

Global Labor Market Status Survey (2022)

PERSOL RESEARCH AND CONSULTING CO., LTD.

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Quotation:

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In 2019 (February-March), PERSOL RESEARCH AND CONSULTING CO., LTD., implemented an actual condition survey*1 on the workers' work styles and awareness in **the main cities in the 14 countries and regions in the Asia-Pacific region (APAC)**. From the survey results, Japan's characteristic employment situations were confirmed, such as **the low level of the desire for improvement and the willingness for self-improvement, and the low degree of acceptance of diversity in Japan**, and we received a lot of feedback from government agencies,*2 companies, organizations, and the mass media.

*1 APAC Labor Market Status Survey in 2019: https://r.persol-group.co.jp/thinktank/assets/APAC_2019_e.pdf ** Cited reference: Ministry of Economy, Trade and Industry "Future Human Resource Vision": <https://www.meti.go.jp/press/2022/05/20220531001/20220531001-1.pdf>

This time, we set questions, such as how the actual conditions of the workers' awareness and occupational lives have changed after three years from the previous survey and what impact the COVID-19 pandemic had on workers' awareness and work styles; we then implemented the actual condition survey to which we newly added European and American regions by **expanding the survey scope to the major cities in 18 countries and regions throughout the world**.

From the 2022 survey results, career awareness, such as **introverted thinking and the low level of career autonomy in Japan**, characteristics concerning organizational culture were more clearly confirmed by the multifaceted comparative analyses with APAC and European and American countries. In addition, **actual conditions that work styles and values changed (diversified) in each country and region after the COVID-19 pandemic** and **the declining trends of the percentages of choosing "Japan" and "Japanese companies" as the respondents' places of work in Thailand, the Philippines, Vietnam, and Taiwan** were confirmed.

[For more information, see the summary and main part]

The survey results were not just about good results for Japan where there are concerns for a declining birthrate and labor shortage and expectations for foreign human resources. We believe that improving the working environments and corporate culture where it is easy for diverse human resources to actively participate will lead to improvements in well-being in the occupational lives of not only foreign human resources but also each and every Japanese worker who has been proceeding with the diversification of work values. It is necessary for employment organizations to try to realize a society where many workers experience enjoyment and happiness through work and can receive fair assessments and attractive treatment and make innovative changes. We are happy if these survey results help them.

Survey name	Global Labor Market Status Survey (2022)
Purpose of survey	Clarify the actual working conditions, awareness of work, well-being, growth through work, and intentions for global employment of those in the major cities in 18 countries and regions in the world. Grasp the changes in the actual working conditions and awareness due to the impact of the COVID-19 pandemic.
Survey method	Internet quantitative survey for internet survey monitors
Survey period	February 10 to March 14, 2022
Subject areas	18 countries and regions (Surveyed cities) [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong [Southeast Asia] Thailand (Greater Bangkok), the Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City) [South Asia] India (Delhi and Mumbai) [Oceania] Australia (Sydney, Melbourne, and Canberra) [North America] United States (New York, Washington, and Los Angeles) [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)
Number of samples	Approx. 1,000 samples in each country and region
Allocations	Equal allocation by gender and age and gradual allocation by income (soft quota)
Criteria	<ul style="list-style-type: none"> • Males and females 20-69 years • Those who are employed (excluding those who are absent from work) • Living three years or more in the subject country
Organizer	PERSOL RESEARCH AND CONSULTING CO., LTD.

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On the whole, the percentages of married, high education attainment, full-time employee, and full-time were high. Because the major cities were the survey subjects, there were countries and regions where the average annual income tended to be high.

