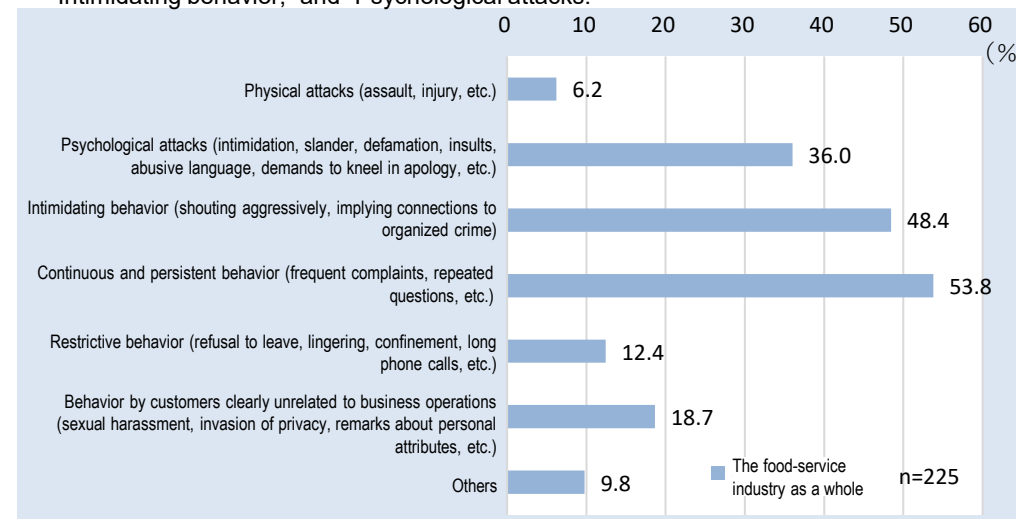
5 Experience of customer harassment (by job category)

○ The proportion of respondents who experienced customer harassment peaked among "Area managers and supervisors," followed by "Store employees (customer service)," and then "Store managers."



6 Types of customer harassment experienced

○ The most common types were "Continuous and persistent behavior," followed by "Intimidating behavior," and "Psychological attacks."



Chapter 1 Overview of Karoshi, etc.

Summary

Increase in workers' compensation claims for karoshi, etc.

Findings from the data

- In particular, the number of workers' compensation benefit claims for cases involving mental disorders has increased year by year, reaching more than three times the level of FY2010.
- Suicide cases have generally flatlined or increased slightly, while non-suicide cases have risen significantly.
- Cases involving women have increased, surpassing the level for men.
- By industry, "Medical, health care and welfare" ranked highest, with a significant increase observed from FY2022 to FY2024.
- The number of grant decisions (approved or denied) by event type (*) shows significant increases in workplace environment-related events such as "Interpersonal relationships" and "Power harassment" from FY2022 to FY2024.

* Events considered to be involved in the onset of mental disorders

Direction of efforts

- Efforts to prevent long and excessive working hours, ensure holidays, and promote the taking of leave will continue to be encouraged.
- Efforts to create better workplace environments will also be actively promoted.



Status and efforts in priority industries

Findings from the data

- Reviewing the trend in the average number of cases per three-year period for cerebrovascular and cardiovascular diseases, the motor vehicle driving sector saw a decrease during the three-year period from FY2020 to FY2022; however, the number of cases remains relatively high compared with other sectors.
- Regarding trends in the average number of cases per three-year period for mental disorders, both the healthcare sector and the motor vehicle driving sector have shown substantial increases, while the construction industry remains at a high level.
- Events considered to be involved in the onset of mental disorders show differing patterns across priority industries, etc.

Direction of efforts

- Measures will be examined and implemented for each priority industry, etc., taking their specific characteristics into account.



Chapter 2 Status of implementation of measures to prevent karoshi, etc. 1

1 Measures taken by labour administrative agencies, etc.

(1) Ensuring thorough compliance with overtime work limits

- As regulations on maximum overtime work have been extended to the construction industry, motor vehicle driving services, and doctors, etc. starting in April 2024, the Labour Standards Inspection Offices are working to ensure strict compliance.

