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

(5th wave, October 2021 Survey, First Aggregation)

The perception of understaffing is strong, especially with regard to regular employees. Many enterprises are implementing measures to secure workers and boost their satisfaction levels. This survey is a panel survey that follows up on previous surveys conducted since February 2020, and tracks changes in May, June, July, August and September 2021 which were surveyed in October 2021.

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

1. The production, sales, etc. of approximately half of enterprises (49.7%) were still below pre-pandemic levels, but at 20% of enterprises, business performance was better than before the pandemic.

Comparison of enterprises' September 2021 figures for production, sales, etc. with those for two years prior, in September 2019 (before the outbreak of the COVID-19 pandemic, referred to below as "pre-pandemic"), showed that approximately half (49.7%) of all enterprises were still below pre-pandemic levels in terms of production, sales, etc. Meanwhile, 20.0% 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 30.4% (18.3% in the fourth wave as of the end of May 2021) and a decrease for 36.6% (52.1% in the fourth wave) 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 September 2021 compared to the same month the previous year at enterprises (n = 401) that have continuously responded since the first wave. See Figure 4 for factors that raised or lowered production / sales in the May-September 2021 period compared to the same month the previous year (positive and negative factors).

Figure 1. Changes in enterprises' production, sales, etc. (September 2021 compared to September 2019, 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		3,344	20.0	9.3	5.4	2.3	0.7	2.3	28.1	49.7	13.6	14.5	9.0	3.9	8.6	2.2
Region	Hokkaido	174	13.3	7.0	3.1	1.8	0.6	0.7	42.5	41.2	17.0	11.8	3.1	1.9	7.4	3.0
	Tohoku and Kita-Kanto	488	19.9	8.9	5.6	2.5	0.5	2.4	28.0	49.2	15.7	15.2	9.4	2.9	6.0	2.8
	Minami-Kanto	1,001	21.6	8.9	5.9	2.5	0.5	3.9	25.9	50.0	12.6	14.1	9.8	4.0	9.5	2.5
	Hokuriku and Tokai	565	17.4	9.2	4.9	1.6	0.5	1.3	28.2	52.2	12.7	17.1	9.3	3.8	9.4	2.2
	Kinki	565	21.3	10.8	4.8	3.3	1.3	1.1	24.8	53.1	11.3	15.1	12.4	3.9	10.4	0.9
	Chugoku, Shikoku, and Kyushu	551	20.6	9.3	5.9	2.0	0.9	2.5	30.4	46.6	15.2	12.6	6.1	5.0	7.8	2.4
Industry	Construction	536	13.4	4.8	4.6	3.1	0.0	0.9	41.1	42.9	11.2	14.9	8.9	2.0	5.9	2.5
	Manufacturing	920	23.5	10.7	6.4	2.8	1.3	2.3	25.2	49.9	14.4	13.5	9.1	4.8	8.0	1.5
	Transport	162	19.1	11.1	3.1	2.5	0.0	2.4	21.7	55.3	19.4	20.2	4.8	3.3	7.6	3.9
	Information and communications	152	29.9	15.1	7.8	2.0	0.9	4.1	24.4	43.8	9.4	15.4	3.3	4.2	11.7	1.9
	Wholesale trade	869	21.4	10.0	5.7	1.7	1.1	2.9	24.3	53.0	13.2	16.2	9.3	4.7	9.6	1.3
	Retail trade	165	15.6	9.1	3.1	2.4	0.0	1.0	24.5	56.2	20.2	15.7	10.3	2.9	7.1	3.8
	Services	318	19.7	9.9	4.7	1.9	0.4	2.7	26.2	51.1	13.3	14.0	10.1	3.9	9.8	3.0
	Accommodations, eating and drinking services	36	7.6	3.4	4.2	0.0	0.0	0.0	7.1	81.1	8.1	0.2	25.1	0.0	47.7	4.2
	Medical, health care and welfare	36	28.2	13.8	14.4	0.0	0.0	0.0	26.7	44.6	24.1	5.2	5.4	5.0	5.0	0.4
	Others	150	16.1	6.9	2.6	2.2	0.0	4.4	38.6	39.1	12.9	8.2	9.6	2.6	5.8	6.2
Size of enterprise	Less than 100 employees	2,780	20.0	9.2	5.4	2.3	0.7	2.3	28.1	49.7	13.5	14.6	9.0	3.9	8.7	2.2
	100 to 299 employees	402	23.4	14.4	5.1	2.1	0.9	0.9	24.3	50.0	23.7	14.2	6.5	2.7	3.0	2.3
	300 or more employees	162	20.0	12.0	6.1	1.2	0.0	0.7	33.5	41.6	21.0	9.7	6.1	1.8	3.1	4.8

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. (September 2021 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		3,344	30.4	13.4	7.3	3.8	1.2	4.7	30.9	36.6	13.9	8.8	5.2	1.9	6.7	2.1
Region	Hokkaido	174	22.1	8.0	6.5	3.1	1.3	3.2	37.9	36.9	18.4	6.8	2.5	1.9	7.4	3.0
	Tohoku and Kita-Kanto	488	30.0	15.3	5.4	4.2	0.7	4.4	29.9	38.2	14.8	8.7	7.7	1.7	5.3	1.9
	Minami-Kanto	1,001	31.4	14.1	6.7	3.5	1.6	5.5	29.4	36.4	14.1	8.7	5.9	1.4	6.3	2.8
	Hokuriku and Tokai	565	30.0	11.5	7.6	5.3	0.7	4.9	31.9	35.5	12.8	9.4	4.7	1.6	7.1	2.7
	Kinki	565	32.2	13.7	8.9	3.6	1.8	4.2	29.5	37.3	12.6	8.3	5.2	2.8	8.3	1.1
	Chugoku, Shikoku, and Kyushu	551	29.9	13.8	8.0	2.7	1.1	4.2	32.6	35.7	14.2	9.3	3.7	2.2	6.3	1.8
Industry	Construction	536	17.0	4.4	5.4	2.7	0.7	3.8	42.1	38.5	11.5	11.3	6.0	1.7	7.9	2.4
	Manufacturing	920	41.2	16.2	10.3	5.7	2.0	6.9	24.9	32.3	11.4	8.3	4.4	2.5	5.7	1.6
	Transport	162	28.8	17.2	5.8	3.3	0.0	2.5	26.5	40.9	20.6	10.0	5.5	2.2	2.6	3.7
	Information and communications	152	30.2	16.9	6.2	3.0	0.7	3.4	30.9	36.4	15.3	8.0	2.4	3.2	7.6	2.5
	Wholesale trade	869	34.6	16.9	8.2	3.6	1.1	4.8	27.4	37.4	15.5	8.2	5.3	1.8	6.6	0.7
	Retail trade	165	19.9	13.2	4.5	0.0	0.5	1.7	25.7	52.3	25.1	10.5	6.3	2.5	8.0	2.2
	Services	318	26.7	11.9	4.8	4.5	2.0	3.6	35.3	33.7	13.0	8.8	4.9	0.4	6.6	4.4
	Accommodations, eating and drinking services	36	11.2	7.6	3.5	0.0	0.0	0.0	17.1	67.5	7.4	4.1	17.5	3.5	35.0	4.2
	Medical, health care and welfare	36	36.7	26.6	4.9	0.0	0.3	5.0	32.0	30.9	20.5	5.0	5.4	0.0	0.0	0.4
	Others	150	19.4	7.4	4.3	3.0	0.7	4.1	47.3	26.8	10.6	6.0	6.0	0.6	3.5	6.5
Size of enterprise	Less than 100 employees	2,780	30.3	13.3	7.3	3.8	1.2	4.7	30.9	36.6	13.9	8.9	5.3	1.9	6.7	2.1
	100 to 299 employees	402	36.5	22.5	7.2	2.8	1.5	2.5	30.1	31.2	20.1	4.6	2.2	0.8	3.5	2.2
	300 or more employees	162	33.0	21.0	6.9	2.5	0.6	2.0	33.2	27.2	15.8	5.8	1.9	0.6	3.2	6.6

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)

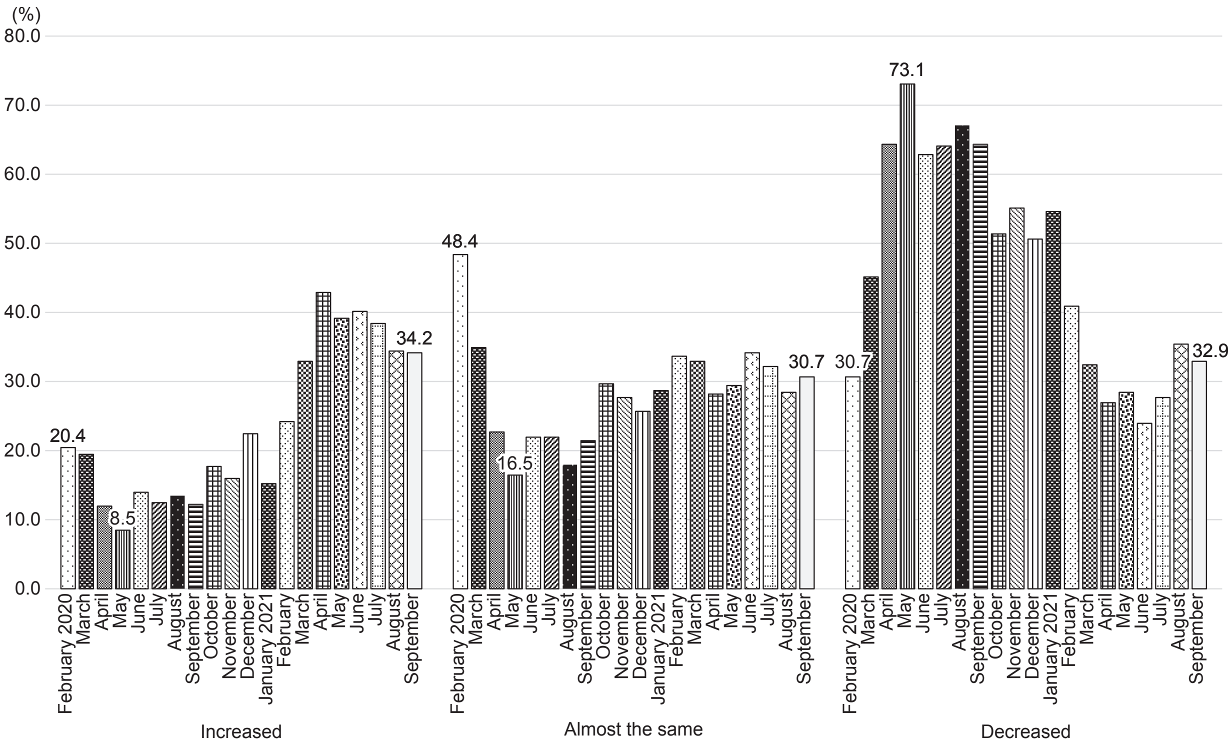
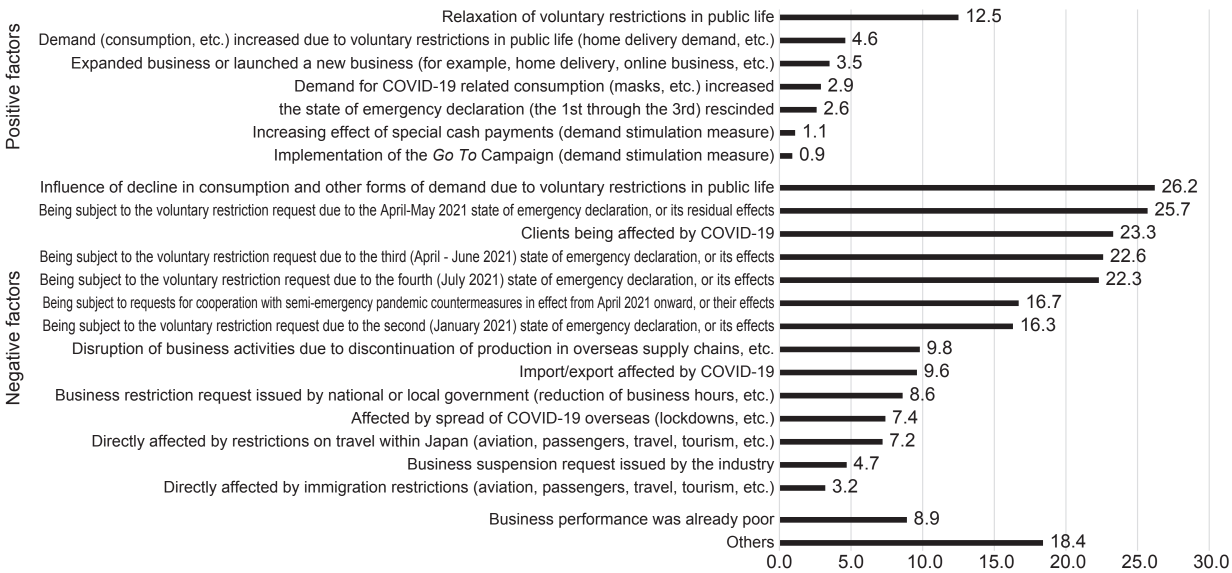


