Results of the "JILPT Panel Survey on the Impact of COVID-19 on Enterprise Management"

(6th, final wave, February 2022 Survey, First Aggregation)

Against the backdrop of a persistent labor shortage, even in the protracted disaster caused by COVID-19, enterprises have been striving to maintain employment. As a result of wage increases to motivate employees and draw out outcomes, enterprises expect the wage differences among regular employees to widen in the post-COVID-19 period. This survey (the Enterprise Survey) is a panel survey that has been conducted since February 2020 and ends at the 6th wave.

I. Business Performance of Enterprises and Increase/Decrease in Number of Workers

1. The production, sales, etc. of more than 40% of enterprises were still below pre-pandemic levels, but at over 20% of enterprises, business performance was better than before the pandemic.

Comparison of enterprises' January 2022 figures for production, sales, etc. with those for two years prior, in January 2020, showed that 43.8% of all enterprises were still below pre-pandemic levels in terms of production, sales, etc. Meanwhile, 23.5% showed an increase in these same figures compared to before the pandemic (Figure 1). Comparison with the same month the previous year showed an increase for 30.0% and a decrease for 38.6% of enterprises, i.e., monthly production, sales, etc. had not yet retuned to the level of the previous year at nearly 40% of enterprises (Figure 2). See Figure 3 for changes in production, sales, etc. from February 2020 to January 2022 in panel data (n = 330) and Figure 4 for factors that raised or lowered production/sales in the October 2021-January 2022 period, both compared to the same month the previous year.

Figure 1. Changes in enterprises' production, sales, etc. (January 2022 compared to January 2020, before the outbreak of the COVID-19 pandemic)

(%)

		n	Increased						Almost the same	Decreased						Cannot compare to the same month the previous year
				Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more			Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more	
Total		2,895	23.5	11.5	5.9	2.8	0.8	2.5	30.3	43.8	14.5	12.8	7.3	3.0	6.2	2.4
Region	Hokkaido	162	15.7	7.3	4.3	2.8	0.7	0.7	37.6	42.5	13.0	12.8	5.3	2.0	9.3	4.2
	Tohoku and Kita-Kanto	416	26.4	12.6	7.2	3.4	0.9	2.3	28.1	44.1	15.2	13.7	8.8	4.1	2.3	1.5
	Minami-Kanto	877	22.4	9.7	5.6	3.0	0.6	3.5	32.8	42.1	12.5	13.0	7.3	3.6	5.8	2.7
	Hokuriku and Tokai	485	21.7	10.6	5.3	3.0	0.5	2.3	27.9	47.4	15.0	15.8	5.9	3.1	7.6	3.0
	Kinki	488	24.7	13.3	6.6	2.3	0.7	1.8	31.3	42.0	15.5	9.9	7.6	2.3	6.8	2.0
	Chugoku, Shikoku, and Kyushu	467	24.7	13.0	5.8	2.1	1.3	2.6	28.8	44.3	15.4	11.9	7.6	2.4	7.1	2.1
Industry	Construction	455	12.6	3.9	3.7	2.2	0.3	2.5	37.8	46.5	10.0	15.0	10.3	3.1	8.2	3.2
	Manufacturing	799	25.2	11.4	6.1	4.2	0.9	2.6	30.2	42.5	14.2	12.2	6.7	3.0	6.4	2.0
	Transport	144	26.2	15.1	5.2	3.4	1.4	1.0	26.7	46.1	21.5	13.2	2.4	6.2	2.8	0.9
	Information and communications	136	30.4	14.8	9.5	1.9	1.3	2.9	36.2	31.4	7.7	10.7	3.8	2.1	7.1	1.9
	Wholesale trade	782	27.9	14.6	7.1	2.6	0.8	2.8	27.4	42.8	17.1	12.2	6.7	2.6	4.2	2.0
	Retail trade	133	25.6	18.5	4.4	0.0	2.0	0.7	21.9	50.8	15.8	15.7	9.1	5.7	4.5	1.7
	Services	264	22.5	11.2	5.7	2.5	1.0	2.1	28.7	45.3	15.3	11.7	7.6	2.3	8.4	3.5
	Accommodations, eating and drinking services	32	8.9	4.1	4.8	0.0	0.0	0.0	7.8	79.6	4.1	18.8	23.0	7.9	25.8	3.8
	Medical, health care and welfare	31	28.0	17.4	10.6	0.0	0.0	0.0	29.9	30.2	2.5	17.6	0.0	4.9	5.2	12.0
	Others	119	21.3	9.1	5.2	2.7	0.0	4.3	36.3	40.5	19.4	10.4	5.6	0.8	4.3	1.8
Size of enterprise	Less than 100 employees	2,390	23.4	11.4	5.9	2.8	0.8	2.5	30.2	44.0	14.5	12.9	7.4	3.0	6.2	2.4
	100 to 299 employees	369	32.0	19.6	6.7	3.2	0.9	1.7	31.1	34.4	17.2	9.5	3.6	2.1	1.9	2.5
	300 or more employees	136	25.1	18.0	5.0	0.0	0.6	1.6	41.3	28.6	17.1	7.1	2.9	0.6	0.8	5.0

Note: The approximate percentages by which production, sales etc. increased or decreased were optional responses. As some enterprises did not provide responses, the sums of these percentages do not equal the "increased" or "decreased" totals.

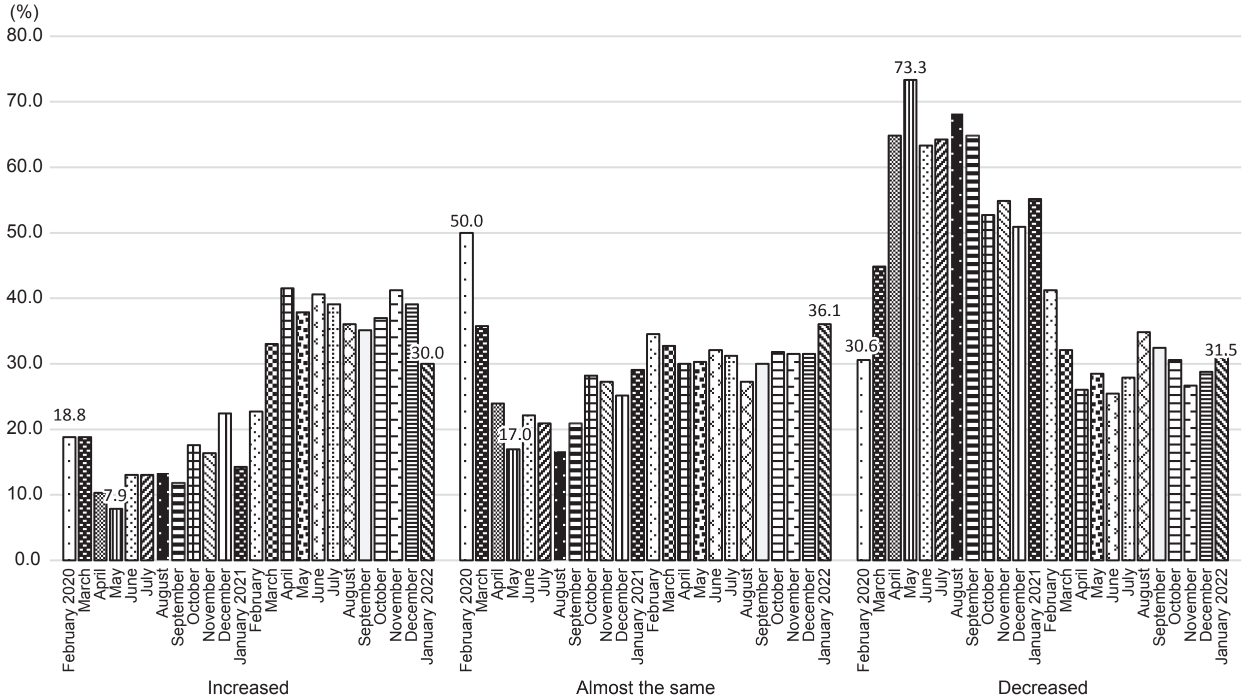
Figure 2. Changes in enterprises' production, sales, etc. (January 2022 compared to the same month the previous year)

(%)

		n	Increased						Almost the same	Decreased						Cannot compare to the same month the previous year
				Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more			Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more	
Total		2,895	30.0	15.0	7.0	2.7	1.3	3.9	29.2	38.6	15.7	11.4	4.5	1.7	5.5	2.2
Region	Hokkaido	162	18.5	7.9	4.3	2.2	0.7	3.5	34.3	43.7	13.1	15.0	4.1	1.4	10.2	3.5
	Tohoku and Kita-Kanto	416	32.2	15.6	7.5	3.2	1.7	4.3	28.2	38.1	18.4	11.9	4.1	0.9	2.9	1.5
	Minami-Kanto	877	29.4	13.4	6.4	2.7	0.8	5.9	32.3	36.1	13.5	12.3	4.3	1.1	4.8	2.3
	Hokuriku and Tokai	485	28.5	15.5	7.6	1.5	1.8	2.1	26.0	43.2	16.7	12.1	4.9	2.6	6.9	2.3
	Kinki	488	31.1	18.4	7.4	2.5	1.0	1.8	30.5	36.3	15.2	9.8	4.3	1.5	5.5	2.0
	Chugoku, Shikoku, and Kyushu	467	31.5	14.6	7.1	3.7	1.6	4.5	27.1	39.0	16.2	9.7	4.7	2.4	6.0	2.4
Industry	Construction	455	18.6	6.1	6.4	1.7	1.0	3.4	34.8	43.4	11.3	15.2	5.7	3.0	8.2	3.3
	Manufacturing	799	32.4	15.4	7.7	3.4	2.0	3.8	27.6	38.4	15.0	10.8	5.2	2.1	5.4	1.5
	Transport	144	33.1	19.9	3.5	3.4	2.3	4.1	25.0	40.9	24.9	12.4	1.1	0.8	1.7	0.9
	Information and communications	136	25.5	17.4	2.8	1.4	1.3	2.6	38.8	33.8	13.5	9.7	2.6	0.8	7.1	1.9
	Wholesale trade	782	35.8	20.3	8.2	3.0	1.2	3.1	26.6	35.9	17.1	10.0	3.6	0.7	4.4	1.7
	Retail trade	133	31.1	20.6	6.5	1.1	0.0	2.9	20.8	45.3	22.7	10.0	4.6	2.3	5.6	2.9
	Services	264	28.4	10.9	8.3	3.5	0.0	5.8	31.1	36.9	15.1	9.1	5.3	1.3	6.1	3.5
	Accommodations, eating and drinking services	32	56.5	19.9	0.0	4.2	2.9	29.4	3.8	39.8	13.9	13.3	3.9	4.8	3.9	0.0
	Medical, health care and welfare	31	21.4	21.1	0.3	0.0	0.0	0.0	22.2	44.4	10.3	28.5	0.0	5.6	0.0	12.0
	Others	119	20.5	5.8	6.4	2.5	2.0	3.8	42.2	36.5	15.0	11.8	4.5	0.7	4.5	0.7
Size of enterprise	Less than 100 employees	2,390	29.9	14.9	7.0	2.7	1.3	3.9	29.1	38.8	15.6	11.4	4.5	1.7	5.6	2.1
	100 to 299 employees	369	34.8	22.1	6.6	3.0	0.5	2.5	37.7	25.5	17.5	5.0	2.2	0.5	0.3	2.0
	300 or more employees	136	36.0	26.0	7.6	1.6	0.0	0.8	33.3	24.0	17.3	6.1	0.0	0.0	0.7	6.7

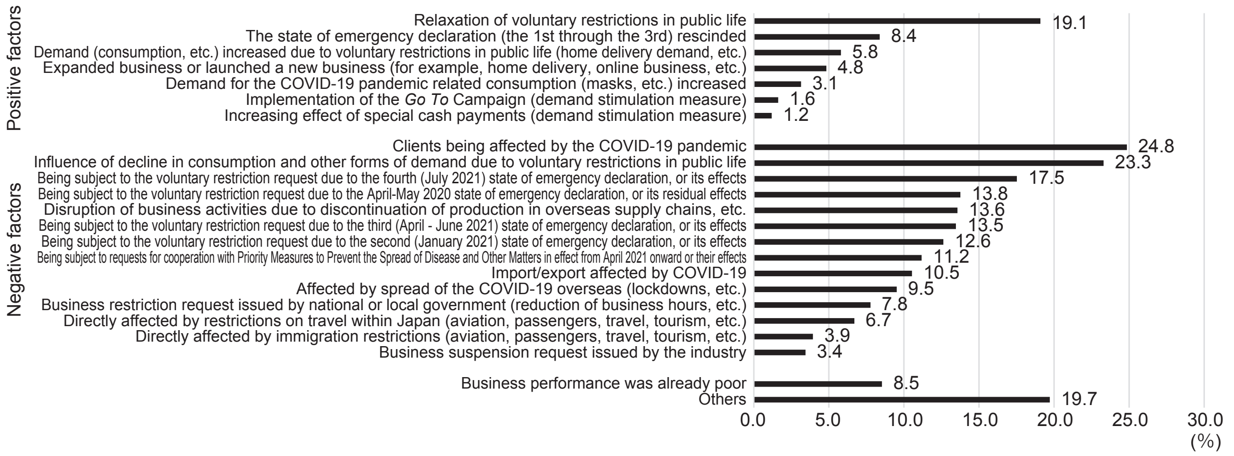
Note: The approximate percentages by which production, sales etc. increased or decreased were optional responses. As some enterprises did not provide responses, the sums of these percentages do not equal the "increased" or "decreased" totals.

Figure 3. Changes in enterprises' production, sales, etc. compared to the same month the previous year (panel data)



Note: Monthly changes from February 2020 to January 2022 among enterprises that have continued to respond since the 1st wave of the survey (n=330).

