

JCM Action Program for 2015–2016

~ *Secure Jobs for a Secure Future,*
Taking the Power of Solidarity Global~

Japan Council of Metalworkers' Unions
J C M

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I. Basic Concepts in Developing the Movement

1. Basic concepts

The Japanese economy has suffered long-term deflation since the 1990s to such an extent that the time has been labeled the Lost Decades. The global financial crisis sparked by the bankruptcy of Lehman Brothers in 2008, the Great East Japan Earthquake of 2011, and the excessively strong yen hitting a high around ¥76 = US\$1 dealt serious blows to the Japanese basic industry of metalworking. Coupled with other factors including delays in concluding free trade agreements (FTAs) and the high cost of energy compared to other parts of the world, companies continued to shift production bases from Japan to overseas, more factories in Japanese were closed or scaled down, and more employment was lost in regional areas.

However, the Bank of Japan's quantitative and qualitative monetary easing executed with the goal of achieving the inflation target of 2% has led to signs of economic recovery. These include a correction in the overly strong yen, gains in the stock market, lowered interest rates, positive recovery in exports, expanded investment, and increased lending by banks. The unemployment rate also fell to the mid-3% range and employment conditions have improved. The Bank of Japan forecasts headline inflation of 3.3% for fiscal 2014 (end March 31, 2015) excluding fresh food (including a 2.0% rise due to the effect of the consumption tax hike).

Business conditions in the Japanese metal industry are improving, and as Japan is now escaping the clutches of deflation, this is the time to strengthen our industrial competitiveness through fair distribution of the fruits of labor and investment in people, namely to workers. Now is also the time to establish a virtuous cycle of improving workers' livelihoods and healthy industry development to realize the shift to sustainable and stable growth.

For the Japanese manufacturing industry to survive amid the fierce global competition, we must establish a comparatively superior position in high added-value fields. This entails strengthening research and development of state-of-the-art technologies and high-performance products as well as supplying high-quality products through ongoing diligent efforts at actual worksites. As the Japan Council of Metalworkers' Unions (JCM), we will continue our efforts aimed at improving business conditions within the Japanese manufacturing industry, including realizing stable exchange rates and strengthening free trade frameworks. Along with this, we will strengthen our efforts to enact policies, systems, and industrial policy to develop an aggressive industrial policy concerning new fields and growth fields for the metal industry, which include social infrastructure, environmental technologies, energy, medical and nursing care, and aerospace. In addition, we must continue our efforts to

establish quality employment, seeking to achieve stable employment and livelihoods and improve wages and working conditions for all workers, including organized and unorganized workers and regular and non-regular workers, through fair distribution of the rewards of labor and investment in people, namely workers.

In the 50 years since the JCM was founded in May 1964 as the Japanese affiliate of the International Metalworkers' Federation (IMF), we have conducted ongoing activities both in Japan and internationally as the labor union for workers in Japanese basic industry. In June 2012, the IMF merged with the International Federation of Chemical, Energy, Mine and General Workers' Unions (ICEM) and the International Textile, Garment and Leather Workers' Federation (ITGLWF) to form the IndustriALL Global Union, representing 50 million workers in 140 countries. As all types of economic activities and especially business activities in the manufacturing industry become more global, it is imperative that global labor union activities become even stronger through the activities of IndustriALL in order to sustain and create employment for workers in the respective manufacturing industries in advanced, emerging, and developing countries as well as achieve improvements in livelihoods and workplace environments. JCM, as a core union of IndustriALL with the largest number of members after IG Metall and as the union serving as the chair of the Asia-Pacific region, will strive to demonstrate leadership in the international labor movement and strengthen the movement, taking advantage of the firm foundation of the Japanese labor movement.

2. Changes in surrounding conditions

(1) Japanese political and economic conditions

a. Japanese economic conditions

The Japanese economy, prompted by the Bank of Japan's quantitative and qualitative monetary easing with the goal of achieving the inflation target of 2%, has seen a correction in the excessively strong yen, gains in the stock market, lowered interest rates, positive recovery in exports, expanded investment, and increased lending by banks. The Bank of Japan forecasts headline inflation of 3.3% for fiscal 2014 (end March 31, 2015) excluding fresh food (including a 2.0% rise due to the effect of the consumption tax hike). The unemployment rate has improved to the mid-3% range, and real GDP growth in fiscal 2013 came to 2.3%. Although the consumption tax was raised in April 2014, the economy is generally viewed as continuing on a recovery track.

Even so, however, there are noticeable delays in the recovery and restoration from the Great East Japan Earthquake, especially concerning infrastructure in coastal areas. And there are no signs of improvement in the factors that are restricting growth in Japan, namely the highest

level of public debt among advanced nations and the falling birth rate. In addition, as the working-age demographic falls sharply in relation to the elderly population, there are grave concerns over the sustainability of the social security system. Regardless of the current correction in the yen's exchange rate, there are numerous cases of production bases moving overseas and resulting in the closure of factories and lost employment in Japan already having occurred while the yen was overly strong. This trend has halted the improvements seen in Japanese exports on a value and volume basis to a moderate level. The trade deficit also continues to rise, in part due to rising prices for imports of mineral fuels, materials, and parts. Regarding free trade agreements (FTAs), Japan joined the negotiations for the Trans-Pacific Partnership (TPP) in July 2013 and has held negotiations with the EU as well as tripartite negotiations with China and South Korea, but there are still no agreements on the horizon. Delayed resumption of operations at nuclear power plants has caused electricity rates to rise and is also affecting employment in energy-intensive industries. Meanwhile, the resumption of operations at superannuated thermal power plants has resulted in higher CO₂ emissions, and there are also concerns over the stability of the electricity supply. Efforts to ensure a stable supply of electricity and keep down electricity rates are indispensable, and Japan needs to rapidly define a clear mid-to-long term direction for its best energy mix.

b. Political conditions

The Democratic Party of Japan (DPJ) was soundly defeated and ousted from power in the general election held in December 2012, with a coalition of the Liberal Democratic Party (LDP) and New Komeito Party forming a government the same month and installing Shinzo Abe as prime minister for the second time. The Liberal Democratic Party and New Komeito Party were also victorious in the Upper House elections of July 2013. To restore Japanese economic strength, the Abe Cabinet is putting forward an economic policy consisting of “three arrows”: massive monetary stimulus, flexible and dynamic fiscal policy, and a growth strategy to spur private investment. The Cabinet approved the Japan Revitalization Strategy as part of this so-called “Abenomics” in June 2013, the “Economic Measures for Realization of Virtuous Cycles” last December, the “Action Plan for Strengthening Industrial Competitiveness” in January 2014, and the “Revised Japan Revitalization Strategy 2014” this June. While the government is moving forward with its detailed growth strategy, in the labor sector, a number of measures have come out in the name of employment system reforms and strengthening human resource capabilities that threaten to undermine workers’ employment and livelihood stability as well as long-term human resource capacity development. These include a dramatic funding shift from subsidies for employment adjustments to subsidies supporting shifts of the labor workforce, relaxing of hiring regulations through expansion of the limited regular employee system, and creation of a system of exclusions to applicable working hour restrictions. There are concerns that these measures will deal a blow to workplaces in the manufacturing industry – mainly to the people in them – and strengthened efforts led by RENGO are necessary.