Figure 4. Factors behind changes in enterprises' production, sales, etc. (May-September 2021 compared to the same month the previous year)



Notes: 1. This was an optional question. The sample size n (3,189) excludes those enterprises that did not respond.
2. Multiple responses allowed.

2. 14.8% of enterprises saw a year-on-year decrease in personnel expenses, a smaller percentage than those seeing declines in production, sales, etc. However, one-third of enterprises in the accommodations, eating and drinking services industry and 20% in the transport industry saw monthly personnel expenses decline year-on-year.

23.1% of enterprises reported personnel expenses in September 2021 that were higher than the same month the previous year, while 14.8% saw a decrease in personnel expenses, both figures being smaller than the percentage of decline in production, sales, etc. By industry, percentages of enterprises reporting an increase in personnel expenses were relatively high in the information and communications (31.7%) and the manufacturing (29.5%) industries, while percentages of enterprises reporting a decrease in personnel expenses were relatively high in the accommodations, eating and drinking services (33.7%) and the transport (19.7%) industries (Figure 5).

See Figure 6 for changes in personnel expenses from February 2020 to September 2021 compared to the same month the previous year at enterprises (n = 401) that have continuously responded since the first wave. See Figure 7 for results of cross-tabulation of the relationship between increase and decrease in production, sales, etc. and those in personnel expenses.

Figure 5. Changes in enterprises' personnel expenses (September 2021 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		3,344	23.1	18.1	3.3	0.9	0.2	0.7	60.2	14.8	10.3	2.5	1.0	0.3	0.6	1.8
Region	Hokkaido	174	24.1	18.4	3.2	1.9	0.0	0.6	61.7	11.1	8.6	1.2	0.6	0.0	0.6	3.0
	Tohoku and Kita-Kanto	488	25.1	18.9	4.0	0.9	0.5	0.7	57.0	16.5	11.5	3.4	0.9	0.0	0.7	1.4
	Minami-Kanto	1,001	22.9	17.7	3.2	0.7	0.0	1.2	62.2	13.3	9.9	1.8	0.9	0.2	0.5	1.7
	Hokuriku and Tokai	565	20.8	16.4	2.3	0.5	0.4	1.1	60.0	17.4	12.5	2.7	1.1	0.2	0.9	1.8
	Kinki	565	25.4	19.3	5.0	0.9	0.0	0.2	57.2	16.5	10.8	2.7	1.3	0.7	1.1	0.9
	Chugoku, Shikoku, and Kyushu	551	22.0	18.2	2.4	1.1	0.2	0.0	62.7	12.7	8.1	2.8	0.9	0.7	0.2	2.6
Industry	Construction	536	20.8	16.1	2.6	1.0	0.5	0.6	64.5	13.6	9.0	2.5	1.3	0.0	0.6	1.1
	Manufacturing	920	29.5	21.8	5.3	1.0	0.4	1.0	54.9	14.4	10.4	2.0	0.9	0.5	0.6	1.2
	Transport	162	24.2	21.0	1.9	1.2	0.0	0.0	53.1	19.7	15.0	2.9	0.0	0.0	1.8	3.0
	Information and communications	152	31.7	23.5	7.4	0.7	0.1	0.0	51.1	14.8	11.6	2.6	0.0	0.0	0.7	2.4
	Wholesale trade	869	19.7	16.6	1.8	0.7	0.0	0.7	64.4	14.7	10.2	2.5	0.7	0.4	0.8	1.2
	Retail trade	165	21.0	15.8	2.7	2.4	0.0	0.0	59.1	16.2	10.1	4.0	1.5	0.6	0.0	3.8
	Services	318	23.6	19.2	3.1	0.3	0.0	1.1	57.9	16.1	11.7	2.9	0.7	0.4	0.3	2.5
	Accommodations, eating and drinking services	36	14.6	11.1	3.5	0.0	0.0	0.0	47.5	33.7	12.5	3.3	13.7	0.0	4.2	4.2
	Medical, health care and welfare	36	20.8	9.9	10.9	0.0	0.0	0.0	69.6	9.2	9.2	0.0	0.0	0.0	0.0	0.4
	Others	150	12.2	10.3	1.3	0.0	0.0	0.6	70.4	11.7	7.1	3.1	0.6	0.9	0.0	5.7
Size of enterprise	Less than 100 employees	2,780	23.1	18.0	3.3	0.9	0.2	0.7	60.2	14.9	10.3	2.5	1.0	0.4	0.7	1.8
	100 to 299 employees	402	26.5	22.9	2.6	0.4	0.3	0.3	61.1	11.0	8.5	1.8	0.2	0.0	0.5	1.4
	300 or more employees	162	19.4	17.0	2.4	0.0	0.0	0.0	61.5	13.1	11.9	1.2	0.0	0.0	0.0	6.0

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)

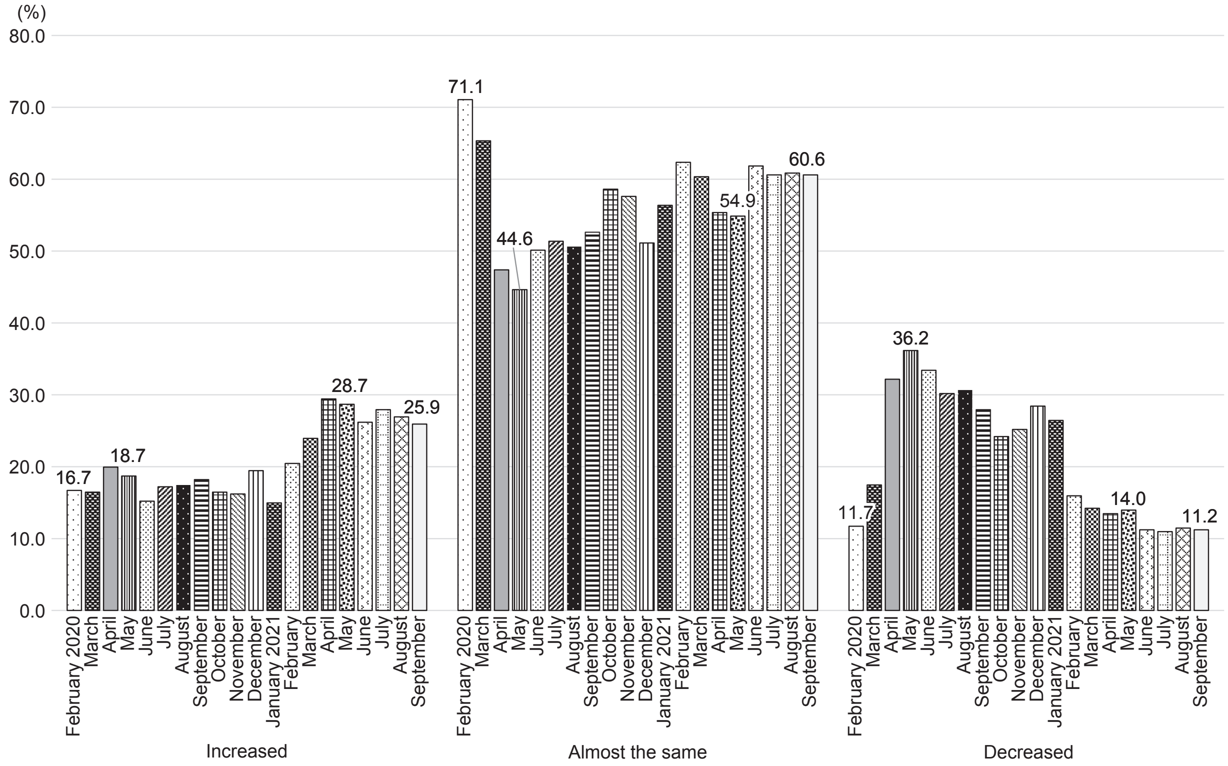


Figure 7. Relationship between increase/decrease in production/sales etc. and those in personnel expenses

(%)

