

Keidanren

Japan Business Federation

Demographics and the Workplace of the Future -Japan's Case-

Hiroshi Tokumaru
6 June, 2018

- 1. Demographic change and labor supply/demand in Japan**
- 2. Role of government, employer and worker**
- 3. Tackling population decrease**
- 4. Towards aging society**
- 5. Conclusion**

1. **Demographic change and labor supply/demand in Japan**

(1) Urgent issue to be tackled:

- Population decrease
- Aging of population

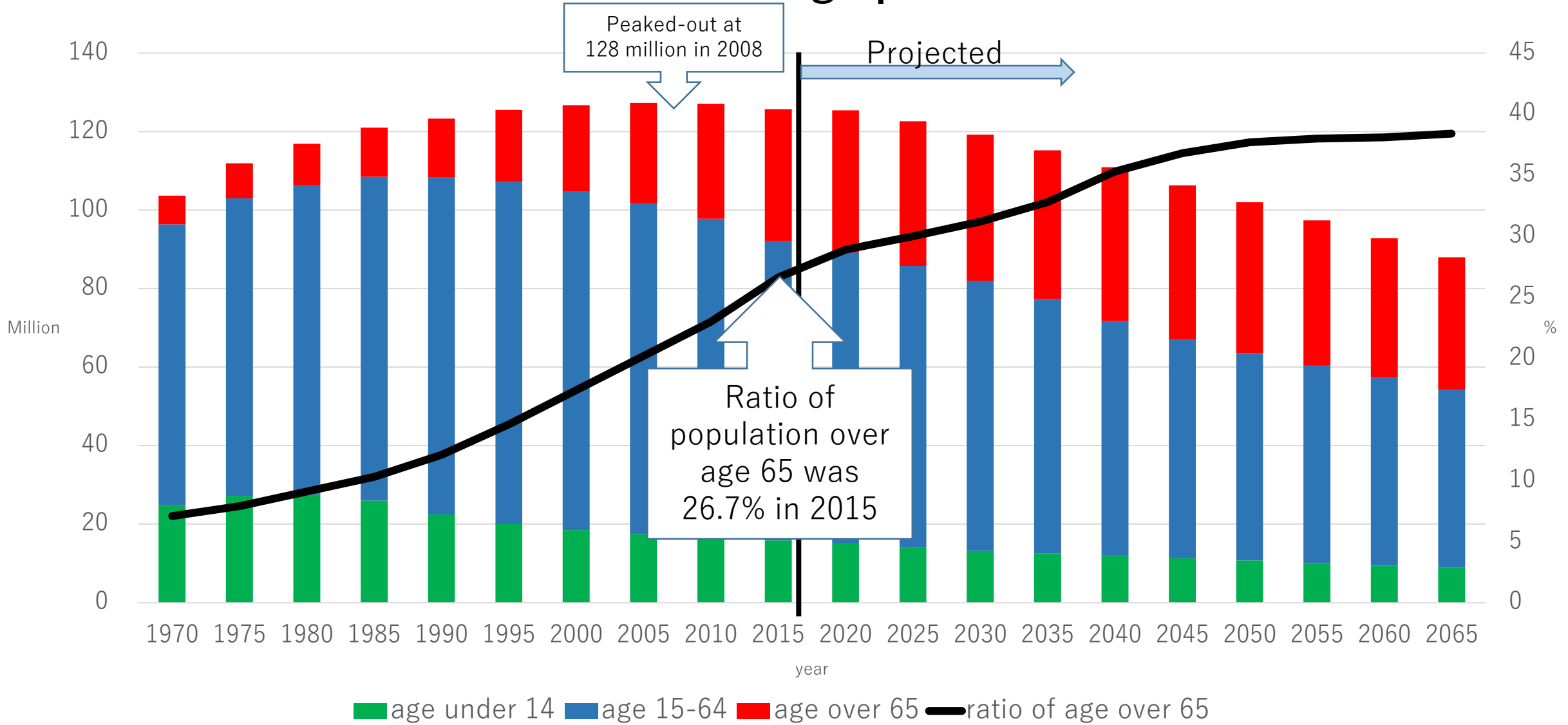
(2) Japan's GDP growth:

