Structural Organization of Health and Productivity Management Practices in Japanese Companies

Expanding Toward Salutogenic Workplace Development

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Healthy Cities principles in workplace practice

Healthy Cities links participation and environments with responsibility and continuing review.

Theme	In the Healthy Cities lecture	Proposed workplace application
Shared responsibility	Cooperation across sectors and departments	Managers, health staff and workers coordinate with relevant experts
Participation	Resident input and local action	Workers help define problems and shape changes
Supportive environments	Physical and social conditions for health	Usable spaces and workable job arrangements
Review	Indicators of health, environment and action	Track action, access and worker experience

A shared question: who can benefit, and who still faces barriers?

Nakamura, WCDH 2026 lecture (29 September). Workplace applications proposed by the authors.

Health and Productivity Management in Japan

Employee health as a management investment

Health and Productivity Management (H&PM)
connects employee health with decisions about people and the organization.

The workplace question:
How can everyday work make healthy choices easier?



Workplace health event at SINANEN

Alcohol patch testing. Photo: SINANEN HOLDINGS

Japan Exchange Group, 2026; WHO, 2010; WCDH 2026 lecture material

How Japan supports H&PM

National support

METI promotes the approach.
Nippon Kenko Kaigi
recognizes qualifying applicants.

Organizations recognized in 2026

Large organizations	3,765
Small and medium organizations	23,085

Application-based recognition is separate from occupational safety and health duties.

Action inside organizations

Leaders set priorities and resources.
HR, health staff, insurers and workers plan, act and review together.

Recognition logo designs



Large organizations



Small and medium organizations

Counts: METI, 9 March 2026 (recognized applicants). Logo examples: ACTION! Kenko Keiei, kenko-keiei.jp/application/logo/

My practice perspective and descriptive approach

Health promotion with Hiroshi Fukuda

Juntendo University, Department of General Medicine

Connecting health education with supportive environments

Occupational health and men’s health, including male menopause



Juntendo University
Century Tower

Practice experience in five sectors	Public reference material
Manufacturing, retail, IT, energy and education	Corporate health and sustainability disclosures

Descriptive framework synthesis; no systematic review or effect evaluation.

Submitted abstract; presenter’s practice and health education symposium, 2026

Our framework: four connected domains

Health in organizational strategy	Wellbeing and presenteeism indicators in human capital and sustainability strategies
Healthier work and workplaces	Work arrangements, communication and psychological safety
Personal health support	Sleep, exercise, smoking cessation and women’s health
Occupational health foundation	Statutory measures and support for health and continued work

An expanding scope, with occupational health as its foundation.

Domains can develop together. This is not an official assessment model or a maturity scale.

Authors’ conceptual synthesis of practices described in the abstract

Health promotion: education and environments

At Juntendo, with Hiroshi Fukuda

Education and supportive environments

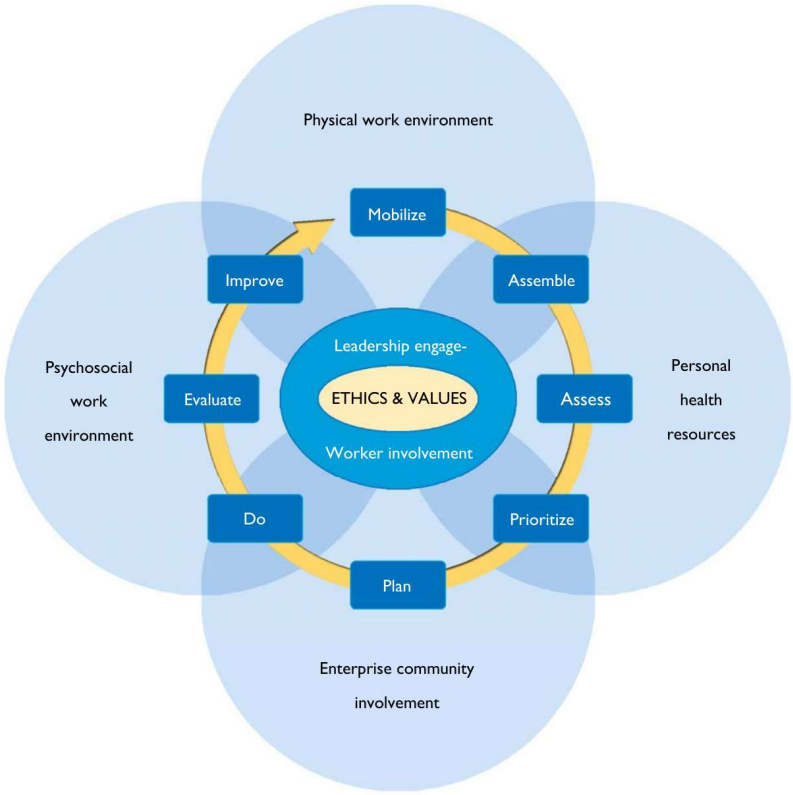
Enabling people to shape their health
and the conditions that influence it.