(2) Thoroughly implementing measures to reduce long work hours

- To provide inspection and guidance to companies where workers work for long hours and where karoshi, etc. have occurred.
- To give guidance to the head offices of companies that engage in illegal long working hours at multiple branches, etc., to make company-wide improvements.
- To ensure the proper monitoring of work hours based on the guideline.
- To give guidance by the Director of the Prefectural Labour Bureau to the top executives of the companies engaged in illegal long working hours at multiple workplaces and disclose the companies' name.

(3) Taking measures to prevent health problems caused by overwork

- To provide guidance regarding how to monitor work hours and ensure that workers who work long hours should be interviewed by a doctor, etc.

(4) Measures for mental health and for prevention of harassment

- To provide guidance on mental health measures to workplaces where a decision (approval) has been made to provide workers' compensation payments for mental disorders.
- To provide guidance to offices that have not yet taken measures to prevent harassment and to instruct offices where incidents of harassment have occurred regarding post-action measures and efforts to prevent recurrence.

(5) Measures to prevent the recurrence in companies where cases of karoshi, etc. have occurred

- As well as providing existing guidance to companies where cases of karoshi, etc. have occurred to provide guidance requesting the development of company-wide preventive measures at the company headquarters.
- To require companies that have had multiple cases of karoshi etc. within a certain period of time to develop an "improvement plan to prevent karoshi etc." under the prefectural Labour Bureau Director who has jurisdiction over the head office and to provide advice and guidance to ensure that efforts based on the plan are implemented company-wide.

2 Survey and research, etc.

(1) Analysis of karoshi, etc. cases

- To analyze Karoshi, etc. cases of occupational accidents by private/public service.

(2) Development of preventive research and support tools

- To conduct long-term research on the relationship between work hours, work stress and the results of health checkups, etc. and to implement measures to improve the workplace environment and verify the effects of such measures, etc.
- Based on accumulated research findings, develop support tools for the prevention of karoshi, etc.

(3) Survey and analysis of labour and social factors related to karoshi, etc.

- To conduct a questionnaire survey of workers and workplaces to analyze the background factors of karoshi, etc. as well as the factors that form a good work environment.

(4) Dissemination of results

- Disseminating and publishing analysis and research findings, as well as the latest domestic and international information related to karoshi, etc., through a portal site.

3 Raising awareness

(1) Publicizing and raising awareness among the public

- To publicize and raise awareness through various media, including posters and brochures, mainly during "Enlightenment Month to Raise Awareness for Preventing Death and Injury from Overwork" (November).

(2) Disseminating information and raising awareness students at universities, high schools, etc. about working conditions

- In cooperation with the Ministry of Education, Culture, Sports, Science and Technology (MEXT), to dispatch lecturers and make e-learning materials available at junior high schools, high schools and universities, etc., as a means of raising awareness of the program.

(3) Publicizing and raising awareness of the need to reduce long work hours

- During "Enlightenment Month to Raise Awareness for Preventing Death and Injury from Overwork" (November), ① To request labour and management groups to cooperate in publicizing and raising awareness of efforts to reduce long work hours, etc.; ② To have the Director of the Prefectural Labour Bureau visit best practice companies; ③ To prioritize inspection of workplaces where karoshi, etc. have occurred; ④ To provide nationwide toll-free telephone consultation services; and ⑤ To implement a "Campaign to Eliminate Overwork" that includes seminars for employers and HR staff with the aim of promoting voluntary measures to prevent overwork.

(4) Publicizing and raising awareness of the prevention of health problems due to overwork

- To publicize the "Measures to be taken by business operators to prevent health problems due to overwork."
- To raise awareness among the public and businesses during "National Occupational Health Week" (October) with the promotion of comprehensive measures to prevent health problems caused by overwork as a priority issue to enlighten the public, businesses and other stakeholders.

