Benefits and Well-being Benchmarking:
Survey Results
Japan
February 2019
Overview

Large global employers with operations in Japan are interested in helping local employees live healthier lives. This survey asked employers about the status of their benefits and well-being initiatives, vendor partners, and priorities for the next 2 years.

This report breaks into three sections as shown on the left.

This survey also includes comparisons to the **Benefits Benchmarking Survey from 2014 and 2016** where applicable.
How many employees do you have in Japan?

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2015</th>
<th>2019 Sample Size</th>
<th>2016 Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 10,000</td>
<td>6%</td>
<td>4%</td>
<td>19%</td>
<td>6%</td>
</tr>
<tr>
<td>5,001 – 10,000</td>
<td>6%</td>
<td>13%</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>1,001 – 5,000</td>
<td>6%</td>
<td>13%</td>
<td>19%</td>
<td>25%</td>
</tr>
<tr>
<td>251 – 1,000</td>
<td>13%</td>
<td>19%</td>
<td>13%</td>
<td>25%</td>
</tr>
<tr>
<td>250 or less</td>
<td>46%</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2019 Sample Size = 16  
2016 Sample Size = 24
On a scale of 1 to 5 (1 meaning low and 5 meaning high), how would you rate employee health as a company priority in Japan?

<table>
<thead>
<tr>
<th>Priority</th>
<th>2019</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 = High priority</td>
<td>50%</td>
<td>21%</td>
</tr>
<tr>
<td>4</td>
<td>31%</td>
<td>58%</td>
</tr>
<tr>
<td>3</td>
<td>8%</td>
<td>19%</td>
</tr>
<tr>
<td>2</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>1 = Low priority</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>
What percent of payroll in Japan is related to health benefits?

- Median = 5.7%
- Average = 7.4%
- <1%
- 16%

In 2016, employers reported a median of 5% and an average of 5.4%.

2019 Sample Size = 9
2016 Sample Size = 16
Do you offer any health benefits in excess of the statutory Employee Health Insurance (EHI)?

- Yes: 38%
- No: 54%
- Don’t know: 8%

Sample Size = 13
Did you establish your own self-managed Health Insurance Association (HIA) or join a pre-existing HIA?

- Yes, we established our own self-managed HIA: 18%
- Yes, we joined a pre-existing HIA: 27%
- No: 45%
- Don't know: 9%

Sample Size = 11
In Japan, does your medical benefit cover the following outside of the statutory coverage?

- Mental health – 6 companies
- Maternal health – 5 companies
- Preventive care (e.g., immunizations, screenings) – 5 companies
- Inpatient care – 2 companies
- Outpatient care – 2 companies
- Critical illness – 1 company
- HIV/AIDS – 1 company
- Hepatitis B – 1 company
- Other: Life and Accidental Death & Disability

2019 Sample Size = 7
In Japan, which of the following other health benefits does your company provide?

- **Employee Assistance Program (EAP)**
  - 2019: 100%
  - 2016: 65%
  - 2014: 80%

- **Occupational Health Program**
  - 2019: 36%

- **Dental Insurance**
  - 2019: 18%
  - 2016: 47%
  - 2014: 60%

- **Vision Insurance**
  - 2019: 9%
  - 2016: 50%

- **Other**
  - 2019: 27%

**Note:** Other responses included: fertility benefits, wellness reimbursements, life insurance, personal accident insurance, and disability insurance.

**Sample Sizes:**
- 2019 Sample Size = 11
- 2016 Sample Size = 27
- 2014 Sample Size = 10
On a scale of 1 to 5 (1 meaning relatively new and 5 meaning mature), how developed are your company’s well-being or health promotion initiatives in Japan?

<table>
<thead>
<tr>
<th>Score</th>
<th>2019</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>6%</td>
<td>25%</td>
</tr>
<tr>
<td>4</td>
<td>8%</td>
<td>33%</td>
</tr>
<tr>
<td>3</td>
<td>22%</td>
<td>25%</td>
</tr>
<tr>
<td>2</td>
<td>22%</td>
<td>33%</td>
</tr>
<tr>
<td>1</td>
<td>8%</td>
<td>17%</td>
</tr>
</tbody>
</table>

2019 Sample Size = 12
2016 Sample Size = 18
Which of the following areas does your company’s well-being efforts in Japan address?

- Physical Health: 91%
- Emotional Health: 82%
- Social Connectedness: 55%
- Job Satisfaction: 45%
- Sleep: 36%
- Financial Security: 27%

Sample Size = 11
Which of the following health promotion benefits or services do you provide to employees in Japan?