Education and dialogue

Understand information, discuss concerns
and choose an action.

Conditions for action

Usable advice, time and privacy.
Workers take part in shaping changes.



WHO healthy workplace model (2010)

WHO, Ottawa Charter, 1986; Healthy workplaces, 2010, Fig. 1; Hibino, health education symposium, 2026.

Health support in an educational organization

Keishin Gakuen: access to support

Stress checks include smaller schools.
Staff consultation connects to the physician.

Personal health support in my practice

Sleep, exercise and smoking cessation
Women’s and men’s health



Tokyo Professional University
of Health Sciences: staff office

Health literacy supports informed choices

Access, understand, appraise and use health information and services.

Keishin Gakuen internal plan, 2026: documented 2025 practices. WHO, 2025. Photo: Keishin Gakuen.

From healthier workplaces to organizational strategy

Some companies connect wellbeing and presenteeism indicators with human capital and sustainability strategies.

Healthier work and workplaces	Health in organizational strategy
Flexible work arrangements	Human capital and sustainability strategies
Communication and psychological safety	Wellbeing and presenteeism indicators

Presenteeism: reduced work performance because of health problems while at work.

Next: male menopause education in practice

Keishin Gakuen

Physician advice informs health promotion planning.

Staff office: Japan Welfare Education College



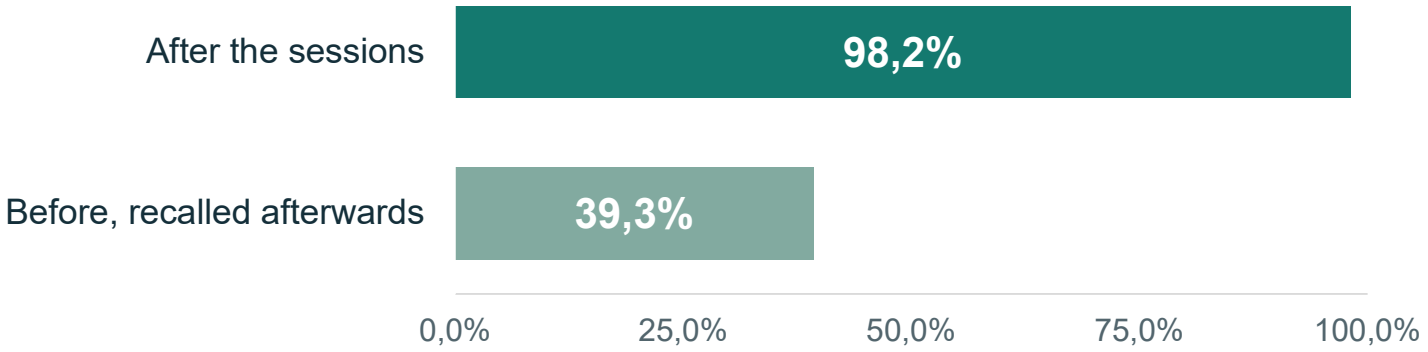
Submitted abstract; METI glossary; Keishin Gakuen plan, 2026. Photo: Keishin Gakuen.