Figure 4. Factors behind changes in enterprises' production, sales, etc. (October 2021–January 2022 compared to the same month the previous year)



Notes: 1. This was an optional question. The sample size n (2,795) excludes those enterprises that did not respond.
2. Multiple responses allowed.

2. 14.4% of enterprises saw a year-on-year decrease in personnel expenses, a smaller percentage than those seeing declines in production, sales, etc. (38.6%). In the accommodations, eating, and drinking services industry, 36.6% of enterprises saw their monthly personnel expenses increase year-on-year, while 22.8% saw declines.

25.3% of enterprises reported personnel expenses in January 2022 that were higher than the same month the previous year, while 14.4% saw a decrease in personnel expenses, both figures being smaller than the percentage of decline in production, sales, etc. (38.6%) (Figure 2). By industry, percentages of enterprises reporting an increase in personnel expenses were relatively high in the accommodations, eating and drinking services (36.6%), the information and communications (31.0%) and the manufacturing (29.7%) industries, while percentages of enterprises reporting a decrease in personnel expenses were relatively high in the accommodations, eating and drinking services (22.8%), the services (22.5%), and the retail trade (20.3%) industries (Figure 5). See Figure 6 for changes in panel data.

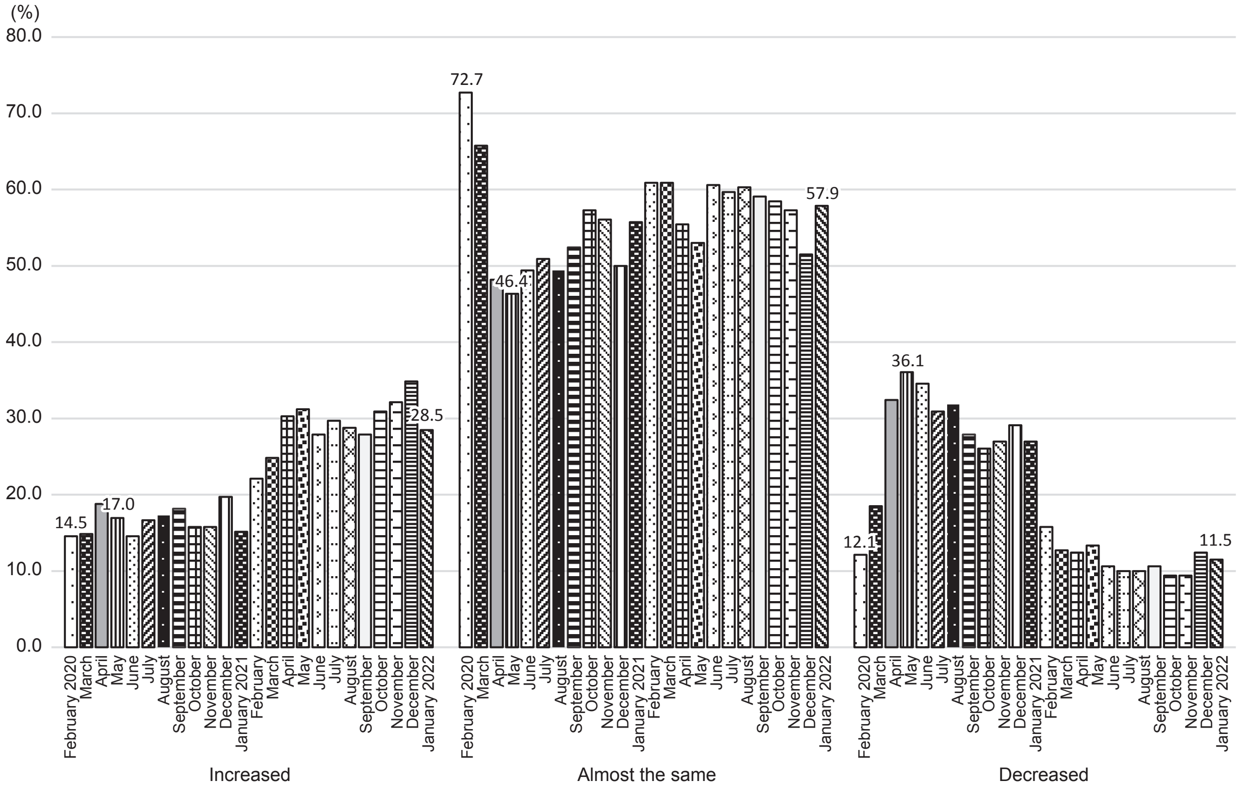
Figure 5. Changes in enterprises' personnel expenses (January 2022 compared to the same month the previous year)

(%)

		n	Increased						Almost the same	Decreased						Cannot compare to the same month the previous year
				Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more			Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more	
Total		2,895	25.3	20.3	3.4	1.2	0.1	0.2	58.9	14.4	10.5	2.2	0.9	0.1	0.6	1.4
Region	Hokkaido	162	25.2	19.8	2.7	2.0	0.7	0.0	59.0	13.4	8.7	2.7	0.7	0.0	1.3	2.3
	Tohoku and Kita-Kanto	416	26.2	19.6	5.2	1.2	0.3	0.0	59.7	13.7	10.3	2.3	0.6	0.3	0.3	0.3
	Minami-Kanto	877	21.1	16.6	3.1	0.8	0.1	0.4	63.1	14.3	10.3	2.3	0.9	0.1	0.7	1.5
	Hokuriku and Tokai	485	25.7	21.1	2.8	1.5	0.0	0.3	55.0	17.5	12.4	3.0	0.8	0.0	1.3	1.8
	Kinki	488	24.4	21.2	1.8	1.0	0.2	0.2	59.9	14.9	10.9	2.0	1.2	0.2	0.5	0.8
	Chugoku, Shikoku, and Kyushu	467	30.0	24.0	4.2	1.6	0.0	0.3	55.9	12.3	9.4	1.6	1.0	0.0	0.3	1.9
Industry	Construction	455	22.0	14.9	5.3	1.2	0.4	0.3	62.6	13.4	7.8	3.0	1.9	0.3	0.4	1.9
	Manufacturing	799	29.7	24.8	3.5	1.4	0.0	0.0	57.0	11.7	9.1	1.4	0.7	0.0	0.5	1.6
	Transport	144	24.4	20.2	3.1	1.1	0.0	0.0	57.0	17.6	16.7	0.0	0.0	0.0	0.9	0.9
	Information and communications	136	31.0	25.2	4.4	1.3	0.0	0.0	55.4	11.7	5.8	2.7	0.0	0.0	3.2	1.9
	Wholesale trade	782	24.5	21.2	1.9	0.8	0.1	0.5	60.5	14.3	10.9	2.3	0.5	0.1	0.4	0.7
	Retail trade	133	21.4	17.4	2.8	1.1	0.0	0.0	56.6	20.3	16.2	2.6	1.4	0.0	0.1	1.7
	Services	264	26.3	19.4	3.6	2.8	0.5	0.0	49.5	22.5	16.6	3.1	0.9	0.4	1.5	1.6
	Accommodations, eating and drinking services	32	36.6	26.6	7.1	0.0	0.0	2.9	40.5	22.8	18.1	4.8	0.0	0.0	0.0	0.0
	Medical, health care and welfare	31	17.7	12.1	5.6	0.0	0.0	0.0	66.2	9.6	9.6	0.0	0.0	0.0	0.0	6.6
	Others	119	13.8	9.9	2.0	1.2	0.0	0.7	75.2	11.0	6.0	2.8	2.1	0.0	0.0	0.0
Size of enterprise	Less than 100 employees	2,390	25.2	20.2	3.4	1.2	0.2	0.2	58.9	14.5	10.6	2.2	0.9	0.1	0.6	1.3
	100 to 299 employees	369	32.7	29.8	1.9	1.0	0.0	0.0	55.5	9.9	7.0	1.7	0.3	0.0	0.9	1.9
	300 or more employees	136	25.7	23.6	2.2	0.0	0.0	0.0	60.8	7.7	6.1	1.6	0.0	0.0	0.0	5.8

Note: The approximate percentages by which personnel expenses increased or decreased were optional responses. As some enterprises did not provide responses, the sums of these percentages do not equal the "increased" or "decreased" totals.

Figure 6. Changes in enterprises' personnel expenses compared to the same month the previous year (panel data)



Note: Monthly changes from February 2020 to January 2022 among enterprises that have continued to respond since the 1st wave of the survey (n=330).

3. The number of workers increased at 16.9% of enterprises and decreased at 20.8% of enterprises compared to pre-pandemic levels, i.e., decreases outnumbered increases. The percentage decrease was particularly high in the accommodations, eating and drinking services, the retail trade, and the transportation industries.

Figures 7 and 8 show the changes in number of workers at enterprises by form of employment (January 2022) and in panel data, respectively. In terms of increase/decrease in the total number of workers in January 2022 compared to pre-COVID-19 January 2020, nearly 60% (59.1%) of enterprises reported the number of workers as “almost the same,” The percentage of enterprises reporting an increase (16.9%) fell behind the percentage reporting a decrease (20.8%). By industry, particularly in the accommodations, eating and drinking services industry, close to half (47.9%) saw a decline in the number of workers, as did over a quarter of the retail trade (28.1%) and the transport industries (26.0%) (Figure 9).

Figure 7. Changes in number of workers at enterprises by form of employment (January 2022 compared to the same month the previous year)

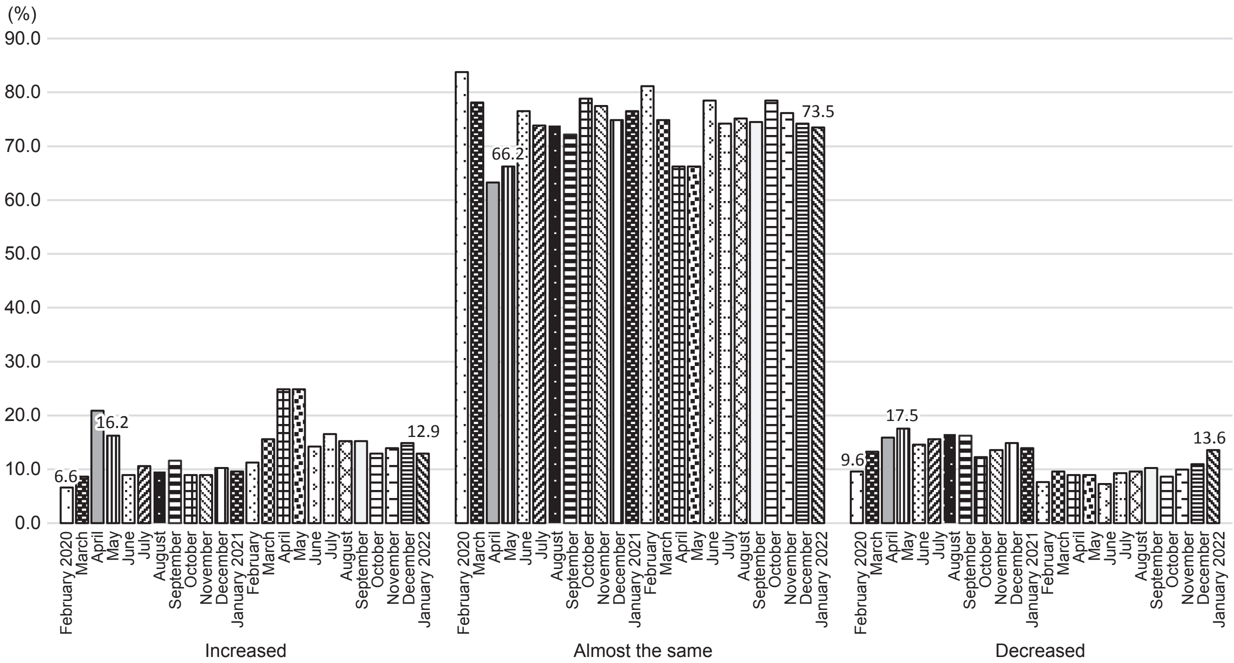
(%)

