



HOST CITY

# **Efforts to balance corporate activities and transportation at the Tokyo 2020 Games**

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# 1. Overview of Tokyo 2020 Games (Traffic Forecast)

## 1-1) TDM initiatives



# Examples of the Past Game

## (London 2012; TDM PR, For General Users)

*There will be travel hotspots across London during the Games*

27 July – 12 Aug and 29 Aug – 9 Sept

Find out which journeys will be busier and how to get around more easily at [GetAheadoftheGames.com](http://GetAheadoftheGames.com) and follow us on Twitter @GAOTG



Working together:

MAYOR OF LONDON

National Rail

Department for Transport

ROADWAYS

Transport for London

*Avoid the crowds. Set off at a different time*

27 July – 12 Aug and 29 Aug – 9 Sept

Find out which journeys will be busier and how to get around more easily at [GetAheadoftheGames.com](http://GetAheadoftheGames.com) and follow us on Twitter @GAOTG



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MAYOR OF LONDON

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Department for Transport

ROADWAYS

Transport for London

*Get ready to change the way you travel*

Don't leave it to chance during the Games. Plan your journeys at [GetAheadoftheGames.com](http://GetAheadoftheGames.com)

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ROADWAYS

Transport for London



# Examples of the Past Game

(London 2012; TDM PR For Corporations)



**The world might stop for the Games**  
**Your business shouldn't**

For six weeks in the summer of 2012, the Olympic and Paralympic Games will have a significant impact on parts of London's transport network, which will in turn affect businesses, staff, customers and suppliers across the capital.

To help you plan ahead, we've put together a free online business toolkit. Use it to find out how you'll be affected, and keep your business running smoothly during the Games.

To get your free toolkit, search online for "Travel advice for business."

[London2012.com](http://London2012.com)

The copyright of the names and likenesses of the London 2012 Olympic and Paralympic Games is owned by the International Olympic Committee through the London 2012 Olympic and Paralympic Games Organising Committee. All rights reserved.



**Just 40 weeks to go.**  
**Is your business ready for the Games?**

Travel will be severely affected during the Games, and it's time to make sure your business is prepared. There are lots of ways you can do this, such as allowing some staff to work from home, being flexible with start and finish times, developing new procedures and communicating operational changes to staff, customers and clients.

If you haven't started planning already, visit our site today, where you can sign up for email updates and find all the support and information you need to make your plan, before time runs out.

Sign up for email updates now at [london2012.com/traveladviceforbusiness](http://london2012.com/traveladviceforbusiness)

Mayor of London

Transport for London



**The countdown to the Games is on.**  
**Make your business travel plan now.**

It's time for your business to make a travel and transport action plan for the London 2012 Games. This is essential because London's transport network will operate very differently.

There are a number of things you can do to prepare for this, like allowing some staff to work from home, being flexible with start and finish times, developing new procedures and re-timing deliveries.

Visit the website now for more solutions and information on workshops and other support, and make your plan before time runs out. Sign up for email updates now at [london2012.com/traveladviceforbusiness](http://london2012.com/traveladviceforbusiness)

Mayor of London

Transport for London



# Schedule and Scale of Olympic/Paralympic Games

	Olympics	Paralympics
Period	<b>July 24, 2020 (Friday)</b> <b>to August 9 (Sunday)</b> (17 Days)	<b>August 25, 2020 (Tuesday)</b> <b>to September 6 (Sunday)</b> (13 Days)
No. of Competitions	33	22
No. of Visitors	[Athletes] Approx. 11,000 [Spectators] Approx. 7.8 million people [Media Representatives] Approx. 25,000 people	[Athletes] Approx. 4,400 [Spectators] Approx. 2.3 million people [Media Representatives] Approx. 9,500 people

# Time Periods That Require Focused Efforts

[2020 Calendar]

Olympics : July 24 to August 9

Paralympics : August 25 to September 6

	Sun	Mon	Tue	Wed	Thur	Fri	Sat
	7/19	20	21	22	23 Marine Day (Umi No Hi)	24 Opening Ceremony Sports Day	25 Bicycle Competition
Period when quantity Increase before Obon annually	26 Bicycle Competition	27 Triathlon	28 Triathlon	29	30	31	8/1 Triathlon
	2	3	4	5	6	7	8
Period When Road Transportation measures are Particularly Required	9 Closing Ceremony	10 Mountain Day (Yama No Hi)	11	12	13	14	15
	16	17	18	19	20	21	22
Period When Public Transportation measures are Particularly Required	23	24	25 Opening Ceremony	26	27	28	29 Triathlon
	30 Triathlon	31	9/1	2	3	4	5
	6 Closing Ceremony Marathon	7	8	9	10	11	12
		Returning equipment used in events and the like returned to each country					

※From 2020,Physical Education Day (Taiiku No Hi) will be changed to Sports Day.

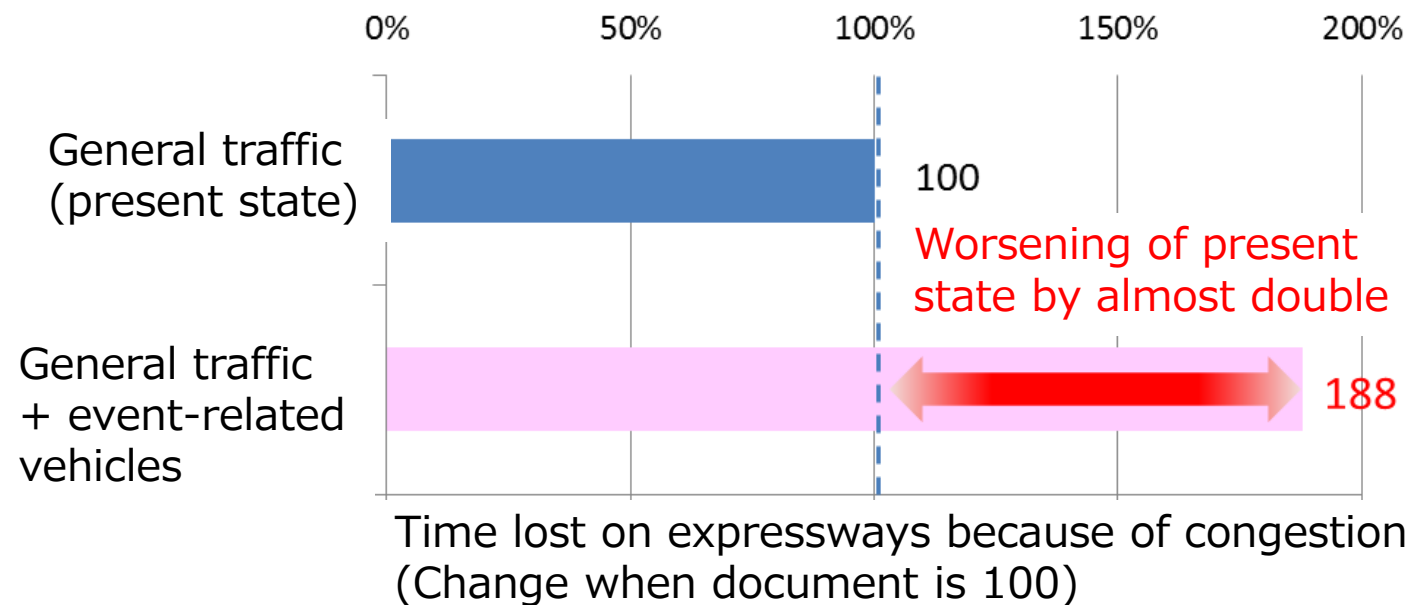
■ [Reference] Competition days for road events in Tokyo



# Traffic Forecast During Games (Without any countermeasures)

## [Highways]

### <Change of congestion loss time per vehicle by reduced amounts of traffic>



\* Result of simulation targeting vehicles traveling on metropolitan highways.  
(Envisioning Friday, same time as events (July))

## [Railroads]

Users will increase approximately 10% because of conversion from visitor use and roads.

### ※Map of Games' Influence on Transport



Competition venue

Station: Morning peak time (7:00 – 10:00)

- Morning peak times congested more than usual (Significant degree of influence from spectators)
- Morning peak times congested more than usual (Affected by spectators)

Train lines

- Considerable amount of congestion (Affected by spectators)
- Considerable amount of congestion (Very few influence from spectators)
- Rather congested (Affected by spectators)
- Rather congested (Very few influence from spectators)

# Traffic Management

**Improvement toward alleviating traffic congestion during games**

## **Traffic management composed of the following three items**

(1) Implement traffic demand suppression, separation, standardization

**“ Transportation demand management (TDM) ”**

(2) Implement high-level operation control of traffic demands according to status of roads

**“ Traffic system management (TSM) ”**

(3) Implement safety with railroads or the like, and smooth conveyance

**“ Public transportation and conveyance management ”**

# TDM Necessity and Preparations for Games

## Need for TDM necessity and objectives

- Congestion is becoming serious on roads and railroads because of event-related vehicles and visitor traffic demands.

## (Objectives)

- Roads: Aim to attain traffic environment equivalent to holidays
- Railways: Aim to attain a service level equivalent to the present time

### 【Road traffic】

#### • General Traffic

For the **City center**, aim to reduce the traffic volume by approx. 30% before the Games (intensive effort districts)

For the **wide area of Tokyo** (inside keno expressway), aim to reduce the traffic volume by **approx. 10%** before the Games.

#### • Further reduction in traffic volume on the Metropolitan Expressway

With regard to **Metropolitan Expressway** that form the infrastructure for the Tokyo metropolitan Olympic route network (ORN) and Paralympic route network (PRN), aim to attain a good traffic environment equivalent to that on holidays by **a maximum 30% reduction** on the traffic volume.

( Create by using TDM and additional countermeasures and the like )

【 **Public Transportation (railroads)**】 Aim for a safe and smooth transport operation that is **equivalent to the current situation** by corresponding with localized congestion.



**It is imperative that we reduce traffic volume by gradually gaining the cooperation from a wide range of individuals and businesses**

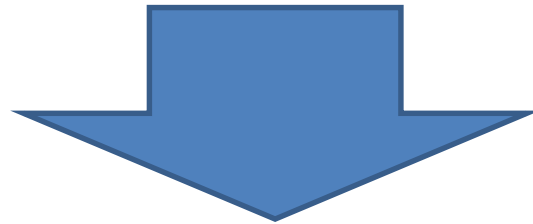


# Approach to TDM Initiatives

**Without any countermeasures, the movement of people and products will be restricted, and there is a risk of city activities stagnating.**

## **<Example of Possible Scenarios (Risks) Occurring During the Games >**

- Conveying in of parts and the like will be delayed.
- Products will not be delivered to supermarkets and convenience stores and the like.
- Package deliveries will not be made on time.
- Buses will not arrive on schedule, and they will take more time.
- It will not be possible to board empty cars.
- People will be late to start work, or have business meetings or negotiations.



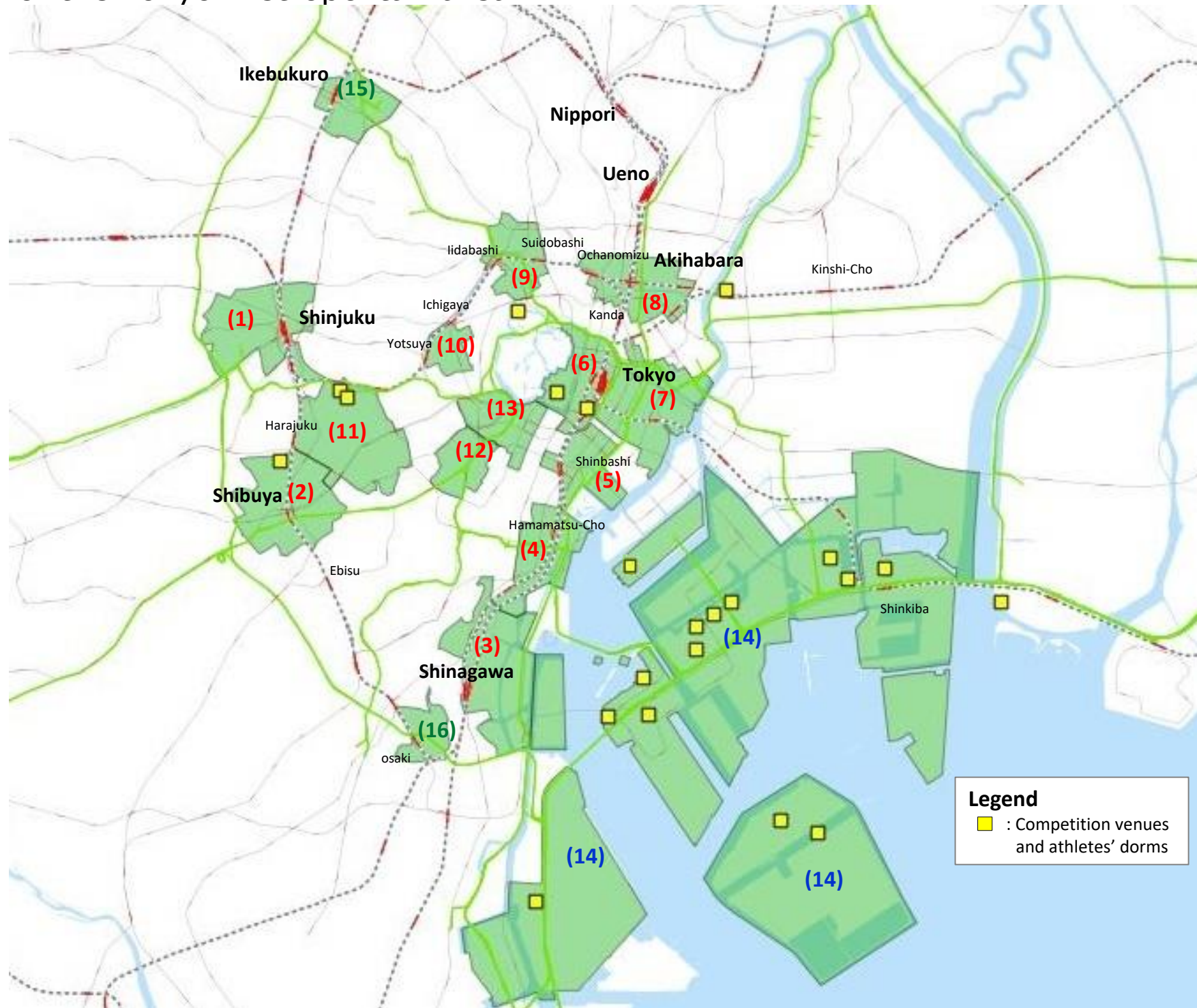
**Preparations for circumventing actions considering traffic congestion during events to be a risk.**

**Reduce and circumvent risks by following action plans based on BCP (business continuation plans).**

# 16 Area That Require Focused Efforts

- To support vibrant economic activities, extract 16 regions where “competition venues and the like are concentrated,” and “there is much traffic passing through areas of congestion for roads and railroads,” as regions of important efforts.

\* Study in the future expansion toward alleviating traffic congestion around competition venues outside of the Tokyo metropolitan area.



## Regions of Important Efforts

### [Heritage Zones]

- (1) Shinjuku
- (2) Shibuya
- (3) Shinagawa
- (4) Hamamatsu-Cho, Tamachi
- (5) Shinbashi, Shiodome
- (6) Otemachi, Marunouchi, Yurakucho
- (7) Yaesu, Nihonbashi
- (8) Kanda, Akihabara, Ochanomizu
- (9) Kudanshita, Iidabashi
- (10) Bancho, Kojimachi
- (11) Aoyama, Omotesando
- (12) Akasaka, Roppongi
- (13) Kasumigaseki, Toranomon

### [Tokyo Bay Zone]

- (14) Harumi, Ariake, Daiba, Toyosu, Oifuto

### [Other]

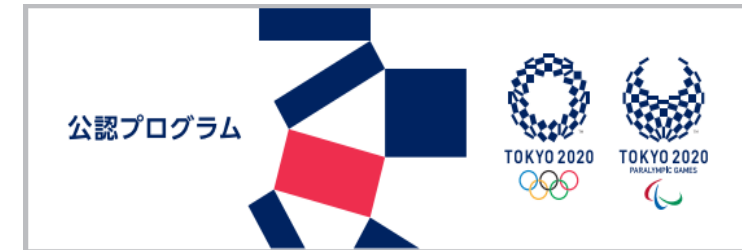
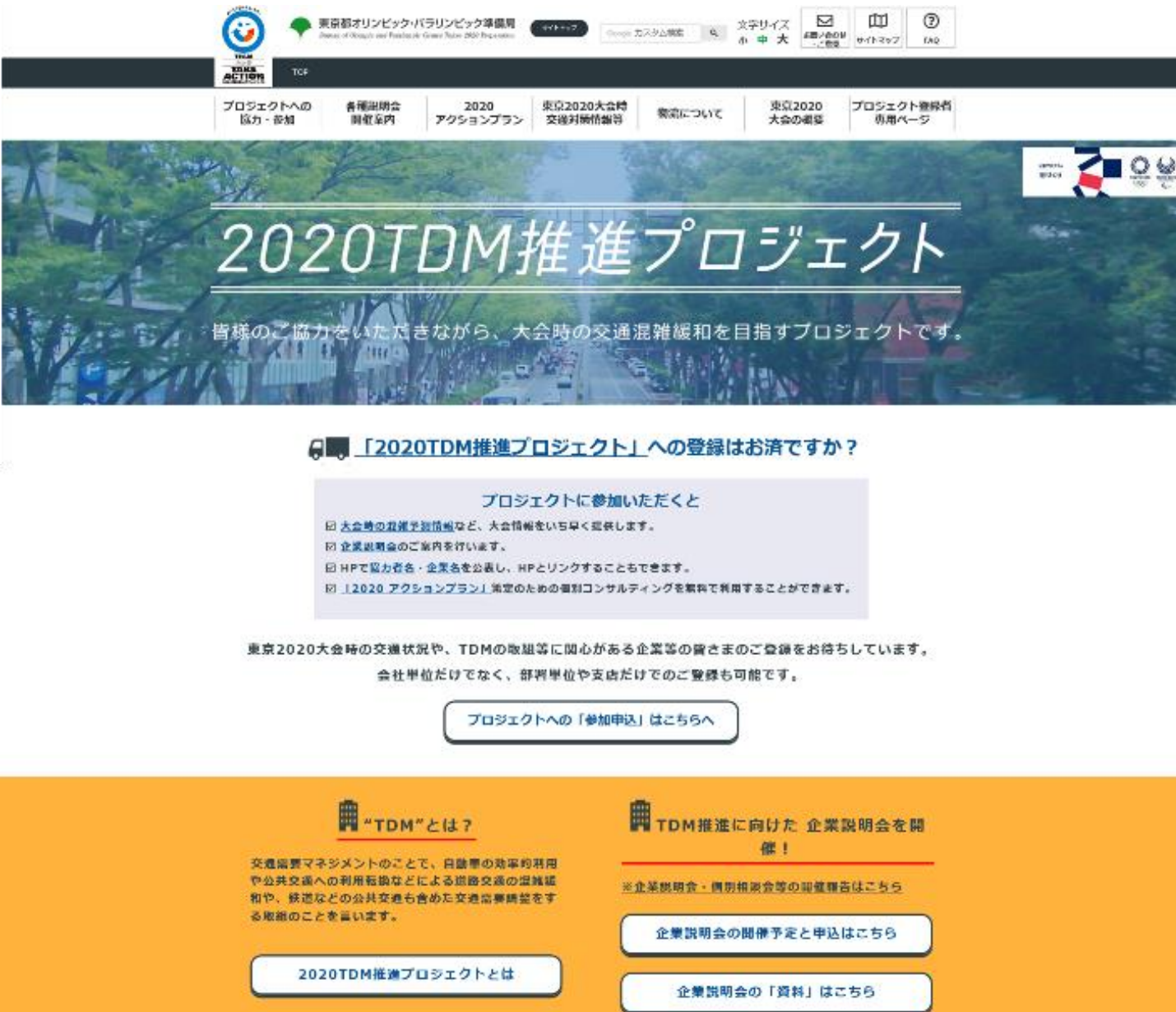
- (15) Ikebukuro
- (16) Osaki

### Legend

- Yellow square : Competition venues and athletes' dorms



# 2020 TDM Promotion Project



\* Register through our website!

<https://2020tdm.tokyo/approve>

**We welcome your participation!**



<Cooperation> Official program  
"2020 TDM Promotion Project"

**213 organizations**

<Participating Corporations>

**3,540 companies and offices**

\* As of Jan 6, 2020



Company name and organization name and others can be entered.



**スルーズビズ**

As a "Smooth Biz" initiative with a trinity undertaking as a work-style reform beyond 2020.

- Flex-biz (flexible working and commuting hours)
- Tele-work



# Support For Creating a 2020 Action Plans

## Explanation meeting for corporations

- ◆ We plan to hold approximately 300 explanation meetings for corporations for promoting traffic demand management (TDM) in 2019.

## Free consultation

Free consultation with consultants

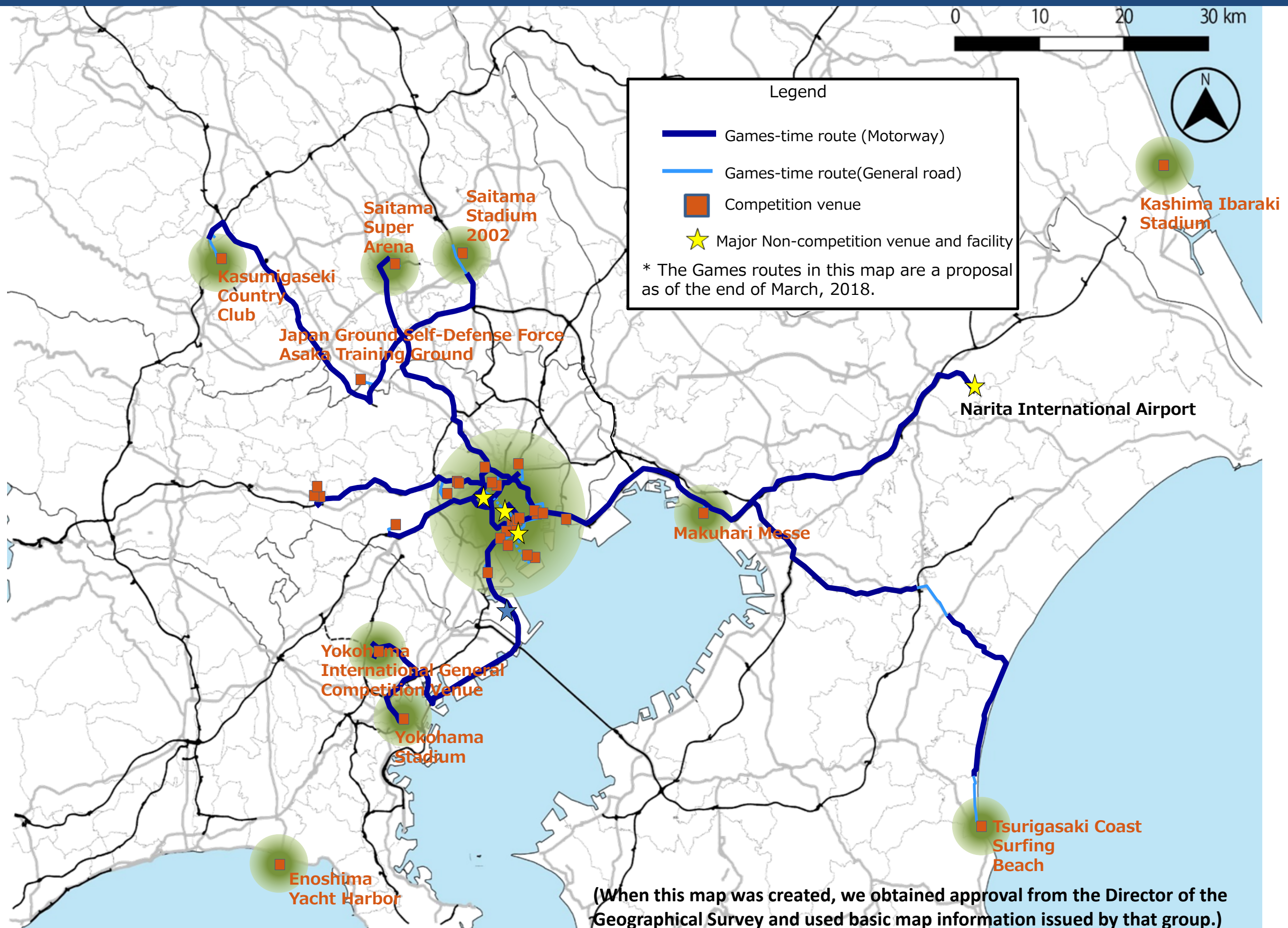
- ◆ Individual consultations to **draft and action plan** (You must register to participate in the project.)
- ◆ Individual consultations **relating to introducing tele-work.**

## Subsidy business

- ◆ Subsidies relating to **setting up a satellite office** and the like
- ◆ **Subsidies for consulting fees relating to introducing tele-work** using industry organizational ties.
- ◆ Subsidies for **environment construction costs to introduce tele-work and system setup costs.**

1. Overview of Tokyo 2020 Games (Traffic Forecast)
  - 1-2) 2020 Traffic Management (ORN, Personnel Transportation Routes, etc.)

# Areas and Routes in need of reducing traffic demands



(When this map was created, we obtained approval from the Director of the Geographical Survey and used basic map information issued by that group.)

(Approval No. 2018 Joshi, No. 1552)



# Games Routes (Olympic related personnel)

Tokyo

[2019.12]





# Games route for Olympic related personnel and spectators around Olympic Stadium and Tokyo Stadium (Plan)

(Note) This map was created using a Tokyo Metropolitan Topographic Map (S=1:2,500) (24 Tokyo Traffic Planning; No. 269) with approval from the Director of the Geographical Survey. Unapproved duplication is prohibited.

## [Exit]

○ Visitor traveling time zone  
(Olympic Stadium)

12:30~14:10, 21:10~22:50

(Tokyo Metropolitan Gymnasium)

22:10 -22:50

As of June, 2019

July 31<sup>st</sup> (Fri)

• Venue plan and transportation route in this document is to be considered , and it is subject to be changed hereafter.

General spectator route and accessible route of Sendagaya Station, general spectator route of Yoyogi National Stadium is to be considered

## [Entrance]

○ Visitor traveling time zone  
(Olympic Stadium)

5:10-8:30, 15:10-18:30

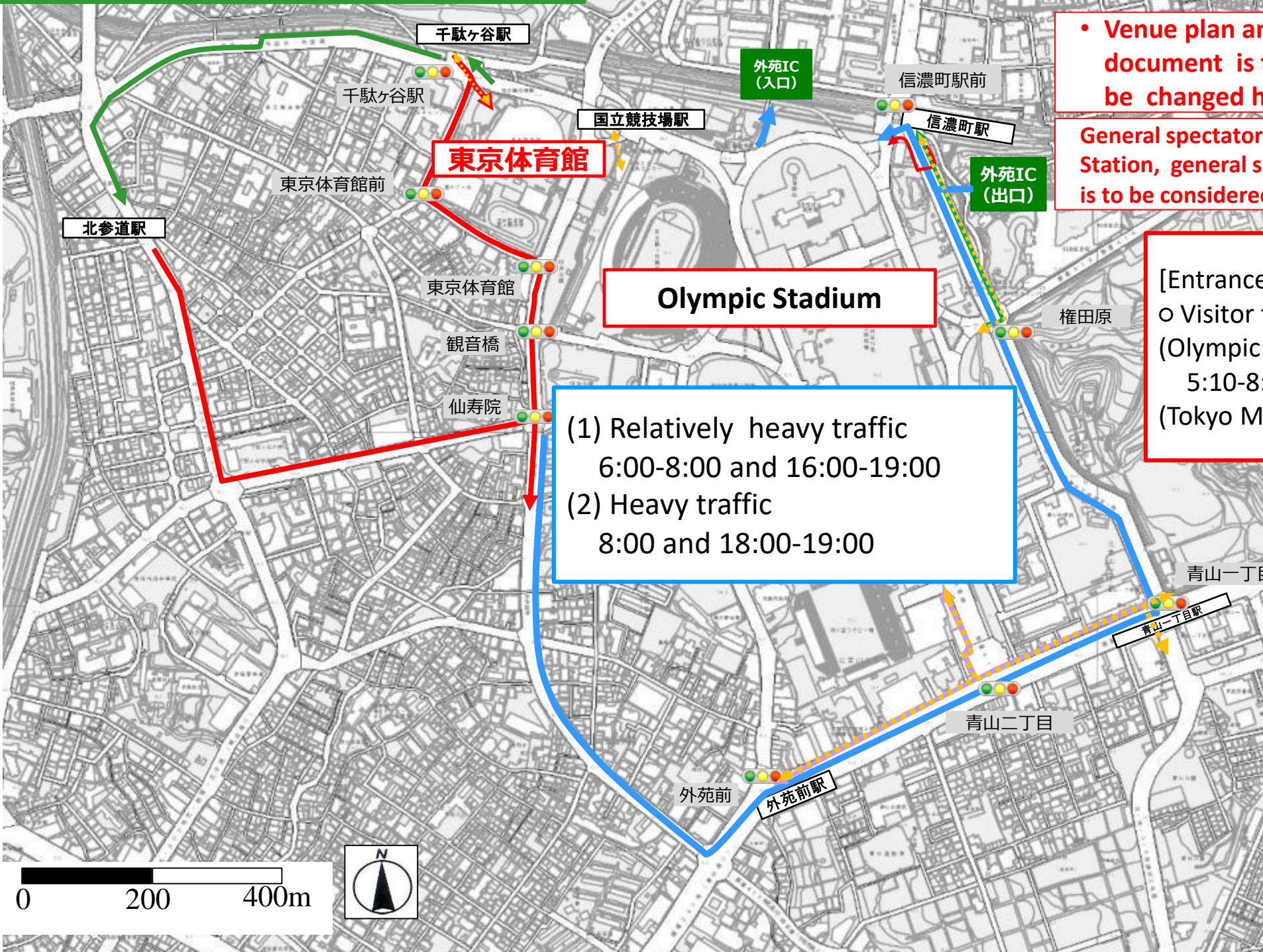
(Tokyo Metropolitan Gymnasium) 17:35-19:45

Olympic Stadium

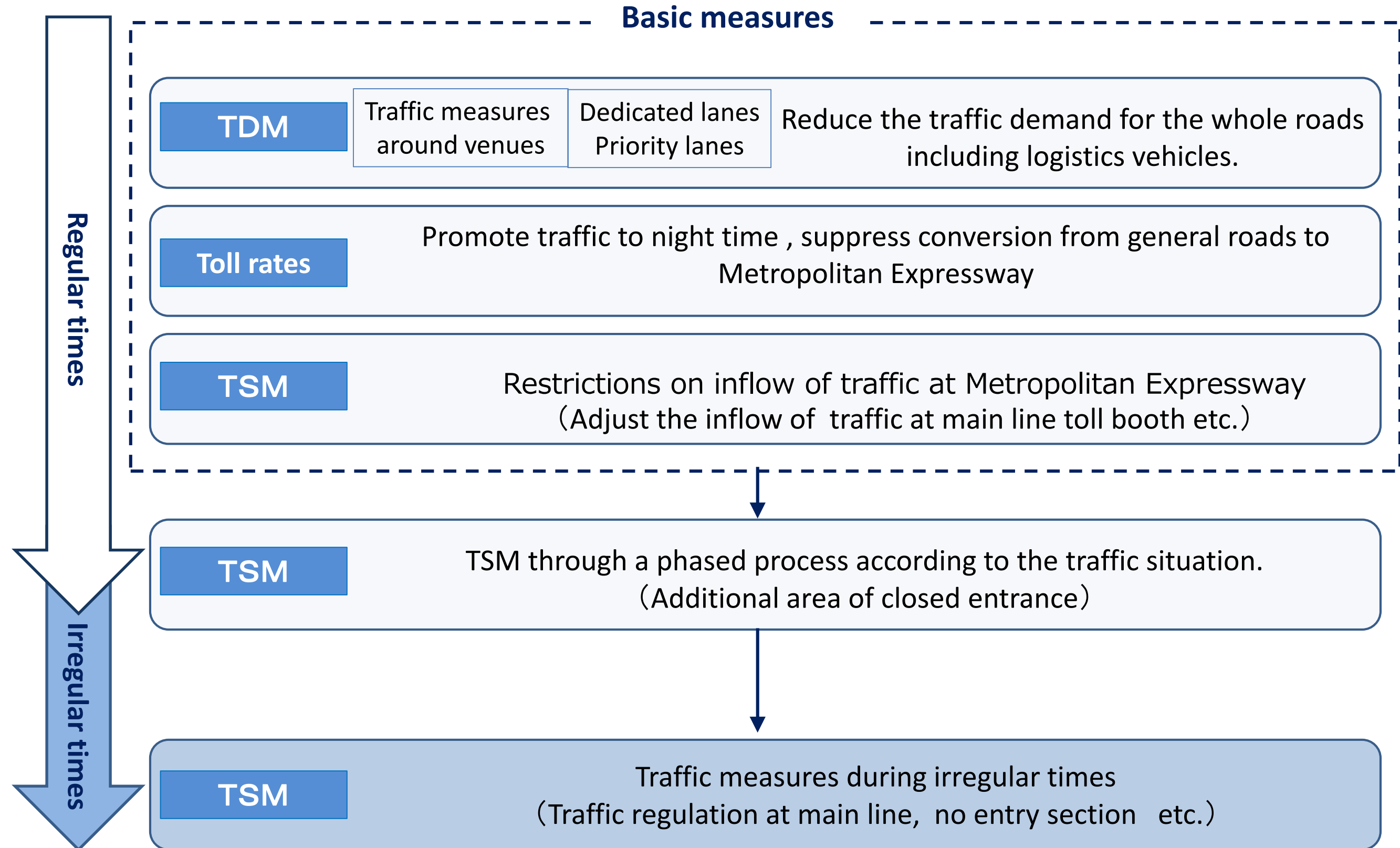
(1) Relatively heavy traffic  
6:00-8:00 and 16:00-19:00  
(2) Heavy traffic  
8:00 and 18:00-19:00

## Legend

- Competition venue
- Station expected to be used by spectators
- Traffic junction
- Olympic related personnel route
- Spectator route (entry)
- Spectator route (exit)
- Spectator route (return)
- Accessible route



# Traffic Management Operation on roads





## ■ Final operations

### Traffic Measures Around Venues

« Refer to map of traffic measures around venues »

- *Areas With No Entry* • *detour area*
- *Area Where Entry is Restricted* (Traffic regulations on roads)
  - *Regulated period*
  - *Regulation details* : Restrict passing traffic etc.
  - *Regulated times* : ALL day (Venues outside city center is partially under consideration)

### Games Lanes (Dedicated lanes /priority lanes)

- *Dedicated lanes and vehicle lanes*
- *Regulated period*
- *Regulated times* : ALL day

### Policy for Metropolitan Expressway toll rates

- *Details of toll rates*
- *Intended type of vehicles*
- *Additional toll rates*
- *Applied period*

## ■ Flexible operation (Location and lanes TBD)

- *Adjust the inflow of traffic at main line toll booth*
- *Metropolitan Expressway entrance closed*
- *Limit the number of open lanes at main line*
- *Adjust traffic signals on general roads*

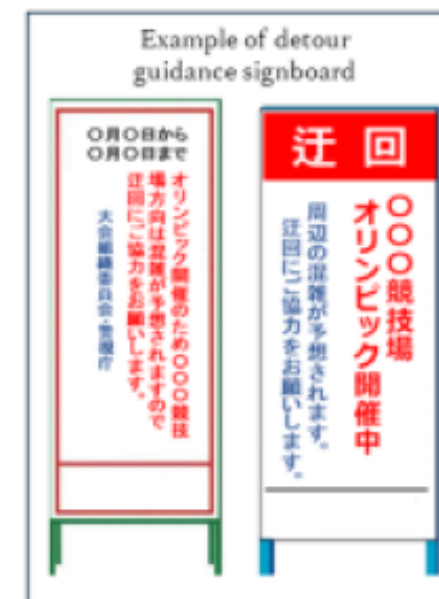
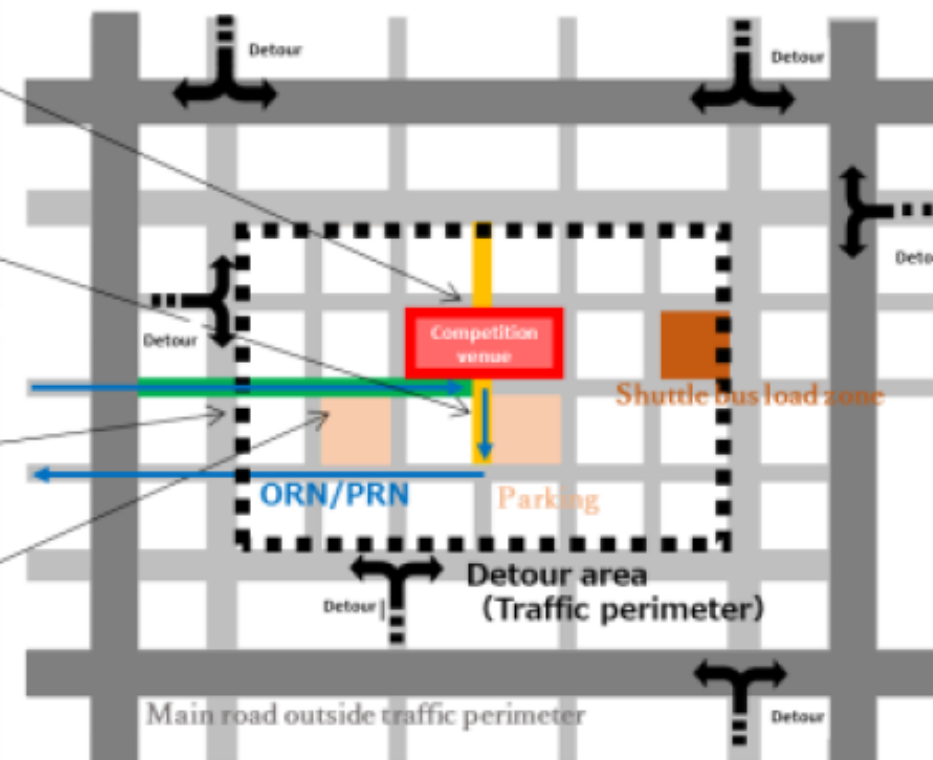
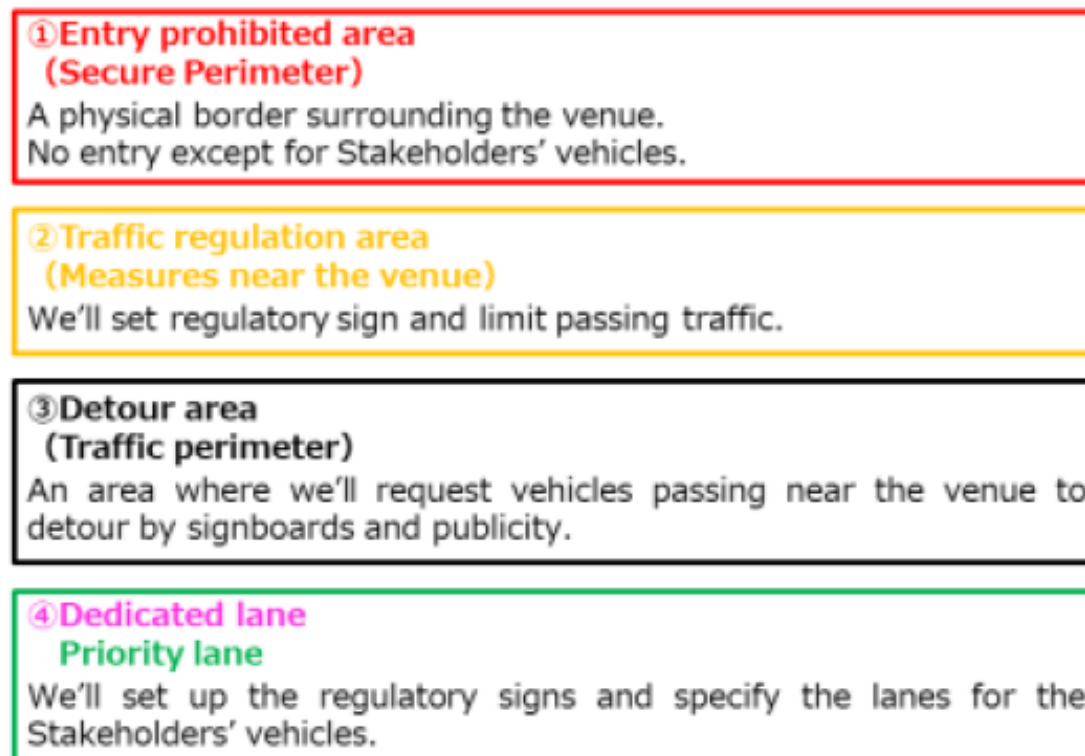
# Traffic management around the Venue (As of October 2019)

We plan to implement the following traffic management measures to diminish congestion around the venue at the Tokyo Games.

Measures	Purpose	Action	Target
① <b>Entry prohibited area</b> (Secure perimeter)	To setup of competition venues, etc.	To set up a physical border, such as a fence, surrounding the venue	All vehicles except for Stakeholders' vehicles and pedestrians
② <b>Traffic regulation area</b> (Measures near the venue)	To limit passing traffic	To set regulatory sign and limit passing traffic	Passing traffic ※ Bicycles and pedestrians are permitted in principle.
③ <b>Detour area</b> (Traffic perimeter))	To reduce passing traffic	To request vehicles passing near the venue to detour by signboards and publicity	Passing traffic ※ Bicycles and pedestrians are permitted in principle.
④ <b>Dedicated lane</b> <b>Priority lane</b>	To transport Stakeholders on time	To set up the regulatory signs and specify the lanes for the Stakeholders' vehicles	Dedicated lane : Only for Stakeholders' vehicles Priority lane : Any vehicles can use if there are no Stakeholders' vehicles.

※ Vehicles with errands, such as residents and duties, can pass in principle.

Conceptual model of each traffic management measure



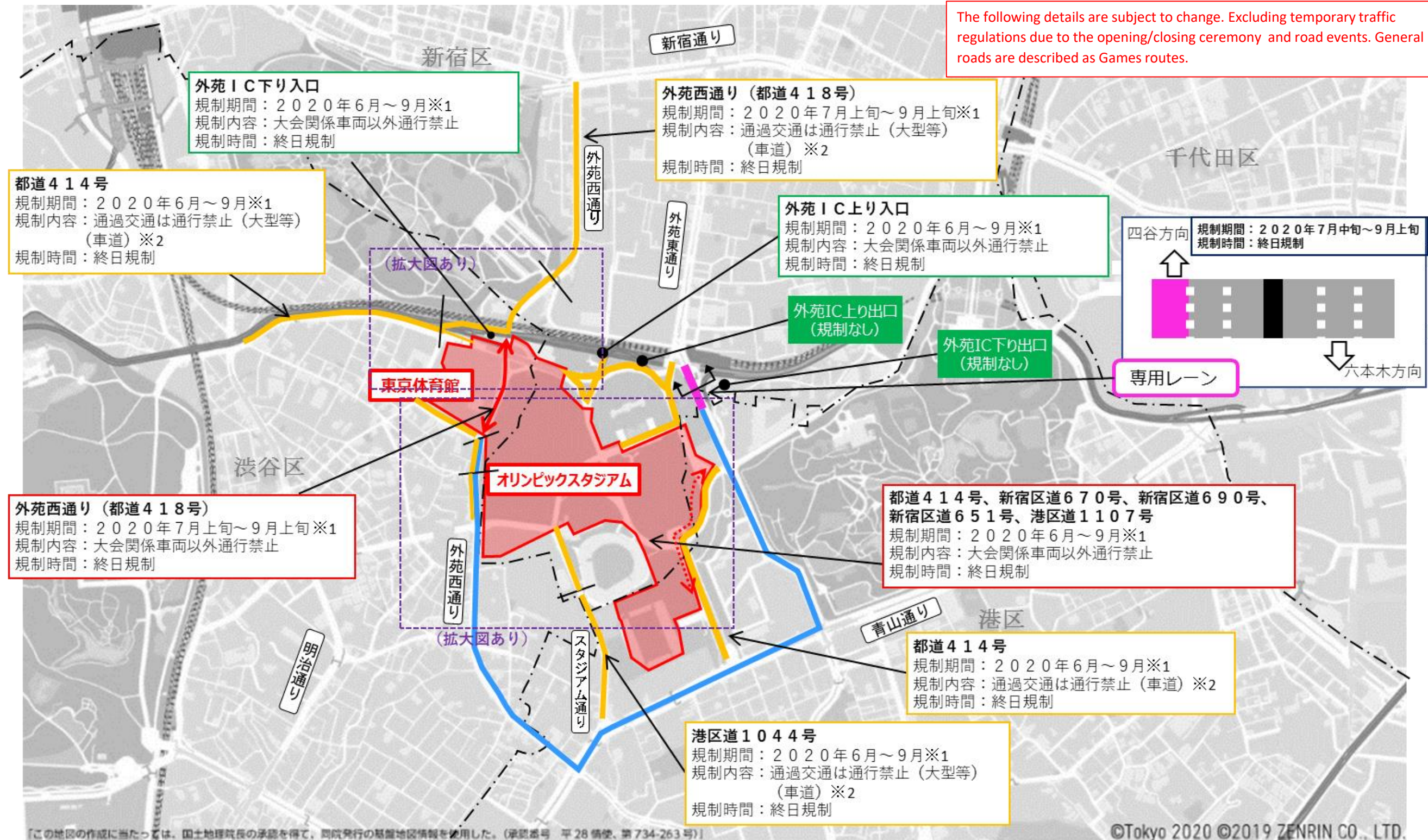
※ Designs of signboards: TBD



# Traffic Measures Around Venues (Dec. 2019)

【Olympic Stadium, Tokyo Metropolitan Gymnasium】 1. No entry area 2. Traffic regulated area 4. Dedicated/Priority lanes

The following details are subject to change. Excluding temporary traffic regulations due to the opening/closing ceremony and road events. General roads are described as Games routes.

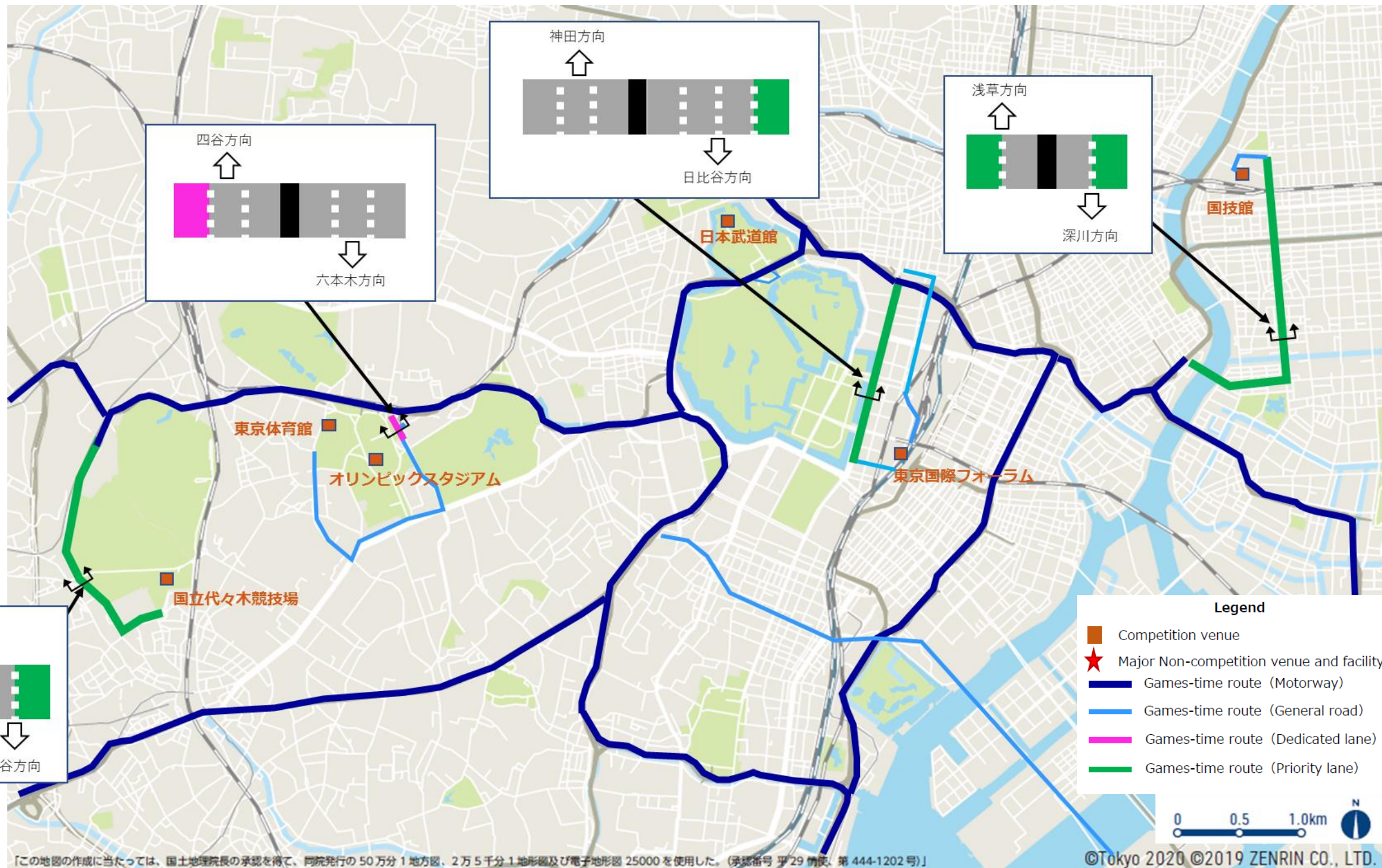


※1 規制期間は、大会関連工事による規制を含む。ただし、外苑西通り（都道418号）を除いては、段階的な規制を検討中。  
※2 通行規制エリアについては、一部の区間を除き居住者に加え業務や施設利用等その他所用のある車両などは原則、通行可。



# Games route (Dedicated lanes/Priority lanes)

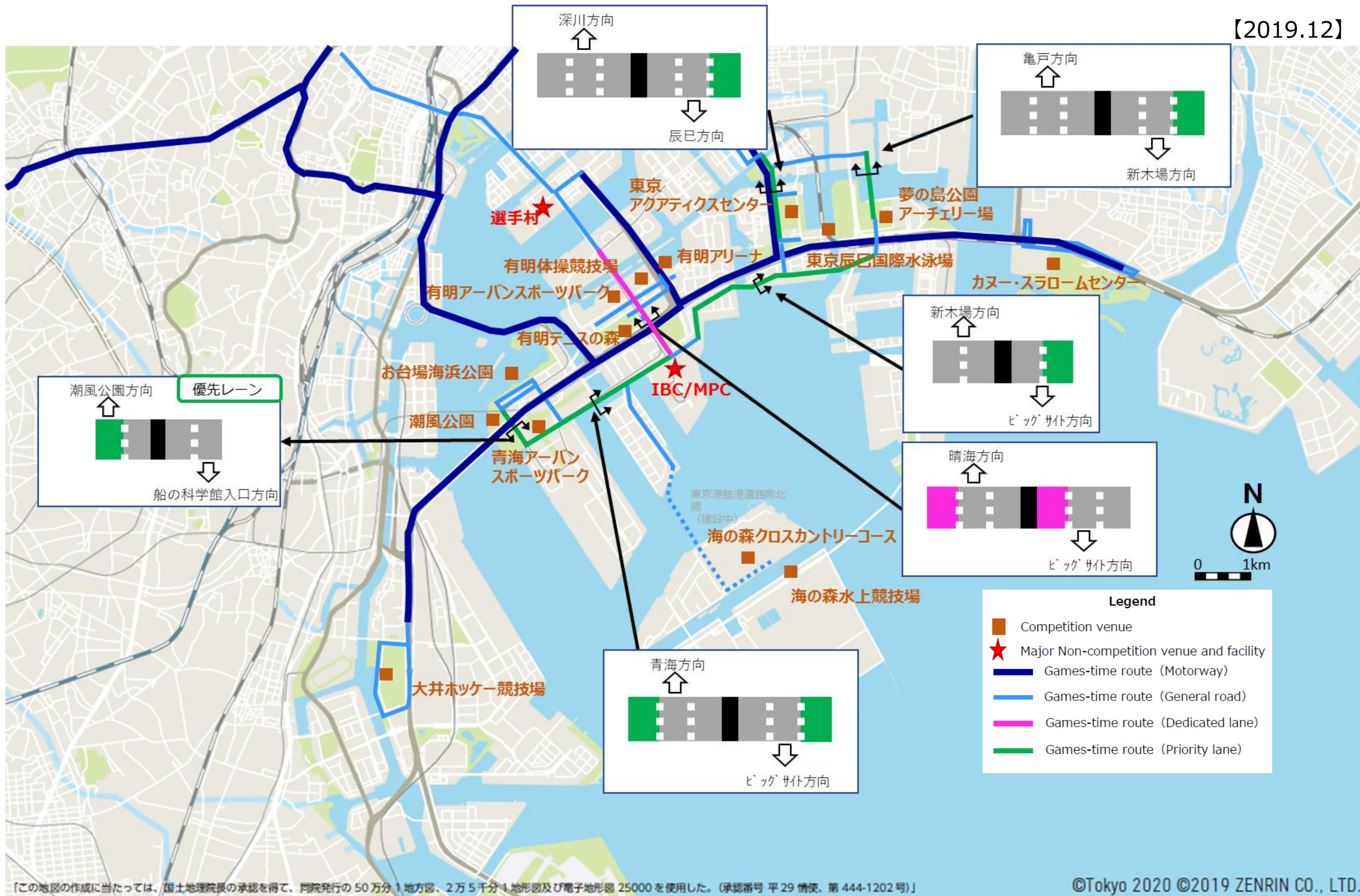
【2019.12】





# Games route (Dedicated lanes/Priority lanes)

【2019.12】



「この地図の作成に当たっては、国土地理院長の承認を得て、同院発行の50万分1地方図、2万5千分1地形図及び電子地形図25000を使用した。(承認番号 平29 情使、第444-1202号)」

©Tokyo 2020 ©2019 ZENRIN CO., LTD.

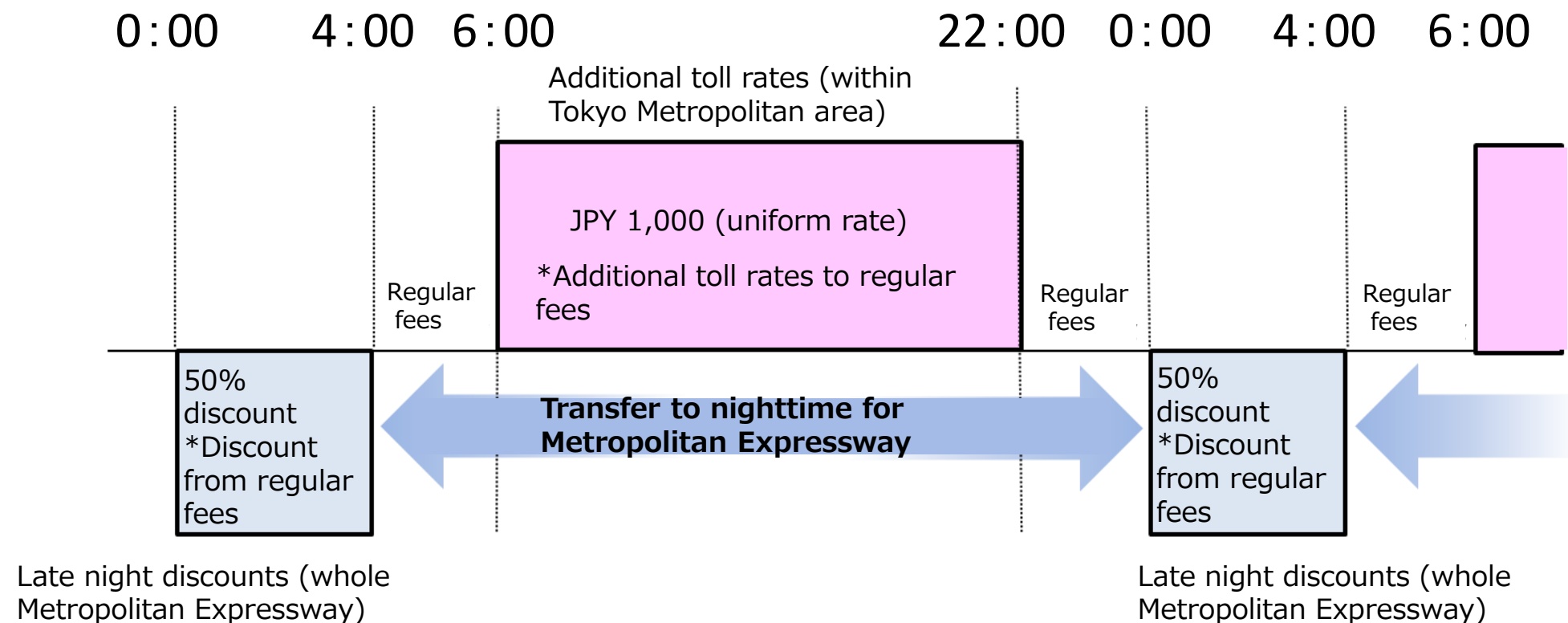
# Policy for Metropolitan Expressway toll rates setting during Tokyo 2020 Games

## ◆ Details of toll rates

### ETC equipped vehicles

【Late Night discounts】 All vehicle types, the whole Metropolitan Expressway, 50% discount

【Additional toll rates】 Privately owned cars etc. , within Tokyo Metropolitan area, JPY 1000



\* ETC equipped vehicles (Approx. 96 % )

### Cash payment cars

【Late night discounts】 None

【Additional toll rates】 All cars classified below standard , the whole Metropolitan Expressway (exclude partial outbound lines) , JPY 1000



# Policy for Metropolitan Expressway toll rates setting during Tokyo 2020 Games

## ◆ Intended type of vehicles



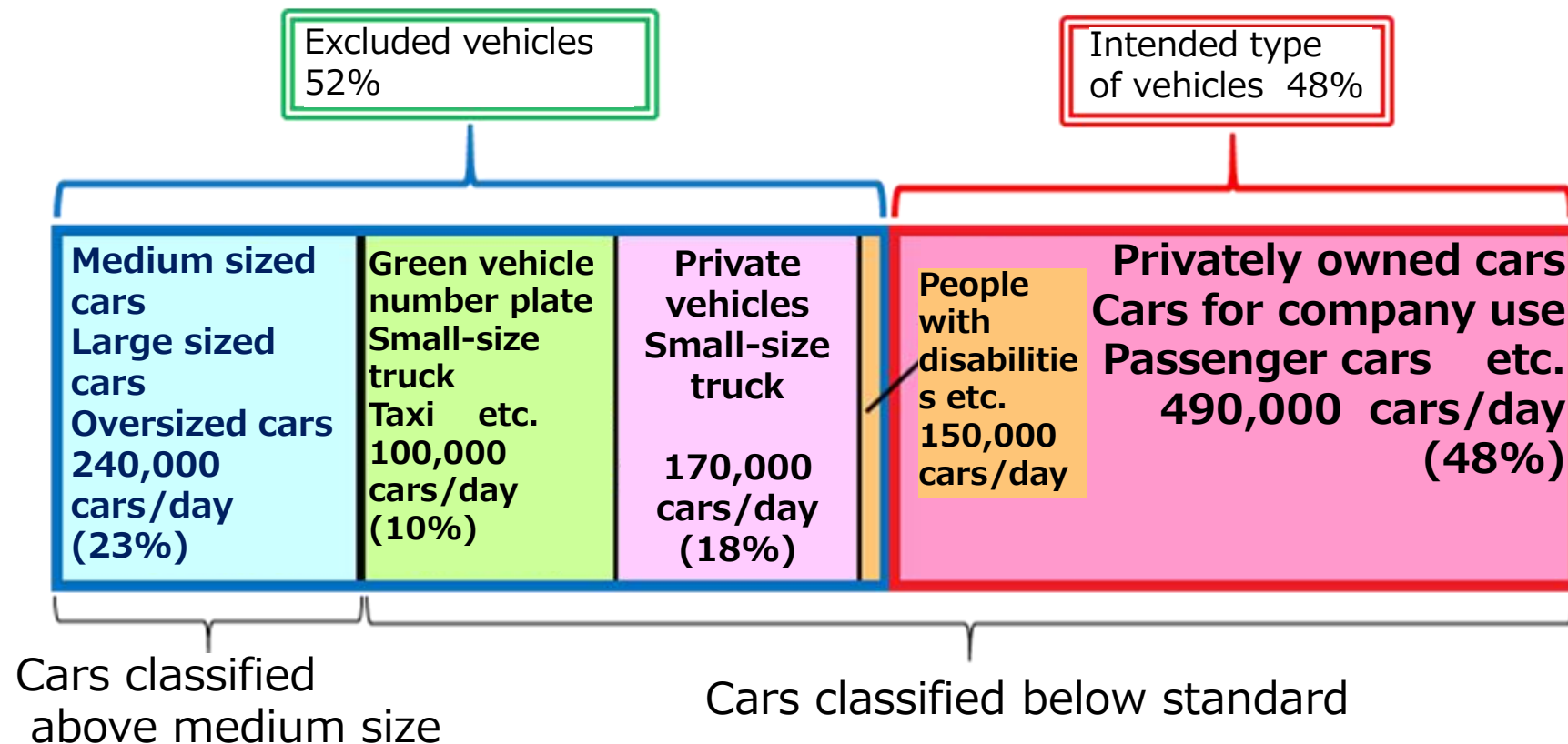
[Late night discount] Applied to all types of vehicles

[Additional toll rates] Applied to privately owned cars

Public transportation, logistics vehicles, disabled people\*1, social welfare vehicles \*2, emergency vehicles which have difficulty in changing to other transportation are excluded.  
(Disabled/social welfare vehicles require pre-registration)

\*1: People with physical/intellectual/or mental disabilities

\*2: Vehicles for Social Welfare Services (Type 1/2)