Practice example: education on male menopause



Two 30-minute sessions, live and recorded
Anonymous questions and routes to advice

Positive ratings of understanding, n = 168



66 / 168 before 165 / 168 after

Both ratings were collected after training. Consultation, symptoms and productivity were not assessed.

Hibino & Horie, Japanese Society of Men's Health, 2026. Programme conducted in 2025.

MARUI GROUP: learning and workplace support

I served as an occupational physician at MARUI GROUP from April 2020 to March 2026.

Learning and dialogue

Dialogue on gender-specific health concerns

Time and access to advice

Hourly annual leave for appointments
F leave: menstruation/PMS, one paid day per month
HANASOU: external advice for employees and families



Employees discuss health goals in a MARUI GROUP project.

Participation and review

Employee volunteers shape workplace projects.
Participating workplaces review surveys every three months.

The design question: can workers use the support in their actual working day?

Presenter's former workplace. Company and MHLW public sources; see references 7–9.

The salutogenic perspective applied to work

What resources help people understand work, manage demands and find meaning?

Sense of coherence	Space to consider	Work and management
Comprehensibility	Clear routes and signs	Clear roles and where to seek help
Manageability	Quiet rest space, daylight or nature	Usable breaks, workable demands and support
Meaningfulness	Places for social contact	Participation, choice and recognition



Goldwin: TSUNAGU employee event, FY2024
Photo: Goldwin Inc.

Proposed applications; examples may address more than one component.
Sense of Coherence was not measured.
Antonovsky, 1996; Vogt et al., 2013; WCDH 2026 keynote material (see reference 10)

AIPHONE: recovery time and workplace design

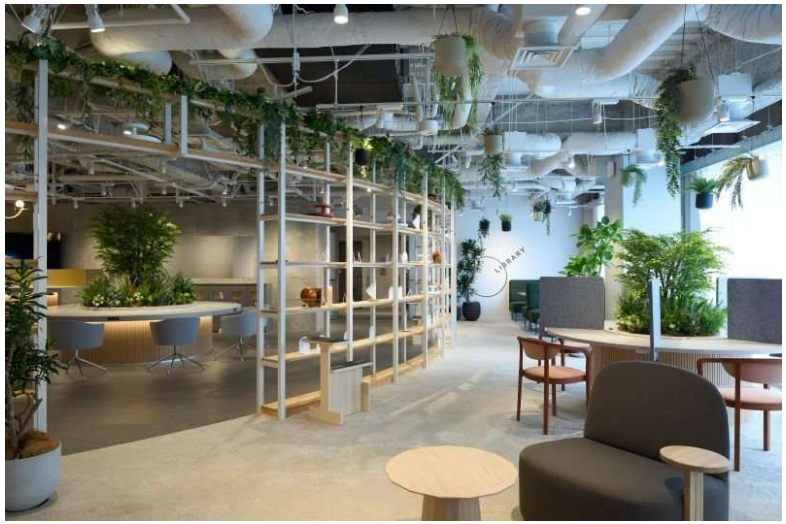
Status	Practice or design advice
Existing practice reported by the company	10-minute breaks available for sleep in settings such as development and production
Design-stage occupational health advice	A quiet place to rest alone Private consultation rooms with acoustic privacy

The practical link: time to recover and a suitable place to use it.

Use and health effects are unverified. Building recommendations remain proposals.

Company health-management survey, 2025; occupational health design brief, July 2026. See reference 16.

SINANEN: employee feedback and smoking support



SINANEN headquarters, Tokyo
CAFÉ & PARK, opened July 2024

Employee surveys completed

Workplace concerns and support needs

Barriers to using existing support

Follow-up questions on the existing smoking-cessation programme

Proposals informed by feedback

Clearer rules and communication
Support that employees can use

Occupational health can connect employees' concerns with organizational action.

SINANEN survey report, February 2026. Photo: SINANEN HOLDINGS, July 2024 opening announcement.

Health promotion across the life course

The workplace links learning with opportunities to act.