Production / sales, etc.			Percentage of enterprises	Personnel expenses: Increased	Almost the same	Decreased	Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more	Cannot compare
May			Percentage of enterprises	21.4	65.3	11.6	8.2	1.9	0.5	0.3	0.6	1.7
	Increased		35.6	13.2	18.7	3.3	2.6	0.5	0.1	0.0	0.1	0.3
	Almost the same		33.1	4.4	26.0	2.5	1.9	0.4	0.1	0.0	0.1	0.2
	Decreased		28.9	3.5	19.5	5.7	3.7	1.0	0.3	0.2	0.3	0.2
		Around 10%	11.4	1.5	7.6	2.3	1.8	0.3	0.1	0.1	0.0	0.1
		Around 20%	7.4	0.8	5.1	1.4	1.0	0.3	0.1	0.0	0.0	0.0
		Around 30%	3.7	0.6	2.4	0.7	0.4	0.2	0.1	0.0	0.0	0.1
		Around 40%	1.4	0.1	1.0	0.3	0.2	0.0	0.0	0.0	0.0	0.0
		Around 50% or more	4.4	0.4	3.0	1.0	0.3	0.2	0.1	0.1	0.3	0.1
	Cannot compare		2.4	0.2	1.1	0.1	0.1	0.0	0.0	0.0	0.0	1.0
June			Percentage of enterprises	22.1	63.9	12.5	8.9	1.9	0.7	0.3	0.4	1.5
	Increased		34.6	12.9	18.2	3.3	2.6	0.4	0.1	0.1	0.1	0.3
	Almost the same		32.4	5.1	24.5	2.6	1.8	0.4	0.1	0.0	0.1	0.1
	Decreased		30.9	3.9	20.3	6.5	4.4	1.1	0.4	0.2	0.2	0.2
		Around 10%	12.8	1.8	8.4	2.6	2.0	0.5	0.1	0.0	0.0	0.1
		Around 20%	8.0	0.9	5.4	1.7	1.3	0.2	0.1	0.1	0.0	0.0
		Around 30%	3.8	0.7	2.3	0.7	0.5	0.1	0.1	0.0	0.0	0.1
		Around 40%	1.4	0.1	0.9	0.4	0.2	0.1	0.1	0.1	0.0	0.0
		Around 50% or more	4.0	0.4	2.8	0.9	0.3	0.1	0.2	0.0	0.2	0.0
	Cannot compare		2.1	0.1	1.0	0.1	0.1	0.0	0.0	0.0	0.0	0.9
July			Percentage of enterprises	23.4	62.3	12.9	9.1	2.0	0.8	0.3	0.4	1.3
	Increased		34.0	13.6	16.7	3.5	2.5	0.6	0.1	0.0	0.1	0.2
	Almost the same		31.9	5.2	24.0	2.6	1.8	0.5	0.1	0.0	0.1	0.1
	Decreased		32.2	4.5	20.7	6.8	4.8	0.9	0.5	0.3	0.2	0.3
		Around 10%	13.4	2.1	8.3	2.8	2.5	0.2	0.1	0.0	0.0	0.1
		Around 20%	8.2	1.1	5.2	1.9	1.3	0.3	0.2	0.0	0.0	0.1
		Around 30%	3.9	0.6	2.5	0.8	0.5	0.2	0.1	0.0	0.0	0.1
		Around 40%	1.7	0.1	1.1	0.4	0.3	0.0	0.1	0.1	0.0	0.0
		Around 50% or more	4.3	0.5	2.9	0.7	0.2	0.2	0.1	0.1	0.2	0.1
	Cannot compare		1.9	0.1	0.9	0.1	0.1	0.0	0.0	0.0	0.0	0.7
August			Percentage of enterprises	23.2	61.0	14.4	10.2	2.1	1.0	0.2	0.6	1.4
	Increased		31.6	12.4	15.2	3.7	2.9	0.6	0.1	0.0	0.1	0.3
	Almost the same		29.9	5.2	22.4	2.2	1.6	0.4	0.1	0.0	0.1	0.1
	Decreased		36.6	5.4	22.5	8.3	5.7	1.0	0.9	0.2	0.4	0.3
		Around 10%	15.4	3.1	9.0	3.2	2.8	0.2	0.1	0.0	0.0	0.1
		Around 20%	8.6	0.9	5.5	2.2	1.4	0.5	0.2	0.1	0.0	0.0
		Around 30%	5.0	0.6	3.2	1.0	0.7	0.1	0.2	0.0	0.0	0.1
		Around 40%	1.7	0.2	1.1	0.4	0.1	0.1	0.0	0.0	0.0	0.0
		Around 50% or more	5.0	0.5	3.2	1.3	0.4	0.1	0.3	0.1	0.3	0.1
	Cannot compare		1.9	0.2	0.9	0.1	0.1	0.0	0.0	0.0	0.1	0.7
September			Percentage of enterprises	23.4	60.3	14.3	10.0	2.3	0.8	0.3	0.6	1.9
	Increased		31.1	12.6	14.8	3.4	2.5	0.7	0.1	0.0	0.1	0.2
	Almost the same		30.9	5.6	23.0	2.2	1.7	0.3	0.1	0.1	0.1	0.1
	Decreased		35.6	5.1	21.6	8.6	5.7	1.3	0.7	0.2	0.4	0.4
		Around 10%	14.4	2.6	8.4	3.3	2.9	0.3	0.1	0.0	0.0	0.1
		Around 20%	8.0	0.9	5.2	1.9	1.3	0.4	0.1	0.0	0.0	0.0
		Around 30%	4.7	0.7	3.0	0.9	0.6	0.2	0.1	0.0	0.0	0.1
		Around 40%	1.6	0.1	1.0	0.6	0.3	0.1	0.0	0.1	0.0	0.0
		Around 50% or more	6.1	0.7	3.6	1.7	0.5	0.3	0.3	0.1	0.4	0.1
	Cannot compare		2.4	0.2	0.9	0.2	0.1	0.0	0.0	0.0	0.1	1.2

Notes: 1. Percentages listed are percentages of all responding enterprises.

2. The approximate percentages of decrease were optional responses. As some enterprises did not provide responses, the sums of these percentages do not equal the "decreased" totals.

3. The number of workers increased at 15.7% of enterprises and decreased at 22.4% of enterprises compared to pre-pandemic levels, i.e., decreases outnumbered increases. Differences in degree of increase and decrease were observed depending on industry.

In terms of increase/decrease in the total number of workers in September 2021 compared to the same month the previous year, about three-quarters (74.5%) of enterprises reported the number of workers as "almost the same," but the percentage of enterprises that saw a decrease in workers (14.9%) exceeded the percentage that saw an increase (10.6%) (Figure 8). See Figure 9 for change in number of workers from February 2020 to September 2021 compared to the same month the previous year at enterprises (n = 377) that have continuously responded since the first wave.

Compared to pre-pandemic, 58.6% of enterprises responded that the number of workers as of September 2021 was almost the same, but the percentage of enterprises reporting a decrease (22.4%) exceeded the percentage reporting an increase (15.7%). By industry, in the accommodations, eating and drinking services industry, close to two-thirds (64.3%) saw a decline in the number of workers. There were also declines at approximately one-quarter of enterprises in the manufacturing (26.2%) and retail (25.4%) industries. On the other hand, there was growth in number of workers at more than 30% (31.9%) of enterprises in the information and communications industry, and at nearly one-quarter (24.0%) in the medical, health care and welfare industry (Figure 10). See Figure 11 for responses regarding expected increase/decrease in workers, by form of employment, one year in the future.

Figure 8. Changes in number of workers at enterprises by form of employment (September 2021 compared to the same month the previous year)

(%)

		n	Worker total			Regular employees				Part-time workers/Contract workers				Dispatched workers			
			Increased	Almost the same	Decreased	Did not have workers to begin with	Increased	Almost the same	Decreased	Did not have workers to begin with	Increased	Almost the same	Decreased	Did not have workers to begin with	Increased	Almost the same	Decreased
Total		3,298	10.6	74.5	14.9	(12.6)	11.0	75.4	13.6	(41.9)	7.9	80.7	11.4	(83.5)	14.4	74.1	11.5
Region	Hokkaido	173	10.2	78.1	11.7	(18.0)	11.4	76.6	12.0	(44.0)	7.1	83.7	9.2	(88.6)	18.4	69.1	12.6
	Tohoku and Kita-Kanto	484	12.3	70.8	16.9	(12.7)	11.5	71.4	17.0	(42.5)	11.6	77.6	10.8	(84.3)	14.7	76.9	8.3
	Minami-Kanto	988	9.8	74.9	15.4	(11.1)	10.6	75.1	14.3	(43.3)	8.5	81.6	9.9	(80.1)	15.3	72.0	12.8
	Hokuriku and Tokai	553	9.3	74.0	16.8	(10.9)	8.7	77.1	14.2	(34.3)	5.7	80.5	13.8	(81.8)	18.3	71.9	9.8
	Kinki	557	13.1	75.3	11.6	(12.0)	13.4	74.6	12.0	(39.8)	7.2	81.3	11.5	(82.3)	8.6	76.5	14.9
	Chugoku, Shikoku, and Kyushu	543	9.7	76.0	14.3	(15.0)	10.9	77.8	11.3	(47.0)	7.3	81.2	11.5	(88.1)	13.8	76.2	10.1
Industry	Construction	528	8.5	80.7	10.8	(15.1)	10.8	79.1	10.1	(61.3)	4.8	90.2	5.1	(91.2)	16.1	76.5	7.4
	Manufacturing	907	12.7	70.8	16.5	(10.0)	12.5	72.1	15.4	(31.0)	8.9	81.0	10.1	(74.4)	15.9	68.0	16.0
	Transport	162	7.0	77.6	15.4	(13.0)	10.4	70.9	18.7	(39.3)	11.3	75.0	13.7	(76.8)	14.1	67.7	18.2
	Information and communications	151	18.0	68.1	13.9	(11.8)	20.4	65.0	14.5	(54.4)	6.9	89.6	3.5	(76.7)	7.2	85.1	7.7
	Wholesale trade	855	9.7	76.5	13.7	(11.7)	9.5	78.4	12.1	(42.5)	5.7	83.0	11.3	(87.2)	15.7	78.4	5.9
	Retail trade	163	11.6	67.8	20.6	(16.9)	9.1	75.0	15.9	(24.5)	12.1	71.7	16.2	(94.1)	15.4	83.8	0.8
	Services	312	11.9	70.0	18.1	(14.3)	10.8	72.1	17.2	(35.7)	11.1	72.0	16.9	(80.8)	13.6	74.6	11.9
	Accommodations, eating and drinking services	36	15.1	72.6	12.3	0.0	10.7	85.3	3.9	(2.7)	15.0	49.2	35.8	(88.3)	19.7	78.3	2.0
	Medical, health care and welfare	36	14.8	76.0	9.2	(14.0)	18.4	70.2	11.4	(53.5)	0.0	99.1	0.9	(76.7)	1.7	96.6	1.7
	Others	148	3.9	79.7	16.5	(17.0)	4.4	81.2	14.4	(53.4)	4.5	84.1	11.4	(87.2)	5.0	84.4	10.6
Size of enterprise	Less than 100 employees	2,741	10.6	74.5	14.9	(12.6)	10.9	75.4	13.7	(42.2)	7.9	80.7	11.4	(84.1)	14.5	74.1	11.4
	100 to 299 employees	395	17.3	68.8	13.9	(8.3)	17.5	70.7	11.9	(18.8)	7.3	80.1	12.5	(46.4)	14.5	69.9	15.6
	300 or more employees	162	8.5	82.5	9.0	(6.8)	12.4	79.5	8.1	(12.7)	8.1	85.5	6.4	(23.3)	9.6	79.2	11.3

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 (3,298) excludes those enterprises that did not respond.