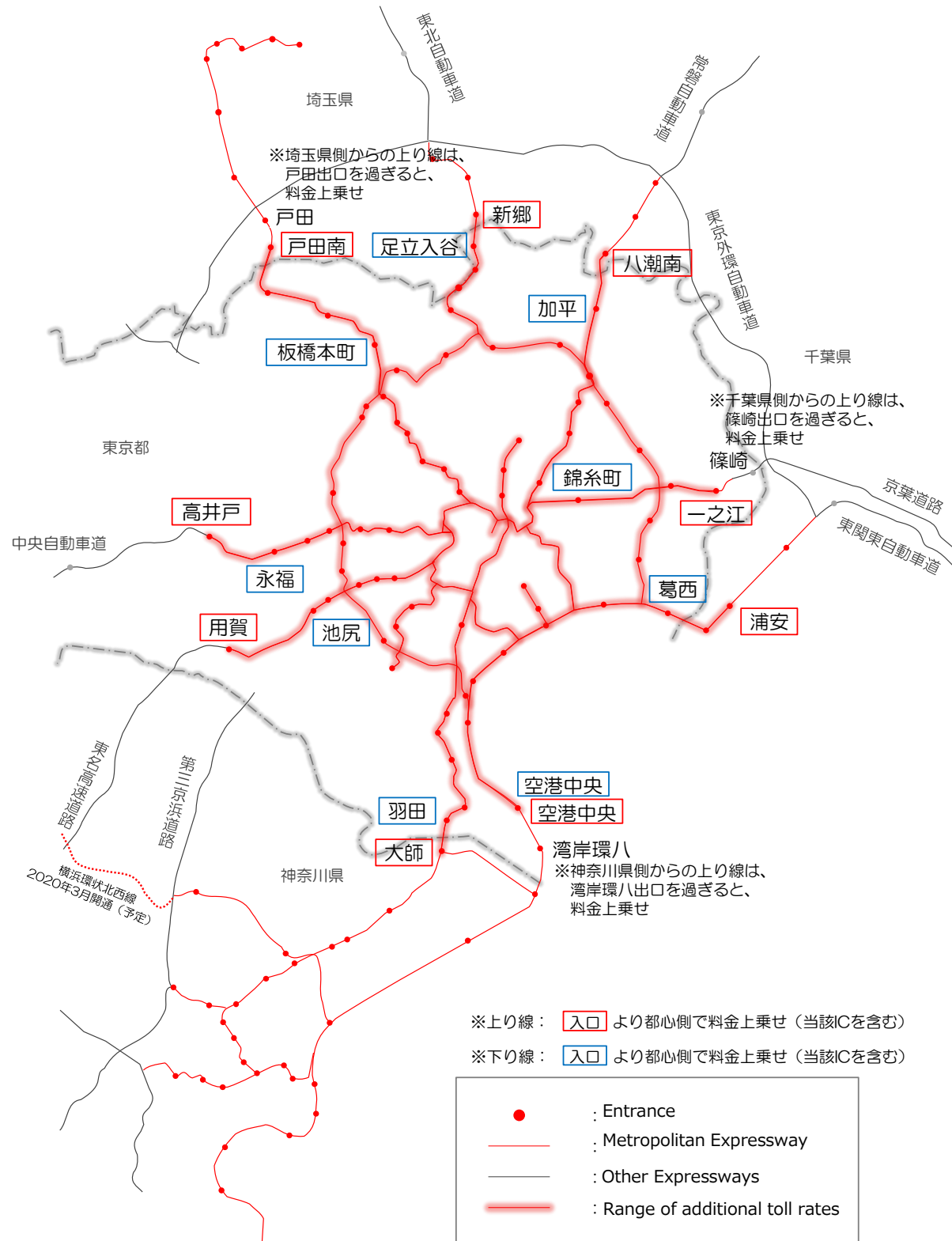
Cash payment cars

[Late night discount] None

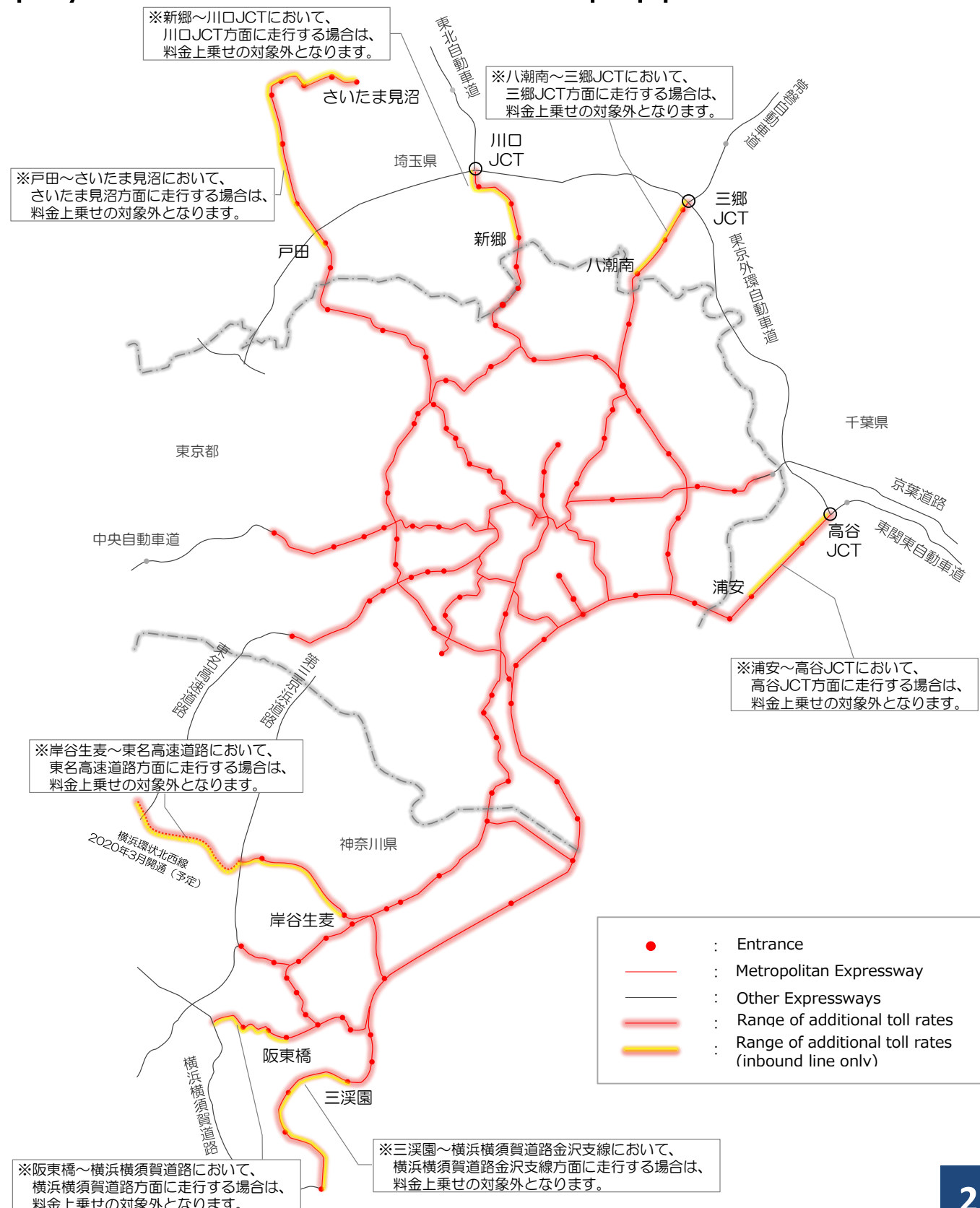
[Additional toll rates] Applied to all cars classified below standard : Whole Metropolitan Expressway (exclude partial outbound lines)

# Policy for Metropolitan Expressway toll rates setting during Tokyo 2020 Games

◆ Range of additional toll rates  
(ETC equipped vehicles )



◆ Range of additional toll rates  
(Cash payment cars (Non- ETC equipped vehicles )



# Policy for Metropolitan Expressway toll rates setting during Tokyo 2020 Games

## ◆Applicable period

July 2020

日	月	火	水	木	金	土
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23 海の日	24 スポーツの日	25
			Olympics start	Olympic Opening ceremony		
26	27	28	29	30	31	

 : Applicable days

August/September, 2020

日	月	火	水	木	金	土
						1
2	3	4	5	6	7	8
9	10 山の日	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	9/1	2	3	4	5
6	7	8	9	10	11	12

Olympic Closing ceremony

Height of traffic from athletes flying home

Paralympics Opening ceremony

Paralympics Closing ceremony



# T S M Implementation (July 24<sup>th</sup>, 26<sup>th</sup> in 2019)

## 【Expressway】

### <Details>

- Implement for the whole day (12 midnight - 24 noon)
    - Adjust the inflow of traffic at main line toll booth : 11 locations
    - Entrance closed : 4 entrances
  - Implement according to traffic status
    - Entrance closed \* : 35 entrances (July 24<sup>th</sup>), 33 entrances (July 26<sup>th</sup>)
    - Limit the number of open lanes at main line : 2 locations (July 24<sup>th</sup>), 2 locations (July 26<sup>th</sup>)
- \*Maximum number of entrance closed at the same time

< T S M Implementation status (Expressway) >

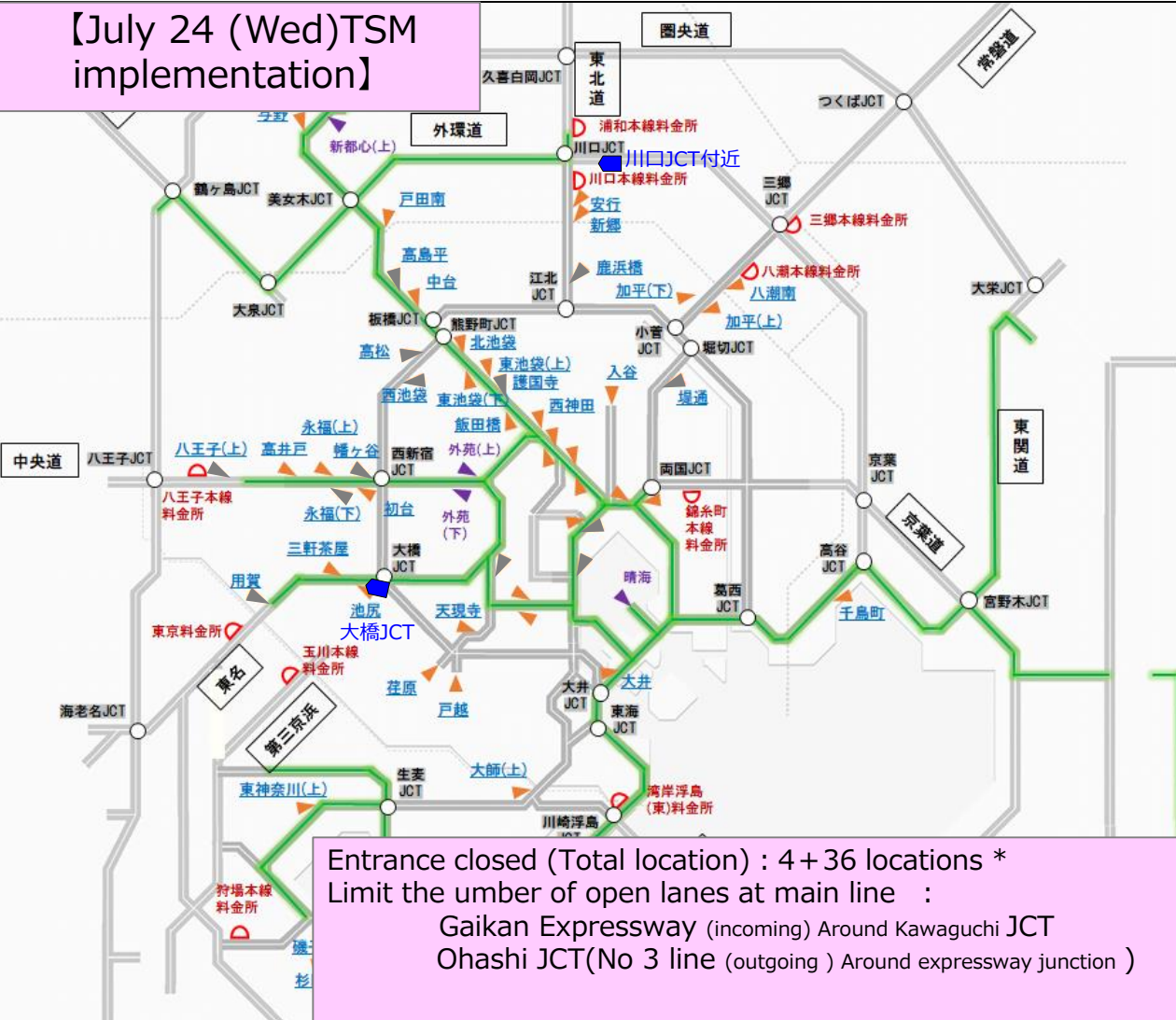


Adjust the inflow of traffic at main line toll booths  
(Tohoku Expressway, Urawa Main Line Toll Booth)

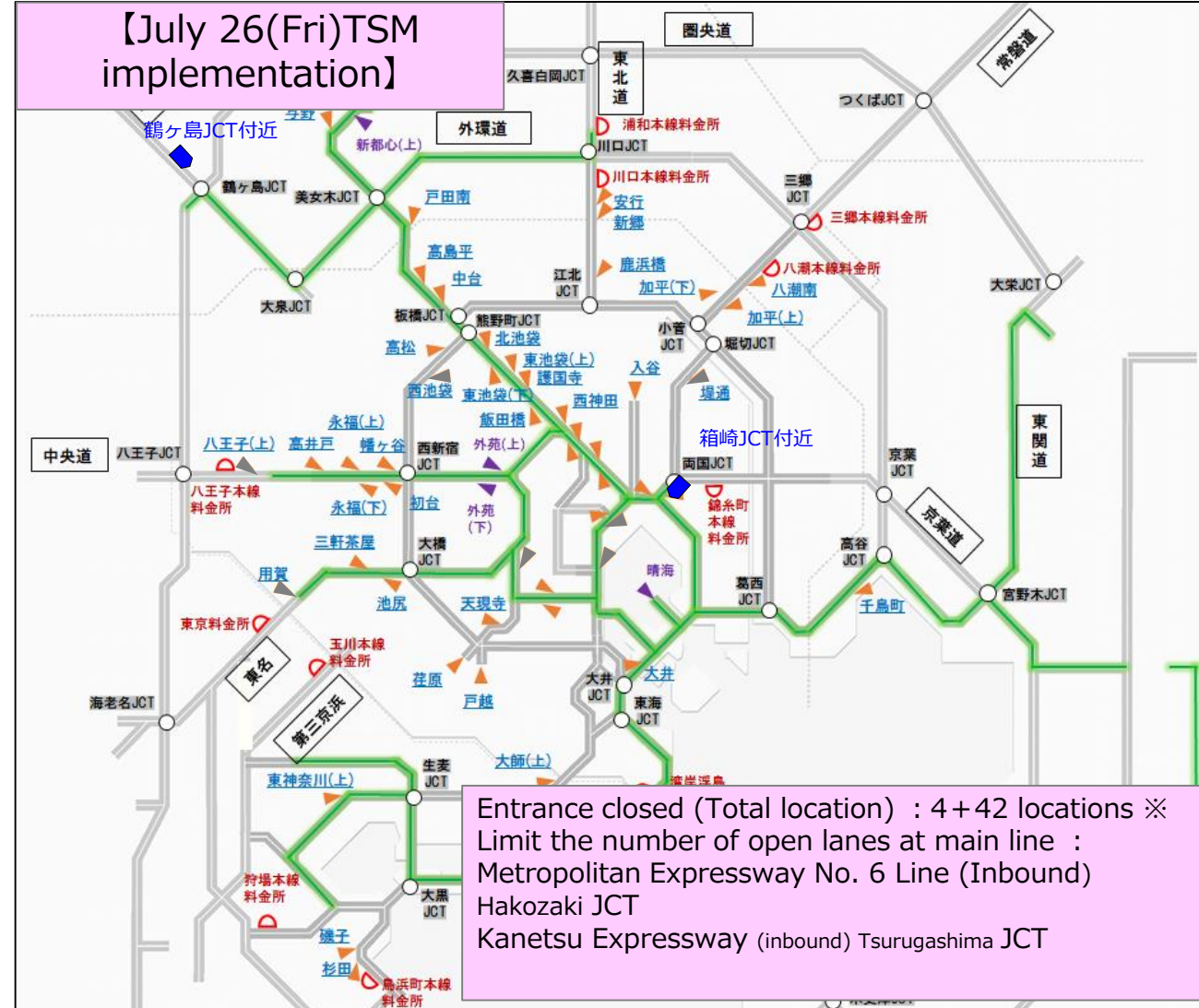


Entrance closed (Metropolitan Expressway, Sanganjaya entrance)

### 【July 24 (Wed) TSM implementation】



### 【July 26 (Fri) TSM implementation】



【Legend】

— ORN (Olympic routes)



Adjust the inflow of traffic at main line toll booth

Entrance closed for the whole day

Entrance closed (Additional)

Limit the number of open lanes at main line



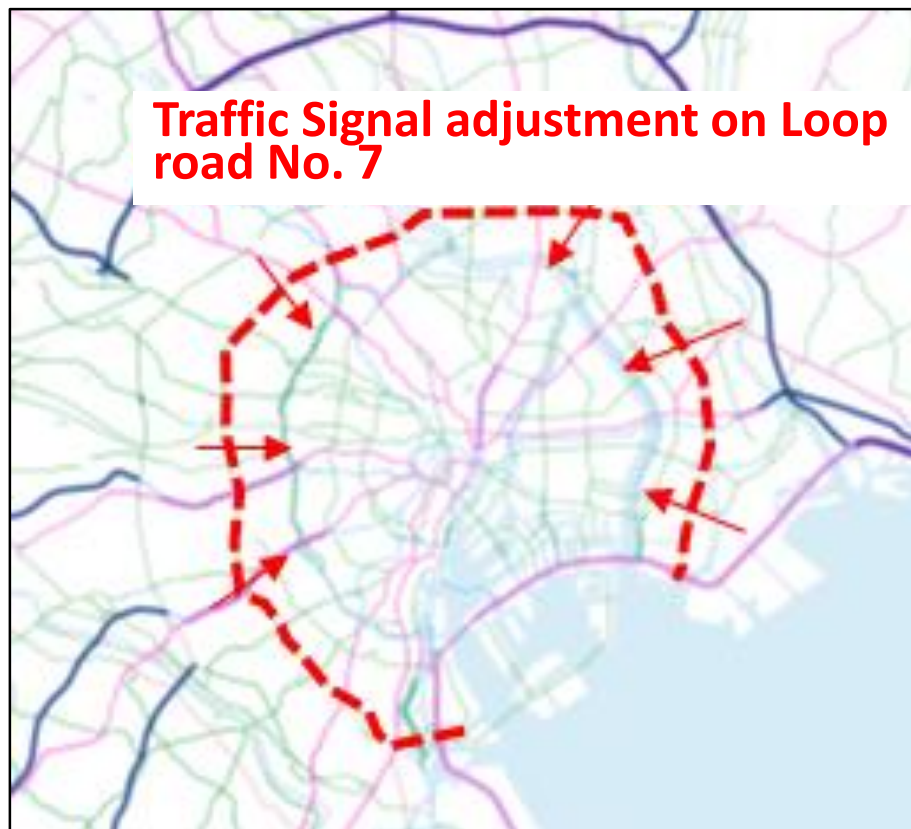
# T S M Implementation (July 24<sup>th</sup>, 26<sup>th</sup> in 2019)

## 【 General Roads 】

### <Details>

- Implement for the whole morning (from 5 AM – noon)
  - Reduce the inflow of traffic going into Loop road No. 7. : 118 locations
- Shortening of green lights at Loop road no. 7 in order to reduce the amount of traffic going into the city.
- Traffic signal adjustment from approx. ▲ 5% - 10% from normal times.

### Countermeasures on General Roads



### <T S M Implementation (General Roads)>



Outside Loop road No. 7 (National Route 246 Near Kamiuma JCT)



Entrance closed (National Route 246 Around Sangenjaya entrance)



# Traffic regulation during the Ceremony of Accession

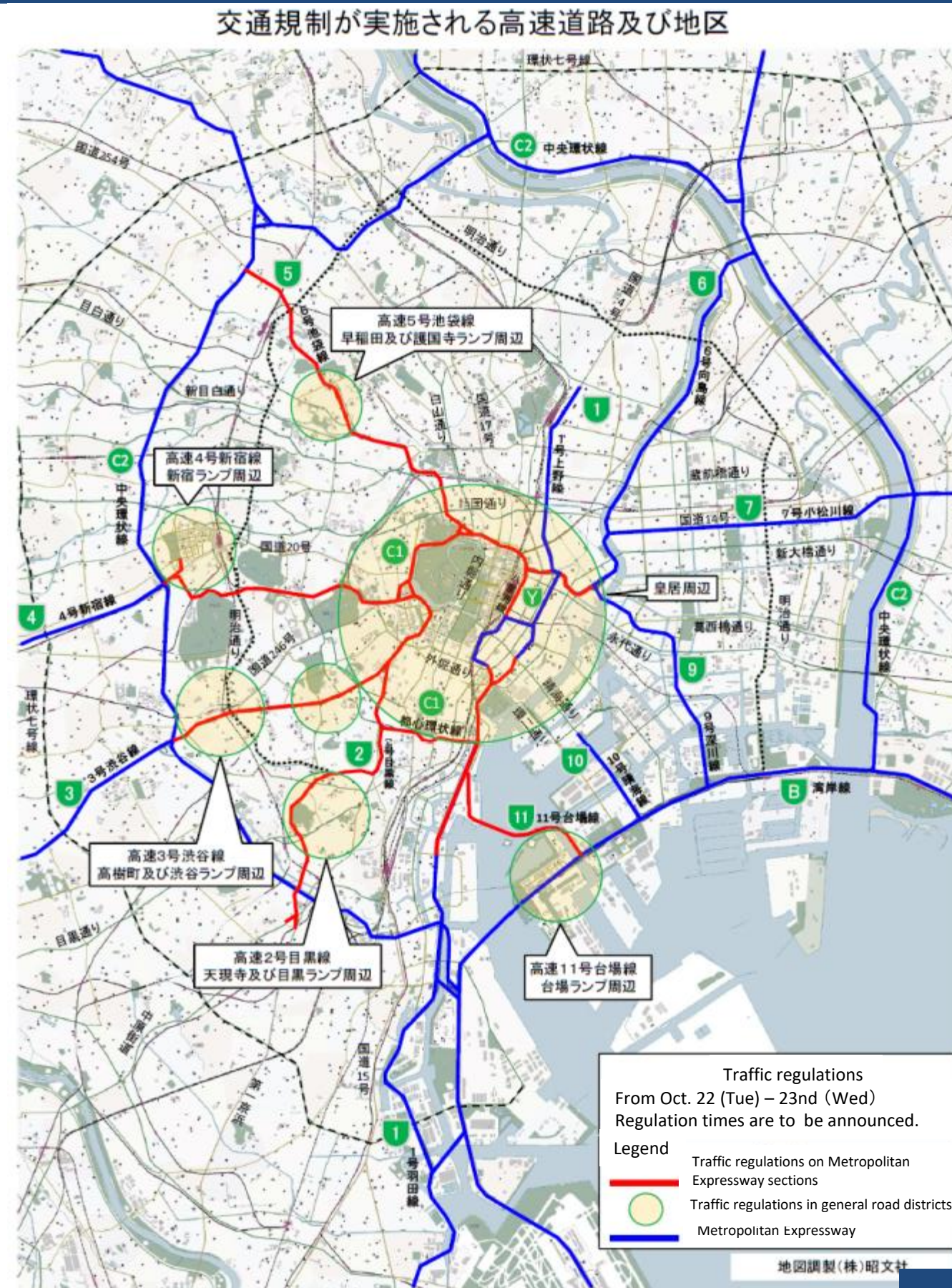
## Traffic regulation due to a number of foreign dignitaries visiting

### ◆ Traffic regulation period

From Oct. 22 (Tue) – 23rd (Wed) in 2019  
(Temporary traffic regulations between the above period due to a number of foreign dignitaries visiting Tokyo. )

### ◆ Traffic regulations at Tokyo Metropolitan Expressway and districts

Partial traffic regulations at sections within Tokyo Metropolitan Expressway central ring road.



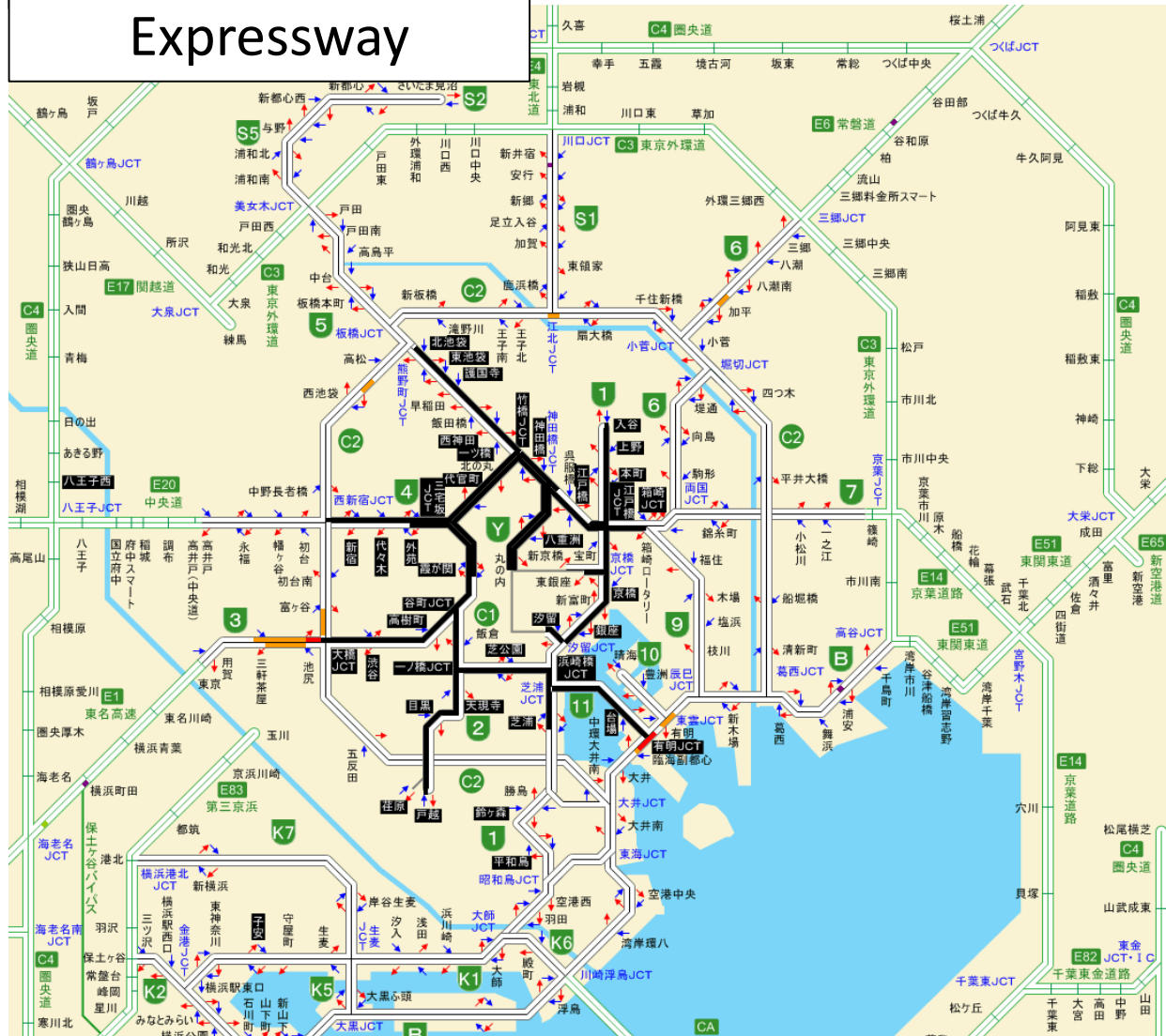


# Traffic regulation during the Ceremony of Accession

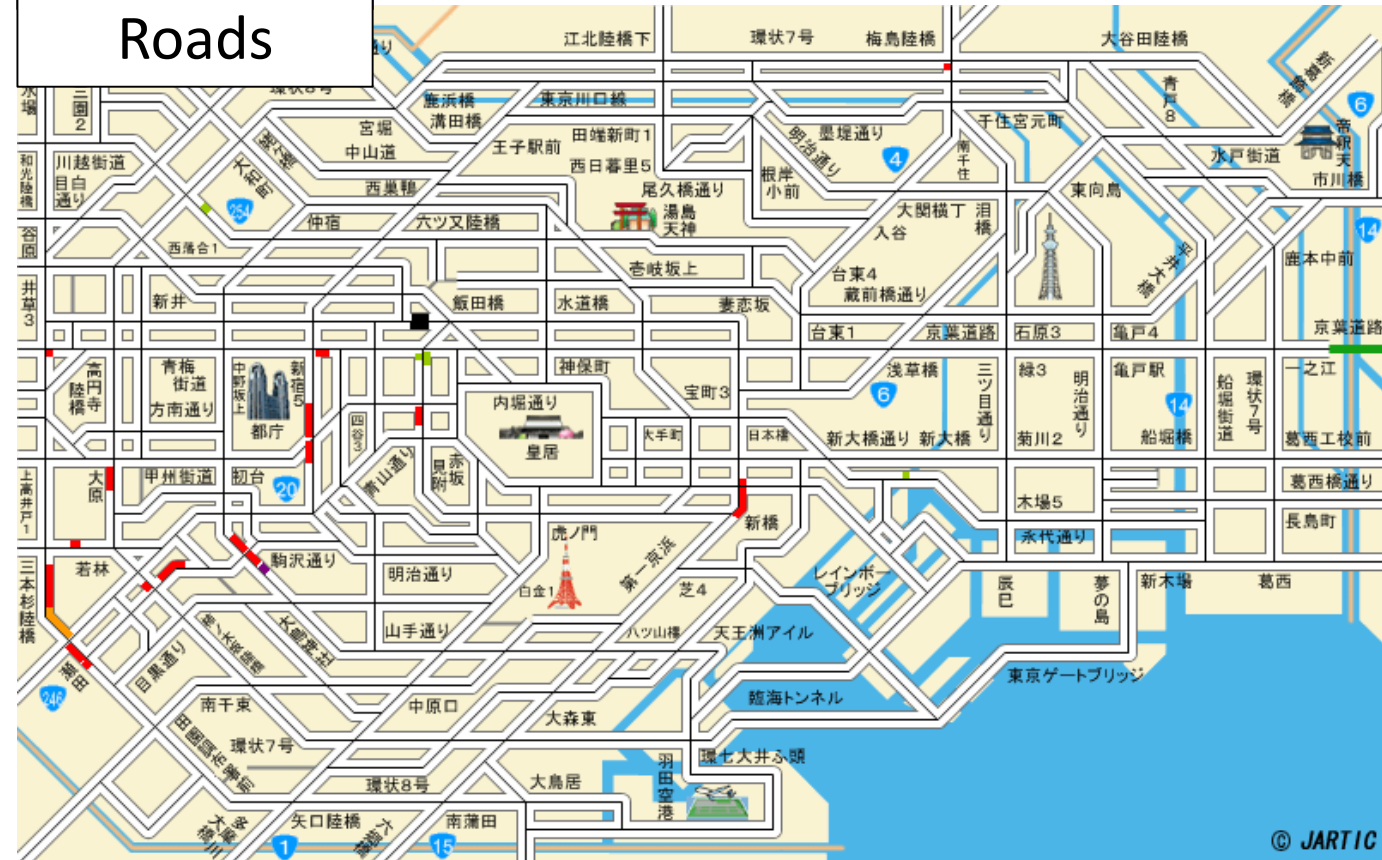
## Traffic situation

**Oct. 22, 2019 (Tue/**National holiday**) 18:00**

Tokyo Metropolitan  
Expressway



General  
Roads



【Legend】

No entry  
Closed  
entrance

Chain regulation

Accidents  
etc.

Traffic  
congestion

Congestion

Other  
regulation

Under consideration

# Traffic regulation during the Ceremony of Accession

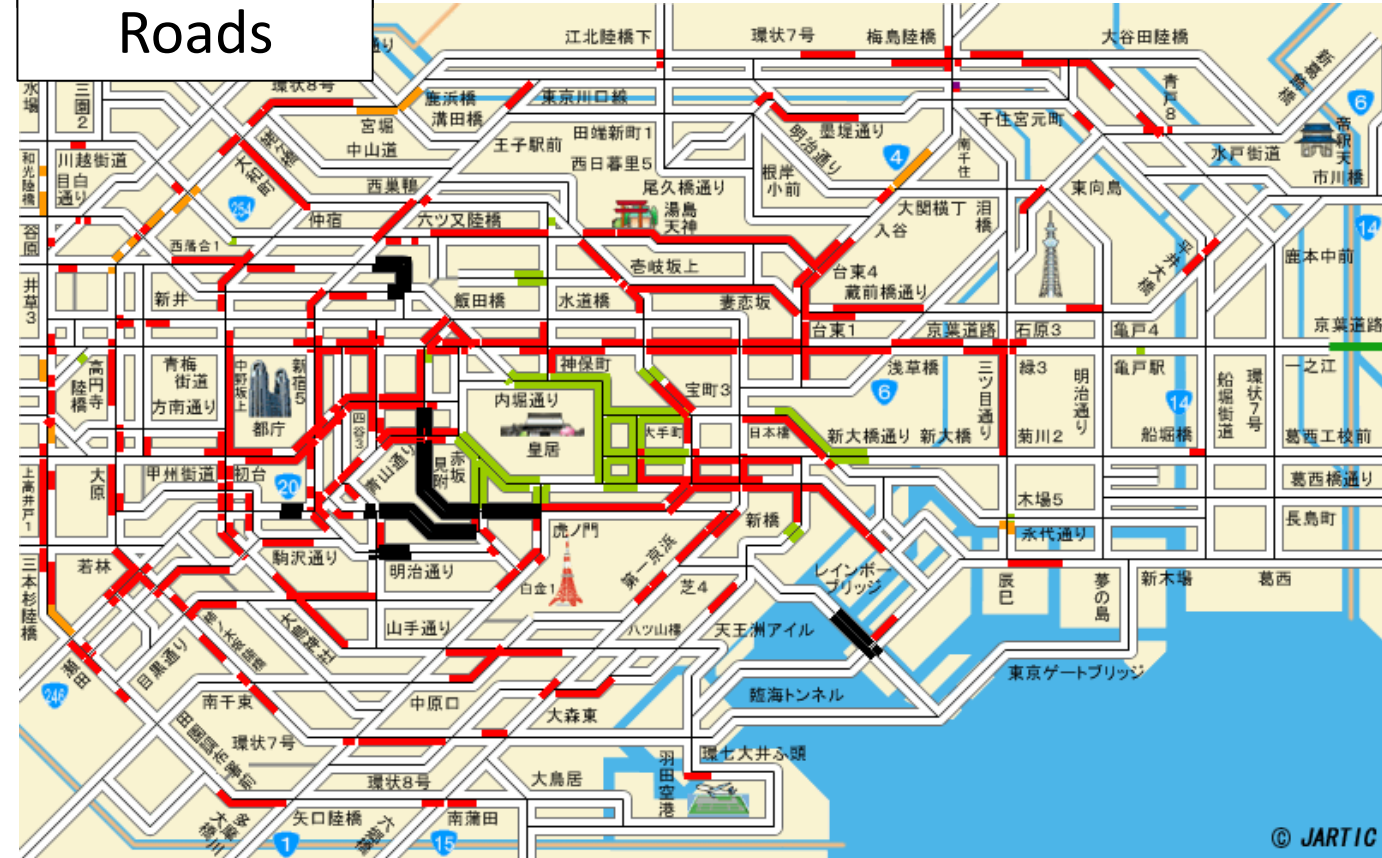
## Traffic situation

**Oct. 23, 2019 (Wed) 18:00**

Tokyo Metropolitan  
Expressway



General  
Roads



【Legend】

No entry  
Closed  
entrance

Chain regulation

Accidents  
etc.

Traffic  
congestion

Congestion

Other  
regulation

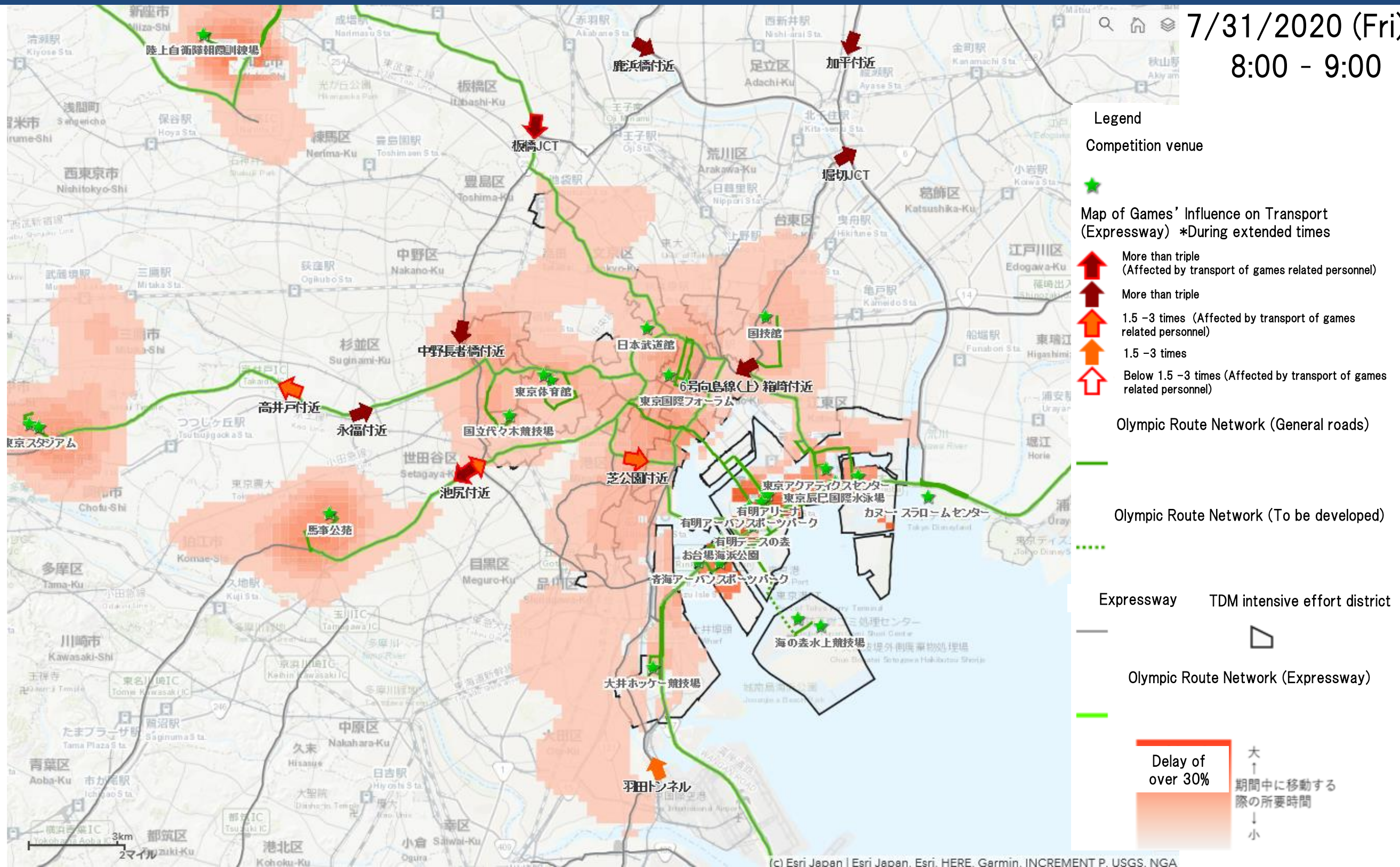
Under consideration



# Map of Games' Influence on Transport (Expressways and general roads )

July 31, 2020(Fri)

7/31/2020 (Fri)  
8:00 - 9:00



This map forecasts the status of congestion during events with fixed conditions at the present time regarding changes to the status of road traffic and railroad traffic up to 2020, envisioning if no traffic measures are implemented by the TDM promotion project bureau. This does not necessarily correctly show traffic conditions on the day. Please use as a reference when considering actions at the time of the events in advance. When creating this map, traffic restrictions during the events period were being considered. At the present time, there are traffic conditions that cannot be applied. When conditions are confirmed, they will be applied, so please be aware that future changes can occur.

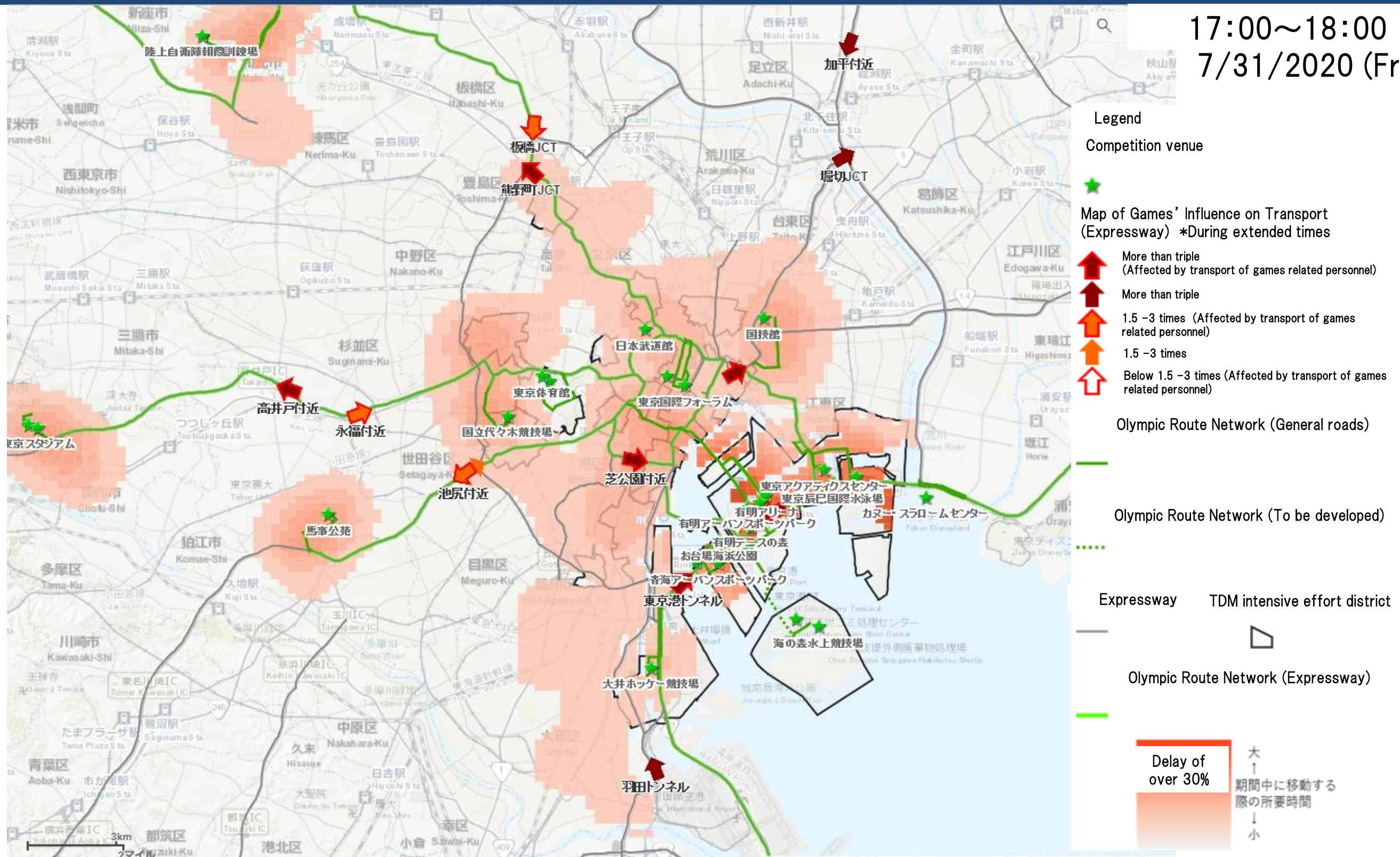
(Map of Games' Influence on Transport) URL:<https://2020tdm.tokyo/map/>



# Map of Games' Influence on Transport (Expressways and general roads )

July 31, 2020(Fri)

17:00~18:00  
7/31/2020 (Fri)



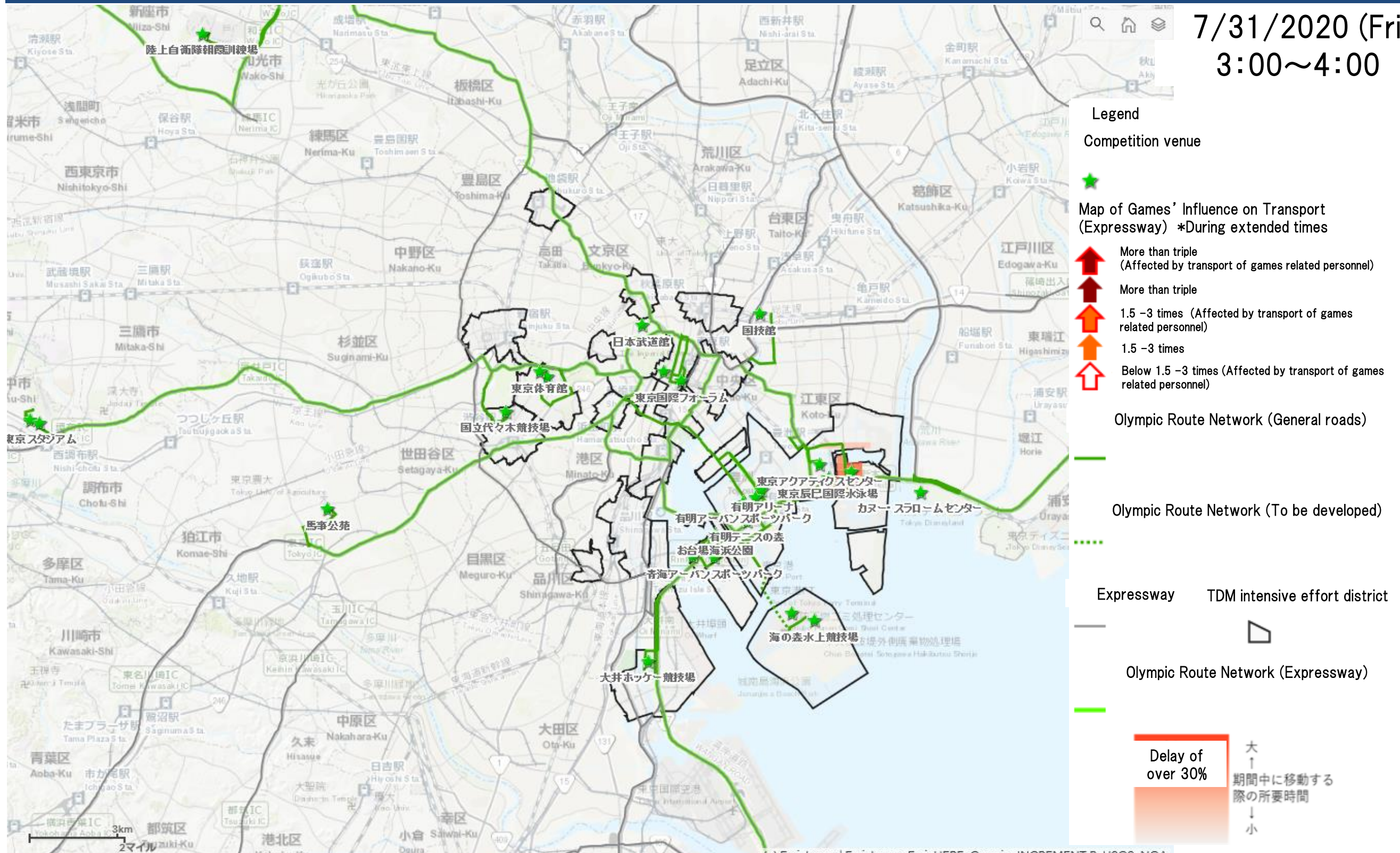
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(Map of Games' Influence on Transport) URL:<https://2020tdm.tokyo/map/>



# Map of Games' Influence on Transport (Expressways and general roads)

7/31/2020 (Fri)  
3:00~4:00



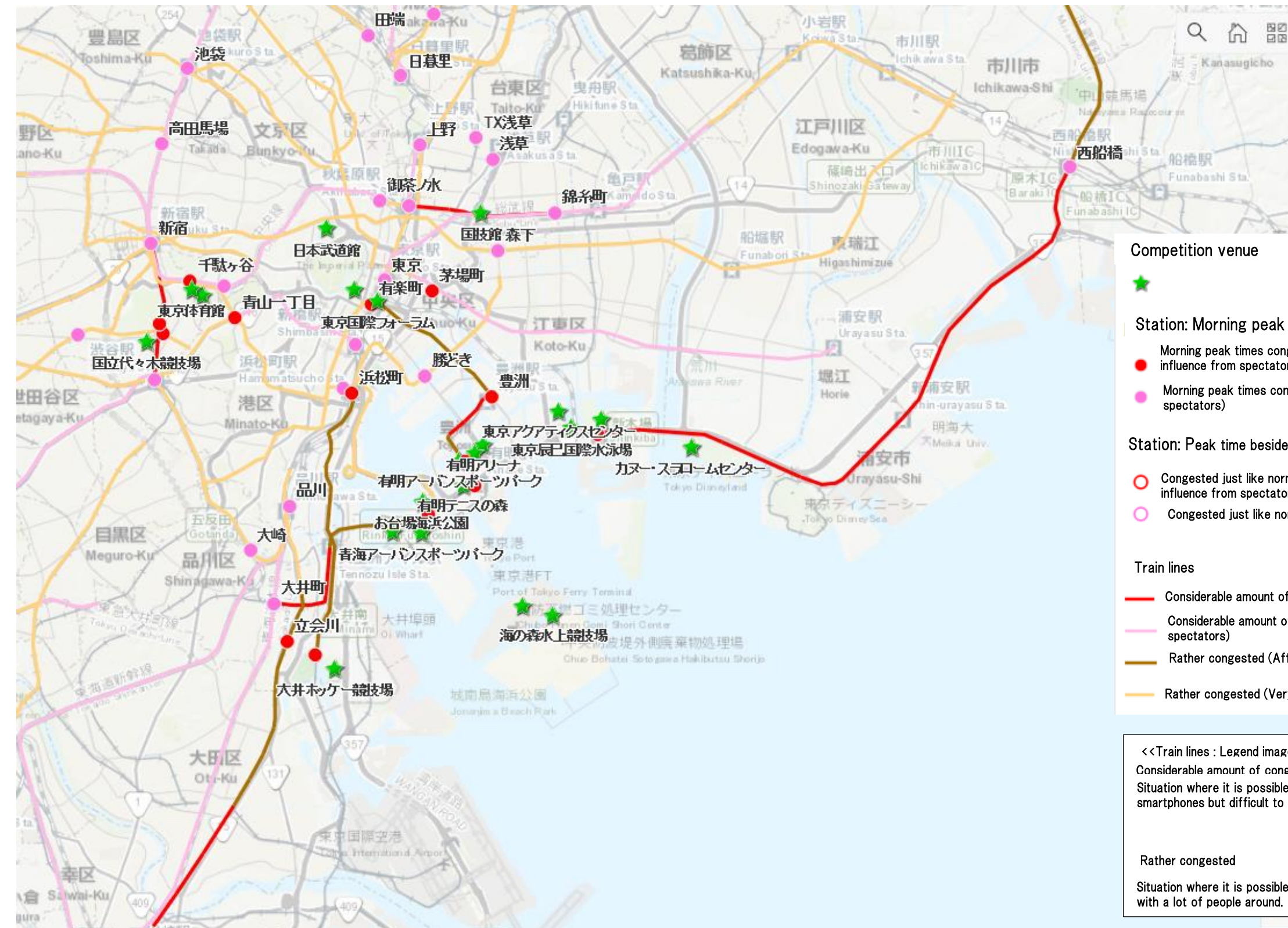
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(Map of Games' Influence on Transport) URL:<https://2020tdm.tokyo/map/>



# Map of Games' Influence on Transport (Railroads/ whole train line)

7/31/2020 (Fri)  
8:00~9:00



Competition venue



Station: Morning peak time (7:00 - 10:00)

● Morning peak times congested more than usual (Significant degree of influence from spectators)

● Morning peak times congested more than usual (Affected by spectators)

Station: Peak time besides morning (5:00-7:00, 10:00-24:00)

○ Congested just like normal morning peak times (Significant degree of influence from spectators)

○ Congested just like normal morning peak times (Affected by spectators)

Train lines

— Considerable amount of congestion (Affected by spectators)

— Considerable amount of congestion (Very few influence from spectators)

— Rather congested (Affected by spectators)

— Rather congested (Very few influence from spectators)

<<Train lines : Legend image>>

Considerable amount of congestion

Situation where it is possible to use electronic device such as smartphones but difficult to take out things from your bag.

Rather congested

Situation where it is possible to read or use smartphones etc with a lot of people around.

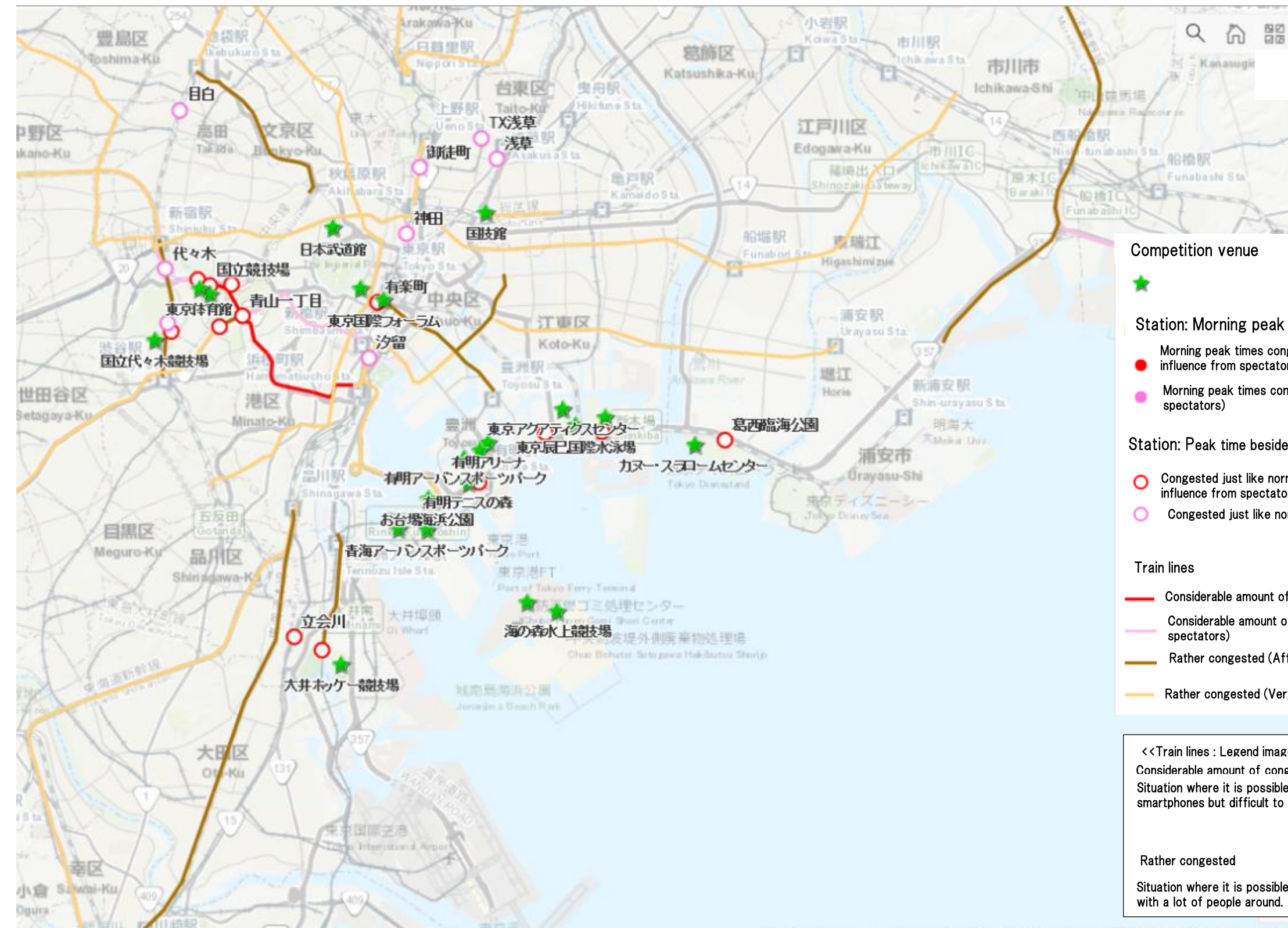
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(Map of Games' Influence on Transport) URL:<https://2020tdm.tokyo/map/>



# Map of Games' Influence on Transport (Railroads/ whole train line)

7/31/2020 (Fri)  
17:00~18:00



Competition venue



Station: Morning peak time (7:00 - 10:00)

● Morning peak times congested more than usual (Significant degree of influence from spectators)

○ Morning peak times congested more than usual (Affected by spectators)

Station: Peak time besides morning (5:00-7:00, 10:00-24:00)

○ Congested just like normal morning peak times (Significant degree of influence from spectators)

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— Considerable amount of congestion (Affected by spectators)

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<<Train lines : Legend image>>

Considerable amount of congestion

Situation where it is possible to use electronic device such as smartphones but difficult to take out things from your bag.

Rather congested

Situation where it is possible to read or use smartphones etc with a lot of people around.

This map forecasts the status of congestion during events with fixed conditions at the present time regarding changes to the status of road traffic and railroad traffic up to 2020, envisioning if no traffic measures are implemented by the TDM promotion project bureau. This does not necessarily correctly show traffic conditions on the day. Please use as a reference when considering actions at the time of the events in advance. When creating this map, traffic restrictions during the events period were being considered. At the present time, there are traffic conditions that cannot be applied. When conditions are confirmed, they will be applied, so please be aware that future changes can occur.

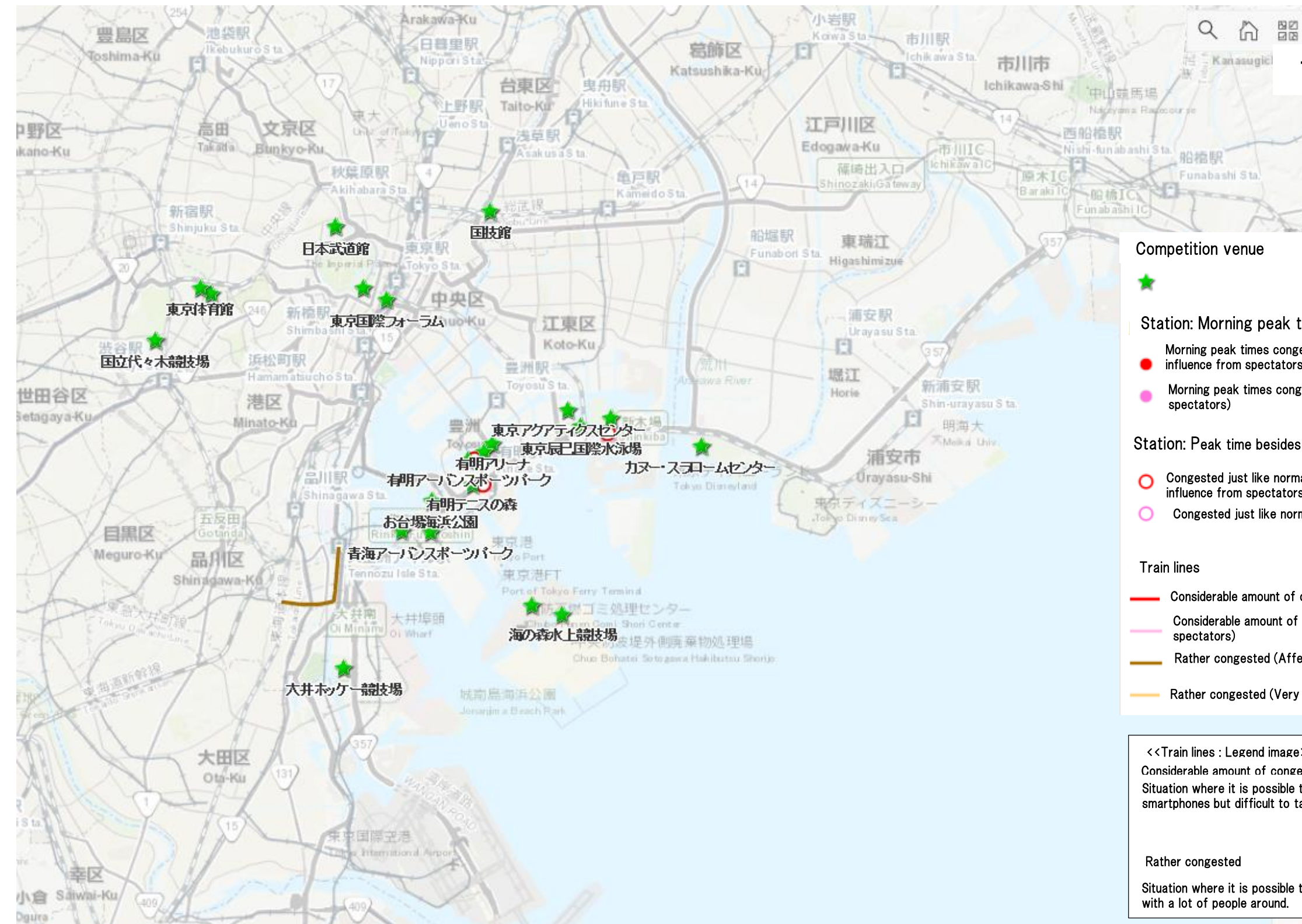
(Map of Games' Influence on Transport) URL:<https://2020tdm.tokyo/map/>



# Map of Games' Influence on Transport (Railroads/ whole train line)

7/31/2020 (Fri)

10:00~11:00



Competition venue



Station: Morning peak time (7:00 - 10:00)

● Morning peak times congested more than usual (Significant degree of influence from spectators)

● Morning peak times congested more than usual (Affected by spectators)

Station: Peak time besides morning (5:00-7:00, 10:00-24:00)

○ Congested just like normal morning peak times (Significant degree of influence from spectators)

○ Congested just like normal morning peak times (Affected by spectators)

Train lines

— Considerable amount of congestion (Affected by spectators)

— Considerable amount of congestion (Very few influence from spectators)

— Rather congested (Affected by spectators)

— Rather congested (Very few influence from spectators)

<<Train lines : Legend image>>

Considerable amount of congestion

Situation where it is possible to use electronic device such as smartphones but difficult to take out things from your bag.

Rather congested

Situation where it is possible to read or use smartphones etc with a lot of people around.

This map forecasts the status of congestion during events with fixed conditions at the present time regarding changes to the status of road traffic and railroad traffic up to 2020, envisioning if no traffic measures are implemented by the TDM promotion project bureau. This does not necessarily correctly show traffic conditions on the day. Please use as a reference when considering actions at the time of the events in advance. When creating this map, traffic restrictions during the events period were being considered. At the present time, there are traffic conditions that cannot be applied. When conditions are confirmed, they will be applied, so please be aware that future changes can occur.

(Map of Games' Influence on Transport) URL:<https://2020tdm.tokyo/map/>



# System to search the required time/routes assuming delays during Games time

Information of **increased required time and detour routes** by entering your departure/destination for any time.

① Specify the **departure/destination**,  
Time slot

② Confirm **required time during normal times** and **Games-time**.

③ Confirm **time slot around the period** and **required time during night time**.

