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Notice Regarding Progress Report on the Introduction of the "Optional Three-Day Workweek System" for Long-Term Care Staff

Our group conducted a pilot experiment for the introduction of a "Selective Three-Day Workweek System" starting in July 2024, as detailed in the attached document. Subsequently, from October 2024 to the present, we have been proceeding with the full-scale implementation of this system. We hereby provide a progress report and related information as follows.

1. Reasons for considering the introduction of a four-day workweek system

Some companies in other industries, mainly office work, have introduced a four-day workweek system (1.6% of private companies (Note 1)), but in the facility-based Long-Term Care industry, which operates 24 hours a day, 365 days a year, there are very few companies that have adopted a four-day workweek system. However, since securing human resources is a particularly important issue in the Long-Term Care industry, our group has begun considering the introduction of a four-day workweek system as one of the measures to address this challenge.

2. Consideration of Introduction

There are said to be three types of four-day workweek systems (Note 2), but our group considered the following conditions: (i) the ability to continue providing services to residents without change, (ii) that the labor burden does not increase significantly, and (iii) that costs (labor costs) do not increase significantly. As a result, we determined that the "total working hours maintenance type," in which both salary and total working hours remain unchanged, best matches conditions (i) to (iii). In our group, under a four-day workweek, the daily working hours would be increased from 8 hours to 10 hours (see diagram below). Therefore, considering that this may be difficult for some individuals depending on their circumstances, we concluded that making it an "optional system" would be the most practical approach.

(例)

週休 2 日の場合		週休 3 日の場合	
8 時間		8 時間	2 時間 計10時間
8 時間		8 時間	2 時間 計10時間
8 時間		8 時間	2 時間 計10時間
8 時間		8 時間	2 時間 計10時間
8 時間			
休		休	
休		休	

(Note 1) Source: [Ministry of Health, Labour and Welfare "Overview of the 2024 Survey on Working Conditions"](#)

(Note 2) Three types of four-day workweek system

1. Salary reduction type (both salary amount and total working hours decrease)
2. Total working hours maintenance type (no change in both salary amount and total working hours)
3. Salary maintenance type (no change in salary amount, total working hours decrease)

3. Commencement of Preliminary Survey, Simulation, and Demonstration Experiment

A survey was conducted among approximately 1,130 staff members, and about half expressed a desire to choose a three-day workweek. Based on the premise of an "optional system," we conducted a simulation to determine whether shifts could be arranged with a mix of two-day workweeks (8-hour shifts) and three-day workweeks (10-hour shifts). As a result, we decided to conduct a pilot experiment at three facilities where there was high demand. We provided thorough explanations to the staff in advance, conducted interviews during the experiment, and spent three months verifying positive feedback and issues as we proceeded with the experiment.

4. Verification of demonstration experiments ~ From October 2024 onward, sequential rollout to all facilities

As a result of the demonstration experiment, several issues became clear, such as the increased complexity of shift scheduling and the fact that, due to family circumstances such as balancing work with childcare, a certain number of staff found it difficult to choose a three-day workweek. On the other hand, there were also many positive opinions and comments, such as "more days off," "reduced fatigue," and "improved private life." In particular, the comment "reduced fatigue" is thought to be due to the fact that, while a two-day workweek involves a mix of 8-hour day shifts and 16-hour night shifts in an irregular pattern, a three-day workweek fixes the working hours per shift at 10 hours, which is believed to have a positive impact on staff health and physical condition.

Through the verification of the demonstration experiment, it was found that the workload of staff who chose a three-day weekend did not increase significantly, and overtime hours did not rise substantially. Most importantly, it was confirmed that Long-Term Care services could continue to be provided to residents without any change.

In response to these results, we have decided to gradually implement a "selective three-day workweek system" at all facilities starting from October 2024, allowing staff who find it difficult to choose a three-day workweek to continue with the conventional two-day workweek.

Regarding shift creation, we had been promoting the introduction of an automatic shift creation tool for some time. We have found that this tool is particularly effective when creating shifts for staff with both two-day and three-day workweeks, and have therefore decided to implement it in all facilities.