Setting	Health promotion opportunities
School	Build knowledge and skills for informed choices
Workplace	Interpret personal health information, discuss concerns and use support during working life
Home and community	Share learning with family and connect with local care, including after retirement

These settings overlap. Continuity needs coordination.

Health literacy supports the process; health promotion also addresses access and conditions.

Hibino, Japanese Society of Health Education and Promotion, 2026: slides 3, 10–15 and 31–34.

A 90-day pilot with a plan for review

Period	Action	Responsible people	Output / decision
Days 1–30	Listen and select one work problem	Workers and manager	Baseline and a shared design brief
Days 31–60	Test one agreed change	Operational lead with appropriate expertise	A trial change to space and work routines
Days 61–90	Review action, access and experience	Workers and manager	Continue, revise or stop the trial

Review: agreed changes, usable breaks across shifts and worker feedback.

Early use and experience do not establish long-term health effects.

Authors' proposed pilot. Review principles informed by Nakamura's Healthy Cities lecture.

Local partnerships and access to support



JOHAS case discussion in Okayama
Treatment and work support, August 2026

Participation and responsibility

Who has authority? Whose voice is missing?

Local health and design partners

Which services and expertise are available?

Adapt and review access

Fit law, climate, language and work patterns.
Who cannot use support? Track confidentially.

Check access across shifts, job groups and language needs.

Local adaptation questions. Photo: Okayama Occupational Health Support Center, JOHAS, 28 August 2026.

Interpretation and limitations

What this presentation offers

A framework to connect practices

Practice and workplace examples

Proposals for design and implementation

What it does not establish

How common these practices are

Whether integration improves health

Whether the approach transfers successfully to another setting

Selected examples and photographs do not represent all Japanese workplaces.

Japan’s H&PM and sustainable workplaces

Japan’s H&PM can connect occupational health, individual health promotion and healthier workplaces with human capital and sustainability strategies.

Occupational physicians connect health education with supportive conditions at work.

Implications for aging societies facing workforce shortages and social change: healthier, more sustainable workplaces.

Supplement: two different frameworks

Official survey: how action is managed

Management principles and policies

Organizational structure

Implementation of systems and measures

Evaluation and improvement

Our domains: where action occurs

Occupational health foundation

Personal health support

Healthier work and workplaces

Health in organizational strategy

In the official survey, legal compliance and risk management are assessed separately for suitability.

Official KIH portal; authors' conceptual synthesis. The lists are not row-by-row equivalents.

Supplement: a simple review plan for the break pilot

Question	Possible measure	Use at the review
Can workers take breaks?	Worker-reported ability to take agreed breaks during the shift	Revise staffing or routines
Who can access the change?	Access by shift and work group, where anonymity is possible	Address excluded groups
Does it help everyday work?	Brief feedback on recovery and barriers to use	Refine space and operations
What should happen next?	Feasibility, burden and worker experience at repeat review	Continue, revise or stop

Short-term use and experience do not establish long-term health or productivity effects.

Proposed measures. Protect confidentiality and use the same definitions over time.

References: Japanese policy and coordination

1 **METI. Organizations recognized under the 2026 KIH programme.**

9 March 2026. Large organizations: 3,765. Small/medium organizations: 23,085.

https://www.meti.go.jp/press/2025/03/20260309002/20260309002.html

2 **ACTION! KENKO KEIEI. English portal.**

Definition, official survey framework and employer–insurer coordination. Recognition logo designs: kenko-keiei.jp/application/logo/
https://kenko-keiei.jp/en/

3 **MHLW. Collabo-health guidelines.**

2017. Employer–insurer collaboration in health promotion.

https://www.mhlw.go.jp/stf/houdou/0000170819.html

References: health and the salutogenic perspective

4 **WHO. Healthy workplaces: a model for action.**

Geneva: World Health Organization; 2010.

https://www.who.int/publications/i/item/9789241599313

5 **Antonovsky A. The salutogenic model as a theory to guide health promotion.**

Health Promotion International. 1996;11(1):11–18.

https://doi.org/10.1093/heapro/11.1.11

6 **Vogt K, Jenny GJ, Bauer GF.**

Comprehensibility, manageability and meaningfulness at work: Construct validity of a scale measuring work-related sense of coherence.