- Recovering gradually after the Financial Crisis of 2007-2008

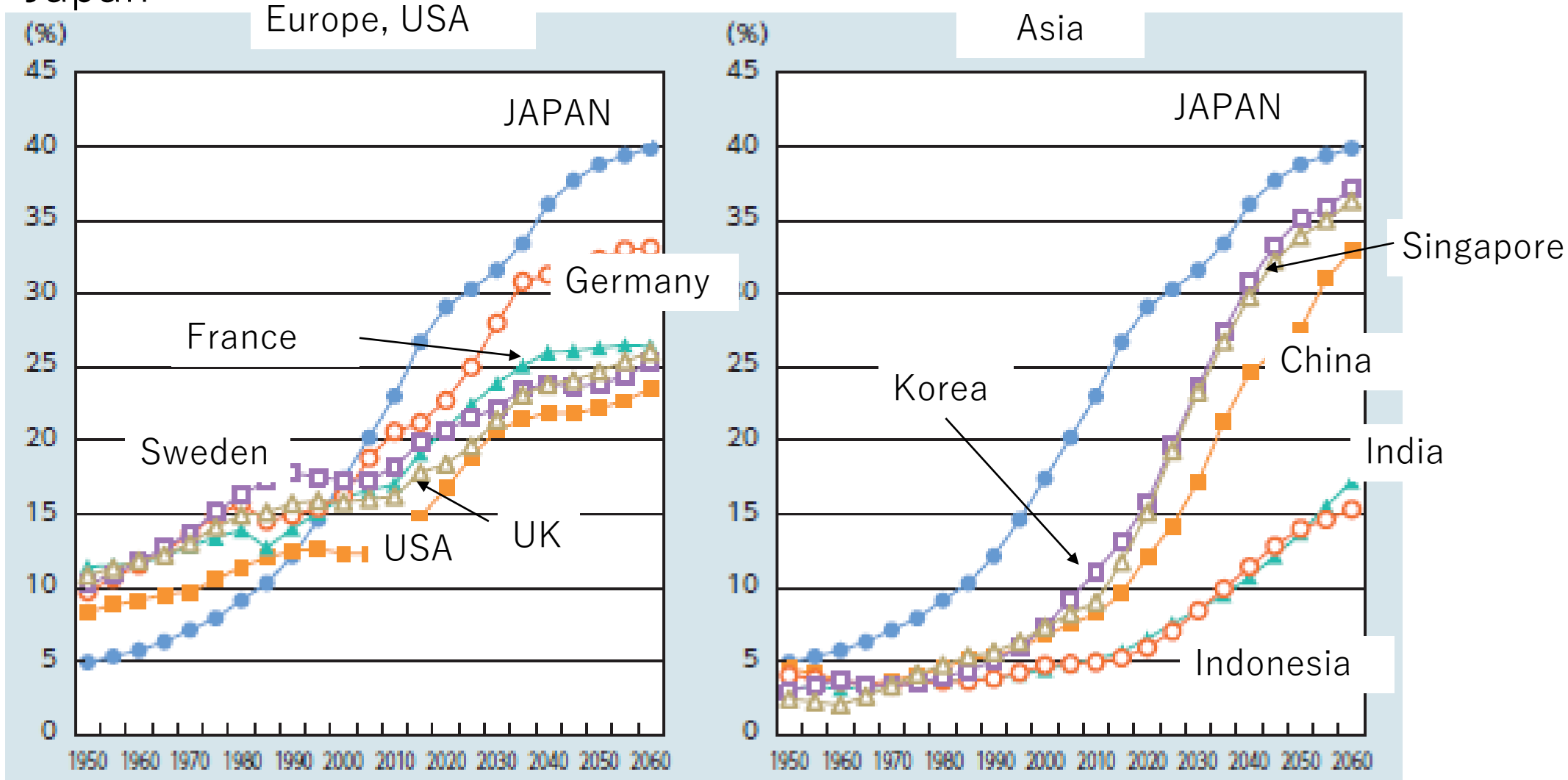
(3) Japan's labor market:

- Faces tight supply and demand
- Labor shortage

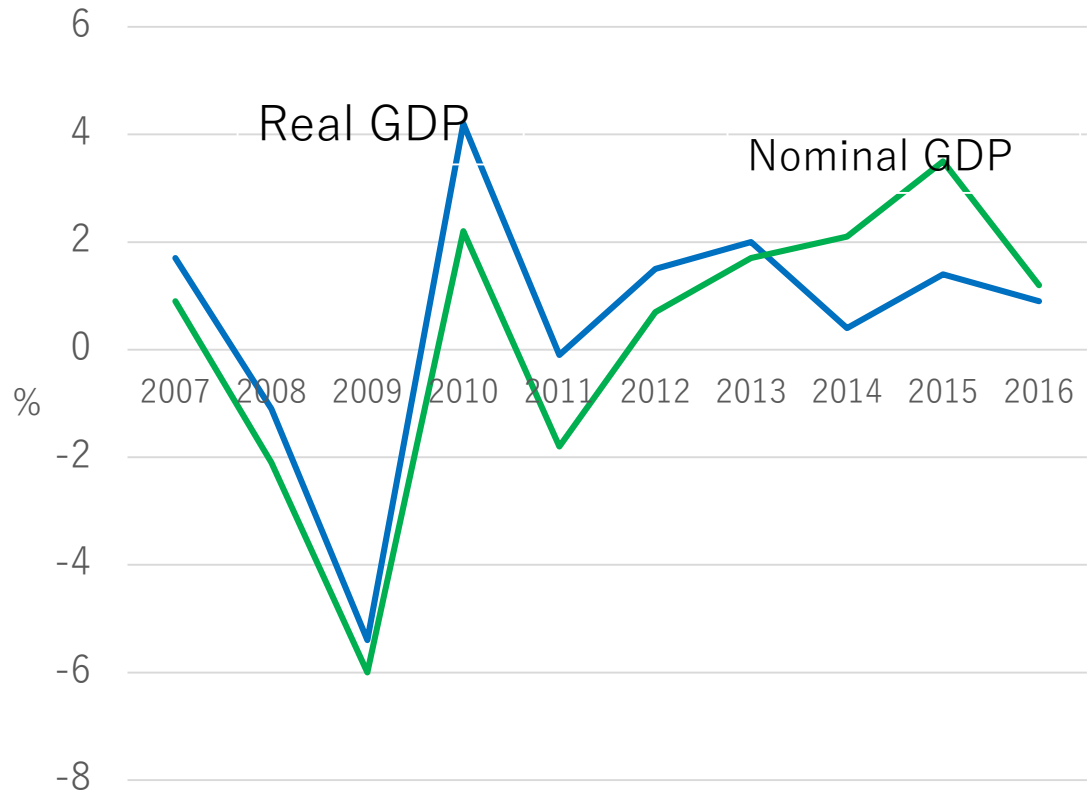
JAPAN: Demographic Overview



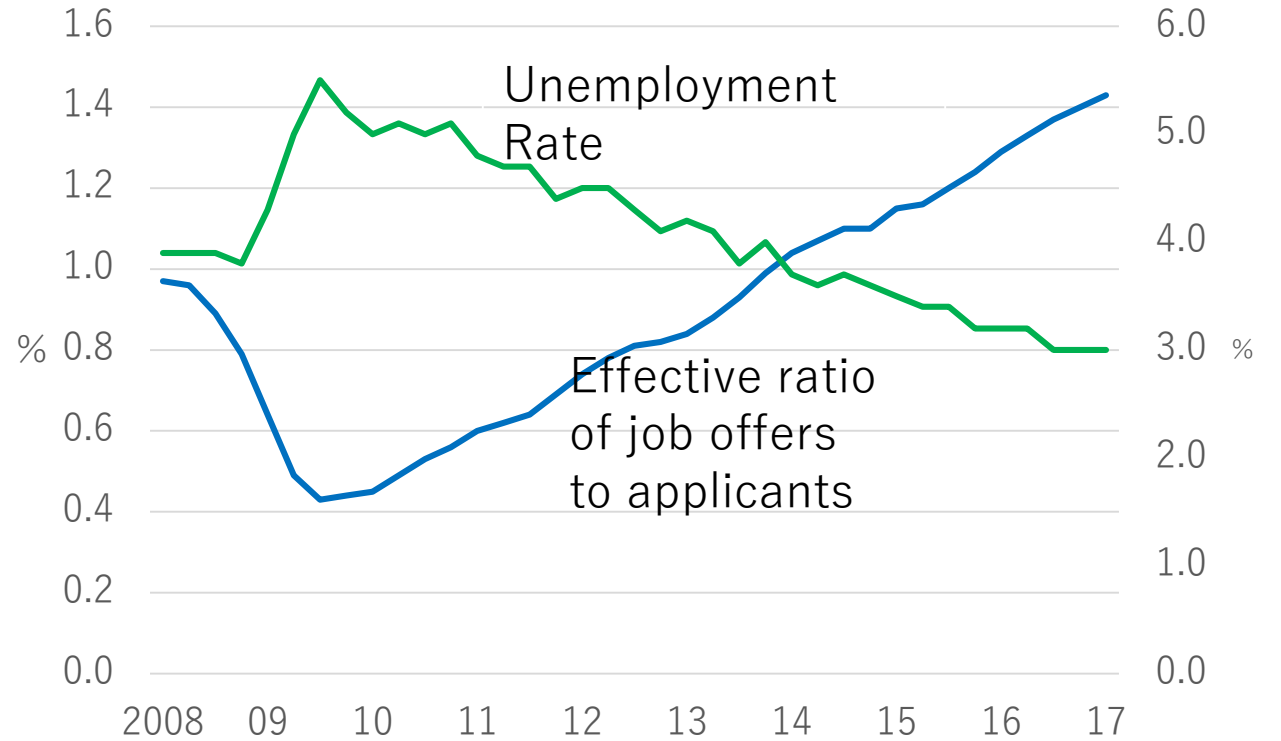
Aging of population in Europe, USA and Asia in comparison with Japan