Japan joined the TPP negotiations in July 2013, but the initial target agreement date of the end of 2013 has been pushed back to the end of 2014. While nations can see “potential landing zones” on most issues, there is no agreement on the horizon about market access including elimination of tariffs, which accounts for a key portion of the remaining negotiations. To make the TPP an innovative, high-level 21st-century free trade model that eliminates tariffs on “substantially all the trade” in line with WTO rules, the Japanese government must also demonstrate leadership to achieve an agreement.

c. State of restoration from the Great East Japan Earthquake

As of May 2014, the number of evacuees from the Great East Japan Earthquake has fallen by 46,000 compared with the previous year, but still reaches approximately 258,000 people. Although restoration of infrastructure including medical facilities and schools has made progress, there are disparities in the level of restoration achieved for coastal risk reduction measures, public housing for the disaster affected, road reconstruction, and redistricting of communities and shifting them to higher-level ground. Regarding agriculture and fisheries, about 70% of agricultural land is estimated to be ready for resumption of farming by fiscal 2014’s crop-planting season, and the commercial fishing industry has recovered catches to about 70% of pre-earthquake levels. However, there have been problems securing sales channels, and the percentage of processors whose sales have recovered to levels at or above pre-earthquake levels stands at just 8%. The progress of recovery among disaster-affected companies shows marked regional disparity, and investment from the manufacturing industry including the metal industry is thought to be key to recovery.

d. Trends in the Japanese manufacturing industry

Manufacturing production indices have largely returned to about the same levels as before the Great East Japan Earthquake and to about 90% of the levels seen before the collapse of Lehman Brothers. While some disparity is seen due to exchange rate effects, companies have generally posted higher sales and profit for the fiscal 2013 closing.

During the period when the yen was overly strong, many factories in Japan closed or were scaled down and regional employment was lost. In 2007 before Lehman Brothers declared bankruptcy, the manufacturing industry accounted for 20% of GDP, with the metal industry accounting for slightly more than 10%. By 2012, these numbers had fallen to 18% and slightly less than 10%, respectively. The long-term suppression of labor costs and successive layoffs in the manufacturing industry also risk sparking a technology drain to overseas countries.

However, in the second half of 2013, the growing trend of new job offers in the metal industry became more pronounced, and orders for equipment, a leading indicator of capital investment, also continue to post appreciable growth.

Meanwhile, benefits from the correction in the yen's appreciation and improved earnings have been delayed at small- and medium-sized enterprises (SMEs), which have also taken a hit from escalating resource and energy prices. Even after the consumption tax hike went into effect in April 2014, in more than a few cases companies were unable to pass on the higher prices to customers. Efforts to establish fair practices for sub-contracting and strengthen the business foundation of SMEs are crucial.

(2) International political and economic conditions

In the United States, the Federal Reserve Board (FRB) moved to scale back its quantitative monetary easing in January 2014 in response to improved employment conditions. The real GDP growth rate for 2013 stood at 1.9% and is expected to fall somewhat lower in 2014. This, however, is due to effects from the brutal winter weather experienced in the January–March quarter, and growth from the April–June quarter is seen as outpacing the same period of 2013.

The economy in the Eurozone is showing gradual recovery, with improved employment and income conditions as well as expanding personal consumption in Germany. However, the crisis in Ukraine is having an impact, delaying positive improvement in the corporate mindset of the manufacturing industry. Meanwhile in the UK, which is not part of the Eurozone, stock prices and housing prices are rising and unemployment is falling. These factors are contributing to increased personal consumption, and the economic recovery is becoming palpable.

In China, real GDP growth in the April–June quarter of 2014 came to 7.5%, lower than the 7.7% growth recorded in the same quarter of the previous year but in line with the government's plan of 7.5%. This growth was achieved in part with financial intervention, however, and there are concerns that reforms have been put on the back burner.

South Korea's real GDP growth stood firm at 3.0% in 2013 and 3.9% year on year in the January–March quarter of 2014. Exports remain strong despite the stronger won, which is at its highest level in about the past six years, but the mood of restraint that has emerged after the ferry accident and political uncertainty are worrying factors.

In the Association of Southeast Asian Nations (ASEAN), growth in the range of 5–6% is expected to continue in Indonesia, driven mainly by personal consumption. Meanwhile in

Thailand, the coup d'état is sparking fears of negative impacts on consumer and business sentiment as well as a drop in tourism.

(3) Trends in the international labor movement

At the 102nd Session of the International Labour Conference of the International Labour Organization (ILO) held in June 2013, ILO Director-General Guy Ryder announced the beginning of an examination of the ILO's strategic direction to make the organization more effective, including how to approach a range of issues including governance reforms, consensus mechanisms for a supervisory system, and engagement with enterprises looking to the organization's 100th anniversary in 2019. At the 103rd Session held in June 2014, key agenda items taken up were "Supplementing the Forced Labour Convention, 1930 (No. 29)" and "Facilitating transitions from the informal to the formal economy," with discussions on setting standards. The International Trade Union Confederation (ITUC) held its 3rd ITUC World Congress in Berlin, Germany, in May 2014. With the main theme of "Building Workers' Power," discussions were held on the sub-themes of "Union Growth," "Sustainable Jobs, Secure Incomes and Social Protections," and "Realising Rights" to work out the action program for the next four years.

Two years have passed since the three global union federations (GUFs) of the IMF, ICEM, and ITGLWF merged to form the new IndustriALL Global Union in June 2012. In 2014, IndustriALL is holding regional conferences including in the Asia and Pacific region to review activities since IndustriALL's formation and set the priority issues for actions in preparation for the 2nd Ordinary Congress in 2016.

In the meantime, many international solidarity activities such as those listed below have been undertaken at affiliated IndustriALL unions.

In April 2013, a building housing garment factories collapsed in Bangladesh, killing scores of workers. Labor union organizations including IndustriALL have moved to take progressive steps, such as concluding global agreements on safety with apparel brands. In addition, government intervention in a strike by workers in Cambodia demanding a raise in the minimum wage resulted in deaths and arrests in January 2014. As these types of accidents and incidents are happening, IndustriALL is also taking steps to address protection of workers' rights throughout the supply chain.

Mainly in North America, there are increasing moves to organize workers at Japanese multinational companies, and globally coordinated actions are being conducted, with IndustriALL playing a central role.

3. Development of the global metalworker movement founded on the Japanese labor movement

We the JCM, with a view to strengthening industrial competitiveness through an aggressive industrial policy and investment in people as well as aiming for sustainable growth and stability and improvements in workers' livelihoods, will strive to strengthen the efficacy of the Japanese metalworker movement, including improving working conditions and employment stability. In addition, as globalization further advances, we will take on a core role in IndustriALL and focus more of our energies on the international solidarity movement. With this, we must work financially to re-establish a more efficient movement and establish long-term fiscal stability. Meanwhile, securing human resources to address maintaining and the succession of administrative and executive functions is a pressing need, and we must undertake drastic scrap-and-build measures. With the 50th anniversary of the JCM, we will further strengthen cooperation with each industry-based union and will develop the metalworker movement in 2015 and 2016 based on these major environmental changes in Japan and abroad.