		n	Workers total			Regular employees				Part-time workers/Contract workers				Dispatched workers			
			Increased	Almost the same	Decreased	Did not have workers to being with	Increased	Almost the same	Decreased	Did not have workers to being with	Increased	Almost the same	Decreased	Did not have workers to being with	Increased	Almost the same	Decreased
Total		2,872	12.3	72.2	15.5	(11.4)	12.0	73.2	14.8	(40.9)	7.3	80.8	11.9	(81.7)	15.2	70.5	14.2
Region	Hokkaido	160	9.1	75.2	15.7	(13.0)	7.6	82.5	9.9	(43.6)	4.1	86.8	9.1	(87.4)	5.6	88.8	5.6
	Tohoku and Kita-Kanto	411	13.8	71.3	14.9	(11.9)	14.5	71.4	14.1	(40.2)	8.6	77.7	13.6	(80.8)	15.3	78.3	6.4
	Minami-Kanto	872	10.2	74.5	15.3	(10.7)	10.4	75.8	13.8	(43.9)	7.2	83.1	9.8	(79.7)	14.1	69.7	16.2
	Hokuriku and Tokai	482	11.9	72.0	16.1	(12.2)	9.9	73.1	17.0	(35.7)	7.6	82.4	10.0	(80.5)	15.6	67.4	17.0
	Kinki	485	12.9	72.3	14.7	(7.5)	10.5	73.9	15.6	(37.2)	6.7	82.8	10.5	(80.9)	18.3	65.7	16.1
	Chugoku, Shikoku, and Kyushu	462	14.1	69.6	16.4	(14.0)	16.1	69.1	14.8	(44.8)	7.4	76.1	16.5	(85.3)	15.2	69.8	15.0
Industry	Construction	454	9.8	77.0	13.2	(17.2)	9.5	79.4	11.2	(60.0)	2.3	85.9	11.9	(88.6)	18.8	69.3	11.9
	Manufacturing	790	13.0	69.9	17.1	(8.8)	12.0	73.4	14.7	(31.6)	9.0	79.0	12.0	(74.8)	14.3	68.4	17.2
	Transport	143	14.3	66.9	18.9	(8.5)	14.6	61.4	24.0	(40.5)	10.8	82.2	7.0	(73.2)	9.8	74.1	16.1
	Information and communications	135	17.2	64.6	18.2	(10.6)	20.4	61.8	17.7	(56.6)	3.0	93.2	3.8	(77.7)	23.1	72.6	4.3
	Wholesale trade	777	11.7	74.7	13.6	(10.9)	11.6	74.3	14.0	(42.4)	7.0	82.3	10.6	(84.1)	10.5	72.9	16.6
	Retail trade	132	13.2	68.4	18.4	(13.9)	11.2	73.3	15.5	(26.9)	6.8	76.0	17.2	(86.0)	27.0	54.7	18.3
	Services	262	16.1	64.6	19.3	(9.2)	15.3	64.8	19.9	(27.4)	10.4	75.9	13.7	(79.5)	25.5	65.9	8.6
	Accommodations, eating and drinking services	32	14.0	56.6	29.5	0.0	12.8	67.2	20.0	(3.0)	18.9	49.7	31.4	(87.4)	23.1	74.6	2.3
	Medical, health care and welfare	30	13.6	75.1	11.3	(5.2)	13.9	74.2	11.9	(34.1)	1.1	91.0	7.9	(77.5)	0.0	100.0	0.0
	Others	117	6.2	85.1	8.6	(16.1)	6.6	84.0	9.4	(50.7)	0.0	89.7	10.3	(90.7)	0.0	99.4	0.6
Size of enterprise	Less than 100 employees	2,371	12.2	72.2	15.5	(11.5)	11.9	73.2	14.8	(41.3)	7.3	80.7	12.0	(82.4)	15.4	70.3	14.4
	100 to 299 employees	366	18.7	67.7	13.6	(6.9)	18.1	68.4	13.5	(19.4)	7.1	84.4	8.6	(43.6)	12.8	75.1	12.0
	300 or more employees	135	14.1	71.4	14.5	(6.2)	12.4	77.5	10.1	(14.3)	7.4	83.2	9.4	(19.9)	13.2	77.2	9.6

Notes: 1. The percentages for “increased,” “almost the same,” and “decreased,” for each form of employment are the percentages when the number obtained by subtracting “did not have workers to begin with” from the total is set at 100%.

2. This was an optional question. The sample size n (2,872) excludes those enterprises that did not respond.

Figure 8. Changes in number of workers at enterprises compared to the same month the previous year (panel data)



Notes: 1. Monthly changes from February 2020 to January 2022 among enterprises that have continued to respond since the 1st wave of the survey (n=302).
2. Changes in worker total.

Figure 9. Increase/decrease in number of workers at enterprises (January 2022 compared to January 2020, before the outbreak of the COVID-19 pandemic)

(%, percent point)

		n	Increased						Almost the same	Decreased						Cannot compare	Increased – decreased
				Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more			Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more		
Total		2,866	16.9	13.8	1.9	0.7	0.1	0.5	59.1	20.8	15.4	3.6	0.8	0.2	0.7	3.3	-3.9
Region	Hokkaido	162	12.5	9.0	2.8	0.7	0.0	0.0	63.3	20.2	14.5	4.3	1.4	0.0	0.0	4.1	-7.7
	Tohoku and Kita-Kanto	410	18.9	17.4	0.9	0.3	0.3	0.0	55.4	21.6	17.0	3.2	0.9	0.6	0.0	4.1	-2.7
	Minami-Kanto	869	12.8	11.2	1.2	0.3	0.0	0.1	63.4	20.4	14.7	4.3	0.7	0.0	0.7	3.4	-7.5
	Hokuriku and Tokai	482	17.3	12.9	2.3	0.8	0.0	1.3	57.9	22.0	17.9	3.1	0.5	0.0	0.5	2.8	-4.8
	Kinki	484	19.0	16.4	1.3	0.5	0.3	0.5	58.0	21.2	14.8	4.1	1.3	0.3	0.8	1.8	-2.2
	Chugoku, Shikoku, and Kyushu	459	19.0	13.6	3.2	1.6	0.0	0.5	57.6	19.4	13.4	3.0	0.8	0.5	1.6	4.0	-0.5
Industry	Construction	451	15.8	13.0	1.9	0.3	0.0	0.5	63.8	16.7	12.1	3.6	0.2	0.3	0.7	3.7	-1.0
	Manufacturing	795	18.8	16.0	2.5	0.3	0.0	0.0	56.4	21.9	18.1	2.5	0.8	0.2	0.4	2.9	-3.1
	Transport	142	16.7	12.6	2.8	1.3	0.0	0.0	55.9	26.0	21.7	1.9	0.8	0.0	1.5	1.4	-9.3
	Information and communications	136	27.3	22.5	2.4	2.4	0.0	0.0	49.2	15.7	10.2	2.4	0.8	0.0	2.3	7.8	11.6
	Wholesale trade	772	15.7	12.7	1.2	0.7	0.1	1.0	61.9	18.9	14.1	3.2	0.8	0.3	0.6	3.4	-3.2
	Retail trade	130	13.5	11.7	0.6	1.1	0.0	0.0	57.6	28.1	21.8	5.0	1.2	0.0	0.0	0.9	-14.6
	Services	260	16.0	12.4	2.1	0.5	0.0	1.0	56.4	25.0	14.6	7.3	0.9	0.6	1.7	2.6	-9.0
	Accommodations, eating and drinking services	32	16.0	11.2	4.8	0.0	0.0	0.0	36.1	47.9	29.7	14.6	3.6	0.0	0.0	0.0	-31.9
	Medical, health care and welfare	31	22.5	15.9	0.0	6.6	0.0	0.0	55.2	22.3	17.1	5.2	0.0	0.0	0.0	0.0	0.3
	Others	117	12.3	8.8	1.2	1.2	1.0	0.0	64.1	18.3	10.3	3.4	3.4	0.0	1.2	5.2	-6.0
Size of enterprise	Less than 100 employees	2,366	16.8	13.7	1.8	0.7	0.1	0.5	59.1	20.8	15.4	3.6	0.9	0.3	0.7	3.3	-4.0
	100 to 299 employees	368	27.1	24.4	2.7	0.0	0.0	0.0	51.2	19.8	16.5	2.5	0.6	0.0	0.3	1.9	7.2
	300 or more employees	132	16.8	14.4	1.6	0.8	0.0	0.0	62.6	16.9	13.9	3.0	0.0	0.0	0.0	3.7	-0.1

Notes: 1.This was an optional question. The sample size n (2,866) excludes those enterprises that did not respond.

2. The approximate percentages by which personnel expenses increased or decreased were optional responses. As some enterprises did not provide responses, the sums of these percentages do not equal the “increased” or “decreased” totals.

Figure 10. Expected increase/decrease in workers one year from time of survey (January 2022) by form of employment

(%, percent point)

	n	Increased						Almost the same	Decreased						Cannot compare	Increased – decreased
			Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more			Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more		
Regular employees	2,870	34.5	30.9	2.9	0.3	0.1	0.3	57.5	6.0	4.9	0.4	0.1	0.0	0.4	2.1	28.5
Part-time workers/ Contract workers	2,864	11.3	9.2	1.2	0.4	0.0	0.5	51.7	6.2	4.9	0.5	0.2	0.1	0.5	30.9	5.1
Dispatched workers	2,836	3.5	2.9	0.3	0.0	0.0	0.3	20.9	4.1	2.8	0.5	0.1	0.0	0.8	71.4	-0.6

Note: This was an optional question. The sample size n excludes those enterprises that did not respond.

II. Overstaffing/Understaffing and Enterprises' Outlook for Employment Maintenance

1. Even during the pandemic, enterprises have a deep-rooted sense of being understaffed, and despite the severe business environment, they are further strengthening their stance of maintaining employment.

As for the staffing situation at enterprises at the end of January 2022, the understaffed percentage exceeds the overstaffed percentage by 32.2 percentage points. By form of employment, the perception of a labor shortage was stronger for regular employees than for part-time and contract workers or dispatched workers (Figure 11 and Figure 12 for changes in panel data). In terms of the duration for which current employment levels can be maintained if levels of production, sales, etc. as of January 2022 continue, 14.9% of enterprises estimated "around six months," and 25.4% of enterprises estimated "one year." On the other hand, close to 70% (70.1%) responded either "employment cuts are unnecessary" (43.1%) or "more than two years (no immediate plans for employment cuts)" (27.0%) (Figure 13). It seems that enterprises, even those that have continuously responded since the first wave, are strengthening their stance in favor of maintaining employment. (Figure 14).

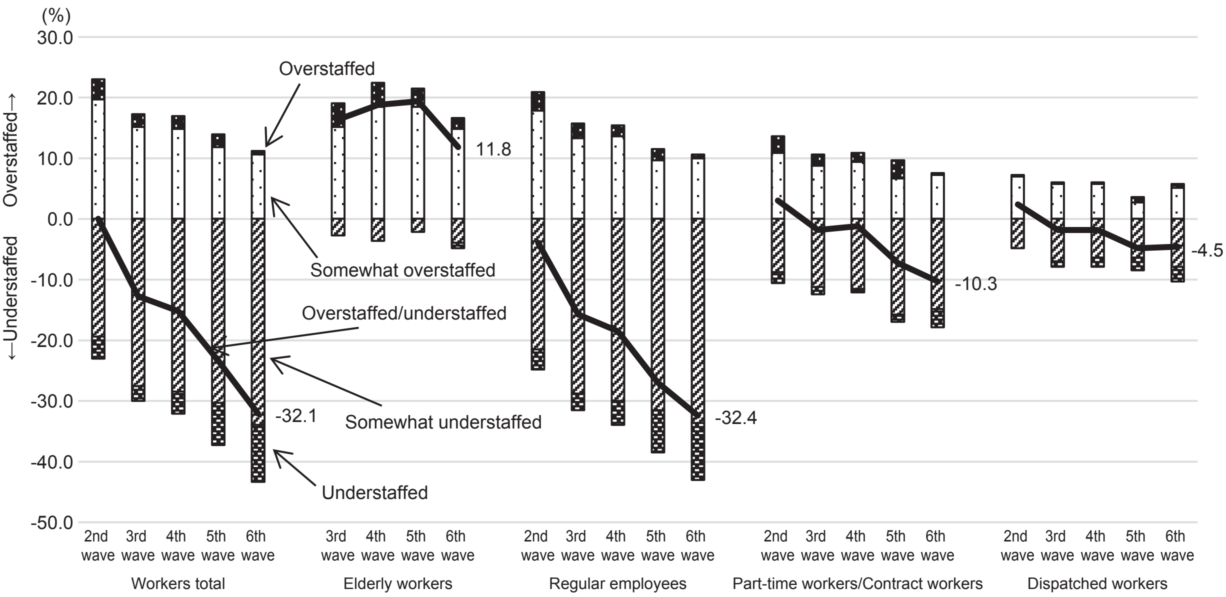
Figure 11. Staffing situation at enterprises as of the end of Janauary 2022

(%, percent point)

	n	Overstaffed total			Appropriately staffed	Understaffed total			No applicable employees	Overstaffed/ understaffed
			Overstaffed	Somewhat overstaffed			Somewhat understaffed	Understaffed		
Workers total	2,895	11.7	1.7	10.0	44.5	43.8	34.2	9.6	-	-32.2
Elderly workers (among worker total)		17.8	2.9	14.9	56.6	3.7	2.9	0.7	21.9	14.1
Regular employees		10.8	1.6	9.2	44.9	43.1	34.1	9.0	1.1	-32.3
Part-time workers/ Contract workers		6.6	0.9	5.7	44.9	15.3	12.0	3.3	33.2	-8.8
Dispatched workers		2.1	0.4	1.7	18.4	5.9	4.7	1.2	73.7	-3.8

Notes: 1. "Overstaffed/understaffed" is determined by subtracting the percentages of "understaffed" and "somewhat understaffed" from those of "overstaffed" and "somewhat overstaffed."
2. Here "elderly workers" refers to those aged 60 or above, regardless of employment form.

Figure 12. Changes in staffing situation at enterprises (panel data)



Notes: 1. "Overstaffed/understaffed" is determined by subtracting the percentages of "understaffed" and "somewhat understaffed" from those of "overstaffed" and "somewhat overstaffed."
2. Here "elderly workers" refers to those aged 60 or above, regardless of forms of employment. (In the second wave, respondents were not asked about elderly workers.)
3. The staffing situations of workers are as of the end of September 2020 in the second wave, as of the end of January 2021 in the third wave, as of the end of May 2021 in the fourth wave, and as of the end of September 2021 in the fifth wave.