5. Current Situation

Starting from October 2024, we gradually promoted the adoption of the system across all facilities. As a result, although there are variations depending on the facility, as of November 2025, **nearly 60% of staff on average have chosen** a three-day workweek.

In addition, we have received a report that, according to a recent survey conducted by the labor union to which our staff belong regarding our "optional three-day workweek system," **75% of the staff who are currently choosing the three-day workweek responded that they would like to continue** with this option in the future.

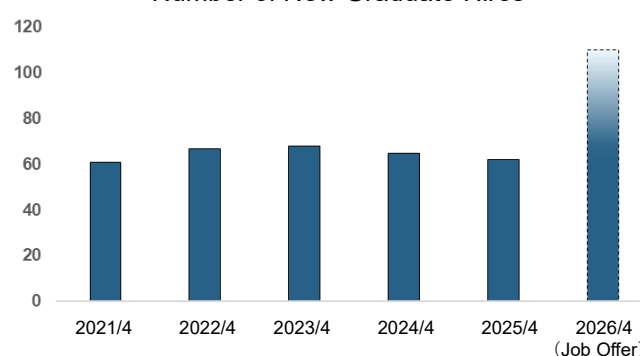
In addition, staff who have chosen the three-day workweek option are allowed to have side jobs, and several staff members are now using their additional days off for side work.

Furthermore, the introduction of the "optional three-day workweek system" has had a positive effect on recruitment. In new graduate hiring, the number of job offers currently stands at 110, more than double the number at the same time last year, and we have stopped recruitment for the current term. Recruitment for new graduates for the next term is also progressing smoothly. It has become clear that this system is having a positive effect on recruitment, as "the desire to work under a three-day workweek system" ranked high among the reasons for joining the company in the labor union survey.

60% !!



Number of New Graduate Hires



6. Future Outlook

Our group will continue to actively pursue the opening of new fee-based homes for the elderly and acquisitions through M&A. In order to secure outstanding human resources necessary for the development of our group, we will not remain satisfied with the current situation, but will work to further improve the "optional three-day workweek system" to make it more accessible, as well as consider and introduce other new initiatives.

To the press
PRESS RELEASE

July 4, 2024

Company Name Charm Care Corp.
Representative: Chairman & CEO Takahiko Shimomura
(Code 6062 , TSE Prime Market)

Started pilot for optional 3-day workweek for care staff

Charm Care Corp. (HQ: Osaka, Osaka City; Chairman & CEO: Takahiko Shimomura) started a pilot for an optional 3-day workweek for care staff at 2 homes in Kinki and 1 home in the Tokyo area from July 1.

The employment environment around the Long-Term Care Business is getting tougher every year, and the shortage of staff providing care services is becoming a social issue.

In this business environment, our group operates a total of 92 nursing homes (about 95% are fee-based homes for the elderly with long-term care) in the Tokyo and Kansai areas (Tokyo 43 , Kansai 49). To attract more people to work with us and to offer more work style options for care staff, we started introducing a new system that allows staff to choose a 3-day workweek (10 hours/day, at least 160 days off/year) in addition to the conventional 2-day workweek (8 hours/day, 115 days off/year).

We surveyed about 1,130 care staff in our group. About half said they want to try a 3-day weekend. We started a pilot at homes with many interested staff.

The pilot test will run for about 3 months. We will prepare for full rollout while checking issues as needed.

Shift auto-scheduling software and attendance system updates are already done.

Also, with the full intro of the optional 3-day workweek, we are considering simplifying internal procedures for side jobs and making it easier to use extra days off for side work.



"Charm Premier Gran Gotenyama" in Shinagawa-ku, Tokyo

■ Company Overview

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Representative	Chairman & CEO Takahiko Shimomura
B u s i n e s s O v e r v i e w	Operation of "fee-based homes for the elderly with long-term care" and "Residential fee-based homes for the elderly", etc.
U R L	https:// www.charmcc.jp / corp /

[Contact for this matter]

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