Figure 9. Changes in number of workers at enterprises compared to the same month the previous year (panel data)

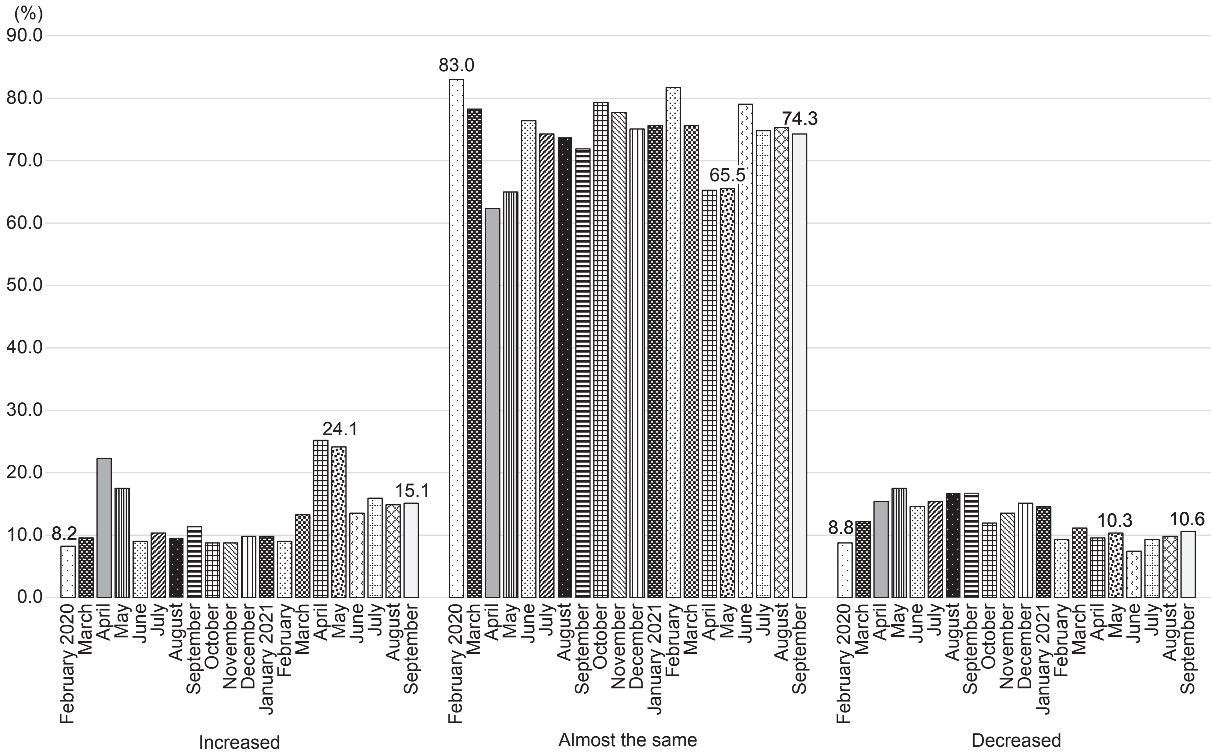


Figure 10. Increase/decrease in number of workers at enterprises (September 2021 compared to September 2019, before the outbreak of the COVID-19 pandemic)

(%)

		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		3,312	15.7	13.0	1.9	0.5	0.0	0.2	58.6	22.4	16.0	3.7	1.5	0.4	0.8	3.3	-6.7
Region	Hokkaido	174	19.0	17.7	0.6	0.6	0.0	0.0	64.2	14.4	9.5	3.0	1.8	0.0	0.0	2.4	4.6
	Tohoku and Kita-Kanto	485	13.1	11.1	1.7	0.2	0.0	0.0	57.4	26.4	19.3	4.2	2.2	0.2	0.5	3.1	-13.4
	Minami-Kanto	988	15.0	12.8	1.8	0.4	0.0	0.1	59.8	21.5	15.4	3.7	1.2	0.1	1.0	3.7	-6.4
	Hokuriku and Tokai	556	17.9	15.2	0.9	0.9	0.0	0.9	55.5	23.9	16.6	4.2	1.8	0.5	0.9	2.7	-6.0
	Kinki	561	17.7	14.1	3.0	0.4	0.0	0.2	58.7	21.0	13.0	4.2	1.8	0.7	1.3	2.6	-3.3
	Chugoku, Shikoku, and Kyushu	548	14.3	11.2	2.2	0.7	0.2	0.0	59.6	21.8	17.1	2.8	0.9	0.4	0.6	4.3	-7.6
Industry	Construction	528	15.3	13.0	1.4	0.4	0.0	0.4	64.0	15.9	11.0	3.3	1.1	0.5	0.0	4.9	-0.7
	Manufacturing	913	16.6	14.3	1.8	0.3	0.0	0.2	55.5	26.2	19.4	4.0	2.0	0.0	0.7	1.8	-9.6
	Transport	162	11.3	9.3	2.0	0.0	0.0	0.0	62.5	22.5	17.1	3.5	0.0	0.1	1.8	3.8	-11.2
	Information and communications	151	31.9	22.1	7.9	1.9	0.0	0.0	49.7	17.9	11.2	4.1	0.0	0.0	2.6	0.6	14.0
	Wholesale trade	859	13.2	11.4	1.1	0.5	0.0	0.1	61.8	21.9	14.8	3.5	1.4	0.6	1.7	3.1	-8.7
	Retail trade	165	15.5	12.7	2.2	0.6	0.0	0.0	56.3	25.4	20.3	3.7	1.4	0.0	0.0	2.7	-9.9
	Services	312	19.1	16.4	1.7	0.0	0.5	0.5	53.1	23.9	17.0	5.1	1.4	0.4	0.0	3.9	-4.8
	Accommodations, eating and drinking services	36	15.1	7.6	7.5	0.0	0.0	0.0	20.6	64.3	32.9	11.6	17.2	2.7	0.0	0.0	-49.3
	Medical, health care and welfare	36	24.0	18.1	0.0	5.9	0.0	0.0	60.2	10.9	6.0	5.0	0.0	0.0	0.0	4.9	13.1
	Others	150	8.4	4.9	1.3	1.4	0.0	0.8	63.9	18.3	16.0	0.8	0.6	1.0	0.0	9.3	-9.9
Size of enterprise	Less than 100 employees	2,753	15.6	12.9	1.9	0.5	0.0	0.2	58.7	22.4	15.9	3.7	1.5	0.4	0.8	3.3	-6.8
	100 to 299 employees	397	22.0	20.1	1.7	0.0	0.0	0.2	50.7	25.8	21.1	3.5	0.2	0.5	0.5	1.5	-3.8
	300 or more employees	162	23.0	20.5	2.5	0.0	0.0	0.0	56.8	18.4	16.0	1.9	0.0	0.6	0.0	1.8	4.6

Note: This was an optional question. The sample size n (3,312) excludes those enterprises that did not respond.

Figure 11. Expected increase/decrease in workers one year from time of survey (September 2021) by form of employment

(%) (Percentage points)

	n	Increased						Almost the same	Decreased						Cannot compare	Increase – decrease
			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	3,318	29.8	25.7	3.4	0.4	0.0	0.3	60.8	6.8	5.7	0.6	0.2	0.0	0.3	2.5	23.0
Part-time workers/ Contract workers	3,311	10.9	8.5	1.8	0.3	0.0	0.2	52.2	6.1	4.7	0.4	0.3	0.0	0.7	30.8	4.8
Dispatched workers	3,291	3.5	2.5	0.6	0.1	0.0	0.3	22.3	3.3	2.2	0.2	0.2	0.0	0.7	70.9	0.2

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

II. Overstaffing / understaffing and enterprises' efforts to secure workers and boost satisfaction levels

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 September 2021, the total of enterprises reporting they were "overstaffed" or "somewhat overstaffed" was 14.2%, while the total reporting they were "understaffed" or "somewhat understaffed" was 39.5%, i.e., the understaffed percentage exceeds the overstaffed percentage by 25.2 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 12). See Figure 13 for changes in the staffing situation at enterprises (n = 740) that have continuously responded since the second wave. See Figure 14 for staffing situation at enterprises by category of personnel as of the end of September 2021.

Regarding future prospects for securing and maintaining a sufficient number of workers, in terms of "regular employees," the percentage of enterprises predicting shortages is higher than the percentage predicting a sufficient workforce. For "part-time and contract workers" and "dispatched workers," the percentages predicting maintenance of a sufficient workforce are higher (Figure 15).

Measures that enterprises hereafter intend to implement to secure workers include "enhance job satisfaction and sense of fulfillment" (44.3%), "raise starting wages" (40.5%), "further promote women's active participation" (34.4%), and "promote work-life balance by encouraging usage of annual paid leave and curbing long working hours" (33.5%) (Figure 16). Measures enterprises are implementing to increase workers' satisfaction levels are, in order of prevalence, "make efforts to stabilize workers' employment (avoid dismissals to the greatest possible extent)" (61.4%), "encourage usage of annual paid leave" (57.6%), "increase wages" (56.0%), and "curb long working hours" (49.7%) (Figure 17).

In terms of the duration for which current employment levels can be maintained if levels of production, sales, etc. as of September 2021 continue, 13.8% of enterprises estimated "Around six months," and 25.5% of enterprises estimated "One year." On the other hand, close to 70% (68.9%) responded either "Employments cuts are unnecessary" (35.6%) or "More than two years (no immediate plans for employment cuts)" (33.3%) (Figure 18), it seems that enterprises are strengthening their stance of maintaining employment even in a severe business environment (Figure 19). However, in "Accommodations, eating and drinking services," 7.6% of enterprises have already implemented employment cuts. This industry's outlook for the duration that employment can be maintained is also not as bright as that of other industries, with 40.3% of enterprises estimating "Around six months" and 52.5% "One year."