出発 東京都庁  
到着 東京ビッグサイト(東京国際展示場)  
8時 0分  
出発 到着

ORN/PRN回避 ☒ ON ☐ OFF

※ORN/PRN回避「ON」の設定を推奨します。選手等の大会関係者が走行するORN/PRNを避けた走行にご協力をお願いします。

高速道路 ☒ 利用する ☐ 利用しない

再検索

自動車 (大会時ルート)	1時間 21分	高速利用 あり	21.0km
自動車 (通常時ルート)	25分	高速利用 あり	17.9km
電車	59分		510円 乗換0回

※算定された所要時間は、リアルタイムの交通情報に基づく所要時間ではありません。  
※特異日や荒天、事故などによる所要時間の増大は考慮されていないため、提示する所要時間より時間がかかるケースもございます。

大会時ルート	通常時ルート	電車ルート
出発 東京都庁		
都庁北	290m	
新宿中央公園北	119m	
西新宿3丁目	747m	
国道20号線	258m	
到着 東京ビッグサイト(東京国際展示場)		

他の時間帯の所要時間を見る



同じルートの時間帯別比較

早朝 4:00~6:00 発	42分
2時間前 6:00 発	1時間4分
...	
08:00 発	1時間21分
...	
2時間後 10:00 発	1時間24分
深夜 0:00~4:00 発	43分

※時間により異なる混雑予想を考慮しているため、通過する経路が異なる場合がございます。

ルートを表示

## 2. TDM initiatives towards Tokyo 2020 Games

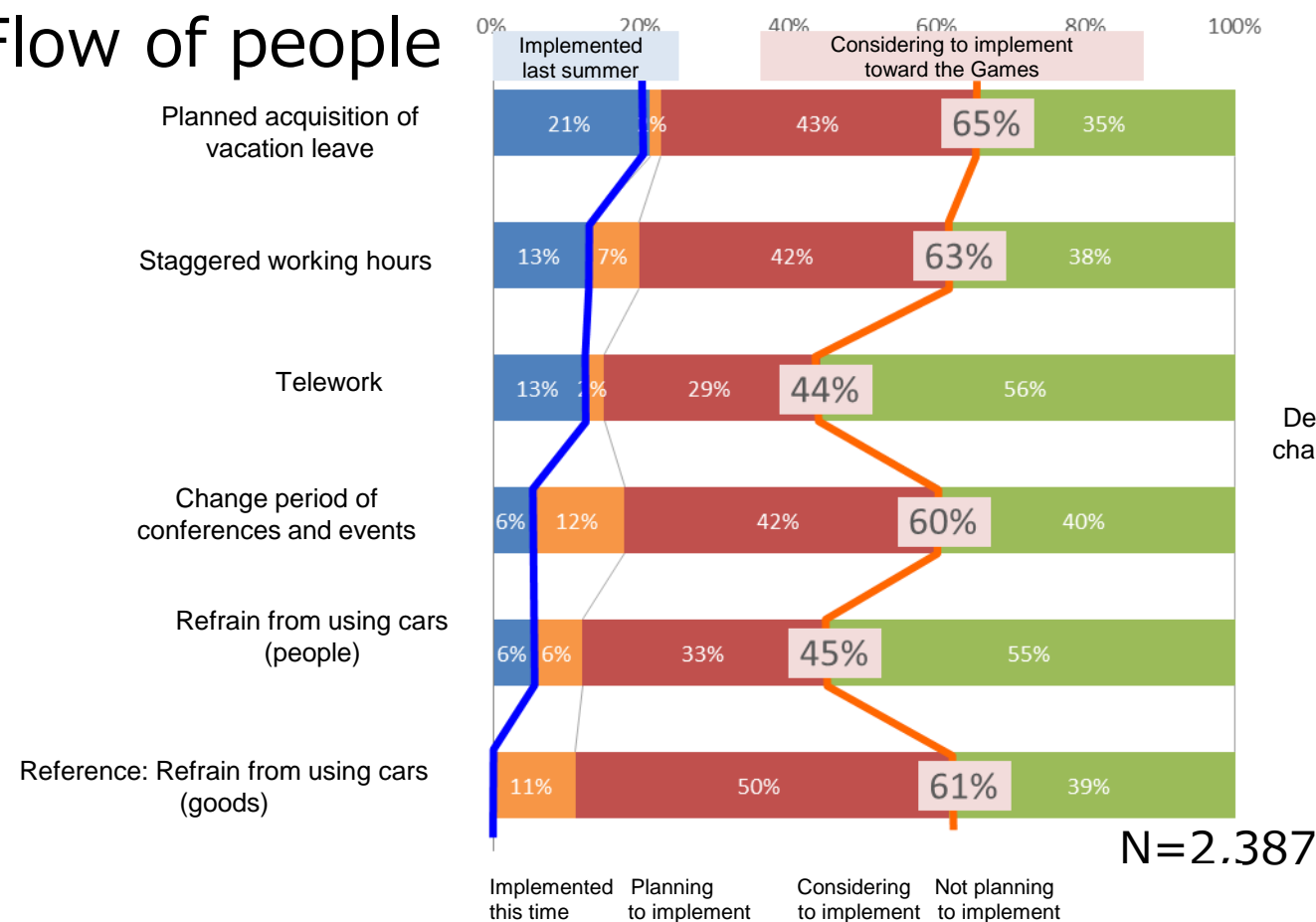


# Corporate efforts ( questionnaire results )

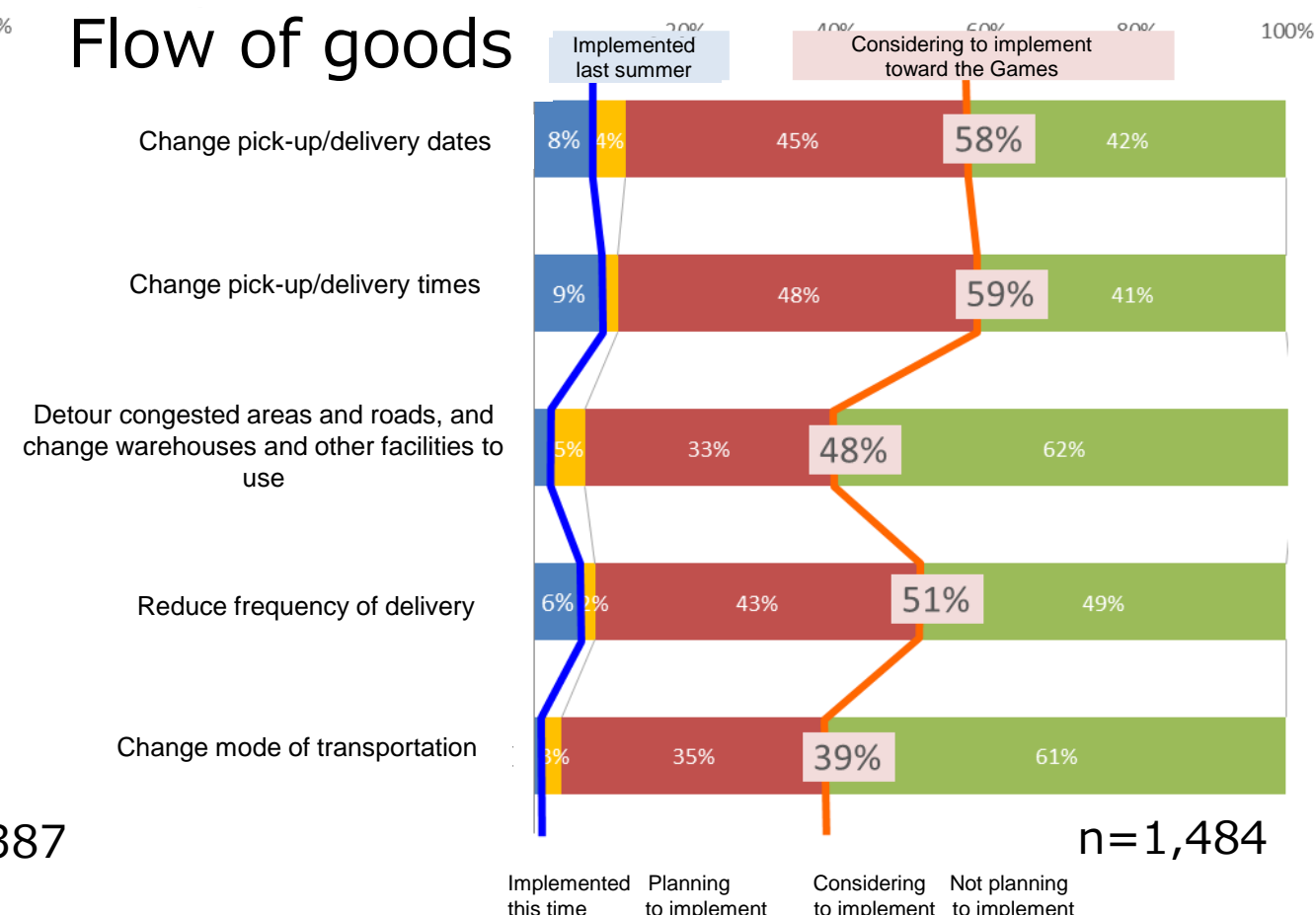
## Status of “Smooth Biz” Promotion Period efforts ( Percentage of companies that implemented initiatives )

- The percentage of companies that implemented initiatives concerning the “flow of people” during the period is higher than that of the “flow of goods”.
- A large number of corporations have indicated that they are preparing for the Games by responding that they “implemented this time,” “planning to implement,” or “considering to implement.”

### Flow of people



### Flow of goods



### Overview of survey

- ◆Objective : Understanding matters including corporate efforts, intention during Games time, and arising issues during Smooth Biz initiative promotion period (from July 22 to September 6 in 2019)
- ◆Distribution of survey : Members of business organizations・industry groups (mail etc.) , companies located in intensive effort districts (post/posting) , Members of TDM Promotion project (mail/post)
- ◆Main respondents : General affairs person in charge (Flow of people) 、 Logistics person in charge (flow of goods)

# Corporate efforts (Survey result)

Corporate efforts for Smooth Biz Initiative Promotion Period

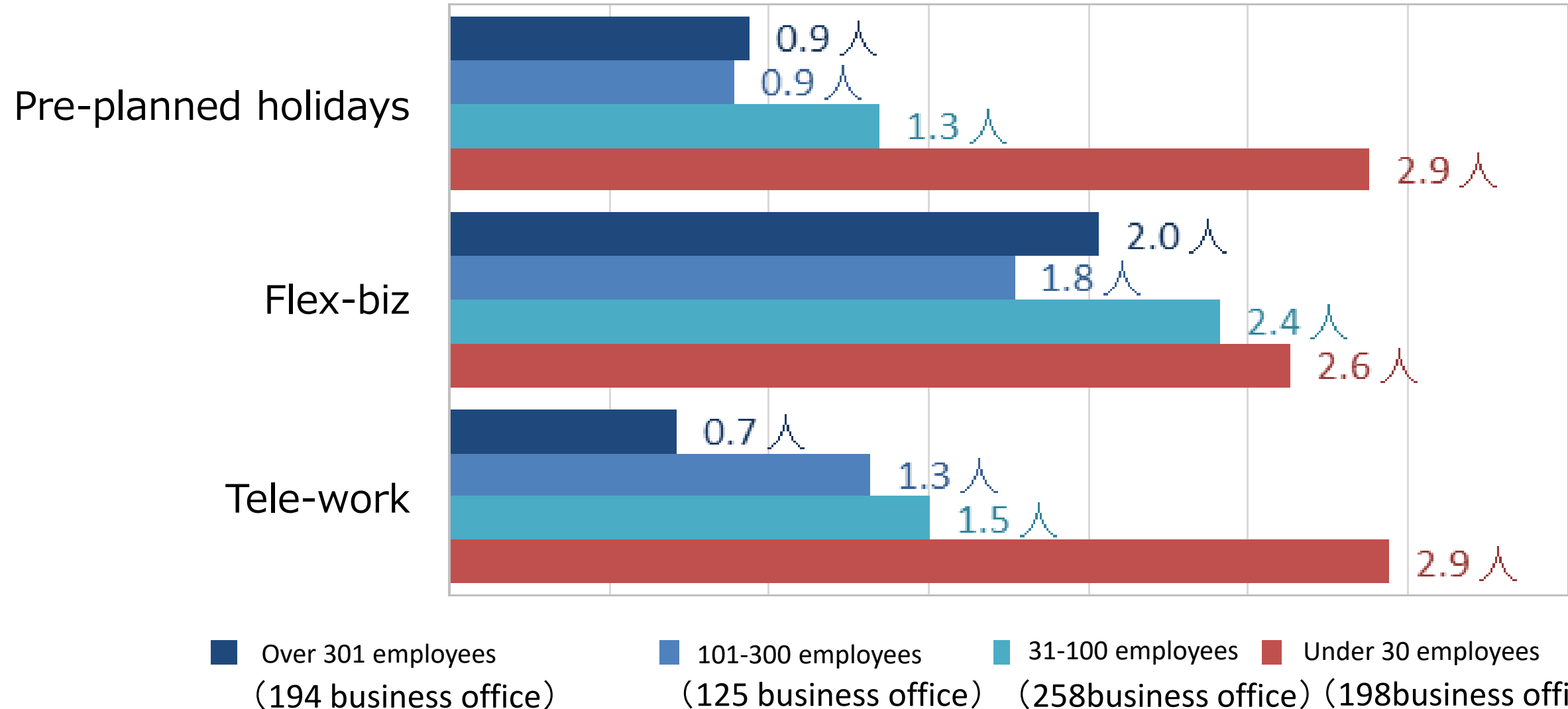
(Proportion of people initiating corporate efforts (According to scale) : Flow of people)

○Number of employees taking the corporate efforts for major business office are relatively small compared to middle-sized companies.

○It is necessary to expand the proportion for major business office.

Number of people initiating corporate efforts per 10 employees

0.0 人 0.5 人 1.0 人 1.5 人 2.0 人 2.5 人 3.0 人 3.5 人



\*Total number of business office which focused especially during Challenge week (July 22 -26, 2019)

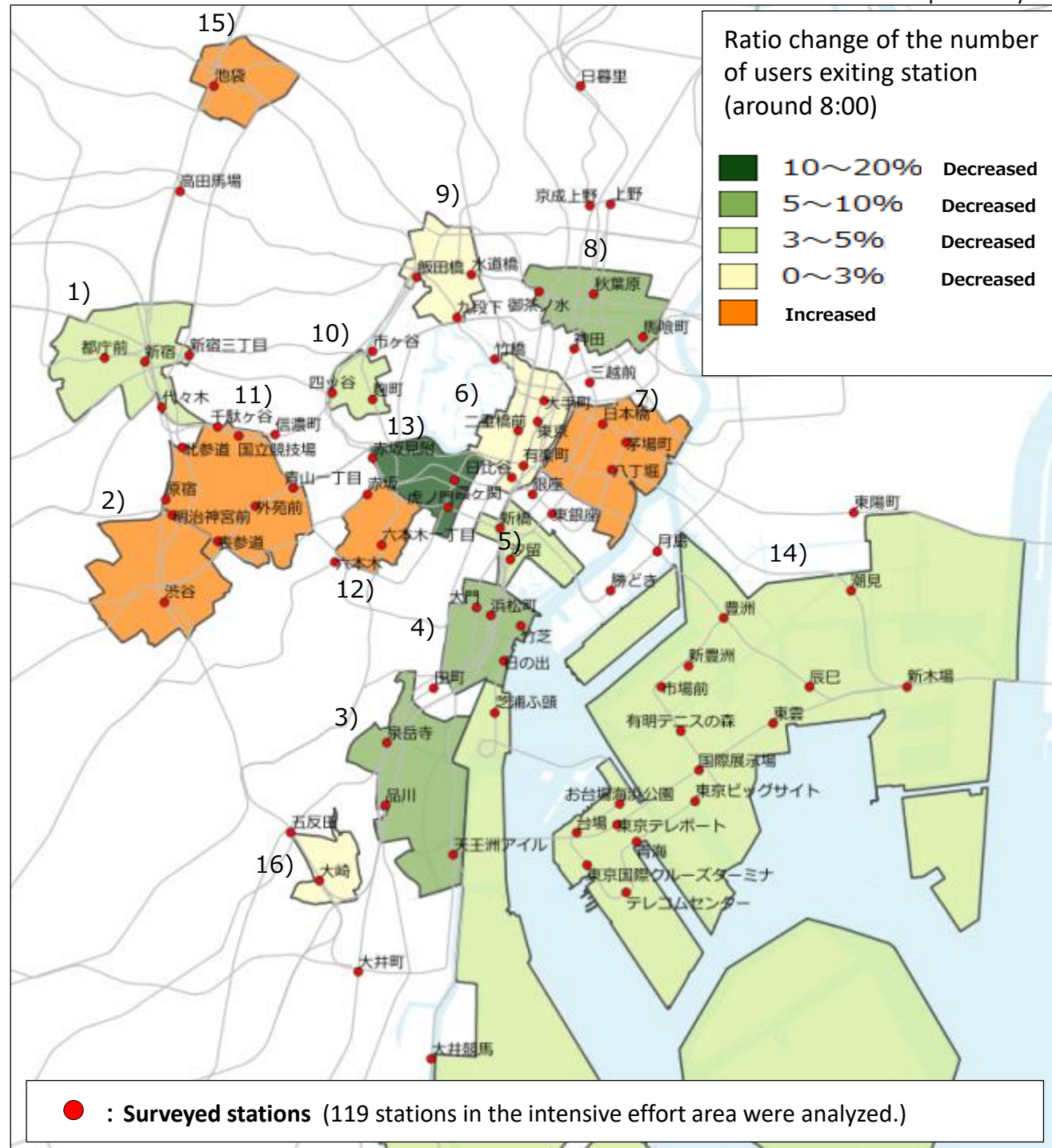


# TDM results (Change in the number of users)

- Number of people using the station in the intensive areas during core day (July 24, 2019) :
  - Reduced to 11 areas from 16 intensive areas for 1 hour peak time (around 8:00 am)
  - Number of users were significantly reduced at districts and during intensive days initiating TDM. However a large difference was seen with the change ratio depending on the area.

## Change in the number of users for each intensive effort areas

Comparison with the same day of the week in 2019 and previous year



## Change in the number of users exiting stations for each intensive effort areas

Comparison with the same day of the week in 2019 and previous year

Intensive effort area	relative change from last year		Examples of stations where the TDM effects were significant * (Decrease in the number of users during the peak one hour)
	1 hour peak time	All morning	
13)Kasumigaseki, Toranomom	-15%	-5%	Kasumigaseki : Decreased by approx. 22%
04)Hamamatsucho, Tamachi	-6%	2%	Hamamatsucho : Decreased by approx.-12%
03)Shinagawa	-5%	0%	
08)Kanda, Akihabara, Ochanomizu	-5%	2%	
05)Shinbashi, Shiodome	-4%	3%	
01)Shinjuku	-4%	0%	Tocho-mae : Decreased by approx. 12%
10)Bancho, Kojimachi	-3%	4%	
14)Harumi, Ariake, Daiba, Toyosu, Oifuto	-3%	1%	Toyosu : Decreased by approx. 10%
06)Otemachi, Marunouchi, Yurakucho	-2%	2%	
09)Kudanshita, Iidabashi	-2%	1%	
16)Osaki	-1%	5%	
15)Ikebukuro	0%	2%	
12)Akasaka, Roppongi	1%	3%	
07)Yaesu, Nihonbashi	1%	4%	
02)Shibuya	1%	3%	
11)Aoyama, Omotesando	6%	4%	
<b>Total intensive effort areas</b>	<b>-3%</b>	<b>2%</b>	

\*Outcome of corporations implementing TDM initiatives including central government (Kasumigaseki sta.), Tokyo Metropolitan Government (Tochomae sta.) and private sectors (others).

# Preparing Initiatives to Avoid Congestion

Enable both event transport and economic activities  
Please make preparations to avoid congestion.

## **[Flow of people] We need employers' understanding and action**

- ⇒ We need the cooperation of all corporations in setting up systems.
- ⇒ Let's give cooperation some momentum and move on to the next issues!

Time difference business businesses, tele-work, and summer holidays and others

## **[Flow of Things] We need merchants' understanding and action**

- ⇒ We need cooperation over the entire supply chain
- ⇒ Shippers and deliverers come together and move on to the next issues!

Shipping times and route changes and others



# Hearings relating to general distribution

## ■ Time specification and lead time

### **Bring by 10:00 AM Monday**

⇒ Isn't it simply 10:00 out of habit, and unrelated to processes after delivery?

### **Next-day delivery**

⇒ Do you really need it the next day? Isn't it adequate to deliver according to plan?

### **It is difficult to change periods for importing and exporting because we have multiple overseas trading partners.**

⇒ Is it possible to change the container amount every month 5% for six months to three months?

## ■ Reduce waiting times at deliveries and increase shipping rates

### **“Long-term idling” “incidental work” “check-in inspections”**

⇒ Are your drivers spending long periods of time at their delivery destinations?

### **“Can't guess the times to convey parts in and out”**

⇒ Can you develop planned working schedules for warehouses, including truck coming and going?

## ■ Corporate tie-ups and shared distribution

⇒ Do you have extra space in your trucks' stacking rate?

⇒ Can you make an effort to share with other companies?

# Example initiatives to be considered ( 1 / 2 )

## ■ **Allow more flexibility for the wholesale delivery dates**

ex) Change wholesale delivery time for the whole processed food

⇒ Well-planned and effective delivery by extension of lead time

For a delivery within the same temperature zone, promotion of joint delivery with other corporations.

## ■ **Ingenious efforts for product lineup**

ex) Narrow down to leading products during Games period. Deliver in advance for other products etc.

⇒ Reduce the number of delivery vehicles and deliveries by narrowing down to leading products, which will lead to avoiding stock outs.

## ■ **Changing the release period for new products**

ex) Change the release period before or after the Games in order to avoid congestions.

⇒ It will become difficult to make a major promotion due to the delivery effect from congestions.

## ■ **Simplify inspections**

ex) Thorough reduction of redundancy with inspection items during loading, and utilizing the system etc.

⇒ Reduce the time spent at the delivered location for the driver associated with inspections. It is possible to reduce the number of vehicles with a well-planned delivery if it is possible to predict the time.



# Example initiatives to be considered (2/2)

## ■ **Direct airport delivery of products (duty free products) for foreign visitors , and expansion of internet sales.**

**ex) Reduce delivery to the stores or taking home by direct delivery.**

⇒ It will become benefits for both sales and customers not to have to take home. Reduce the delivery amount without creating any sales decrease.

## ■ **Increase stockpiles**

**ex) Narrow down the delivery to leading products during Games period, and move up the delivery of other products.**

⇒ Prepare a supply of stocks in advance to avoid stock outs.

Reduce the number of delivery vehicles and deliveries by narrowing down to leading products.

## ■ **Management of delivery centers**

**ex) For the delivery towards congested areas, change the delivery centers or delivery from multiple delivery centers etc.**

⇒ Reduce the number of delivery vehicles and deliveries through efficient delivery including delivery for congested areas with a flexible operation within the designated area.

## ■ **Moving forward the summer sales period**

**ex) Plan the sales period before Games time when it will not be potentially impacted by congestions and avoid any influence towards product sales.**

⇒ It will be difficult to supply products as the same as other years due to congestions during Games period. Creating a highly satisfactory sales period with a sufficient amount of products lined up by moving forward the sales period.

# Example Measures taken at office (material flow)

There is a possibility where there will be a delay in delivery timing or cannot deliver in the first place due to the risk in delivery “**delay**” during Games time.

- **Delivery dates will be changed including equipment and photocopy papers**  
ex) Deliver orders all at once around the Games time to avoid delivery of office equipment and photocopy papers during Games period.
- **Prepare extra supply of drinking water including water servers**  
ex) Be prepared and order in advance.
- **Reduce waste**  
ex) Keep waste including shredder waste in rooms such as meeting rooms during Games time.  
ex) Reduce waste by using less paper and bringing your own drinking bottles/lunch box.
- **Consider the use of delivery service**  
ex) Avoid using delivery service during Games time.  
(Delay the delivery period and time)
- **Restrain the use of company vehicles**  
ex) Avoid using company vehicle during Games time.



# Interview with corporations implementing initiatives

## What we can see from looking back at corporate efforts

- ◆ **Prepare an internal management office towards preparation of Tokyo 2020 Games, and actively coordinate with other relevant departments**
- ◆ **Younger staff members actively promoting the initiative**
- ◆ **Underlying regulations/rules of employment**
- ◆ **Plan to introduce or already implemented the necessary equipment including tele-work system.**
- ◆ **Promoted by management layers as a corporate effort for the whole company**

# What to do before launching initiatives

## 【1】 Understanding from CEO (management positions) to proceed corporate efforts

- Report the effect towards its company (e.g. difficulty to commute for workers, delay in delivery) by foreseeing traffic situation during Games time.

## 【2】 Decide the person in charge of Tokyo 2020 traffic measures

- Decide the number of people in charge depending on the size of the company and the influence it causes.
- Position a stand-alone person in charge and not general affairs or logistics person. (if possible)

## 【3】 Start from what you can do

### 〔Initiatives concluded within the company〕

- (Flow of people) “Flex-biz” (flexible working and commuting hours), tele-work, summer holidays  
➡ **Coordination with associations, confirmation of employment rules**
- (Material flow) Stock pile of photocopy papers, reduction of waste, bring your own drinking bottles instead of pet bottles.

### 〔Require external coordination〕

- Discussion with shippers
- Discussion with freight operators from the viewpoint of shippers
- ➡ **Importance of alleviating lead time for various materials.**



# Provide business opportunities at the Olympic and Paralympic Games



Provide “**business opportunities**” at the Tokyo Olympic and Paralympic Games.  
TDM initiatives will lead to its own “**opportunity loss**”.

**Things will not be delivered in the “usual way”.**

Having no countermeasures is not a choice !

- **Coordination and change of ordering(delivery) timing.**  
ex) Well-planned and effective delivery by extension of lead time
- **Ingenious efforts for product lineup**  
ex) Narrow down to leading products during Games period.  
Deliver in advance for other products etc.
- **Secure human resource**  
ex) Secure human resource for night time delivery.  
Consider shifts by putting a great deal of thoughts for commuter congestion.

# Example of efforts by corporations (Smooth business kick-off event)

## Efforts Relating to the Flow of People

### ◆ NEC Corporation

#### 2020 Calendar

日	月	火	水	木	金	土
7/19	20	21	22	23 海の日	24 開会式 スポーツの日	25
26	27	28	29	30	31	8/1
2	3	4	5	6	7	8
9	10 山の日	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25 開会式	26	27	28	29
31	31	9/1	2	3	4	5
6	7	8	9	10	11	12

\* Adjusting the period to take summer vacation

- As a general rule, all employees will continue to work at home for one week

- ✓ Employees for whom working from home in the metropolitan area is difficult, utilize company satellite offices such as offices in the city.

- All employees take summer vacation together

- As a general rule, all employees will continue to work at home for any one week
- Recommend taking two or more annual paid holidays to promote viewing the Paralympics.



# Example of efforts by corporations (Smooth business kick-off event)

## Efforts Relating to the Flow of Materials

### ◆ Kewpie Corporation

- Arrange delivery courses and times from traffic restriction and congestion information
- Two-days' later shipping/delivery
- Simple inspection-less


#### Two-days' later delivery


- **Reliable delivery**
- Handle lack of drivers
- Make delivery vehicles more efficient



#### Simple inspection-less

- **Conserve cargo handling work**
- Reduce driver loads
- Alleviate vehicle congestion

- 
- Use the middle day makes adjusting as needed easy

- 
- Shortened delivery times
  - Unload quickly and return

### ◆ Kajima Corporation

Create and try the workplace's own action plan using three model sites.

- Dual use of large dump trucks for loading equipment and unloading generated dirt to reduce the number of trucks
  - ➡ Reduce the number of construction vehicles
- 50% of loading/unloading trucks during daytime peak times (10-16:00)
  - ➡ Change loading/unloading times
- ORN used as avoided vehicle lanes to suppress effects caused by coming and going of a total of approximately 180 dump trucks per day.
  - ➡ Change vehicle entry and exit routes

# Example of efforts by corporations

(using pre-event tele-work days 2019 and smooth business promotion period)

## Efforts Relating to the Flow of Materials

### ◆ Asahi Breweries Ltd.

➡ Aim to separate and reduce 30% of material movement

Items related to movement of materials (raw materials and products and the like)

Classification	Efforts Under Consideration	Target
construction vehicles	<ul style="list-style-type: none"><li>• Receive some raw materials (malt and the like) and a majority of imported products (wine and others) coming into Tokyo bay earlier</li><li>• Change the port of entry of imported products (wine and others) to other ports</li></ul>	Reduce approximately 6% (Approx. 9/day)
Distribution	<ul style="list-style-type: none"><li>• Change shipping raw materials (malt and the like) conveyed from Tokyo bay to the Ibaraki plant, transfer from the plant (Ibaraki and Kawagawa) to the Tokyo shipping center, and shipments to customers in the area, to times other than peak times.</li></ul>	Disperse approximately 29% (Approx. 42/day)



# Change time zone of freight handling towards alleviation of traffic congestion

Aiming to expand initiatives towards logistics measures for alleviation of congestion during Games time, Act on the Measures by Large-Scale Retail Stores for Preservation of Living Environment has been decided!

We kindly ask for your cooperation for logistics measures including changing the time zone of freight handling !

## **【 Act on the Measures by Large-Scale Retail Stores for Preservation of Living Environment 】**

For offices in Tokyo which cooperate with TDM initiatives, registration defined in the act is not required

### **【Targeted office】**

Offices in Tokyo which cooperate with TDM efforts within the large-scale retail stores

### **【Targeted period】**

- ( 1 ) July 22 (Mon) – Sept. 6 (Fri), 2019
- ( 2 ) June 1 (Mon) – Sept. 6 (Sun) , 2020

### **【Points to note】**

- ( 1 ) Offices planning to change are required to report beforehand
  - ①changed period ②changed time zone ③approx. number of vehicles entering the changed time zones.
- ( 2 ) **Keep in the minimum necessary range** by confirming the surrounding traffic situation and road regulations etc.
- ( 3 ) **Secure safety measures considering the influence on the surrounding area and corresponding to the residents.**

# Extending the gate opening time for Tokyo Port Container Terminal

～Extending the time for new years holiday～

## 【Opening period】

Dec. 23 (Mon) ,2019 – Jan. 10, 2020 (Fri) Total 10 days

\*Exclude new years holiday (Dec. 28 – Jan. 5th)

## 【Container terminal】

All container terminal at Tokyo port

## 【Extending gate opening time】

Dec. 23,2019(Mon) – 25<sup>th</sup> (Wed) ▪

Jan. 6, 2020 (Mon) – 10<sup>th</sup> (Fri)

【Early morning】08:30⇒07:30 (Extended for 1 hr)

【Night time】16:30⇒18:00 (Extended for 1h30)

Dec. 26, 2019 (Thurs), 27<sup>th</sup> (Fri)

【Early morning】08:30⇒07:30 (Extended for 1 hr)

【Night time】16:30 ⇒19:00 (Extended for 2h30)

\* Cut off time for vehicles : 18:00 (19:00)

\*Usual gate opening time ; 8:30～16:30





# Smooth Biz Promotion



The poster features a green border and a light blue background with several white snowflake illustrations. The main title is in large, bold, black Japanese characters. Below it, the dates are in large blue numbers. A green banner with white text is attached to the right side of the date. Below the dates, there is a line of smaller Japanese text. The 'Smooth Biz' logo is in green and black. To the right of the logo are three circular icons: a blue one with a train, an orange one with a person at a desk, and a pink one with a truck. Below these icons is a line of text. At the bottom, there is a list of participating companies, logos for 'TEAM TAKE ACTION' and '時差Biz', and the Tokyo Metropolitan Government logo.

冬の  
スムーズBiz  
実践期間 やってみよう!

2020年 1/14<sub>火</sub> ~ 1/31<sub>金</sub>

住んでいる人も、訪れる人も、より快適な東京へ

**スムーズBiz**  
Smooth Biz

時差Biz  
ピーク時間を避けて  
通勤をより快適に

テレワーク  
都心の混雑を避けて  
自宅などでの仕事の  
効率アップ

2020TDM  
大規模イベント・イベント  
東京2020大会期間中  
計画的な移動で  
混雑を緩和

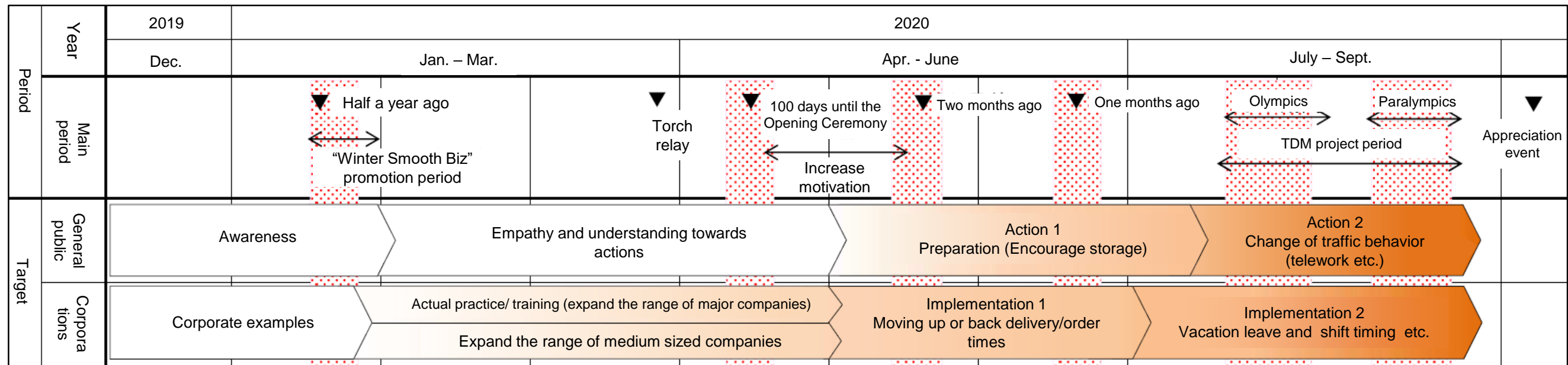
3つの取組で、新しい働き方の東京モデル

協力  
東日本旅客鉄道株式会社 東武鉄道株式会社 西武鉄道株式会社 京成電鉄株式会社 京王電鉄株式会社  
小田急電鉄株式会社 東急電鉄株式会社 京浜急行電鉄株式会社 東京地下鉄株式会社 首都圏新都市鉄道株式会社  
東京臨海高速鉄道株式会社 多摩都市モノレール株式会社 株式会社ゆりかもめ 東京モノレール株式会社

TEAM TAKE ACTION  
時差Biz  
東京都

The “Winter Smooth Biz Practice Period” will be set up continued from the summer trial. Please take this opportunity to try various workstyles including tele-work, flextime system, Flex-bix (flexible working/commuting) and feel the benefits of Biz practice.

# Publicity schedule including TDM



## Publicity towards the general public

- ➔ Plan to implement from 100 days before the Olympic opening ceremony (Spring of 2020)
- ex) Requesting well-planned efforts including stock piling daily goods and consumable goods.

## Schedule

**B to C :** Accelerate publicity towards public consumers from government side.

**B to B :** We ask for your consideration concerned with internal and client discussions and initiating efforts.



# Paralympic Marathon Course (Sept. 6, 2020)

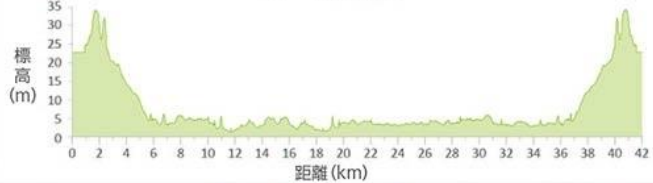
Last day of Paralympics : Lets bring additional excitement for the Paralympic Marathon!

## Paralympic Marathon Course

T12(男子/女子),T46(男子),T54(男子/女子)

6:30 - 11:00

コース高低図



Start/Finish  
Olympic Stadium



Support and  
encourage athletes  
on the streets !



《For reference》

Rugby World Cup 2019  
Japan (Brave Blossoms) parade  
(12/11)

- \*Marathon T12 (Men/Women) (Visual impairment)
- \*Marathon T46(Men) (upper limb amputation)
- \*Marathon T54 (Men/Women) (Wheelchair users not including people with cerebral palsy)
- \*All of the above events will run the same course.



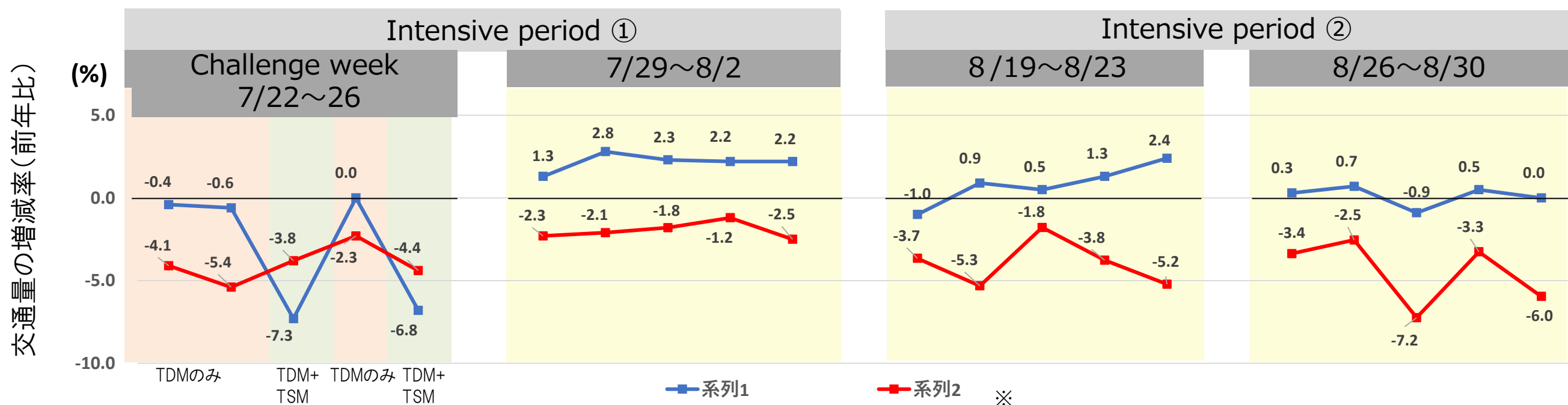
## References – Verification for Summer 2019 trial –



# Analysis of traffic situation during trial period

## Continuous reduction of traffic volume

- Traffic volume during Challenge Week is reduced due to TDM effect. (Approx. 0.4% reduction on Metropolitan Expressway, Approx. 4% reduction on general roads)  
Approx. 7% reduction on Metropolitan Expressway and approx. 4% reduction on general roads due to both TDM+TSM effect.)
- For other intensive periods, traffic volume for Metropolitan Expressway increased by approx. 0.5% -2%, and decreased by approx. 2-4 % on general roads.
- ⇒ Reduction of traffic volume on Metropolitan Expressway is limited to the Challenge Week period.  
It remains an issue to develop the TDM effect throughout the Games period.



\*Total spot traffic volumes of 15 locations on National route 1, 4, 6, 14, 15, 17, 20, 246, 254

《Reference: Number of traffic amounts on Metropolitan Expressway (2018)

Average traffic on weekdays in July : 1,101,000 vehicles./day, maximum number of traffic at the same period as Games time: 1,177,000 vehicles /day》

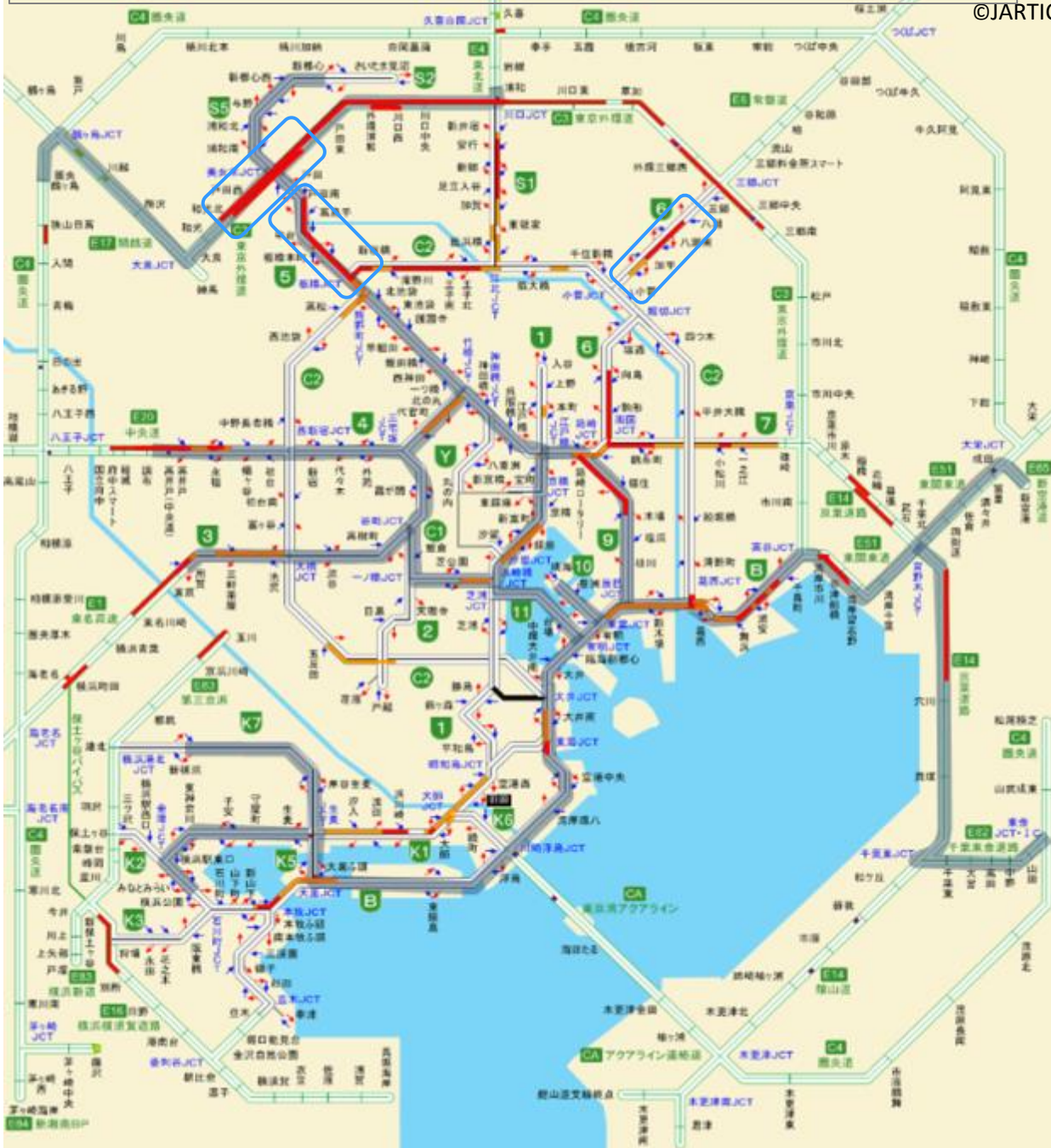
Diagram Percent change for daily traffic volume during intensive period



# Change in the traffic congestion situation (Smooth transportation effect of the Olympic Route Network by TSM)

Possible to secure a smooth traffic flow for personnel transportation routes including athletes compared to previous year

2018/7/25(Wed)8:00 [ Same day of previous year ]



2019/7/24(Wed)8:00 [ TDM+TSM ]



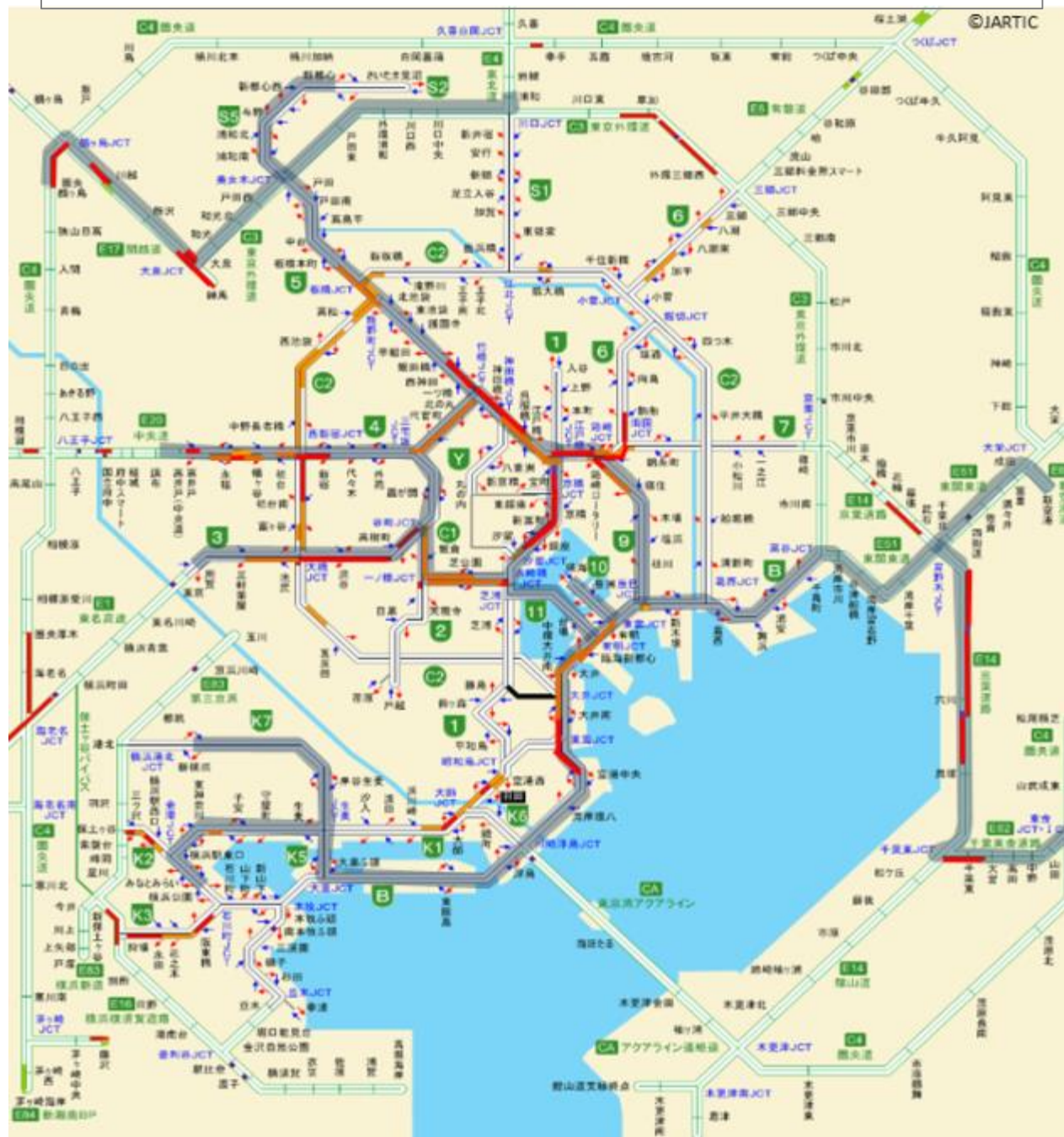
Main line toll booth (Adjust inflow of traffic) 1 1 locations  
Entrance closed Total 3 1 entrances  
Harumi, Gaien (incoming/outgoing) , 4 entrances at New Urban Centre  
Additional 2 7 entrances closed



# Change in the traffic congestion situation (Smooth transportation effect of the Olympic Route Network by TSM)

Possible to secure a smooth traffic flow for personnel transportation routes including athletes compared to previous year

2018/7/25(Wed)17:00 [Same day of previous year]



2019/7/24(Wed)17:00 [ TDM+TSM ]



Main line toll booth (Adjust inflow of traffic) 1 1 locations  
Entrance closed Total 3 6 entrances  
Harumi, Gaien (incoming/outgoing) , 4 entrances at New Urban Centre  
Additional 32 entrances closed



# T S M Effects (Traffic congestion on general roads)

- Traffic congestion exceeding normal times at radial routes including National Route 246

2018/7/25(Wed)8:00 [Same day of previous year]



2019/7/24(Wed)8:00 [TDM+TSM]



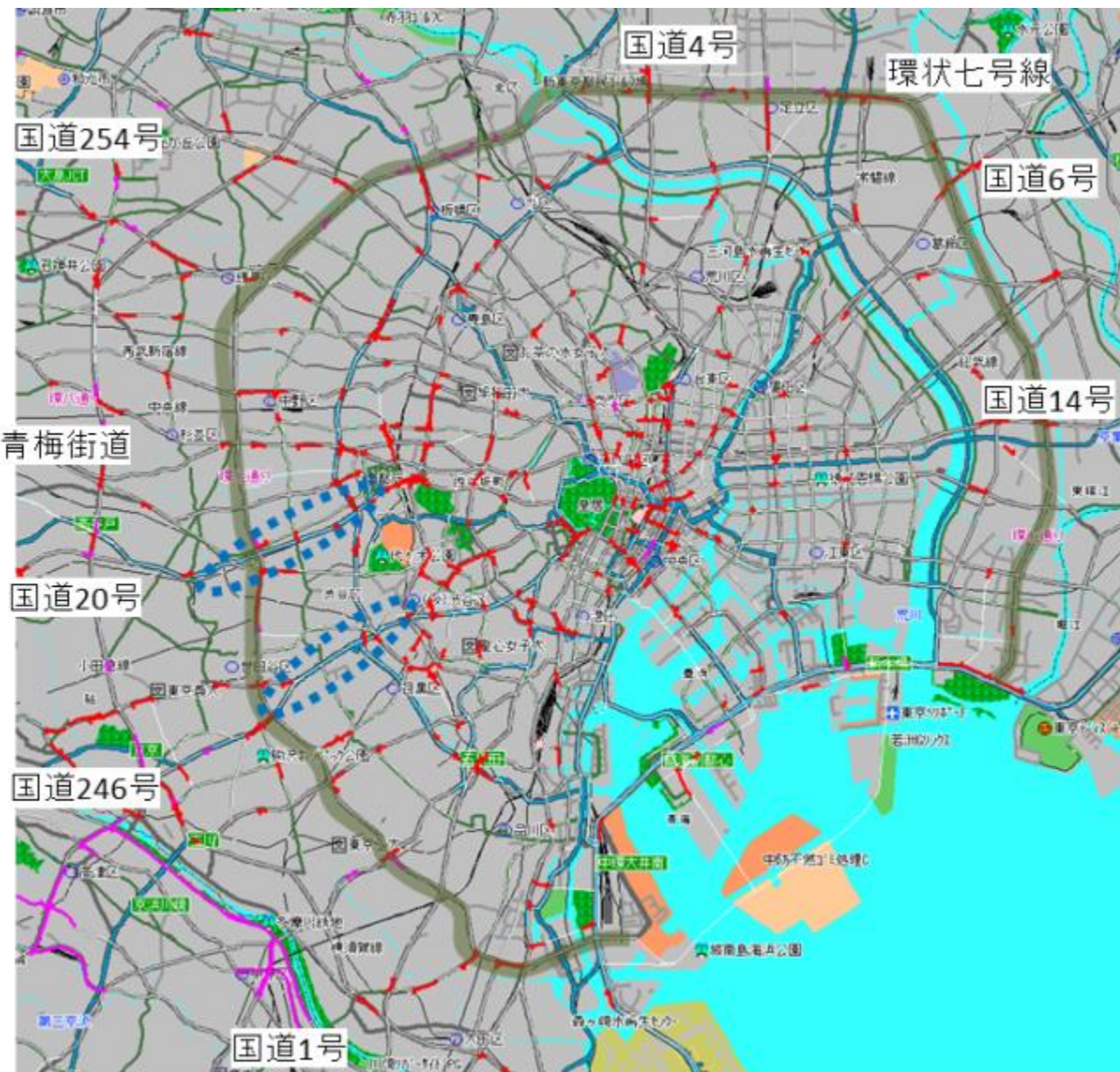
Source : Metropolitan police department



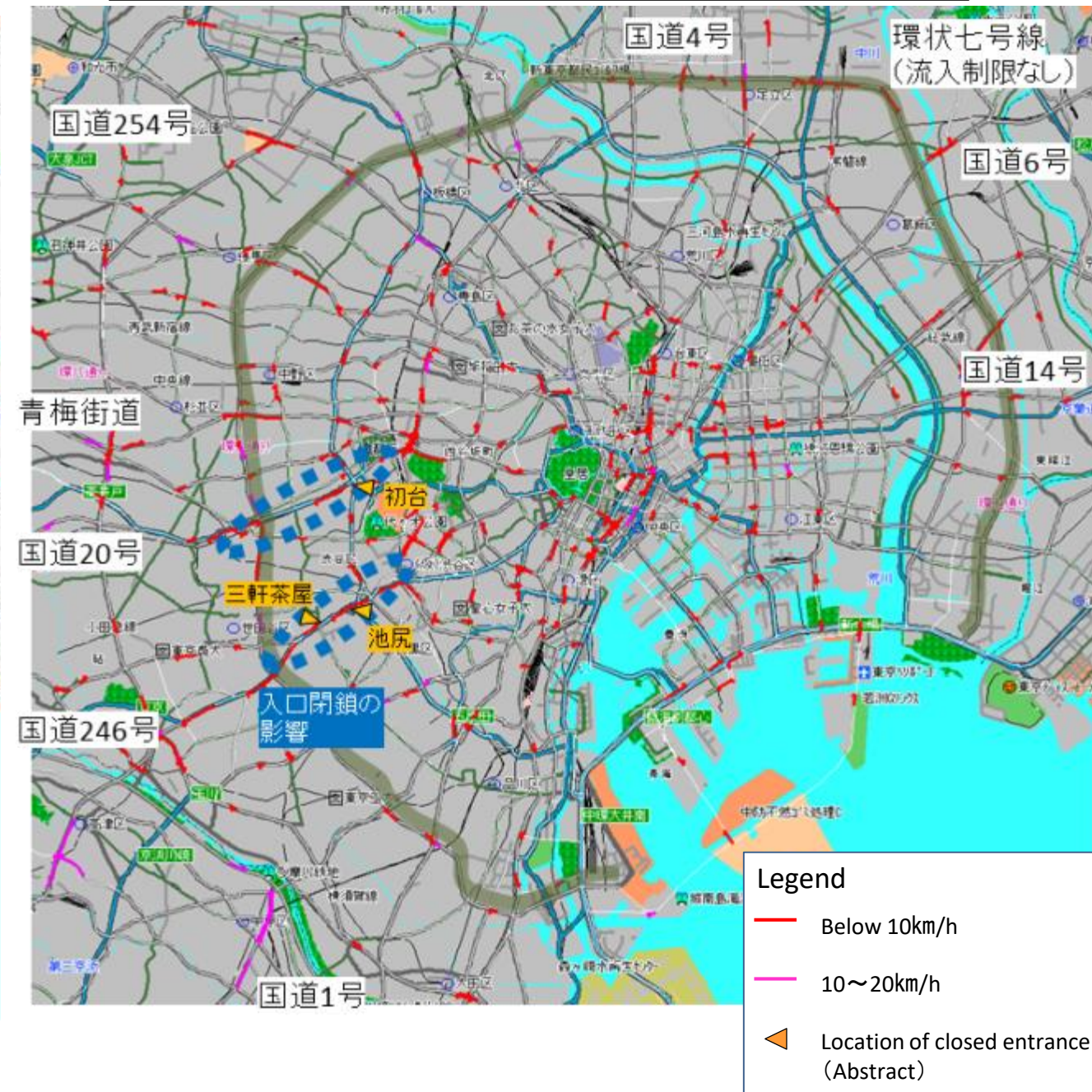
# T S M Effects (Traffic congestion on general roads)

- Traffic congestion exceeding normal times at radial routes including National Route 246

2018/7/25(Wed)17:00 [Same day of previous year]



2019/7/24(Wed)17:00 [ TDM+TSM ]



Source : Metropolitan police department



# Corporate efforts (Survey result)

- Issues and improvements for corporate efforts during Smooth Biz initiative Promotion period

## ① Flow of people (Main suggestions)

○ In order to put corporate efforts fully in progress, it is required to make careful preparation in advance such as adjusting authorized staff (internal/external), review of employment regulations, and equipment procurement etc.

### <Pre-planned holidays>

- ◆ Difficult to disperse pre-planned holidays as our industry focus to take pre-planned holidays during the obon period.
- ◆ We could not take pre-planned holidays for all employees as it is the most busiest time during summer. (Tourist industries, event companies etc.)

### <Flex-biz (flexible working and commuting hours)>

- ◆ Many could not respond due to family matters. (Not possible to change the time for nursery/day-service etc.)
- ◆ Employment regulations need to be reviewed as irregular working hours are not included.

### <Tele-work>

- ◆ Development of IT environments including distribution of mobile PC to staff, securing high speed communication line, and WEB meetings
- ◆ Consideration towards applying to non-full time employees or not.

## ② Material flow (Main suggestions)

○ Cooperation from the whole supply chain is necessary for promoting corporate efforts for logistics. It is necessary to make careful preparation including making adjustments between shippers/incoming carriers and logistics operators, necessary space, secure equipment.

- ◆ Detailed daily planning during the Games period is required.
- ◆ Not all clients were keen to cooperate. It is important to receive approval from clients who did not cooperate.
- ◆ Narrow down the clients who need to make changes including changing the delivery dates, and hold a meeting in advance to prepare a plan.
- ◆ There will be not enough space for keeping containers if the delivery is changed to nighttime from daytime as the capacity for the nighttime stock area is small.



# Trial result of extending gate opening time

## Overview of summer trial 2020

- ◆ Trial of extending gate opening time for all Tokyo Port's Container Terminals during Smooth Biz initiative period this summer continued from the trial implemented around golden week.

[Trial period] Aug. 19 -23 Total 5 days

[Extended time] Early morning 8 : 3 0 ⇒ 7 : 3 0 (Extended 1hr)  
Night time 1 6 : 3 0 ⇒ 1 8 : 0 0 (Extended 1hr30)  
(Usual opening time : 8 : 3 0 ~ 1 6 : 3 0)

\* Conducted when cargo is most focused after the obon period \* Closing time for all terminals (sign) to 18:00

## Summer trial 2020 result

### 1 Disperse vehicles to early morning and night time.

- Overall volume of cargo is increased by approx. 7% compared to previous year.
- Approx. 20% of the number of vehicles have arrived in early morning or night time.

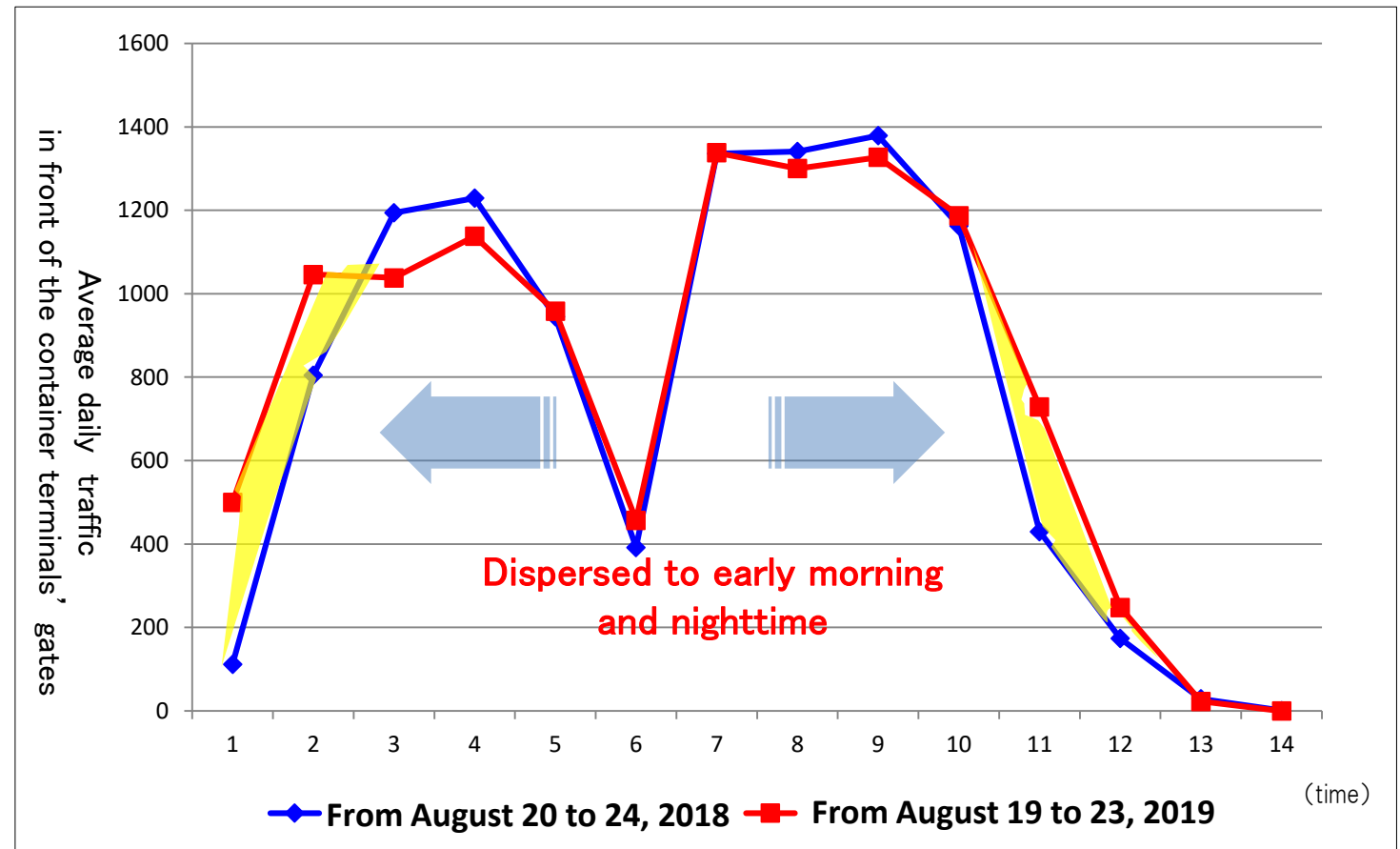
### 2 Reduction of peak times in the morning due to early morning opening.

- Number of vehicles in the morning has spread out due to a 10% decrease for vehicles visiting from 9 -10 am.

### 3 Vehicles have spread out to a certain level due to the gate opening at night time. Although, reduction during peak times is not enough.

- Part of the vehicles visiting from 14 -1630 at normal peak times shifted to after 16:30.

Number of vehicles entering the gate per hour at all container terminals at port of Tokyo. (compared to previous fiscal year)



## Future efforts

- ◎ Continue to request cooperation including shippers to ①suppress the freight volume ② changing delivery time (promote early morning/night time delivery) during Games period.
- ◎ Further promotion towards industries to extend the gate opening time along with bringing forward publicity measures as it is necessary to disperse the peak times of vehicles in the afternoon (13-15).

### <Description>

#### Off-peak commuting ★

As a general rule, flex-biz and telework etc. during intensive periods will be implemented in assumption of the same scale as the actual Games time. (Further significant efforts including “Complete off-peak at TMG” (Public transportation will not be used between 8-10;00) , “Complete suppression of commuters” , “All telework” )

#### Change delivery times including equipment and copy paper

**No deliveries** of office equipment and photo copy papers during the intensive periods at TMG bldg. and outpost agencies.

#### Reduce copy paper and waste ★

Reduce the number of waste by promoting to use less paper, changing delivery timing of recycled paper, changing timing to collect oversize waste. (**Games time target : waste reduction of approx. 40%**)

#### Adjust government ordered construction

Adjusting time of construction vehicles entering site and changing dates of non-operating days for **approx. 60%** of construction including roads and water and sewerage.

#### Suppress the use of government vehicles

Refrain from using at TMG and outpost office, and also refrain using expressways and others if required.

★ **Implemented at TMG bldg. only**

### <Actual achievements>

\*Actual achievements during intensive effort period. ①②

- Completely off-peak at TMG  
**Just about all TMG staff (approx.8,600/per day) due to flex-biz, telework.**
- Complete suppression of commuters  
TMG staff \* **Suppressed to about 1/3**
- All telework  
Terminals equipped to TMG staff. **\*Total of approx. 13,900 staff.**  
(Total of approx. 14,900 telework staff for the whole Telework days period. )

\* Except window service, security, Games event operations, childcare/nursing care staff.