Annual GDP Growth



Unemployment Rate Effective ratio of job offers to applicants



2. Role of government, employer and worker

(1) To cope with the population decrease:

- Maintain workforce
- Cope with changing industrial structure

(2) To cope with the aging society:

- Important role of the aged workers
- Support workers whose parents are elderly care recipients

(3) Promote “Work Reform”:

- government: in charge of legislations
- employers and workers: collaborate towards full implementation

3. Tackling population decrease

(1) Women's active participation in the workforce

- Establish women-friendly environment throughout the workplace including:
nursery schools, satellite offices and tele-working
promotion of non-regular workers to regular workers
maternity and child rearing leaves

(2) Enhance productivity

- Application of IT in the services sector, expanding IoT

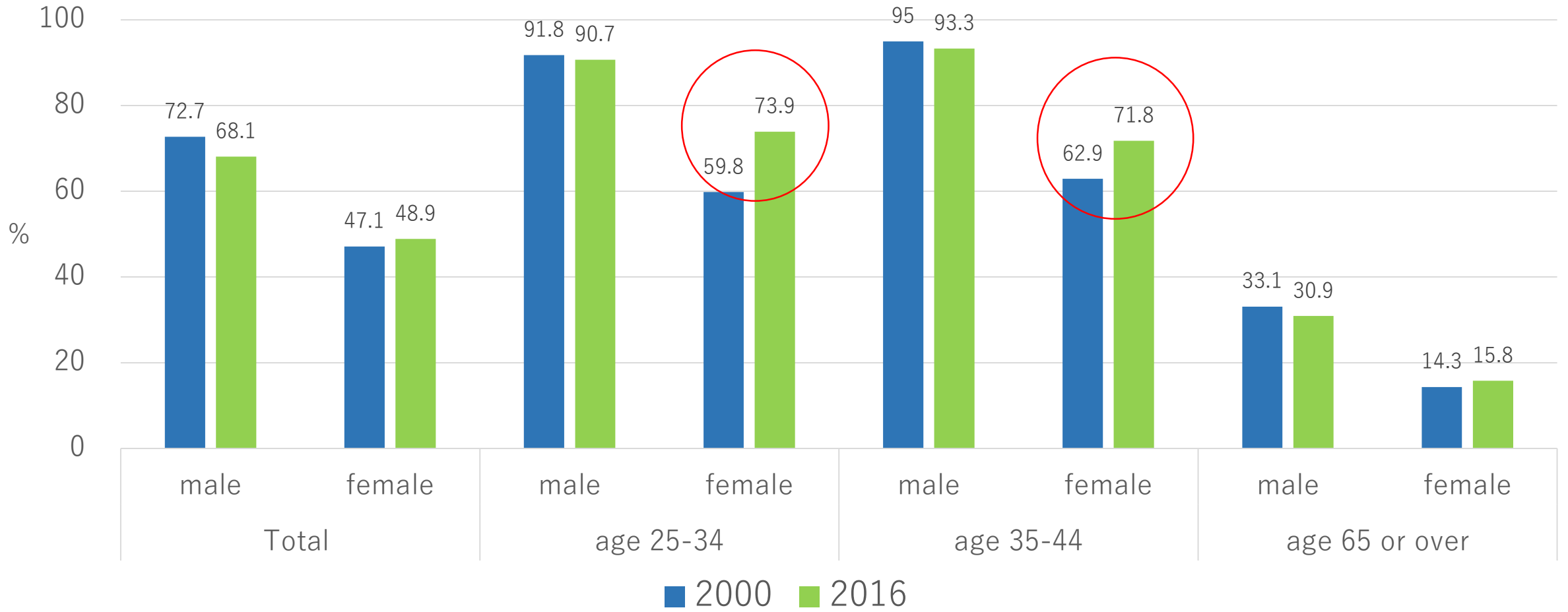
(3) Promote youth employment

- Accommodate "diversity"

(4) Reform industrial structure

- "digital society" etc.

Changes in the employment rate



4. Towards Aging Society

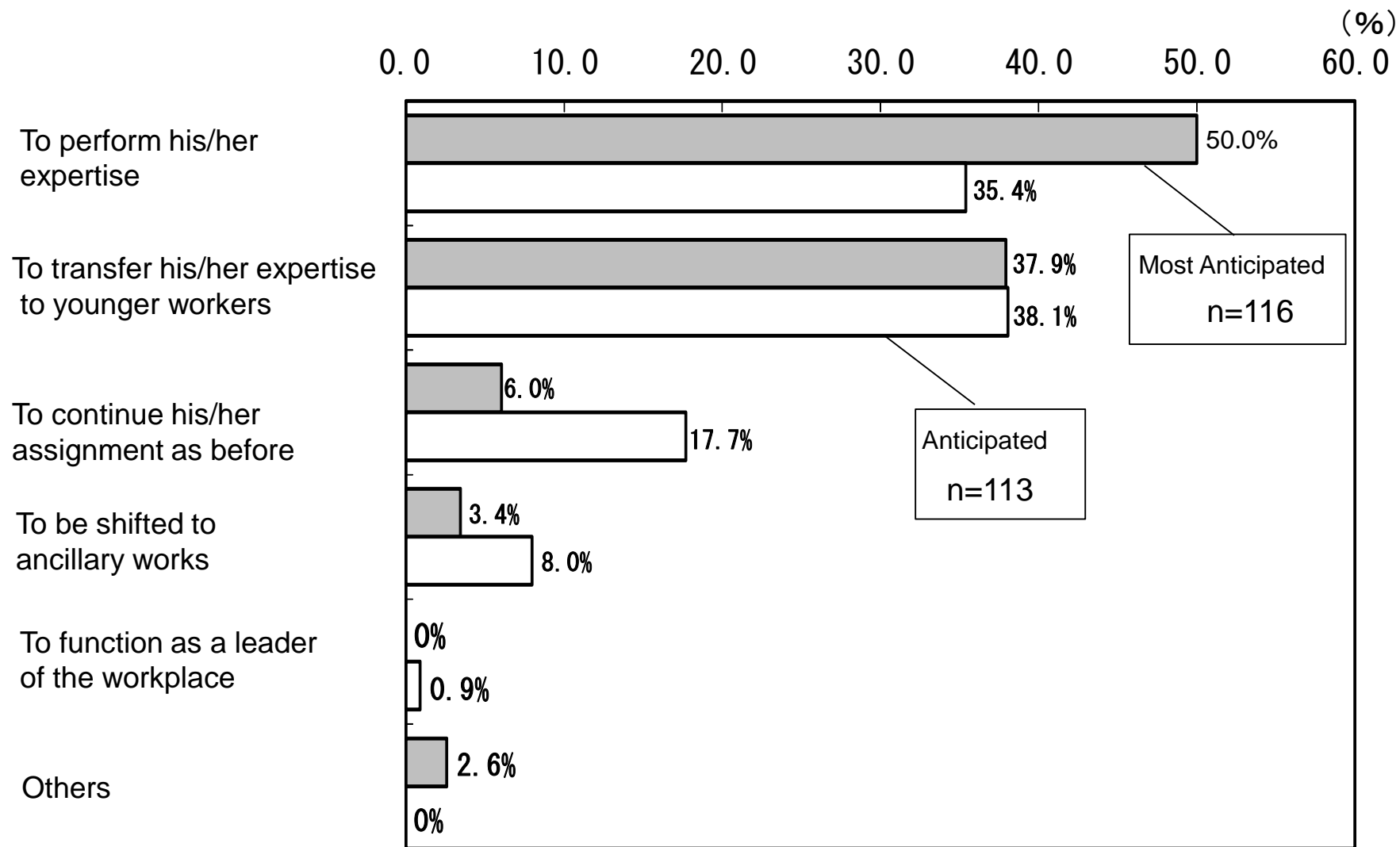
(1) Participation of aged workers in the labor market