(1) Establishment of working conditions worthy of the metal industry

Working to realize sustainable economic growth and stability and improvements to workers' livelihoods in the 2014 Spring Offensive, which came at a turning point when Japan was finally moving out of the deflationary spiral it has been in for the last 20 years, we demanded wage raises of 1% or more as an investment in people for the first time in five years since the 2009 Spring Offensive under the firm and coordinated resolve of the five industry-based unions. As a result, more than 1,000 unions obtained wage raises, fulfilling a level of social responsibility looking to efforts for 2015 and beyond. However, single-year measures alone are not enough to break out of the long years of deflation and achieve economic growth. To maintain and improve workers' livelihoods in real terms as consumer prices rise, and to get the Japanese economy on a firm growth track, we will closely study economic trends and prices, industrial and company circumstances, and the actual state of workers' livelihoods, and proactively work toward improving labor conditions including raising wages in 2015 and 2016.

The Japanese metal industry's strength is its collective capabilities throughout the value chain and supply chain, from research and development to materials and parts, manufacturing, sales, and maintenance. As wages rise in the metal industry as a whole, we must make inclusive efforts for all metal industry workers so that disparities do not widen between large companies and SMEs, between organized and unorganized workers, and between regular and non-regular employees. We will also continue our efforts for specified (industry-based) minimum wages.

To enhance the metal industry's competitiveness amid advancing globalization, it is essential that human resources with diverse values and needs can mutually demonstrate their abilities. To enable this, we will take efforts to develop workplace environments that allow all people to perform their jobs with enthusiasm, including realization of work-life balance and establishment of wage and labor conditions for workers ages 60 and older.

Capabilities "on the ground" that have been built up over many years of experience are of decisive importance, and the Japanese metal industry must continue to strengthen these capabilities. As the employment and living conditions over workers' lifetimes in the manufacturing industry and the shape of industries and companies undergo drastic change, we have reviewed the issues accompanying these environmental changes and will summarize them within the "Third Wage and Labor Policy" (tentative), which defines the targets for wage and labor conditions to further hone the strengths of the metal industry and enhance its appeal with a target year of 2016.

(2) Efforts to realize aggressive policy as the private sector and manufacturing and metal industries

The JCM has been working to resolve policy and program issues from the standpoint of the private sector and manufacturing and metal industries. Progress can be seen in the direction that the JCM has advocated in areas such as quantitative monetary easing and participation in the TPP negotiations. In April 2014, we will continue to base our efforts from the positions of:

- The perspective of workers in private industries
- The perspective of workers in the manufacturing industry, which is a global industry and a Japanese basic industry
- In particular, the perspective of workers in the metal industry, the core of the manufacturing industry

We formulated the JCM 2014–2015 Policy and Program Issues based on the four pillars of:

- I . Macro-environmental development supporting the manufacturing industry,
- II . An aggressive industrial policy strengthening the manufacturing industry,
- III . The establishment of quality employment in the manufacturing industry,
- IV . Energy and environmental policy to strengthen the manufacturing industry.

During the 2014–15 term, we will forcefully undertake efforts to resolve these issues.

While the economic situation is looking up, to ensure that it is not temporary and instead achieve a shift from the era in which globalization and deflation forced labor costs down, which invited stagnated economic activity, to an era in which industrial competitiveness is

strengthened through investment in people as Japan escapes the deflationary cycle, and an era in which a positive cycle of improved worker livelihoods and healthy industrial development is established to realize sustainable and stable growth, the JCM will actively take steps to realize policies and programs as well as industrial policy.

We will continue efforts to improve business conditions in the Japanese manufacturing industry, including realizing exchange rate stability at a level properly reflecting the strength of the Japanese economy and striving to strengthen free trade frameworks including the early conclusion of the TPP agreement. Along with this, we will strive to develop aggressive industrial policy related to new fields and growth fields for the metal industry, including social infrastructure, environmental technologies, energy, medical and nursing care, and aerospace.

The Japanese manufacturing industry, a basic industry, has the following characteristics:

- Management is necessary from a long-term viewpoint.
- Human resources are of decisive importance, and results at work are achieved through teamwork.
- Originality is essential to survive in the global economy.
- The entire value chain and supply chain demonstrates the strengths in the industry.

Therefore, capabilities “on the ground,” including the engineering and technical skills, know-how, powers of judgment, and ingenuity of on-site employees built up over long years of experience, and the technology development capabilities, product development capabilities, and production management capabilities stemming from demonstration of these qualities, are a decisive factor. While the efforts of labor and management certainly play into improving the “on the ground” capabilities of workers, we will develop activities that advance industrial policy and labor policy to effect enhancements in these capabilities in terms of policy and programs.

(3) Development of the international labor movement corresponding to changes in global circumstances

Two years have passed since the IndustriALL Global Union was formed in June 2012. Regional conferences including for the Asia-Pacific region were held in May 2014, where we looked back on IndustriALL’s activities since its formation and set the priority issues for actions looking to the Ordinary Congress in 2016. Active discussions were held on issues including further reinforcement of targets for women’s participation, strengthening regional activities, the ideal direction of affiliate dues, and the executive officer system. At the conference, we also introduced the efforts of the Japanese organization looking toward the future establishment of national councils, and we will strengthen our efforts to integrate the international liaison functions of the Japanese affiliate organizations of IndustriALL, JAF, and UA ZENSEN. At the IndustriALL Executive Committee meeting held in June 2014, the direction of key efforts were

discussed, including strengthening efforts to conclude Global Framework Agreements (GFAs) and how to handle affiliate dues, which are issues that have existed since IndustriALL's formation. As the JCM, we must also exercise our influence while cooperating with other affiliate organizations.

As the JCM, we will actively participate in all efforts of IndustriALL and strive to achieve measurable results, including establishing global core labor standards, ensuring a counterbalance to multinational corporations by strengthening company union networks, strengthening coordination with labor unions in each country especially in Asia, and reinforcing efforts to address labor instability problems. We will also fulfill our role and responsibility as the Asia-Pacific regional chair organization in strengthening the IndustriALL organization.

Amid economic growth and democratization, there is an increasing trend of labor and management conflicts in the overseas labor-management relations of Japanese multinational corporations. We will strengthen our activities in Japan and overseas to build constructive labor-management relations that enable the resolution of all problems through talks, which will also allow the realization of appropriate distribution of the fruits of labor in emerging countries that are experiencing ongoing economic growth. In addition, we will strive to strengthen the international solidarity movement, especially in the Asian region, and actively support organizing efforts, the training of labor union leaders, and higher levels of information sharing.