- **Health/Lifestyle coaching**
  - 2019: 47% (70%)
  - 2016: 41% (70%)

- **Health education**
  - 2019: 70% (70%)
  - 2016: 70% (70%)

- **Paper or online health assessments**
  - 2019: 70% (70%)
  - 2016: 47% (70%)

- **Biometric screenings**
  - 2019: 50% (50%)
  - 2016: 50% (50%)

- **Fitness center/Gym membership subsidies**
  - 2019: 50% (50%)
  - 2016: 50% (50%)

- **Disease management**
  - 2019: 40% (41%)
  - 2016: 41% (41%)

- **Smoking cessation services**
  - 2019: 30% (30%)
  - 2016: 30% (30%)

- **Weight management**
  - 2019: 30% (30%)

2019 Sample Size = 10
2016 Sample Size = 17
Who is eligible for well-being and health promotion benefits in Japan?

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time employees</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Part-time employees</td>
<td>73%</td>
<td>50%</td>
</tr>
<tr>
<td>Spouses/Domestic partners</td>
<td>73%</td>
<td>43%</td>
</tr>
<tr>
<td>Same-sex partners</td>
<td>18%</td>
<td>14%</td>
</tr>
<tr>
<td>Dependent children</td>
<td>73%</td>
<td>50%</td>
</tr>
<tr>
<td>Dependent parents</td>
<td>27%</td>
<td>43%</td>
</tr>
</tbody>
</table>

2019 Sample Size = 11
2016 Sample Size = 16
Does your company have an absence reporting policy in Japan?

- **Yes, it is integrated into our well-being initiatives**
  - 2019: 8%
  - 2016: 17%

- **Yes, it is a standalone policy**
  - 2019: 22%
  - 2016: 6%
  - 2019: 33%
  - 2016: 58%

- **No, but we are considering one**
  - 2019: 8%
  - 2016: 6%

- **No, not at this time**
  - 2019: 8%
  - 2016: 22%

- **Don't know**
  - 2019: 17%
  - 2016: 22%

2019 Sample Size = 12
2016 Sample Size = 18
Does your company provide telehealth services (excluding EAP services) in Japan?

2019 Sample Size = 12
- Yes: 50%
- No: 50%

2016 Sample Size = 18
- Yes: 33%
- No: 56%
- Don’t know: 11%

Types of services offered: Consultation Meeting with our Industrial Doctor, Health related webinars, Company doctor would provide ad hoc advice over the telephone
How does your company administer the stress check to you Japanese employees?

- 75% Don't know
- 17% Through external vendor software
- 8% We do not administer the stress check at this time

Initiatives created/adjusted in response to stress check results: Arrange the interview with industrial doctor, follow-up meetings with the organizations which have high-stress groups and conduct some workshops to share the results and some advice by Industrial Doctor.

Sample Size = 12
How is your company recruiting and/or retaining women to or in your Japanese workforce?

- Telecommuting policies: 2019 - 67%, 2016 - 67%
- Flexible work arrangements: 2019 - 68%, 2016 - 67%
- Non-discrimination policies and/or training programs: 2019 - 58%, 2016 - 68%
- Women’s networking or support groups: 2019 - 33%, 2016 - 42%
- Mentoring programs: 2019 - 16%, 2016 - 33%
- Maternity, paternity and/or parental leave beyond statutory: 2019 - 25%, 2016 - 33%
- Maternity care programs: 2019 - 25%, 2016 - 47%
- Return-to-work programs for women re-entering the workforce: 2019 - 21%, 2016 - 25%
- Subsidized or on-site child care: 2019 - 8%, 2016 - 17%
- We are not doing anything to recruit or retain women: 2019 - 8%, 2016 - 21%
- Don’t know: 2019 - 11%, 2016 - 17%

2019 Sample Size = 12
2016 Sample Size = 19
Please describe your leave policy for employees with expanding families:

- 3 days paid vacation for child birth
- All birth and non-birth parents are entitled to 4 months baby leave. This is applicable for child birth, adoption, and surrogacy.
- Follow statutory requirement
- Long Term Family Care Leave is 6 months to 12 months. The rest is per statutory requirement.
- Offer standard leave provisions for Japan
- Our policies are currently in line with statutory compliance
- We have a couple of policies during pregnancy, leave for before and after delivery, paternity leave, childcare leave. Also, we gift some amount of money for delivery and childcare. In addition, reduction in working hours is also allowed.
What data does your company use to track employee health in Japan?