- Re-hiring retired workers.
- Flexible labor conditions according to his/her will, ability and health.
- Aged workers: transfer their expertise to younger generations.
- Career planning programs for younger generation to prepare for the future.

(2) Tackling elderly care

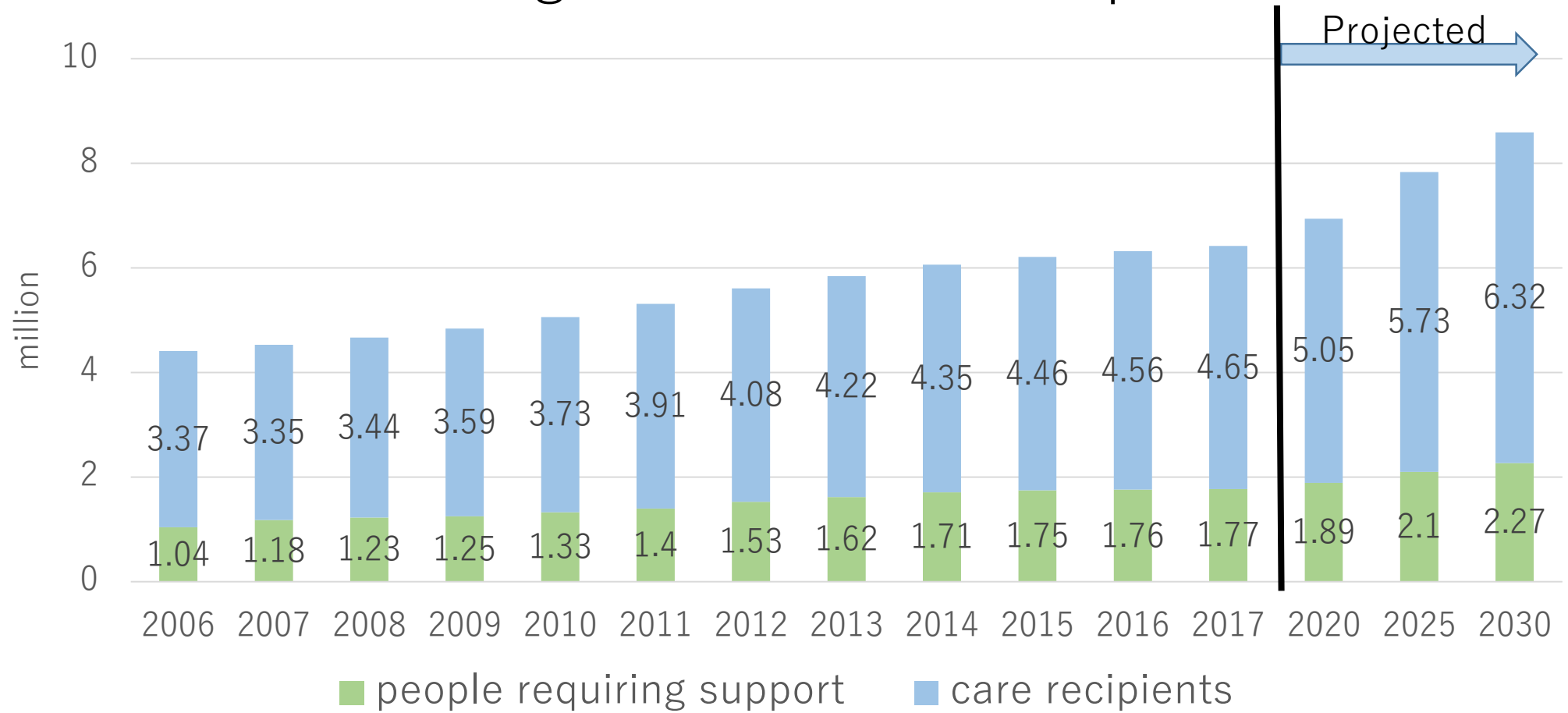
- Prevent employees from giving up jobs for the sake of looking after their parents.
flexible working hours, satellite offices and tele-working