(4) Efforts to strengthen organizations and building a more effective movement

The industrial structure of the metal industry is undergoing change amid increasing globalization and changes in the domestic and international external environment, and maintaining and expanding union membership is an issue. We will closely exchange information to further expand and strengthen each industry-based union through the venue of organizing committee meetings and consider coordinated efforts to address this ongoing issue.

Though the Rengo Central Coordinating Council for Metalworkers' Unions, we will reflect our opinion to RENGO on policy specific to the metal industry and issues common to the metal industry. In local regions, we will offer support for qualitative expansion of activities of the Local Rengo Central Coordinating Council for Metalworkers' Unions through the local RENGO blocks with the cooperation of the five affiliated industry-based unions.

Regarding educational activities, we have changed the timing of holding labor union leadership courses and shortened the course duration. We will coordinate closely with the steering committee and instructors and innovate the curriculum, aiming to further enhance our operating structure and increase efficiency. We will also implement other innovations to obtain

the participation of more organizations and strive to cultivate metal manufacturing labor movement leaders.

In our PR activities, we will use our new logo and further improve and expand our website to serve as an effective tool. We will also strive to improve the content of institutional magazines.

Based on discussions of the Organizational Administration Examination Committee, the JCM revised dues in January 2012. First, we must avoid overlapping activities from the separation of roles with affiliated industry-based unions and strengthen coordination with the Rengo Central Coordinating Council for Metalworkers' Unions. We must also take bold scrap-and-build measures for our activities so that we can concentrate on the activities necessary to achieve progress in the JCM movement. We will also make comprehensive efforts to strengthen and cultivate human resources to lead our administration, looking at JCM operations 10 years in the future. We will rebuild our administrative and organizational structure to be able to flexibly respond to the drastic changes occurring in the domestic and international environment, aiming to realize operations focused on efficiency and sustainability.

(5) Promotion of women's participation

IndustriALL regulations stipulate that at least 30% of Congress representatives are women and that at least 30% of Executive Committee members are women. More active participation by women at all levels is positioned as an important movement pillar. In addition, at the first IndustriALL Asia-Pacific Regional Conference held in May 2014, the plenary adopted a resolution calling on IndustriALL to set a quota of a minimum 40% women's representation in IndustriALL positions and activities ahead of the statute amendments at the 2016 Ordinary Congress.

The JCM formulated the Women's Participation Mid-term Targets and Action Plan in June 2010 and has made progress on women's participation in all JCM activities, including women's participation at national conventions and on the Central Committee as well as establishing women's positions on the Executive Committee. Based on IndustriALL policy, we must further promote women's participation throughout all union activities in the future, including expanding the number of women officers at the industry-based, individual union, and branch levels. Therefore, based on the Second Women's Participation Mid-term Targets and Action Plan approved at the 24th Executive Committee Meeting held in July 2014, the JCM will promote women's participation in all JCM meetings and activities and will examine further raising the targets for women's participation looking ahead to the 2016 IndustriALL Ordinary Congress.

In conjunction with this, we will develop efforts leading to creation of environments that allow women to work with enthusiasm, including realizing work–life balance and advancing positive actions as part of supporting employment in the manufacturing and metal industries and advancing women’s participation from the level of the workplace.

(6) Further strengthening of the movement on the 50th anniversary of our founding

The JCM was formed in 1964 as the International Metalworkers’ Federation–Japan Council (IMF–JC), the affiliate organization of the IMF in Japan. Subsequently, as the organization superseding the framework of the four National Centers at the time (Sohyo, Domei, Churitsu Roren, Shinsanbetsu), we have worked to improve labor conditions and realize social welfare and industrial policies. After extensive deliberation by the Special Committee on Organizational Structure from 1971 onward, we changed our official Japanese name to the Japan Council of Metalworkers’ Unions with the abbreviation IMF–JC at the 1975 World Congress and clarified our organizational objective as deliberating and advancing the movement on common issues. Our English-language name was changed to Japan Council of Metalworkers’ Unions, but we continued to use our original abbreviation of IMF–JC as this appellation was well known worldwide.

Following this, we took organizational reforms under review as necessary. The Future Shape Committee of 1986–1990 set our aim as the development of the JCM as the major organization of the metal industry unions. The Basic Policy Review Committee of 1991–1994 deliberated the metal industry union-based framework, but did not reach an agreement and resolved to perform the substantive function of the metal industry framework. The Comprehensive Project Conference of 2004–2006 aimed to further strengthen our international function, but did not effect major movement reforms.

At the 51st National Convention held in September 2012, a policy report by the Organizational Administration Examination Committee was approved, with revised dues approved in January 2012. We resolved to maintain and strengthen the metalworkers’ labor movement as the private sector and manufacturing and metal industries while conducting major scrap and build measures for our activities and further increasing the efficiency of our operations while aiming to strengthen the international labor movement in response to the formation of IndustriALL. Together with this, the change of our English-language abbreviation from IMF–JC to JCM was approved.

On the occasion of the 50th anniversary of our formation, we will strive to strengthen the movement and become more efficient to advance the movement in response to changes in domestic and international circumstances. In addition, we will conduct activities such as

creating an anniversary publication while having it reviewed by our 50th Anniversary Project and receiving approval at institutional meetings. The 50th Anniversary Project was approved at the 51st National Convention.

In addition, we will establish the Organizational Fiscal Review Project Team (tentative name) to address all issues including affiliate dues, the IndustriALL executive structure, and promotion of GFAs as well as to strengthen efforts to develop a more efficient international movement looking to 2016 after the four transition years to IndustriALL have passed. We will make efforts to maintain and strengthen the Japanese metalworker movement and to newly develop the international labor movement as a core organization of IndustriALL.

II. Specific Programs and Activities

1. Establishment of labor conditions worthy of the metal industry

(1) Measures to improve living standards

a. Measures for wages and bonuses

In the 2014 Spring Offensive, the JC Joint Struggle demanded raises in monthly wages and by successfully obtaining them, took the first step to escape the deflationary cycle and make economic growth a definite reality. To realize a virtuous economic cycle, escape deflation, and achieve definite economic growth, measures to obtain continued wage increases are important, and labor and management are expected to continue fulfilling their social responsibility.

As the 2015 and 2016 Spring Offensives will be an important part of achieving this, we will fully investigate trends in economic growth, inflation, disposable income, employment, industry trends, corporate productivity and earnings, the livelihood circumstances of workers, and other factors, and hold extensive discussions on the Offensives to contribute to realizing a virtuous economic cycle based on raising wages. In addition, as prices are rising, we will hold further discussions to strengthen the JC Joint Struggle toward Offensives that demand maintenance of real livelihoods.

Regarding bonuses, we will make efforts to achieve a base of five months of annual wages, with a minimum standard of at least four months of annual wages. In the case of unions with bonuses falling under four months of annual wages, although the number of such unions has been trending lower since 2009, we will continue to strengthen measures to underpin wages by making up for the shortfall with a fixed payout for cost of living.

b. Strengthening the JC Minimum Wage Movement

The JCM has positioned measures to support wages for unorganized and non-regular workers in the metal industry and to realize the JC minimum wage for workers age 35 as the JC Minimum Wage Movement, based on extending the results of measures to achieve intra-company minimum wage agreements to statutory minimum wages for specific industries.