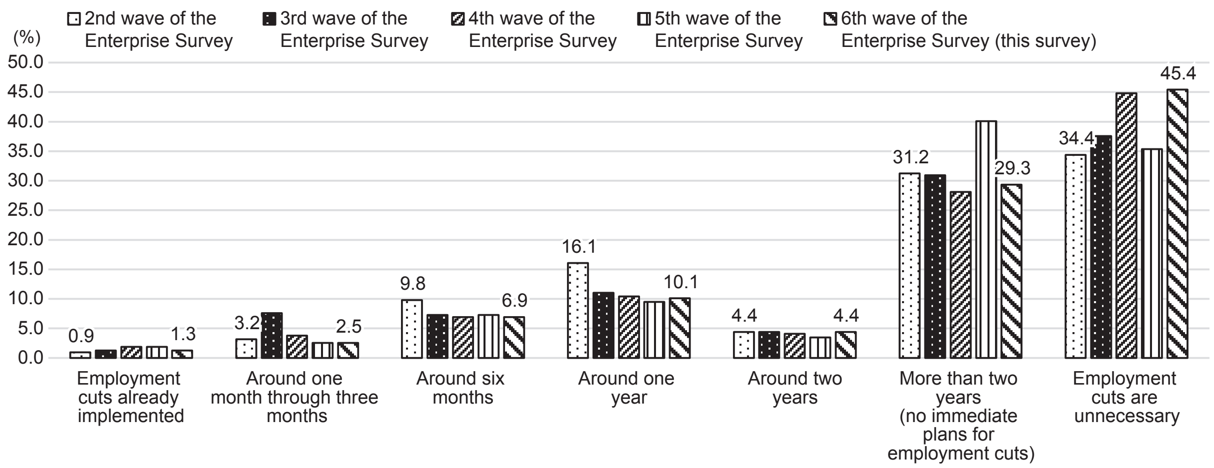
Figure 13. Possible length of employment maintenance if current production, sales, etc. levels continue

(%)

		n	Employment cuts already implemented	Around one month	Around two months	Around three months	Around six months	Around one year	Around two years	More than two years (no immediate plans for employment cuts)	Employment cuts are unnecessary
Total		2,883	1.9	0.3	0.9	3.2	8.6	10.5	4.6	27.0	43.1
Region	Hokkaido	162	3.3	0.0	2.7	2.7	7.3	10.7	4.0	24.6	44.7
	Tohoku and Kita-Kanto	415	1.5	0.9	1.4	3.4	8.6	10.9	4.3	28.5	40.5
	Minami-Kanto	875	1.5	0.2	1.1	4.3	7.7	12.8	4.5	26.9	41.0
	Hokuriku and Tokai	481	2.3	0.5	0.3	3.3	8.7	9.4	6.3	29.2	40.2
	Kinki	488	1.2	0.0	0.7	2.7	8.7	10.5	4.0	26.7	45.5
	Chugoku, Shikoku, and Kyushu	462	2.4	0.0	0.8	2.4	9.7	8.5	4.0	24.8	47.5
Industry	Construction	454	1.2	0.3	1.4	1.7	6.3	12.0	5.0	28.8	43.4
	Manufacturing	794	2.0	0.0	1.4	3.8	9.5	10.9	4.0	27.1	41.4
	Transport	143	2.8	1.1	1.4	3.7	10.6	11.6	1.0	16.2	51.6
	Information and communications	135	0.0	0.0	0.0	3.5	7.7	11.1	6.0	24.2	47.4
	Wholesale trade	779	1.7	0.3	0.4	2.7	8.3	9.4	5.6	29.3	42.4
	Retail trade	133	1.7	0.0	0.0	2.4	17.9	10.5	1.7	25.8	39.9
	Services	264	4.0	0.0	1.4	4.8	6.9	9.9	6.1	24.6	42.2
	Accommodations, eating and drinking services	32	2.9	3.9	4.8	18.5	7.7	23.5	2.9	19.0	16.7
	Medical, health care and welfare	31	4.0	0.0	0.0	6.6	0.3	7.0	0.3	11.8	69.9
	Others	118	0.7	1.0	0.0	1.7	8.2	7.1	2.4	27.9	51.0
Size of enterprise	Less than 100 employees	2,380	1.9	0.3	1.0	3.3	8.6	10.5	4.6	26.9	43.0
	100 to 299 employees	368	1.7	0.0	0.5	0.8	5.1	8.5	3.5	31.2	48.7
	300 or more employees	135	1.5	0.8	0.0	0.7	7.1	11.1	3.8	30.4	44.6

Notes: This was an optional question. The sample size n (2,883) excludes those enterprises that did not respond.

Figure 14. Changes in possible length of employment maintenance if current production, sales, etc. levels continue (panel data)

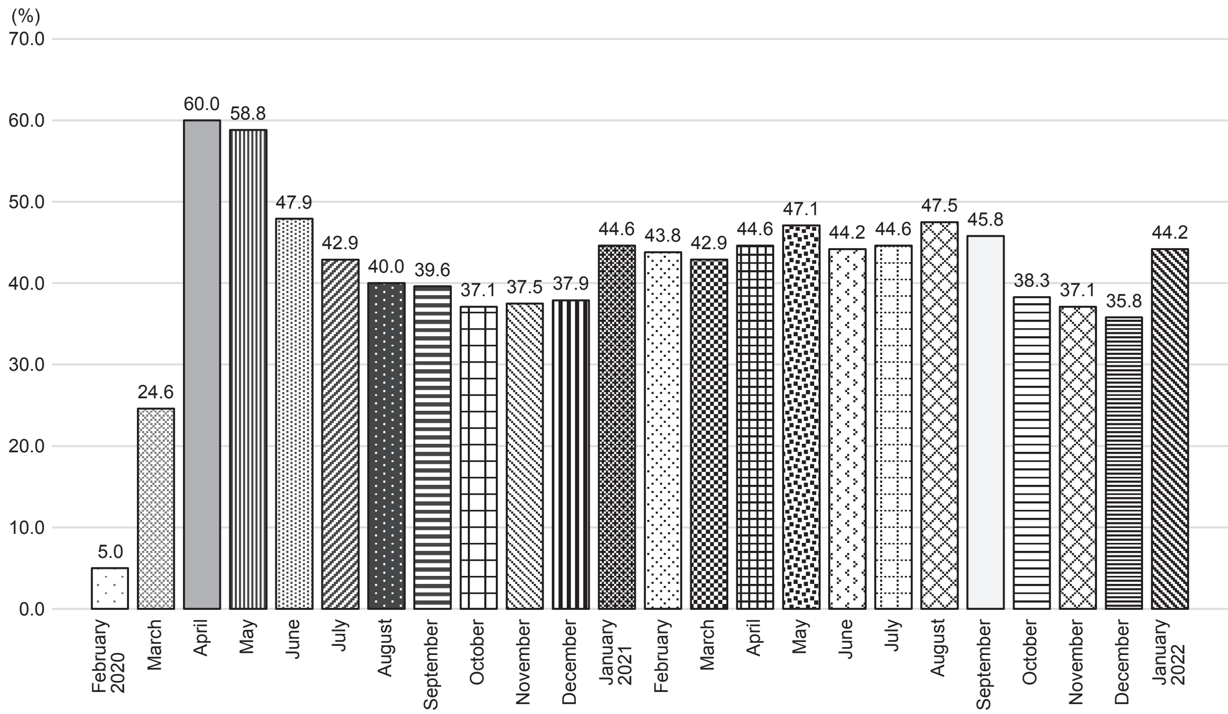


III. Status of Implementation of Working from Home (Teleworking)

Percentage of enterprises implementing teleworking rose again in January 2022

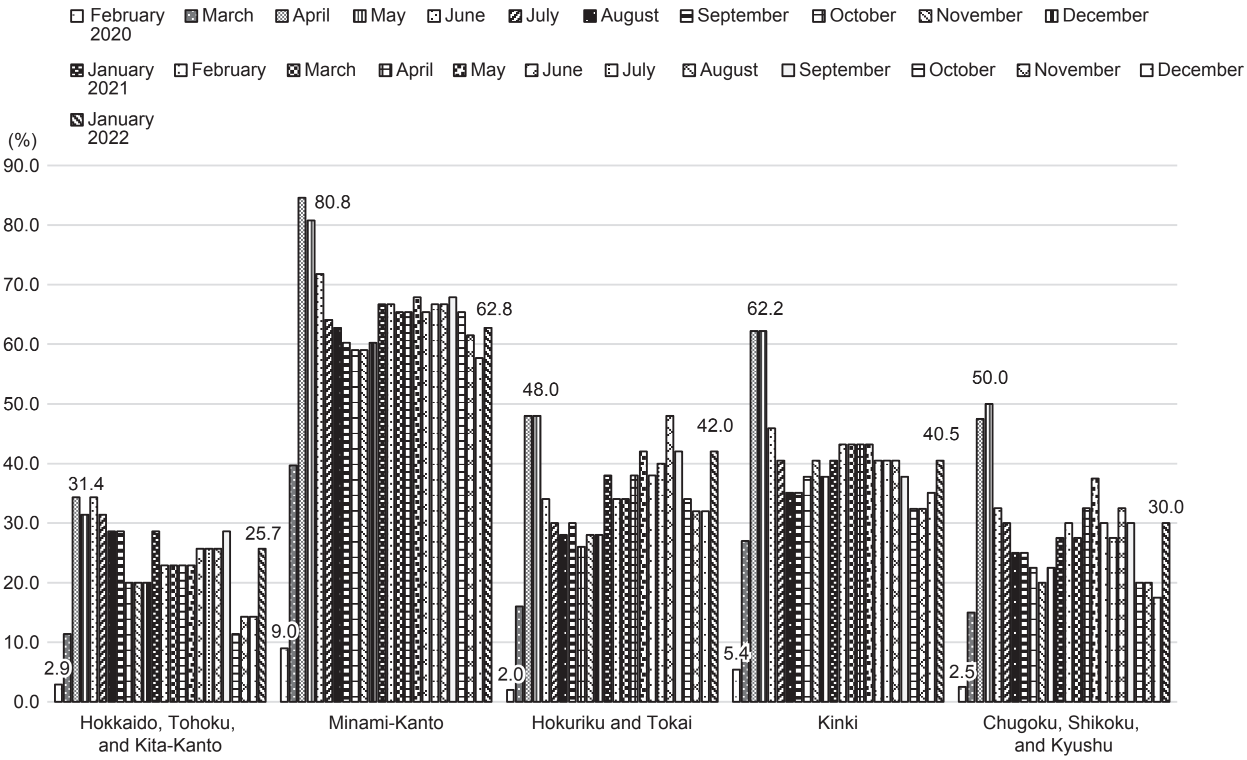
The status of implementation of working from home (teleworking) was examined by verifying the change in implementation rate among enterprises that have been continuously responding since the first wave. It increased to 60.0% in April 2020. Since then, the number of cases has been affected by the wave of infection spread and the subsequent declaration of a state of emergency, and although it trended downward from October to December 2021, it rose to 44.2% in January 2022 (Figure 15). See Figures 16 to 18 for changes in panel data by region, industry, and by size of enterprise.

Figure 15. Changes in rates of implementation of working from home (teleworking) (panel data)



Note: Monthly changes from February 2020 to January 2022 among enterprises that have continued to respond since the 1st wave of the survey (n=240).

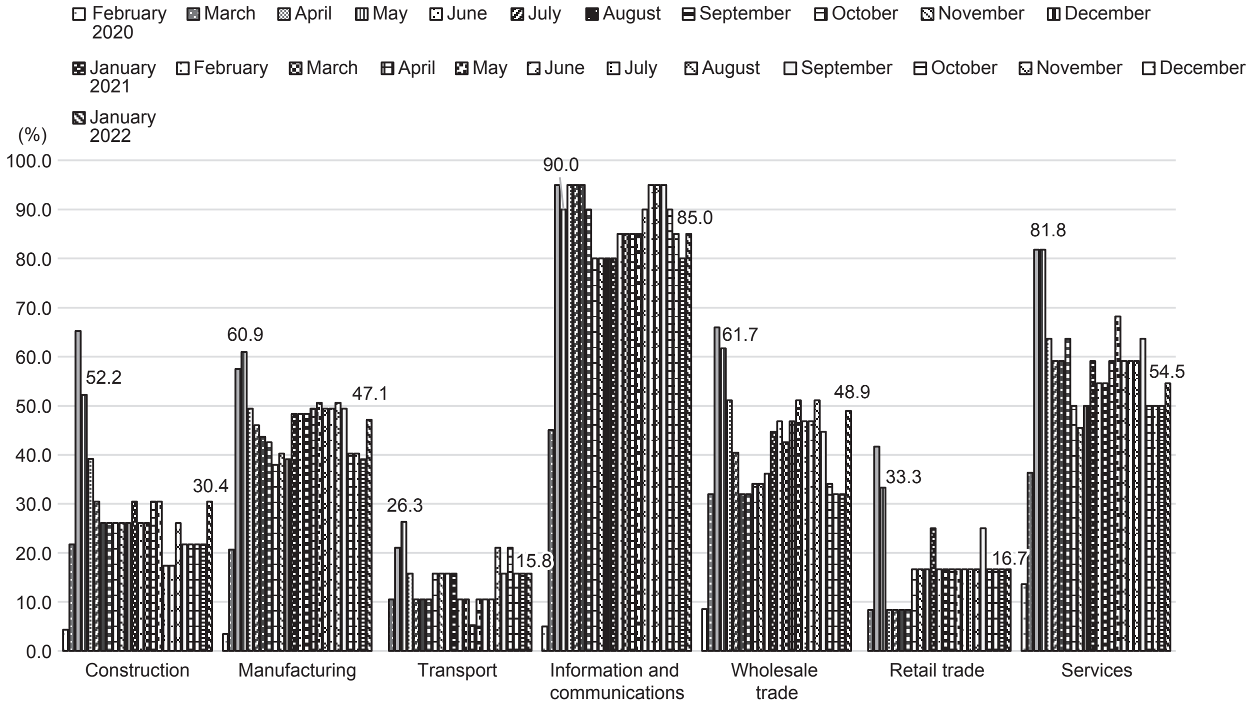
Figure 16. Changes in rates of implementation of working from home (teleworking) by region (panel data)



Notes: 1. Monthly changes from February 2020 to January 2022 among enterprises that have continued to respond since the 1st wave of the survey (n=240).