(5) Promoting the introduction of the work-interval system

- To hold symposiums via online distribution.
- Promote the introduction using "Manual for Introduction and Operation of the Work-Interval System."
- To provide support for small-and medium-sized enterprises (SMEs) for the introduction of the work-interval system through the use of grants to SMEs.

(6) Encouraging companies to review their work styles and promoting the use of annual paid leave

- To approach leading companies in the industry and in the region.
- Providing information regarding the initiatives of companies engaged in advanced work-style and vacation-style reforms on the "Work-Style and Vacation-Style Improvement Portal Site."
- To hold a symposium on work-style and vacation-style reforms.
- To promote the use of annual paid leave in a timely manner, as well as to encourage employees to take leave that takes advantage of local features.

(7) Disseminating information and raising awareness about the public about mental health measures

- To operate "Kokoro-no-mimi (Ear of mind)," a portal site for workers' mental health and provide various information on mental health measures.
- To hold a symposium on mental health in the workplace and provide comprehensive information on mental health measures.

Chapter 2 Status of implementation of measures to prevent karoshi, etc. 2

3 Enlightenment (cont.)

(8) Implementation of awareness-raising activities to prevent and address workplace harassment

- To provide intensive publicity during the “Month for Eliminating Harassment in the Workplace” (December).
- To provide information on the portal site, Akarui Shokuba Ouendan (Cheering Squad for a Cheerful Workplace), including precedents related to harassment, examples of corporate initiatives, in-house training materials, video and other materials.
- As part of measures to prevent customer harassment, and in cooperation with relevant ministries and agencies, developing a “Corporate Manual on Countermeasures Against Customer Harassment,” along with leaflets and awareness posters, and disseminating examples of corporate efforts.

(9) Promotion of diverse work styles

- Promoting the dissemination of telework that enables appropriate labour management by employers and allows workers to work with peace of mind, through measures such as providing consultation services and guidance, establishing a comprehensive portal site, and offering subsidies to employers that introduce telework systems.
- Promoting awareness of the “Guidelines for Promoting Side and Concurrent Jobs” and providing consultation services to ensure the health of workers engaged in side or concurrent jobs.
- Promoting awareness and understanding of the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators, which came into force in November 2024, taking action against violations, and disseminating and promoting the use of the “Guidelines for Creating a Safe Environment Where People Can Work on a Freelance Basis.”

(10) Promoting efforts based on business practices, work environment, etc.

- For the industry of trucking, teachers, medical practitioner, information and telecommunications and construction industry, the government agencies and industry associations, etc. related to each industry take the lead in improving the working environment, including business practices.

(11) Promoting efforts for young workers, older workers, workers with disabilities, etc.

- To support mental health education for young workers, provide assistance to ensure the health and safety of older workers through the Age-Friendly Subsidy, etc. and support workers with illnesses in achieving a good balance between work and medical treatment.

(12) Disseminating information and enlightening public employees

- For national public employees, to work on reducing overtime and promoting the planned use of annual leave, to introduce, from April 2024, rules requiring efforts to be made to ensure intervals between working hours and to provide training in mental health care and prevention of harassment via e-learning and other means.
- For local public employees, to provide local governments with advice on operating overtime limits regulations and health security measures, ensuring intervals between working hours, mental health measures and anti-harassment measures, etc. and to hold training sessions to raise awareness of work style reform, etc.

4 Improvement of consultation system, etc.

(1) Establishing consultation services for working conditions and health care

- To provide consultation on working conditions, such as illegal overtime work, through the “Labour Standards Advice Hotline” (free telephone consultation service on weeknights, weekends and holidays).
- To provide consultation on mental health issues and health problems caused by overwork via SNS, email and telephone at “Kokoro-no-mimi” (Ear of mind), a portal site for workers’ mental health.
- Providing consultation services for business disputes between freelancers and clients through “Freelance Problems Dial 110.”