To definitively escape the deflationary cycle and achieve economic growth, wages and labor conditions are key issues for all workers, including unorganized and non-regular workers. Therefore, we will strengthen our efforts to expand the conclusion of intra-company minimum wage agreements and extend minimum wage level raises to specific (industry-based) minimum wages, based on the importance of the role of these efforts as the first step to

realizing equal and balanced treatment of non-regular workers. We will also conduct activities for the JC Minimum Wage Movement for workers age 35, which is a movement that explicitly supports minimum wage levels for metal industry workers who are 35 years old and eliminates wages below this minimum level.

We will hold minimum wage staff meetings as appropriate to share information and examine specific measures.

(2) Measures to improve working environments and styles of work

a. Measures to realize work–life balance

Toward realization of work–life balance, we will make efforts to shorten the total annual work hours in terms of systems, including shortening the standard established work hours and increasing the number of annual paid vacation days. We will also work to shorten the total annual work hours actually worked, including by ensuring thorough management of work hours and by promoting taking of annual paid vacation days. As the economy recovers, the number of overtime hours is trending higher, and we will fulfill our check function as the labor union from the perspective of maintaining health and realizing work–life balance.

We will also enhance our support measures to expand work style options that meet the needs of workers so that both men and women can balance work and family. At the same time, we will advance effective measures including enhanced labor–management negotiations to create conditions conducive to utilizing the relevant programs and promoting their utilization, including workplace culture and mindset reforms.

b. Wages and labor conditions for workers ages 60 and older

Regarding securing work from the age of 60, as public pension will be reduced to zero in phases up to the age of 65, we will ensure employment until the age of 65 without the use of interim measures for all people who wish to work, and make efforts to establish rewarding employment systems as well as compensation systems that are worthy of the value of labor and that are able to secure wages at a level able to maintain living standards. We will also work to improve wage and labor conditions based on the actual circumstances experienced.

As the age of beginning to receive the earnings-related component of pension will be raised to age 62 in 2016, after which the age will continue to be raised in phases, we will ascertain the situation of people who wish to continue working and the content of their work following the pension system revision in 2013 and actual workplace circumstances and issues. We will continuously make efforts to resolve issues.

c. Measures to improve labor conditions

The JCM will strengthen safety and health measures aiming to realize workplaces with zero industrial accidents as well as physical and mental health maintenance. We will also work to ensure that, when occupational accidents or illnesses do occur, compensation and systems allow workers to have peace of mind and concentrate on their treatment and encourage a return to work once better as well as compensation for surviving family members to sustain their livelihood.

Regarding retirement allowances and company pensions, in light of the fact that their importance in ensuring a stable livelihood for senior citizens is growing, the JCM will investigate retirement allowance and company pension systems as well as their actual state of implementation and address the situation as necessary.

d. Development of positive actions

In the 2014 Spring Offensive, we took the necessary measures to create workplaces that allow both men and women to work with enthusiasm, including sharing actual workplace conditions between labor and management at joint consultation venues. Efforts based on the needs of union members and actual workplace circumstances are necessary to promote women's participation in work. We will perform our check function with the active involvement of labor unions while conveying feedback from union members to companies.

(3) Measures to improve the labor conditions of non-regular workers

To definitively escape from the deflationary cycle and achieve economic growth, raising the base level of wages and labor conditions for all workers including unorganized and non-regular workers is indispensable. In the 2014 Spring Offensive, we were able to broaden the breadth of our efforts from conventional measures centered on ensuring compliance with laws and regulations to negotiations and talks to improve specific wage and labor conditions. We will work to strengthen these measures as well as the JCM Minimum Wage Movement. In addition, we will strengthen efforts that form the labor union's social responsibility, including promoting the appointment of non-regular workers to regular workers, establishing fair and equal treatment for regular and non-regular workers, and organizing non-regular workers.

(4) Examining target wages and labor conditions within the changing conditions of the manufacturing industry

Employment and living conditions for workers in the manufacturing industry are changing drastically over their lifetime. These changes encompass the aging of the population, falling birth rate, and the resulting raise in the age of beginning to receive public pension payments

to 65. Additionally, during the time the yen was excessively strong, production bases in the Japanese metal industry were successively closed or scaled down while overseas production was significantly expanded. This has considerably reshaped the industry and companies.

Capabilities “on the ground,” including the engineering and technical skills, know-how, powers of judgment, and ingenuity of on-site employees built up over long years of experience, and the technology development capabilities, product development capabilities, and production management capabilities stemming from demonstration of these qualities, are essential to the Japanese metal industry. We must continue to reinforce these capabilities.

The Labor Policy Council has examined a range of issues including wages, retirement allowances and company pensions, work–life balance, gender equality, and fair and equal treatment of non-regular workers based on changes in the external environment in recent years. With the target year of 2016, the JCM will compile the Third Wage and Labor Policy (tentative name), which defines the target wage and labor conditions to hone the strengths and enhance the appeal of the metal industry.

2. Efforts to achieve policy for the private sector, manufacturing and metal industries

(1) Resolving policy and program issues to maintain and strengthen manufacturing industry bases in Japan

To ensure that the economic upturn is not temporary, but instead to strengthen our industrial competitiveness through investment in people as Japan escapes the deflationary cycle, to establish a virtuous cycle of healthy industrial growth and improvements in worker livelihoods, and to vanquish the factors restricting growth in Japan and realize sustained and stable growth, the JCM will strengthen measures to improve business conditions in the manufacturing industry based on the 2014–2015 Policy and Program Issues formulated in April 2014.

a. Macro-environmental improvements supporting the manufacturing industry

We will strive for economic revitalization corresponding to a moderate seller’s market in the labor market as well as monetary policy appropriate to definitively escaping the deflationary cycle and realizing stable exchange rates aiming to achieve a virtuous economic cycle, harmonious economic and business activities, and the expansion of consumption and investment.

The JCM will seek to strengthen free trade systems, including promoting the conclusion of economic partnership agreements (EPAs) such as the TPP and FTAs so that the Japanese manufacturing industry is able to perform a leadership role within the global production framework through the strengthening and utilization of free trade systems.

While Japan has the highest level of public debt among advanced nations, higher levels of social security expenditures are unavoidable even as the working-age generation shrinks dramatically. Because Japan has these structural factors constraining growth, we will advocate the formulation of viable plans to rapidly restore fiscal soundness.

b. Aggressive industrial policy strengthening the manufacturing industry

The JCM will seek development of an aggressive industrial policy concerning new fields and growth fields for the metal industry, which include social infrastructure, environmental technologies, energy, medical and nursing care, and aerospace. We will also advocate establishment of growth policy founded in strengthening the “on the ground” capabilities of workers in the manufacturing industry.

The JCM will promote the widespread understanding of sub-contracting guidelines and guidelines concerning abuse of a superior bargaining position. We will also advocate strengthened response on the part of the Fair Trade Commission, creation of manuals on fair trade, and widespread practice of CSR accounting methods. We will strive to establish business rules contributing to the maintenance and strengthening of the manufacturing industry, including establishment of fair sub-contracting trade practices. We will also make efforts to improve the livelihoods of workers transferred overseas and have tax conventions revised in response to overseas business development by companies.