- EAP utilization: 82%
- Results from HA/Annual Health Screening: 73%
- Stress check results: 73%
- Work attendance/Absenteeism: 73%
- Program satisfaction/attendance: 45%
- Occupational health assessment: 36%
- Biometric screenings: 18%
- Country health statistics: 18%
- Disability (STD/LTD) data: 18%
- Health plan claims: 18%
- Productivity metrics/measures: 9%

Sample Size = 11
Who manages your company’s well-being initiatives in Japan?

- **Internal HR/Benefits staff in Japan**: 77% (2019) vs. 83% (2016)
- **Internal occupational health staff in Japan**: 33% (2019) vs. 31% (2016)
- **External vendor partners**: 33% (2019) vs. 54% (2016)
- **Health plan partners**: 15% (2019) vs. 25% (2016)
- **Identified employee health champions**: 17% (2019) vs. 15% (2016)
- **Internal well-being staff in Japan**: 17% (2019) vs. 8% (2016)
- **Other**: 17% (2019) vs. 17% (2016)

Note: Other responses included: Health Association, internal benefits staff based in Singapore.

2019 Sample Size = 12
2016 Sample Size = 13
## Vendors

<table>
<thead>
<tr>
<th>EAP</th>
<th>Medical Insurance</th>
<th>Biometric Screenings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beacon/WPO</td>
<td>Aflac</td>
<td>Employee Choice</td>
</tr>
<tr>
<td>Human Dynamics</td>
<td>Government</td>
<td>SmartValue Co. Ltd.</td>
</tr>
<tr>
<td>Optum</td>
<td>MetLife</td>
<td></td>
</tr>
<tr>
<td>Peace Mind Jeap</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Vendors

Paper/Online Health Assessment
- Employee Choice
- MetLife

Broker/Consultant
- Aon

On-site Clinic
- Medical Corporation Sakura Medicine
What are the top 2 health, well-being or benefits areas of focus for your company in Japan over the next two years?

<table>
<thead>
<tr>
<th>Benefits</th>
<th>2019</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventive services</td>
<td>47%</td>
<td>58%</td>
</tr>
<tr>
<td>Mental health, substance abuse and/or suicide</td>
<td>33%</td>
<td>42%</td>
</tr>
<tr>
<td>Stress management and work-life balance</td>
<td>42%</td>
<td>47%</td>
</tr>
<tr>
<td>Demands of an aging workforce</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Improving efficiency and/or quality of health services</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>Talent management</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Women in the workforce</td>
<td>8%</td>
<td>13%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
<td></td>
</tr>
</tbody>
</table>

Note: Other responses included: Energy For Performance, Digital Health Tool Use, and Creating Health and Wellbeing culture.

2019 Sample Size = 12
2016 Sample Size = 15
Is your company addressing the aging workforce in Japan?

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>50%</td>
<td>44%</td>
</tr>
<tr>
<td>No</td>
<td>42%</td>
<td>44%</td>
</tr>
<tr>
<td>Don't know</td>
<td>8%</td>
<td>13%</td>
</tr>
</tbody>
</table>

2019 Sample Size = 12
2016 Sample Size = 16
In Japan, has your company launched a new health benefit or well-being program within the last year, or do you plan to do so within the next year?

---

**Programs that have been launched:** EAP, Open Up campaigns to destigmatize mental illness, healthy snack supply, energy break promotion, energy pace launch at the plants, sleep campaign and exercise reimbursement will be launched.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42%</td>
<td>40%</td>
</tr>
<tr>
<td>No</td>
<td>58%</td>
<td>60%</td>
</tr>
</tbody>
</table>

2019 Sample Size = 12
2016 Sample Size = 15
If you could work with other large employers to encourage changes in the market, what health or benefit issues would you like to focus your efforts on?

- Mental wellbeing and stress management
- Health Awareness and Engagement of Health relevant initiatives
- Mental health
- Stress Management
- Stress management Ageing workforce Flexible working approach / style
- Better annual health check up tracking/follow-up mechanism so as to achieve annual take-up rate closer to 100%. Would also be great if we can get high level claims experience to better understand our lives insured's health profile, but as we realize this entails the HIA (a semi-government organization), this is not a priority.
- Women in the workplace, mental health
Participating companies who agreed to be listed

- AbbVie
- AT&T
- CSL Behring
- Cummins
- Facebook
- Intel
- Johnson & Johnson
- Mondelez
- Raytheon