(2) Training for individuals providing consultation services, such as occupational physicians

- Providing specialized training for occupational health professionals, including occupational physicians, at the Industrial Health Comprehensive Support Center on mental health measures and strategies to prevent health hazards caused by overwork.

(3) Training for occupational health and human resources personnel

- Providing various training programs at the Industrial Health Comprehensive Support Center concerning mental health measures and the promotion of occupational health.

(4) Establishing a consultation system for public employees, etc.

- Establishing a “Counseling Room for Mental Health” for national public employees, which can be used by employees of each ministry and agency and their family; a “Counseling Room for Mental Health-Related Return to Work” where specialist physicians provide consultation on returning to work and preventing recurrence of mental health problems among employees who have taken long-term sick leave due to mental health issues.
- Establishing a free consultation service (telephone, web, and email consultations) for local public employees of local governments, etc. responsible for mental health measures, in collaboration with the Japan Local Government Employee Safety & Health Association, through the Fund for Local Government Employees’ Accident Compensation. Implement free telephone health consultations, etc., through the Mutual Aid Associations of local public employees.

(5) Consultation for bereaved children from karoshi, etc.

- To establish online consultation service from 2022 to support the mentally healthy growth of the bereaved children from karoshi, etc.

5 Support for private organizations’ activities

(1) Organizing “Symposiums on Promotion of Prevention Measures for Karoshi, etc.”

- To organize “Symposiums on Promotion of Prevention Measures for Karoshi, etc.” in all prefectures to raise public awareness (48 venues + internet venues).

(2) Organizing exchange programs for the bereaved children from karoshi

- To heal the physical and mental health of the bereaved children and hold a social event for the bereaved children and their guardians to provide counseling, etc.

(3) Publicizing the activities of private organizations

- Including the consultation services of private organizations engaged in activities to prevent karoshi, etc. in brochures on karoshi, etc., thereby raising awareness of the activities of these organizations.

【Column】 Case study: Enhancing labour efficiency and medical services through the use of ICT

～Ishikawa Memorial HITO Medical Center (Shikokuchuo City, Ehime Prefecture)～

Serving as a regional emergency medical hub while covering the four major diseases (heart disease, stroke, cancer, and diabetes), Ishikawa Memorial HITO Medical Center employs approximately 540 staff members, including more than 50 full-time physicians. Facing challenges in securing staff due to its location near a prefectural border, the hospital has worked to develop flexible working arrangements. In particular, systems created through the use of ICT have attracted visits from other hospitals and brought about reforms that are transforming conventional practices in the medical field.



● Introducing a chat system

Relying primarily on face-to-face or telephone communication, HITO Medical Center also faced this common situation. “Because many tasks require physicians’ instructions or approval, work could not begin unless physicians were available during surgery or outpatient consultations, which often led to staff working overtime,” the director explained. Introducing a chat system has enabled physicians to respond to urgent communications during short breaks, thereby improving overall operational efficiency. In addition, a neurosurgeon commented, “Above all, it reduced stress compared with phone calls. Also, harassment is less likely to occur in group chats because communications are visible to others. For younger staff, I think this is a more acceptable method of communication.”



Staff constantly stationed at the bedside. The chat system enables access to information from anywhere.

In HITO Medical Center, the wards are divided into multiple units, with nurses and medical staff forming teams that remain stationed near each unit to provide care. Using the chat system allows nurses to share patient information even when away from the nursing station, which led to a shift in their primary work location from the nursing station to the bedside. Shifting the primary work location from the nursing station to the bedside has allowed nurses to reduce the distance they walk in a day by 4–5 kilometers and the time spent walking by approximately 100 minutes, enabling them to devote more time to patient care.

● Utilizing new devices and generative AI



Staff members wearing smart glasses and providing care

Conducting a crowdfunding campaign in 2023, the hospital purchased smart glasses that allow remote sharing of point-of-view video. Connecting home-visit nursing staff with in-house specialists in real time, the hospital has enabled care services to be provided under professional guidance.