The JCM will also seek to strengthen industrial high schools from the perspective of passing down and training workers in manufacturing skills and technologies as well as strengthening manufacturing education.

c. Establishing quality employment in the manufacturing industry

The JCM will advocate the establishment of quality employment to establish wages, labor conditions, and work styles worthy of the Japanese economic might built up over almost 70 years since the end of World War II and befitting Japan as an advanced nation with technologies and technical skills that lead world markets.

Regarding the revision of employment and labor laws and regulations under discussion in government, the JCM will actively participate in RENGO measures taking the position of workers in the metal industry.

From the perspective of establishing work–life balance, the JCM will advocate the rapid establishment of quality daycare environments and workplace environments that make both work and caregiving possible, as balancing work and family in the metal industry is difficult compared with other industries and many people leave the industry to care for children, elderly parents, or others who require care. With this, we will seek the creation of conditions that allow women in the manufacturing industry to work with enthusiasm.

Regarding the expansion of receiving foreign workers in Japan, we will seek prudent measures and improvements in training programs for foreign workers.

d. Energy and environmental policy to strengthen the manufacturing industry

The JCM will seek establishment of an energy policy that promotes economic growth and maintains the location of the manufacturing sites inside Japan. Specifically, we will make efforts to ensure a stable and reasonably priced supply of electricity and promote introduction of renewable energy and high-efficiency thermal power plants. Regarding the resumption of operations at nuclear power plants, we will push for the government to make responsible judgments predicated on having gained the understanding of local governments and citizens and based on the importance of a stable electricity supply.

Regarding greenhouse gas reduction targets for year 2020, we will seek the presentation of data-based evidence along with clarification of the future structure of power generation. After allowing for public discourse, we will seek the presentation of greenhouse gas reduction targets that enable Japan to fulfill its international responsibility.

We will propose ways to contribute to resolving global environmental problems as the metal industry by promoting development of new fields in the environment and energy sectors mobilizing metal industry technologies.

(2) Specific activities

a. Measures to resolve policy and program issues

We will strengthen our approaches to RENGO aiming to resolve JCM policy and program issues from the position of the private sector, manufacturing and metal industries. In addition, as the JCM we will make approaches as necessary to the government and political parties toward this realization. Together with this, we will strengthen our approaches to political advisors through venues including JCM Policy Study Meetings and JCM Policy Explanation Meetings, and promote understanding of the JCM's views and sharing of our understanding of the issues through informal talks and information exchanges with Keidanren and business leaders in the metal industry.

In regional areas as well, we will coordinate with regional blocks and Regional Rengo Central Coordinating Councils for Metalworkers' Unions based on the 2014 Regional Policy and Program Issues. We will advance measures so that the assertions of the private sector, manufacturing and metal industries are reflected in regional RENGO policy.

b. Measures in the manufacturing industry

We will develop activities not only directed at the government, but also in the industry to continue to maintain domestic production bases and employment in the metal industry. As exchange rate conditions improve and TPP negotiations move forward, we will examine comprehensive strategy for the manufacturing industry in policy committees, including positioning and arrangements so that the Japanese manufacturing industry can lead world markets in growth fields.

The JCM has held "manufacturing classrooms" for elementary school students and other participants since 2003. Metal industry labor unions now hold these classes each year in 32 prefectures nationwide. We will continue to hold manufacturing classrooms and other workshops to communicate the significance and appeal of the manufacturing industry to children and young people. We will also make efforts to secure human resources, allow highly skilled technicians to demonstrate their skills in educational settings, and pass down and train people in technologies and technical skills.

c. Global measures to prevent work-related accidents

Aiming to eradicate occupational accidents in the manufacturing industry worldwide, we will examine specific actions and the roles we should perform as the JCM to improve awareness and establish safety and health systems, especially in emerging and developing countries.

d. Holding study meetings and other gatherings, PR activities

To deepen understanding of policy and program issues and promote their examination, we hold Policy Issue Study Meetings as appropriate for policy committee members. In addition, we will hold a Policy Seminar in May 2015 and a Policy and Program Central Colloquium in April 2016. Regarding creation of environments that allow men and women to work with enthusiasm, we will undertake policy and program measures through efforts by individual unions and industry-based unions as well as the Women's Liaison Conference and Women's Exchange Session.

We will also issue policy reports at appropriate intervals and provide detailed information on policy and program issues.

* JCM Policy Study Meeting: Aims to develop JCM policy through information and opinion exchanges focused on policy among the top three JCM officers and political advisors.

* JCM Policy Explanation Meeting: Aims to introduce and develop JCM policy for policy secretaries of political advisors.

* Policy Issue Study Meeting: Study meetings for JCM policy committee members and others.

3. Development of international labor movements responding to changes in global circumstances

(1) Actions toward establishing constructive labor–management relations at Japanese multinational corporations, mainly in Asia

a. Establishing MNC networks

As the global economy advances and Japanese companies accelerate their overseas expansion, labor–management conflicts at the overseas bases of Japanese multinational corporations (MNCs) are increasing. Efforts toward establishment of constructive labor–management relations at overseas bases are necessary, and the role to be played by labor unions at the Japanese parent companies is also increasingly important.

Based on this recognition, the JMC will continue to build individual pipelines between overseas labor unions and Japanese labor unions and evolve this into holding network meetings that bring together the overseas and Japanese labor unions. Based on these activities, we will undertake efforts with the aim of building networks comprising all Japanese MNCs.

Specifically, as progress has been made on holding exchanges between individual labor unions and the European Works Council (EWC), building pipelines with industry-based overseas labor unions, and holding network meetings, the JCM will continue to offer support for these measures in the future. In addition, we will also support JCM-affiliated unions to participate in networks of foreign multinational corporations.

We will share information on this series of efforts by the JCM at international committee meetings and work to expand our network building.

As for Global Framework Agreements (GFAs), we aim to establish MNC networks and, based on this, ultimately connect these efforts to concluding Global Framework Agreements (GFAs).

b. Planning and holding of labor–management seminars and workshops for Japanese corporations in Japan and overseas

We have held 14 labor–management seminars in Japan on building constructive labor–management relations overseas for Japanese labor and management in the metal industry. Based on the evaluations of these seminars so far, we will seek to further enhance the seminar content and hold the seminars twice a year.

The JCM has sponsored Labor–Management Workshops toward Building Constructive Labor–Management Relations for labor and management of Japanese companies in Indonesia five times and in Thailand two times. These workshops have received positive evaluations from both labor and management as a first step toward building trustworthy labor–management relations. Through these venues, Japanese executives from the company side, local managers, and local metal industry labor union leaders can hold discussions together. These workshops are able to perform the role of developing conditions to resolve labor and management issues through talks, and we will therefore continue to hold the workshops in Indonesia and Thailand in fiscal 2015.