2. Hokkaido and Tohoku/Kita-kanto were tabulated in total due to the limited number of samples.

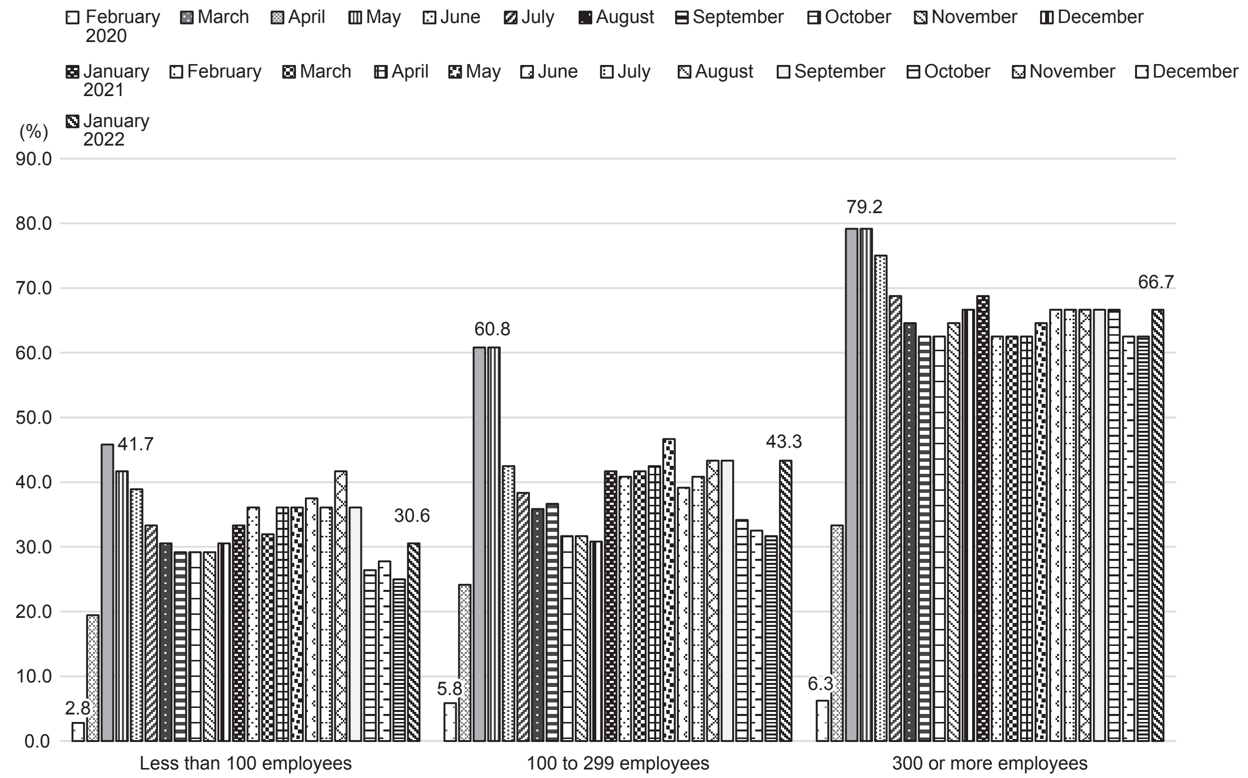
Figure 17. Changes in rates of implementation of working from home (teleworking) by industry (panel data)



Notes: 1. Monthly changes from February 2020 to January 2022 among enterprises that have continued to respond since the 1st wave of the survey (n=240).

2. Accommodations, eating and drinking services industry and medical, health care and welfare industry were tabulated as parts of the "Services" data set so as to obtain a continuous sample from the first wave.

Figure 18. Changes in rates of implementation of working from home (teleworking) by size of enterprise (panel data)



Note: Monthly changes from February 2020 to January 2022 among enterprises that have continued to respond since the 1st wave of the survey (n=240).

IV. Future Outlook for Enterprises' Business Performance, Plans and Responses for Business Continuity

1. Regarding outlook for the recovery of enterprises' business performance, the most common responses, in order, were "not sure," "expect it will take between six months and one year," and "expect it will take between one and two years."

With regard to enterprises' prospects for recovery of business performance, the most common responses, in order, were "not sure" (21.3%), "expect it will take between six months and one year to recover and return to the previous level" (14.5%), and "expect it will take between one and two years to recover and return to the previous level" (11.6%), while only 13.6% of enterprises responded that business performance had "already recovered and returned to the previous level." By industry, percentages for the response "do not expect to recover" were high in the medical, health care and welfare (16.1%) and retail trade (11.8%). Percentages responding "expect it will take more than two years to recover and return to the previous level" were relatively high in the accommodations, eating and drinking services (18.2%) and retail trade industries (10.0%) (Figure 19).

Figure 19. Future outlook for enterprises' business performance

(%)

		n	Already recovered and returned to the previous level	Expect to recover and return to the previous level within three months	Expect to recover and return to the previous level within six months	Expect it will take between six months and one year to recover and return to the previous level	Expect it will take between one and two years to recover and return to the previous level	Expect it will take more than two years to recover and return to the previous level	Do not expect to recover (will not return to the previous level, cannot see path to recovery)	Not sure	Business performance has not declined
Total		2,854	13.6	1.8	5.4	14.5	11.6	6.7	6.6	21.3	18.5
Region	Hokkaido	160	6.0	0.7	6.1	15.5	10.9	5.5	3.4	24.5	27.3
	Tohoku and Kita-Kanto	409	14.0	2.1	6.2	13.4	10.0	8.7	8.2	19.5	17.9
	Minami-Kanto	859	13.9	1.8	5.7	15.0	11.8	5.5	7.2	20.7	18.3
	Hokuriku and Tokai	479	17.1	0.8	4.9	16.4	9.5	5.6	7.6	23.7	14.4
	Kinki	482	12.0	2.0	4.9	17.2	13.9	7.3	5.3	19.6	17.7
	Chugoku, Shikoku, and Kyushu	465	12.7	2.4	5.3	10.6	12.4	7.1	5.7	22.1	21.6
Industry	Construction	448	9.0	1.8	4.1	13.7	10.5	7.4	4.3	25.6	23.6
	Manufacturing	794	17.4	3.0	6.6	16.6	10.6	5.0	5.1	18.5	17.3
	Transport	142	11.6	1.4	4.8	20.6	14.4	8.6	10.0	19.3	9.3
	Information and communications	134	18.0	0.8	6.7	11.7	10.5	4.3	2.1	20.9	25.1
	Wholesale trade	768	14.9	0.7	5.6	13.5	12.7	6.7	7.4	21.5	17.0
	Retail trade	129	10.4	1.3	2.1	15.3	13.7	10.0	11.8	21.7	13.7
	Services	261	11.9	1.0	6.0	12.7	13.4	8.7	8.0	18.6	19.7
	Accommodations, eating and drinking services	31	0.0	4.3	8.5	23.4	13.6	18.2	8.5	18.4	5.0
	Medical, health care and welfare	31	10.4	0.4	0.0	0.3	11.7	6.6	16.1	20.4	34.1
	Others	116	8.3	4.8	4.8	11.3	6.3	4.2	11.0	27.9	21.4
Size of enterprise	Less than 100 employees	2,358	13.5	1.8	5.4	14.5	11.5	6.7	6.7	21.4	18.5
	100 to 299 employees	366	18.0	2.9	8.7	12.8	13.3	4.2	4.8	13.2	22.2
	300 or more employees	130	19.3	3.7	5.2	9.0	14.6	5.3	4.5	16.3	22.0

Note: This was an optional question. The sample size n (2,854) excludes those enterprises that did not respond.

2. Regarding future business continuity, nearly 50% of enterprises say they will "continue business operations at the current level," and nearly 30% say they will "continue business operations at an expanded scale."

Regarding their plans for the continuation of business operations in the future, the largest percentage (48.7%) of enterprises responded that they intended to "continue business operations at the current level," followed by 27.4% that intended to "continue business operations at an expanded scale," 7.2% that intended to "launch new business and continue business operations," and 3.9% that intended to "continue business operations at a smaller scale." Looking at the figures by industry, the percentages of enterprises that intended to "continue business operations at an expanded scale" were high in the information and communications (51.1%), accommodations, eating and drinking services (36.9%), and transport (33.2%) industries. Meanwhile, the percentages of enterprises intending to "continue business operations at a smaller scale" were relatively high in the retail trade (11.6%), medical, health care and welfare (7.7%), and accommodations, eating and drinking industries (6.8%) (Figure 20, and Figure 21 for changes in panel data). The survey also asked about future management approaches to be pursued in continuing business activities (See Figure 22).

Figure 20. Enterprises' plans for future business continuity

(%)

		n	Intend to continue business operations at an expanded scale	Intend to continue business operations at the current level	Intend to continue business operations at a smaller scale	Intend to launch new business and continue business operations	Intend to discontinue business operations	Not sure
Total		2,716	27.4	48.7	3.9	7.2	0.4	12.4
Region	Hokkaido	150	13.5	60.9	3.6	4.4	0.7	16.8
	Tohoku and Kita-Kanto	394	26.7	51.6	3.0	6.4	0.0	12.3
	Minami-Kanto	817	26.7	50.0	4.3	6.3	0.6	12.1
	Hokuriku and Tokai	455	30.8	44.9	5.9	6.4	0.3	11.8
	Kinki	465	29.3	48.1	2.9	8.2	0.0	11.5
	Chugoku, Shikoku, and Kyushu	435	27.1	46.4	3.1	9.1	0.8	13.4
Industry	Construction	430	24.5	50.2	3.1	6.6	0.9	14.7
	Manufacturing	754	29.3	50.9	2.9	6.9	0.0	9.9
	Transport	134	33.2	48.0	1.8	7.3	0.9	8.8
	Information and communications	129	51.1	33.9	0.8	5.2	0.0	9.1
	Wholesale trade	732	25.6	50.7	3.6	7.8	0.1	12.2
	Retail trade	120	23.8	37.5	11.6	9.5	0.0	17.7
	Services	248	25.1	49.0	6.3	8.8	0.3	10.5
	Accommodations, eating and drinking services	30	36.9	30.9	6.8	9.1	0.0	16.2
	Medical, health care and welfare	30	29.8	47.3	7.7	4.2	0.0	10.9
	Others	109	15.8	49.8	4.0	2.9	3.2	24.4
Size of enterprise	Less than 100 employees	281	27.2	48.9	3.9	7.2	0.4	12.5
	100 to 299 employees	27	40.9	41.1	2.2	8.0	0.0	7.8
	300 or more employees	10	38.2	40.8	2.5	9.5	0.0	9.0

Note: This was an optional question. The sample size n (2,716) excludes those enterprises that did not respond.

Figure 21. Changes in enterprises' plans for future business continuity (panel data)

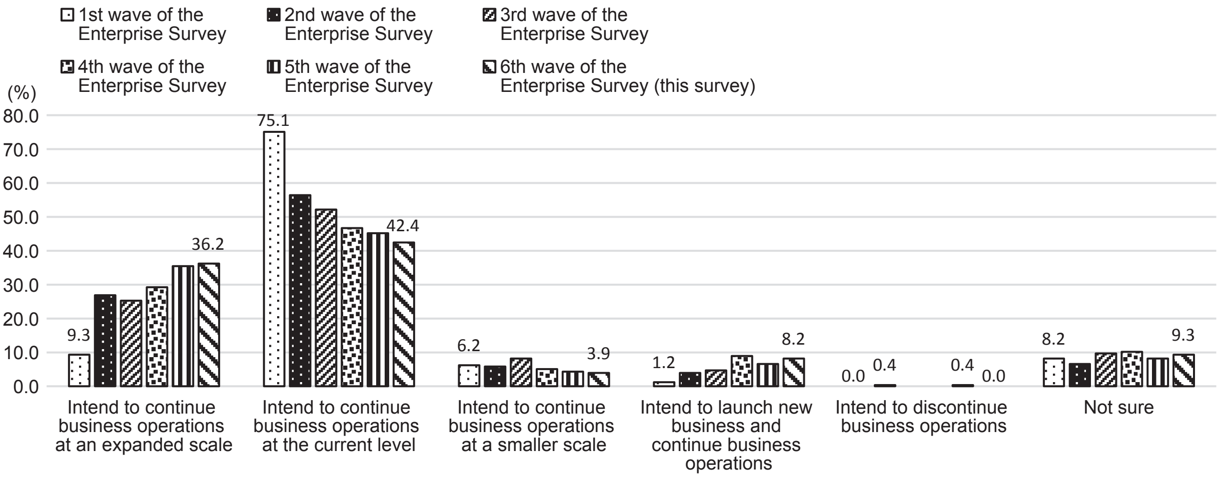


Figure 22. Future management approaches to be pursued in continuing business activities

(Multiple responses when approaches are pursued, unit: %)

		n	Launch and expansion of online sales channels	New development and expansion of sales channels (other than online channels)	Development/ sales of products in line with government demand stimulation measures (*Go To* campaign, etc.)	Development/ sales of products useful for the COVID-19 pandemic preventive measures	Development/ sales of products in response to rising demand due to increased time spent at home	Launch of new business unrelated to the COVID-19 pandemic	Others	No special approaches for business continuation (business as usual)
Total		2,310	32.6	23.7	3.4	8.0	9.6	16.3	2.2	48.1
Region	Hokkaido	122	20.5	12.8	2.8	3.6	8.9	11.8	3.8	59.3
	Tohoku and Kita-Kanto	338	29.7	23.1	3.6	6.5	12.1	13.7	0.7	52.9
	Minami-Kanto	693	33.5	22.7	2.9	7.0	7.4	16.3	2.7	47.7
	Hokuriku and Tokai	392	32.3	23.7	2.6	8.8	8.6	15.8	1.9	47.6
	Kinki	399	39.2	27.7	2.5	8.1	7.8	16.7	3.6	43.5
	Chugoku, Shikoku, and Kyushu	366	30.8	24.3	5.5	10.3	12.9	19.2	1.7	47.2
Industry	Construction	361	14.9	10.4	1.5	3.4	3.0	10.7	3.4	68.9
	Manufacturing	663	37.1	28.9	2.8	6.8	11.4	18.2	1.6	43.5
	Transport	114	19.0	13.0	5.5	1.2	4.2	10.8	5.5	63.0
	Information and communications	113	39.2	25.6	1.6	9.6	3.6	18.4	0.0	50.3
	Wholesale trade	622	38.4	29.5	2.0	13.5	13.2	17.1	2.1	39.5
	Retail trade	101	36.2	23.8	6.4	10.9	21.9	18.8	3.0	35.7
	Services	212	33.6	22.5	6.1	4.7	2.8	20.6	2.5	48.0
	Accommodations, eating and drinking services	26	63.8	18.2	53.5	9.6	33.5	20.1	2.9	9.5
	Medical, health care and welfare	26	6.5	13.4	0.0	7.4	6.9	5.2	0.0	68.4
	Others	72	28.8	17.6	1.9	3.1	6.5	11.6	0.0	60.7
Size of enterprise	Less than 100 employees	1,885	32.5	23.7	3.4	7.9	9.6	16.2	2.2	48.2
	100 to 299 employees	311	36.0	24.9	3.2	8.2	8.4	21.3	1.6	44.0
	300 or more employees	114	35.1	25.9	5.1	15.7	16.8	26.2	2.9	40.1

Note: This was an optional question. The sample size n (2,310) excludes those enterprises that did not respond.