Anticipated role of aged workers



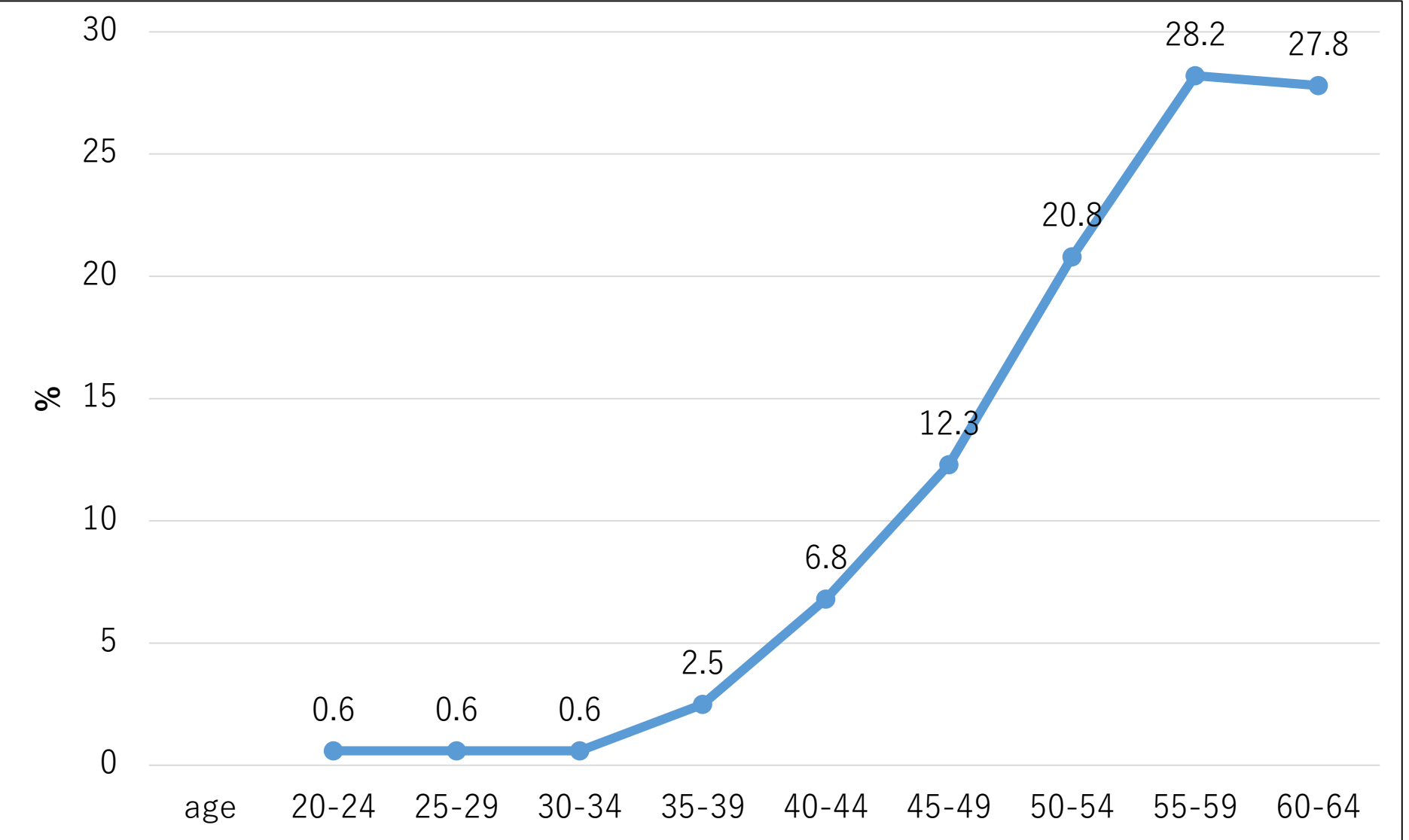
Survey by Keidanren (September 2015)

Increasing number of care recipients



Keidanren (April
2018)

Percentage of workers whose parents are care recipients or requiring support



Assumption by Keidanren (April 2018)

5. Conclusion

Diversify labor conditions

Promote innovation to enhance productivity