Figure 12. Staffing situation at enterprises as of the end of September 2021

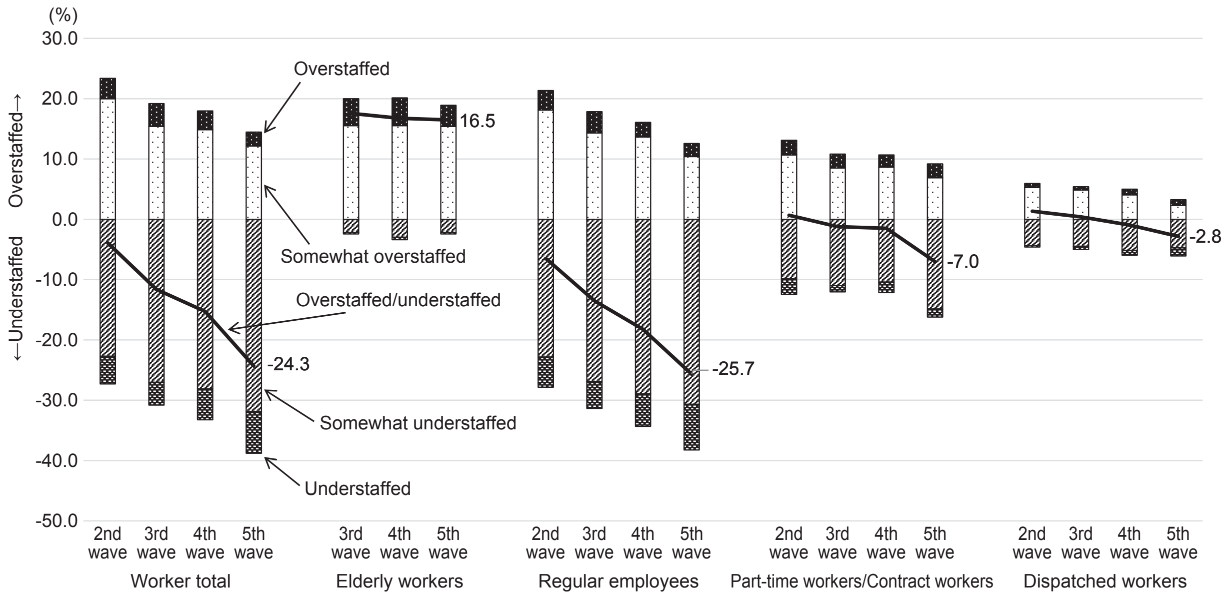
(%) (Percentage points)

		n	Overstaffed	Somewhat overstaffed	Appropriately staffed	Somewhat understaffed	Understaffed	Do not employ this category of workers	Overstaffed/ understaffed
Total	Worker total	3,344	2.2	12.0	46.2	31.4	8.1	-	-25.2
	Elderly workers (among worker total)		2.8	14.1	56.5	2.7	0.6	23.4	13.5
	Regular employees		2.0	10.9	46.5	30.6	8.1	2.0	-25.8
	Part-time workers/Contract workers		1.0	6.5	44.9	11.8	2.3	33.4	-6.7
	Dispatched workers		0.4	1.8	20.7	2.9	0.8	73.4	-1.6

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 13. 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 14. Staffing situation at enterprises by category of personnel as of the end of September 2021

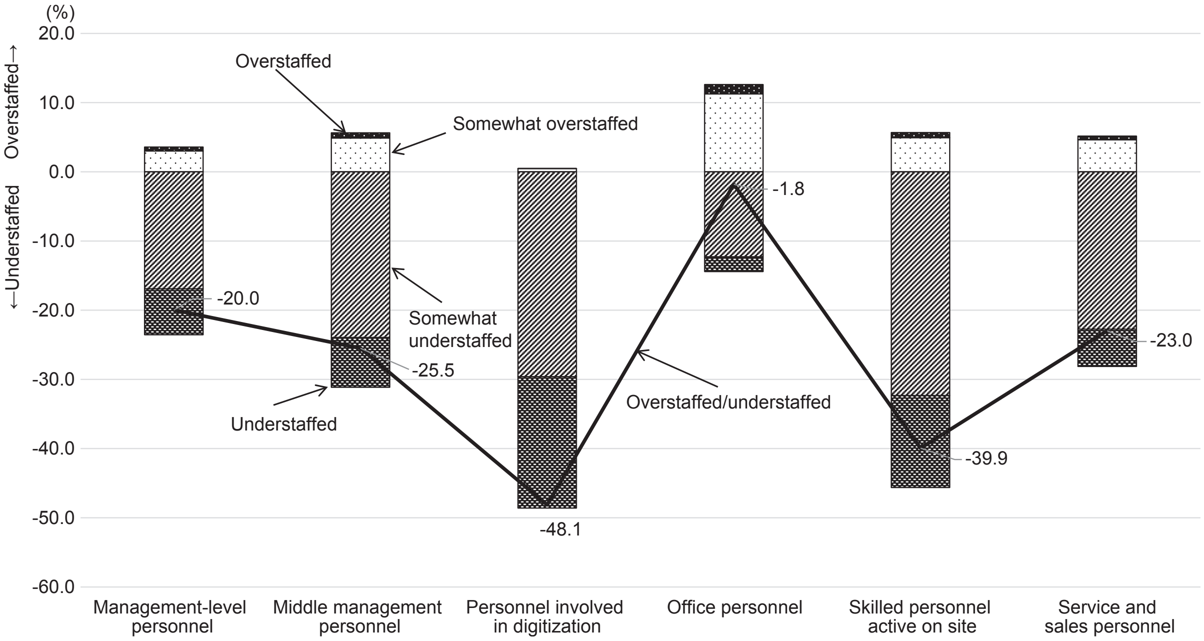


Figure 15. Enterprises' expectations regarding sufficient or insufficient workforce in the future

(%)

	n	Total expecting to maintain sufficient workforce			Total expecting insufficient workforce			Do not employ this category of workers	Sufficient total - Insufficient total
			Able to maintain workforce without implementing special measures	Able to maintain workforce through measures implemented by enterprise		Expecting a somewhat insufficient workforce	Expecting a severely insufficient workforce		
Regular employees	3,331	44.8	5.6	39.2	53.2	39.5	13.7	2.0	-8.4
Part-time workers/Contract workers	3,319	40.5	6.6	33.8	27.8	21.9	5.9	31.8	12.7
Dispatched workers	3,292	18.4	3.9	14.5	10.8	7.8	3.0	70.8	7.6

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

Figure 16. Measures that enterprises hereafter intend to implement to secure workers

(%)

		n	Raise starting wages	Improve aspects other than wages, such as treatment and working conditions, during recruitment	Promote work-life balance by encouraging usage of annual paid leave and curbing long working hours	Enhance job satisfaction and sense of fulfillment	Further promote women's active participation	Increase opportunities to develop skills	Enhance fringe benefits	Lighten workload (by reforming work processes, etc.)	Eliminate "3D" (dirty, difficult, and dangerous) tasks	Improve enterprise's image (boost company's likeability, etc.)	Others	Do not implement any of the above measures
Total		3,335	40.5	29.7	33.5	44.3	34.4	23.7	23.5	17.2	9.5	32.6	1.9	10.6
Region	Hokkaido	174	46.7	39.8	35.5	43.2	30.9	20.7	30.7	11.6	11.1	33.1	3.0	11.3
	Tohoku and Kita-Kanto	485	46.8	33.0	35.1	43.5	33.6	25.3	27.6	17.0	12.4	35.2	1.6	10.3
	Minami-Kanto	998	38.3	27.1	31.8	45.1	35.8	24.3	18.8	18.5	7.0	29.2	1.4	12.3
	Hokuriku and Tokai	564	39.0	28.3	33.6	42.4	34.9	20.4	19.1	16.3	10.8	36.1	2.4	9.6
	Kinki	565	36.8	29.4	34.2	46.3	37.9	24.8	24.1	17.8	9.2	27.3	2.1	9.8
	Chugoku, Shikoku, and Kyushu	549	41.1	29.6	33.5	44.1	30.9	24.3	27.8	17.1	9.0	35.7	1.7	10.1
Industry	Construction	534	44.2	32.7	39.3	45.7	33.4	29.0	30.9	13.9	15.1	38.2	1.1	9.1
	Manufacturing	917	45.2	30.6	35.9	45.2	37.5	25.7	23.7	18.4	10.7	35.0	2.7	7.5
	Transport	162	44.5	38.6	29.8	46.5	37.8	16.1	26.0	23.8	11.3	37.6	2.2	6.9
	Information and communications	152	40.1	32.9	34.3	52.0	42.8	43.1	28.3	15.7	6.0	41.2	3.1	13.8
	Wholesale trade	867	34.8	26.6	33.0	42.6	31.8	19.4	21.0	17.0	6.9	27.6	1.1	12.4
	Retail trade	165	42.7	30.4	26.3	44.5	35.1	20.3	17.6	16.7	10.6	32.1	2.2	11.5
	Services	316	38.7	27.2	28.2	44.1	33.9	23.1	18.6	19.2	7.3	30.7	2.0	13.7
	Accommodations, eating and drinking services	36	65.6	43.0	35.9	31.4	41.5	14.9	32.0	26.3	2.7	32.6	0.3	0.0
	Medical, health care and welfare	36	20.3	38.4	25.1	40.2	19.8	18.5	24.9	20.1	4.2	37.1	9.6	5.2
	Others	150	29.3	20.9	24.4	38.4	26.9	15.0	18.0	13.4	4.1	19.0	1.6	18.9
Size of enterprise	Less than 100 employees	2,773	40.5	29.7	33.3	44.1	34.2	23.6	23.5	17.0	9.5	32.4	1.9	10.7
	100 to 299 employees	400	37.9	24.6	51.2	57.2	44.2	34.0	26.5	27.2	9.4	39.7	0.8	4.2
	300 or more employees	162	35.4	26.3	53.7	55.3	49.3	32.8	28.3	24.7	10.4	46.6	1.7	3.7

Note: This was an optional question. The sample size n (3,335) excludes those enterprises that did not respond.

Figure 17. Measures that enterprises are implementing to increase workers' satisfaction levels

(%)

		n	Make efforts to stabilize workers' employment (avoid dismissals to the greatest possible extent)	Increase wages	Improve fairness and acceptability to workers of personnel evaluations	Promote education/ training and skill development	Support self-development	Make workplace communication smoother	Curb long working hours	Encourage usage of annual paid leave	Encourage usage of childcare leave, including by male workers	Promote healthy management practices	Are not implementing any of the above measures
Total		3,338	61.4	56.0	41.7	37.5	22.2	42.1	49.7	57.6	11.6	29.3	5.0
Region	Hokkaido	174	60.5	61.5	34.7	41.0	18.0	37.2	51.0	64.3	8.4	32.1	6.3
	Tohoku and Kita-Kanto	487	60.7	58.5	43.8	45.7	24.4	41.5	46.9	56.0	12.3	32.0	4.3
	Minami-Kanto	999	62.1	54.0	42.0	35.5	22.3	44.4	50.2	54.5	12.1	28.3	5.3
	Hokuriku and Tokai	565	57.8	55.2	38.3	37.6	20.2	37.9	49.1	60.7	12.0	30.7	4.6
	Kinki	563	65.7	53.5	42.9	33.5	22.0	43.6	50.9	56.2	11.5	27.7	4.3
	Chugoku, Shikoku, and Kyushu	550	61.0	57.9	42.9	36.1	23.1	43.2	50.4	59.5	10.9	28.1	5.6
Industry	Construction	536	61.5	60.6	38.2	51.4	24.5	42.1	49.6	54.7	9.7	32.0	3.8
	Manufacturing	917	68.3	58.1	45.9	39.8	22.1	41.9	51.4	62.3	14.1	28.8	2.3
	Transport	162	62.7	56.9	40.3	33.9	13.8	45.4	64.1	54.7	15.2	41.1	3.6
	Information and communications	152	59.6	62.3	58.8	51.0	44.6	42.9	62.8	58.9	24.0	36.8	4.9
	Wholesale trade	868	60.7	52.2	39.1	27.1	19.8	41.9	46.6	59.8	9.7	27.0	5.9
	Retail trade	165	51.8	55.9	40.3	42.3	18.0	36.5	52.7	56.6	6.3	28.5	6.4
	Services	316	58.2	55.8	41.6	36.1	25.6	44.6	45.1	50.1	11.5	27.1	7.7
	Accommodations, eating and drinking services	36	84.5	47.5	48.9	30.5	13.3	69.8	62.5	66.7	6.9	32.9	3.4
	Medical, health care and welfare	36	61.3	51.8	43.8	46.3	19.0	43.8	65.1	64.6	6.8	26.1	5.0
	Others	150	40.8	46.0	31.9	22.8	15.7	36.6	35.6	42.7	9.2	24.5	12.8
Size of enterprise	Less than 100 employees	2,775	61.4	56.2	41.5	37.2	21.9	42.1	49.5	57.3	11.3	29.2	5.0
	100 to 299 employees	402	64.0	48.6	57.2	55.3	36.2	43.8	63.4	75.0	24.5	35.2	3.6
	300 or more employees	161	55.4	34.3	58.6	71.5	50.4	52.1	67.7	78.9	41.5	41.1	0.6

Note: This was an optional question. The sample size n (3,338) excludes those enterprises that did not respond.