Compared to July, August of previous year,  
**reduce the number of deliveries to approx. 50%.**  
Approx.1,900 ⇒ (this summer ) Approx. 920

Compared to July, August of previous year, **reduce the total waste of TMG to approx. 25%.**

**Initiate towards approx.60% of construction during the period.** (e.g. Avoid games related routes for construction vehicles, construction workers sharing a ride for commuting from office etc. )

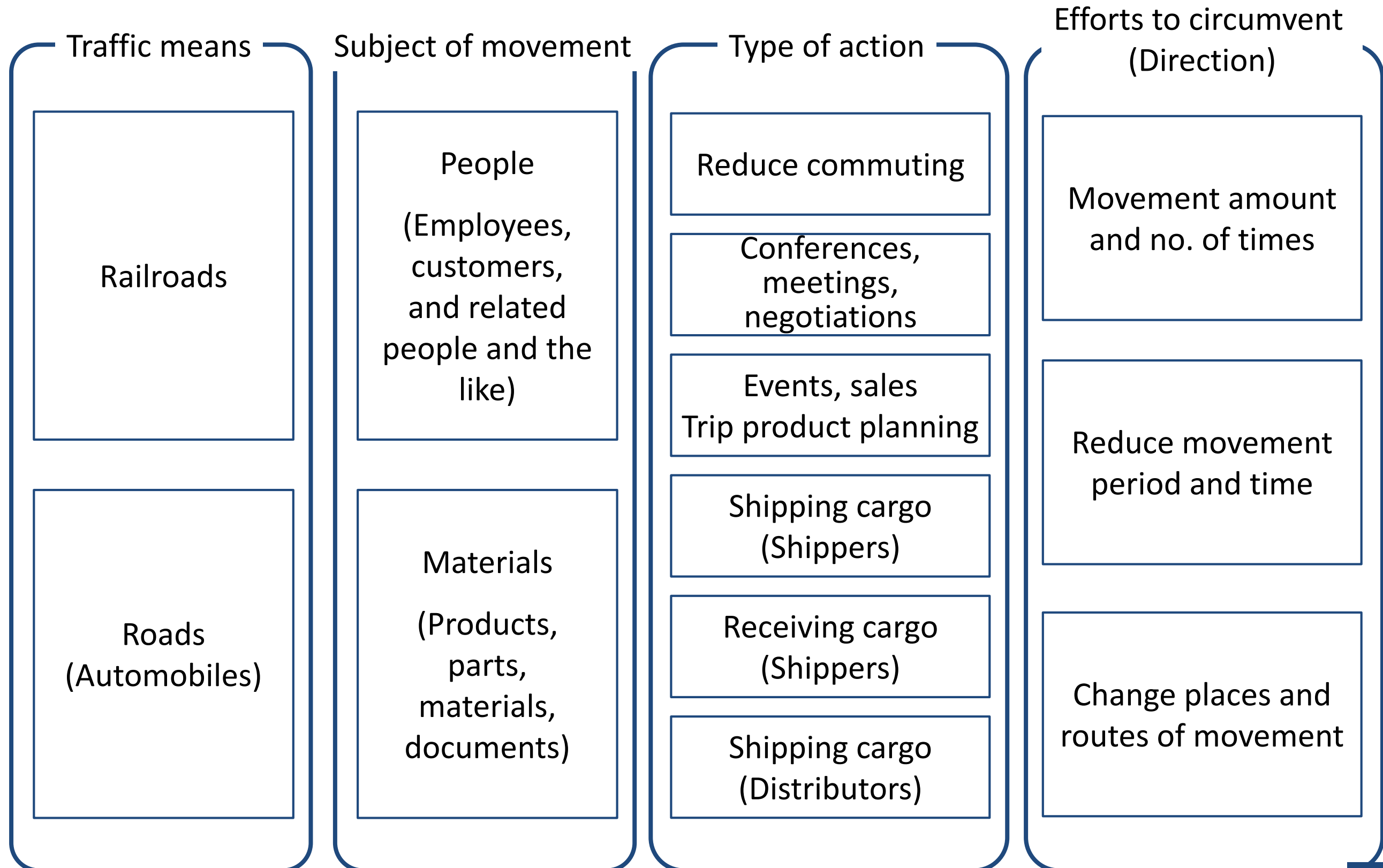
Compared to July, August of previous year,  
**suppress the use of government vehicles to 2%** (TMG approx.40% reduction)



References - Examples of corporates efforts –  
( London • G20 • corporate efforts (Smooth Biz initiative) •  
TMG Action Plan etc. )

# Efforts Requested of Corporations

Please make preparations to avoid congestion for movement that occurs because of business.





# Requested corporate efforts

## [Efforts Relating to the flow of people]

- ☐ **Pre-planned holidays**

Ex: Summer vacation during “Smooth Biz” initiative promotion period!

- ☐ **Introduction of staggered work hours, and flex-time commuters**

Ex: Choose an alternative time to avoid commuting in the morning during peak traffic periods.

- ☐ **Introduction of tele-work\***

Ex: Not coming to work in the congested city

- ☐ **Substitute email and telephone calls for meetings**

Ex: Dramatically reducing travel time

\*Tele-work is a flexible work style effectively using time and place by utilizing ICT. Tele-work includes working at home, satellite office, and mobile work etc.

## [Efforts Relating to the flow of goods]

- ☐ **Change of delivery timing**

Ex: Deliver early in the first half of July in order to have a substantial amount of stock in advance

- ☐ **Circumvent or detour congested times and regions**

Ex: Consider shipping plans which avoid congested times and routes during games time.  
(Please refer to “Map of Games’ Influence on Transport”.

- ☐ **Hold discussions between shippers and people related to the supply chain**

Ex: Work together with other companies to change delivery times, number of deliveries, change lead times, simplify inspections, and cooperate with others (shared distribution) etc.

# Example Efforts Requested of Corporations

## Items related to the flow of people

Action	Classification	Example Effort Menu	
		Common to Railroads and Roads	Roads
Common to all actions	Reduce volume and no. of times	Planned company shutdown/holidays (summer vacation, volunteer vacation, paid vacation, tele-work)	
		-	Use public transit
	Change places and routes	Utilize satellite offices in suburbs (districts with little effect)	
Shift commuting	Periods and times	Introduce time-difference work, and flex-time	
Reduce conferences, meetings, negotiations		Substitute with email and telephone calls and the like	
	Periods and times	Change period (before or after events)/change times (avoid times where many visitors and event-related personnel are moving)	
	Change places and routes	-	Set travel routes that circumvent locations having large effect (around competition venues, ORN, congested locations)
Events, sales Shift trip product planning	Periods and times	Change period (before or after events)	
	Change places and routes	Plans in districts with little effect	

Support enterprises in 2020

Bureau of Olympic and Paralympic Games Tokyo 2020 Preparation → Individual consultations by consultants \* Must register to project

Bureau of Industrial and Labor Affairs Industry Labor Agency → Individual consultations by consultants relating to introducing tele-work

HP ( <https://consulting.metro.tokyo.jp/workstyle//>)

Example of introduction of tele-work and support businesses: Japan Telework Association HP( <https://japan-telework.or.jp/>)



# Example Efforts Requested of Corporations

## Items related to the flow of goods

Action	Classification	Example Effort Menu
Shipping cargo (Shippers)	Reduce volume and no. of times	Collective delivery/returns, suppress discarding, shared shipping, carry to sales office of carriers, cooperate in standardization of journal vouchers, cooperate in standardization of pallets, crates and cardboard boxes
	Shift periods and times	Adjust delivery times (before and after events, change to six months earlier and others), ship at night, ship off-peak hours in day
	Change places and routes	Utilize production branches, storage branches in districts with little effect
Receiving cargo (Shippers)	Reduce volume and no. of times	Collective order-taking and lengthened lead-times (gap between taking orders), shared shipping, carry to sales office of carriers, cooperate in standardization of journal vouchers, cooperate in standardization of pallets, crates and cardboard boxes, inspection-less
	Shift periods and times	Adjust stock (receive before events), change time specification (from morning delivery to delivery off-peak hours in day), receive at night (consider inspection system and storage methods)
	Change places and routes	Utilize production branches, storage branches in districts with little effect
Shipping cargo (Distributors)	Reduce volume and no. of times	Consolidate, enlarge vehicles (ensure packing space), increase stacking efficiency (share, ensure return loads), standardization of journal vouchers, cooperate in standardization of pallets, crates and cardboard boxes
	Shift periods and times	Shift to night time trucking
	Change places and routes	Set travel routes that circumvent locations having large effect (around competition venues, ORN, congested locations)

# Example Efforts Requested of Corporations

## Items related to the flow of goods

Support enterprises in 2020

Bureau of Olympic and Paralympic Games Tokyo 2020 Preparation

→ Individual consultations by consultants Consultation possible relating to distribution efficiency

\* Must register to project

Efforts example such as government support business and the like

Ministry of Economy, Trade and Industry: Guidebook on how to proceed with “reducing returns,” and “making shipping more efficient”

[http://www.meti.go.jp/policy/economy/distribution/shh\\_tebikisyo.html](http://www.meti.go.jp/policy/economy/distribution/shh_tebikisyo.html)

Ministry of Land, Infrastructure, Transport and Tourism: Integrated logistics efficiency method

<http://www.mlit.go.jp/common/001207261.pdf>



# Example of Efforts from London

- (1) Identify the scope of effect on your company or trading partners
- (2) Delivery utilizing periods before and after events, have extra inventory, maintenance
- (3) Share with companies in vicinity, cargo reception system, modify delivery locations and methods
- (4) Setup and utilize relay stations
- (5) Ensure workers to handle maintenance Ensure movement means such as motorcycles or the like
- (6) Handle cash-run out at ATMs and the like
- (7) Employee training

# Example of Main Efforts of Corporations at London Events (1/6)

## (1) Printing industry

- Share effects of shipping between customers and suppliers, and request them to **shift major order taking to after the events.**
- Implement **before office hours, working from home, encourage long-term holidays, reconsider the necessary number of employees and number of days.**

## (2) Maintenance work (building equipment and electrical maintenance and the like)

- Make customers understand the possibility of effects on service levels.
- Utilize the “Map Envisioning Congestion” and **plan for engineers to move using small motorcycles or bicycles** to go to customers in areas thought to be particularly congested.
- **Have engineers stationed** with multiple skills in areas neighboring customers in areas thought to be particularly congested.
- **Stockpile spares and the like in vehicles used by engineers,** that are necessary for maintenance.
- **ATM use will increase** during the events, so implemented control of holidays to be able to ensure adequate engineers necessary for maintenance.



## (3) Construction industry

- Implement **batch deliveries to multiple sites** using the same vehicle.
- Agreed to implement **off-hours collection with waste collection companies** at sites in areas with the most congestion.

## (4) Shipping industry

- Introduced **bicycle deliveries** in center of London. Implemented **test runs** in January and February 2012.

## (5) Major newspaper companies

- (Delivery) Implemented adjustments with departments in charge of article editing, in advance. Implemented **sharing of delivery truck departure times with article editing department** to be able to plan deadlines for articles.
- (Sales) **Setup container and used that as shipping branch** to increase storage space, in parking lot of station.

## (6) Medical use gas supply

- Used congestion map, to map medical institutions and home-delivery patients using postal codes, in areas that will have a large effect. Supplied **more gas before events** to those institutions and people.

## (7) Linen suppliers

- Implemented **off-hour deliveries**. (1) Specified alternative delivery locations, and (2) **requested access (matching keys and pass codes) to delivery locations when customers are absent**.
- Shared company efforts **even with industry organizations** to which they belong, and worked to align preparations with a sense of crisis in the industry and overall supply chain.

## (8) Shopping malls

- Asked all tenants to **have extra stock in advance**, and reduce deliveries during events.
- Tenants **prepared multiple large containers** to use as warehouses to stock inventory tentatively.



## (9) Drug stores

- Specified shops that would be greatly affected by events.
- Identify products and quantities required during the events, and considered utilizing empty space in shops.
- Collected long-distance shipping cargo in temporary relay spaces in shops in the city from outside of London, to avoid exceeding legal labor hours for long-distance drivers by shipping to shops later.

## (10) Super markets

- Established plans to avoid ATMs from running out of cash.
- Dispatched engineers on moped bikes to handle maintenance.
- Conducted equipment inspections in advance for shops and companies.

## (11) Restaurants

- Shifted one week before and after events.
- Ordered twice the volume of usual in June.
- Consulted with neighboring restaurants and collaborated collectively to receive each others' orders.
- Procured linen with neighboring restaurants from the same suppliers.

## (12) Hotels

- Encouraged commuting shifts and commuting by bicycle avoiding hours of congestion.
- Stockpiled in advance of events items that can be stored.
- Implemented customer support training for back staff as well, other than front desk workers.



## (13) Shopping areas

- Judged that **the same items are purchased and delivered at many offices.**
- **Selected priority vendors** for office supplies, deliveries, drinking water, lunch and the like, and setup a system for **delivering using delivery bicycles** that are compact and do not take up space.
- **Established stock consolidation center.** Requested retailers to deliver to consolidation center.

Source: <http://www.tfl.gov.uk/gettingaround/london2012/> (Page currently shutdown.)

Created with support from the Tokyo Chamber of Commerce and Industry

# Efforts by corporation (Smooth business kick-off event)

## ◆ JTB Corporation

Target: Full-time employees at branches and shops in Tokyo

- (1) Flexible work shifts (early, late shifts and others)
- (2) Take annual vacations (including hour unit year holidays, and half-year holidays)
- (3) Working from home
- (4) Take summer vacations

## ◆ Kajima Corporation

Create and try the workplace's own action plan using three model sites.

(Koto pump station, JR Hamamatsu-cho station east-side bridge, new condominium)

- (1) Take planned paid holidays
- (2) Reduce the number of commuting vehicles
- (3) Change the period for taking summer vacations
- (4) Reduce the number of construction vehicles
- (5) Change loading/unloading times
- (6) Change vehicle entry and exit routes



# Efforts by corporations (Smooth business kick-off event)

## ◆ Yamato Holdings

- (1) Control of distribution network and delivery times based on traffic predictions
- (2) Reduce traffic volume by suppressing re-deliveries
- (3) Alleviated railroad congestion by promoting hands-free to foreign sightseers



## ◆ Tokyo Social Insurance Labor Consultants

- (1) Sponsored "Seminar for Support Work Reforms" for corporations and members
  - Publicizes smooth business to seminar participating companies and members
  - Members implement thorough publicizing activities to customer corporations and the like
- (2) Implementation of publicizing activities
  - Publicizing of smooth business through a trade journal "Sharodo TOKYO" (monthly; circulation 11,000 copies) and member sites

# Efforts by corporations (Smooth business kick-off event)

## ◆ SMBC Trust Bank Ltd.

### 1. Take holidays

#### “Summer vacation plus one”

- Aim for 100% acquisition of paid holidays
- Further strengthening awareness of reforming method of working

### 3. Time-difference business

#### “Tele-work 100” (under trial at HR)

- All staff is trying time-difference commuting
- Contributes to alleviating congesting during events

### 2. Promote tele-work

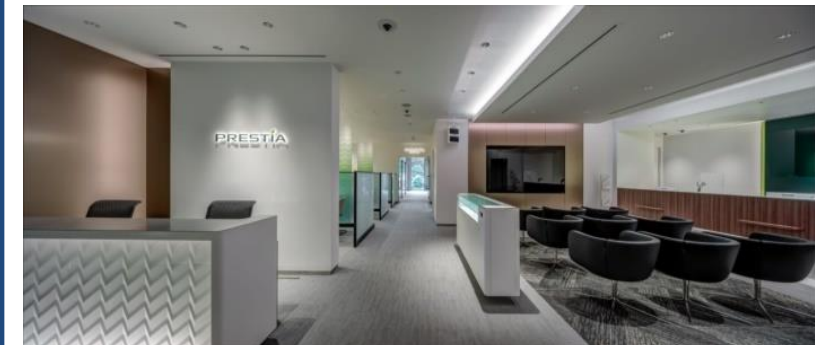
#### “Tele-work 50” (under trial at HR)

- 50% of staff is working by tele-work
- Coexisting of diverse ways of working and efficiency

### 4. Time-difference business

#### “Black out periods”

- As a general rule prohibit essential meetings for two weeks in summer
- Promote work in entire company that is varied



## ◆ All Nippon Airways Co., Ltd.

Propose a new way to work for summer called “tele-home-work”

- Implement tele-work from your hometown before and after the Obon holidays -

In addition to promoting an improved quality of work and life,  
promote flexibility and diverse ways to work using tele-work

\*Tele-work is a combination of “tele” (from afar) and “work.”



# Efforts by corporations (Smooth business kick-off event)

## ◆ East Japan Railway Company

- (1) Started full flexible commuting system and tele-work
- (2) Planning publicizing activities of smooth business at stations
- (3) Continuing visualization of congestion
- (4) JRE POINT to promote use to avoid congestion Present campaign

### Summer early-riser support campaign

Please use under the targeted conditions.  
500 people will be selected to receive 10,000 JRE points.

**Tachikawa Station is extremely congested from 7:00 until around 7:50.**

Please cooperate to commute to work and school by avoiding times of congestion.

Please cooperate by distributing rides.

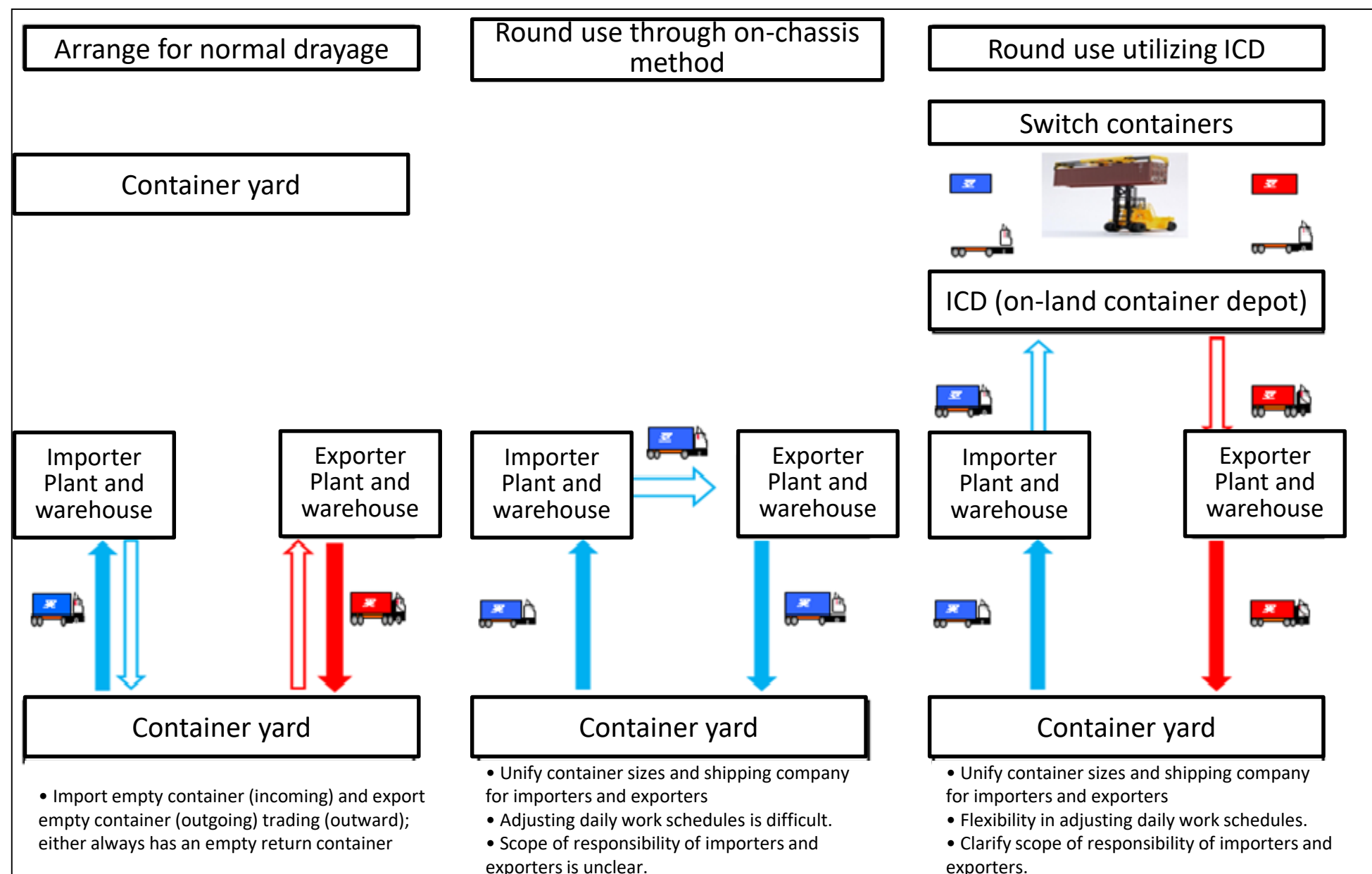


# Efforts by corporations (Smooth business kick-off event)

## ◆ KBS Kubota Corporation (1/2)

### • Container round use (CRU)

Normally, import and export containers are returned empty, either coming or going. Don't simply return import containers to the port empty on land. Instead, by using it as a separate export container, you can reduce the total traveling distance, which is the amount of empty container shipping, thereby making the container shipping environment more efficient.



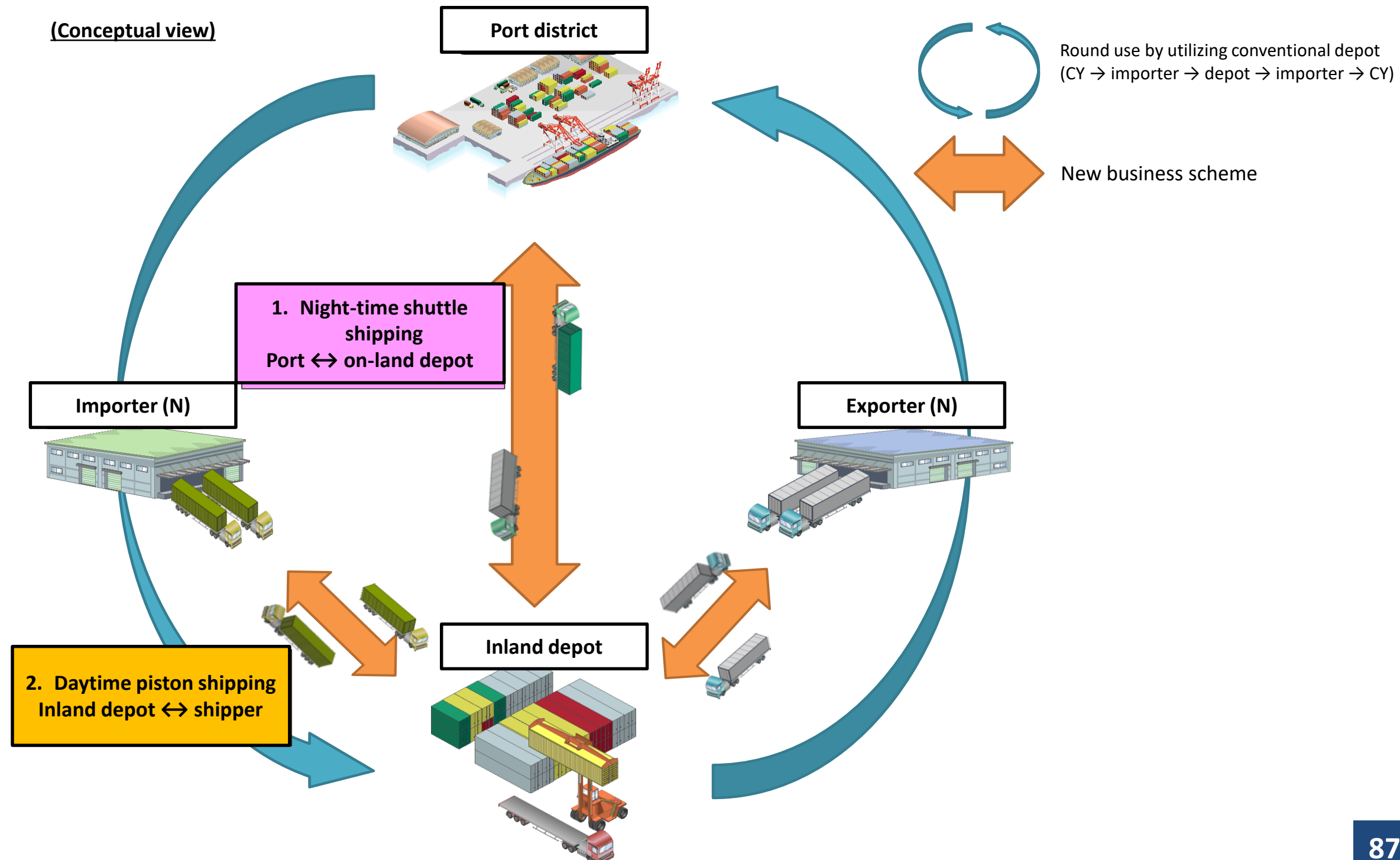


# Efforts by corporations (Smooth business kick-off event)

## ◆ KBS Kubota Corporation (2/2)

### • Shuttle shipping

By combining shuttle shipments going back and forth between the port area and the depot, and piston shipping going back and forth between an inland depot and the shipper, you can further promote efficiency of the shipping environment, such as by reducing cargo handling times.



# Example of efforts by corporations

(using pre-event tele-work days 2019 and smooth business promotion period)

## ◆ Kouyo Electric Equipment Co. Ltd.

“Onsite office” as satellite office.

## ◆ Sumitomo Corporation

- Measures to promote utilization of tele-work
- Encourage time-difference business that utilizes super flex-time
- Founded award

(Workstyle Transformation 2019)

July 22 - September 6, 2019

日	月	火	水	木	金	土
7/14	15 海の日	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	8/1	2	3
4	5	6	7	8	9	10
11	12 山の日	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
9/1	2	3	4	5	6	7

### “Tele-work days 2019”

Called to implement for a total of 5 or more days

\* Corporations in Tokyo focus implementation from July 22 (Mon) to August 2, 2019 (Fri), and August 19 (Mon) to August 20, 2019 (Fri)

## ◆ Toyota Motor Corporation

- Implement trials of working from home all day as a general rule, targeting people who work in Tokyo for a total of 4 days, including the core day of July 24 (Wed).



# Example of efforts by corporations

(using pre-event tele-work days 2019 and smooth business promotion period)

## ◆ Fujitsu Corporation

- Promote tele-work for one consecutive week

Target: Employees working in important effort areas (28,000 people)

Period: Either week of the concentrated effort period (7/22-8/2, 8/19-30)

- Aim to reduce the inflow of employees to important effort areas by 70% by taking summer vacations (including complete annual holidays), and implementing tele-work for one continuous week.

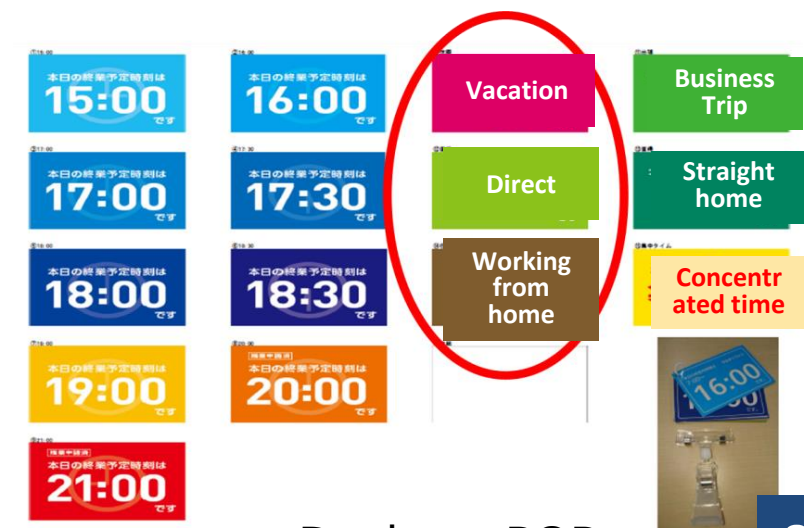
## ◆ Mitsui Sumitomo Insurance Group Holdings, Inc.

- Preparations to date for the Tokyo 2020 events

- ➡ Setup environment for working from home, time-difference commuting, and mobile work (targeting 20,000 people)

Start strengthening efforts with approximately 200 people

- Approximately 5,000 people targeted centering on HQ (Ochanomizu)
- Propose working pattern (model) and each one makes a selection.
- Period: 7/22-9/6  
Important days (7/22-8/2, and 8/19-30)



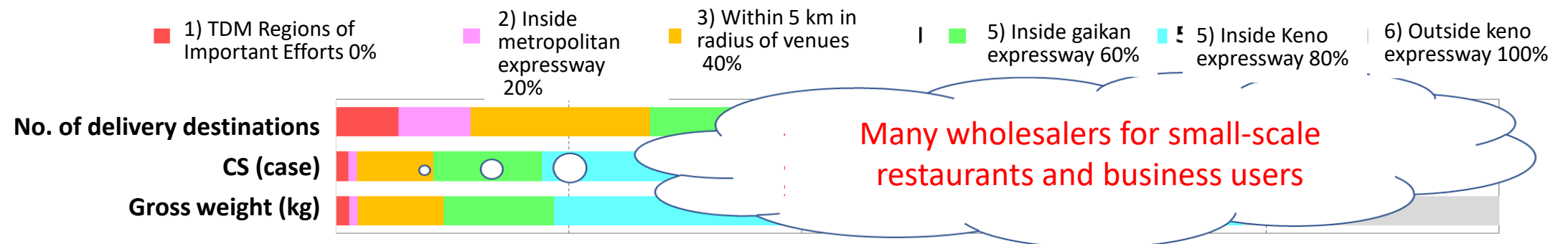
Desktop POP

# Example of efforts by corporations

(using pre-event tele-work days 2019 and smooth business promotion period)

## ◆ Ajinomoto Co., Inc.

	Area of Map	Shipping District	Countermeasures (Proposal)	Point
	TDM Regions of Important Efforts	Important point	Early morning, night-time delivery and simplify inspection Promote warehouse	<ul style="list-style-type: none"> <li>• Change delivery times because of most congestion because of events, and move forward with simplifying inspections and quicker deliveries</li> <li>• Promote from direct shipping to warehouse out</li> </ul>
	Inside metropolitan expressway			
	Within 5 km in radius of venues			
	Inside gaikan expressway	Important point	Shipping on set days Simplify inspection	Conduct delivery work with set delivery days and simplified inspections.
	Inside keno expressway	Target	PM shipping	Shift delivery times from morning when it is congested to afternoon
	Entire area (nationwide)	-	N+2 • Pallet	Ensure vehicles by delaying lead times and move forward with driver unloading efficiency

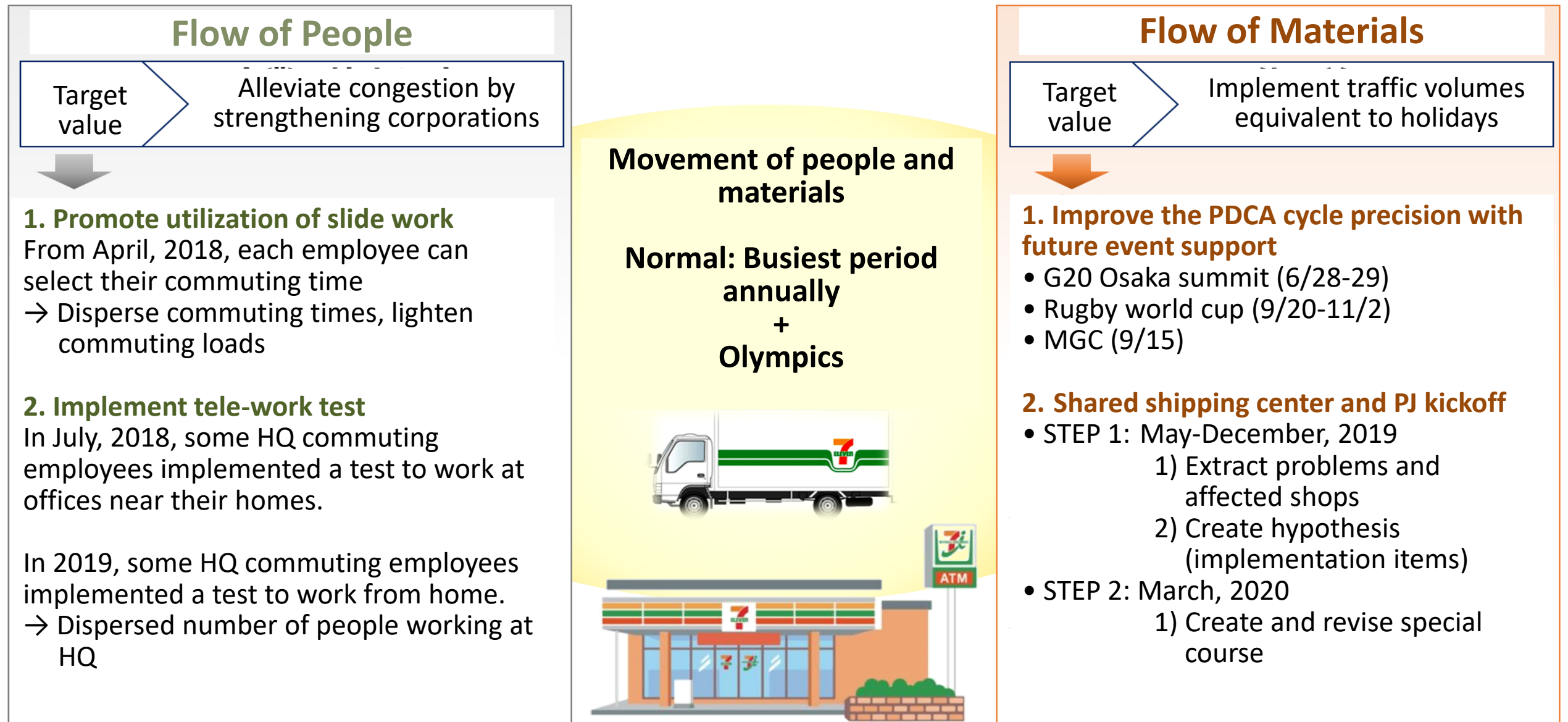




# Example of efforts by corporations

(using pre-event tele-work days 2019 and smooth business promotion period)

## ◆ Seven-eleven Japan Co., Ltd.



## ◆ Tokyo Gas Co., Ltd.

- **Reduce distribution** (Adjust order volumes, adjust ordering period, adjust with customers, and others)
- **Reduce people** (Promote taking vacations, working from home, utilization of satellite offices, time-difference business)
- **Reduce work** (Adjust work volumes, adjust working periods, adjust with collaborating companies and others)

# Example of efforts by corporations (using pre-event tele-work days 2019 and smooth business promotion period)

## ◆ WeWorkJapan Merger Company

### Tele-work days WeWork **Implementing free trial**

Period: July 22-August 30, 2019

Branch: WeWork Ocean Gate Minato Mirai (Yokohama)

WeWork Metropolitan Plaza Building (Tokyo, Ikebukuro)

WeWork Midosuji Frontier (Osaka)/WeWork Nanba Skyo (Osaka)

## ◆ Ehime Prefecture, Saijo City

- Started **introducing tele-work targeting elementary and junior high school teachers** from April, 2016.
- Use personally owned PC (not to recommend take-home work)
- As of February, 2019, **59.2%** are using.
- ➔ In order to enable both childcare and elderly nursing care, there are many teachers who use it as “something cannot do without.”  
After introducing tele-work, there were results in saving labor in school affairs, and improved satisfaction of teachers and others.

## ◆ Cisco Systems G.K.

- **Provided package to make it possible to start tele-work soon.**
- Scale of target company: 300 employees or less

## ◆ Salesforce.com, Inc.

- Enlightenment on flexible way to work  
A change of mind in how we work to increase productivity in collaboration with the local authorities.



# Award winning corporations/organizations for Smooth Biz initiative Promotion

Grand prize was awarded to corporations/organizations who have been highly motivated and made progressive approach during the Smooth Biz initiative promotion period (July 22-Sept. 6, 2019) .

## ◆Grand Prize (5 corporations)

Kewpie Corporation, Six Apart Ltd, Tokyu Corporation,  
Tokyo Metro Co., Ltd., NEC Corporation

## ◆Promotion award (10 corporations /organizations)

Asahi Breweries Ltd., e-Jan Networks Co., Olympus Corporation,  
Keio Corporation, Keikyu Corporation,  
KONICA MINOLTA JAPAN, INC., TDM tele-work executive committee,  
Densaburo Shokai Ltd., TOBU RAILWAY CO., LTD., TOPPAN PRINTING  
CO., LTD.

## ◆Honorable award (3 corporations/ organizations )

【Collaboration award】 TDM project around Hamamatsucho station

【Future award】 MINDS

【Pioneer award】 Yoshie Social Insurance Labor Consultants

# Kewpie Corporation



〈For inquiries〉 Kewpie Corporation  
Logistics Promotion management IWATA Shiichi 03-3486-3069  
(For media Public Relations TANAKA Yuki 03-3486-3051)

## Corporate efforts (Overview)

### Logistics

**Structuring a lean delivery** : Efficient course, efficient expensive vehicles, shortening of delivery time

#### ① Avoid congestion/regulations

Specify traffic regulation conditions to avoid/regulate congestion.

**Ingenious delivery avoiding the course, time zones, and days as much as possible.**

For efficient delivery

**Motivate towards shippers**

- Pre-order
- Restricted delivery (Not possible to specify delivery time, early/night time delivery. )

#### ② Delivering the day after tomorrow

#### Ensure delivery

- Efficient delivery Vehicles

- Coordinate flexibly by using 1 day in the middle.

#### ③ Simplified inspections

A S N (Pre-shipment information)

#### Labor saving of delivery

- Reduction of drivers Burden

- Shortening of delivery time
- Swiftly unload and return

Efficiency/resilience in processed food logistics by integrating with the government/industries towards delivery to all customers.

#### Contents

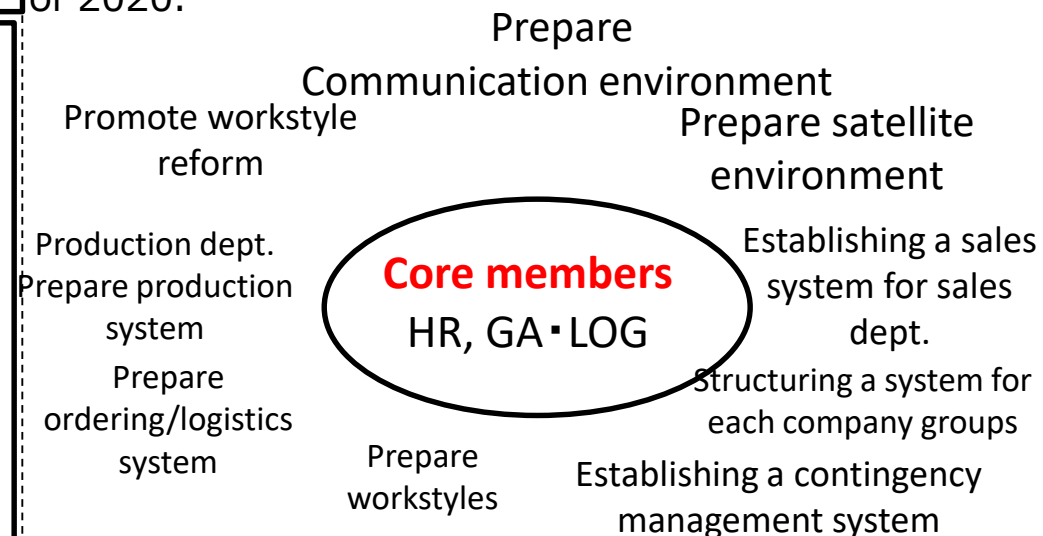
- ① Confirm the delivery effects at the 4 routes over the intensive effort districts by **changing the delivery times**.  
→ Outcome of avoiding traffic congestions and preparation (issues) at the arrival/departure point was apparent.
- ② **Implemented from the Obon period until the peak period every day**. Possible to deliver under the difficult condition of securing vehicles.
- ③ **Tested and review by confirming operation procedures**. Labor saving of delivery operation.

**Awareness raising activities**

Introduce the corporate efforts mentioned above at Smooth Biz kick off events and logistics conference.

### Flow of people

Established a **preparation committee** to contribute towards alleviating traffic congestion during summer of 2020.



#### Contents

- Flexible working **time**
  - Flex time
- Flexible working **location**
  - Working at home
  - Tele-work
  - Using satellite office

Creating more efficient workstyles and effective use towards summer of 2020.



—“Smooth Biz” initiative promotion period, Event announcement of results  
( 2019.11.18) Introducing corporate efforts by award winners —

# Six Apart Ltd.



〈For inquiries〉

Six Apart Ltd. Public Relations KOTOBUKI  
03-6261-4640 / pr@sixapart.jp

## Corporate efforts (Overview)

### Non-commuting workstyle SAWS



Commute to work only when necessary. Relocation to outside regions, and cooperation between other companies/municipalities.

- **Internal promotion** : Launched along with the relocation to an office 1/3 smaller than before at the timing of creating one's own business due to EBO (Employee Buy-out) in summer 2016. Leading to a cut reduction of 40 million by half period.
- **Support a free workstyle** : Paying benefits for a better working environment (15,000/per months) towards all employees without exceptions.
- **Objective is to improve individual QOL** : Overtime work did not change as it was less than before the launch of SAWS. Non—commuting improved QLO.

### Staff working at various locations



Living outside the city, work-cation when going home during vacations or travelling.

All employees are subject to “commute only when it is necessary.” More than half of the employees live outside the city including Nagano, Ibaraki, Gunma as they only commute about 1-2 times per months.

Work-cation is frequently carried out when going home during vacations or while travelling.

### Promotion of awareness raising activities <Municipalities>

Implement tele-work promotion initiatives with municipalities including Aomori and Odate city, Akita prefectures etc.



June 2018  
Career seminar for Junior  
High School students  
from Aomori  
@ Office in Jinbocho

Aug. 2019  
For high school students  
Lecture for Web creation  
@ Aomi Prefectural  
Commercial High School

Aug. 2019  
Participated in the satellite  
office project at Odate city,  
Akita prefecture. Work-  
cation with my child.

Hold seminars.  
Posted on  
Hokuroku  
Newspaper  
Aug. 2019

### Business Continuity Plan (BCP) in preparation for disasters

Support safety operation  
of the website

System to structuring your website which is our main products. 「Movable Type」 is used by municipalities all over the nation and government ministries. It is our responsibility to support safe operations of important websites in times of emergencies.

Support to provide information continuously even during disasters by confirming the safety of employees by using cloud network and structuring a business continuity plan.



Tokyu Corporation



東急



東急電鉄

〈For inquiries〉

Tokyu Corporation HR Strategy Labor  
Planning Group 03-3477-6138

## Corporate efforts (Overview)

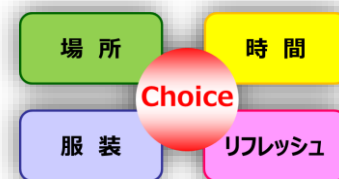
### Corporate efforts contents ・ Ingenious efforts

- Special benefits for “Good Choice” point collectors
- Expansion/penetration of workstyle choice including work-cation events

⇒ **Provide opportunities to comprehensively and continuously choose flexible workstyles.**

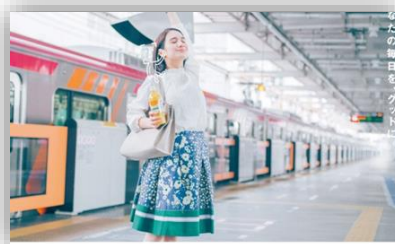


### Smart Choice スマチヨ

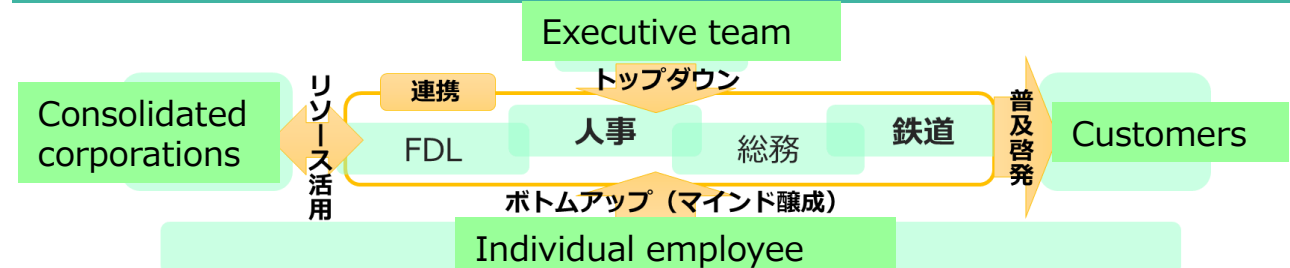


- Receive special benefits for off-peak boarding and early work at shared office.
- Hold morning seminars

⇒ **Propose various working styles during commuting time**



### In-house promotion system



Recognition of actual achievements/survey

Alleviation of traffic congestion during summer 2020 and workstyle reform.

### Actual achievements/results

- Penetration rate of “Good Choice coupons” 83%
- Early work users Ave.160 /day
- Tele-work users Ave.121/day
- Pre-planned holidays Ave.143/days

- Flex-biz liner Appox.1,800/day (Total 2 lines)
- Special benefits for boarding extra service trains Appox.2,700 staff (Total 8 days)
- Participants during off-peak period ( 1 . 3 times from the previous year )

### Corporate efforts towards summer 2020

- Encourage employees to choose workstyles which avoid commuting to the city center as much as possible.
- Unique policy and approach for railroad companies towards off-peak commuting for customers.

⇒ **Encourage both customers and employees to contribute to alleviation of traffic congestion in summer 2020.**



# Tokyo Metro Co., Ltd.



## 〈For inquiries〉

Tokyo Metro Co., Ltd. Public Relations  
NAKAGAWA・YAMAGUCHI 03-3837-8277

## Corporate efforts (Overview)

### Efforts towards Flex-biz (flexible working and commuting hours).

#### 1 Off-peak project

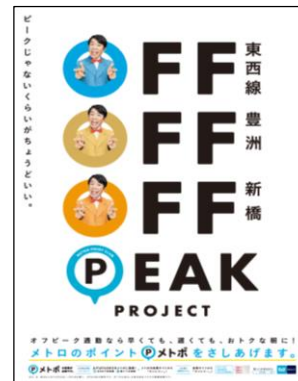
- ( 1 ) Off-peak project on Tozai line
- ( 2 ) Off-peak project at Toyosu, Shinbashi

#### 2 Special service trains in operation

Total of five (5) special service trains in operation on Hibiya line, Hanzomon line, Nanboku line.

#### 3 Visibility of congestion

Post congestion situation on the Tokyo Metro application and Tokyo Metro website.



#### 4 Other efforts

- Demonstration of satellite office service.
- Workspace with a kids room Discount campaign for「room EXPLACE」

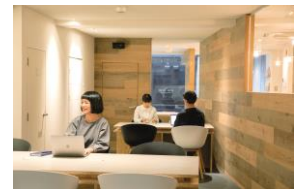
Nearest station : Toyochō station and Monzennakacho station (Tozai line)

- Outdoor fitness club Morning lesson at「greener」

Nearest station : Myoden Station (Tozai line)



Work booth Exterior



room EXPLACE Interior



greener Interior

### Efforts by employees

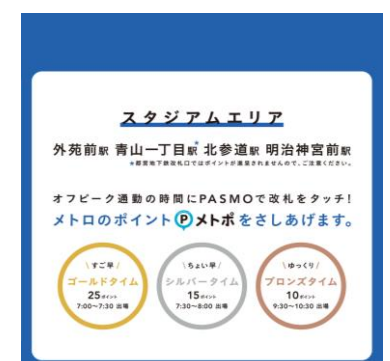
#### Promotion of flex-biz and tele-work

- ( 1 ) Promotion during Smooth Biz period at head office.
- ( 2 ) Trial for partial work-site operations

### Efforts concerned with TDM

#### Off-peak policy at stations nearby venues towards summer 2020

- Tokyo Bay Zone : Tsukishima, Tatsumi, Shinkiba
- Stadium area : Gaien-mae, Aoyamaicchome, Kitasando, Meijijingu-mae





# NEC Corporation



## 〈For inquiries〉

NEC Corporation Culture Transformation Division  
SOU Yuriko smartwork@rise.jp.nec.com

## Corporate efforts (Overview)

### Overview

#### •Tele-work

日	月	火	水	木	金	土
7/14	15 海の日	16	17	18	19	20
21 A	22	23	24	25	26	27
28 B	29	30	31	8/1	2	3
4	5	6	7	8	9	10
11 夏休み 山の日	12	13	14	15	16	17
18 C	19	20	21	22	23	24
25 D	26	27	28	29	30	31
9/1	2	3	4	5	6	7

Select from the above periods  
(A~D) and work at home for 1  
consecutive week

- Objective : Workstyle practice run for Tokyo 2020 Games
  - ✓ Promotion/establishment of workstyle reform
  - ✓ Thrash out issues for Tokyo 2020 Games.
  - ✓ Workstyle reform and thrash out issues envisioning BCP.
- All employees work at home for one consecutive week as a principle.
- Prepare satellite office available around the office for the whole day with over 1800 spectator seats.
- Tele-work trial for temporary staff by concluding a memorandum with some temporary employment agency.

### Result

- Number of participants : Whole NEC groups 41,286  
NEC 16,495 (Over 80% of employees)
- Five (5) Consecutive days or more than 5 days :
  - ✓ 51% of NEC tele-work staff



#### •Logistics trial

### Overview

- Participation towards TSM trial during Challenge week.  
\*Traffic System Management

### Result

- Avoid traffic congestion by taking early delivery for some deliveries towards city center
- Confirm arrival at a roughly scheduled time for main line and main line junction
- Specify areas/routes effected by the traffic congestion.

### Others

- Reduction of the shipping volume by 50% by changing delivery times due to corresponding towards the traffic regulation during G20 Osaka Summit. (Compared to previous year )
- Confirm effective delivery by making preparations in advance.

## 〈In-house Promotion system〉

- Correspond towards flow of people : Workstyle reform division
- Correspond towards material flow : Supply chain division
- Coordinate with clients : Sales division

## 〈Ingenious operational efforts〉

- Creating a environment prone to promoting development and tele-work through Smart Work Week every months.
- Raising awareness and promote understanding by holding seminars. (Non-experienced tele-work employees •to concerned supply chain •customers)

# Asahi Breweries Ltd.



〈For inquiries〉

Asahi Group Holdings Ltd.

Tel : 03 - 5608 - 5126

## Corporate efforts (overview)

Corporate efforts towards alleviating traffic congestion during Tokyo 2020 Games

### **Aim to disperse/reduce 30% or more of material flow**

～Aim to reduce the flow of people by utilizing tele-work and flex-time～

- 1.Effort items
  - Related to material flow : Run a simulation for dispersing/reducing 30% or more of material flow.
  - Related to flow of people : Promotion of telework for employees
- 2.Contents
  - Material flow : Run a simulation aiming to disperse/reduce 30% or more of material flow during Tokyo 2020 Games.
  - Flow of people : Introduce efforts during telework promotion period and also familiarize through poster displays for the 462 employees working during the Games time towards summer of 2020.  
Conduct a survey after the promotion period, and utilize towards the expansion of telework.
- 3.Points
  - Aim to disperse/reduce 30% or more of the number of large trucks for the material flow including raw materials and products within 1 city and 4 prefectures.
  - Bring forward some of the delivery periods of raw materials delivered at Tokyo port and most of the imported products.
  - Change the delivery port of import products to other ports besides Tokyo port.
  - Change delivery to other times besides the peak times for raw materials delivered from Tokyo port to Ibaraki plant, forwarded from the plant to delivery center within Tokyo and delivery towards important clients within corresponding areas.

**e-Jan Networks Co.**

**e-Jan**

〈For Inquiries〉

**e-Jan Networks Co. Business management group**  
SATO Kaori 03-6691-1186

## Corporate efforts (overview)

### 1. Efforts concerned with the flow of people

- Telework for all employees

### 2. Efforts concerned with material flow

- Using less paper for delivered documents

### 3. Efforts concerned with telework promotion and raising awareness.

- Free product campaign
- Externally delivering knowledge

#### 〈Corporate details〉

Established in March 6, 2000

Operation contents :

Telework platform

Planning/development/sales of

「CACHATTO」

Number of employees : 93(Oct.2019)

#### 〈In-house promotion system〉

- Promotion led by “**Telework promotion team**”

### Features and ingenious efforts

Telework  
for all  
employee  
es

- Participation to Smooth Biz, telework days 2019/establish targets/prepare two months in advance
- Preparation of co-working space/introduction of flex-time

Using less  
paper for  
delivered  
documents

- Send paper documents by e-mail/change delivered DVD data to download type/development of in-house system

Free  
product  
campaign

- Trial campaign of in-house product, “CACHATTO”,

Externally  
delivering  
knowledge

- Posted telework efforts on websites.  
(Interview towards employees etc.)

### Actual achievements and results

- Operation rate :  
**98.8%**

- Number of deliveries: Approx.100 /months ↓  
**5/months**

- Number of applications :  
**90**

- Posted site :  
**7**



Corporate efforts posted on blogs.

<https://www.e-jan.co.jp/workstyle/?catid=5>



**CACHATTO®**

CACHATTO製品情報

<https://www.cachatto.jp/>

\*Total of 530,000 users including central government, municipalities, private sectors.

Expand corporate efforts throughout the whole company aiming to become the Telework model towards summer of 2020. Actively deliver information externally by creating an environment possible to implement telework on a regular basis and continuously.



# Olympus Corporation



## For inquiries

Olympus Corporation HR Diversity  
TAKAMASA Okimoto 03-3340-2284

## Corporate efforts (Overview)

### 1. Efforts concerned with the flow of people

- Promoted by executive staff to take the initiative to work at home
- Flex-biz (flexible working and commuting hours) with flextime

### “Early morning start・Go!! Flex-biz campaign”

- Pre-planned holidays and creative holidays for five days

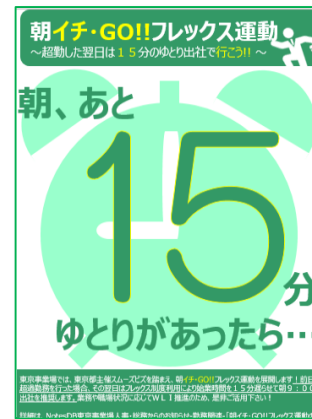
### 2. Awareness raising project

- Displaying posters and encouraging associated companies.

### 3. Efforts concerned with material flow

#### Transport verification test

- Internal transport
  - Obtaining data including transport times.
- International transport
  - Coordinate shipment times of delivery vehicles and containers.
  - Detour routes to avoid traffic congestion and flight adjustments
- Review examples from past international games



As of July 26  
16:25

### 〈In-house promotion system 〉

- Both HR and SCM section are inseparable, and request cooperation towards relative division including manufacture, procurement, sales, secretary, internal control. \*SCM= Supply Chain Management (Logistics section )



### 〈Ingenious operational efforts〉

- Effective for executive staff to take the initiative to work at home
- Added visual promotion including posters and signage.
- Promote measurement/trial test envisioning the actual games time for logistics.

### 〈Actual achievements/results〉

- From the survey result of working at home for executive staff, 30% have responded effective use of commuting time and 23% of users reducing fatigue have responded that they could focus on their work. Overall of 84% have responded realizing the effect. Received response to use mobile work, flex-biz, pre-planned holidays for the summer initiative in 2020. This has become an opportunity to raise motivation.
- From the result of transport verification test, there was a smooth material flow without any confusion. Confirmed no major problems with the measurement in transport times.

—“Smooth Biz” initiative promotion period, Event announcement of results  
( 2019.11.18) Introducing corporate efforts by award winners —

# Keio Corporation



〈For inquiries〉

Keio Corporation Corporate planning  
TOMOAKI Koga 0 4 2 - 3 3 7 - 3 0 3 5

## Corporate efforts (Overview)

### Efforts towards those living along the lines

#### Efforts including off-peak boarding for train users

- Special train operation of “Keio liner Flex-biz” leaving from Shinjuku station bound for Keio Hachioji station and Hashimoto station during Smooth Biz period to aim promotion of flex-biz during evening time.
- Hold events including point campaign and lottery games during the period, and provide trading cards as a gift based on the points.
- Changing the opening time from 7:30 to 6:45 at Shinjuku Station, Shintoshin Exit and from 7 to 6:30 at Nakagawara station, temporary exit.

#### ▼Trading cards



#### ▼Keio liner Flex-biz

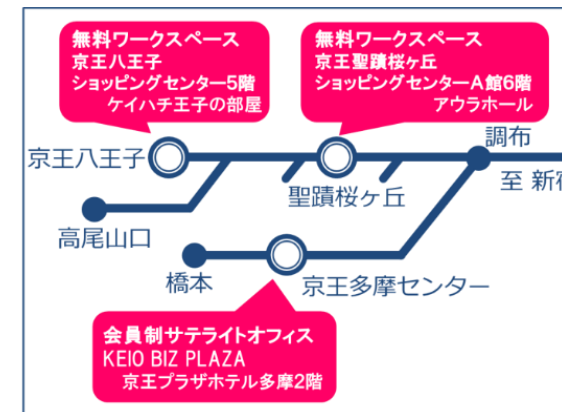


#### ▼Media announcement



#### Efforts at satellite office “KEIO BIZ PLAZA”

- Develop a campaign where everyone can use regardless of registration or not at the satellite office “KEIO BIZ PLAZA” limited to members only.
- Install a free work space at the shopping centre of Keio Hachioji and Seiseki-sakuragaoka.



#### ▼Media Announcement



### Efforts towards employees working at the head office

- Implement policies towards employees to strengthen “Workstyle reform” during the Smooth Biz period . Also, carry out each policy to take the opportunity to establish the new workstyle within the company.

#### ●【①】Change time of entering /leaving the head office building

Change entry time from 8 to 7, and leaving time from 22 to 21. Prohibit overtime work beyond 21:00 as a principle.

#### ●【②】Recommended to use flex time

Re-announcing procedures of flextime by using e-learning along with recommending flextime during Smooth Biz period.

#### ●【③】Recommended to use satellite office

Recommend the use of the three (3) satellite office along the lines (Shinjuku, Chofu, Tama Centre) and directly going or returning straight home from visiting destination.

#### ● Actual results

Corporate effort details		2019 (year over year)
[1] Change entering/leaving time from building [2] Recommended to use flextime	Total number of staff starting work between 7-8	950 staff 951 (+19)
	Total number of staff leaving work before 18:00.	8741 staff (+361)
[3] Recommended to use satellite office	Total number of users	471 staff (+122)

#### ● Efforts towards workstyle reform

##### Participation from employees working at head office Workstyle reform ⑥

- Develop an environment where everyone can live healthy lifestyles and secure safety by reviewing previous workstyles, and proceed to improve motivation and work efficiency.

- Create motivation to challenge new things and satisfying one's own work life balance, which will lead to stable management and secure better human resource.





# Keihin Electric Express Railway Co., Ltd.



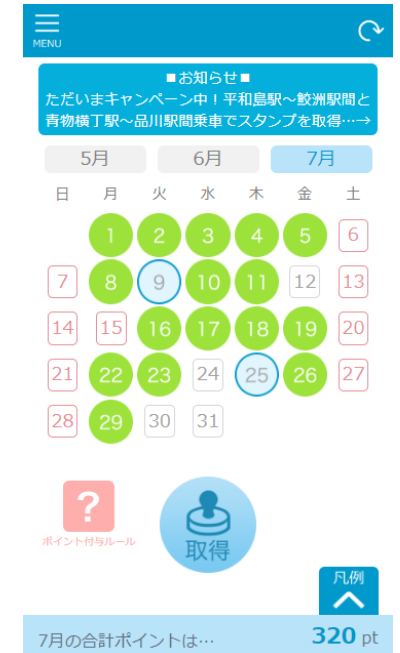
〈For inquiries〉

Keihin Electric Express Railway Co., Ltd.  
Public Relations, Press division  
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## Corporate efforts (Overview)

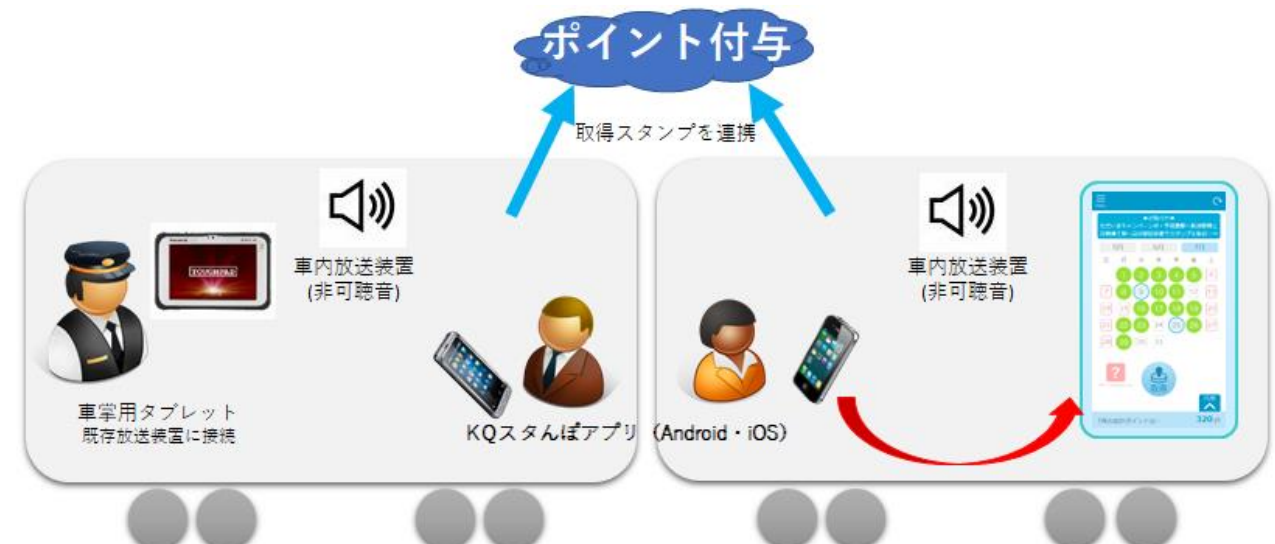
Propose “off-peak commuting by changing the type of trains” in addition to previous “off-peak commuting times” .

## ■ Launched from the customers thoughts to level congestion



## ■ Alleviation of congestion by using “KQ Stanpo” application !

## ■ Grant points to only those boarding regular trains without increasing the work load of train conductors !





KONICA MINOLTA JAPAN, INC.



〈For inquiries〉

KONICA MINOLTA JAPAN, INC.  
Marketing division, Office operation  
MAKINO Youichi 080-9364-2065

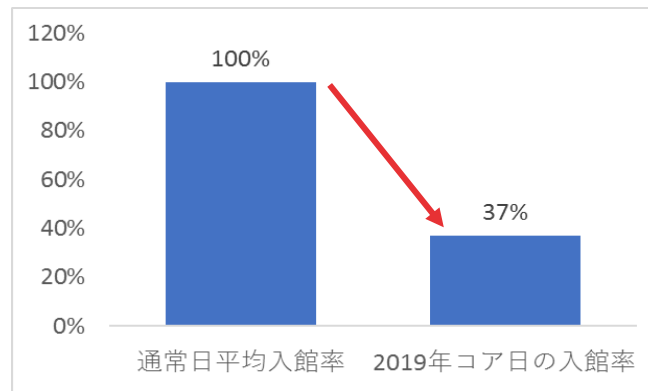
## Corporate efforts (Overview)

### ◆ Flow of people

- ① Suppress commuting during core days  
(7/25、9/5、9/6) and implement telework  
for the whole company at the same time

#### 【Result】

Percentage of  
staff entering  
Hamamatsucho  
office



### 〈In-house promotion system〉

- Participation from each section of management top, HR, General Affairs, Information system, marketing, solution planning, sales, service, operation.

### ② Operation support of urgent BCP (When distributed PC is not in possession)

Distribute water resistant QR code in the size of a business card which is accessible to important ICT communication・collaboration System.



\*Some parts are hidden in this image.

### ◆ Efforts concerned with promotional activities : Actual achievements



Sidewalk on the left  
for vehicles parked on  
the left.



For vehicles  
parked in the  
back.

Promotion to put Smooth Biz and 2020TDM stickers on company vehicle

### 〈Ingenious operational efforts〉

- ✓ Confirm beforehand the number of employees necessary to work.
- ✓ Telework implemented for the whole office is changed every single day in order to smoothly proceed without carrying any burden.