The hospital is conducting pilot tests of a remote monitoring system that installs devices in patients’ homes to enable communication with hospital staff. They are also focusing on developing mechanisms to utilize generative AI and electronic medical records for the rapid extraction of patient information and the creation of documents.

Future challenges include improving nurse engagement and enhancing their sense of fulfillment at work. Since 2020, newly hired nurses have each been provided with a tablet, and an e-learning system has been introduced. “Because professionals can work anywhere, unless there is ‘something they can learn here,’ they won’t stay. Values have changed between the past and the present, so I believe it is necessary for us to adapt,” said the director.

ICT also plays a significant role in hospital management and in addressing labour shortages, and the hospital will continue to pursue further reforms to become a hospital that is chosen.

Column List

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2	Introducing infographics featured on the portal site of Research Center for Overwork-Related Disorders (Toward Healthy Work Practices) Research Center for Overwork-Related Disorders, National Institute of Occupational Safety and Health
3	Introducing research findings presented by members of the Research Center for Overwork-Related Disorders at relevant academic conferences Research Center for Overwork-Related Disorders, National Institute of Occupational Safety and Health
4	The Union's efforts on "Zero Karoshi, etc." Japanese Trade Union Confederation
5	Keidanren's efforts towards the continuation and deepening of Work Style Reforms Japan Business Federation (Keidanren)
6	Dispatching bereaved families of karoshi victims and experts on labour issues as lecturers to schools - In 2024, the ninth year of the program, 17,053 students participated in 191 sessions - Office for the Promotion of Measures to Karoshi, etc., General Affairs Division, Labour Standards Bureau, MHLW
7	[Efforts by Companies] Case study: Work-style reform initiatives at a long-established transport company enhancing the appeal of the logistics industry ~Tsukagoshi Transport Co., Ltd.~
8	[Efforts by Companies] Case study: Work-style reform for teachers through the promotion of action plans in diverse educational settings ~Hokkaido Bureau of Education~
9	[Efforts by Companies] Case study: Enhancing labour efficiency and medical services through the use of ICT ~Ishikawa Memorial HITO Medical Center~
10	[Efforts by Companies] Case study: Work-style reform in the construction industry through fostering environments for young workers and utilizing ICT ~Seiyu Kogyo Co., Ltd.~
11	[Efforts by Companies] Case study: Work-style reform in the food service industry through top-level decision-making and on-site awareness reform ~Choushimaru Co., Ltd.~
12	Symposium to Promote Measures to Prevent Karoshi, etc. in 2024 Office for the Promotion of Measures to Karoshi, etc., General Affairs Division, Labour Standards Bureau, MHLW
13	Report on the Exchange Meeting for Bereaved Children from Karoshi, etc. Shinobu Watanabe, Coordinator, Exchange Group for Bereaved Children from Karoshi, National Association of Families Fighting Karoshi
14	Trusting our wishes to the Outline National Association for Bereaved Families of Karoshi Victims, Representative Organizer, Emiko Teranishi
15	Further efforts toward workplace improvement - Ten years since the enactment of the Act Promoting Measures to Prevent Death and Injury from Overwork - National Defense Counsel for Victims of KAROSHI Representative Director Hiroshi Kawahito,
16	Associations of Families Fighting Karoshi in various fields and regions Kanagawa Association for Bereaved Families of Karoshi Victims, etc., Sachiko Kudo; Miyagi Association for Bereaved Families of Karoshi Victims, etc., Junko Oizumi; Tokyo Association for Bereaved Families of Karoshi Victims, etc., Shinobu Watanabe; Fukuoka Association for Bereaved Families of Karoshi Victims, etc., Harumi Antoku
17	Report on the 10th Annual Conference of the Japan Society for Karoshi Research Yoritoshi Nagai, Representative Director, Japan Society for Karoshi Research