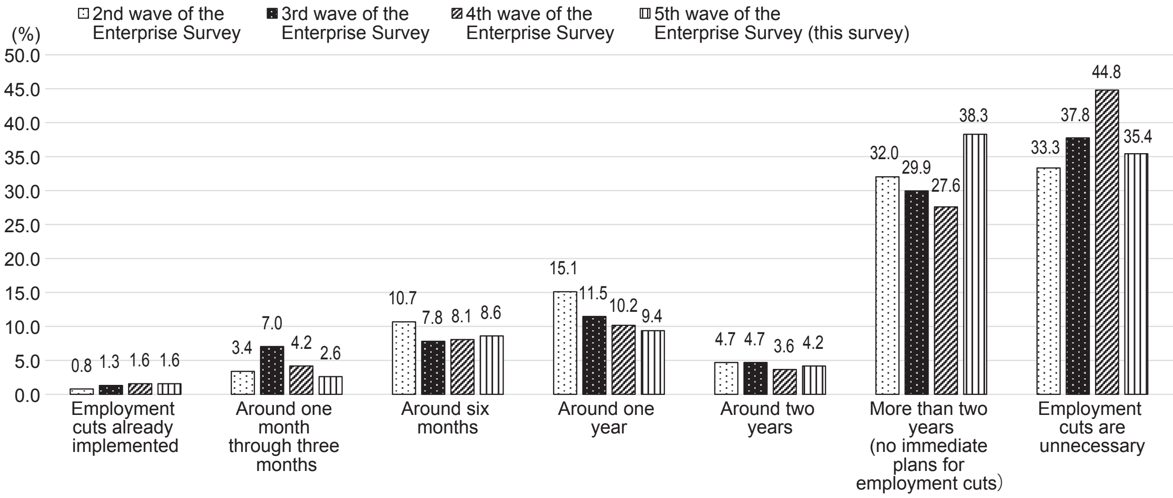
Figure 18. Possible length of employment maintenance if current production, sales, etc. levels continue

(%)

		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		3,334	1.9	0.1	0.8	2.2	8.8	11.7	5.5	33.3	35.6
Region	Hokkaido	174	0.6	1.8	1.8	1.2	7.0	8.7	4.3	36.9	37.6
	Tohoku and Kita-Kanto	488	2.1	0.0	1.6	2.4	9.2	9.7	6.8	34.6	33.6
	Minami-Kanto	1,001	1.9	0.0	0.7	2.3	9.6	12.0	5.1	33.4	34.9
	Hokuriku and Tokai	565	1.6	0.0	1.1	3.1	10.6	10.8	6.2	30.7	36.0
	Kinki	565	2.2	0.0	0.4	1.9	8.6	14.6	5.2	31.5	35.6
	Chugoku, Shikoku, and Kyushu	551	1.9	0.2	0.2	1.7	6.7	12.1	4.7	35.0	37.3
Industry	Construction	536	0.7	0.0	0.8	1.1	7.0	10.9	5.2	36.9	37.4
	Manufacturing	920	1.2	0.1	1.3	2.9	11.3	12.6	4.6	32.1	33.9
	Transport	162	2.8	0.0	2.3	3.4	9.8	13.3	3.7	35.4	29.3
	Information and communications	152	1.4	0.6	0.0	2.3	4.7	7.7	0.9	36.6	45.9
	Wholesale trade	869	2.2	0.3	0.7	2.2	8.0	12.5	6.8	32.8	34.4
	Retail trade	165	2.8	0.0	0.0	2.1	11.7	11.0	4.4	36.5	31.5
	Services	318	2.9	0.0	0.3	2.6	8.0	11.8	8.1	31.1	35.2
	Accommodations, eating and drinking services	36	7.6	0.0	2.3	6.0	24.4	12.2	11.9	11.3	24.2
	Medical, health care and welfare	36	0.0	0.0	0.0	0.0	0.3	5.6	0.3	32.8	61.0
	Others	150	3.7	0.0	0.0	0.6	5.4	10.3	4.6	30.0	45.5
Size of enterprise	Less than 100 employees	2,780	1.9	0.1	0.8	2.2	8.8	11.8	5.5	33.2	35.6
	100 to 299 employees	402	0.8	0.3	0.0	2.0	6.6	9.4	4.0	39.6	37.4
	300 or more employees	162	2.3	0.0	0.0	0.6	5.8	5.5	1.8	45.3	38.8

Note: This was an optional question. The sample size n (3,334) excludes those enterprises that did not respond.

Figure 19. 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 has been rising since January 2021

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 from 5.1% in February 2020 (at the time of the initial COVID-19 outbreak) to 55.9% in May of the same year. Subsequently it had been on a downward trend since the first state of emergency was lifted in May 2020, but when the second state of emergency was declared again in January 2021 it rose to 42.0%, and since then it has remained over 40% (Figure 20). See Figures 21, 22, and 23 for changes in implementation rate by region, industry, and enterprise size from the first wave onward.

Figure 20. Changes in rate of implementation of working from home (teleworking) (panel data)

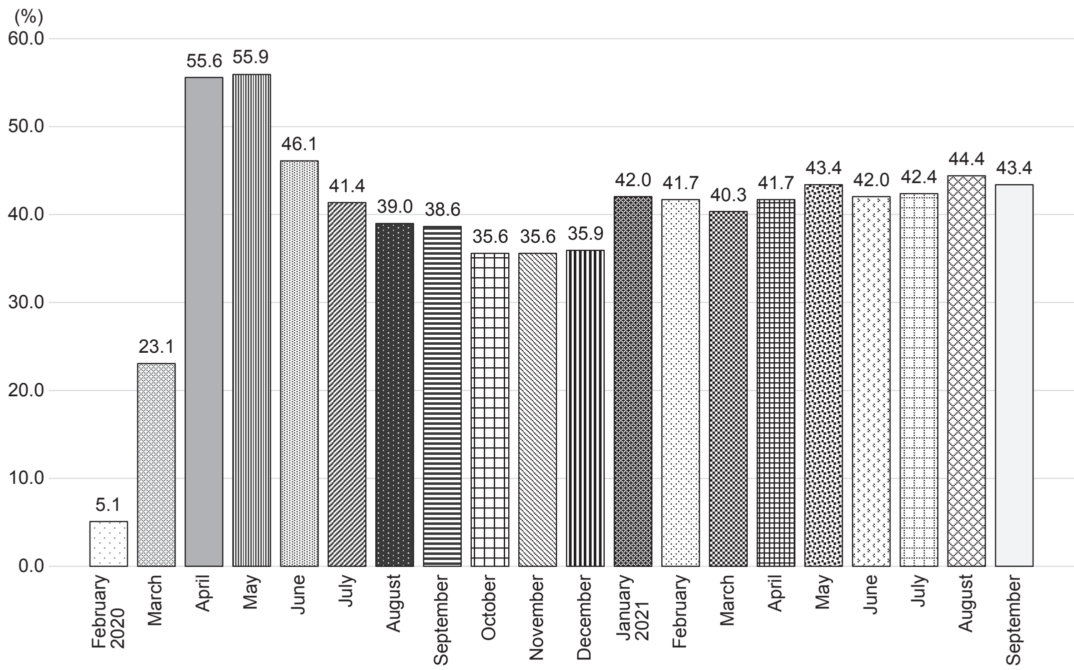
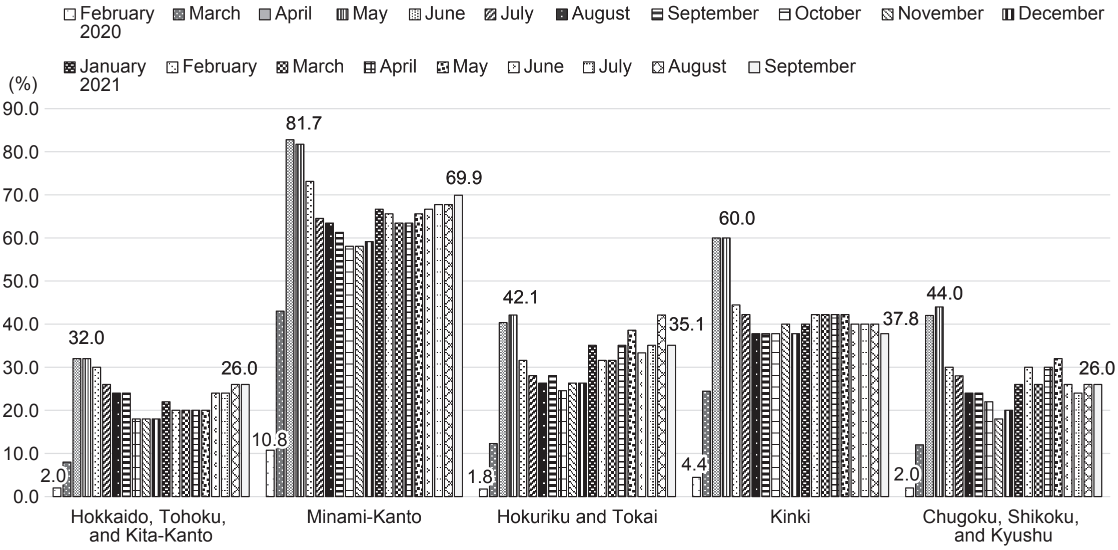
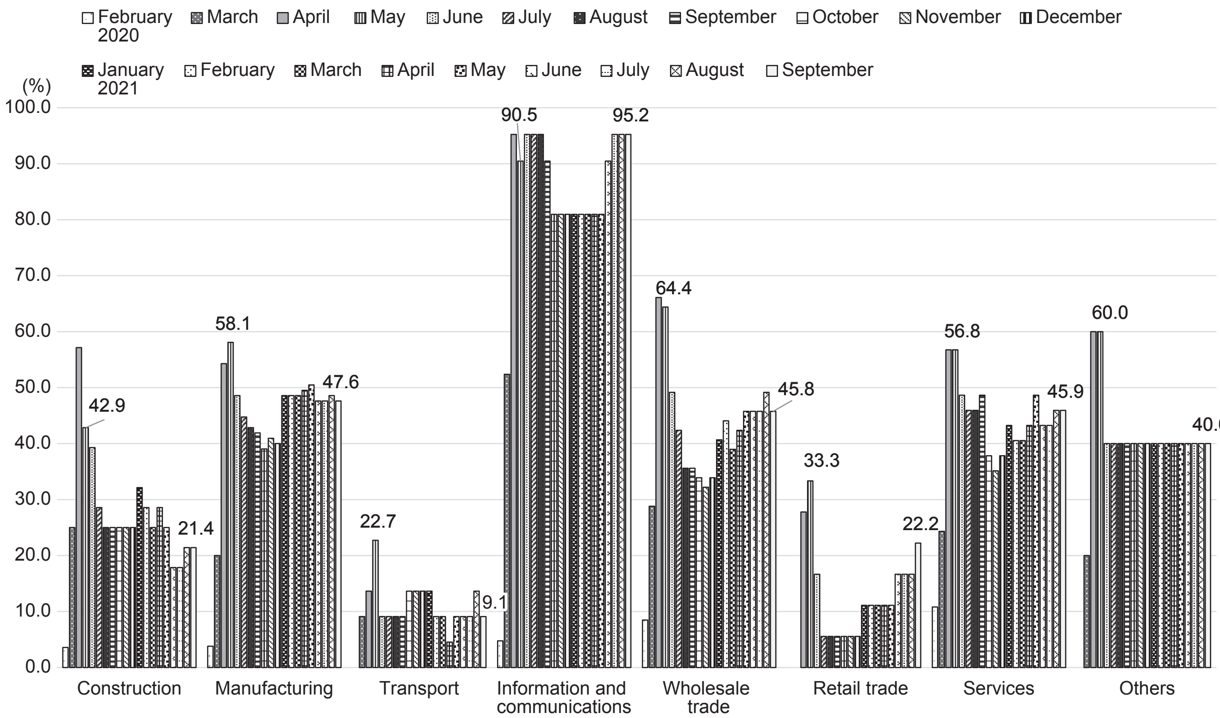