—“Smooth Biz” initiative promotion period, Event announcement of results  
( 2019.11.18) Introducing corporate efforts by award winners —

# TDM Telework Executive Committee (23 coalition members)



〈For inquiries〉

TDM Telework Executive Committee  
Asteria Corporation

TEL:03-5718-1297 FAX:03-5718-1261

## Corporate efforts (Overview)

### TDM Telework

Telework and corporate efforts with 23 coalition members centered on metropolitan IT companies

Middle sized companies **will implement telework by sharing each others know-how and accomplish a constant result** towards **contributing to alleviating traffic congestion** next summer. Encouraged by Asteria Corporation, 23 coalition members implemented “TDM Telework” by integrating with each other.



＜Participated companies＞ 株式会社アクティオ, アステリア株式会社, あっと株式会社, 株式会社アトラエ, 株式会社ヴァル研究所, キーウェアソリューションズ(株), 株式会社クロスコンパス, さくらインターネット株式会社, シックス・アパート株式会社, 株式会社ジャパンスコープ (Amel&web ala moda), ストリートアカデミー株式会社, 株式会社ツナグ・ソリューションズ, 株式会社TRASTA, 株式会社プレシャスパートナーズ, ボーダー株式会社, 株式会社ホワイトプラス, 株式会社mannaka, 株式会社ユーグレナ, 株式会社ラバブルマーケティンググループ, ラムリサーチ株式会社, 株式会社リンクバル, 株式会社ローカルワークス, 株式会社Waris

## Main efforts and results

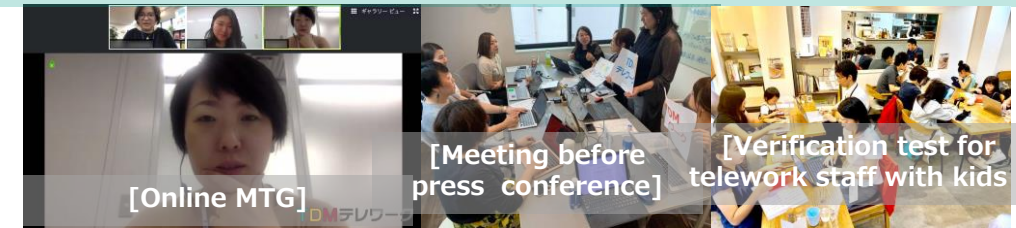
Recommending/announcing in-house telework during Smooth Biz period (7/22-9/6)

- ◆ Beginning of July: Established a remote team with 23 supportive companies. Conduct project online.
- ◆ July 21 Press announcement with all supportive companies.
- ◆ July 26 Telework with kids

＜Telework during extreme heat/typhoon＞  
Recommend telework in case of days predicted with extreme heat over 5 degrees and 30-50% are teleworking staff on extreme heat days. When the typhoon 15 approached, 7 employees came to work and the remaining 63 other employees are teleworking staff. —Asteria

＜Improvement of telework users＞  
Focus to develop good working environments and systems including respecting various workstyles such as telework called “Sabrico” and promotion of parallel career. Usage rate of telework has increased from more than 40 to 50% (this summer) .  
—Sakura internet 50

＜Telework through individual discretion＞ According to household matters including typhoon, extreme heat, child care and based on convenience before/after the operation, 50 telework staff will work freely with telework. Change to working at home during typhoon period and secure approx. 3 hours of working time. —Atrae Inc.



＜Take as advantage to review system/operation＞ Telework is already penetrating internally than before. Take this advantage to review the system and operation. Approx. 50% telework staff during typhoon period. Switch to answering machine during bad weather when responding to calls. —Val Laboratory Corporation

＜Use efforts of other industries as a reference＞ Contribution towards TMD including half of the staff taking pre-planned holidays, 25 Flex-biz users, 77 business trips outside of the Metropolitan area. Efforts taken by various industries. Efforts by multiple industries or TDM telework coalition members will become helpful for its own regulation for TDM coalition.  
—Lam Research Co.,Ltd.

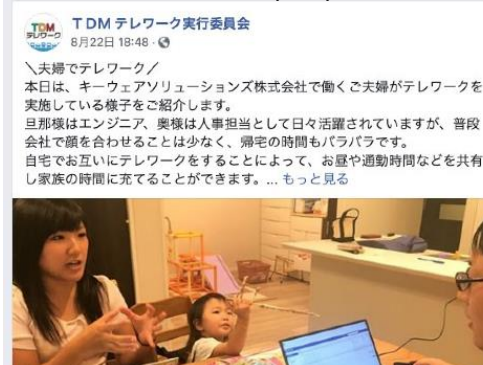
#### 7/16 Telework committee established



#### 7/23 Verification of telework with kids



#### Working at home for married couples and family day



#### Work-ation in London



#### Balance between nursing care by experts in their sixties.



Densaburo Ltd.



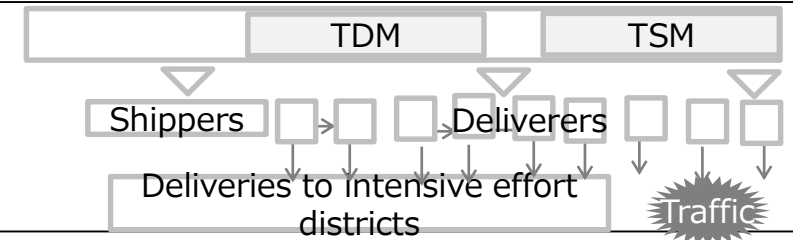
Densaburo Ltd.  
Tokyo office 03-5548-0713

## Corporate efforts (Overview)

### Issues

#### Alleviating traffic congestion at intensive effort districts.

- Limited number of operators who understand the whole idea of TDM and become knowledgeable of TSM contents
- Difficult to alleviate traffic congestion as the result is limited even with individual countermeasures.



### Solutions

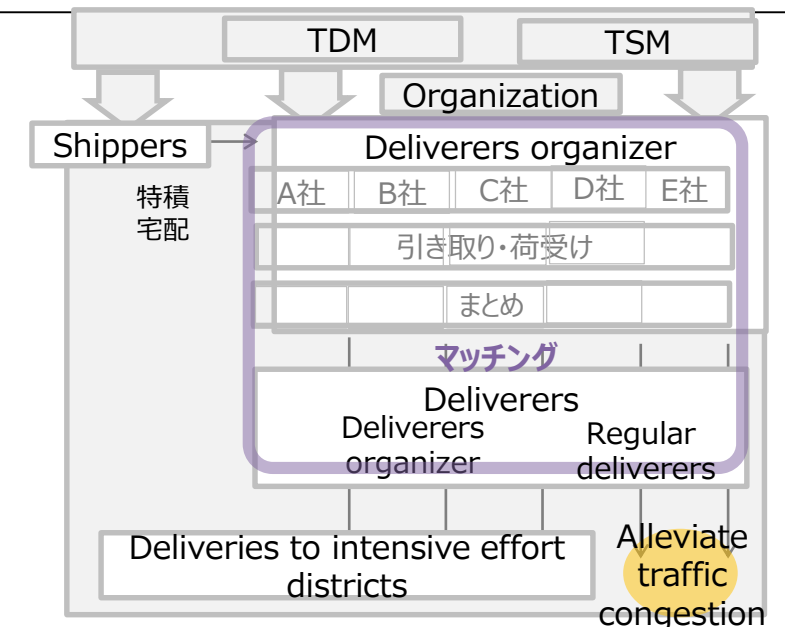
#### New delivery system using delivery matching applications.

- “Deliverers organizer” knowledgeable with TDM and TSM will control the delivery.
- Collecting the shipment together (shared distribution) and deliver by avoiding congested times. (leveling)
- Sales order of deliveries will be done through a matching application in a fair and equitable manner.
- “Deliverers organizer” will request delivery by setting delivery requirements.
- “Deliverers” will cooperate with TDM and TSM by delivering based on the delivery requirements.

##### 【Organization】

- **Densaburo Ltd.** : For summer of 2020, loan the matching application for free towards organization.
- Promoted organization : Encourage shippers and deliverers to participate in this system.

Select the deliverers organizer and put the deliveries together.



### Target

#### Reduction of the number of vehicles and alleviate traffic congestion at intensive effort districts.

##### 【Expected outcome】

- |  |  |
|--|--|
| ① Leveling of delivery fluctuation           | ④ Rational and productive business           |
| ② Efficiency of sales order operation        | ⑤ Secure security, safety and equal business |
| ③ Compromise between shippers and deliverers |  |

#### Prevalent application as a legacy

More efficient logistics is expected as the application is expected to widely spread d by contributing to “leveling of delivery fluctuation”.



# TOBU RAILWAY CO.,LTD.



〈For inquiries〉

Tobu Railway Co., Ltd. Human Resource  
03-5962-2151

## Corporate efforts (Overview)

### Corporate efforts during intensive efforts period

#### ○【Off-peak commuting】

Raising/postponing the working hours for all employees

#### ○【Pre-planned holidays】

Encourage employees to take pre-planned holidays on a daily basis or hourly basis.

#### ○【Reduction on the frequent waste collection service】

Reduction of vending machines deliveries and number of frequent rubbish and recycling collection service

#### ○【Campaign】Campaign to grant points for using flex-biz

#### ○【Awareness】Awareness raising activity towards train users for Smooth Biz.

Employees

Logistics

Awareness  
activities



## Full cooperation towards Smooth Biz Campaign beyond organizational boundaries

For Smooth Biz initiatives, developed each policy in order to create a workable system and set up internal meetings and labor management talks.

Employees

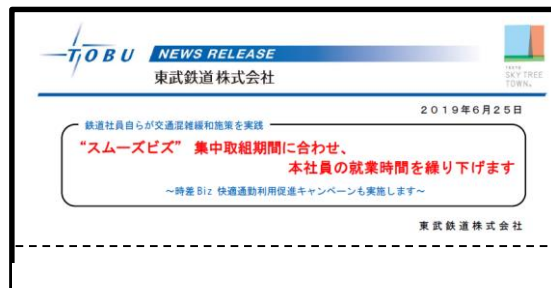
- Off-peak commuting  
Total 9,470
- Pre-planned holidays  
Over 90% of employees takes pre-planned holidays (Approx.700)

Logistics

- Number of deliveries for vending machines  
Reduced to total of 36 times
- Waste collection  
Reduced to total of 14 times

Awareness raising activities

- Spread the efforts towards group businesses. 32 business
- Flex-biz campaign (Skytree liner/TJ liner in the morning )  
Number of passengers boarding targeted train. 31,791 passengers
- Display of Smooth Biz poster 17 stations・1,550 train cars
- Post special article on the free PR magazine. 66,300 magazines
- Show PR movie inside the train  
Show 1 popup every 9 minutes.



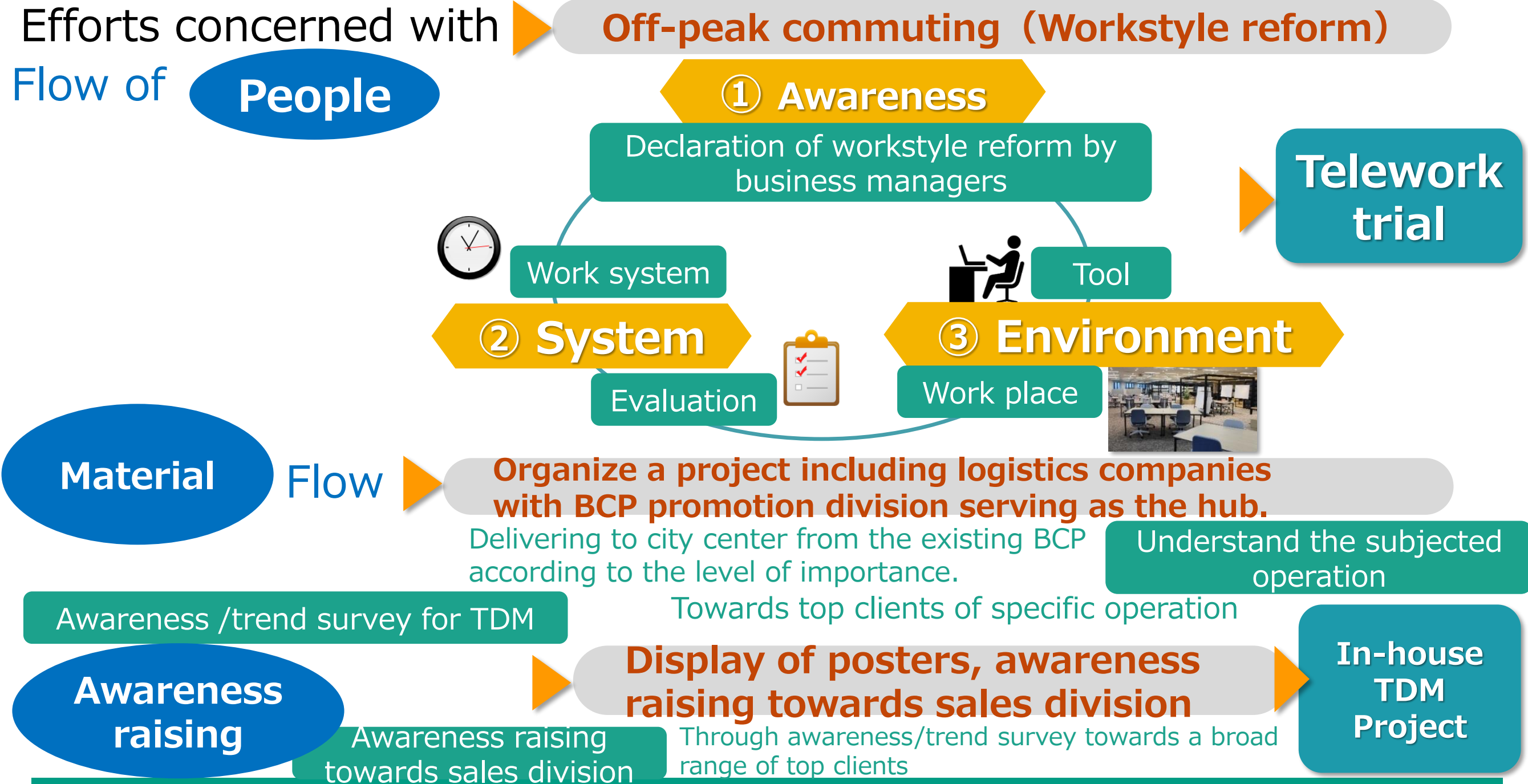
**Toppan Printing Co., Ltd.**  
**Information & Communication division**

**TOPPAN**

〈For inquiries〉

Toppan Printing Co., Ltd. Information &  
Communication division  
General Affairs TAKINO 03-5840-3111

**Corporate efforts ( Overview)**



# TDM Project around Hamamatsucho station



## 〈For inquiries〉

TOKYO GAS Tokyo 2020 Olympic/Paralympics promotion HOUGA, KINOUCHI 03-5400-3813  
JR EAST General Planning & Policy division OHNO, MURAI 03-5334-1119

## Corporate efforts (Overview)

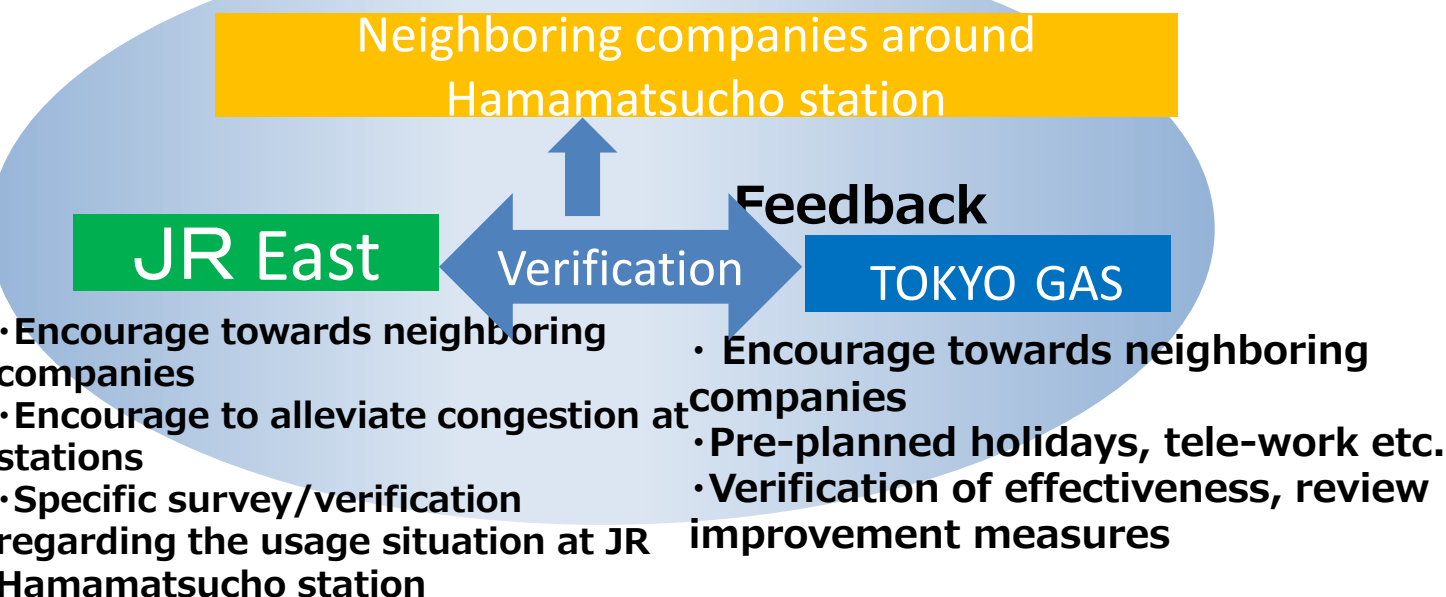
### ■ Efforts towards alleviating congestion by cooperating with each neighboring companies using JR Hamamatsucho station.

**Target :** For efforts towards Tokyo 2020 Games, “Alleviate congestion by 10% around 8 in the morning” at JR Hamamatsucho station.



## 〈 P J promotion 〉

•Pre-Planned holidays, telework, flex-biz on July 24<sup>th</sup> .

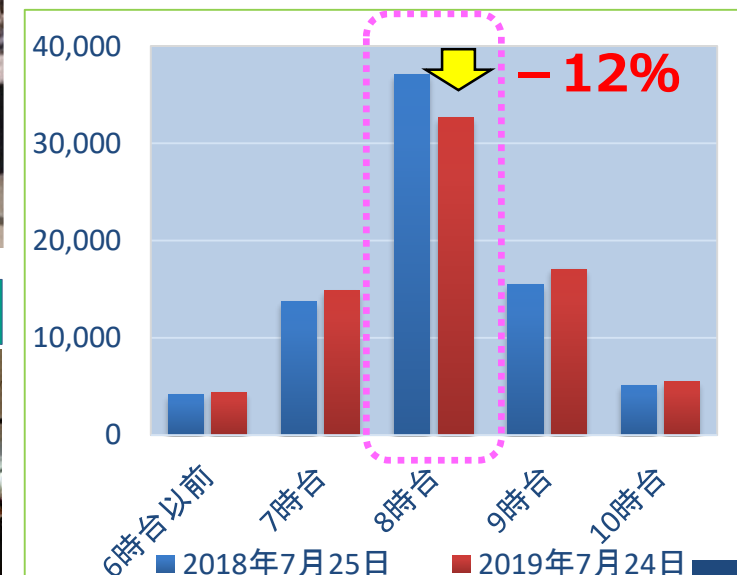


## 〈Actual achievements/result〉

Have a great effect through integrated corporations



## Number of users on a hourly basis.





—“Smooth Biz” initiative promotion period, Event announcement of results  
( 2019.11.18) Introducing corporate efforts by award winners —

**MINDS**

**MINDS**

〈For inquiries〉

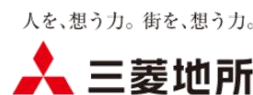
Microsoft Japan Co., Ltd.

Marketing & Operation division

YAMAMOTO Kizuku 03-4332-5300

**Corporate efforts (Overview)**

**MINDS** (Millennial Innovation for the Next Diverse Society) by integration with different industries



**Mission**

**Create a working society where everyone can work in ways they like**

**Vision**

**Penetrate the entire nation with diverse workstyle from the millennial generation which extend beyond the boundaries of industries and corporations.**

**Work environment**

**Flexible workstyles  
which is not restricted by  
time/place**

Verification test of work-ation  
in Wakayama prefecture

**Knowledge**

**Enjoy continuously  
learning with  
MINDS set**

Career seminar limited to  
millennial generations only

**Affiliation**

**Flexible affiliation  
with multiple jobs**

Speculations on parallel  
careers  
Conduct interviews

**Evaluation axis**

**Multi-dimension  
evaluation axis  
(not one dimension)**

360-degree feedback

**Satisfaction**

**Motivation of  
workstyle with  
Multiple “choice”**

Visibility of motivation  
between generations

**Millennial generation which extends beyond the boundaries of industries and corporations will increase creativity in the diverse society and pursue a New Work Style towards generating innovation for the entire nation.**

# Yoshie Labor and Social Security Attorney Office



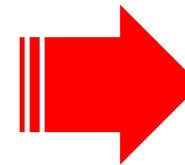
〈For inquiries〉

Yoshie Labor and Social Security Attorney Office  
YOSHIE Osamu 090-1607-2198

## Corporate efforts (overview)

- Completely off-peak
- Promote Tele-work/third place operation
- Reduction of amount of waste emission associated with suppression of photocopy paper and printing.
- Promote understanding of clients including posting on the website.

Why ?



- Future concern towards the “paper culture” for professions.
- Operation mobility requested to correspond to Japan nationwide.
- Necessary to correspond wherever we are towards operations as we are a small group.



**Smooth Biz initiative is a  
“Must to do “initiative for  
our business.**

This is only a small-scale system as several companies have already implemented initiatives including tele-work.

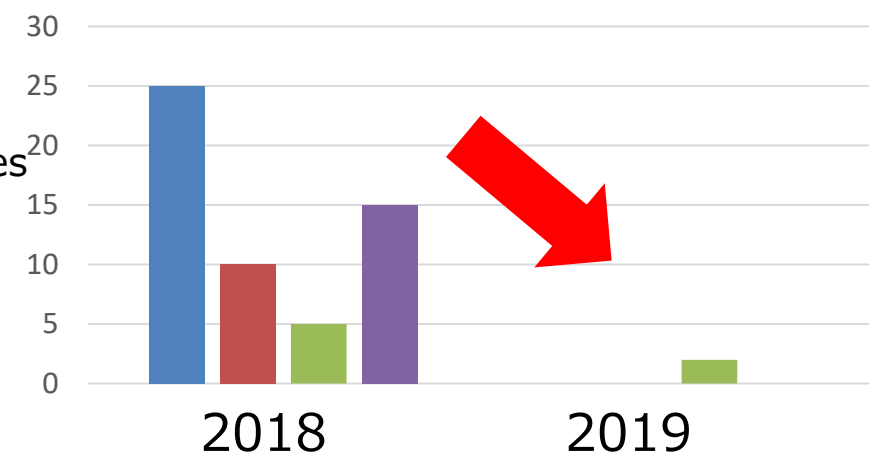
### 〈Ingenious operational efforts〉

- Corresponding towards the effect on productivity by promoting video conference.
- Electronic contracts~Electronic requests etc.
- Computerized operations
- Government documents will become computerized through digital certification.

### 〈Actual achievements/results

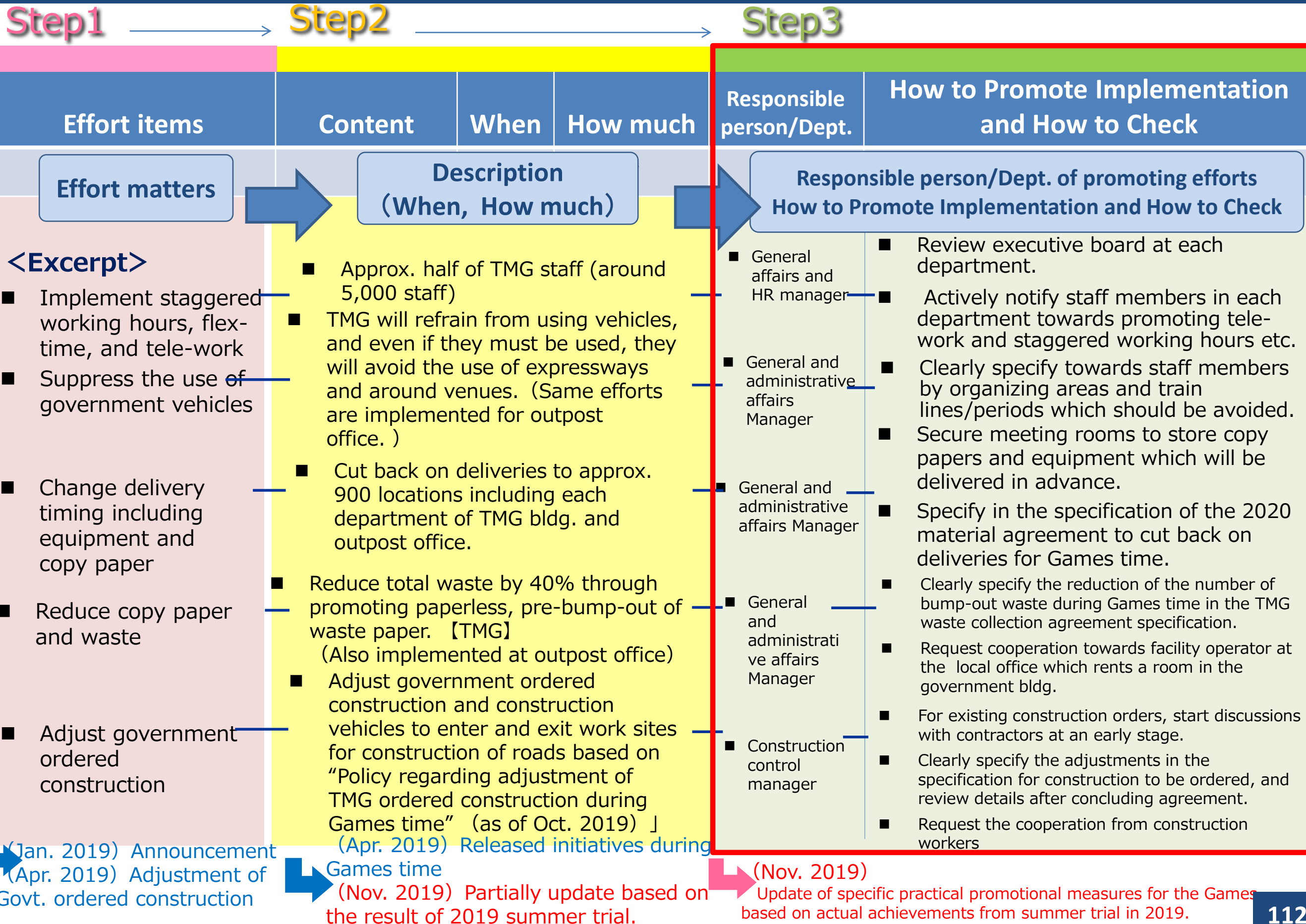
**\*Result through 2018→2019〉**

- **Movement during peak times** : 25→0 times
- **Number of printing** : 10→0  
(Completely paperless)
- **Non-electronic contracts** : 5→1 contracts  
(Priority scheme for public organisations )
- **Non-electronic requests** : 15→0  
(Cooperation from all clients)



Various initiatives are possible even for small-scale business and we would like to make a huge strength with the growth of individual business operators and each professions.

# Concept of the Tokyo Metropolitan Government(TMG) 2020 Action Plan





# Update of TMG 2020 Action Plan towards alleviation of traffic congestion during Tokyo 2020 Games (Overview)

◆ Update of specific practical promotional measures for TMG 2020 Action Plan reflecting actual achievements from summer 2019

## <Examples of corporate efforts during summer 2019 (Excerpt)>

### Delivery dates will be changed including equipment and photocopy papers \*Goal for Tokyo 2020 Games : No deliveries

Approx. 50% reduction of deliveries compared to July, Aug. 2018.  
Summer of 2018 Approx. 1,900 deliveries ⇒ Summer of 2019 Approx. 920 deliveries  
(Example) Moving forward delivery items by identifying the necessary items/numbers from previous years.

### Reduction of copy paper and waste

Approx. 25% reduction of total waste during Games time compared to July, Aug. 2018 \*Goal for Tokyo 2020 Games : 40% reduction of total waste 【TMG】  
(Example) Promotion of paperless, keep waste including shredder waste in rooms such as meeting rooms during Games time.

### Avoid moving during Games time through planned operation

- Change the meeting dates and site visit towards bayside area and competition venues.
- Avoid commuting during morning rush hour.

### Suppress the use of government vehicles

Reduction of approx. 40% of the use of government vehicles for TMG compared to July, Aug. 2018  
(Example) Change dates using government vehicles, and use public transportation..

## <Update of "TMG 2020 Action Plan">

### ~Specific practical promotional measures~

- ◆ Secure meeting rooms to keep photocopy papers delivered in advance.
- ◆ Clearly specify in the specification of agreement on goods and public relations magazine to minimize delivery service during Games time.
- ◆ Clearly specify the reduced number of waste disposal in the TMG specification of agreement on waste disposal.
- ◆ Request cooperation from facility operators at office including office rented from government building.
- ◆ Request cooperation from related operators including changing the dates of site visit by briefly explaining the contents.
- ◆ Promote the use of public transportation by avoiding rush hour commuting time even during the visit by facility operators.
- ◆ Specify areas and train lines which should be avoided to use towards office staff.
- ◆ Refrain from using areas around venues and metropolitan highways.

## <Corporate efforts during summer 2019>

- ◆ Keep waste including photo copy paper and shredder waste.



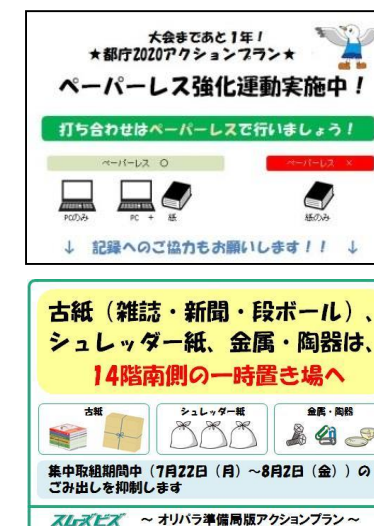
- ◆ Close waste and recycle room



- ◆ Promotion of paperless



- ◆ Noticeboard to promote corporate efforts



Effort items	Content	when	How much	Responsible person/Dept.	How to Promote Implementation and How to Check
Pre-planned holidays	Recommend pre-planned holidays/summer holidays to all staff (including metropolitan school teachers)		Request cooperation towards TMG staff (Governor's branch/public sector) approx. 40,000, and metropolitan school teachers approx. 16,000 (* 1)		
Flex-biz, flex time, tele-work	Off-peak commuting during Games time. (tele-work, flex-biz, flex time etc.)	From July 24 – Aug. 9 From Aug. 25 – Sept. 6	Approx. half of TMG staff (approx. 5,000 ) (Also consider possible efforts at outpost office)	General affairs and HR manager	<ul style="list-style-type: none"> <li>Consider executive system during Games time for each department.</li> <li>Promote taking pre-planned holidays</li> <li>Actively notify the use of tele-work, flex-biz and flex-time towards staff in each department.</li> </ul>
	For tele-work, all TMG staff not including staff which is required to directly correspond with Games related operations and the Tokyo residents (approx. 5000 staff of TMG staff ) should put into effect for more than once per week.		Approx. half of TMG staff (approx. 5,000 ) for more than once per week.		
Avoid transport during Games time due to planned operations.	Refrain from holding meetings including bayside area where venues are focused and around the venues	From July 20 – Aug. 10 From Aug. 25 – Sept. 6	Overall operation at TMG building/outpost office (* 2)	Local office manager ・ General affairs manager etc.	<ul style="list-style-type: none"> <li>Provide towards staff by organizing the necessary areas and period to promote corporate efforts.</li> <li>Explain the whole idea of corporate efforts and request cooperation from authorized staff</li> <li>Promote the use of rental pocket Wi-fi if necessary.</li> </ul>
	Avoid business trips during morning rush hour, and use public transportation. Efforts to avoid traffic congestion by using tele-work before or after the business trip.		Operations possible to adjust with operations at TMG office/outpost office (* 2)		<ul style="list-style-type: none"> <li>Explain the whole idea towards authorized staff, and coordinate operations before and after the Games.</li> </ul>
	Coordinate operations to reduce the number of visits during Games time and promote the use of public transportation.		Documents possible to adjust timing (* 2)		<ul style="list-style-type: none"> <li>List documents which are possible to bring forward the delivery and coordinate authorized staff.</li> </ul>
	Avoid mail delivery during Games time by sending documents towards Tokyo residents before or after the Games.		Overall work at TMG bureau		<ul style="list-style-type: none"> <li>Explain the whole idea and change the dates if possible.</li> </ul>
	For administrative site visits from other municipalities, request cooperation to avoid dates during Games time				

\* 1 Staff related to Games operation are not included.

\* 2 Operations including emergency or crisis management, and unavoidable operations are not included.

Effort items	Content	when	How much	Responsible person/Dept.	How to Promote Implementation and How to Check
Change timing of TMG hosted events	Coordinate events, excursions, lectures expected which are expected to be held during Games time to before and after the Games. If it is difficult to change the timing, consider changing the location and promote the use of public transportation towards visitors. <Example> Tokyo residents participatory events, sports events, lecture at metropolitan library etc.	Events will not be held during July 24 to Aug. 9 2020 , and Aug.25 to Sept. 6.	Events, excursions, lectures held at each bureau of TMG (* 2 )	Local office manager	<ul style="list-style-type: none"> <li>Request cooperation towards each bureau to adjust the timing.</li> <li>List events to be held during Games time.</li> <li>Coordinate associated staff and secure venues if necessary.</li> </ul>
	【NEW】 Postpone “TMG internship program” expected to be held in August every year.	TMG internship program will not be held in Aug. 2020.	Approx. 250 internships (*From the number of internships in 2019.)	Director for Human Resource division	<ul style="list-style-type: none"> <li>Announcement of postponing the program. (May 2019)</li> <li>Additionally hold 1 day internship on Feb. and July 2020 in addition to annually holding in September.</li> </ul>
Change timing of training etc.	Establish a summer training plan for 2020 in order to avoid holding trainings held during middle of July to beginning of Sept every year.	Training will not be held during July 24 to Aug. 9, Aug. 25 to Sept. 6 <sup>th</sup> .	All staff training (* 2 ) <Reference> Training at the telecom center which is planned to be held at the same period as 2019. (Approx. 2,200)	Human Resource/Training manager	<ul style="list-style-type: none"> <li>Coordinate the timing of training and reflect on the training plan by the end of March 2020.</li> </ul>
Suppress the use of government vehicles	Restrain the use of government vehicles for TMG operation as much as possible. If government vehicles are used, avoid using Metropolitan expressways, Games related staff route, and moving around the venues. Avoid using Metropolitan expressways, Games related staff route, and moving around venues at outpost office.	From July 20 2020 to Aug. 10, and from Aug. 25 to Sept. 6.	Efforts towards 40% reduction as the same as in summer of 2019. (* 2 )	General and administrative affairs Manager	<ul style="list-style-type: none"> <li>Specify towards staff where staff should restrain from using areas, routes, periods</li> <li>Coordinate operations where government vehicles are necessary .</li> </ul>

\* 2 Operations including emergency or crisis management, and unavoidable operations are not included.



Effort items	Content	when	How much	Responsible person/Dept.	How to Promote Implementation and How to Check
Change delivery timing of equipment , photocopy paper, PR magazines	All office equipment and photocopy papers will be delivered before or after the Games to avoid delivery during Games time.	July 20 –Aug. 10 ,2020. Aug. 25 – Sept. 6	No deliveries to approx. 900 location including TMG bldg. and outpost office. (* 2 )  【Reference】 Number of photocopy paper deliveries to TMG bldg. at the same period in FY 2017. (estimated number) : Approx. 6,700 box deliveries (* 3 )	Material agreement section chief	<ul style="list-style-type: none"> <li>Contain in the specification of 2020 material agreement including coordinating deliveries during Games time.</li> <li>Briefly explain the purpose and request cooperation towards contractor and deliverers for the materials.</li> <li>Use delivery calendars to notify staff responsible for materials etc.</li> </ul>
				Equipment section chief	
				Supply material principal manager	<ul style="list-style-type: none"> <li>Understanding the required amount of office equipment for Games time by confirming actual delivery record, notification/inquiry towards staff.</li> <li>Request office equipment to be delivered around the Games time based on the delivery calendars.</li> <li>Request departments to borrow from each other in case of lack of office equipment during Games time.</li> </ul>
				Administrative affairs Manager	<ul style="list-style-type: none"> <li>Secure a storage to keep photocopy papers in advance.</li> </ul>
	Deliver PR magazines, posters, leaflets before or after the Games to avoid delivery during Games time.		All booklets including PR magazines for Tokyo citizens and booklets for staff (* 2 )	Section chief	<ul style="list-style-type: none"> <li>Display a list of PR magazines which is scheduled to be delivered in summer 2020.</li> <li>Contain in the specification to refrain from delivering during Games time upon concluding the agreement for fiscal 2020.</li> <li>Coordinate associated staff towards changing timing of delivery.</li> </ul>
	【New】 Delivery of benefit magazine towards staff (July) before the Games.	Delivered by July 17 2020	Approx. 2400 locations including TMG bldg., outpost office, ward office. (130,000 booklets)	Benefit magazine manager	<ul style="list-style-type: none"> <li>Mention in the specification that the delivery dates for the booklet (July version) is until July 17 for the 2020 agreement.</li> <li>Request cooperation and briefly explain towards freight operators.</li> </ul>

\* 2 Operations including emergency or crisis management, and unavoidable operations are not included.

\* 3 Estimated by the number of photo copy boxes (80,284 boxes) at TMG bldg. in fiscal 2017.

Effort items	Content	when	How much	Responsible person/Dept.	How to Promote Implementation and How to Check
Recommend reduction of photocopy paper/waste, bringing your own water bottle/lunch box.	Reduce the amount of photocopy paper by promoting paper less during meetings and use double-sided papers.	July 20 –Aug. 10 ,2020. Aug. 25 – Sept. 6	<p>【TMG】 Reduce approx. 40% the total amount of waste developed during Games time compared to the same period in the previous year.</p> <p>(Reference) Total waste at TMG building as of July 2018. : Approx. 87t</p> <p>【Outpost office】 Efforts towards reducing the amount of waste according to TMG's initiatives.</p>	General and administrative affairs Manager	<ul style="list-style-type: none"> <li>Promote paper less according to the overall objective for TMG(*)               <ul style="list-style-type: none"> <li>Analysis of operations using many papers.</li> <li>Using less paper in principle for briefing by executives.</li> <li>I C T environment (Installation of new mobile terminals, wireless LAN at TMG bldg. etc.)</li> </ul> </li> <li>Promote paperless meetings, discussions etc.</li> </ul> <p>*Overall objective for TMG Reduce 20% of the amount of photocopy papers for three years since 2018 in comparison with 2016.</p>
	Recycled waste paper (newspaper/magazine/cardboard box) , take out shredded paper around the Games to avoid any removal during Games time.			General and administrative affairs Manager	<ul style="list-style-type: none"> <li>Secure storage place to temporarily keep the waste during Games time. (e.g. meeting rooms)</li> <li>Request cooperation and briefly explain towards facility operators at the office rented from government bldg.</li> </ul>
	Encourage to bring one's own water bottle or drinking cups, and lunch box towards reducing the number of plastic bottle waste, plastic waste.			<p>【TMG】 TMG manager</p> <p>【Outpost office】 Administrative affairs Manager</p>	<p>【TMG】</p> <ul style="list-style-type: none"> <li>Describe in the specification of the garbage collection delivery agreement regarding reducing the number of times taking out waste during Games time.</li> </ul> <p>【Outpost office】</p> <ul style="list-style-type: none"> <li>If an agreement is entered into, consider describing in the specification of waste removal. 【TMG・outpost office】</li> <li>Request cooperation and briefly explain towards garbage collection/delivery operators.</li> </ul>
	Change the date to collect oversize waste around the Games time.			<p>【TMG】 TMG manager</p> <p>【Outpost office】 Administrative affairs Manager</p>	<p>【TMG】</p> <ul style="list-style-type: none"> <li>Contain in the specification to avoid waste collection during Games time in the agreement for fiscal 2020.</li> </ul> <p>【Outpost office】</p> <ul style="list-style-type: none"> <li>Consider containing in the specification to collect waste around the Games time in the agreement for collecting oversize waste.</li> </ul>

Effort items	Content	when	How much	Responsible person/Dept.	How to Promote Implementation and How to Check
Adjust government ordered construction	Adjust government ordered construction based on “Policy regarding adjustment of TMG ordered construction during Games time” (as of Oct. 2019) ] to reduce the number of construction vehicles along with avoiding bottlenecks caused by road constructions.  <Coordination procedures > • Coordinate timing of government ordered construction • Suspension of construction • Coordinate the number of construction vehicles • Shift to nighttime • Avoid congestion	①Reduce the number of vehicles by avoiding daytime road construction. (Total 35 days) : July 20 –Aug. 10 ,2020. Aug. 25 – Sept. 6  ②Reduce the number of vehicles by carrying out construction other than road construction. (Total 25 days) : July 20 –Aug. 10 ,2020. Aug. 25 – Sept. 6 (Weekdays)	Overall TMG ordered construction  (include remittance works associated with each project.)	Director, Planning and Coordination Division for Olympic/Paralympic construction  Construction section chief	<ul style="list-style-type: none"> <li>Initiative policy announced in Oct. 2019 (Oct. 2019 version) to specify the basic idea regarding adjustments of government ordered construction.</li> <li>For existing ordered construction, launch discussion at an early stage between orderer and contractor and change the construction plan.</li> <li>For future ordered construction, specify efforts to adjust government ordered construction in the specification, and consider efforts between orderer and contractor to reduce the number of vehicles</li> </ul>
	Suspend daytime construction for the facility for construction surplus soil (construction surplus soil recycle center, central Breakwater side port, new waste disposal area) adjacent to Sea Forest Waterway.		Overall TMG ordered construction (the same with other ordered	Construction surplus soil section chief	<ul style="list-style-type: none"> <li>Hold briefings towards metropolitan/ward construction workers in Sept.2019.</li> <li>Coordinate with alternative facilities during Games time.</li> <li>Specify and announce the initiative policy (Oct. 2019 version)</li> <li>Request cooperation from municipalities.</li> </ul>
	Suppress the road construction including Metropolitan roads/Tokyo port coastal roads for Games related staff route, spectator route, around the venues (traffic regulated roads, detour routes, inside detour route)		All road construction (designated road construction etc. )	Director, Planning and Coordination Division for Olympic/Paralympic construction (Olympic/Paralympic /Construction・Ports and Harbours Bureau)	<ul style="list-style-type: none"> <li>Clearly specify the following around competition venues including train lines/area which should refrain from road constructions, construction times adjusted to night time <ul style="list-style-type: none"> <li>Request cooperation towards public/private sectors and business organizations.</li> </ul> </li> <li>Request towards road management authorities to correspond as the same as national roads and municipal roads</li> </ul>
	Request cooperation towards construction coordination towards metropolitan policy planning, construction contractor (public/private sectors) not including metropolitan government and contractor organizations etc.		Overall construction operators	Director, Planning and Coordination Division for Olympic/Paralympic construction  Construction section chief	<ul style="list-style-type: none"> <li>Briefly explain adjustments of construction and request cooperation.</li> <li>Request cooperation towards Metropolitan policy planning organizations.</li> <li>Distribute leaflets for requesting cooperation towards business operators at construction contract counter and construction procedure counter service.</li> <li>Create a page related to the construction on the “2020 TDM Promotion Project” website and widely publicize.</li> </ul>



Effort items	Content	when	How much	Responsible person/Dept.	How to Promote Implementation and How to Check
Familiarize Smooth Biz towards corporations and groups	Familiarize Smooth Biz towards associated corporations at each bureau and request cooperation for alleviating traffic congestion.	On a regular basis until the Games	Overall associated operators at each bureau, 33 policy planning organization etc.	Local office section chief	<ul style="list-style-type: none"> <li>Familiarize Smooth Biz through distributing flyers, and sending e-mails to associated corporations.</li> <li>Request cooperation towards groups including metropolitan policy planning organization.</li> </ul>
Familiarize Smooth Biz towards TMG facility visitors etc.	Familiarize Smooth Biz towards TMG facility visitors for alleviating traffic congestions during Games time. <Examples of TMG facilities> Tokyo Metropolitan subway, Tokyo Metropolitan bus, Metropolitan tax office, Metropolitan market, Tokyo Metropolitan park/seaside park, Metropolitan library, Metropolitan Assembly PR corner, Metropolitan sports facility etc.	On a regular basis until the Games	Overall location including metropolitan facilities where Tokyo residents visit and service counter	General and administrative affairs Manager	<ul style="list-style-type: none"> <li>Familiarize Smooth Biz through distributing flyers and displaying posters at information booth for visitors, and utilize the webpage.</li> </ul>

1. Objective

- ① Avoid bottlenecks caused by road constructions. ( Games related areas etc. )
- ② Reduction of the number of vehicles caused by construction. (Whole Tokyo area)

2. Basic idea of TMG ordered construction

- Conduct the construction necessary for the year as the premise.

3. Procedures to coordinate construction

- (A) Adjust the timing of ordered construction
- (B) Temporary suspension of construction
- (C) Coordinate access of construction vehicles
  - Morning/evening peak time and area around venues should avoid 3 hours prior to competition to 1-2 hours after the competition. ※ (\*2 hours after competition for New national stadium, Tokyo Stadium.)
  - Bring forward bump-in of materials, reduce the number of bump-out by Assembling wastes etc.
- (D) Shift construction to nighttime
- (E) Avoid congestion (Do not pass Metropolitan Expressway and Games related area ① etc.)

4. Targeted period

- ① Avoid traffic lane regulation and reduce the number of vehicles due to road construction. Total 35 days
- ② Reduce the number of vehicles for facility construction other than road construction. Total 25 days

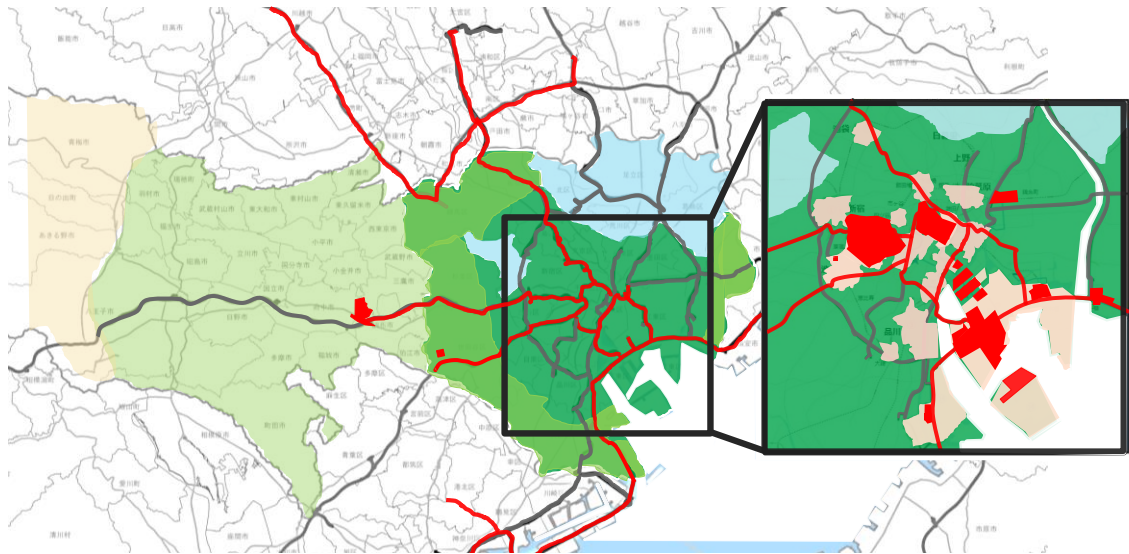
日	月	火	水	木	金	土
7/19	7/20	7/21	7/22	7/23	7/24 オリ開会式	7/25
7/26	7/27	7/28	7/29	7/30	7/31	8/1
8/2	8/3	8/4	8/5	8/6	8/7	8/8
8/9 オリ開会式	8/10	8/11	8/12	8/13	8/14	8/15
8/16	8/17	8/18	8/19	8/20	8/21	8/22
8/23	8/24	8/25 パラ開会式	8/26	8/27	8/28	8/29
8/30	8/31	9/1	9/2	9/3	9/4	9/5
9/6 パラ開会式	9/7	9/8	9/9	9/10	9/11	9/12

5. Targeted construction

●TMG ordered construction (Including remittance works associated with each project) \* Emergency response construction, construction of lifeline supply for roadside buildings, road surface cleaning etc. are not included.

6. Targeted area and initiatives

- Detailed initiative against construction coordination for the targeted area
- Segmentation of particular areas which especially need construction coordination.



	Tama area (outside of keno expressway)	Tama area (inside keno expressway)	Ward section (Within ward area without venues/ORN)	Ward section (Within ward area with venue/ORN/Outside ring road 7)	Ward section (Within ward area with venue/ORN/Inside ring road 7)	Games related area ② •Intensive effort districts (16) (Games related area are not included①)	Games related area ① •ORN/PRN •Spectator route •Around competition venues (road regulation/detour route)
Road construction (Metropolitan roads etc.)	E Avoid congestion (25 days)			①Avoid daytime road construction, reduce the number of vehicles (35 days) A Adjust timing of ordered construction C Coordinate the number of construction vehicles D Shift to nighttime E Avoid congestion			
				A Adjust timing of ordered construction B Temporary suspension C Coordinate the number of construction vehicles D Shift to nighttime E Avoid congestion			
Construction by private companies (water supply works and sewer works etc.)	E Avoid congestion (25 days)			②Reduce the number of vehicles (25 days) A Adjust timing of ordered construction C Coordinate the number of construction vehicles D Shift to nighttime E Avoid congestion			
Public works (Facility construction not including road construction)				A Adjust timing of ordered construction B Suspension of construction C Coordinate the number of construction vehicles D Shift to nighttime * E Avoid congestion			

7. Future plan and other initiatives for construction coordination

- Corresponding based on the initiative policy of TMG construction (Oct. 2019. version) .
- Coordinate the soil generated by construction
- Request cooperation for widely coordinating towards construction related operators.
- Request suppression of road construction towards operators (Exclude Games related area①) )

# Basic idea regarding coordination of TMG ordered construction

## ◆ Idea of construction order

- Conduct the construction necessary for the year as the premise.
- Make efforts for leveling and coordinating the period for construction order. (Construction during FY 2020 was announced in the annual construction order plan released in April this year.)
- Ingenious efforts to reduce the traffic effect.

### 【Example efforts】

- Ordered construction for the Games period to become preparation and production period
- Ordered construction by combining other areas with Games related area
- Small scale construction including unit cost contract will be constructed not involving Games related areas.

## ◆ Consideration of specific construction coordination

### < Existing ordered construction >

- Modify the construction plan based on the Map of Games' Influence on Transport and competition schedule by discussing between orderer and contractor at an early date.

### < New ordered construction >

- Specify in the particular specification efforts towards construction coordination when ordering.
- After concluding agreement, decide specific contents towards reduction of the number of vehicles and reflect in the construction plan upon discussion between orderer and contractor.

### 【Example efforts】

#### (A) Adjusting timing of ordered construction

- Bringing forward or postpone the ordered construction

#### (B) Temporary suspension of construction

- Change closing days and summer holidays to Games time.

#### (C) Coordinating access of construction vehicles

- Transfer access time of vehicles to early morning or nighttime etc.
- Bring forward the bump-in of materials prior to the Games, and reduce the number of bump-in during Games time.
- Reduce the number of bump-out during Games time by assembling wastes etc.
- Change the transportation method of construction workers to public transportation from vehicles.

#### (D) Transfer construction to nighttime

- Consider taking into account the situation in the local area

#### (E) Avoid congestion

- Avoid using Metropolitan expressway and area around venues when transporting construction vehicles.

## ◆ Expense and construction period related to construction coordination

Appropriately make an estimate for the expense and construction period related to construction coordination associated with the Games.

- Necessary estimation expense and setup of construction period is based on the existing standard for estimation and design modification guideline in principle.

### < Existing ordered construction >

- Appropriately correspond by modifying design based on the contract clause.

### < New ordered construction >

- Set adequate construction period when ordering, and appropriately make an estimate for necessary expense. If there are any changes in the requirements, appropriately correspond with design change etc.

### 【Example of necessary expense】

- Facility management expense including security measures associated with temporary suspension etc.
- Change of labor cost associated with transfer construction to nighttime.
- Change of delivery/disposal cost associated with the construction generate soil facility.

## ◆ Coordination towards securing traffic control staff

- If it is difficult to secure traffic control staff during Games time, consider the construction plan to assign traffic control staff at the same location through multiple security operators.

### 【Assign traffic control staff at same location from multiple security operators】

- When the responsible area is clear and concrete such as if the vehicle flow is divided at the entrance/exit of the building
- When assigning the security operators of the traffic control staff by day and week

\* Details depends on the venue situation.

## ◆ Others

- Targeted period does not include Olympic/Paralympic transition period which includes Obon period (Aug. 11 – 24, 2020)
- Initiative policy is subject to change depending on updates of Games related route, competition schedule, and training venues.
- This basic idea shows the general principle, and should be operated according to situation of TMG construction.



# Other initiatives related to construction coordination -1

## ◆ Acceptance of the Construction-generated Soil

- Receive construction generated soil in order to alleviate congestion at stock yard receiving construction generated soil adjacent to Sea Forest Waterway and bump-in/out routes overlap with games related routes.

### ▣ Targeted period

July 20 –Aug. 10, Aug. 25 – Sept. 6

### ▣ Targeted construction

The same applies to the following facilities not including metropolitan government ordered construction.

### ▣ Overview

Facility name	Daytime acceptance	Nighttime acceptance	Respond to holidays
Construction surplus soil recycle center,	Receiving/bump-out not acceptable *1	No coordination (Receiving time: 22:00~5:00) ※3	Consider summer operation according to construction demand (Aug. 13- 16 or until Aug. 17) *4
Central Breakwater side port	Not acceptable	No coordination (Receiving time: 22:00 ~6:00) *3	
New waste disposal area	Not acceptable as a general rule *2	No coordination (No acceptance)	

\*1 : Alternative acceptance with UCR, Infrastructure and Transport (UCR excavation site ) and public sectors.  
▪ Main location of UCR excavation site . : Ome, Hachioji, Saitama prefecture, Souka, Misato etc.  
▪ Time of UCR excavation site : daytime (standard time : 8:30~16:30) nighttime (defer according to acceptance location )

\*2 : Individual coordination towards construction requiring acceptance during Games period.

\*3 : Coordinate bump-in/out of vehicles by avoiding Games related route/nighttime competitions around the facilities

\*4 : Facility is closed as usual national holidays.

## ◆ Provide information related to traffic measures

- Widely provide information related to Games transport and traffic measures in order to review specific initiatives for construction coordination.
- Provide at an early stage if any changes occur to traffic measures

### <Main contents>

- Games related route (ORN・PRN)
- Spectator route
- Intensive effort districts (16 districts)
- Traffic measures around venues (as of Oct. 2019) Summary

### 【As of Oct. 2019】

- Transport operation plan V2 summary 【As of Dec.2019】  
(Transport operation plan V2 (draft) announced in June 2019)
- Map of Games’ Influence on Transport 【Update on a daily basis】
- Support towards corporate action plans  
(Free consulting service, utilizing TDM handbook etc.)
- Information including Games transport and traffic measures is posted on the “2020 TDM Promotion Project” website.  
⇒ <https://2020tdm.Tokyo>

# Other construction coordination efforts -2

## ◆Request cooperation towards orderer side and contractor side of a construction work

- Widely request construction cooperation towards the contractor side of a construction work through the orderer side (public/private sectors) and business organizations

### <Orderer side of construction work>

#### ●Public sectors (Government/municipalities etc.)

Request construction cooperation based on TMG initiatives policy.

#### ●Private sectors 【Attachment -2】

- Request setting the construction period aside from the Games period in the wards area of Tokyo Metropolis especially for Games related areas by applying TMG initiative policy.
- Request specific review towards reducing the number of construction vehicles by cooperating with the contractor side of a construction work.

### <Contractor side of a construction work>

#### ●Construction industry organization【 Attachment -2 】

- For construction during Games period, request cooperation including moving construction vehicles to avoid congested locations/time, bump-in materials in advance and reduction of the number of bump-outs of waste materials, change of commuting ways to construction site.

## ◆Suppression of road construction (Dedicated road construction etc.) 【Attachment-3】

- Request suppression of road construction towards dedicated road construction operators through widely requesting construction coordination especially for roads around competition venues including ORN as it is necessary to avoid congestion caused by traffic lane regulations associated with road construction.

### □ Targeted routes

Metropolitan roads (for vehicles/pedestrian) of Games related staff area -1

- Games related staff route (ORN・PRN)
- Spectator route
- Around competition venues (traffic regulation roads, detour routes)

\* Including port-authority-administered roads.

\* Plan to request the same response towards national/municipal roads.

### □ Targeted period

- Daytime : Common for all competition venues  
July 20 – Aug. 10 , Aug. 25 – Sept. 6
- Nighttime : Coordinate nighttime construction depending on the competition schedule.

### □ Targeted construction

- All road construction (dedicated road construction etc.) by public/private sectors aside from TMG construction.

\* Emergency response construction, construction of lifeline supply for roadside buildings, road surface cleaning etc. are not included.

### □ Others

- Road operations (for road use) should be coordinated with associated organizations to be managed as the same.
- Procedures of dedicated road construction will be implemented during the period.



# Routes/areas to restrain from road construction

## Olympic Stadium・Tokyo Metropolitan Gymnasium

※2019年10月公表の「会場周辺交通対策（2019.10）」を基に、路上工事を抑制して頂きたいエリアを明示しています。



※ 通行規制エリア及び迂回エリアについては、一部の区間を除き居住者に加え業務や施設利用等その他所用のある車両などは原則、通行可

※ この図面に記載の路線のほか、別途、通行規制や迂回路が設定される場合があります。

※ 夜間に記載している時間は、2019年10月1日時点の競技スケジュールに基づき、競技に影響のない時間帯を示したものであり、今後変更となる可能性があります。

なお、工事実施の際は、別途、地先条件等を勘案し、沿道の方々との調整なども配慮する必要があります。

※ 競技が実施されない日においても、大会期間中の交通混雑緩和に向けた取組にご協力をお願いします。

オリンピック			
日にち	昼間	夜間	
		※競技に影響のない時間帯を示したもの	
7/20(月)	路上工事を控えて頂くよう、ご協力をお願いします。	(競技による施工時間の調整は必要ありません)	
7/21(火)		路上工事を実施する際は、競技日程・時間によって施工時間を調整していただくようご協力をお願いします。	※開会式対応のため 工事はお控えください
7/22(水)			24:30～翌6:00
7/23(木)			24:00～翌6:00
7/24(金)			24:10～翌6:00
7/25(土)			24:30～翌6:00
7/26(日)			24:00～翌6:00
7/27(月)			24:10～翌6:00
7/28(火)			24:30～翌6:00
7/29(水)			24:00～翌6:00
7/30(木)			24:10～翌6:00
7/31(金)			23:55～翌3:00
8/1(土)			24:30～翌6:00
8/2(日)			24:30～翌6:00
8/3(月)			24:30～翌6:00
8/4(火)			24:30～翌6:00
8/5(水)			24:30～翌6:00
8/6(木)	24:40～翌6:00		
8/7(金)	24:40～翌6:00		
8/8(土)	24:20～翌3:00		
8/9(日)	※閉会式対応のため 工事はお控えください		
8/10(月)	(競技による施工時間の調整は必要ありません)		
パラリンピック			
日にち	昼間	夜間	
		※競技に影響のない時間帯を示したもの	
8/25(火)	路上工事を控えて頂くよう、ご協力をお願いします。	※開会式対応のため 工事はお控えください	
8/26(水)		24:00～翌6:00	
8/27(木)		24:00～翌6:00	
8/28(金)		24:00～翌6:00	
8/29(土)		24:00～翌6:00	
8/30(日)		24:00～翌6:00	
8/31(月)		24:00～翌6:00	
9/1(火)		24:00～翌6:00	
9/2(水)		24:00～翌6:00	
9/3(木)		24:00～翌6:00	
9/4(金)		24:00～翌6:00	
9/5(土)		24:00～翌3:30	
9/6(日)		※閉会式対応のため 工事はお控えください	

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# Efforts of corporations for the G20 Osaka summit (June 27 - 30, 2019)

Effort items	Corporation and Content of Efforts	Source	URL
Closed	<b>Mizuno [Waterfront]</b> 6/27-28, HQ closed; Scale: Approx. 900 people Work that cannot stop was implemented through tele-work from home.	Newsletter, industrial newspaper; Article: April 11, 2019	<a href="https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco">https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco</a>
	<b>Hitachi Zosen Corporation [Waterfront]</b> 6/27-28, Closed at HQ; Target: Approx. 1600 people	Industrial newspaper, Nikkei newspaper; Article: February 22, 2019	<a href="https://www.sankei.com/west/news/190222/wst1902220043-n1.html">https://www.sankei.com/west/news/190222/wst1902220043-n1.html</a>
	<b>Taisei Corporation[Broad area in city]</b> 6/28-29, Civil engineering companies in city were closed and policy was to stop operations of work vehicles.	Newsletter, industrial newspaper; Article: April 11, 2019	<a href="https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco">https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco</a>
Adjustment of loading and unloading	<b>Senba Center Building [City center]</b> Called on all shops to cooperate to avoid loading/unloading of products during events.	Industrial newspaper, Nikkei newspaper; Article: February 22, 2019	<a href="https://www.sankei.com/west/news/190222/wst1902220043-n1.html">https://www.sankei.com/west/news/190222/wst1902220043-n1.html</a>
	<b>All shippers</b> Called to move orders forward or back and notified in advance of changes in delivery		
Held general meeting of shareholders outside of Osaka	<b>Takeda Pharmaceutical Company Ltd</b> Changed venue from Osaka to Yokohama	Sankei newspaper Article: June 7, 2019	<a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a>
	<b>Panasonic Corporation</b> Changed venue from Osaka to Kobe	Sankei newspaper Article: June 7, 2019	<a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a>
Changed date of general meeting of shareholders	<b>Ezaki Glico Co., Ltd.</b> MoveD schedule forward 3 days	Sankei newspaper Article: June 7, 2019	<a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a>
	<b>Kansai Electric Power Co., Inc.</b> MoveD schedule forward 6 days	Sankei newspaper Article: June 7, 2019	<a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a>
	<b>Daiwa House Industry Co., Ltd.</b> MoveD schedule forward 3 days	Sankei newspaper Article: June 7, 2019	<a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a>
Early exporting	<b>Murata Manufacturing Co., Ltd.</b> Early exporting to overseas customers	Kobe newspaper Next Article: June 5, 2019	<a href="https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco">https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco</a>

# Efforts of corporations for the G20 Osaka summit

## (June 27 - 30, 2019)

Effort items	Corporation and Content of Efforts	Source	URL
Changed handling of reception and shipping	<b>Daimaru Kobe</b> Stopped receiving date-specified deliveries of midyear gifts from June 26, for 10 days.	Kobe newspaper Next Article: June 5, 2019	<a href="https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco">https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco</a>
	<b>H<sub>2</sub>O Retailing Corporation</b> Stopped receiving date-specified deliveries from June 26, for 1 week.	Kobe newspaper Next Article: June 5, 2019	<a href="https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco">https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco</a>
	<b>3 CVS large corporations including Seven-eleven Japan Co., Ltd.</b> Considered changing shipping times to shops	Kobe newspaper Next Article: June 5, 2019	<a href="https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco">https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco</a>
Closed	<b>Obayashi Corporation</b> Operations in Osaka stopped the coming and going of vehicles as a general rule on the 27th and 28, and closed on the 29th, and 30th.	Kensetsutsushin Shimbun Corporation Article: June 24, 2019	<a href="https://www.kensetsunews.com/archives/335003">https://www.kensetsunews.com/archives/335003</a>
	<b>Kajima Corporation</b> Closed sites in Osaka on the 29th and 30th. Switched sites that would affect worker commuting or closed.		
Notified of delivery delays	<b>Japan Post, Yamato Transport Co., Ltd. , Sagawa Express Co., Ltd.</b> For the period of 6/27 (Thur) - 30 (Sun), heavy traffic restrictions imposed centering in Osaka, so they forecast delays of deliveries by 1 or 2 days, and notified that some services would not be provided.	Each company's official HP	Japan Post (June 6, 2019) <a href="https://www.post.japanpost.jp/notification/productinformation/2019/0606_01.html">https://www.post.japanpost.jp/notification/productinformation/2019/0606_01.html</a> Yamato Transport Co., Ltd. (May 31, 2019) <a href="http://www.kuronekoyamato.co.jp/ytc/info/info_190531_02.html">http://www.kuronekoyamato.co.jp/ytc/info/info_190531_02.html</a> Sagawa Express Co., Ltd. (date not posed) <a href="https://www2.sagawaexp.co.jp/information/detail/137/">https://www2.sagawaexp.co.jp/information/detail/137/</a>
Other	<b>Horai (butaman 551)</b> Posted public notice to notify of G20 summit in take-home packages for customers	Asahi newspaper Article: Saturday, June 01, 2019	<a href="https://www.asahi.com/articles/ASM614K7MM61PTIL005.html">https://www.asahi.com/articles/ASM614K7MM61PTIL005.html</a>
	<b>Entertainment district</b> A total of 159 shops affiliated to cooking union voluntarily operated.	Asahi newspaper Article: May 16, 2019	<a href="https://www.asahi.com/articles/ASM5J4PPQM5JPTIL00S.html">https://www.asahi.com/articles/ASM5J4PPQM5JPTIL00S.html</a>



手提げ袋イメージ【小・中】

手提げ袋イメージ【大】

Cite) 551 Horai HP

# References – Points to note over human resource and labor management – (Tele-work, flextime, Flex-biz (flexible working/commuting hours))

\* (Source)

Tokyo Employers' Association seminar

“Points to remember regarding human resource and labor management  
towards Tokyo 2020 Games”



# Points to remember over labor management for telework

## 「Guideline for appropriate labor management for telework

～Labor management structure with ”Guideline for appropriate implementation at work place using information technology” (As of Feb. 22, 2018)

- Provide regulations including applicable laws and regulations related to tele-work staff, management of working hours, occupational safety and health management, Compensation Insurance Benefits, performance evaluation, communication cost/information communication equipment cost, company education, etc
- Definition of working at home, satellite office, mobile work and regulations for each working style.