V. Changes in Basic Wages and Bonuses, the Status of Wage Differences, and Enterprises' Future Outlook

1. Even in the COVID-19 pandemic, basic wages increased in 49.4% of the enterprises for regular employees and 24.6% of the enterprises for non-regular employees, with the percentage increase far exceeding the percentage decrease.

Looking at changes in basic wages and bonuses at enterprises, regular employees at 49.4% of enterprises and non-regular employees at 24.6% of enterprises saw increases in their basic wages during the COVID-19 pandemic outbreak period (January 2020–January 2022), with the percentage of increases far exceeding the percentage of decreases. Bonuses increased in 30.5% of enterprises for regular employees and in 10.4% of enterprises for non-regular employees, with a lower percentage of increase totals when compared to basic wages. The rate of enterprises reporting non-regular employees with bonus decreases exceeded that of bonus increases (Figure 23). Moreover, regarding both regular and non-regular employees, the percentage of respondent enterprises that expect to increase their employees' wages over the coming year compared to the COVID-19 pandemic outbreak period is high for both basic wages and bonuses and low for decreases, indicating that the intention to increase wages will become stronger. The four highest factors that enterprises consider important in determining wage revisions are "enterprise performance" (68.2%), "securing and retaining labor" (45.1%), "maintaining employment" (43.9%), and "market rates of competitors in the same industry" (28.1%) (Figure 24).

Figure 23. Changes in base wages and bonuses (status during the COVID-19 pandemic outbreak period and future outlook for the coming year)

(%, percent point)

			n	Increased total			Almost the same	Decreased total			No bonuses originally	No applicable employees	Increased – decreased
					Increased	Slightly increased			Slightly decreased	Decreased			
COVID-19 pandemic outbreak period	Regular employees	Basic wages	2,875	49.4	7.7	41.6	46.4	3.3	2.4	0.9	–	0.9	46.0
		Bonuses	2,854	30.5	8.2	22.3	38.7	24.3	13.3	11.0	5.2	1.3	6.2
	Non-regular employees	Basic wages	2,830	24.6	3.6	21.1	41.6	2.4	1.4	0.9	–	31.4	22.2
		Bonuses	2,803	10.4	2.6	7.8	29.3	11.1	6.3	4.8	16.3	32.9	-0.8
The coming year	Regular employees	Basic wages	2,880	53.9	6.4	47.4	43.3	1.9	1.6	0.3	–	0.9	51.9
		Bonuses	2,855	33.1	5.7	27.4	47.1	13.1	8.6	4.6	5.4	1.3	20.0
	Non-regular employees	Basic wages	2,848	26.1	3.2	22.9	41.1	1.5	1.3	0.2	–	31.3	24.6
		Bonuses	2,828	12.4	2.3	10.1	31.9	6.7	4.5	2.3	15.7	33.3	5.7

Notes: 1. "The COVID-19 pandemic outbreak period" is defined as the time from January 2020 to January 2022 (the month prior to the month in which this survey was conducted). "The coming year" is defined as starting in January 2022.
2.This was an optional question. The sample size n excludes those enterprises that did not respond.

Figure 24. Factors that enterprises consider important in determining wage revisions

(Multiple responses allowed, unit: %)

		n	Market rate of competitors in the same industry	Market rate in other industries	Local market rate	Leading company trends	Trends in revision of parent company or related (group) companies	Price Trends	Enterprise performance	Revised results for the previous year	Maintaining employment	Securing and retaining labor	Stability of labor-management relations	Status of dividends paid to shareholders	Status of R&D and other investments	Status of internal reserves (retained earnings)	Others	No factors of importance
Factors previously emphasized		2,672	33.5	7.6	21.7	2.4	5.6	12.2	66.7	18.5	38.9	38.2	10.2	2.4	2.8	14.4	1.1	8.8
Factors currently emphasized		2,813	30.1	7.5	20.5	2.9	6.0	14.3	67.9	18.4	43.7	43.3	12.3	2.8	3.3	15.0	1.1	8.1
Factors to be emphasized in the future		2,743	28.1	8.1	19.2	3.3	5.9	18.4	68.2	17.1	43.9	45.1	12.4	2.8	4.5	16.6	1.3	7.9
Region	Hokkaido	156	26.4	4.8	14.6	5.0	9.7	26.3	64.8	13.1	43.1	42.5	14.4	2.8	2.8	18.8	1.4	11.0
	Tohoku and Kita-Kanto	391	27.6	10.5	26.8	3.1	4.7	17.5	67.4	15.8	50.1	49.8	15.7	2.2	2.5	21.8	1.9	8.6
	Minami-Kanto	829	26.5	7.6	8.9	2.1	6.5	17.6	68.2	16.5	42.2	41.0	10.6	3.5	4.3	13.6	1.0	8.3
	Hokuriku and Tokai	469	31.0	8.3	23.8	4.4	6.0	17.1	70.7	17.9	48.6	46.6	14.1	3.1	4.9	19.9	1.3	7.0
	Kinki	458	27.6	6.4	16.2	3.5	3.9	19.6	67.2	19.0	41.4	43.1	11.1	1.9	5.3	14.1	0.5	8.2
	Chugoku, Shikoku, and Kyushu	440	28.7	8.7	25.1	3.6	7.1	18.7	68.2	17.6	39.7	47.0	11.2	2.8	5.3	15.1	1.7	7.0
Industry	Construction	428	31.7	9.3	17.0	4.2	4.6	21.9	63.5	17.4	48.0	50.2	15.4	4.5	2.0	17.9	0.5	11.8
	Manufacturing	767	27.6	8.7	22.6	3.0	6.0	20.7	75.1	18.6	47.1	52.8	13.4	2.1	7.5	15.0	1.2	5.1
	Transport	138	48.2	12.2	19.9	1.3	9.9	20.9	51.9	10.7	36.8	41.7	14.9	2.9	0.9	12.9	3.4	10.3
	Information and communications	130	38.7	7.1	19.8	2.1	3.9	12.0	70.6	16.4	43.2	45.9	13.0	2.6	6.3	17.1	2.4	7.6
	Wholesale trade	732	23.2	7.2	17.0	3.1	5.9	18.7	72.2	18.2	39.5	36.9	10.0	2.8	4.6	18.5	1.5	7.3
	Retail trade	124	25.4	7.0	23.5	4.0	4.2	15.8	70.5	18.5	51.0	46.0	12.8	5.1	1.9	17.6	0.0	5.1
	Services	253	28.2	8.2	18.7	4.3	10.2	13.4	64.2	14.9	45.3	44.3	9.1	0.7	3.5	15.9	0.5	5.3
	Accommodations, eating and drinking services	32	46.1	4.8	28.7	7.8	0.2	9.8	69.2	9.7	61.5	70.7	28.1	0.0	8.7	25.1	3.9	0.0
	Medical, health care and welfare	30	8.1	5.9	12.1	4.3	9.6	11.0	62.3	20.2	47.2	40.0	23.3	5.8	5.7	11.5	0.0	0.3
	Others	109	21.4	5.0	16.4	3.1	3.1	11.5	39.3	12.3	29.4	28.9	6.9	1.6	0.0	11.4	2.3	23.8
Size of enterprise	Less than 100 employees	2,267	27.9	8.1	19.2	3.3	5.8	18.5	68.1	17.2	43.9	44.9	12.3	2.7	4.4	16.6	1.3	8.0
	100 to 299 employees	347	37.0	7.7	22.6	4.5	12.3	16.4	72.4	17.3	45.8	56.4	14.5	5.2	5.5	16.3	0.3	4.9
	300 or more employees	129	47.2	12.5	15.6	4.7	11.0	13.8	78.6	12.6	39.1	51.6	20.6	6.8	5.6	13.7	0.8	1.4

Note: This was an optional question. The sample size n excludes those enterprises that did not respond.

2. 67.3% of enterprises have implemented wage increases during the COVID-19 pandemic.

During the COVID-19 pandemic outbreak period (January 2020–January 2022), 67.3% of enterprises were reported to have implemented wage increases, and 70.9% will do so over the coming year (Figure 25). The four highest reasons for enterprises to implement wage increases are "raising employee motivation and improving their compensation" (78.9%), "retaining employees and resolving personnel shortages" (54.1%), "improvement of business performance (earnings)" (44.2%), and "coping with rising prices" (24.7%) (Figure 26). For reasons not to implement wage increases, see Figure 27.

Figure 25. Enterprises' implementation of wage increases during the COVID-19 pandemic outbreak period and in the coming year

(%)

		COVID-19 pandemic outbreak period			Plans for the coming year		
		n	Implemented	Not implemented	n	To be implemented	Not to be implemented
Total		2,855	67.3	32.7	2,835	70.9	29.1
Region	Hokkaido	158	69.3	30.7	157	72.4	27.6
	Tohoku and Kita-Kanto	411	67.9	32.1	412	72.4	27.6
	Minami-Kanto	867	61.7	38.3	861	66.3	33.7
	Hokuriku and Tokai	477	70.6	29.4	470	73.8	26.2
	Kinki	482	70.8	29.2	479	75.6	24.4
	Chugoku, Shikoku, and Kyushu	460	67.5	32.5	456	68.9	31.1
Industry	Construction	446	68.3	31.7	443	71.0	29.0
	Manufacturing	786	75.7	24.3	780	79.9	20.1
	Transport	143	59.9	40.1	140	61.5	38.5
	Information and communications	133	80.4	19.6	133	84.4	15.6
	Wholesale trade	773	66.6	33.4	769	71.4	28.6
	Retail trade	130	59.3	40.7	131	58.2	41.8
	Services	262	58.6	41.4	260	61.9	38.1
	Accommodations, eating and drinking services	32	51.7	48.3	32	56.0	44.0
	Medical, health care and welfare	31	64.7	35.3	30	60.4	39.6
	Others	119	45.6	54.4	117	49.2	50.8
Size of enterprise	Less than 100 employees	2,360	67.3	32.7	2,343	71.0	29.0
	100 to 299 employees	364	67.4	32.6	362	69.8	30.2
	300 or more employees	131	62.3	37.7	130	65.6	34.4

Notes: 1. "The COVID-19 pandemic outbreak period" is defined as the time from January 2020 to January 2022 (the month prior to the month in which this survey is conducted).

2. Wage increases here refer to increases in the annual wage increment (*teiki-shokyu*), hikes in base pay ("base-up"), revisions to various allowances, and other increases.

3. This was an optional question. The sample size n excludes those enterprises that did not respond.

Figure 26. Reasons for enterprises to implement wage increases

(Multiple responses allowed, unit: %)

		n	Improvement of business performance (earnings)	Responding to a new demand due to the spread of the COVID-19 pandemic	Rewarding employees for their hard work against the COVID-19 pandemic	Increasing wages to recruit and secure human resources among new graduates	Increasing wages to recruit and secure mid-career hires	Retaining employees and resolving personnel shortages	Raising employee motivation and improving their compensation	Coping with rising prices	Having improved profitability by passing on prices	Trends of competitors in the same industry	Governmental requests	Introducing equal pay for equal work*	Requests from labor unions and workers	Others
COVID-19 pandemic outbreak period		1,841	36.2	1.8	12.9	10.5	13.2	50.6	78.2	15.8	2.2	11.9	3.1	5.1	3.3	2.8
In the future		1,953	44.2	2.1	11.3	13.5	16.6	54.1	78.9	24.7	4.1	11.5	5.4	5.0	3.1	2.6
Region	Hokkaido	108	38.0	5.0	12.9	19.1	21.0	51.9	72.0	28.8	2.0	11.0	8.9	4.2	4.2	5.0
	Tohoku and Kita-Kanto	283	47.2	2.5	12.0	18.8	16.6	57.5	81.4	21.9	3.7	12.0	4.6	4.6	3.4	3.7
	Minami-Kanto	552	45.6	2.6	11.2	10.0	15.1	45.7	77.3	27.4	3.1	9.1	6.4	3.7	3.6	2.6
	Hokuriku and Tokai	344	39.4	1.4	12.7	15.8	19.8	61.5	79.8	27.6	3.2	14.6	6.7	6.4	2.9	2.1
	Kinki	352	41.6	2.0	10.7	10.1	14.4	49.1	76.1	23.4	4.8	8.3	4.1	4.7	2.6	2.4
	Chugoku, Shikoku, and Kyushu	314	47.7	1.2	10.0	13.0	16.4	59.0	81.6	21.9	6.3	14.1	4.0	5.6	3.0	2.0
Industry	Construction	305	41.6	2.4	10.2	16.3	17.5	65.3	77.6	23.4	1.6	14.4	7.1	2.9	1.6	1.9
	Manufacturing	613	43.8	1.8	10.5	14.8	19.3	53.0	81.5	26.7	6.6	10.8	5.5	6.1	4.4	3.0
	Transport	83	46.2	0.2	11.7	13.1	18.6	61.2	73.1	19.9	6.2	17.9	5.7	9.3	10.7	3.8
	Information and communications	108	44.0	1.1	6.1	20.9	19.1	51.7	81.1	17.5	1.1	21.4	5.1	7.6	2.0	1.0
	Wholesale trade	524	46.5	2.4	12.3	8.7	11.1	45.0	78.9	29.0	4.4	7.8	4.5	2.3	2.6	2.1
	Retail trade	74	34.7	2.6	16.6	14.6	16.3	66.0	77.9	21.2	2.0	11.5	3.2	6.7	1.2	0.1
	Services	157	46.6	3.0	11.1	18.5	26.4	62.5	78.4	17.6	2.2	12.6	6.1	8.1	1.6	2.8
	Accommodations, eating and drinking services	17	52.1	7.0	43.7	14.1	29.0	71.3	77.6	12.2	0.0	30.7	7.0	25.5	0.0	5.2
	Medical, health care and welfare	19	49.6	0.0	10.3	2.6	2.6	54.3	51.0	19.1	0.0	2.0	19.7	0.0	0.7	7.6
	Others	53	40.1	0.0	8.2	6.8	6.1	42.4	72.7	19.0	4.3	8.6	0.0	5.3	6.2	10.1
Size of enterprise	Less than 100 employees	1,622	44.1	2.1	11.3	13.3	16.5	54.1	78.9	24.8	4.1	11.5	5.3	4.9	3.0	2.6
	100 to 299 employees	245	44.2	2.8	12.9	30.3	21.7	59.5	79.8	23.6	3.2	17.9	6.2	7.0	10.2	1.3
	300 or more employees	86	48.5	0.0	12.0	25.1	18.5	51.5	79.0	8.6	1.3	16.7	4.7	4.6	15.7	2.4