Figure 21. Changes in rates of implementation of working from home (teleworking) by region (panel data)



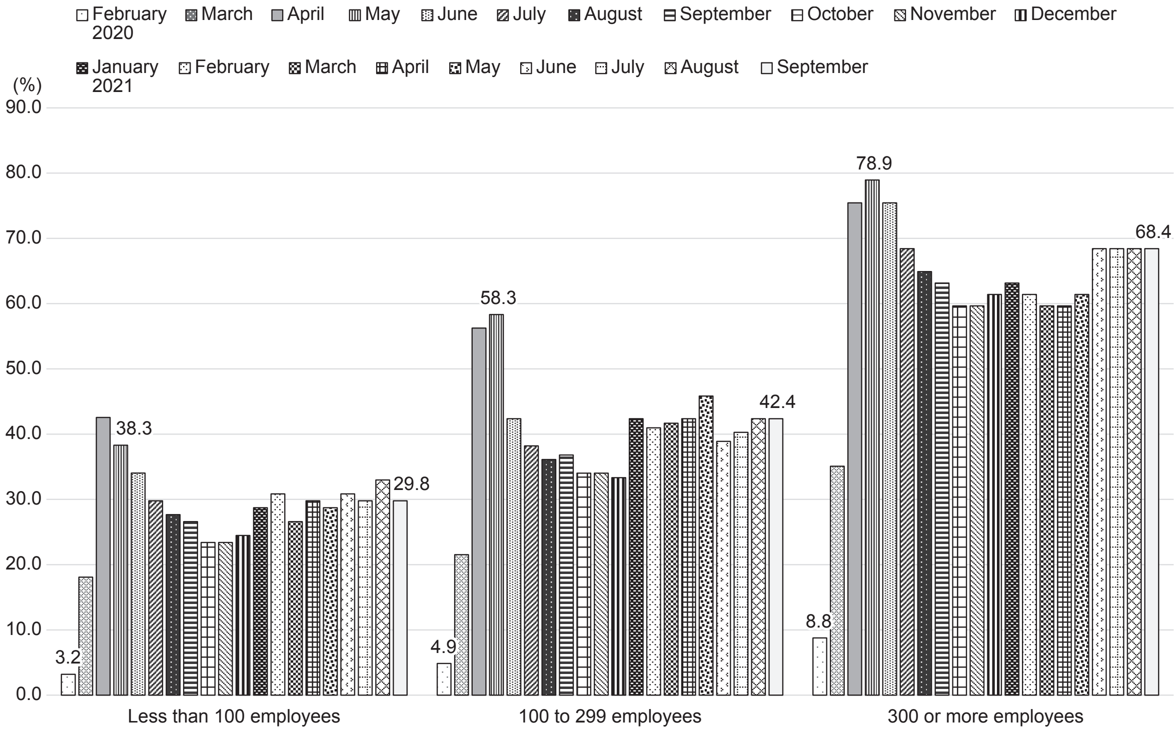
Note: Hokkaido and Tohoku/Kita-kanto were tabulated in total due to the limited number of samples.

Figure 22. Changes in rates of implementation of working from home (teleworking) by industry (panel data)



Note: 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 23. Changes in rates of implementation of working from home (teleworking) by size of enterprise (panel data)



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

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." In accommodations, eating and drinking services industry, a relatively high percentage of enterprises expected that it would take a long time to recover.

With regard to enterprises' prospects for recovery of business performance as of October 2021, the most common responses, in order, were "Not sure" (18.2%), "Expect it will take between six months and one year to recover and return to the previous level" (14.7%), and "Expect it will take between one and two years to recover and return to the previous level" (13.5%), while only 13.2% 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 retail trade (13.1%) and services (7.5%) industries. 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 (18.7%) and retail trade (8.7%) industries. The accommodations, eating and drinking services industry in particular has a higher percentage of enterprises that expect it will take longer to recover (Figure 24).

Figure 24. 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		3,281	13.2	3.4	6.1	14.7	13.5	6.4	6.2	18.2	18.4
Region	Hokkaido	173	11.2	3.1	5.5	12.6	10.4	5.6	4.4	19.1	28.0
	Tohoku and Kita-Kanto	482	16.0	1.7	5.2	13.7	13.4	4.3	8.4	20.0	17.3
	Minami-Kanto	985	14.0	3.6	6.5	15.5	13.8	5.6	5.6	17.8	17.6
	Hokuriku and Tokai	547	13.0	5.0	6.6	16.3	11.1	8.0	7.9	17.8	14.4
	Kinki	555	12.3	4.0	6.4	14.1	14.9	7.2	6.7	16.4	17.9
	Chugoku, Shikoku and Kyushu	539	11.1	2.9	5.6	14.2	14.5	6.9	3.8	18.7	22.3
Industry	Construction	527	10.8	3.9	5.4	9.9	11.9	5.8	3.7	20.6	28.0
	Manufacturing	906	17.7	4.0	7.7	18.2	11.2	4.3	5.7	16.8	14.3
	Transport	159	11.2	1.9	7.3	24.9	18.5	6.8	3.2	16.9	9.3
	Information and communications	150	16.9	0.7	6.3	13.4	9.0	7.7	1.3	12.9	32.0
	Wholesale trade	852	12.2	3.3	5.3	15.2	15.4	7.0	8.0	19.4	14.3
	Retail trade	159	9.2	3.4	4.4	13.6	14.6	8.7	13.1	19.5	13.6
	Services	309	11.2	4.1	6.3	13.2	17.3	6.3	7.5	15.5	18.5
	Accommodations, eating and drinking services	36	3.4	0.2	3.4	16.2	29.4	18.7	6.4	14.6	7.6
	Medical, health care and welfare	35	16.6	0.4	10.2	8.5	1.1	5.7	5.3	16.4	35.9
	Others	148	11.1	2.6	4.2	8.4	10.1	9.3	4.6	20.1	29.6
Size of enterprise	Less than 100 employees	2,728	13.1	3.4	6.1	14.7	13.5	6.3	6.2	18.2	18.5
	100 to 299 employees	394	16.2	2.9	7.1	18.8	12.4	6.9	5.0	14.4	16.4
	300 or more employees	159	15.6	3.1	7.9	13.6	16.0	6.1	3.6	15.6	18.4

Note: This was an optional question. The sample size n (3,281) 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.” On the other hand, 16.1% in “Accommodations, eating and drinking services,” 10.5% in “Transport,” and 10.2% in “Retail trade” industries say they intend to “continue business operations at a smaller scale.”

Regarding their plans for the continuation of business operations in the future, the largest percentage (47.7%) of enterprises responded that they intended to “continue business operations at the current level,” followed by 27.0% that intended to “continue business operations at an expanded scale,” 7.3% that intended to “launch new business and continue business operations,” and 5.7% 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 (53.0%), medical, health care and welfare (37.3%), and transport (36.3%) industries. Meanwhile, the percentages of enterprises intending to “continue business operations at a smaller scale” were relatively high in the accommodations, eating and drinking services (16.1%), transport (10.5%), and retail trade (10.2%) industries (Figure 25). See Figure 26 for changes among enterprises (n = 327) that have continuously responded since the first wave. With regard to future measures for business continuity, responses indicate that enterprises intend to utilize the Internet to expand sales channels and sales networks (Figure 27).

Figure 25. 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		3,126	27.0	47.7	5.7	7.3	0.5	11.7
Region	Hokkaido	160	17.1	56.2	2.6	6.8	0.7	16.6
	Tohoku and Kita-Kanto	464	25.7	49.5	5.7	6.5	0.5	12.2
	Minami-Kanto	933	29.6	46.6	6.1	6.2	0.3	11.2
	Hokuriku and Tokai	529	24.9	47.2	6.1	8.4	0.7	12.7
	Kinki	532	28.1	45.8	6.4	9.6	0.5	9.6
	Chugoku, Shikoku, and Kyushu	508	27.7	48.1	5.1	6.5	0.7	11.9
Industry	Construction	496	23.2	54.2	3.0	5.0	0.5	14.2
	Manufacturing	864	26.0	51.6	4.0	7.6	0.6	10.1
	Transport	155	36.3	39.0	10.5	7.0	0.0	7.1
	Information and communications	144	53.0	28.4	3.1	3.5	0.0	12.1
	Wholesale trade	810	24.3	48.4	7.4	8.3	0.3	11.4
	Retail trade	151	21.4	43.5	10.2	11.6	0.0	13.3
	Services	301	34.0	40.1	4.9	9.6	1.2	10.2
	Accommodations, eating and drinking services	36	14.8	56.1	16.1	3.7	4.2	5.0
	Medical, health care and welfare	33	37.3	43.1	5.6	8.3	0.0	5.7
	Others	136	23.3	42.7	8.2	4.1	0.9	20.9
Size of enterprise	Less than 100 employees	2,595	26.9	47.7	5.8	7.3	0.5	11.8
	100 to 299 employees	379	34.4	48.7	2.0	6.9	0.2	7.8
	300 or more employees	152	38.4	42.3	2.6	6.5	0.0	10.2

Note: This was an optional question. The sample size n (3,126) excludes those enterprises that did not respond.