# Points to remember over labor management for telework

## (1) Application of laws and regulations related to labor standards law

- For tele-work staff, the following laws and regulations apply;  
Labor standards law, minimum wage act, Industrial Safety and Health Act, Insurance Benefits in Respect of Employment Injuries etc.

## (2) Points to remember for labor standards law

### i . Specify labor conditions

- Employers **must specify labor matters** including wage, working time towards workers upon concluding an agreement. (Labor standards law Article 15 )
- **Telework location** must be specified as the workplace.
- Workers planning to implement telework
  - ➔ It is preferable to specify the workplace possible for telework.
  - If flexibly operating the workplace according to the operation contents or workers including mobile work.
  - ➔ **It is possible to specify as a workplace authorized by employers upon providing standards related to the workplace.**

# Points to remember over labor management for telework

## ii . Applying labor working hours and points to remember

- As employers are responsible to appropriately manage working hours, an adequate/fair management of working hours is required based on the following points.

### 1. Points to remember for normal working hours

#### ■ Point 1–Adequate understanding of working hours

Adequate management of working hours based on the guideline. (“Guideline for employers to recognize adequate working hours. ”) (established on Jan. 20 2017)

- Adequate management of start and closing time in principle **by employers confirmation, keeping a record of time cards and computers** used as a basis.
- Adequate management based on the guideline of self-report is required when it becomes necessary to understand the working hours through self-report.
- **If there is a discrepancy between the working hours by self-report and used hours of the computer, a substantial investigation is performed.**



# Points to remember over labor management for telework

## ■ Point 2—Events generated from tele-work

### ▪ Hours leaving temporarily from work

When operational directions are not provided by employers, and workers are free to use.

→ Possible to regard as break time and yearly paid holidays (paid by the hour) .

### ▪ Tele-work during commuting hours and business trips.

If tele-work is carried out expressed or implied by employers.

→ Corresponds to working hours

### ▪ When tele-work is carried out as part of the working hours.

When workers move on their own schedule, and free use is secured.

→ Possible to correspond as break time

When the movement is implied by employers, and free use cannot be secured.

→ Corresponds to working hours

## ■ Point 3—Flextime system (flexible working/commuting hours)

### ▪ Possible to use Flextime for tele-work.

▪ However, employers must adequately recognize working hours of each workers.

# Points to remember over labor management for telework

## 2. Deemed Working Hour System for Workers Performing their Duties Outside of the Workplace

In cases where workers perform their work outside of the workplace during all or part of their working hours and it would be difficult to calculate working hours when the detailed instruction and supervision by the employer are not involved, the number of hours worked shall be deemed to be the prescribed working hours provided in the Labor standards law Article 38-2.

(The followings are required. )

- Information communication equipment is not communicable at all times based on the orders of employers.
- Operation is not based on specific orders of employers at all times.

## 3. Discretionary Labor System

Workers satisfying the requirements of Specialized Type Discretionary Work System and Planning Type Discretionary Work System may use tele-work.

- Employers are responsible to understand the working situation and to manage adequate working hours of workers from securing health and welfare of employees.
- Review the work duties according to the result reviewed by labor management to make sure the working hours, amount, deadlines are applicable if required.

# Points to remember over labor management for telework

## iii. Rest periods

- The rest periods shall be provided to all workers at the same time (Article 34-2) ; however, this shall not be required when a labor-management agreement is concluded for tele-work staff.
- **Workers may take rest periods** aside from Article 34 when a labor-management agreement is concluded.

## iv. Overtime Work and Work on Days off

- For overtime work and work on days off by tele-work, **Article 36 must be concluded and submitted and increased wage is to be paid.**  
Also for nighttime tele-work, **nighttime increased wage is to be paid.**
- For this purpose, it is recommended for workers **to record the working days**, and employers should make efforts to understand the working hours in case there is a need to review.
- For overtime work, if workers do not satisfy the regulation to report or receive authorization in advance or report after as stated in the rules of employment, the following will not be deemed as overtime work.
  - i No constraints from employers
  - ii No understanding of overtime work under the implied direction of employers
  - iii No e-mails from workers sent before or afterwards.
- **[Current status] Some companies do not allow overtime tele-work in principle.**



# Points to remember over labor management for telework

## (3) Work for prolonged hours

- Employers shall not only manage working hours but also **make efforts for health problems prevention caused by working for prolonged hours** .
- The following are measures to prevent from working for prolonged hours

### ①【Suppression of sending e-mails 】

Direction from executive position employers to refrain from sending e-mails during overtime work, work on days off and night work.

### ②【Control access to system】

For night work and work on days off, setup your computer to allow no access to your PC from outside your PC's network

### ③【Prohibit overtime Work and Work on Days Off, night work】

Prohibit overtime work and work on days off, and night work in principle or only through authorization from employers.

### ④【Points to remember regarding working hours for prolonged hours】

Call for attention using working hours record sheet and labor management system.

# Points to remember over labor management for telework

## (4) Application of Industrial Safety and Health Act and points to remember

- Take steps to make efforts for health problems prevention including overtime work and mental health measures based on the ordinance of industrial safety and health act.

○ Health checks, guidance from doctors towards workers working for prolonged hours, stress checks, and measures taken from the results

- In case where your home will become the location for tele-work, the working environment will be based on the Ordinance on Health Standards in the Office, Ordinance on Industrial Safety and Health, and health standards of “Guideline for industrial safety and health at VDT(visual display terminals) operations” (As of April 5, 2002)

## (5) Points to remember for Industrial Accident Compensation Insurance

- Accident incurred due to being under control of the employers based on the labor agreement during tele-work are subject to accident compensation insurance.

However, accident caused aside from personal operations are not allowed.

# Points to remember over labor management for telework

## (6) Performance evaluation

- It is recommended to clarify the evaluation and wage system towards performance evaluation for tele-work without any concern arising from the evaluator and workers.

## (7) Communication cost/information communication equipment cost

- Who shall bear the cost including communication equipment

Also specify the maximum limit in the rule of employment by discussing between employers and workers in advance.

- If workers will bear the cost including communication equipment, it shall be stipulated in the rule of employment. (Labor Standard Act Article 89-5)

## (8) Company training

- Provide company education and training which will satisfy tele-work staff upon developing their knowledge without any signs of fear.

- Company training and training system shall be stipulated in the rule of employment. (Labor Standard Act Article 89-7)



# Rules of employment regarding tele-work

○For tele-work, **specify regulations required for tele-work in the rules of employment for employees or respond by stipulating “rules of employment for Tele-work”.**

【Rules of employment for tele-work : Example】

○Objective of tele-work

○Definition of working at home, satellite office,  
mobile work

○Applicable operation range

○Range of applicable worker

○Tele-work procedures (pre-application)

○Tele-work per unit times

○Working hours (including overtime work)

○Days off/ holidays

(Including annual paid leave)

○Tele-work location

○Tele-work report

○Ordered to start work during  
tele-work.

○Control information

○Work related travel expense during  
Tele-work

○Person who will bear the cost  
for working at home (utility cost,  
communication expense etc. )

# Introduction of flextime system

## (1) Current status

Result of General survey on working conditions (2018) (Health, Labor and Welfare Ministry)

○ Ratio of Flextime users (company) — — — 5.6% [ One year variable working hours system 35.3% , One-Month Variable Working Hours System 22.3% months ]

○Ration of Flextime workers — — — 7.8%

## (2) Terms for adopting

Stipulation in the rules of employment and conclusion of Labor-management agreement is required.

**i Stipulate in the rules of employment**

(Ex.) ▪ In this system, the starting and ending time for work is left to the worker's own decision.

**ii The followings are required in the labor-management agreement :**

- ①Range of workers covered
- ②Calculation period for working hours
- ③Total working hours in the calculation period (scheduled working hours)
- ④Reference working hours in one day
- ⑤Core time (optional)
- ⑥Flexible time (optional)

# Basic rule of Flextime system

## (1) Overtime work

- Overtime work will not apply instantly even if workers work more than 8 hours per day and 40 hours per week
- Overtime work exceeding the working hours (\*) of scheduled working hours in the calculation period.

*Calculation period of calendar days	31 days	177.1 hours
	30 days	171.4 hours
	28 days	160.0 hours

## (2) Calculation of wages

- If the actual working hours exceed the total working hours in the calculation period,  
amount of wages paid for the exceeded working hours
- If the actual working hours lacks the total working hours in the calculation period,  
either deduct insufficient times or carry over and combine to the total working hours in the next calculation period.

## (3) Calculation period

- Calculation period has been extended to 3 months.



# Basic rule of Flextime system

## **(4) Overtime work exceeding the one month calculation period**

- Total working hours in the calculation period shall be within the statutory working hours.  
(The working hours for the whole calculation period does not exceed the average working hours per week of 40 hours)
- Working hours for a months does not exceed the average working hours per week of 50 hours

## **(5) Labor-management agreement exceeding the one month calculation period**

- In case the labor-management agreement exceeds the one month calculation period, the agreement shall be submitted to the Office Manager of Labor Standards Inspection Office under jurisdiction

# Following items are stated in the labor-management agreement: — Stipulated in the rules of employment

## (1) Range of workers covered

- All employees, each group/department/person etc.

## (2) Calculation period for working hours

- Extended the upper limit of working hours to 3 months.
- Fix the starting date of calculation period

## (3) Total working hours in the calculation period (scheduled working hours in the calculation period )

- The scheduled working hours shall be stipulated for every calculation period.
- Working hours calculated by averaging the total hours in the calculation period shall be **within the statutory working hours** corresponding to the calendar days.

## (4) Reference working hours in one day in labor-management agreement

- Fix the standard working hours by dividing the **total working hours in the calculation period** by scheduled working hours.

## (5) Core time (**optional**)

- The hours from which a worker can choose to work and finish work.
- There are days set with core time and without core time. The core time can be different.

## (6) Flexible time ( **optional** )

- The hours from which a worker can choose to work and finish work.

## ○ Provisions in the rules of employment

### (1) Clear statement of standard opening time for work

The following is the starting and closing time in the rules of employment article ○○

- Opening time 9:00
- Closing time 18:00

### (2) Provisions for Flex-biz system

Rules of employment article ○○: Employees requesting to use the Flex-biz system (flexible working hours) must submit in a specified form by the 25<sup>th</sup> of previous months.

### (3) Provisions for the Flex-biz hours

The following is the flex-biz hours in the rules of employment article ○○

#### Pattern A

- Opening time 7:00
- Closing time 16:00

#### Pattern B

- Opening time 8:00
- Closing time 17:00

#### Pattern C

- Opening time 10:00
- Closing time 19:00



## References - Traffic regulations

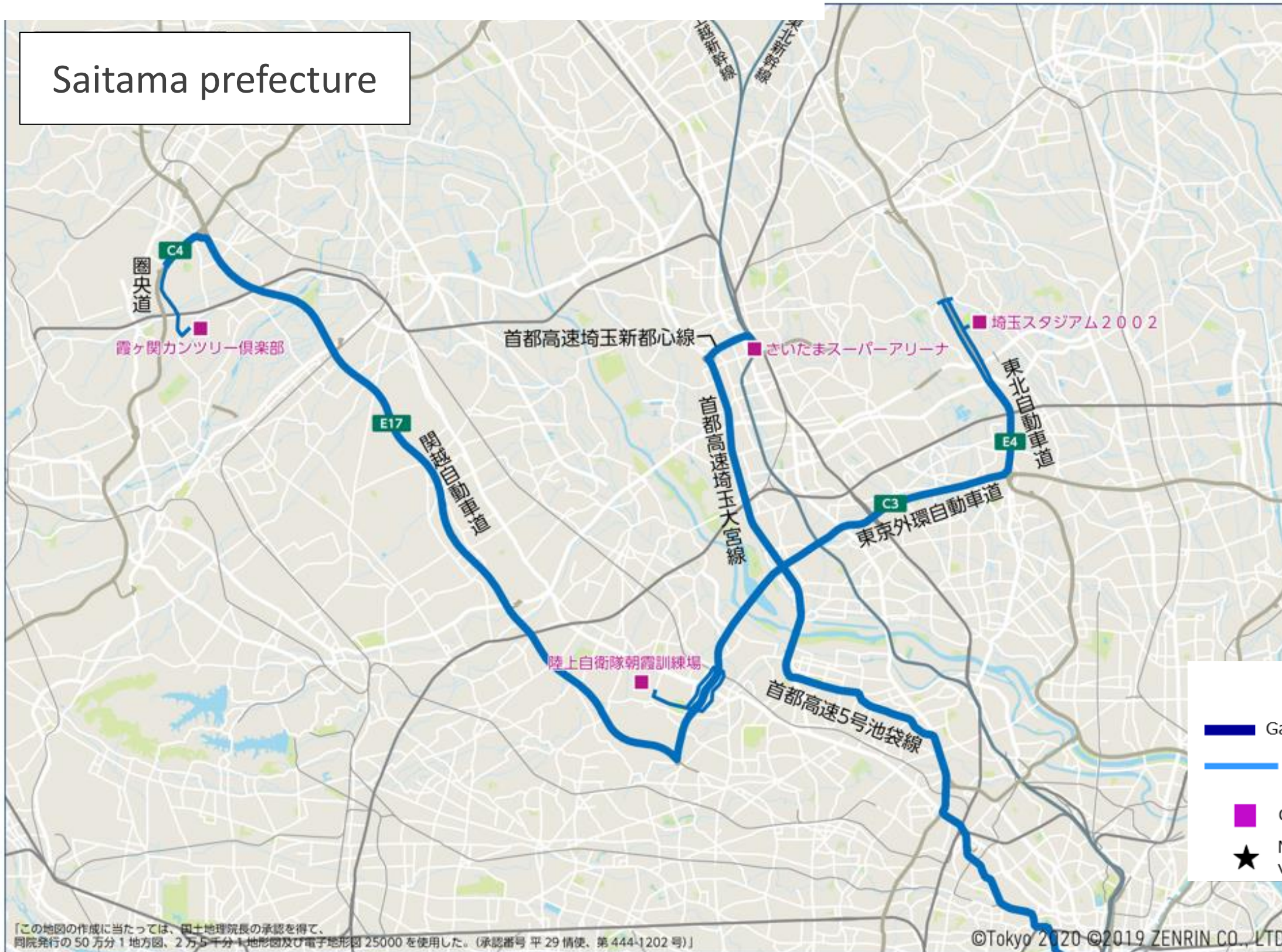
(Map of traffic measures, Test Event, Road Events etc.)

# Traffic measures around competition venues (Dec. 2019)

【2019.12】

## Games route (Games related staff route)

Saitama prefecture



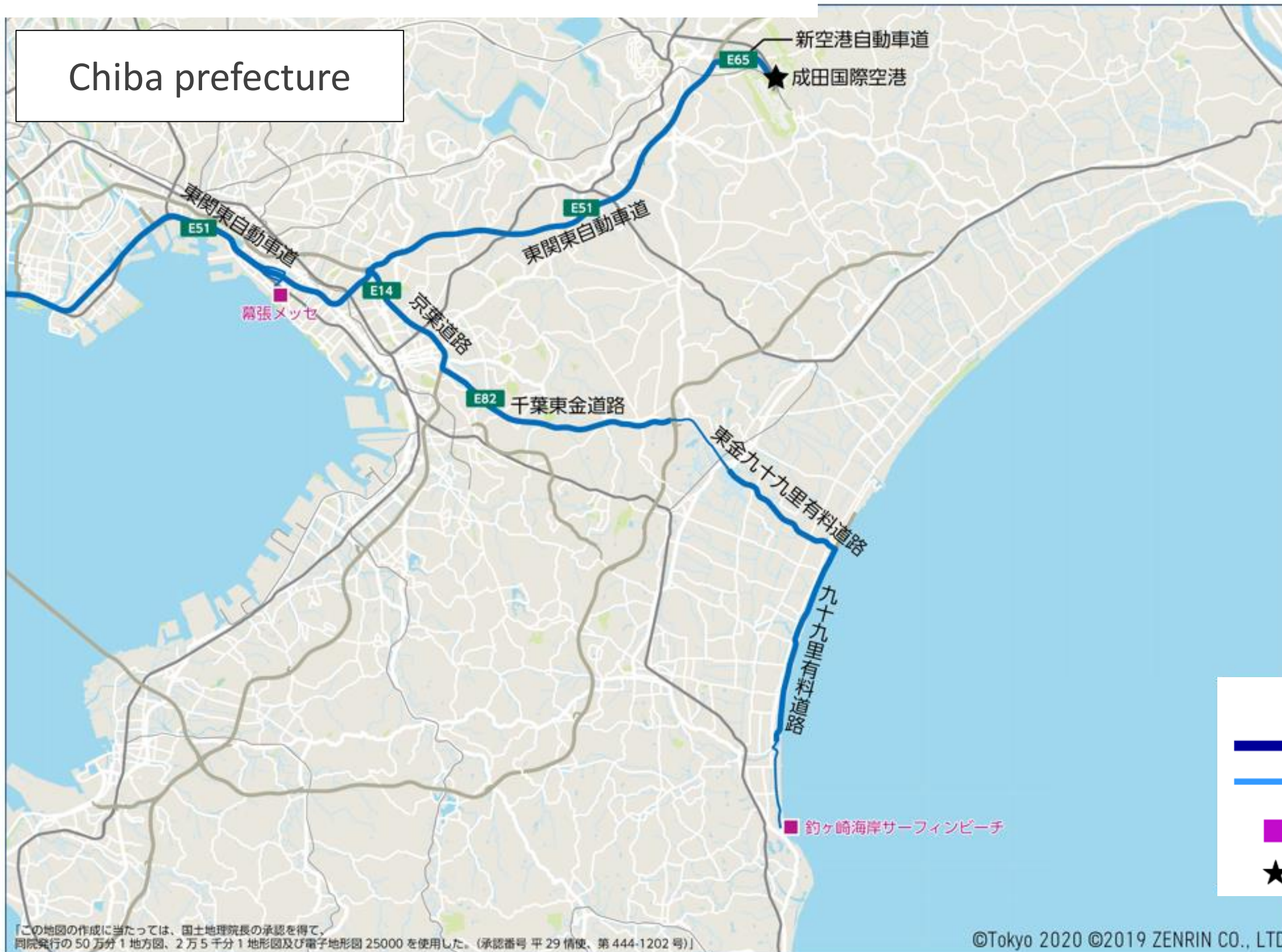


# Traffic measures around competition venues (Dec. 2019)

Games route (Games related staff route)

【2019.12】

Chiba prefecture



Legend

- Games-time route (Motorway)
- Games-time route (General road)
- Competition venue
- Major Non-competition venue and facility

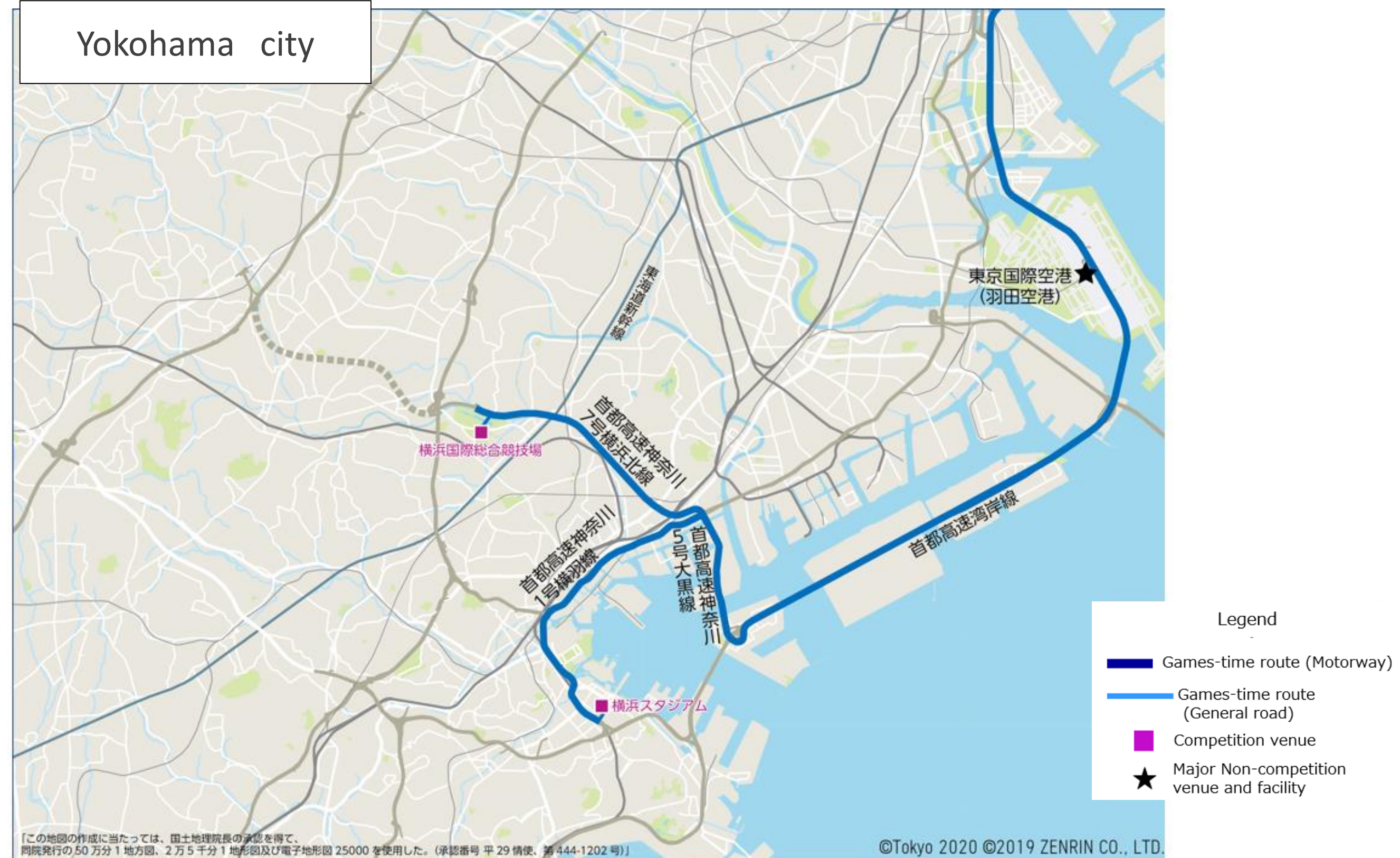
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# Traffic measures around competition venues (Dec. 2019)

## Games route (Games related staff route)

Yokohama city





# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Olympic Stadium, Tokyo Metropolitan Gymnasium)

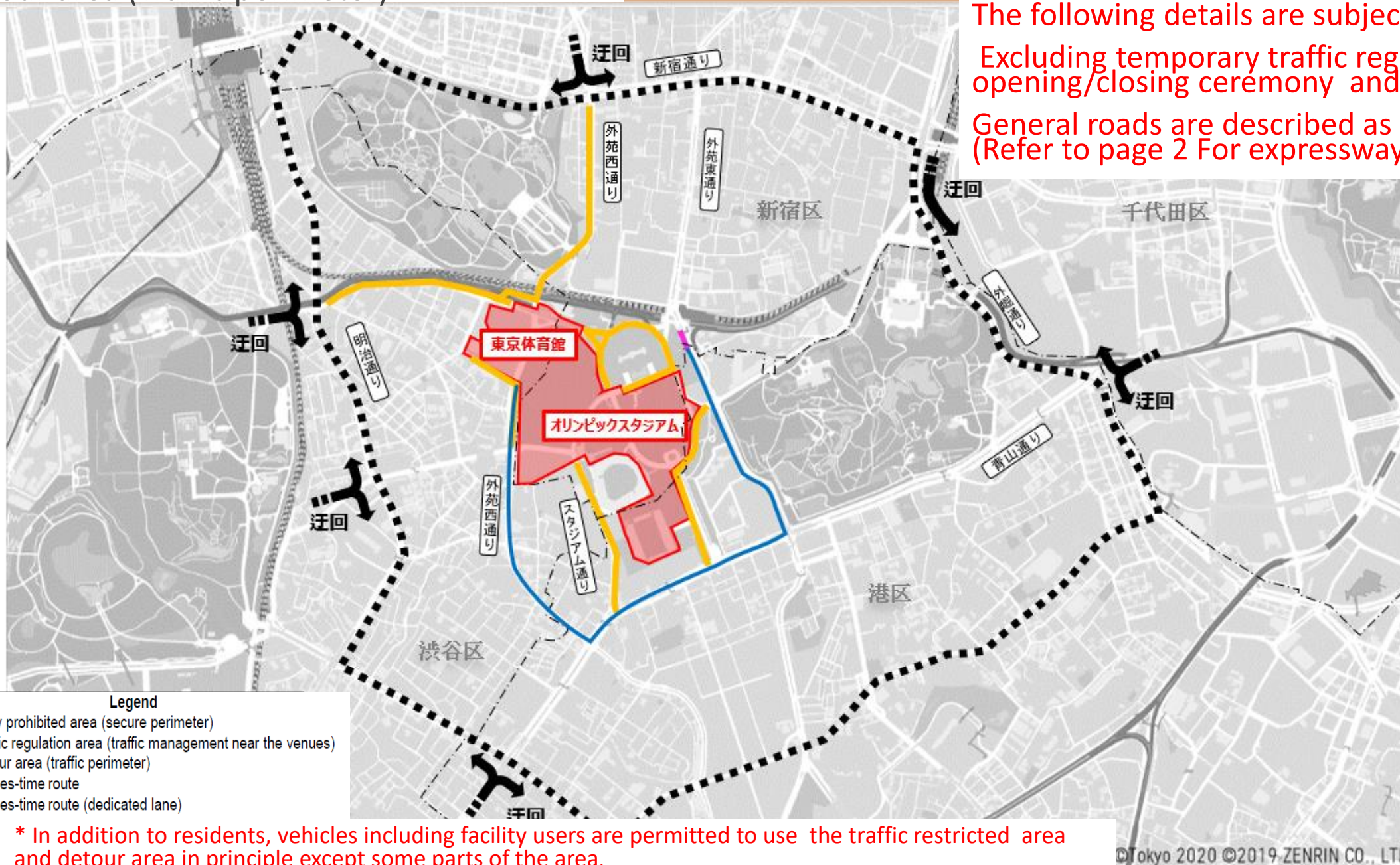
【2019.12】

### 3. Detour area (Traffic perimeter)

The following details are subject to change.

Excluding temporary traffic regulations due to the opening/closing ceremony and road events.

General roads are described as Games routes.  
(Refer to page 2 For expressway.)



\* In addition to residents, vehicles including facility users are permitted to use the traffic restricted area and detour area in principle except some parts of the area.



# Traffic measures around competition venues (Dec. 2019)

【2019.12】

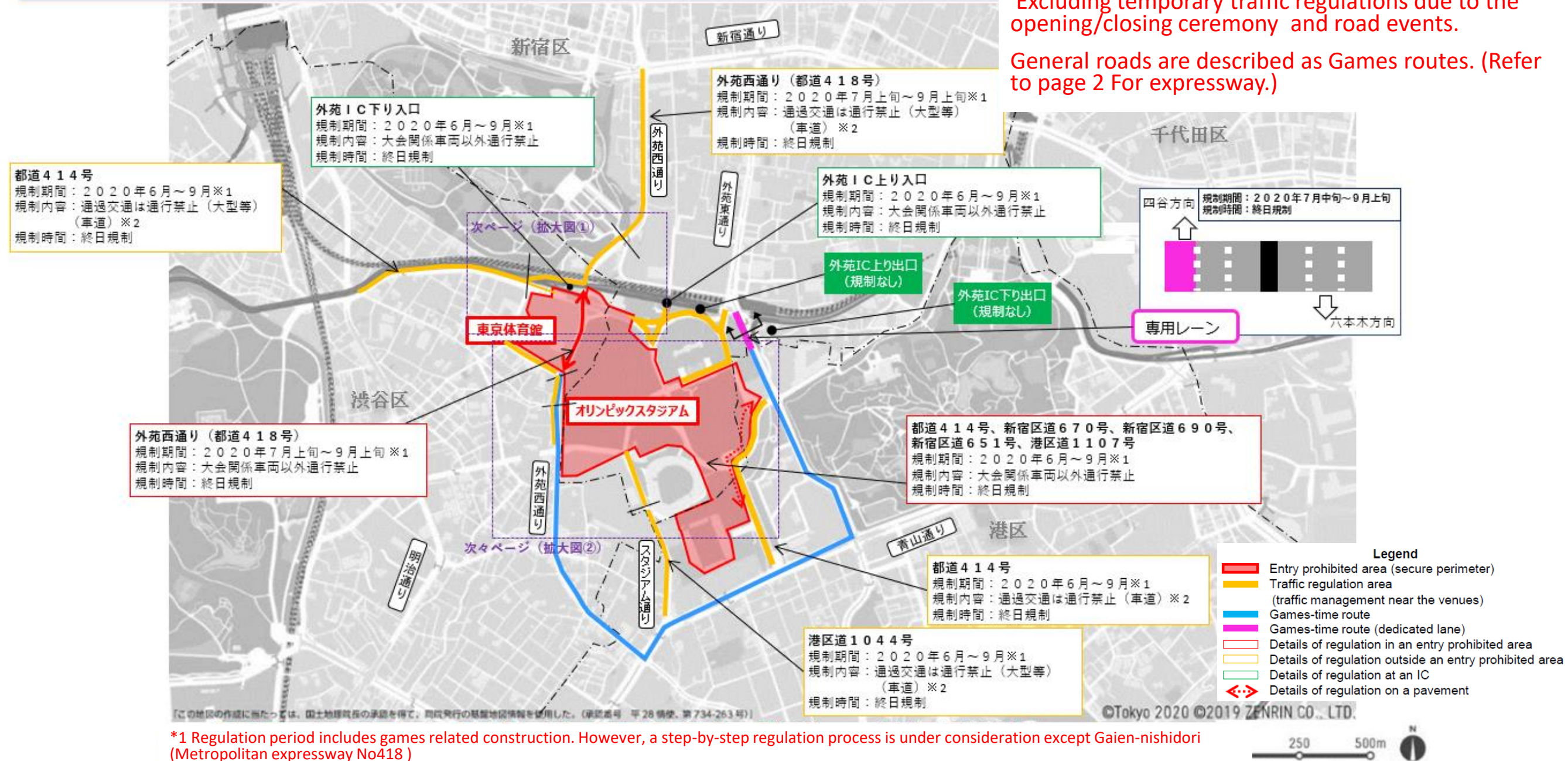
## Map of traffic measures around venues (Olympic Stadium, Tokyo Metropolitan Gymnasium)

### 1. No entry area 2. Traffic restricted area 4. Dedicated lanes/priority lanes

The following details are subject to change.

Excluding temporary traffic regulations due to the opening/closing ceremony and road events.

General roads are described as Games routes. (Refer to page 2 For expressway.)



\*1 Regulation period includes games related construction. However, a step-by-step regulation process is under consideration except Gaiken-nishidori (Metropolitan expressway No418)

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.



# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Olympic Stadium, Tokyo Metropolitan Gymnasium)

【2019.12】

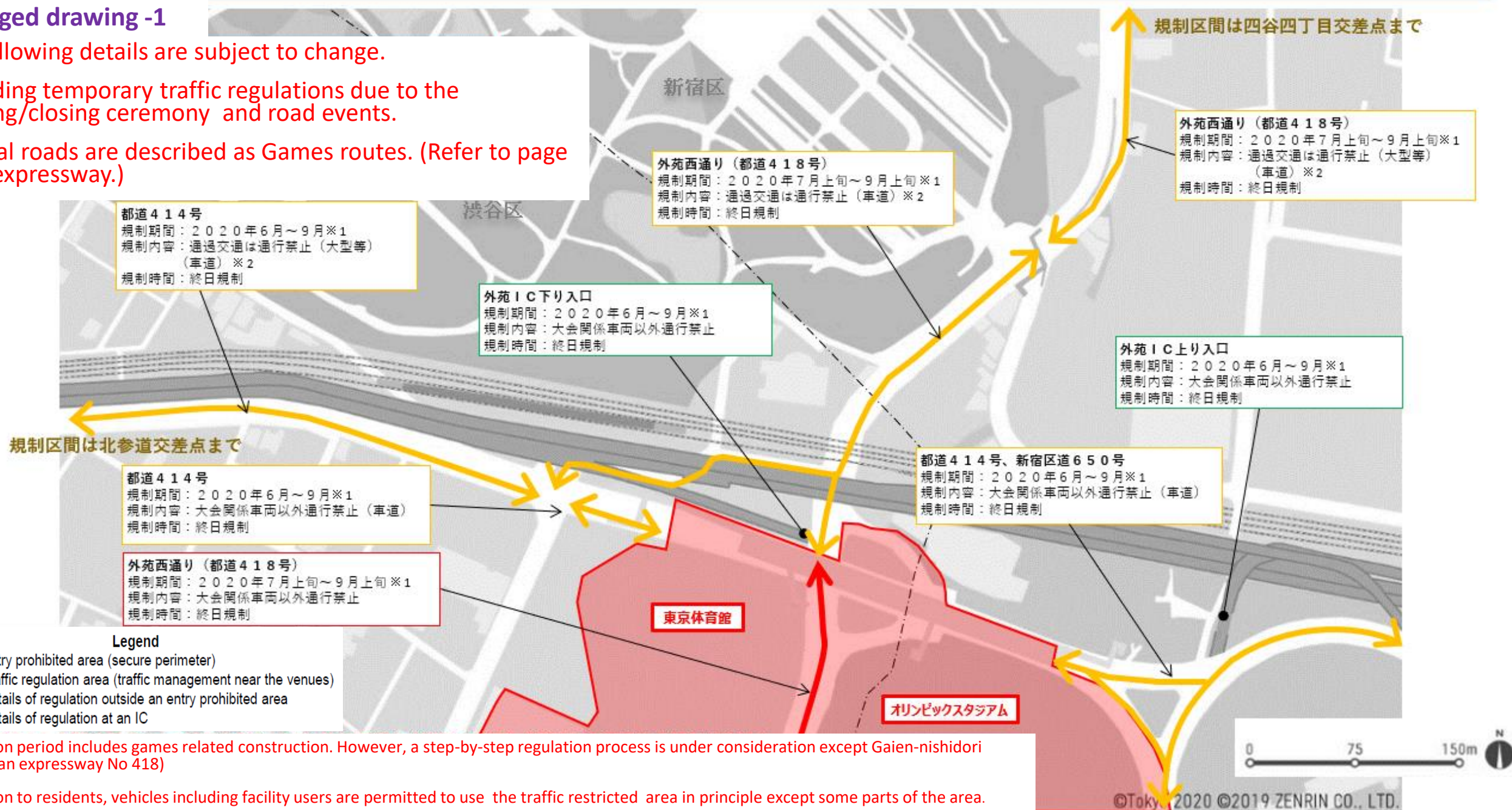
### 1. No entry area 2. Traffic restricted area

#### Enlarged drawing -1

The following details are subject to change.

Excluding temporary traffic regulations due to the opening/closing ceremony and road events.

General roads are described as Games routes. (Refer to page 2 For expressway.)



\*1 Regulation period includes games related construction. However, a step-by-step regulation process is under consideration except Gaien-nishidori (Metropolitan expressway No 418)

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.



# Traffic measures around competition venues (Dec. 2019)

【2019.12】

## Map of traffic measures around venues (Olympic Stadium, Tokyo Metropolitan Gymnasium)

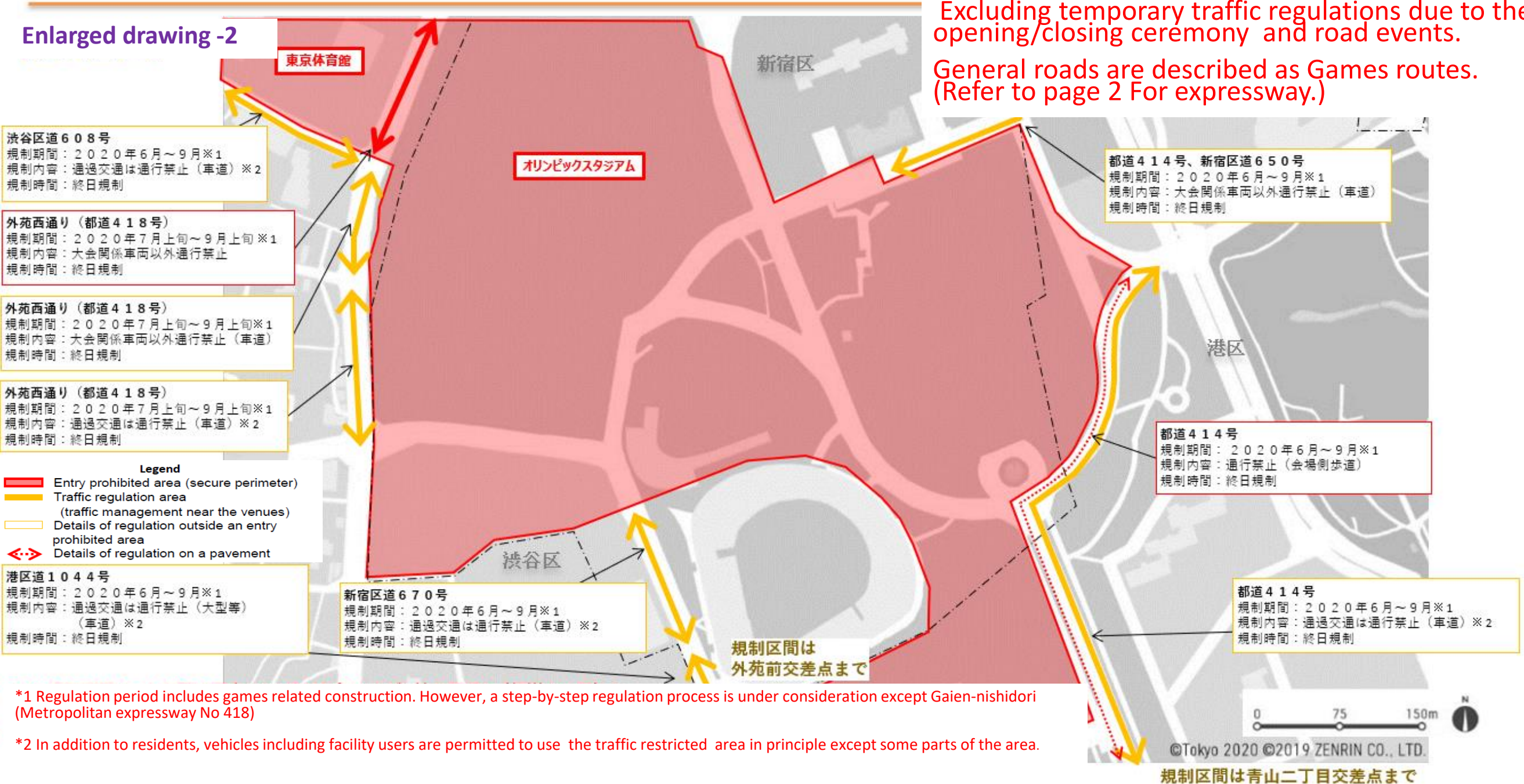
### 1. No entry area 2. Traffic restricted area

The following details are subject to change.

Excluding temporary traffic regulations due to the opening/closing ceremony and road events.

General roads are described as Games routes.  
(Refer to page 2 For expressway.)

#### Enlarged drawing -2



\*1 Regulation period includes games related construction. However, a step-by-step regulation process is under consideration except Gaien-nishidori (Metropolitan expressway No 418)

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.

# Traffic measures around competition venues (Dec. 2019)

【2019.12】

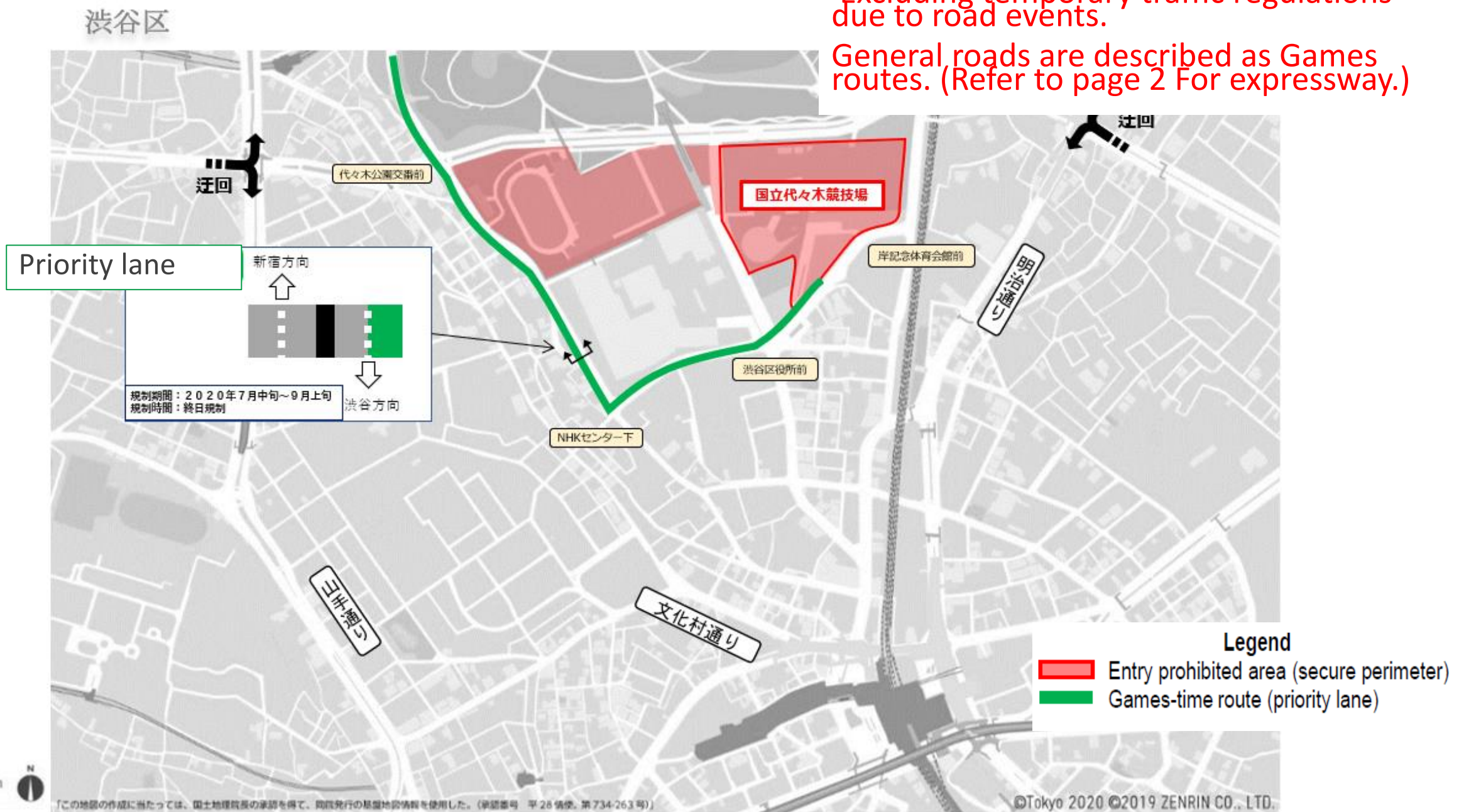
Map of traffic measures around venues (Olympic Stadium, Tokyo Metropolitan Gymnasium)

1. No entry area 4. Dedicated lanes, Priority lanes

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 2 For expressway.)





# Traffic measures around competition venues (Dec. 2019)

Map of traffic measures around venues (Nippon Budokan, Tokyo International Forum )

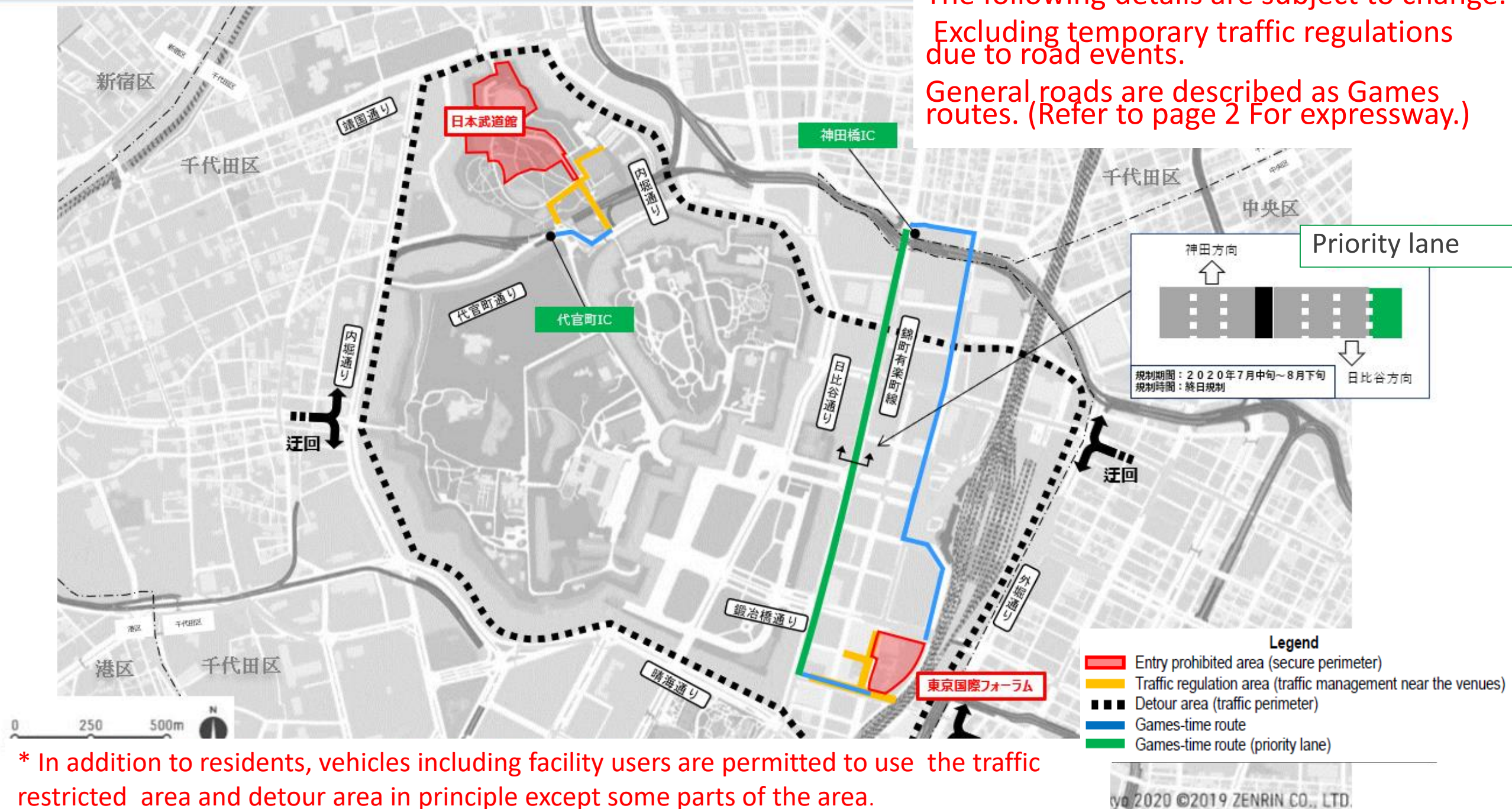
## 3. Detour area (Traffic perimeter)

【2019.12】

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 2 For expressway.)



\* In addition to residents, vehicles including facility users are permitted to use the traffic restricted area and detour area in principle except some parts of the area.

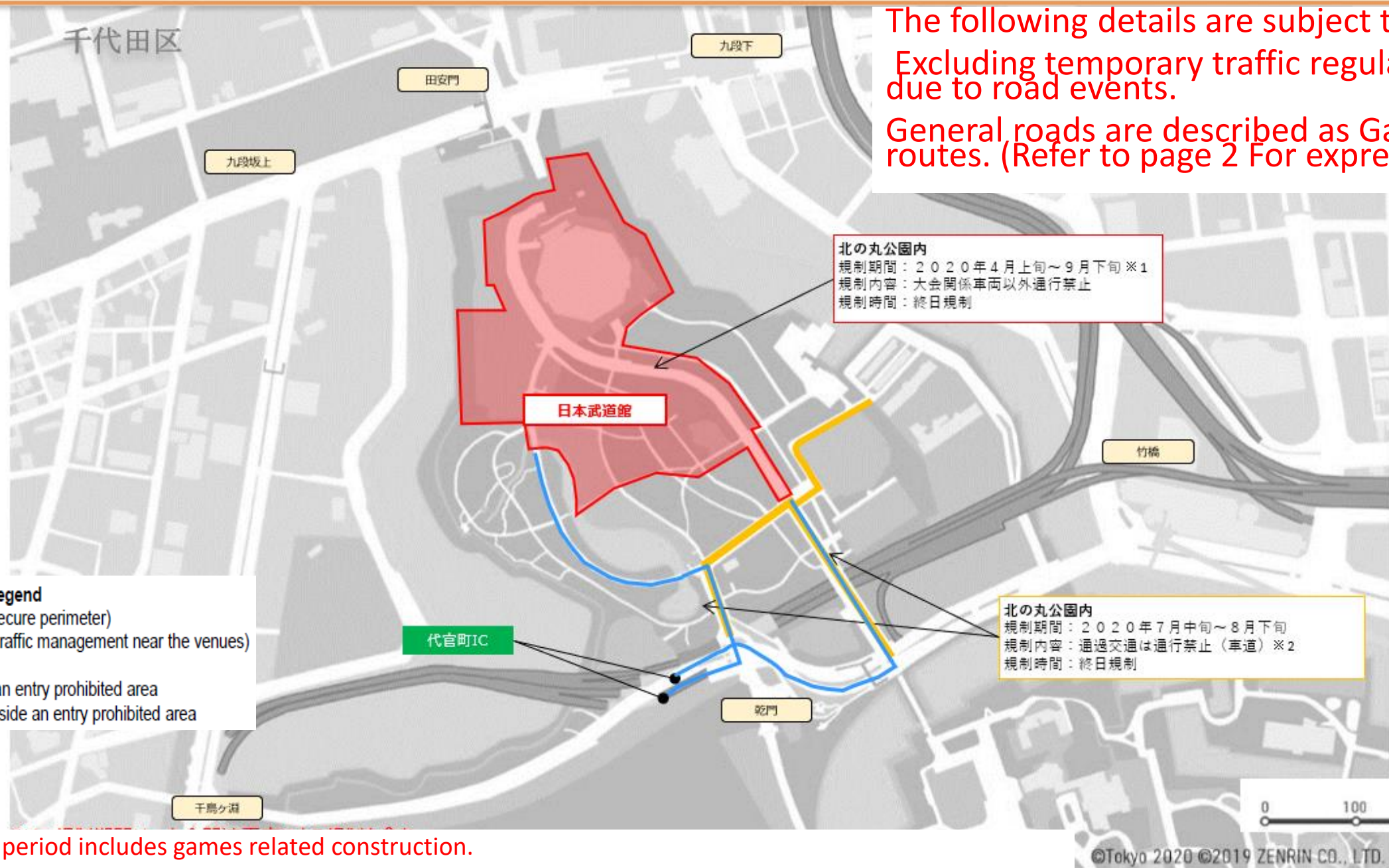


# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Nippon Budokan )

【2019.12】

### 1. No entry area 2 . Traffic restricted area



\*1 Regulation period includes games related construction.

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.

# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Tokyo International Forum )

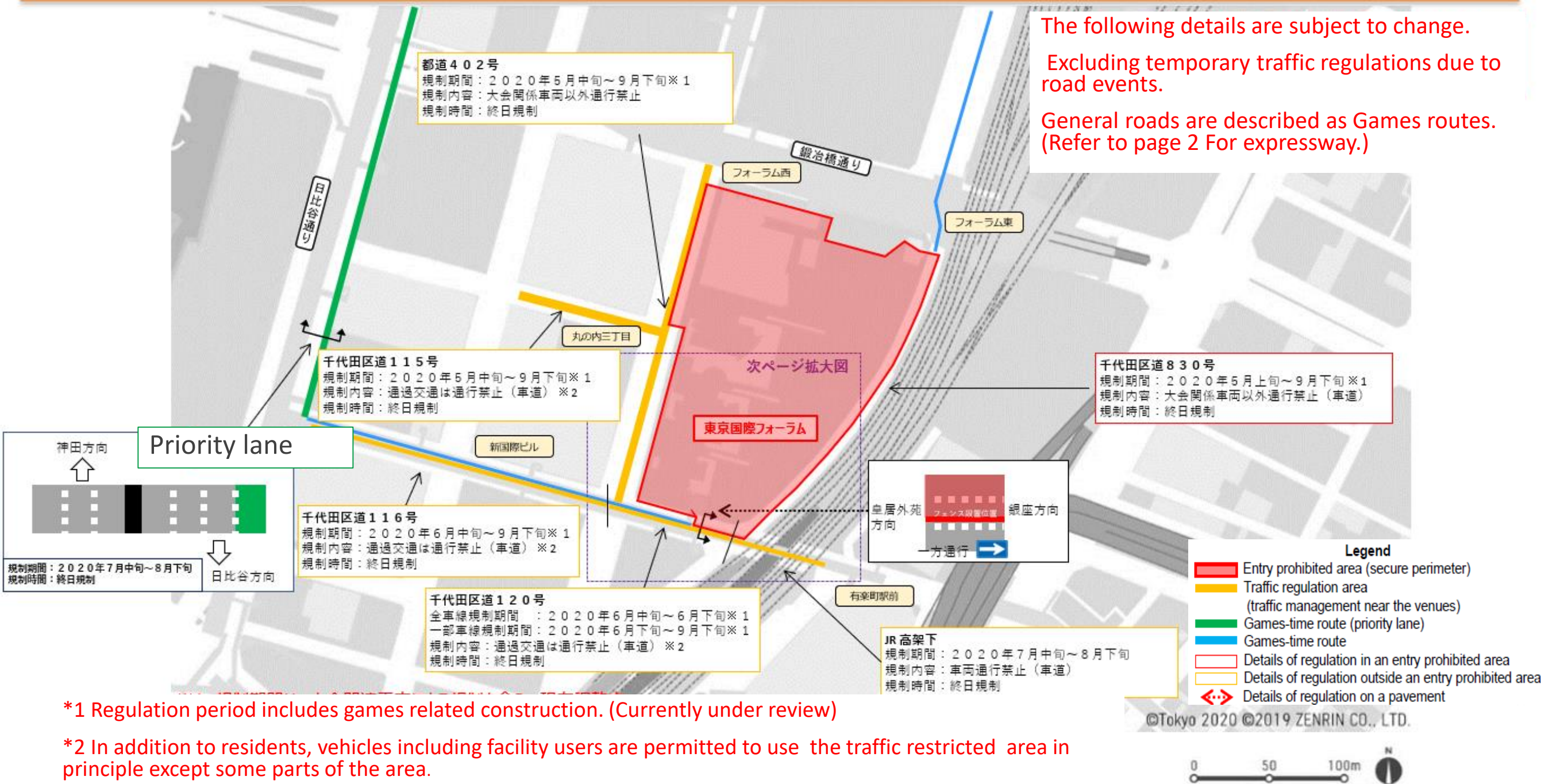
【2019.12】

1. No entry area 2 . Traffic restricted area 4. Dedicated lanes, Priority lanes

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 2 For expressway.)



\*1 Regulation period includes games related construction. (Currently under review)

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.



# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Tokyo International Forum )

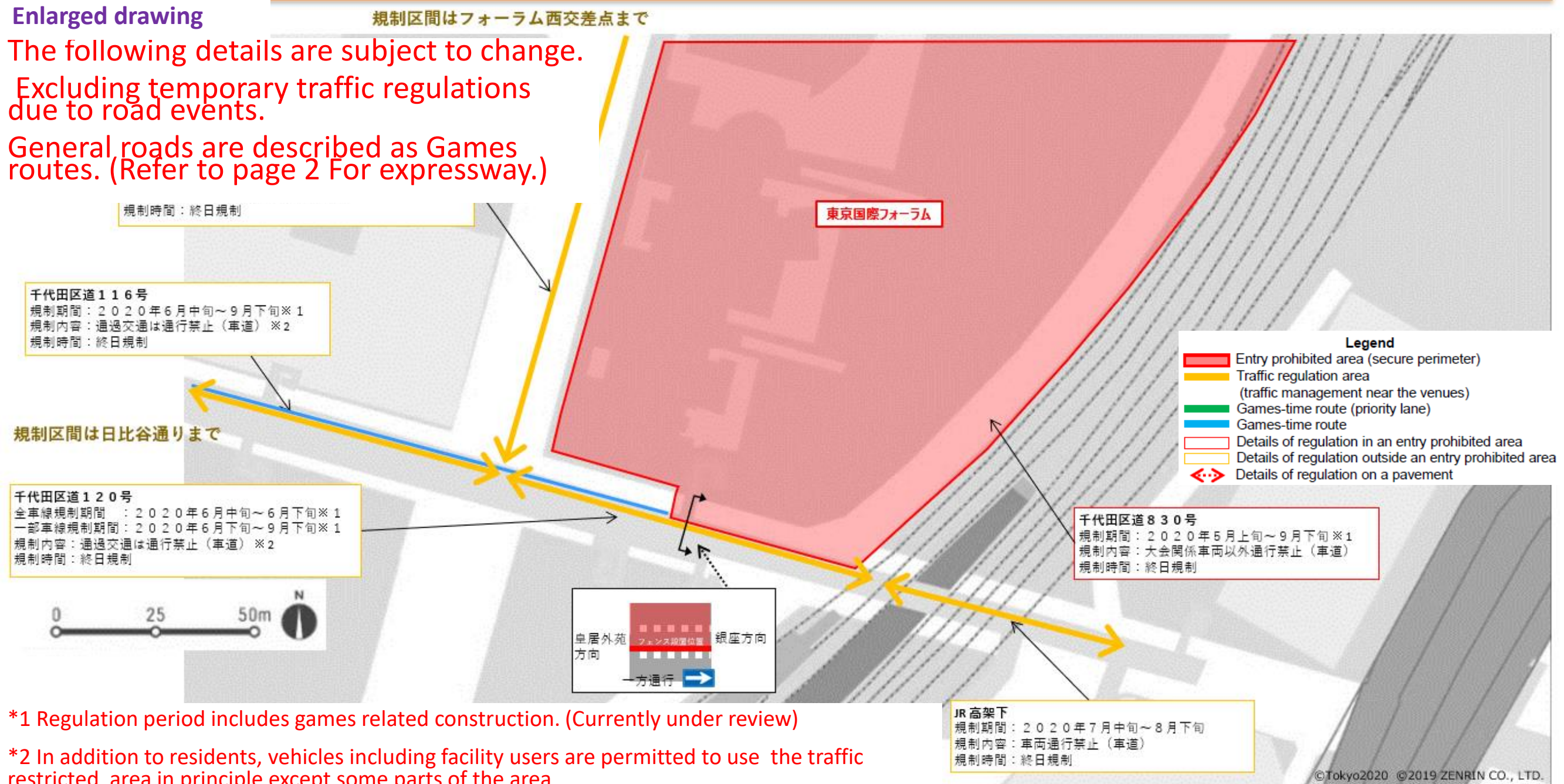
【2019.12】

### 1. No entry area 2 . Traffic restricted area

#### Enlarged drawing

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 2 For expressway.)



\*1 Regulation period includes games related construction. (Currently under review)

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.

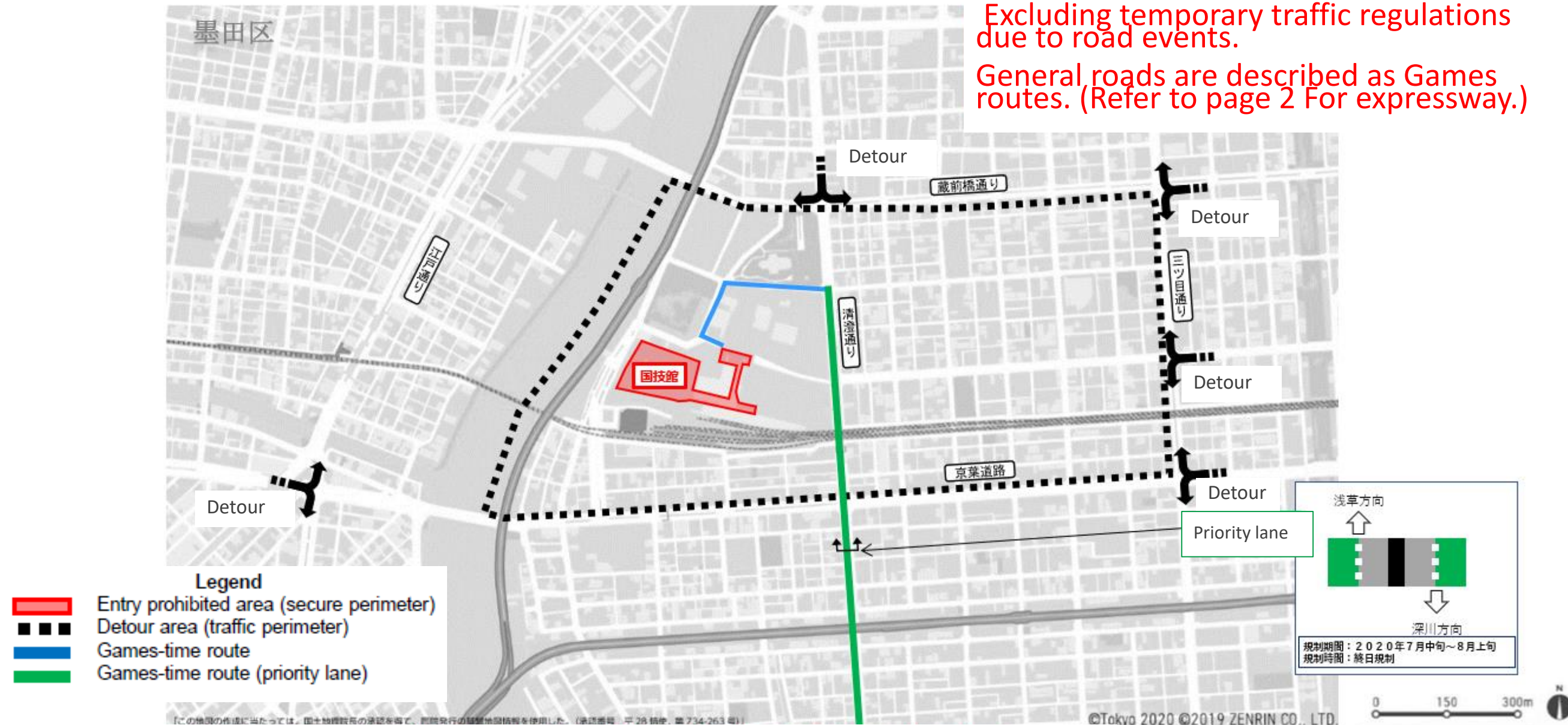
# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Kokugikan Arena)

【2019.12】

### 3. Detour area (Traffic perimeter)

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.  
General roads are described as Games  
routes. (Refer to page 2 For expressway.)