SA Journal of Industrial Psychology. 2013;39(1):a1111.

https://doi.org/10.4102/sajip.v39i1.1111

References: presenter’s practice and MARUI GROUP

7 **Hibino H, Horie S. Male menopause and H&PM.**

26th Japanese Society of Men’s Health meeting, 27 September 2026.
Presenter-supplied slides. Education programme and survey: 2025.
Practice roles: slides 7–12. MARUI support: 13. Education: 15 and 27.

8 **MARUI GROUP. Healthcare Management and workplace initiatives.**

Dialogue and consultation. Participation and review: release of 9 March 2026.

https://www.0101maruigroup.co.jp/en/sustainability/society/well-being.html

9 **MHLW. MARUI GROUP working and leave arrangements.**

Updated 26 February 2026. Hourly leave, F leave and flexible working.

https://work-holiday.mhlw.go.jp/detail/110017.html

References: WCDH 2026 keynote material

10 Keynote material on salutogenic design

Photographs of lecture slides supplied by Hiroyuki Hibino, 29 September 2026.

Health continuum and resources that support health

Slides on the illness–health continuum and the definition of salutogenesis

Sense of coherence and environmental design factors

Slides on comprehensibility, manageability and meaningfulness

Environments that support choice and staff wellbeing

Slides on healthy choices and the salutogenic hospital

The workplace responses in this presentation are proposals for local discussion and testing.

Keynote themes are distinguished from the authors' proposed workplace applications.

References: Healthy Cities lecture

11 **Nakamura K. Stories of the Alliance for Healthy Cities: Innovations and Indicators**

15th World Congress on Design and Health, Kuching, 29 September 2026.

Themes used in this presentation

Cross-sector cooperation and participation in local action
Supportive physical and social environments
Indicators of health, environments and action for continuing review

The workplace applications are the authors' proposals.
City examples do not establish effects of workplace interventions.

Lecture photographs supplied by Hiroyuki Hibino, 29 September 2026

References: health promotion and visual sources

12 **Hibino H. Workplace health literacy across the life course.**

34th Japanese Society of Health Education and Promotion, main symposium, 2026.
Presenter-supplied slides: health education and supportive workplaces.

13 **WHO. Health literacy.**

Fact sheet, 22 December 2025. Personal competencies and organizational resources.

https://www.who.int/news-room/fact-sheets/detail/health-literacy

14 **MARUI GROUP reference presentation, 2025.**

2025 health management presentation, slide 65:
employee participation in health projects.

Photograph locations, dates where available, and original source URLs are in slide notes.

References: practice across sectors

15 Keishin Gakuen. Health promotion plan for FY2026.

Working workbook, 30 April 2026. Q37/Q58: practices documented for 2025. Q23/Q26: planning and physician input. Progress No.230: hourly leave.

16 AIPHONE. Health-management survey and building design brief.

FY2025 survey, Q56(a): company-reported break arrangements.
17 July 2026 design brief, slides 4, 6, 7 and 12: occupational health proposals.

17 SINANEN HOLDINGS. Employee survey on second-hand smoke.

Report updated 13 February 2026. Slides 2, 11–16, 19–20 and 24.
Completed surveys and analysis, with proposals for further action.

Internal organizational records supplied through the presenter’s document collection.

Photograph sources: workplaces and local support

SINANEN HOLDINGS

Workplace health event and Shinagawa headquarters, Tokyo.

Keishin Gakuen

Staff offices at Tokyo Professional University and Japan Welfare Education College.

Goldwin Inc.

TSUNAGU employee event, Tokyo headquarters, FY2024.

Okayama Occupational Health Support Center, JOHAS

Treatment-and-work support case discussion, 28 August 2026.

MARUI GROUP and Juntendo University

Employee health project and university campus. See individual slide notes.

Photos document specific settings and activities. They do not establish intervention effects.