Figure 26. Changes in enterprises' plans for future business continuity (panel data)

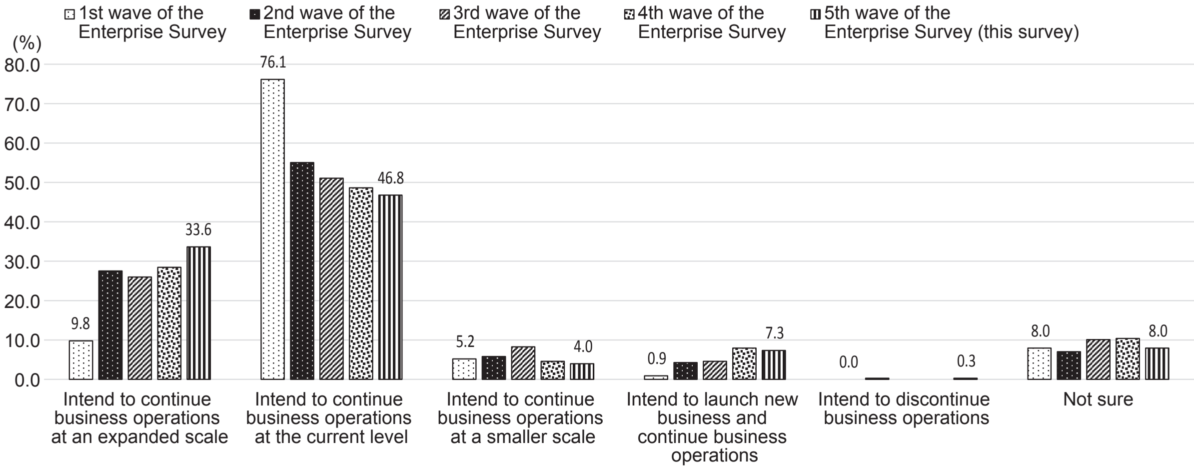


Figure 27. Future management approaches to be pursued in continuing business activities

(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 COVID-19 preventive measures	Development/ sales of products in response to rising demand due to increased time spent at home	Launch of new business unrelated to COVID-19 pandemic	Others	No special approaches for business continuation (business as usual)
Total		2,659	34.9	22.8	3.3	8.1	9.0	16.0	2.3	47.1
Region	Hokkaido	133	25.5	18.8	3.2	3.4	8.2	13.8	1.6	54.2
	Tohoku and Kita-Kanto	392	33.5	20.8	4.1	10.1	10.7	15.4	2.4	51.0
	Minami-Kanto	794	34.8	21.4	2.4	6.6	5.6	13.3	2.1	47.8
	Hokuriku and Tokai	448	36.5	21.6	3.4	8.2	9.6	17.2	2.2	45.4
	Kinki	467	39.1	29.0	3.2	9.2	7.9	19.3	3.6	40.8
	Chugoku, Shikoku and Kyushu	425	33.0	22.7	3.6	8.1	12.2	16.5	1.4	48.5
Industry	Construction	412	17.8	11.7	1.9	2.6	3.7	9.3	2.3	68.6
	Manufacturing	755	41.2	27.5	1.9	8.9	11.1	18.7	2.5	41.8
	Transport	130	18.7	12.9	4.2	1.9	0.1	13.2	4.9	60.0
	Information and communications	127	41.4	26.2	2.0	4.6	3.8	19.4	3.0	45.2
	Wholesale trade	685	37.2	25.3	3.5	13.3	10.8	16.6	1.7	41.3
	Retail trade	126	42.3	28.8	4.7	9.6	18.6	17.1	2.0	35.2
	Services	261	36.8	19.9	3.5	5.5	5.7	21.9	1.8	42.4
	Accommodations, eating and drinking services	32	62.0	42.2	43.0	15.6	35.3	20.6	3.9	15.0
	Medical, health care and welfare	30	20.1	21.7	0.0	0.0	0.0	4.4	0.0	62.9
	Others	101	38.5	21.3	2.5	4.1	8.6	7.7	2.1	53.4
Size of enterprise	Less than 100 employees	2,196	34.9	22.7	3.3	8.1	9.0	16.0	2.3	47.1
	100 to 299 employees	335	36.5	28.9	3.8	9.8	8.6	16.8	2.9	43.2
	300 or more employees	128	33.7	25.6	3.8	13.5	12.0	21.4	0.0	46.4

Note: This was an optional question. The sample size n (2,659) excludes those enterprises that did not respond.

3. Contraction of the domestic market due to the ongoing pandemic and population decline, understaffing, etc. are regarded as future business risks.

When asked what they perceive to be significant risks in terms of the future business outlook, enterprises' most common responses were, in order, "the continuing pandemic" (52.1%), "domestic market shrinkage due to population decline" (43.2%), "understaffing due to population decline" (41.6%), "natural disasters and climate change" (32.4%), and "difficulty in securing a successor" (21.8%) (Figure 28).

Figure 28. Risks perceived by enterprises in terms of future business outlook

(%)

		n	The continuing COVID-19 pandemic	Natural disasters and climate change	Domestic market shrinkage due to population decline	Understaffing due to population decline	Compliance	Damage to enterprise or brand image (due to negative associations, etc.)	Cyber-security	Lagging behind on digitization	Supply chain issues	Difficulty in securing a successor	Others
Total		3,319	52.1	32.4	43.2	41.6	8.0	6.5	8.0	15.9	8.7	21.8	3.1
Region	Hokkaido	173	42.6	34.9	41.7	55.2	6.9	5.5	5.5	14.3	5.6	28.3	3.7
	Tohoku and Kita-Kanto	483	49.5	33.6	44.9	49.2	8.1	4.5	6.1	14.1	8.9	25.2	2.9
	Minami-Kanto	992	53.4	32.7	39.6	35.3	9.0	6.1	12.2	17.5	7.7	21.5	3.5
	Hokuriku and Tokai	560	55.0	30.2	45.2	42.2	6.9	5.4	7.8	15.6	10.4	20.5	3.1
	Kinki	562	52.6	31.5	43.6	38.6	7.5	6.1	8.6	19.2	9.6	18.8	2.6
	Chugoku, Shikoku, and Kyushu	550	51.5	33.2	44.4	42.8	8.3	9.7	4.7	13.3	8.4	21.8	3.2
Industry	Construction	533	39.8	29.7	37.5	66.6	7.4	7.3	4.3	12.3	3.9	26.5	1.4
	Manufacturing	915	53.4	35.1	39.8	43.0	5.9	5.0	7.5	15.4	16.0	21.5	4.2
	Transport	162	60.4	33.1	34.4	55.7	14.7	5.6	6.4	15.6	4.0	19.1	2.7
	Information and communications	149	45.9	26.0	30.0	47.6	15.1	12.9	25.6	11.2	2.5	22.1	2.3
	Wholesale trade	863	55.7	32.7	49.7	27.4	7.5	6.3	7.7	18.7	10.9	21.9	2.5
	Retail trade	164	53.8	30.1	56.2	37.3	10.1	5.4	2.8	19.6	4.5	21.7	6.2
	Services	313	55.8	30.4	44.8	35.7	10.0	8.3	13.5	18.0	2.0	18.1	2.2
	Accommodations, eating and drinking services	36	86.4	38.9	47.5	46.6	0.3	4.2	6.7	3.3	0.0	17.6	3.5
	Medical, health care and welfare	36	45.5	35.2	40.1	50.8	13.7	5.5	4.2	6.1	0.0	25.1	14.5
	Others	149	51.5	35.1	46.4	22.2	7.8	6.1	7.8	16.7	5.0	15.2	4.9
Size of enterprise	Less than 100 employees	2,762	52.0	32.3	43.2	41.6	7.9	6.5	7.9	15.8	8.6	22.0	3.2
	100 to 299 employees	397	54.6	36.4	45.2	40.8	12.2	6.0	11.1	21.7	16.7	10.1	1.9
	300 or more employees	161	52.4	34.9	38.1	44.1	15.3	12.6	15.6	21.9	11.0	5.4	1.2

Note: This was an optional question. The sample size n (3,319) 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 and 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 (first in Tokyo, expanded in stages to include Tokyo and 19 prefectures, fully rescinded on September 30). 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 (Priority Measures to Prevent the Spread of Disease and other Matters) have been implemented. Vaccinations began on February 17, 2021 (as of December 12, 2021, 79.0% of the eligible population has received a first vaccination and 77.4% has received a second vaccination). In Japan, the so-called "fifth wave" of infections had generally subsided at the end of September 2021, but at the end of November the emergence of a new variant (the Omicron variant) was confirmed, and measures to prevent the spread of infection are still required. 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 of enterprises. We followed up on the first four waves, conducted in June and October 2020 and February and June 2021, with the fifth wave of the online panel survey of enterprises in October 2021. This document is a report on the main findings of the aggregation of responses.

2. Surveyed enterprises (sample)

The sample consists of a total of 11,930 enterprises, all of which are registered as respondents (excluding those with no employees) with the internet survey firm that was utilized in the first wave, Survey on Impact of COVID-19 on Enterprise Management (First Aggregation published on July 16, 2020), the second wave, Survey on the Impact of COVID-19 on Enterprise Management (First Aggregation published on December 16, 2020), the third wave, Survey on the Impact of COVID-19 on Enterprise Management (First Aggregation published on April 30, 2021), and the fourth wave, Survey on the Impact of COVID-19 on Enterprise Management (First Aggregation published on September 15, 2021).

3. Survey period

October 1-14, 2021 (survey covering changes in production, sales, etc. in May, June, July, August, and September 2021)

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, 7, 9, 13, 19, 20, 21, 22, 23, and 36, in which panel tabulation and cross-tabulation were 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), and June to September 2021 (fifth wave) (Individual sample sizes (n) are given in the main body of the text).

6. Number of valid responses

3,344 (response rate 28.0 %)

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

Attributes of enterprises giving valid responses

		n	Composition ratio (%)
Total		3,344	100.0
Region	Hokkaido	174	5.2
	Tohoku and Kita-Kanto	488	14.6
	Minami-Kanto	1,001	29.9
	Hokuriku and Tokai	565	16.9
	Kinki	565	16.9
	Chugoku, Shikoku, and Kyushu	551	16.5
Industry	Construction	536	16.0
	Manufacturing	920	27.5
	Transport	162	4.8
	Information and communications	152	4.5
	Wholesale trade	869	26.0
	Retail trade	165	4.9
	Services	318	9.5
	Accommodations, eating and drinking services	36	1.1
	Medical, health care and welfare	36	1.1
	Others	150	4.5
Size of enterprise	Less than 100 employees	2,780	83.1
	100 to 299 employees	402	12.0
	300 or more employees	162	4.8