\* In addition to residents, vehicles including facility users are permitted to use the detour area in principle except some parts of the area.

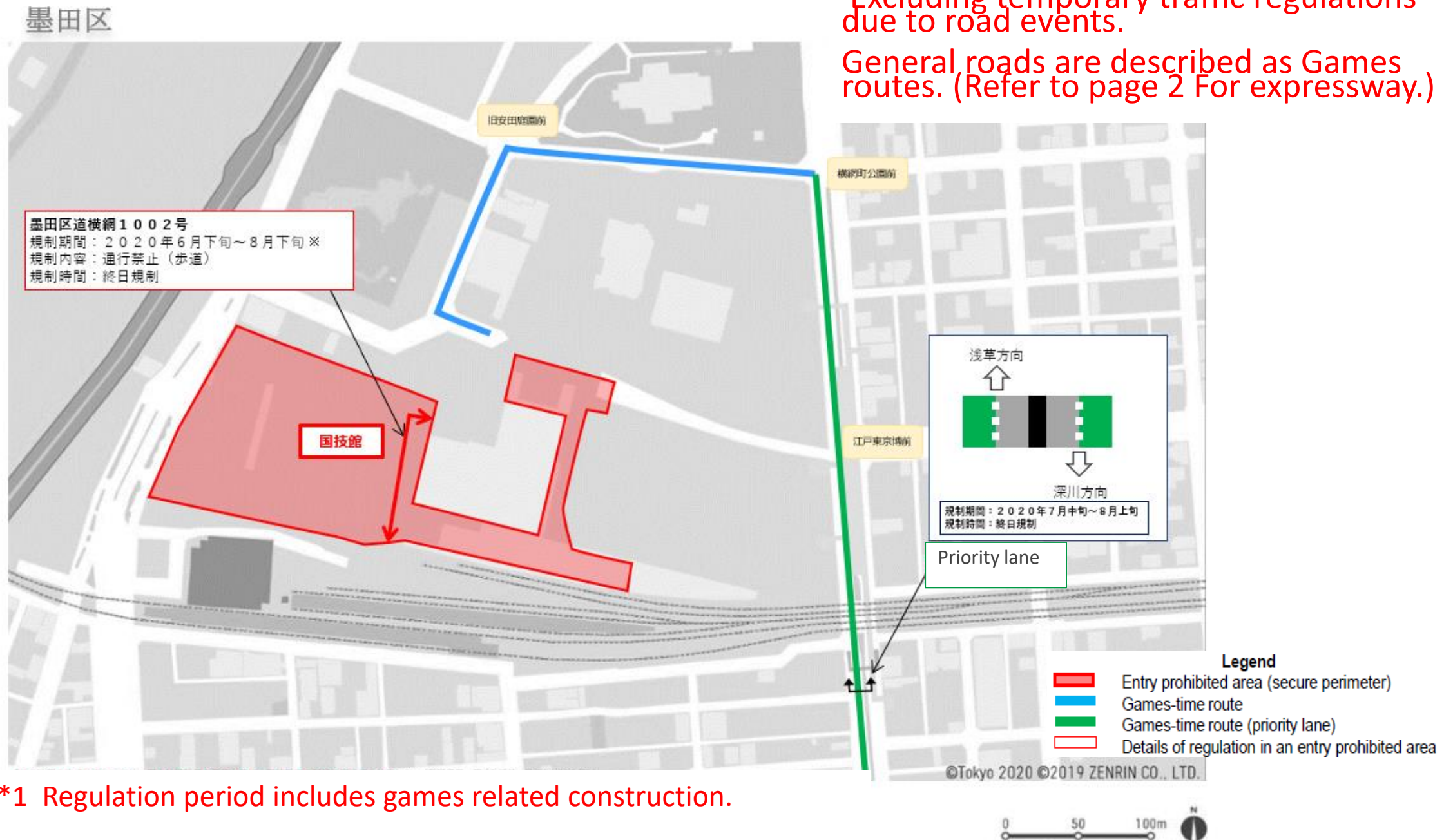


# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Kokugikan Arena )

【2019.12】

### 1. No entry area 4. Dedicated lanes/Priority lanes



The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 2 For expressway.)

\*1 Regulation period includes games related construction.

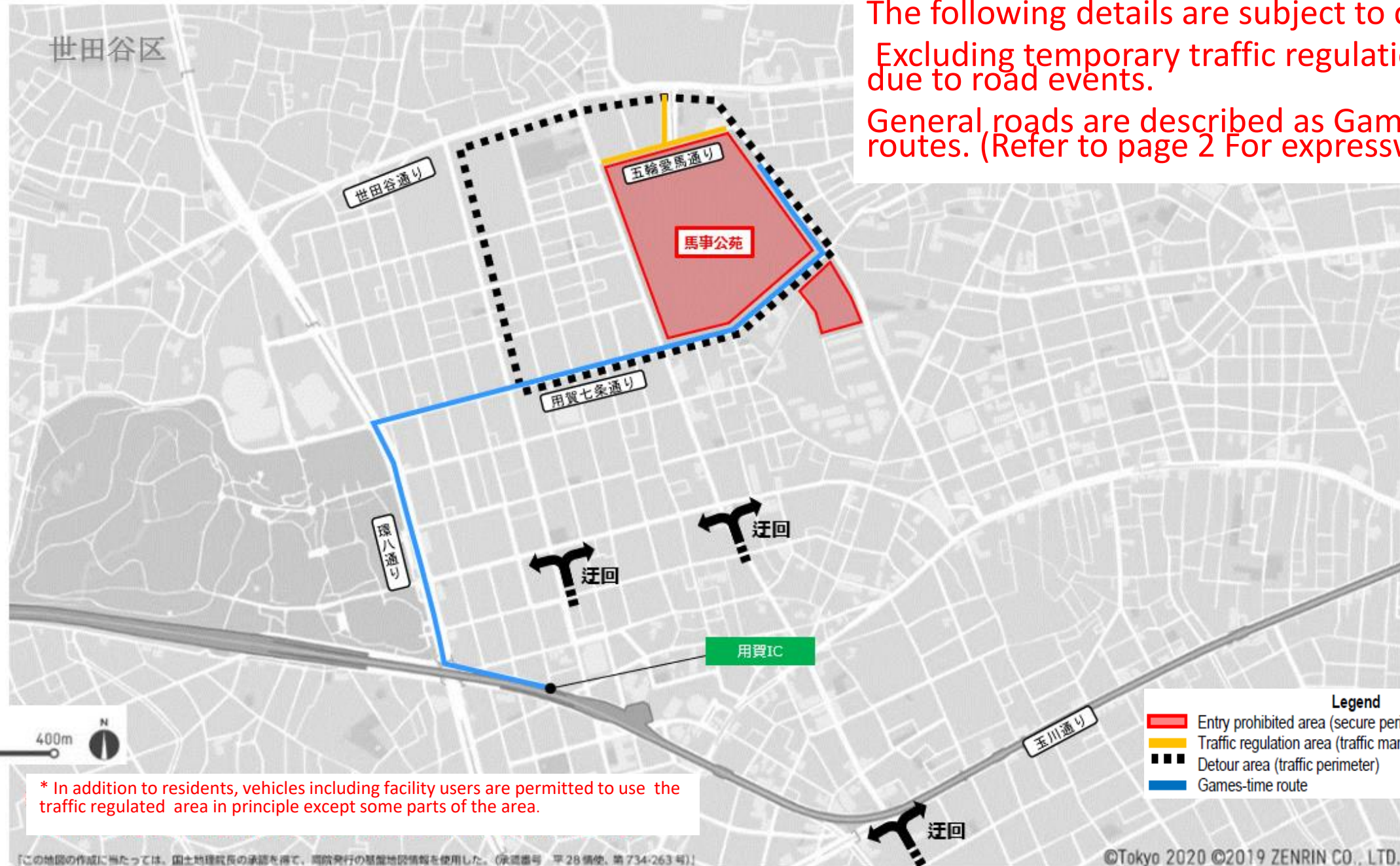


# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Equestrian Park )

【2019.12】

### 3. Detour area (Traffic perimeter)



The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

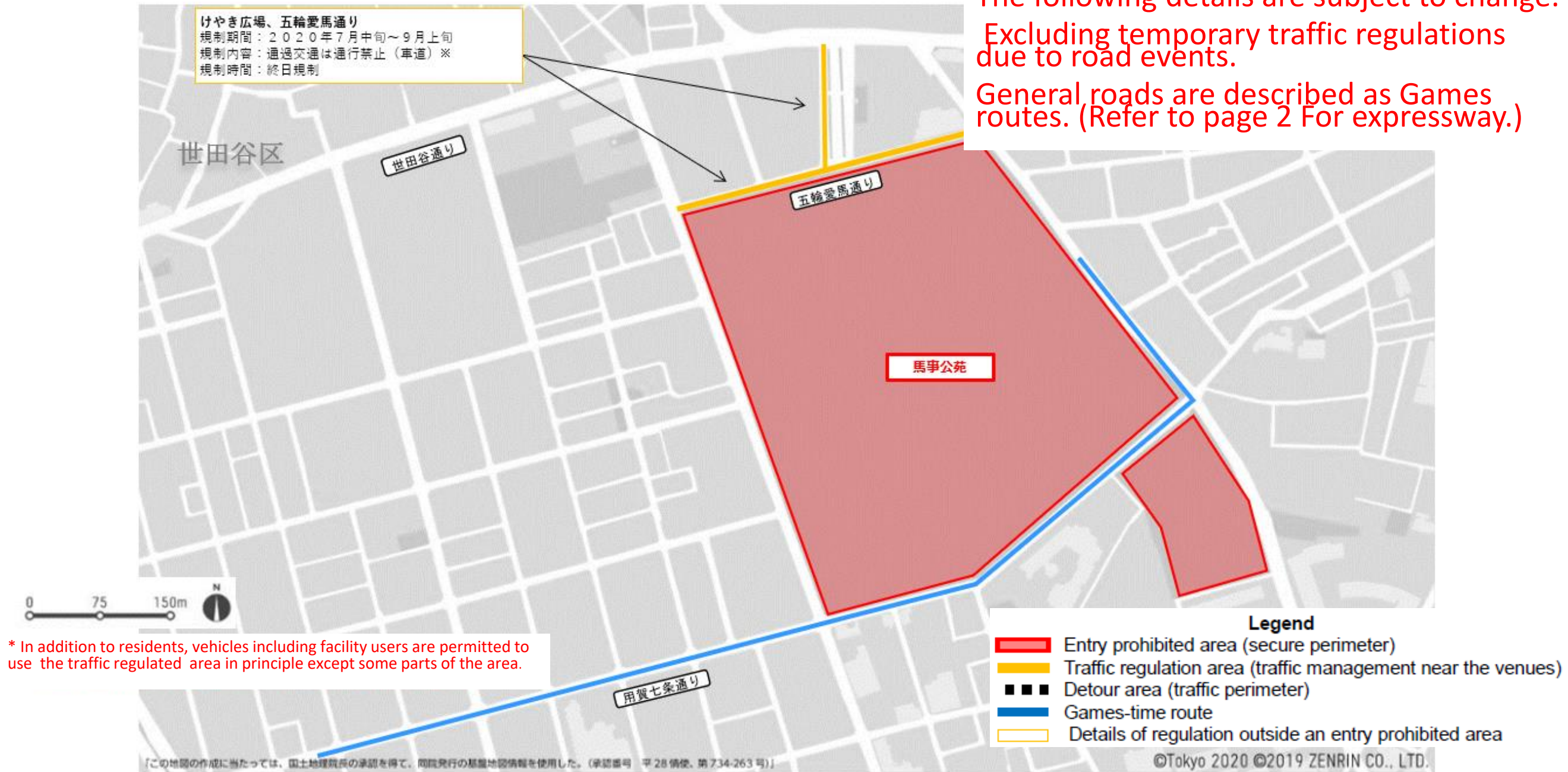
General roads are described as Games  
routes. (Refer to page 2 For expressway.)

# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Equestrian Park)

【2019.12】

1. No entry area 2. Traffic restricted area





# Traffic measures around competition venues (Dec. 2019)

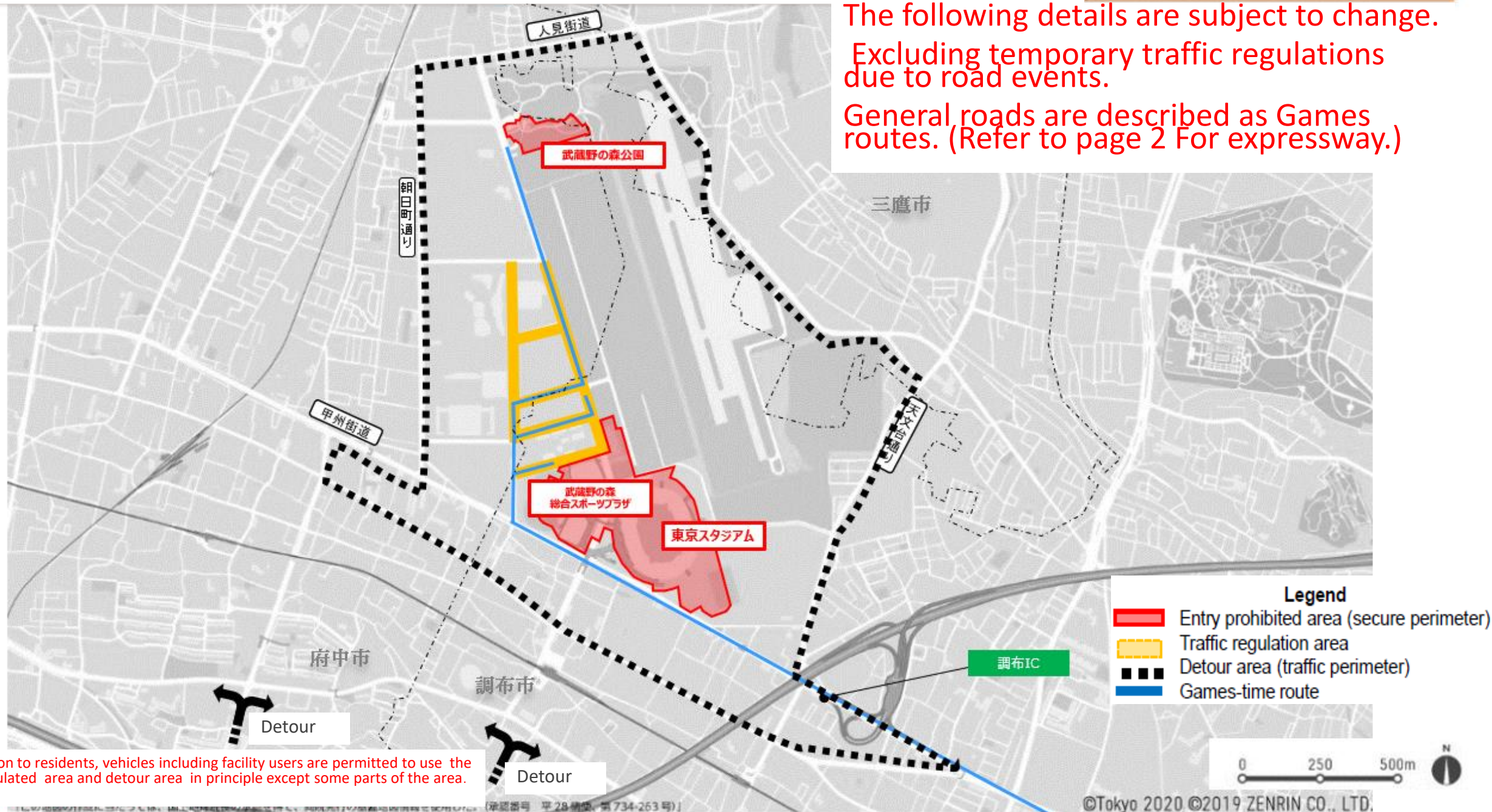
Map of traffic measures around venues (Tokyo Stadium, Musashino Forest Sport Plaza )

【2019.12】

## 2. Traffic restricted area 3. Detour area (Traffic perimeter)

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 2 For expressway.)





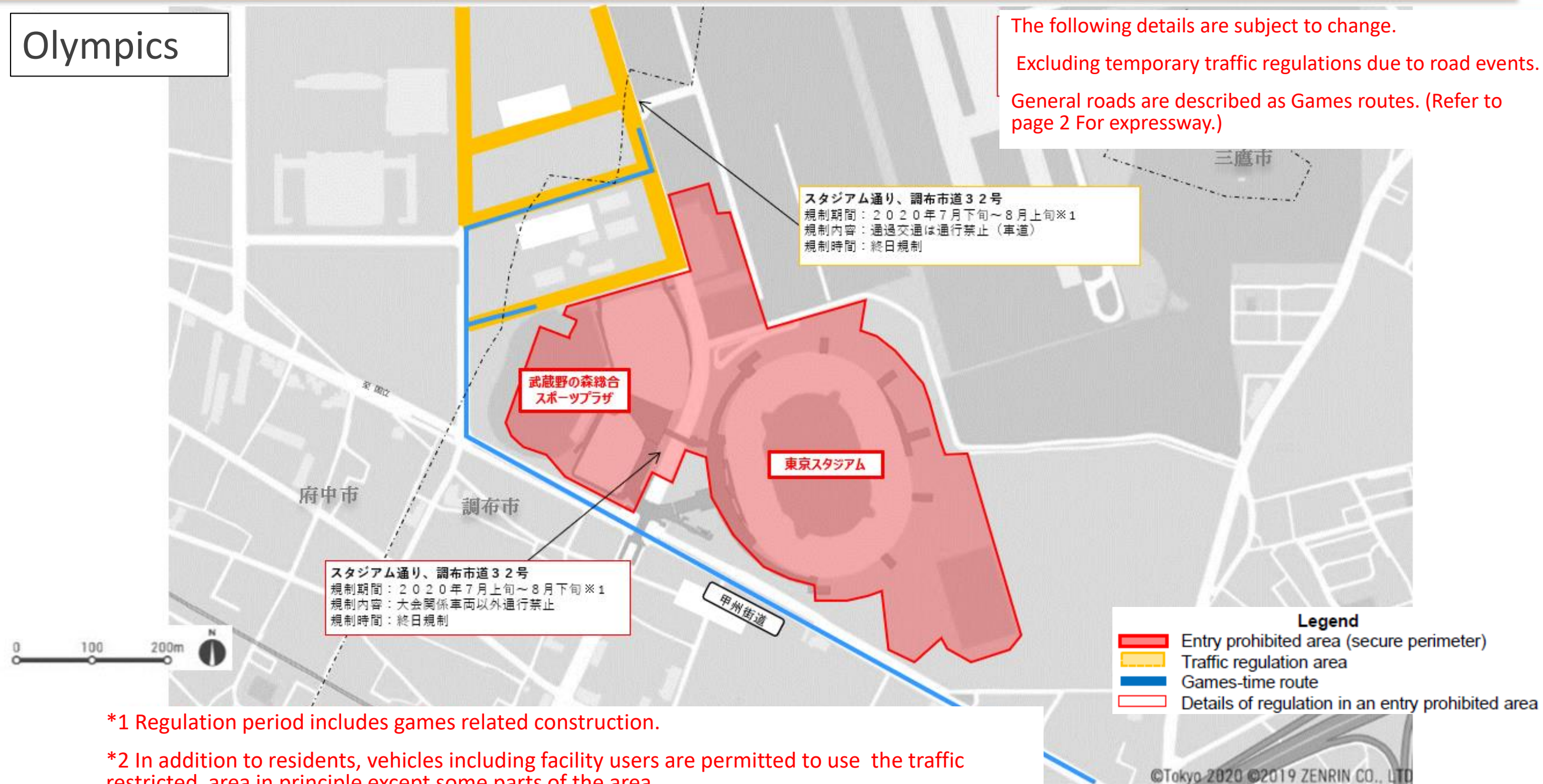
# Traffic measures around competition venues (Dec. 2019)

Map of traffic measures around venues (Tokyo Stadium, Musashino Forest Sport Plaza)

【2019.12】

1. No entry area 2. Traffic restricted area

Olympics



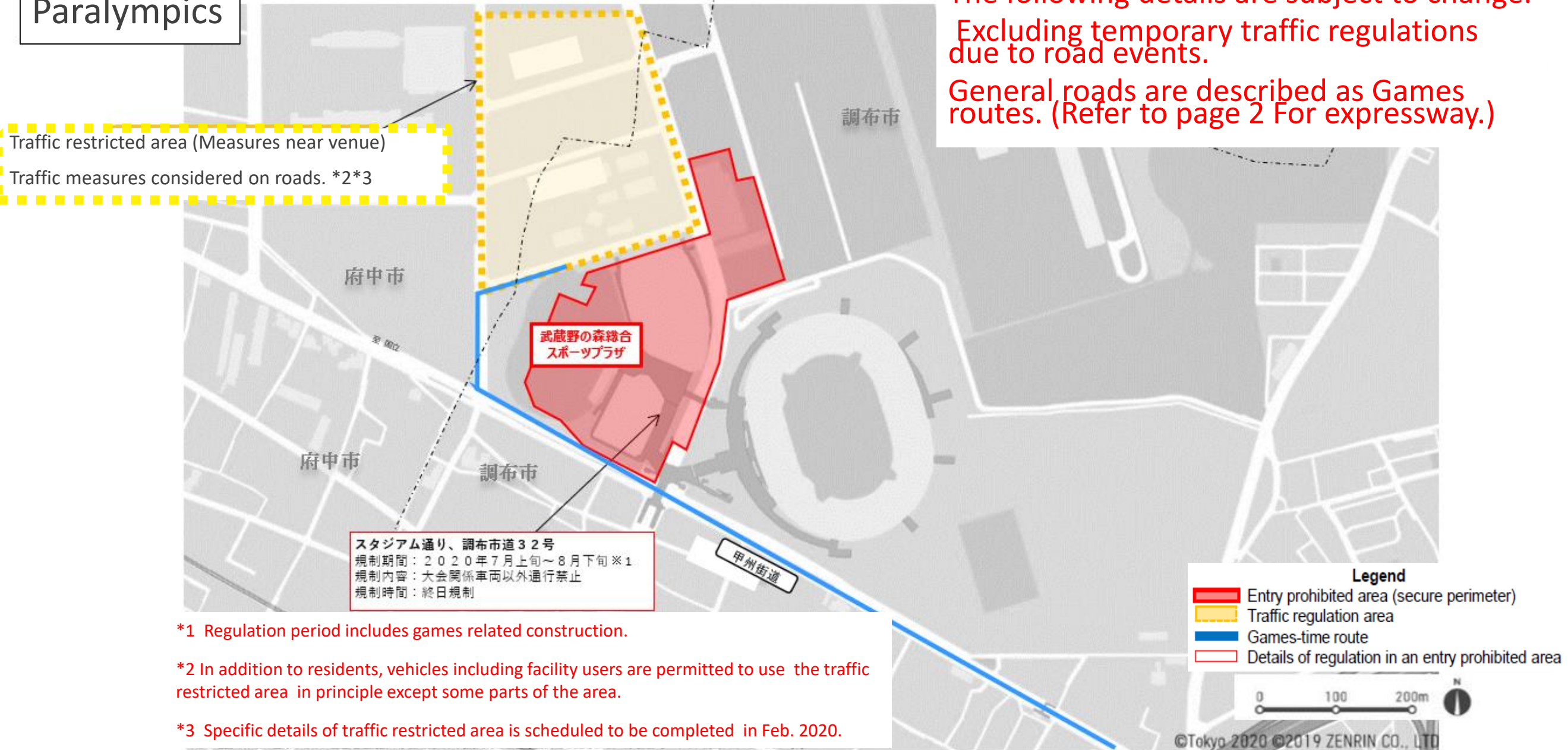
# Traffic measures around competition venues (Dec. 2019)

Map of traffic measures around venues (Tokyo Stadium, Musashino Forest Sport Plaza )

【2019.12】

1. No entry area 2. Traffic restricted area

## Paralympics



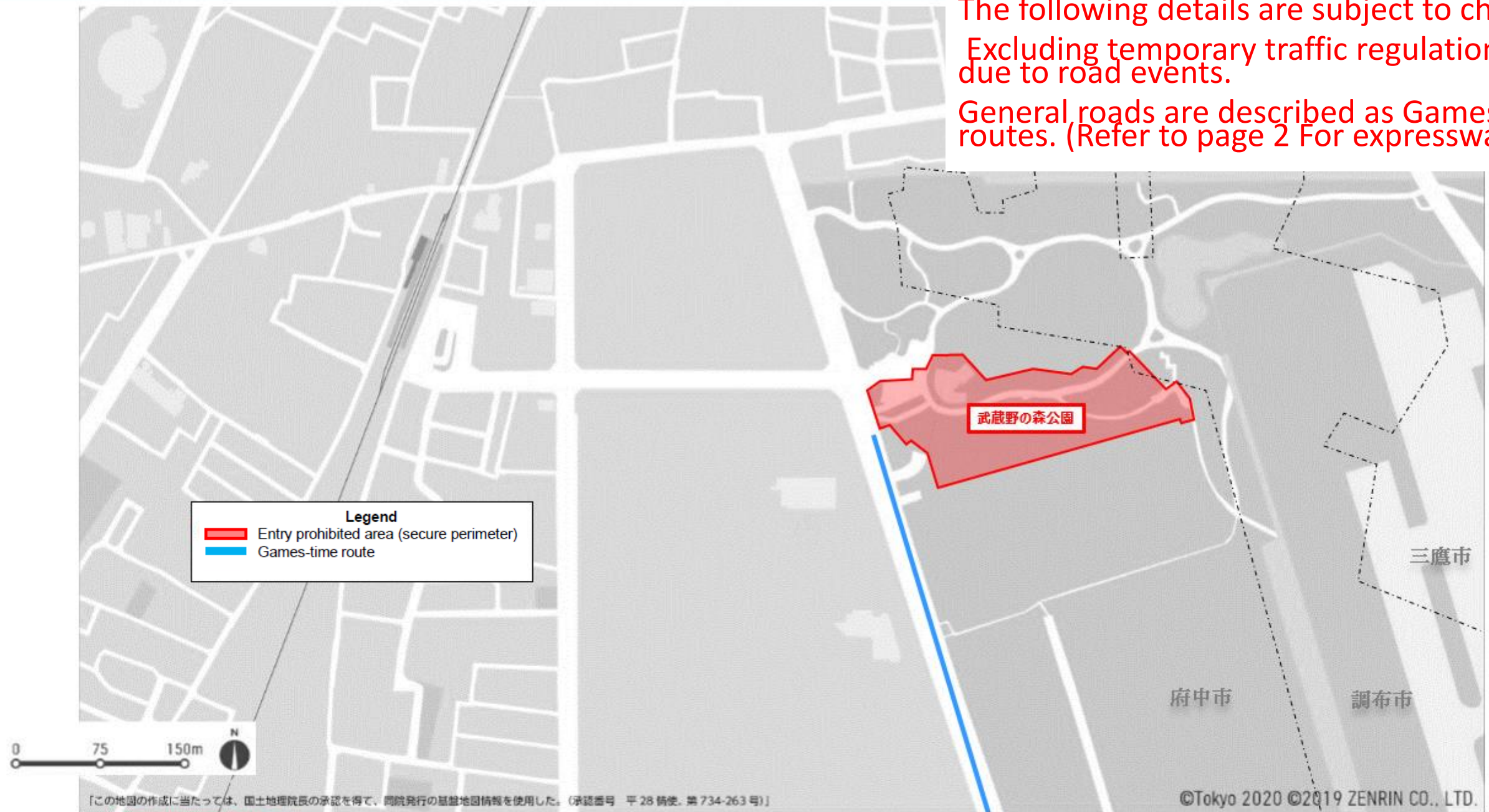


# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Musashinonomori Park )

【2019.12】

### 1. No entry area



\*No traffic regulations around venue.



# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Musashinonomori Park)

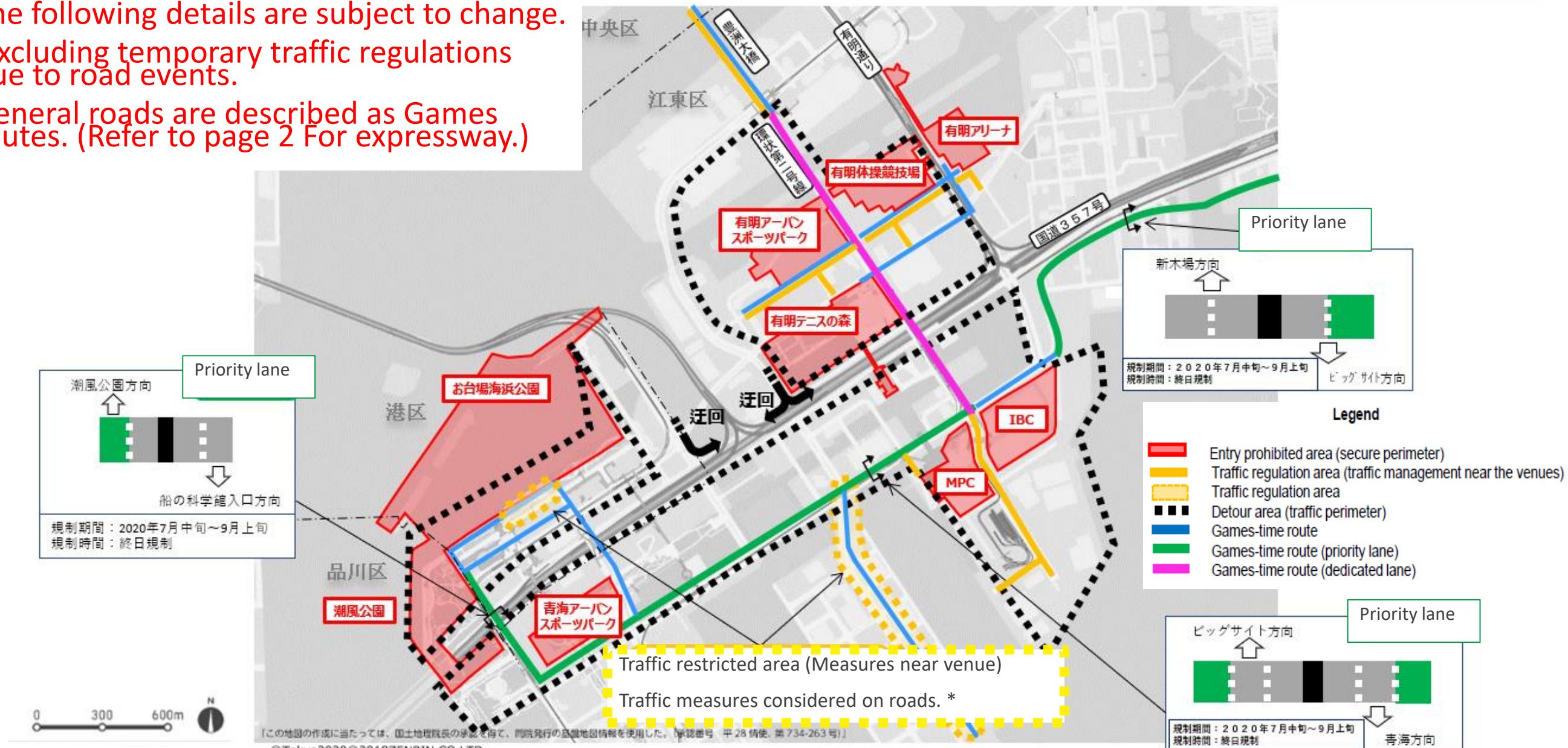
【2019.12】

### 3. Detour area (Traffic perimeter)

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 2 For expressway.)



\* In addition to residents, vehicles including facility users are permitted to use the traffic regulated area in principle except some parts of the area.



# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (4 venues at Ariake area)

【2019.12】

### 1. No entry area 2. Traffic restricted area 4. Dedicated lanes, Priority lanes

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes.  
(Refer to page 2 For expressway.)

環状第二号線(都484号)  
規制期間: 2020年6月下旬~9月中旬※1  
規制内容: 大会関係車両以外通行禁止  
規制時間: 終日規制

豊洲6丁目公園(一部)  
期間: 2020年5月上旬~11月下旬※1  
内容: 進入禁止エリア内の公園は利用できません。  
時間: 終日

晴海方向  
専用レーン  
規制期間: 2020年7月中旬~9月上旬  
規制時間: 終日規制  
ビッグサイト方向

江東区道609号(にぎわいロード)  
規制期間: 2020年7月中旬~9月上旬  
規制内容: 通過交通は通行禁止(車道)※2  
規制時間: 終日規制

#### Legend

- Entry prohibited area (secure perimeter)
- Traffic regulation area (traffic management near the venues)
- Games-time route (dedicated lane)
- Games-time route
- Details of regulation in an entry prohibited area
- Details of regulation outside an entry prohibited area

シンボルプロムナード公園(一部)  
期間: 2020年5月上旬~9月中旬※1  
内容: 進入禁止エリア内は一般歩行者は通れません。  
時間: 終日

\*1 Regulation period includes games related construction.

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic regulated area in principle except some parts of the area.

規制期間: 2020年5月上旬~10月下旬※1  
規制内容: 大会関係者以外通行禁止(車側歩道)  
規制時間: 終日規制(工事期間中は通行可の時間帯あり)



江東区道263・264・265号  
規制期間: 2020年7月中旬~9月上旬  
規制内容: 通過交通は通行禁止(車道)※2  
規制時間: 終日規制

コロシアムブリッジ  
規制期間: 2020年7月上旬~9月中旬※1  
規制内容: 大会関係者以外通行禁止  
規制時間: 終日規制

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# Traffic measures around competition venues (Dec. 2019)

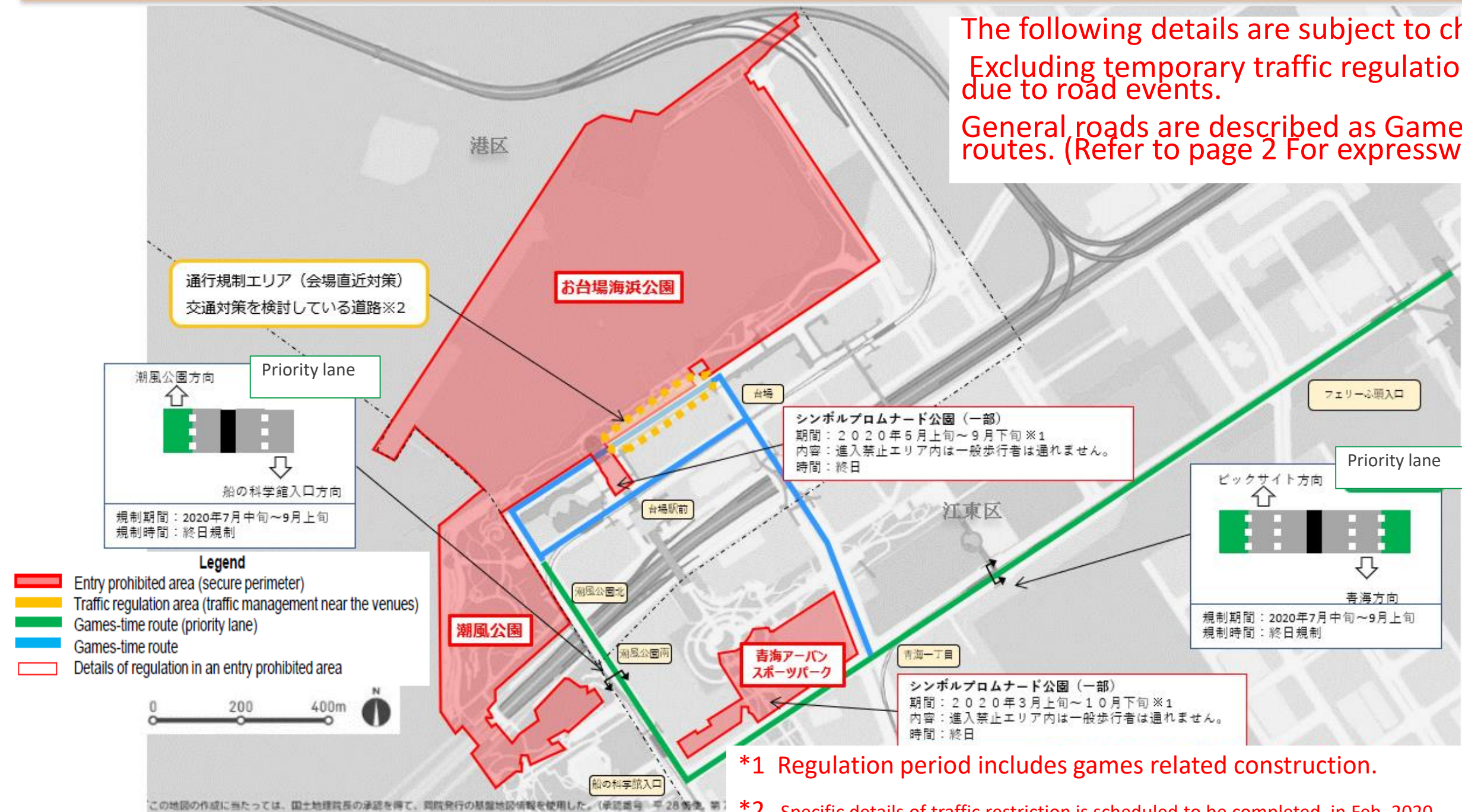
Map of traffic measures around venues (Odaiba Marine Park, Shiokaze Park, Aomi Urban Sports Park )

【2019.12】

## 1. No entry area 4. Dedicated lanes, Priority lanes

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 2 For expressway.)

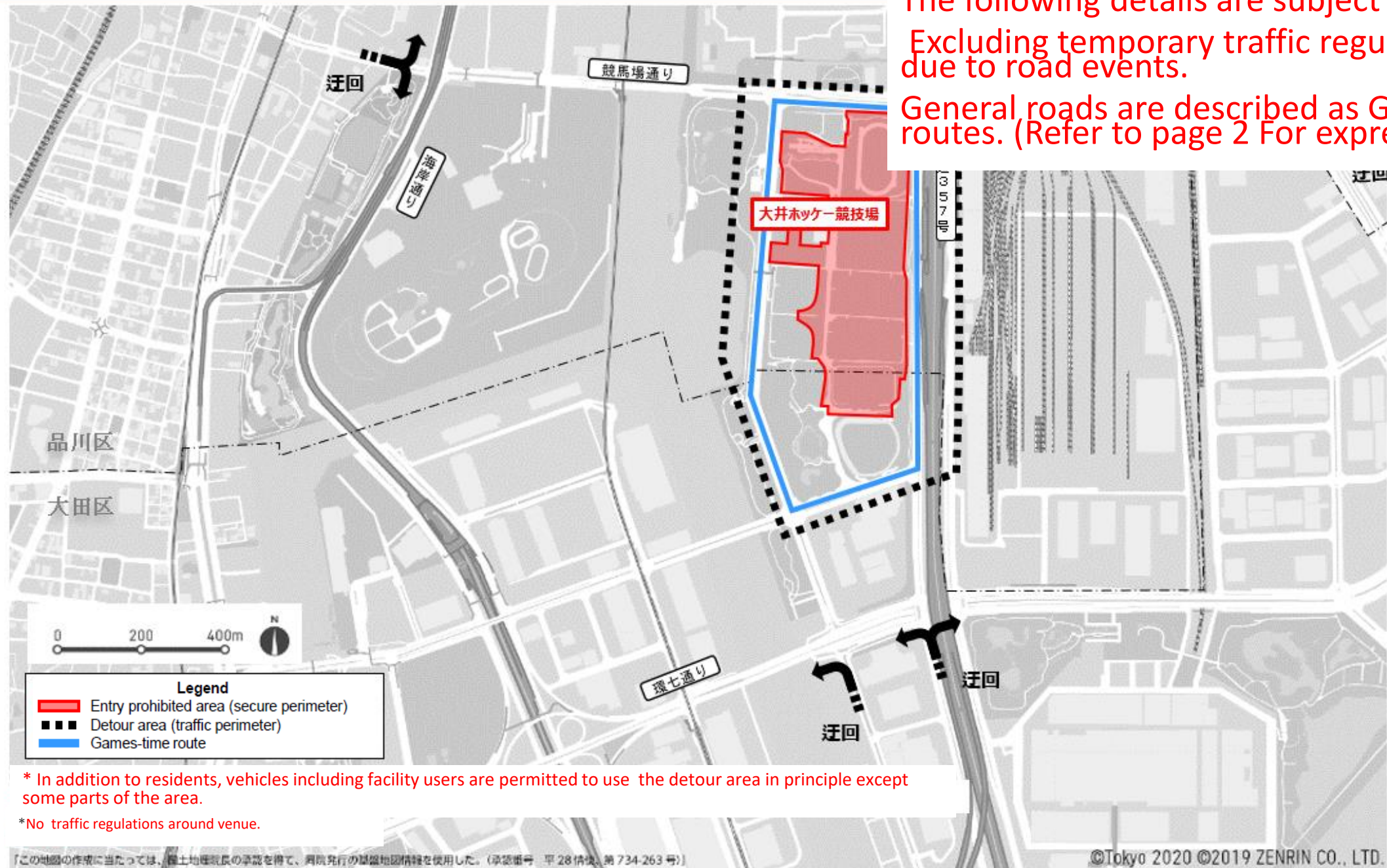




## Map of traffic measures around venues (Oi Hockey Stadium )

【2019.12】

### 3. Detour area (Traffic perimeter)

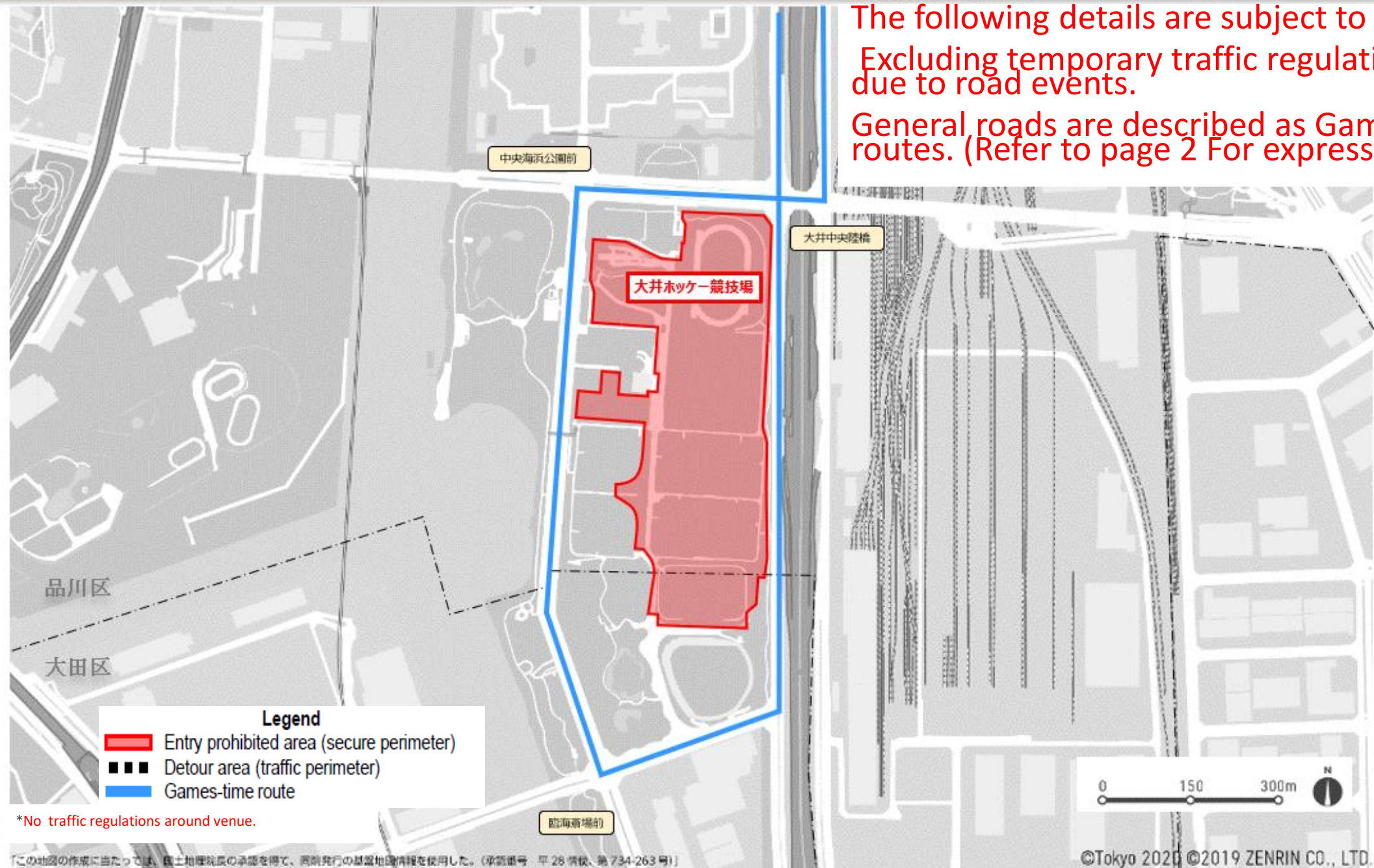


# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Oi Hockey Stadium )

【2019.12】

### 1. No entry area 4. Dedicated lanes/Priority lanes





# Traffic measures around competition venues (Dec. 2019)

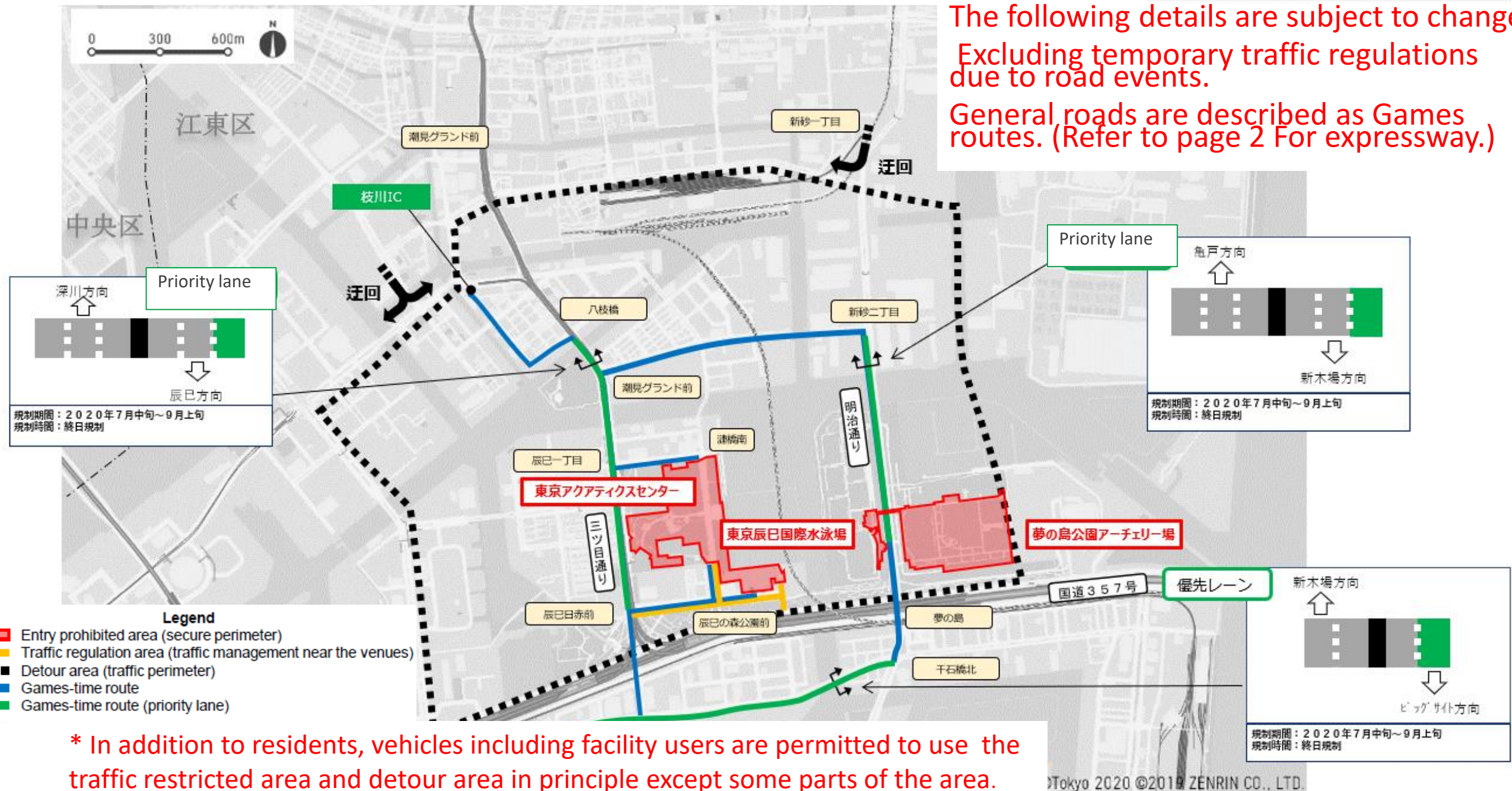
Map of traffic measures around venues (Tokyo Aquatics Centre, Tatsumi Water Polo Centre, Yumenoshima Park Archery Field )

【2019.12】

## 3. Detour area (Traffic perimeter)

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 2 For expressway.)



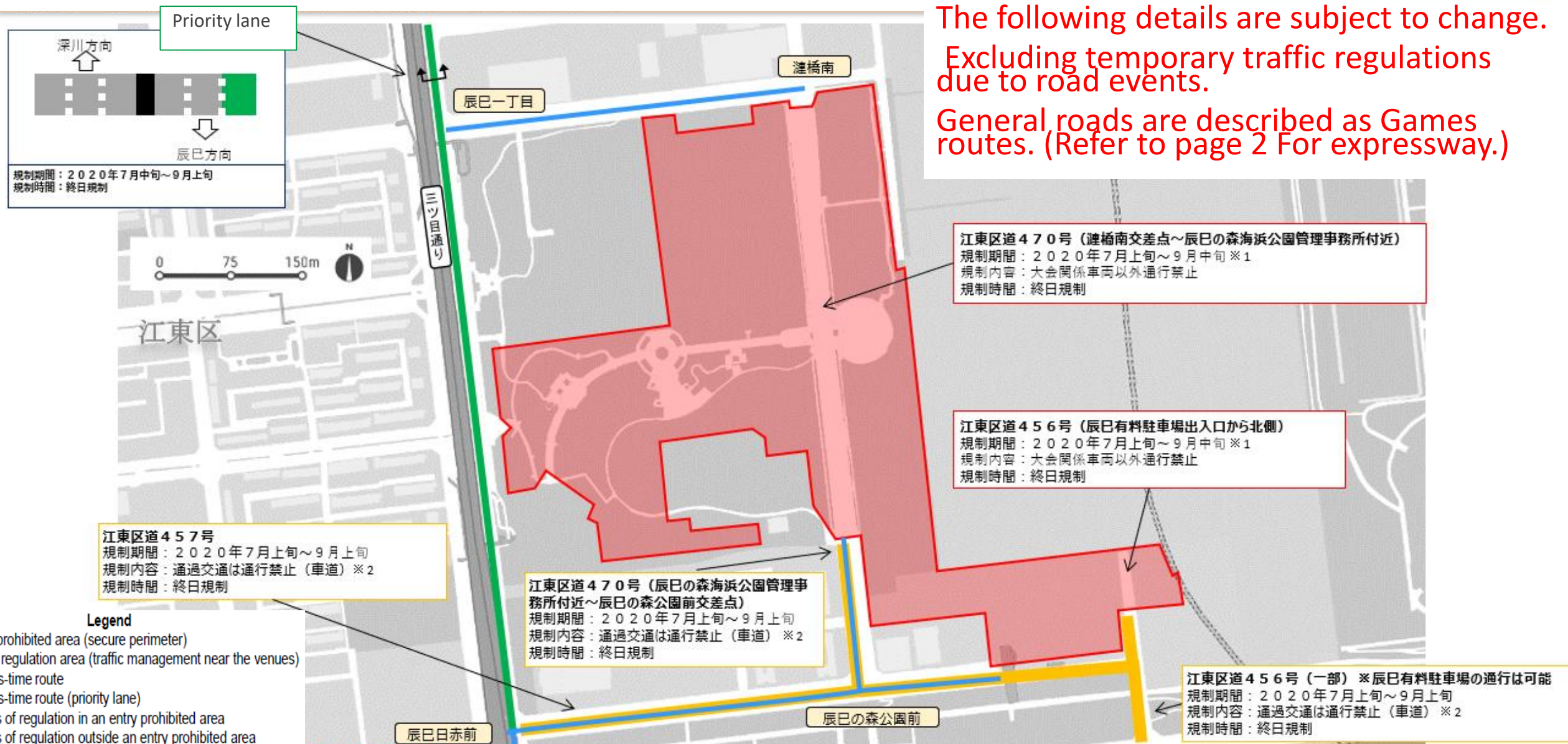


# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Tokyo Aquatics Centre, Tatsumi Water Polo Centre)

【2019.12】

1. No entry area 2. Traffic restricted area 4. Dedicated lanes/Priority lanes



\*1 Regulation period includes games related construction.

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.

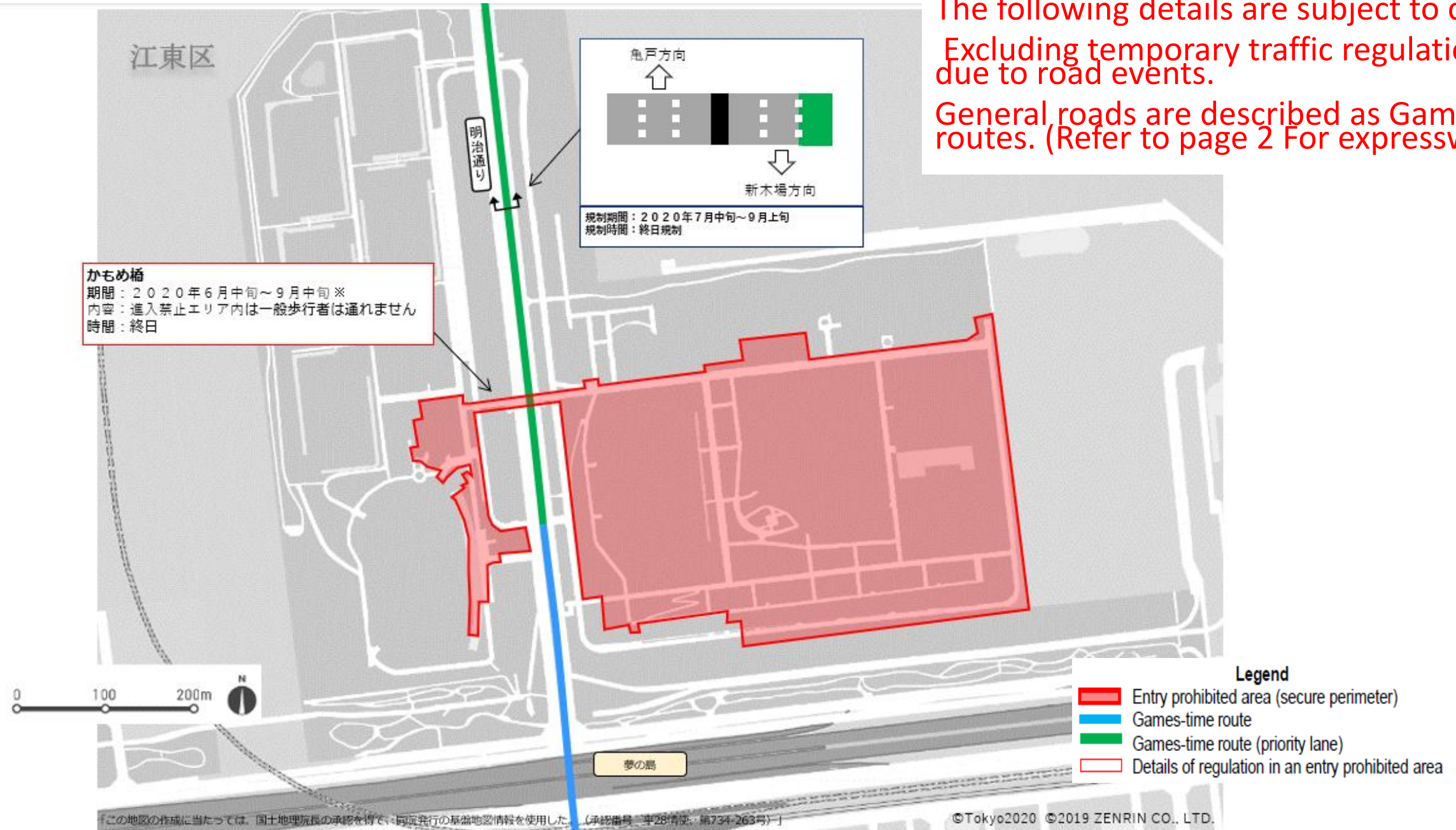
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# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Yumenosima Park Archery Field )

【2019.12】

### 1. No entry area 4. Dedicated lanes/Priority lanes



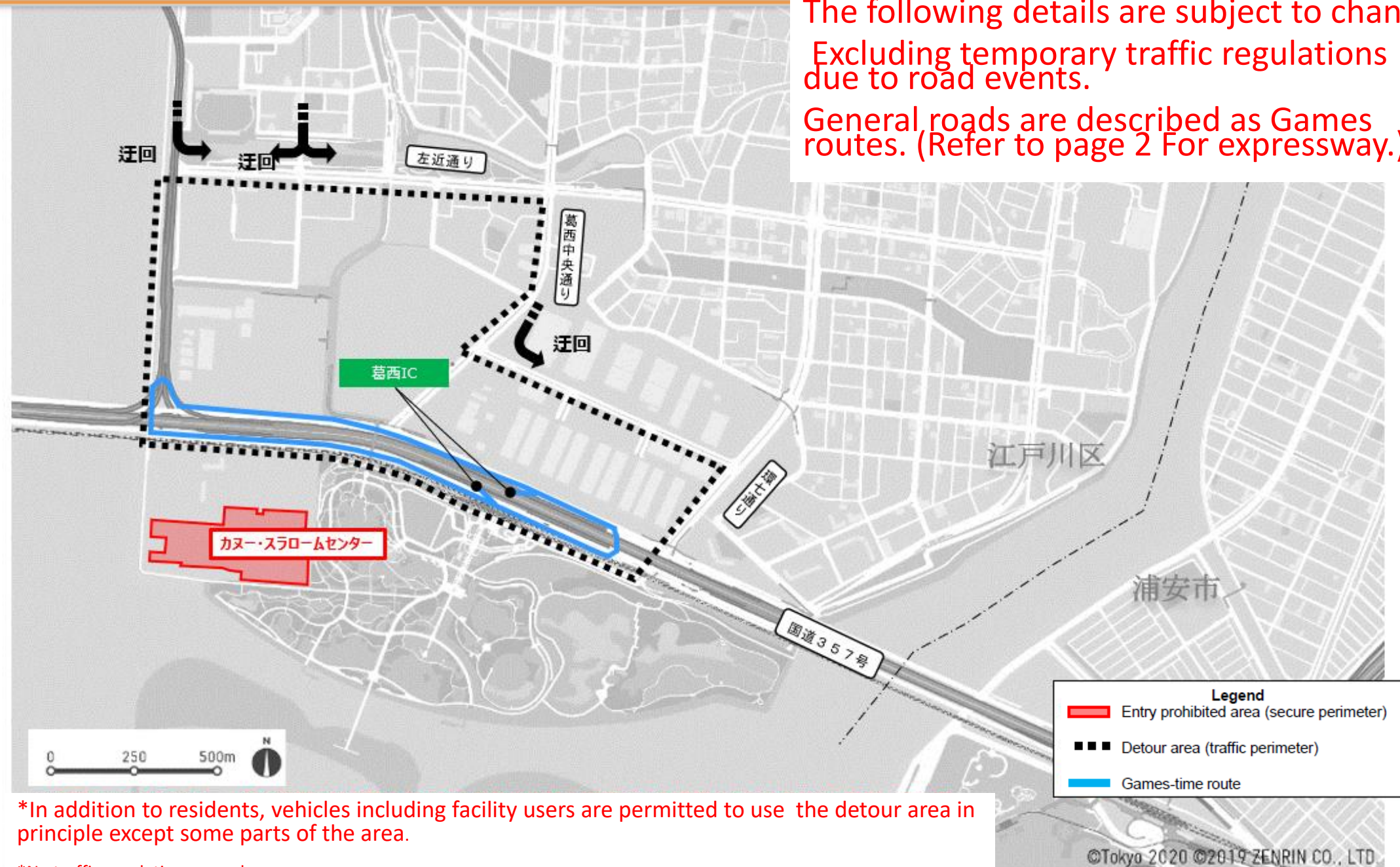
\*1 Regulation period includes games related construction.