Notes: 1. Reasons for enterprises to implement wage increases were asked of those that had implemented wage increases during the same period as the COVID-19 pandemic outbreak period and of those that answered “will implement in the coming year.”
2. This was an optional question. The sample size n excludes those enterprises that did not respond.

Figure 27. Reasons for enterprises not to implement wage increases

(Multiple responses allowed, unit: %)

		n	Sluggish business performance	Priority on maintaining employment	Avoiding basic wages (scheduled cash earnings) becoming fixed costs	Sluggish and uncertain demands due to the expansion of the COVID-19 pandemic	Overstaffed	Trends of competitors in the same industry	Enhancing retained earnings	Reinforcing the COVID-19-compliant investments	Prioritizing shareholder dividends	Prioritizing R&D investments	Expanding investments in education, training, and welfare programs other than wages	Unable to pass on prices	No requests for wage increases from labor unions or workers	Other
COVID-19 pandemic outbreak period		876	61.2	42.6	13.7	26.4	2.7	5.7	9.5	2.1	0.3	1.4	1.9	15.2	2.5	4.5
In the future		786	54.1	40.1	13.3	26.8	3.7	7.5	11.2	1.7	1.1	1.6	2.6	14.5	2.3	5.2
Region	Hokkaido	41	54.6	39.0	8.8	27.1	5.4	10.8	8.1	2.7	5.4	2.7	8.1	32.9	2.7	3.4
	Tohoku and Kita-Kanto	116	65.7	44.4	10.9	32.6	3.2	6.5	13.0	2.2	0.0	0.0	2.1	14.5	0.0	0.1
	Minami-Kanto	272	55.6	39.9	16.2	24.6	3.1	7.0	10.2	0.9	1.4	0.9	1.8	13.3	1.8	7.4
	Hokuriku and Tokai	117	56.2	40.3	15.7	31.3	6.2	10.4	12.4	2.1	1.0	3.1	2.1	12.5	6.2	4.2
	Kinki	112	47.1	44.8	11.0	23.1	5.4	11.2	14.3	2.2	1.2	2.2	2.2	18.6	3.3	0.2
	Chugoku, Shikoku, and Kyushu	128	47.0	34.5	11.9	24.5	1.8	3.8	9.0	1.8	1.0	1.8	3.7	11.9	0.9	10.1
Industry	Construction	121	48.9	36.5	16.0	18.1	2.2	9.6	16.2	3.7	0.6	1.8	5.2	16.5	2.7	5.7
	Manufacturing	147	55.2	45.5	9.7	30.7	4.4	10.1	5.3	1.6	1.0	2.7	1.8	17.5	2.7	3.6
	Transport	53	54.1	36.7	14.0	40.0	6.8	18.0	10.8	0.0	0.0	0.0	2.3	27.5	0.0	9.3
	Information and communications	23	55.5	39.9	5.7	17.9	0.0	6.2	5.7	0.0	0.0	0.5	0.0	13.6	0.4	10.8
	Wholesale trade	216	59.6	41.4	14.4	23.4	4.6	4.7	12.7	0.7	1.3	1.7	2.3	11.7	2.1	2.6
	Retail trade	51	58.6	39.1	12.6	42.4	2.3	9.5	11.6	0.2	0.0	0.0	2.9	12.9	0.0	1.8
	Services	92	53.8	42.4	17.2	34.6	2.2	2.5	11.6	0.0	0.0	2.5	2.6	11.8	3.5	6.1
	Accommodations, eating and drinking services	14	58.3	51.1	18.5	44.5	0.0	5.8	0.0	0.0	0.0	0.0	0.0	13.6	0.0	0.0
	Medical, health care and welfare	11	60.7	52.0	13.8	41.6	26.9	26.9	40.1	13.8	13.1	0.0	0.0	15.1	0.0	13.8
	Others	58	37.6	27.5	7.3	11.3	2.5	3.1	7.7	5.5	4.1	0.0	1.5	10.4	4.0	13.6
Size of enterprise	Less than 100 employees	643	54.4	40.2	13.2	26.8	3.8	7.4	11.2	1.8	1.1	1.6	2.6	14.5	2.3	5.1
	100 to 299 employees	103	34.7	31.2	18.1	24.7	0.0	11.8	10.6	0.0	2.1	0.0	2.1	20.0	1.9	11.5
	300 or more employees	40	29.7	37.0	21.8	16.4	0.0	17.5	10.0	2.3	5.0	2.5	0.0	11.9	1.8	11.7

Notes: 1. Reasons for enterprises not to implement wage increases were asked of those that had not implemented wage increases during the same period as the COVID-19 pandemic outbreak period and of those that answered “will not implement in the coming year.”
2. This was an optional question. The sample size n excludes those enterprises that did not respond.

3. Wage differences among regular employees are expected to increase slightly in the future

The survey asked enterprises about the increasing or decreasing wage differences between individuals among regular employees in their enterprises. During the COVID-19 pandemic outbreak period (January 2020–January 2022), the increased total was 12.1% and the decreased total was 4.3%, with a difference of 7.8 percentage points between the two, however, during the post-COVID-19 period, the increased total was 20.4% and the decreased total was 4.5%, with the difference between the two widening to 15.9 percentage points (Figure 28). Factors contributing to the increase and decrease of the wage differences among regular employees are shown in Figure 29. For the results of these questions for all employees including non-regular employees, see Figures 30 and 31. Regarding the significant factors contributing to the increase in the wage differences in the COVID-19 pandemic outbreak period include "the introduction and establishment of a performance-based pay and evaluation system (the decline of a seniority-based pay system)" (67.1%) and "the need to motivate employees" (54.1%) (Figure 32).

Figure 28. The situation of increasing and decreasing wage differences between individuals in enterprises (among regular employees)

(%, percent point)

		n	Increased total			Not changed	Decreased total			Increased – decrease
				Increased	Slightly increased			Slightly decreased	Decreased	
Pre-COVID-19 pandemic outbreak period		2,849	11.1	1.3	9.8	86.4	2.5	2.0	0.5	8.6
COVID-19 pandemic outbreak period		2,842	12.1	1.5	10.5	83.6	4.3	3.6	0.7	7.8
Post-COVID-19 pandemic period		2,805	20.4	3.3	17.1	75.1	4.5	3.8	0.7	15.9
Region	Hokkaido	159	13.3	1.4	11.9	82.0	4.8	4.8	0.0	8.5
	Tohoku and Kita-Kanto	397	21.6	3.0	18.6	74.3	4.1	3.6	0.6	17.4
	Minami-Kanto	858	17.9	3.2	14.8	75.7	6.4	5.2	1.3	11.5
	Hokuriku and Tokai	471	22.0	4.3	17.7	73.6	4.4	3.9	0.5	17.6
	Kinki	478	22.2	3.3	18.9	73.8	4.0	3.8	0.3	18.2
	Chugoku, Shikoku, and Kyushu	442	21.1	3.0	18.1	76.1	2.8	2.2	0.6	18.4
Industry	Construction	436	15.9	1.9	14.0	80.3	3.8	3.6	0.2	12.1
	Manufacturing	781	24.1	4.2	19.9	72.7	3.2	2.8	0.4	21.0
	Transport	140	19.7	2.3	17.5	72.6	7.6	5.6	2.0	12.1
	Information and communications	129	26.2	5.9	20.3	71.9	1.9	1.9	0.0	24.4
	Wholesale trade	759	20.9	3.3	17.6	73.4	5.7	5.0	0.7	15.2
	Retail trade	125	13.6	2.8	10.8	83.0	3.4	3.4	0.0	10.2
	Services	259	22.4	3.4	19.0	71.7	5.9	4.0	1.9	16.4
	Accommodations, eating and drinking services	31	17.7	5.0	12.7	82.3	0.0	0.0	0.0	17.7
	Medical, health care and welfare	29	26.2	0.0	26.2	63.7	10.1	10.1	0.0	16.1
	Others	116	11.2	1.8	9.4	83.7	5.1	3.5	1.5	6.1
Size of enterprise	Less than 100 employees	2,320	20.4	3.3	17.1	75.1	4.5	3.9	0.7	15.9
	100 to 299 employees	354	22.0	3.8	18.2	76.9	1.1	1.1	0.0	20.9
	300 or more employees	131	15.5	0.8	14.7	83.9	0.6	0.6	0.0	15.0

Notes: 1. "The pre-COVID-19 pandemic outbreak period" is defined as the time before December 2019, "the COVID-19 pandemic outbreak period" is defined as the time from January 2020 to January 2022 (the month before the month in which this survey was conducted), and "the post-COVID-19 period" is defined as the time after the COVID-19 pandemic has subsided.

2. This was an optional question. The sample size n excludes those enterprises that did not respond.

Figure 29. Factors contributing to the increase and decrease of the wage differences between individuals in enterprises (among regular employees)

(Multiple responses allowed, unit: %)

		n	Introduction and establishment of performance-based pay and evaluation system (decline of seniority-based pay system)	Due to sluggish performance	Globalization	Technological innovation	The digital transformation (DX) having led to greater productivity among individuals	Increased expertise of individuals in their work	The need to motivate employees	Recruiting and securing highly qualified personnel	Promoting harmony among all employees (increasing wage differences can disrupt the workplace atmosphere)	Introducing equal pay for equal work	Others
Prior to the outbreak of the COVID-19 pandemic		2,288	40.6	20.8	1.0	3.0	1.0	9.0	35.3	23.9	20.2	5.6	4.7
COVID-19 pandemic outbreak period		2,413	40.5	23.7	1.7	3.6	2.9	10.4	37.6	26.4	18.4	7.3	4.4
Post-COVID-19 pandemic period		2,457	48.2	18.1	2.8	5.2	5.5	12.6	42.6	35.1	15.1	8.0	4.1
Region	Hokkaido	134	35.6	17.9	1.6	1.6	6.5	10.5	42.3	39.4	15.5	7.6	7.4
	Tohoku and Kita-Kanto	356	48.6	19.8	2.0	5.0	5.4	11.0	46.2	41.6	15.3	8.9	3.6
	Minami-Kanto	739	48.3	20.6	2.6	5.2	4.8	13.3	39.3	28.8	12.2	7.9	4.8
	Hokuriku and Tokai	413	47.4	19.0	4.0	7.2	5.8	12.6	43.7	32.5	16.6	9.0	3.2
	Kinki	423	52.7	14.2	2.3	4.3	4.9	12.0	39.6	34.6	15.5	4.3	2.6
	Chugoku, Shikoku, and Kyushu	392	47.1	16.4	3.4	5.0	6.3	13.8	45.1	39.1	16.5	9.4	5.3
Industry	Construction	390	43.0	16.5	3.0	6.4	7.4	10.0	42.2	45.8	16.6	4.9	6.5
	Manufacturing	691	50.5	16.0	2.8	7.6	5.9	14.7	47.5	39.0	13.7	8.3	3.5
	Transport	120	43.4	22.2	3.2	0.2	5.3	9.0	41.9	37.5	12.8	17.0	3.7
	Information and communications	114	58.4	12.2	6.0	10.2	4.8	21.7	36.5	44.9	9.2	8.4	1.9
	Wholesale trade	650	51.8	19.1	3.1	3.4	5.9	10.0	43.1	27.6	16.3	6.0	3.6
	Retail trade	112	40.1	21.8	1.0	2.0	2.3	19.6	38.8	21.3	17.7	6.0	0.8
	Services	226	50.4	20.4	1.6	3.2	3.8	17.1	41.7	38.2	12.0	15.2	2.4
	Accommodations, eating and drinking services	26	40.9	23.6	0.0	4.7	0.0	9.1	42.1	41.7	14.0	14.3	9.3
	Medical, health care and welfare	27	34.9	18.5	0.0	13.6	14.7	5.0	12.4	13.2	35.7	12.7	5.9
	Others	101	36.0	22.2	2.8	2.2	0.0	5.2	30.0	18.7	16.5	7.3	10.7
Size of enterprise	Less than 100 employees	2,042	48.0	18.2	2.8	5.2	5.4	12.6	42.6	35.0	15.1	7.9	4.2
	100 to 299 employees	307	58.4	10.7	2.4	5.7	10.0	11.6	41.9	41.6	16.2	10.7	3.1
	300 or more employees	108	61.6	10.7	7.6	3.8	6.7	10.3	29.5	41.5	12.2	12.9	3.8

Note: This was an optional question. The sample size n excludes those enterprises that did not respond.