Since we have now held workshops in Bekasi, Indonesia, five times, we will prepare to hold the next workshop in another area where Japanese companies are concentrated, specifically Karawang.

c. Holding of the International Labor Training Program

The International Labor Training Program is held in a different country each time and incorporates opinion exchanges with the Japanese embassy of the country, the Japanese Chamber of Commerce, local labor unions, and similar organizations. The program is not only a venue to train people to lead international labor movements at individual labor unions and industry-based unions, it also contributes significantly to building relationships between the local labor unions of Japanese companies and the Japanese labor union of the parent company, and thus to building MNC networks.

We will continue to conduct the program while promoting strategic selection of participants including women and the reflection of the gains of the program into subsequent activities.

(2) Development of international solidarity activities

a. Response to IndustriALL activities

As the organization chairing the Asia-Pacific region and the chair of ICT, Electrical and Electronics, the JCM will play an active role in strengthening the activities of IndustriALL. Specifically, we will participate in meetings including IndustriALL Executive Committee

meetings and working groups, and make efforts to maximally reflect the positions and opinions of the JCM through these meetings.

In particular, we will actively participate in discussions toward integration of the movements, dues, and finances of the former 3 GUFs, which are issues scheduled for accelerated deliberation in preparation for the 2nd IndustriALL Ordinary Congress in 2016.

Industry-based unions are basically responsible for all meetings of the relevant industry-based section, but the JCM will also provide necessary support.

In line with IndustriALL movement policy, we will also advance activities in Japan, including the STOP Precarious Work Campaign, while also cooperating with IndustriALL JAF and UA ZENSEN, the IndustriALL affiliated unions in Japan.

b. Enhancement of activities in the Asia-Pacific region

Independent discussions are being held regionally, especially for IndustriALL regional activities. The JCM is expected to cooperate with the other affiliated organizations as the regional chairing organization and undertake efforts to enhance activities in the Asia-Pacific region.

The JCM was actively involved from the preparation stages in the first IndustriALL Asia-Pacific Regional Conference held in Thailand in May 2014. The JCM will strive to accomplish the priority issues and measures in the region that were set at this conference by the 2nd IndustriALL World Congress in 2016.

c. Response to overseas labor–management conflicts

Once a labor–management conflict arises, the conflict becomes prolonged and deeper, and inflicts serious damage on both labor and management. It also requires an enormous amount of time and effort to resolve.

When labor–management conflicts arise at Japanese companies overseas, we will offer appropriate support for the activities of affiliated unions to rapidly resolve the conflict, including a response coordinated with IndustriALL headquarters, the overseas labor union, the Japanese industry-based union, corporate union association, and individual union.

To prevent unnecessary labor–management conflicts from arising, we will strive to promote understanding on the part of both labor and management of the international rules that companies should uphold, including OECD Guidelines for Multinational Enterprises and core ILO labor standards.

d. Holding of Asia Metalworkers' Union Liaison Conferences

The Asia Metalworkers' Liaison Conference is positioned as a pillar of the JCM's international activities. It has been held seven times as a venue to exchange information, strengthen coordination, and build shared awareness among metal labor unions in the Asia-Pacific region. Consequently, it has served a role in supplementing and strengthening IndustriALL's activities in the Asia-Pacific region. This conference is also used as a venue to exchange opinions toward the resolution of labor-management conflicts with relevant overseas labor unions. The next conference will be held in June 2015.

We will examine integration of our activities with the activities of IndustriALL JAF and UA ZENSEN from 2016, when the transition period of integrating the regional activities of the former GUFs in IndustriALL is completed, and discuss how this will take shape at the next conference.

e. Regular discussions with European labor unions

Every three years, the JCM holds regular discussions with Germany-based IG Metall and Nordic IN, as we share a common understanding in many areas. We have exchanged information and strengthened cooperation on shared issues, including the hollowing out of the labor market, maintaining employment, and environmental and energy policy.

Discussions with both labor unions are scheduled in fiscal 2015, when it is the Japanese delegation's turn to visit them. The JCM will arrange the timing of the visit and coordinate the agenda.

f. Bilateral exchanges with East Asia

Every year the JCM holds exchanges respectively with metalworkers' unions from China and South Korea to mutually deepen understanding, exchange information, and strengthen the movements.

We will thus continue to hold the exchanges in fiscal 2015, and will innovate the meeting arrangements, agenda, and how the meetings are run to further enhance the outcomes of the exchanges.

We have also received requests from friendly organizations in Southeast Asia to hold bilateral exchanges and seminars and will examine everything possible that we can do.

(3) Further strengthening of JCM's international functions

a. Overseas labor information provision by JCM

We continually update information on each country's labor union organizational structure and cases of labor-management conflicts obtained and built up through IndustriALL activities and solidarity activities with each country to date. We will give reports at seminars and other venues and provide information on our website, etc. We will also respond to inquiries from affiliated organizations.

We will continue to ascertain industry-based needs through international committee venues and provide information based on these needs.

The JCM provides support to develop the international activities of affiliated unions, including planning and holding exchanges with affiliated unions and overseas unions, and dispatching instructors for seminars held at industry-based unions and individual unions.

b. Strengthening cooperation among IndustriALL-affiliated organizations

We have begun the transfer of staff to the same location in preparation for unifying our international contact function with IndustriALL JAF and UA ZENSEN. Going forward, we will take steps aimed at forming country councils to continue to develop the IndustriALL movement and strengthen solidarity, especially in the Asia-Pacific region, and to make operations more efficient by unifying the activities of the Japanese organizations.

The JCM will continue to create venues for the flexible exchange of information with both organizations and will strive to have the opinions of affiliated Japanese organizations fully reflected in IndustriALL activities.

c. Promotion of coordination with RENGO and other GUFs

As a global strategy of labor union organizations, we have strengthened cooperative relations with global unions including the ITUC and each GUF. Based on these exchanges, we are making efforts to coordinate with RENGO and the Japanese organization of each GUF, including jointly holding the World Day for Decent Work in Japan and exchanging detailed information with the Japanese offices of each GUF.

(4) Strengthening women's participation at international meetings, etc.

Through the Women's Liaison Conference set up as a contact point for women's activities advanced by IndustriALL, we have made efforts to continuously train human resources that can firmly assert Japan's position at IndustriALL meetings and to exchange information among

industry-based organizations. We will continue to serve as a contact function for international activities this term as well.

As IndustriALL statutes explicitly state 30% or higher participation by women at conferences and other meetings, and as discussions to further expand women's participation toward the 2016 Ordinary Congress are underway, we will strive to meet the targets of the Second Women's Participation Mid-term Targets and Action Plan approved at the 24th Executive Committee Meeting held in July 2014 and examine further strengthening of measures.

To promote women's participation throughout the affiliated Japanese organizations of IndustriALL, the JCM will aim to create venues to exchange opinions and information in meetings jointly with IndustriALL JAF and UA ZENSEN.