## Map of traffic measures around venues (Kasai Canoe Slalom Centre )

【2019.12】

### 3. Detour area (Traffic perimeter)



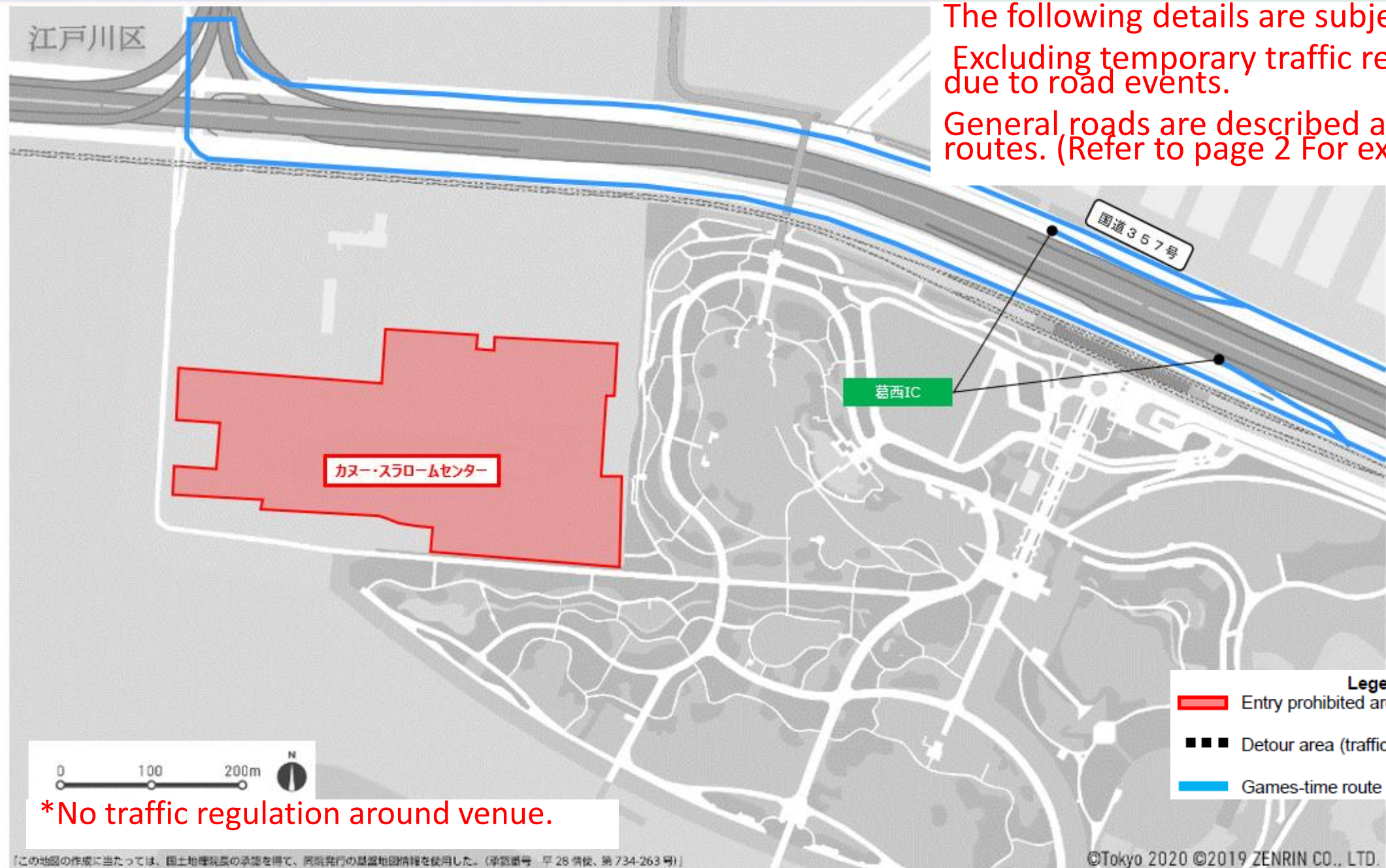


# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Kasai Canoe Slalom Centre )

【2019.12】

### 1. No entry area



The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 2 For expressway.)

\*No traffic regulation around venue.

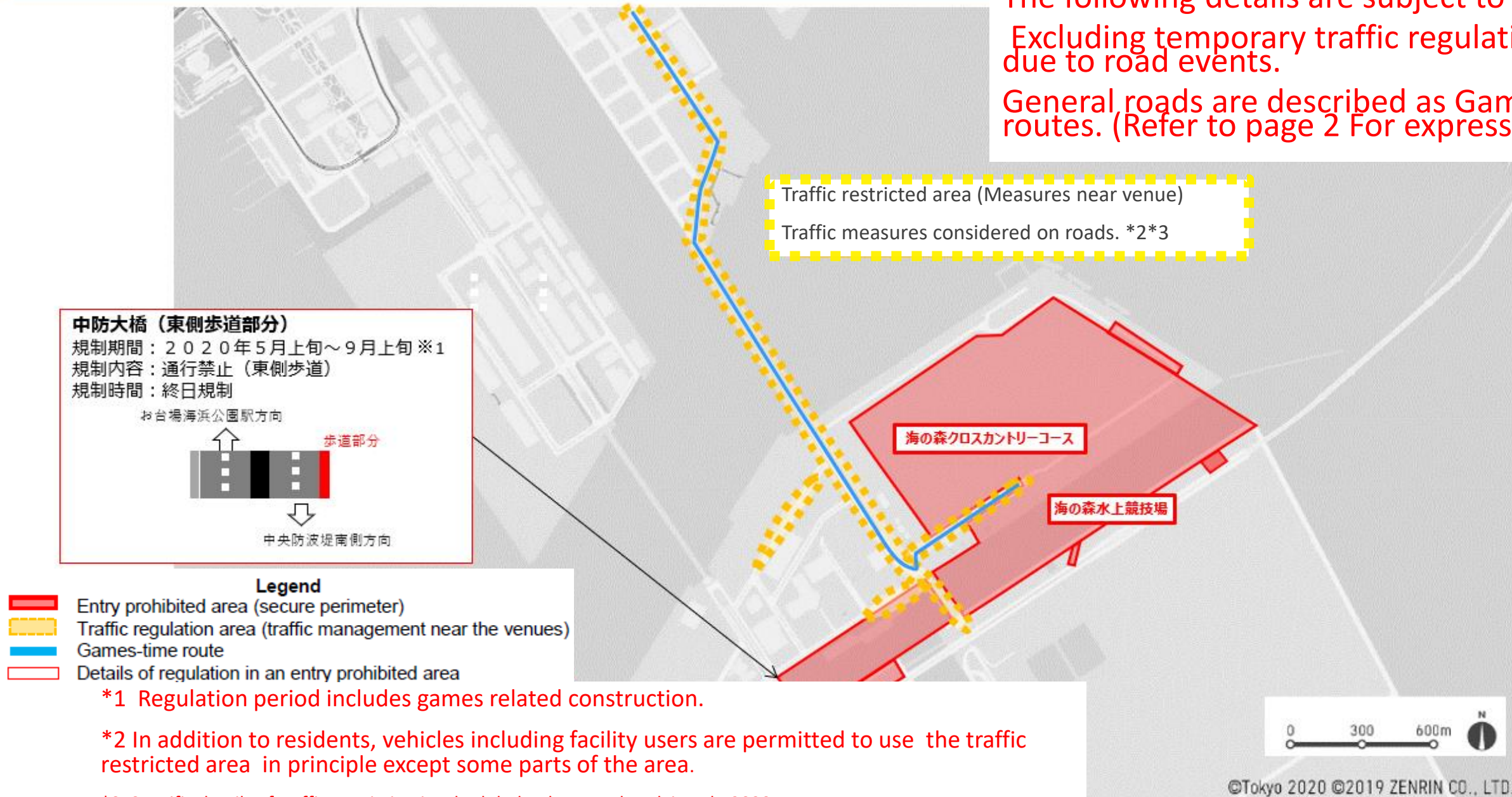
# Traffic measures around competition venues (Dec. 2019)

Map of traffic measures around venues (Sea Forest Waterway, Sea Forest Cross-Country Course)

1. No entry area 2. Traffic restricted area

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 2 For expressway.)



\*1 Regulation period includes games related construction.

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.

\*3 Specific details of traffic restriction is scheduled to be completed in Feb. 2020.





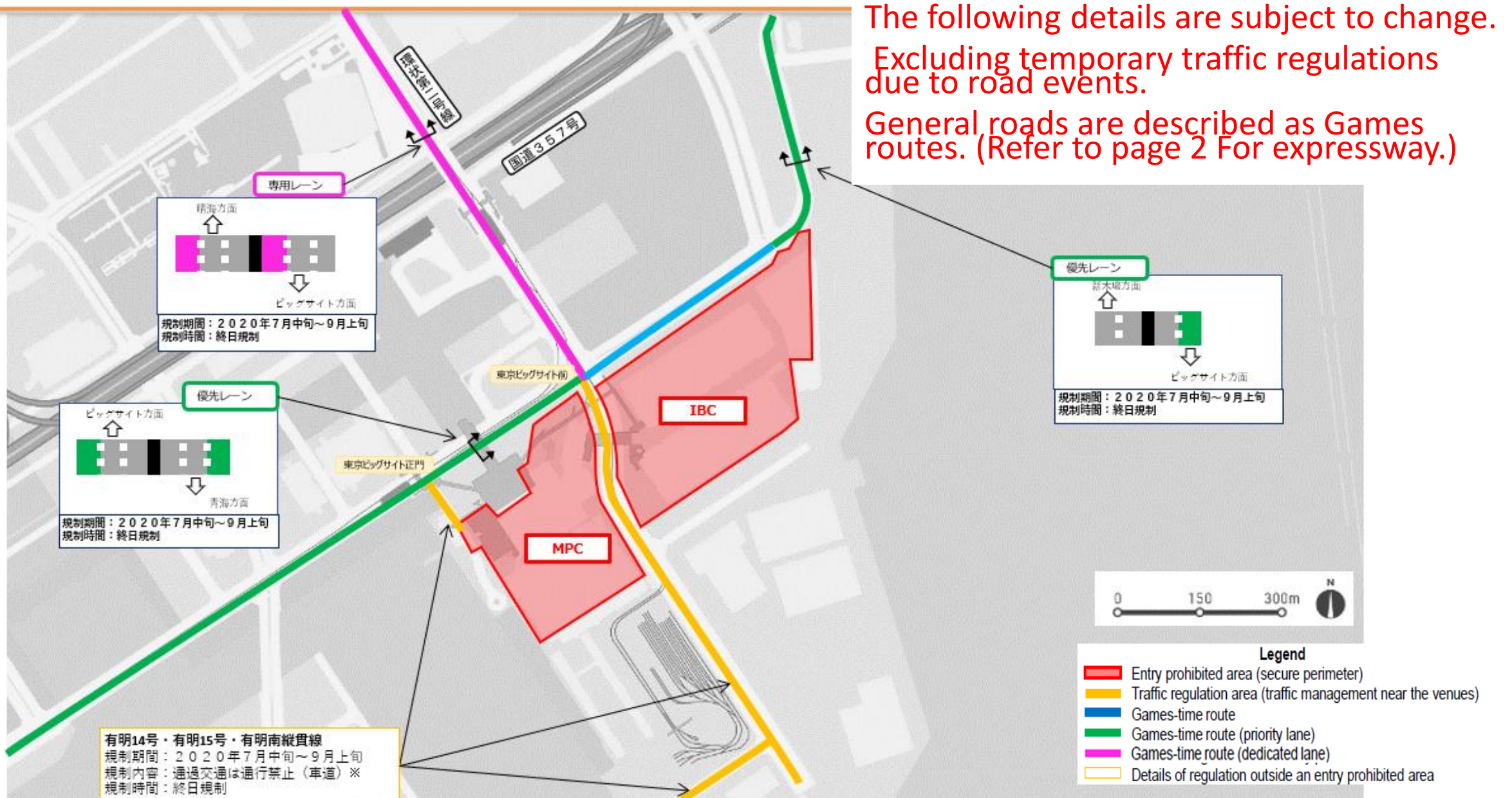


# Traffic measures around competition venues (Dec. 2019)

【2019.12】

## Map of traffic measures around venues (IBC/MPC)

1. No entry area 2. Traffic restricted area 4. Dedicated lanes/Priority lanes



\* In addition to residents, vehicles including facility users are permitted to use traffic restricted area in principle except some parts of the area .



# Traffic measures around competition venues (Dec. 2019)

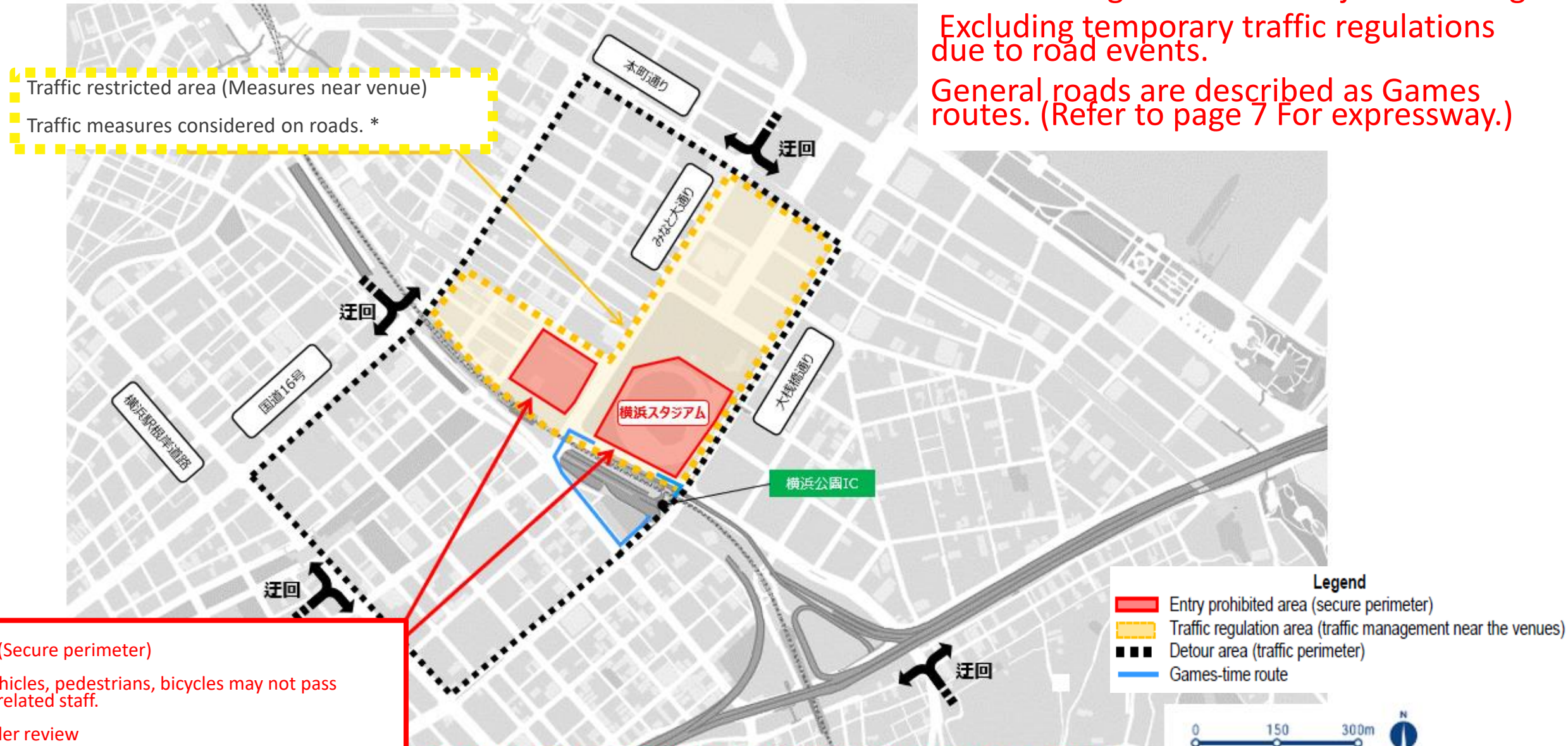
## Map of traffic measures around venues (Yokohama Stadium )

【2019.12】

1. No entry area 2. Traffic restricted area 4. Dedicated lanes/Priority lanes

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 7 For expressway.)



No entry area (Secure perimeter)

Area where vehicles, pedestrians, bicycles may not pass  
except games related staff.

\*Currently under review

\* In addition to residents, vehicles including facility users are permitted to use traffic  
restricted area and detour area in principle except some parts of the area .



# Traffic measures around competition venues (Dec. 2019)

Map of traffic measures around venues (International Stadium Yokohama )

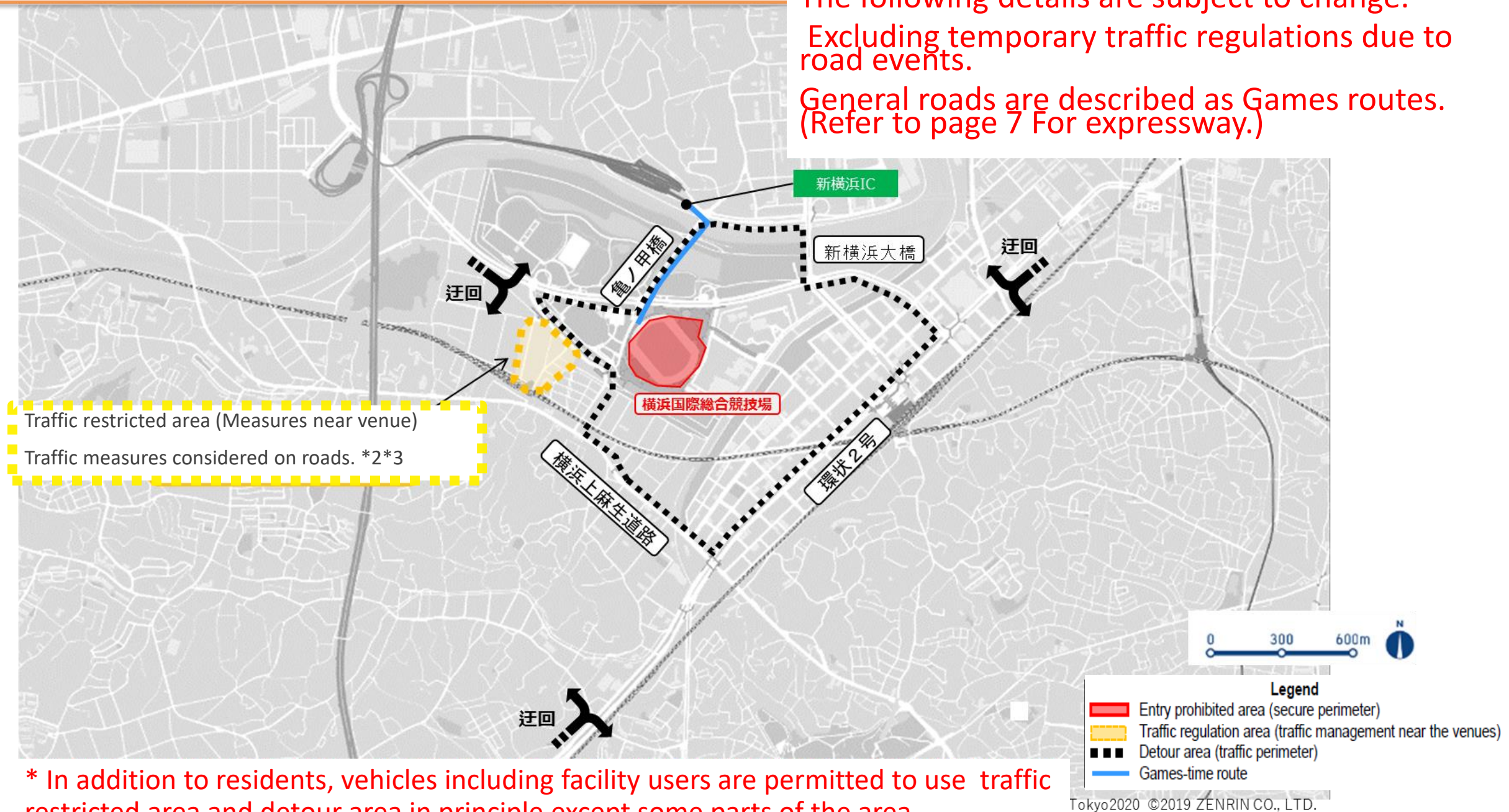
【2019.12】

1. No entry area 2. Traffic restricted area 3. Detour area (Traffic perimeter)

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes.  
(Refer to page 7 For expressway.)





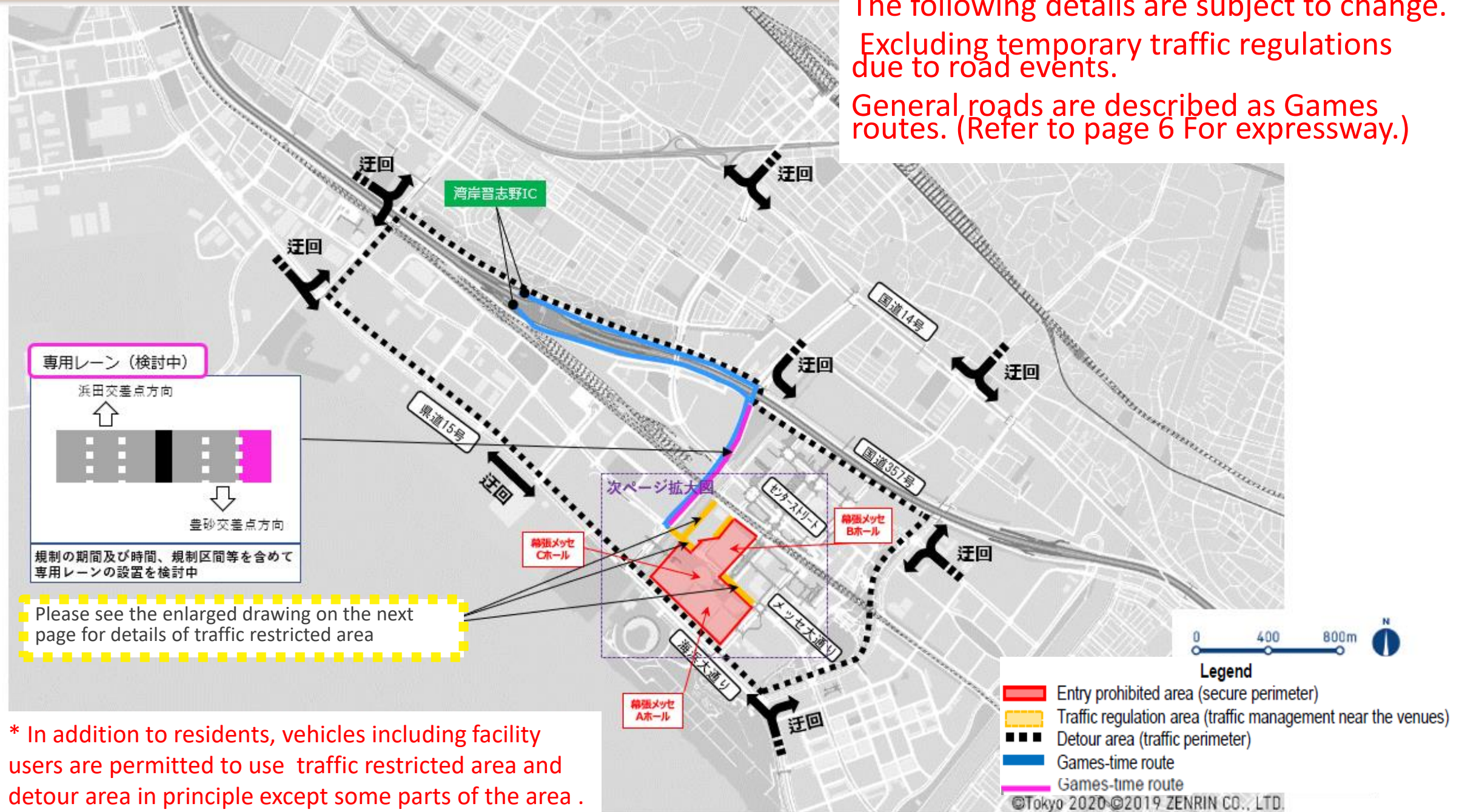
# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Makuhari Messe Hall A, B, C)

【2019.12】

1. No entry area 2. Traffic restricted area 3. Detour area (Traffic perimeter) 4. Dedicated lanes

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.  
General roads are described as Games  
routes. (Refer to page 6 For expressway.)



\* In addition to residents, vehicles including facility users are permitted to use traffic restricted area and detour area in principle except some parts of the area.

# Traffic measures around competition venues (Dec. 2019)

【2019.12】

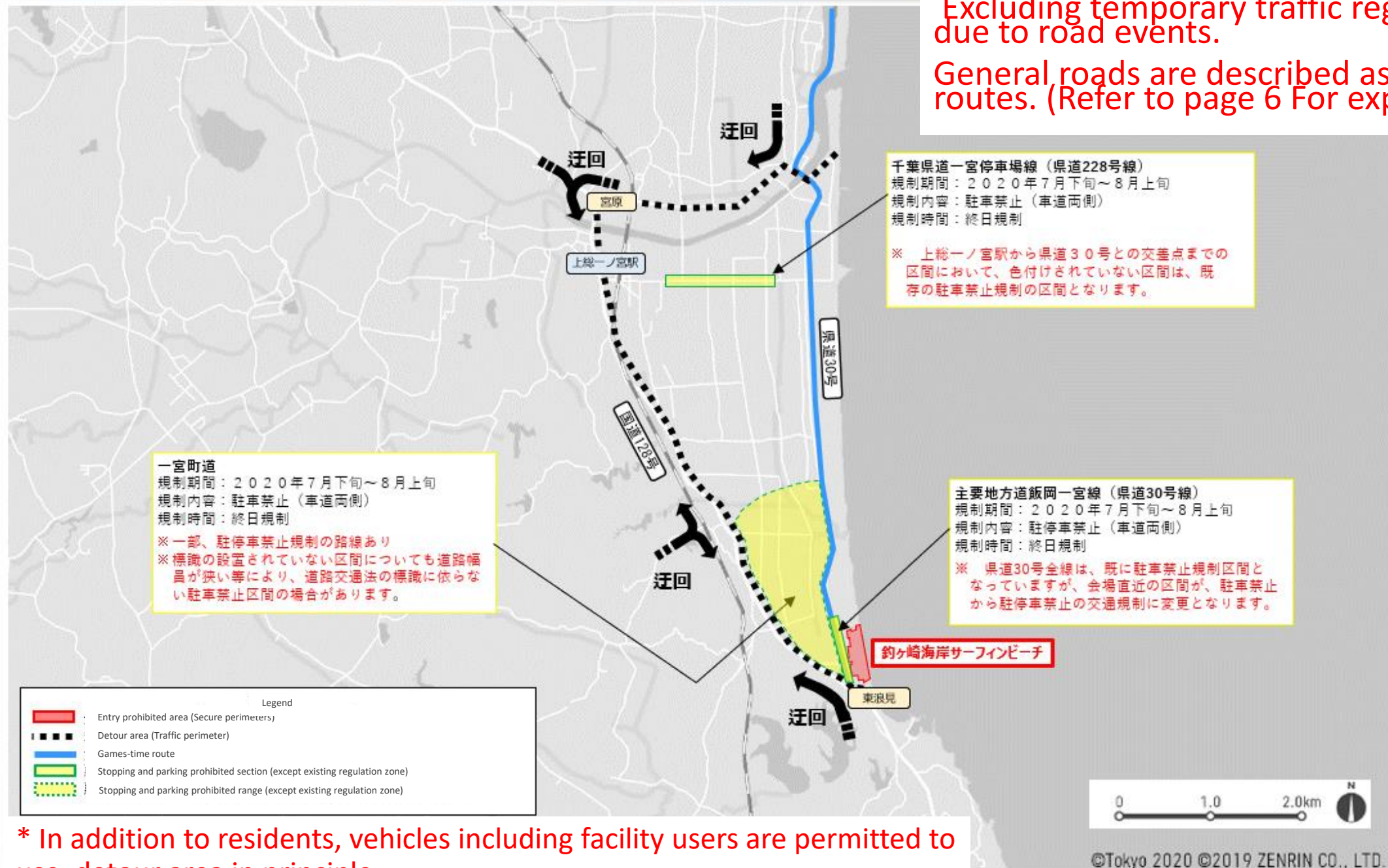
## Map of traffic measures around venues (Tsurigasaki Beach Surfing Venue)

### 1. No entry area 3. Detour area (Traffic perimeter)

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 6 For expressway.)



\* In addition to residents, vehicles including facility users are permitted to use detour area in principle.



# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Kasumigaseki Country Club)

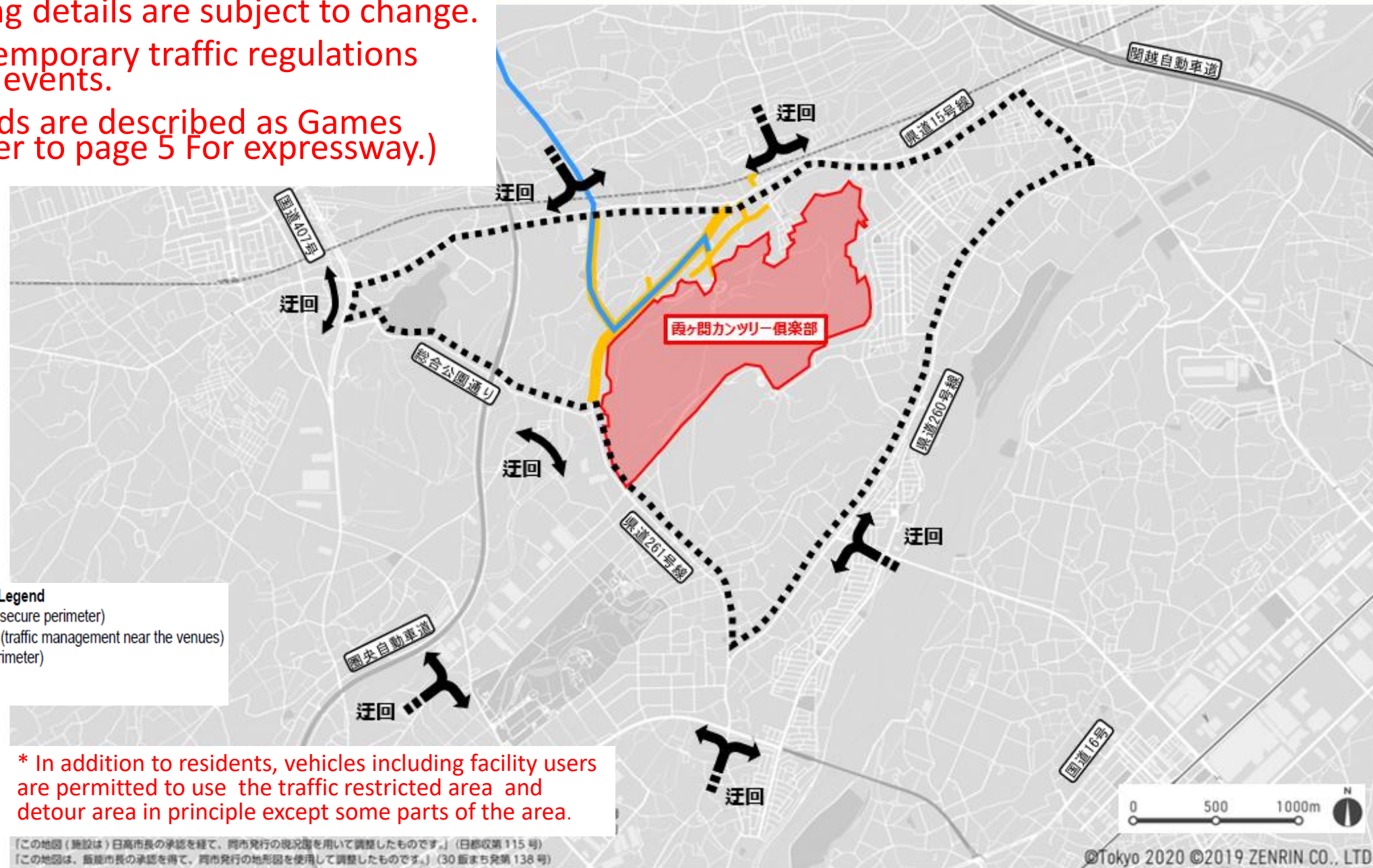
【2019.12】

### 3. Detour area (Traffic perimeter)

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 5 For expressway.)





# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Kasumigaseki Country Club)

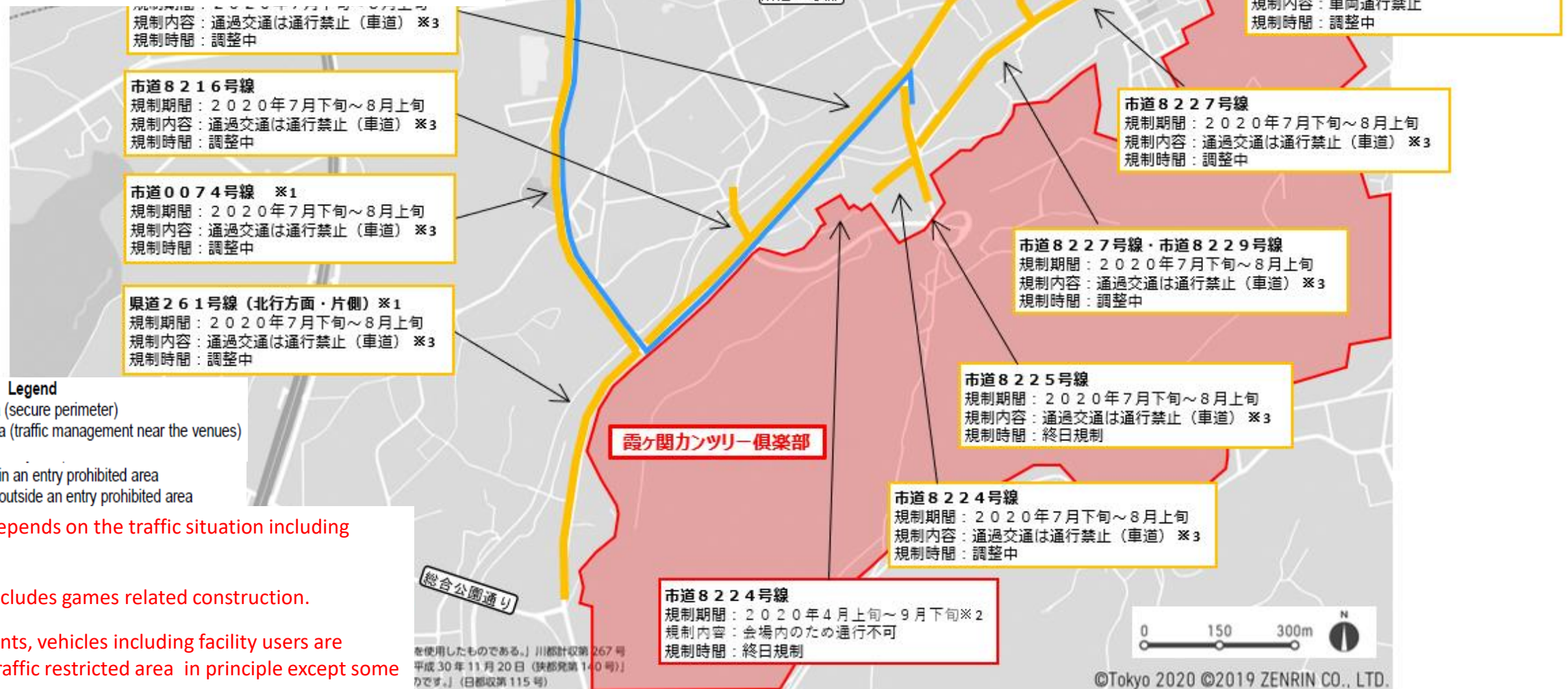
【2019.12】

### 1. No entry area 2. Traffic restricted area

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 5 For expressway.)



\*1 Traffic regulations depends on the traffic situation including congestion.

\*2 Regulation period includes games related construction.

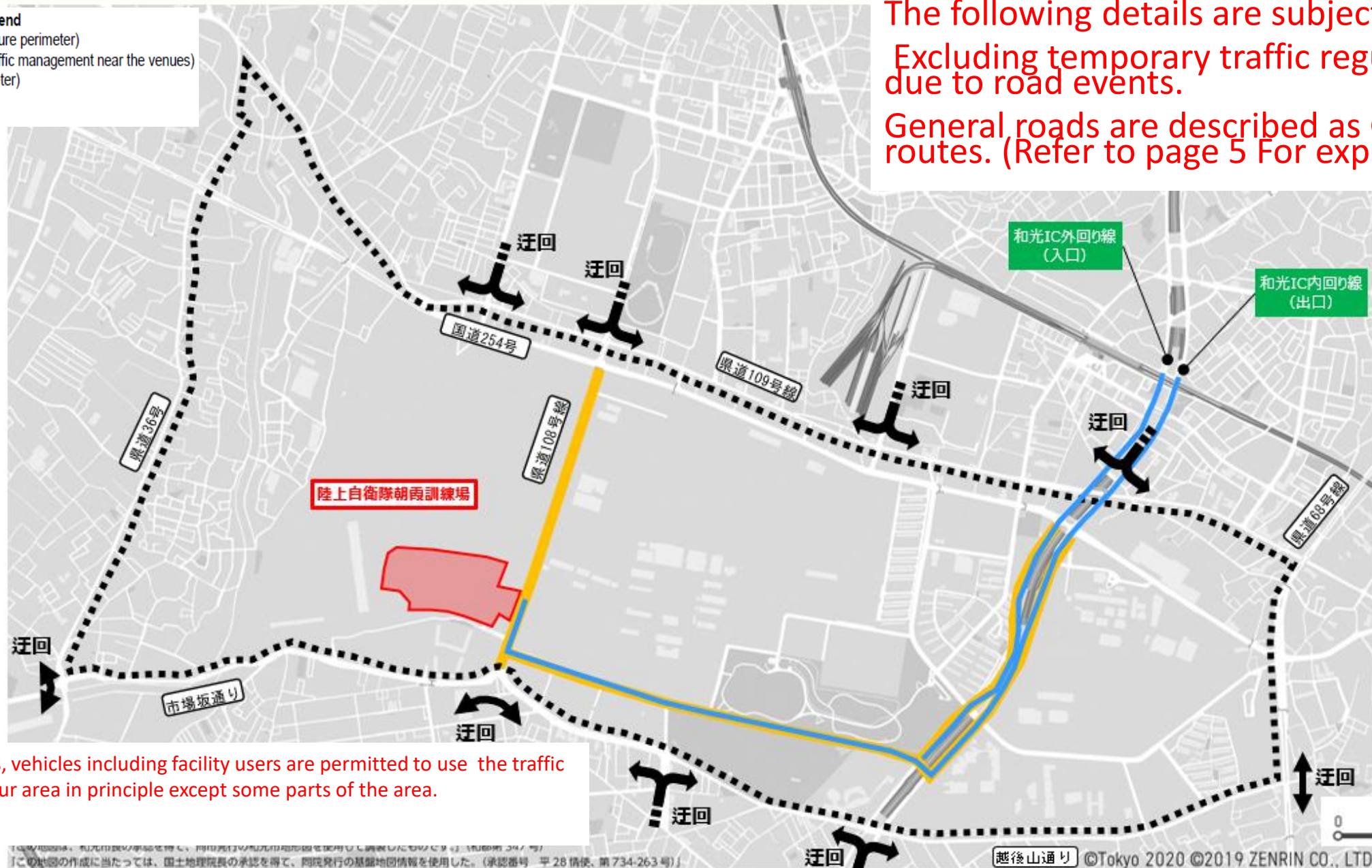
\*3 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.

## Map of traffic measures around venues (Asaka Shooting Range)

【2019.12】

### 3. Detour area (Traffic perimeter)

- Legend**
- Entry prohibited area (secure perimeter)
  - Traffic regulation area (traffic management near the venues)
  - Detour area (traffic perimeter)
  - Games-time route



The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 5 For expressway.)

\*In addition to residents, vehicles including facility users are permitted to use the traffic restricted area and detour area in principle except some parts of the area.



# Traffic measures around competition venues (Dec. 2019)

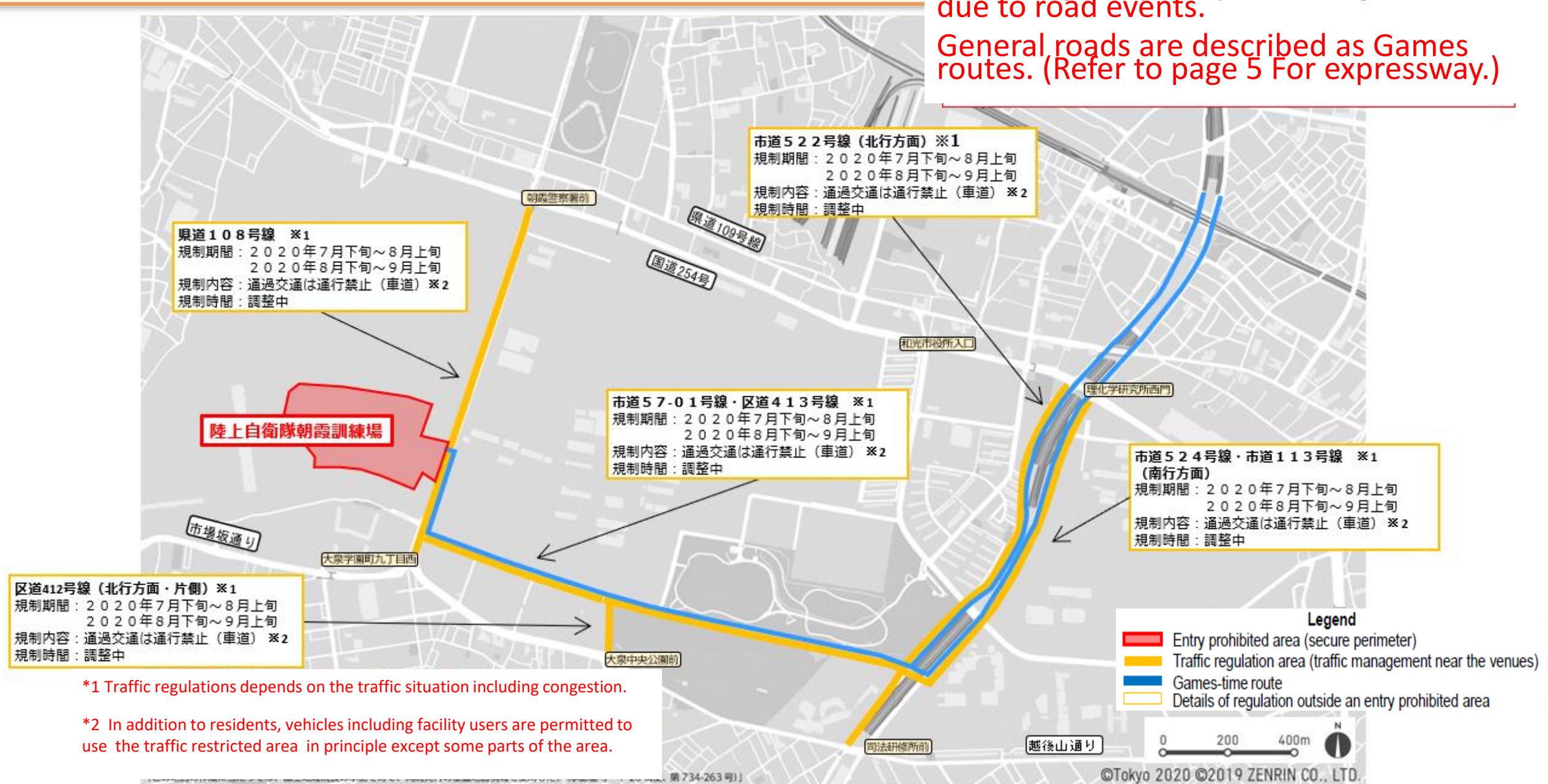
## Map of traffic measures around venues (Asaka Shooting Range)

【2019.12】

### 1. No entry area 2. Traffic restricted area

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 5 For expressway.)



\*1 Traffic regulations depends on the traffic situation including congestion.

\*2 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.

# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Saitama Super Arena)

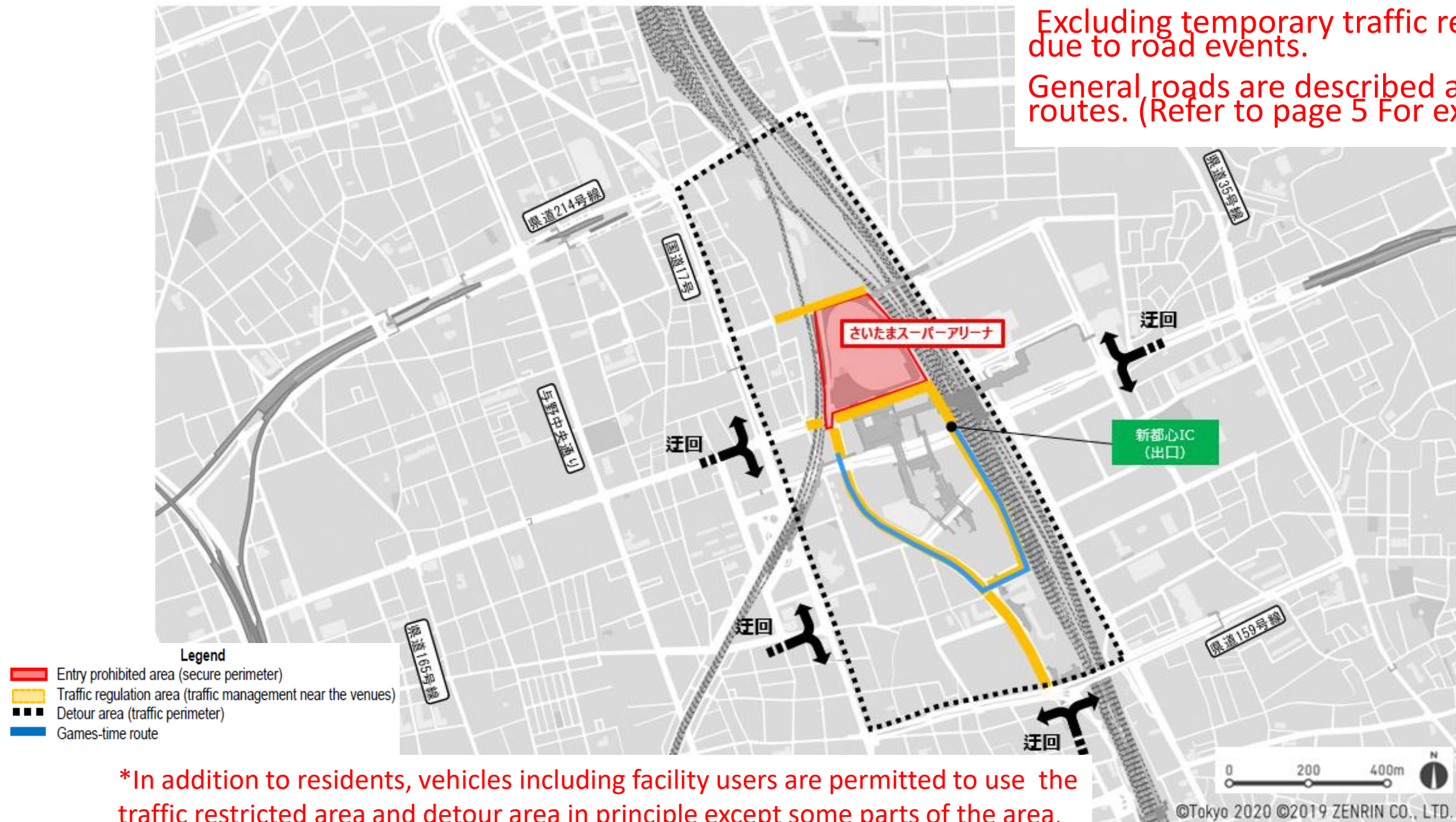
【2019.12】

### 3. Detour area (Traffic perimeter)

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 5 For expressway.)



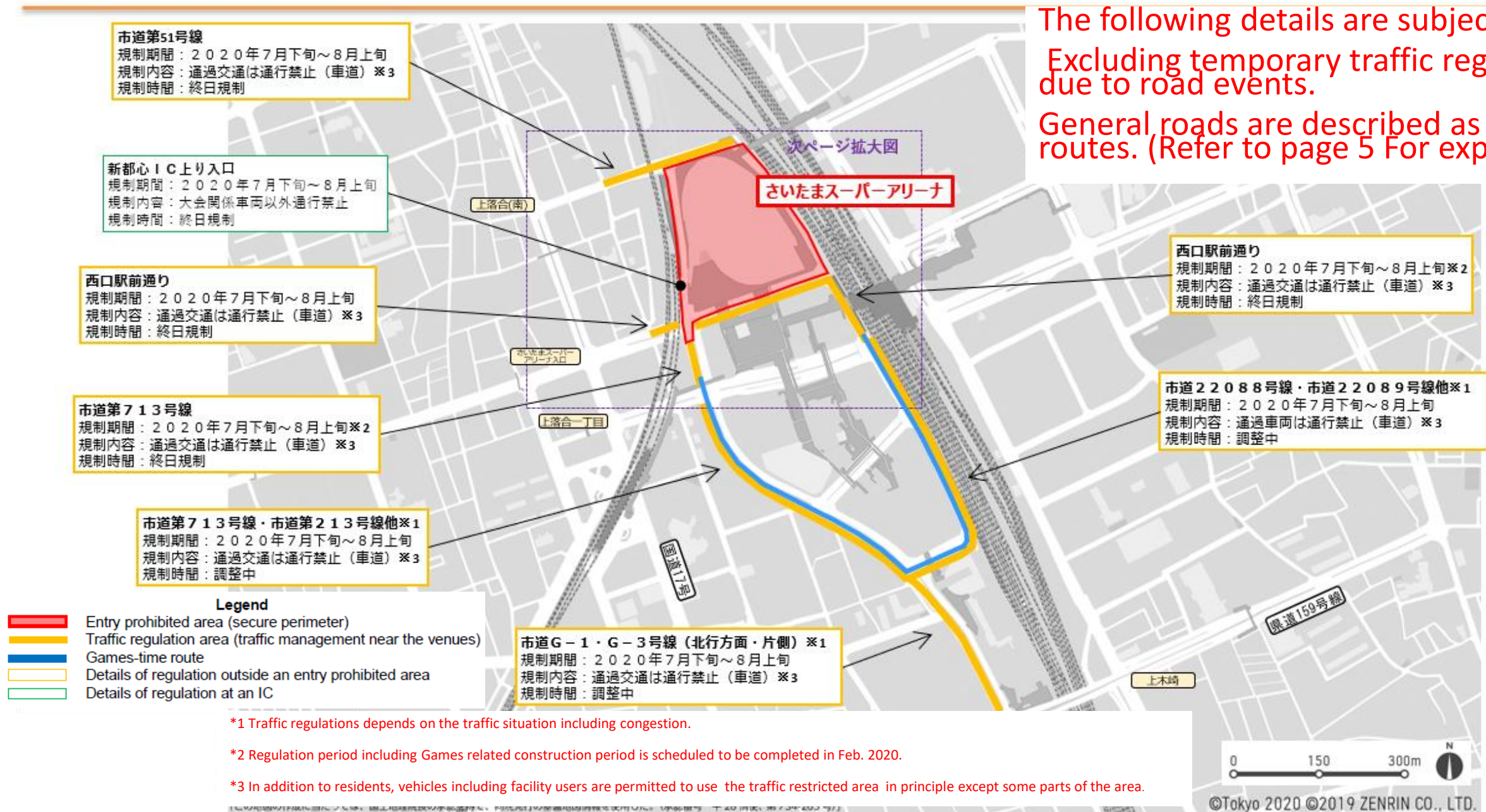


# Traffic measures around competition venues (Dec. 2019)

【2019.12】

## Map of traffic measures around venues (Saitama Super Arena)

### 1. No entry area 2. Traffic restricted area





# Traffic measures around competition venues (Dec. 2019)

## Map of traffic measures around venues (Saitama Super Arena)

【2019.12】

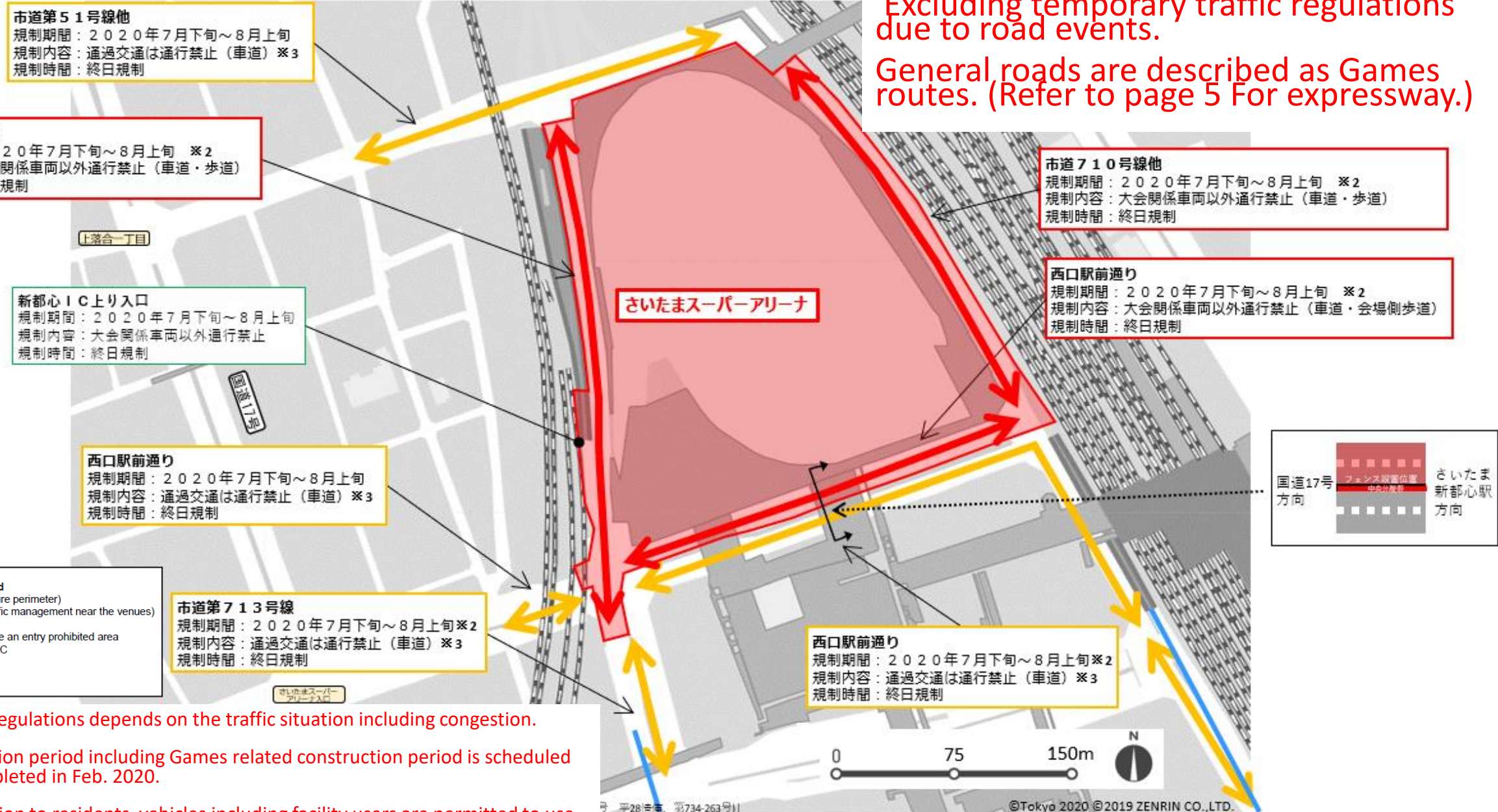
### 1. No entry area 2. Traffic restricted area

The following details are subject to change.

Excluding temporary traffic regulations due to road events.

General roads are described as Games routes. (Refer to page 5 For expressway.)

Enlarged drawing



\*1 Traffic regulations depends on the traffic situation including congestion.

\*2 Regulation period including Games related construction period is scheduled to be completed in Feb. 2020.

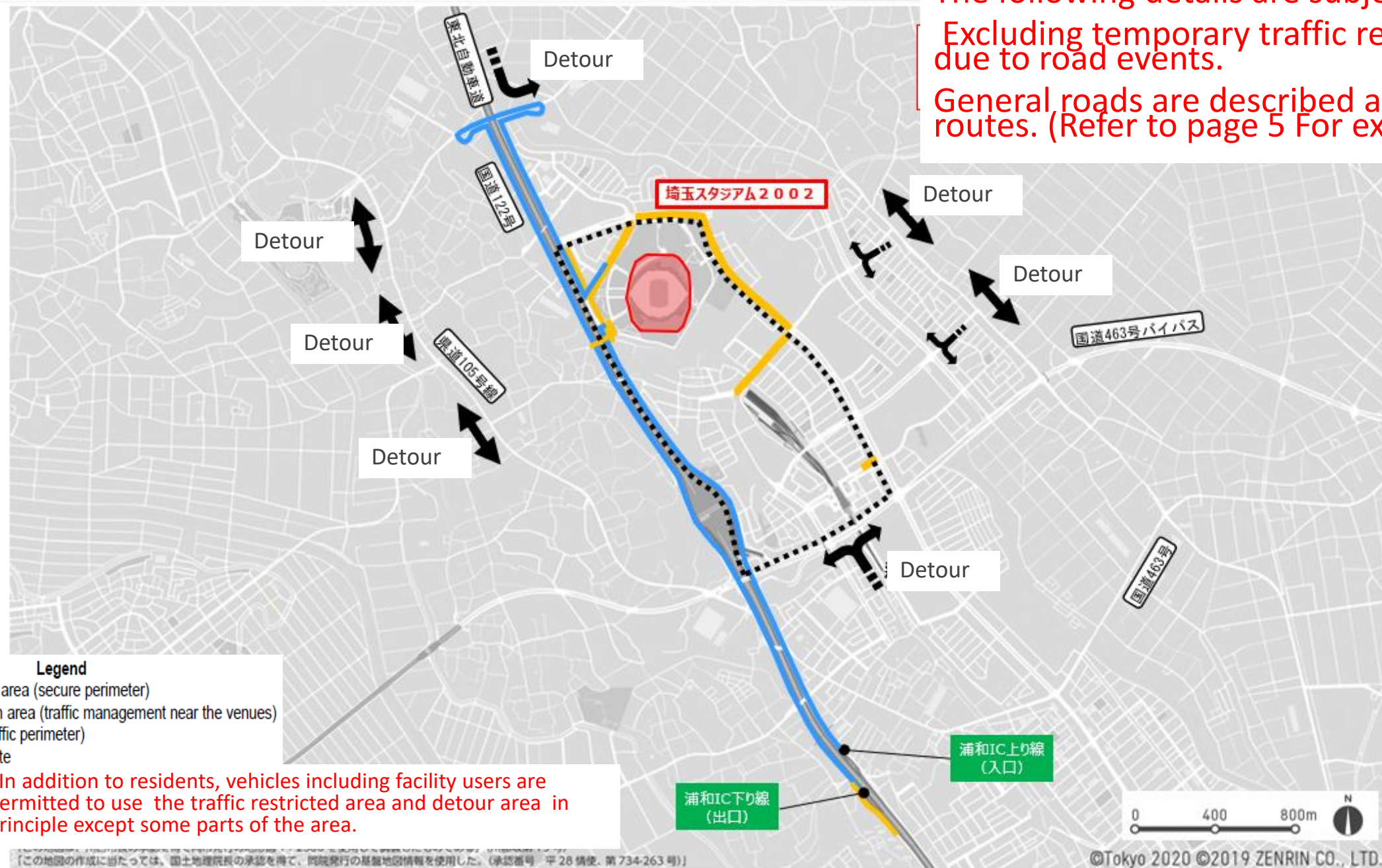
\*3 In addition to residents, vehicles including facility users are permitted to use the traffic restricted area in principle except some parts of the area.



## Map of traffic measures around venues (Saitama Stadium)

【2019.12】

### 3. Detour area (Traffic perimeter)





# Traffic measures around competition venues (Dec. 2019)

【2019.12】

## Map of traffic measures around venues (Saitama Stadium)

1. No entry area 2. Traffic restricted area

The following details are subject to change.  
Excluding temporary traffic regulations  
due to road events.

General roads are described as Games  
routes. (Refer to page 5 For expressway.)





# Triathlon course (Olympic individual event)

Men: 2020/7/27 (Mon) 7:30 - 9:50  
Women: 2020/7/28 (Tue) 7:30 - 10:00



200m

この地図の作成に当たっては、国土地理院長の承認を得て、同院発行の基礎地図情報を使用した。  
(承認番号 平28情使、第734-128号)

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# Triathlon course (Olympic mixed relay)

2020/8/1 (Sat) 8:30~10:30





# Triathlon course (Paralympic individual event)



# Traffic regulations associated with 2019 Tokyo ITU World Olympic Qualification Event (Triathlon)

## お台場周辺一般道規制時間

8月14日 水 5:50 ~ 7:30 ごろ (個人男女試走)  
 8月15日 木 6:50 ~ 10:00 ごろ (個人女子)  
 8月16日 金 5:50 ~ 10:00 ごろ (個人男子  
 パラトライアスロン試走)  
 8月17日 土 5:50 ~ 12:00 ごろ (パラトライアスロン)  
 8月18日 日 7:20 ~ 10:00 ごろ (混合リレー)

## レインボーブリッジ[台場→芝浦方向]規制時間

首都高速[台場入口]も利用できません。

8月14日 水 5:50 ~ 7:30 ごろ  
 8月15日 木 6:50 ~ 10:00 ごろ  
 8月16日 金 6:50 ~ 10:00 ごろ

都心方向へは

- 豊洲経由の晴海通り
- 大井経由の第一京浜・海岸通りをご利用ください。



14 Aug. (Wed) 2019

(Individual Men's/Women's trial run)

General road traffic regulation

Around 5:50 -7:30

Please use public transportation as congestion is expected at the competition course and surrounding roads.





## References - Others -

# Tokyo 2020 Test Event (Excerpt)

Competition Name	Event Name	Venue	Schedule
Fencing	H.I.H. Prince Takamado Trophy JAL PRESENTS FENCING WORLD CUP 2019	Makuhari Messe Hall B	13-15 Dec. 2019
Football	Emperor's Cup JFA 99th Japan Football Championship	Olympic Stadium	1 Jan. 2020
Boccia	Commemoration of Enthronement of the Emperor. 2020 Japan Para Championships BOCCIA	Olympic Gymnastic Centre	28 Feb.-1 Mar. 2020
Sport Climbing	READY STEADY TOKYO – Sport Climbing	Aomi Urban Sports Park	6-8 Mar. 2020 (The spare day on 8 Mar.)
Wheelchair Rugby	Commemoration of Enthronement of the Emperor. 2020 Japan Para Wheelchair Rugby Championships	Yoyogi National Stadium	12-15 Mar. 2020
Gymnastics (Artistic)	World Cup Tokyo 2020	Olympic Gymnastic Centre	4-5 Apr. 2020
Gymnastics (rhythmic gymnastics)	READY STEADY TOKYO – Gymnastics (rhythmic gymnastics)	Olympic Gymnastic Centre	6 Apr. 2020
Cycling (BMX Freestyle)	READY STEADY TOKYO – Cycling (BMX Freestyle)	Aomi Urban Sports Park	11-12 Apr. 2020.
Swimming (Water Polo)	WATER POLO CHALLENGE MATCH 2020 Japan national Water Polo send off game	Tatsumi Water Polo Centre	11-12 Apr. 2020.
Swimming (Swimming)	READY STEADY TOKYO – Swimming (Swimming)	Olympic Aquatics Centre	14-15 Apr. 2020
Para Swimming	READY STEADY TOKYO – Para Swimming	Olympic Aquatics Centre	16 Apr. 2020
Aquatics (Diving)	FINA DIVING WORLD CUP 2020 And Tokyo 2020 Olympic Trials	Olympic Aquatics Centre	21-26 Apr. 2020



# Night-time Railroad Operations

(Reported: March 15, 2019)

[Implementation period (scheduled)]

Late at night on July 24 to August 9 (Sun), 2019 [Olympics: Opening ceremony - closing ceremony]

[Guide for operating times]

(1) All lines for JR Yamanote line, Tokyo Metro - Toei subway

Considering operating generally until after 2:00

(2) Other lines

Considering operating generally from 1:00 until around 2:00 (differs according to line)

[Remarks]

- Considering operations on Tokyo Metro - Toei subway, all lines of the Yokohama municipal subways, JR Yamanote line, JR Keihin Tohoku line, JR Musashino line, JR Yokohama line, Rinkai line, and incoming and outgoing lines on Yurikamome, and inside and outside lines
- Considering operations mainly on down trains (heading to suburbs) of the all lines from JR Yamanote line radiating outward
  - \* Considering operations of up trains on some lines (heading to city)
- Considering operations at the same times for last trains during the period on weekdays and Saturdays and holidays.

# Thank you.



**\* Register at the HP!**

<https://2020tdm.tokyo/approve>

**Be sure to participate!**