Figure 30. The situation of increasing and decreasing wage differences between individuals in enterprises (all employees including non-regular employees)

(%, percent point)

		n	Increased total	Increased	Slightly increased	Not changed	Decreased total	Slightly decreased	Decreased	Increased – decreased
Prior to the outbreak of the COVID-19 pandemic		2,826	9.0	1.2	7.8	89.0	2.0	1.4	0.6	7.0
COVID-19 pandemic outbreak period		2,823	10.1	1.2	9.0	86.5	3.4	2.8	0.6	6.7
Post-COVID-19 pandemic period		2,795	16.0	2.5	13.5	80.5	3.6	2.9	0.7	12.4
Region	Hokkaido	158	12.5	1.4	11.2	82.0	5.4	5.4	0.0	7.1
	Tohoku and Kita-Kanto	401	17.6	3.3	14.3	78.8	3.5	2.7	0.9	14.1
	Minami-Kanto	852	13.4	2.0	11.4	81.4	5.3	4.4	0.8	8.1
	Hokuriku and Tokai	461	14.7	2.3	12.4	82.6	2.6	1.9	0.8	12.1
	Kinki	475	17.6	3.1	14.5	78.8	3.6	3.1	0.5	14.0
	Chugoku, Shikoku, and Kyushu	448	18.3	2.5	15.8	79.8	1.9	1.4	0.6	16.4
Industry	Construction	435	14.3	2.0	12.4	82.6	3.1	2.9	0.2	11.2
	Manufacturing	772	17.1	3.1	14.0	80.0	2.9	2.0	0.9	14.1
	Transport	139	15.9	1.2	14.7	77.2	6.9	3.8	3.1	9.0
	Information and communications	131	19.7	4.4	15.3	78.4	1.8	1.8	0.0	17.9
	Wholesale trade	756	16.8	2.7	14.1	79.6	3.6	3.3	0.3	13.2
	Retail trade	129	13.5	1.9	11.6	83.1	3.3	3.3	0.0	10.2
	Services	255	16.0	2.1	13.9	79.0	4.9	3.4	1.6	11.1
	Accommodations, eating and drinking services	30	17.4	0.0	17.4	82.6	0.0	0.0	0.0	17.4
	Medical, health care and welfare	30	23.8	6.6	17.2	70.5	5.8	5.4	0.3	18.0
	Others	118	8.8	1.0	7.8	86.1	5.0	3.5	1.5	3.8
Size of enterprise	Less than 100 employees	2,305	16.0	2.5	13.5	80.4	3.6	2.9	0.7	12.4
	100 to 299 employees	360	17.5	1.9	15.6	81.4	1.1	1.1	0.0	16.4
	300 or more employees	130	13.5	0.7	12.7	83.6	3.0	2.3	0.7	10.5

Note: This was an optional question. The sample size n excludes those enterprises that did not respond.

Figure 31. Factors contributing to the increase and decrease of the wage differences between individuals (all employees including non-regular employees)

(Multiple responses allowed, unit: %)

		n	Introduction and establishment of performance-based pay and evaluation system (decline of seniority-based pay system)	Due to sluggish performance	Globalization	Technological innovation	The digital transformation (DX) having led to greater productivity among individuals	Increased expertise of individuals in their work	The need to motivate employees	Recruiting and securing highly qualified personnel	Promoting harmony among all employees (increasing wage differences can disrupt the workplace atmosphere)	Introducing equal pay for equal work	Others
Prior to the outbreak of the COVID-19 pandemic		2,156	35.2	19.0	1.2	1.7	1.1	7.3	33.0	24.4	19.3	7.7	5.6
COVID-19 pandemic outbreak period		2,286	35.2	20.9	1.8	2.4	2.8	9.4	34.7	26.1	17.6	9.3	5.3
Post-COVID-19 pandemic period		2,333	40.3	16.4	2.6	3.5	4.6	11.3	38.1	32.2	15.6	10.5	4.8
Region	Hokkaido	127	26.6	18.1	1.7	2.6	5.1	9.4	36.3	31.4	19.8	10.5	8.7
	Tohoku and Kita-Kanto	334	40.1	18.8	2.4	3.5	4.9	13.3	43.9	39.4	18.6	9.8	3.9
	Minami-Kanto	705	42.2	17.2	2.5	3.3	3.9	11.8	33.4	26.7	13.3	10.1	5.4
	Hokuriku and Tokai	394	37.7	18.2	3.7	4.0	3.9	10.6	38.3	26.9	18.0	12.5	3.6
	Kinki	397	44.3	13.1	2.1	3.6	5.2	8.2	38.1	34.3	14.3	7.7	3.6
	Chugoku, Shikoku, and Kyushu	376	39.8	14.4	2.3	3.3	5.4	12.5	39.4	36.2	14.2	12.3	5.9
Industry	Construction	370	34.8	14.4	2.3	4.0	5.4	9.3	38.8	41.6	19.9	6.2	7.7
	Manufacturing	653	44.9	15.1	2.6	5.1	5.9	12.6	44.7	33.1	13.0	12.1	3.8
	Transport	110	33.5	25.4	2.4	0.2	3.2	6.0	39.7	32.7	13.8	17.9	2.7
	Information and communications	107	52.1	9.3	6.4	7.6	5.1	19.2	37.4	42.0	9.7	9.0	4.2
	Wholesale trade	612	42.3	17.4	2.8	2.5	4.9	10.4	36.9	28.9	16.5	7.7	4.7
	Retail trade	111	33.4	21.6	0.0	2.3	1.1	8.8	33.4	27.0	14.3	13.6	0.0
	Services	220	38.2	16.4	1.7	3.0	2.6	19.4	35.0	29.4	12.4	17.0	1.9
	Accommodations, eating and drinking services	25	39.4	20.8	0.0	0.0	4.9	4.9	35.6	35.2	20.9	18.9	6.0
	Medical, health care and welfare	28	46.3	18.5	5.6	6.0	12.3	6.0	22.1	18.7	30.9	18.3	6.3
	Others	97	28.1	17.1	2.9	0.0	0.0	3.5	20.0	16.8	19.9	11.2	12.4
Size of enterprise	Less than 100 employees	1,934	40.2	16.5	2.6	3.5	4.6	11.3	38.2	32.2	15.6	10.5	4.8
	100 to 299 employees	292	44.3	12.3	2.1	4.2	7.9	9.1	37.0	37.0	15.3	15.7	4.3
	300 or more employees	107	48.5	9.4	6.4	2.7	4.6	6.5	22.4	34.5	13.2	13.1	5.7

Note: This was an optional question. The sample size n excludes those enterprises that did not respond.

Figure 32. Factors contributing to individual wage differences based on the respondents' view of disparity status (during the COVID-19 outbreak period)

(Multiple responses allowed, unit: %)

		n	Introduction and establishment of performance-based pay and evaluation system (decline of seniority-based pay system)	Due to sluggish performance	Globalization	Technological innovation	The digital transformation (DX) having led to greater productivity among individuals	Increased expertise of individuals in their work	The need to motivate employees	Recruiting and securing highly qualified personnel	Promoting harmony among all employees (increasing wage differences can disrupt the workplace atmosphere)	Introducing equal pay for equal work	Others
Among regular employees	Increased total	327	67.1	18.7	2.5	4.5	5.3	17.4	54.1	36.1	6.9	4.4	2.1
	Not changed	1,972	36.5	23.7	1.6	3.3	2.4	9.1	35.1	25.0	20.1	7.2	4.9
	Decreased total	103	36.6	39.9	2.6	6.2	4.8	11.0	32.3	22.4	23.0	17.9	3.1
All employees including non-regular employees	Increased total	251	60.9	19.0	2.8	3.5	4.6	16.5	46.1	33.4	11.4	5.4	2.1
	Not changed	1,933	32.4	20.5	1.6	2.3	2.4	8.4	33.3	25.4	18.5	9.5	5.8
	Decreased total	84	28.2	34.0	4.0	2.4	6.0	11.3	32.3	21.6	17.1	16.6	2.5

Note: This was an optional question. The sample size n excludes those enterprises that did not respond.

Outline of the Survey

"JILPT Panel Survey on the Impact of COVID-19 on Enterprise Management"

1. Objective

Since January 2020, Japan's economy and society have been severely affected by COVID-19. The government declared the first state of emergency, which took effect in April and May 2020, and has taken measures to support individuals and enterprises to balance curtailment of the pandemic with economic activity. A series of waves of rising infections has continued from autumn 2020 onward, and the government has addressed this by declaring states of emergency several times since January 2021, the one from January 7–March 21 (first in Tokyo and three prefectures, later expanded to seven more prefectures, fully rescinded), the one starting on April 25 (first in Tokyo and three prefectures, later expanded to six more prefectures, rescinded on June 20 except in Okinawa), and the one starting on July 12–September 30 (first in Tokyo, expanded in stages to include Tokyo and 19 prefectures). Penal provisions for failure to respond to requests under the declaration of emergency have been instituted based on enforcement of the revised Act on Special Measures for Pandemic Influenza and New Infectious Diseases Preparedness and Response of February 2021, and newly established semi-emergency pandemic countermeasures (the Priority Measures to Prevent the Spread of Disease and other Matters) have been implemented. While vaccination has been progressing since February 17, 2021, the sixth wave of infection spread by a new variant (the Omicron variant) has occurred since the beginning of 2022, and vigilance against the spread of infection was still required (as of the time of this document was published). In light of such developments, the JILPT has sought to understand the effects on enterprise management of the spread of COVID-19 and the preventive measures against it by conducting a series of online panel surveys on enterprises. We followed up on the first five waves, conducted in June and October 2020, February, June and October 2021, with the sixth (final) wave conducted in February 2022. This document is a report on the main findings of the sixth and final wave based on the aggregation of responses.

2. Surveyed enterprises (sample)

The sample consists of a total of 11,407 enterprises, all of which are registered as respondents (excluding those with no employees) with the internet survey firm that was utilized for a series of the panel survey (from the first to sixth wave).

3. Survey period

February 1–14, 2022 (survey covering changes in production, sales, etc. in September, October, November, December 2021, and January 2022)

4. Survey method

Internet survey (write-in responses on a web browser screen)

5. Tabulation procedure

Based on the numbers of enterprises responding to the Ministry of Internal Affairs and Communications' 2014 Economic Census for Business Frame, weights were calculated for each region (six blocs: Hokkaido, Tohoku/Kita-Kanto, Minami-Kanto, Hokuriku/Tokai, Kinki, Chugoku/Shikoku/Kyushu), and each size of enterprise (two categories: 299 or fewer employees and 300 or more employees). The results tabulated using the weights were used to calculate composition ratios, etc. (except those shown in Figures 3, 6, 8, 12, 14, 15, 16, 17, 18, and 21, in which panel tabulation was performed using simple tabulation).

In the tabulation by industry, based on the Japan Standard Industry Classification, industries such as professional and technical services were grouped into the category of "services." likewise, "agriculture, forestry and fisheries," "mining," "finance and insurance," and "real estate," for which there were very few samples, were grouped as "others." Note that responses from the accommodations, eating and drinking services industry and medical, health care and welfare industry—which were tabulated as part of the "services" category in first wave due to the low sample numbers—have been tabulated separately.

In tabulating panel data for the enterprises that have been continuously responding to the surveys, the results have been tabulated for February to May 2020 (first wave), June to September 2020 (second wave), October 2020 to January 2021 (third wave), February to May 2021 (fourth wave), June to September 2021 (fifth wave), and October 2021 to January 2022 (sixth wave). Individual sample sizes (n) are given in the main body of the text.

6. Number of valid responses

2,895 (response rate 25.4 %)

7. Survey results

1st wave, June 2020 Survey
https://www.jil.go.jp/english/special/covid-19/survey/documents/20200716.pdf

2nd wave, October 2020 Survey
https://www.jil.go.jp/english/special/covid-19/survey/documents/20201216.pdf

3rd wave, February 2021 Survey
https://www.jil.go.jp/english/special/covid-19/survey/documents/20210430.pdf

4th wave, June 2021 Survey
https://www.jil.go.jp/english/special/covid-19/survey/documents/20210915.pdf

5th wave, October 2021 Survey
https://www.jil.go.jp/english/special/covid-19/survey/documents/20211224.pdf

6th (final) wave, February 2022 Survey
https://www.jil.go.jp/english/special/covid-19/survey/documents/20220518b.pdf

Attributes of enterprises giving valid responses

		n	Composition ratio (%)
Total		2,895	100.0
Region	Hokkaido	162	5.6
	Tohoku and Kita-Kanto	416	14.4
	Minami-Kanto	877	30.3
	Hokuriku and Tokai	485	16.8
	Kinki	488	16.9
	Chugoku, Shikoku, and Kyushu	467	16.1
Industry	Construction	455	15.7
	Manufacturing	799	27.6
	Transport	144	5.0
	Information and communications	136	4.7
	Wholesale trade	782	27.0
	Retail trade	133	4.6
	Services	264	9.1
	Accommodations, eating and drinking services	32	1.1
	Medical, health care and welfare	31	1.1
	Others	119	4.1
Size of enterprise	Less than 100 employees	2,390	82.6
	100 to 299 employees	369	12.7
	300 or more employees	136	4.7