4. Response to organizational strengthening and establishment of a more efficient movement

(1) Exchanging information on industry-based unions' organizational activities and response to current issues

Through organizational committee venues, the JCM has examined response measures for a range of information exchanges and shared issues to further contribute to organizational activities, educational and PR activities, gender equality activities, and other activities in the five affiliated industry-based unions. In 2015 and 2016, we will conduct extensive information exchanges to further expand and strengthen each industry-based union, mainly through organizational committee venues. With this, we will cooperate with each industry-based union on support for Regional Rengo Central Coordinating Councils for Metalworkers' Unions. We will focus on information exchanges to develop educational and PR activities as well as gender equality activities. In addition, we will examine coordinated measures for current issues.

(2) Operational support for the Rengo Central Coordinating Council for Metalworkers' Unions

The JCM offers operational support as the operations office for the operations of the Rengo Central Coordinating Council for Metalworkers' Unions. Specifically, we hold regular meetings of the Central Coordinating Council for Metalworkers' Unions, comprising members including industrial unions' presidents and general secretaries, where discussions are held from the perspective of the private sector, manufacturing and metal industries, our opinions on policy

specific to the metal industry and issues common to the metal industry are reflected to RENGO, and we strive to develop the RENGO movement.

Meanwhile, as for operational support for Regional Rengo Coordinating Councils for Metalworkers' Unions, JCM offers support to enhance the activities of Regional Rengo Coordinating Councils for Metalworkers' Unions through regional blocks directly under the JCM.

(3) Measures for regional block activities

Through the nine regional blocks and with the cooperation of the five affiliated industry-based unions, the JCM will offer support to enhance the activities of Regional Rengo Coordinating Councils for Metalworkers' Unions set up in 46 prefectures except Okinawa.

Specifically, the JCM will hold Representative Conferences (chaired by the General Secretary) approximately twice a year to provide explanations of JCM policy as well as exchange information on the state of activities in the metalworkers' sector in each region at the prefectural level and discuss response measures to strengthen the development of activities.

In each regional block, we will hold regular meetings of the Regional Rengo Coordinating Councils for Metalworkers' Unions in each prefecture based on Representative Conferences and enhance our activities through development of JCM policy and exchanges of information and opinions in each prefecture.

The activity support we offer for Regional Rengo Coordinating Councils for Metalworkers' Unions consists mainly of the following measures.

- Exchanging information, including on the Spring Offensive and minimum wage measures.
- Strengthening reflection of our opinions as the JCM in creating Regional RENGO policy and program demands for local governments.
- Continued holding of "manufacturing classrooms" featuring prefectural characteristics.
- Holding of study meetings and other meetings featuring prefectural characteristics, including Policy and Program Study Meetings, Spring Offensive Study Meetings, Safety and Health Study Meetings, and factory tours.

(4) Cultivating the next generation of union officials and strengthening of PR activities

a. Substantive enhancement of Labor Leadership Courses

As an educational activity, the JCM has continued to hold Labor Leadership Courses for 47 years, since the third year of our formation, as a venue to effectively train union leaders while

cooperating with universities. Held every October in Kyoto, we will hold the Labor Leadership Course in 2015 and 2016 as well. We will strive to develop leaders to drive the next generation of the metalworkers' labor movement, mainly through lectures to impart the necessary specialized knowledge for labor union leaders. These include seminars to hold extensive discussions on issues at workplaces and labor unions under the direction of Steering Committee members from the common foundation of the private sector, manufacturing and metal industries.

We will hold intensive information exchanges with the officials in charge of education at industry-based unions so that the Labor Leadership Course is incorporated in the educational systems of industry-based unions and can be more widely and effectively used in affiliated industry-based unions and individual unions.

b. Strengthening of PR activities

As IndustriALL was formed in June 2012 and the conditions surrounding the metalworker labor movement are changing drastically at a global level, timely sharing of information and data is indispensable to definitively move the movement forward.

In 2015 and 2016 as well, we will further improve and enhance our website as an effective PR tool. Specifically, we will strengthen our system of timely updates and develop web pages that are easier to read and utilize.

We publish institutional magazines twice a year in spring and fall. We will strive to enhance their content, including strengthening special features on issues common to the private sector and manufacturing and metal industries. We also issue institutional publications four times a year. We will strive to enrich their content with innovations in editing and layout to engender broad understanding of the content of movement policy and Spring Offensive policy as well as the proceedings and opinion findings of national conventions and Central Committee meetings. In order to develop effective PR activities, we will intensively exchange information with PR staff at affiliated industry-based unions.

(5) Promotion of women's participation in JCM activities

Based on IndustriALL policy to strengthen women's participation, the JCM must also promote women's participation in all labor union activities, including expanding the number of women officials at the level of industry-based unions, individual unions, and branches. For the time being, we will strive to promote women's participation in JCM meetings and activities based on the Second Women's Participation Mid-term Targets and Action Plan approved at the 24th Executive Committee Meeting held in July 2014.

Advancing women's participation in industry-based unions and individual unions is necessary to advance women's participation in IndustriALL and JCM activities. Through mutual exchanges of information and activities, we will advance measures to increase the ratio of women's participation at meetings and promote women's appointment as union officials.

We will continue to hold Women's Exchange Sessions, which we have held five times in the past, in order to provide venues for women officers to exchange opinions and information and develop their skills transcending the industry-based framework and promote women's participation in all JCM activities.

We will also examine further raising women's participation targets in preparation for the 2016 IndustriALL Ordinary Congress.

(6) Examination of issues toward establishing a long-term financial foundation

Expenditures to IndustriALL affiliate dues, which accounts for approximately 40% of general accounting expenditures, is under pressure, as the Swiss franc has appreciated about 40% in two years, resulting in a calculation of approximately ¥50.00 million more we must pay in dues on a yen basis.

Along with the formation of IndustriALL in June 2012, the four years until June 2016 has been set by IndustriALL headquarters as a transition period for movements and affiliate dues. The content of movements is being carefully reviewed and the best way to appropriate the dues necessary for them is being assessed. As for the JCM, we will set up the Organizational Financial Review Project Team (tentative name) comprising the industry-based unions' presidents and general secretaries and begin our examination to achieve balanced fiscal revenues and expenditures during the less than two years left in the transition period.

To achieve balanced revenues and expenditures making international activities more efficient is an important key, as these account for approximately 50% (including affiliate dues) of general accounting expenditures and approximately 90% (including affiliate dues) of activity expenses.

To avoid further increases in the burden of IndustriALL affiliate dues, we will work together with organizations inside and outside Japan to maintain the current dues level of 1.1 Swiss francs per person per year. We will also accelerate our examination to make international activities more efficient, including unifying the international contact functions of the three Japanese organizations (JCM, IndustriALL JAF, UA ZENSEN), sharing translation expenses among the three organizations, and joint holding of international meetings.

Besides our international activities, we will also continue examining ways to further increase efficiency in each field, including reducing administrative expenses and sharing roles with RENGO and each industrial union regarding various meetings and committees and conducting activities toward establishing a sustainable financial foundation.

Based on the Organizational Administration Examination Committee's findings approved at the 51st National Convention, the income shortfall will be supplemented by transferring a portion of our financial reserve fund.