*Using colors for figures larger than the overall average of the 18 countries/regions

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
(Number of Respondents)	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
Average Age (years)	43.8	44.8	43.5	44.5	44.1	44.2	44.5	43.7	43.5	41.5	44.3	43.7	43.2	44.2	44.0	44.0	43.7	44.0	43.7
Married (%)	67.5	47.0	81.0	64.9	67.2	68.5	67.6	70.0	85.4	74.2	69.1	86.5	85.6	57.9	57.5	57.5	54.3	61.2	57.1
Have a child/children (%)	67.3	42.1	77.8	60.1	61.9	54.7	63.9	78.6	84.0	71.3	61.6	86.2	80.8	62.7	64.8	63.4	60.3	67.1	68.6
Graduate from university or higher (%)	63.7	58.9	65.3	77.0	70.9	58.9	65.7	76.8	60.8	63.4	67.5	74.0	83.8	61.9	70.6	54.4	36.4	54.8	41.8
Regular employee (%)	66.0	55.6	62.3	63.7	77.1	80.5	49.7	53.4	46.2	66.9	81.1	60.7	77.0	63.2	67.9	64.5	71.5	70.1	76.8
*Base: Permanent, fulltime employee (Number of Respondents)	(12033)	(556)	(624)	(640)	(772)	(807)	(526)	(539)	(463)	(669)	(813)	(608)	(862)	(634)	(686)	(647)	(715)	(702)	(770)
Full-time workers (%)	93.3	94.8	94.9	93.9	93.3	95.5	88.6	93.5	86.8	94.8	96.7	91.9	95.2	93.7	94.9	92.4	91.6	90.5	92.1
*Base: Permanent, fulltime employee, civil servant, non-government/non-business organization employee, specialist, and self-employed (Number of Respondents)	(14891)	(729)	(816)	(801)	(864)	(906)	(731)	(782)	(768)	(864)	(891)	(776)	(1041)	(768)	(846)	(804)	(815)	(852)	(837)
Managerial position (%)	36.8	12.4	37.0	31.5	45.1	40.1	29.0	30.3	32.9	48.2	49.9	50.7	53.2	36.7	37.9	36.6	37.8	33.3	17.8
Average annual income* (USD)	40,055	45,468	33,303	46,818	37,920	50,277	13,713	10,334	26,964	19,478	65,963	19,364	25,887	60,050	81,191	49,155	47,565	50,537	40,000

*Converted from the local currency at the rate on January 4, 2022, to US dollars.

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

*Details of the respondents' attributes are described at the end of these results

On the whole, the percentages of manufacturing, indirect departments, clerical, working at domestic companies were high. The percentage of changing one's job twice or more was also high.

*Using colors for figures above the overall average of the 18 countries/regions and the most chosen industry/job type

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe				
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden	
(Number of Respondents)	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)	
Predominant industry	Manufacturing	Manufacturing					Wholesale and retail	Manufacturing	Wholesale and retail		Manufacturing			Information and communications	Wholesale and retail		Education and learning support	Wholesale and retail	Finance and insurance	Medical services and welfare
Predominant type of work (*)	Clerical	Clerical	Indirect departments	Clerical	Indirect departments	Clerical	Production processing, production management, manufacturing	Clerical	Indirect departments			Clerical	Indirect departments	Clerical	Service industry	Clerical			Indirect departments	
No. of employees ≥1000 (%)	24.3	33.1	14.8	15.8	18.9	22.8	14.7	19.3	21.2	14.5	39.5	17.7	31.1	29.7	28.8	27.5	28.9	37.1	22.0	
Working for domestic companies (%)	—	90.6	91.9	91.6	85.5	69.1	78.3	63.6	80.8	74.8	58.4	72.7	72.8	73.2	72.5	60.4	64.3	79.0	71.3	
Average years of service (years)	9.9	11.3	13.4	8.1	11.2	9.9	9.5	7.7	10.1	9.5	8.9	9.9	9.8	8.8	9.4	8.7	10.3	12.8	9.3	
Average times of career change (time)	2.2	2.0	1.2	1.9	1.9	2.5	2.0	2.2	2.0	2.0	2.5	1.6	1.8	2.8	2.4	2.8	2.3	2.3	2.5	
Two or more career changes (%)	59.2	48.3	36.7	54.8	51.9	65.5	55.9	65.8	59.1	59.6	65.5	51.9	52.0	69.7	64.1	71.9	61.0	65.1	67.0	

(* Details of job types: Indirect (human resources, admin, finance, etc.), Clerical work (office clerk, receptionist, secretary, etc.), Production processing, production management, manufacturing (production process worker, etc.), Service work (customer service, beautician, cook, hospitality, etc.)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

I. Current Work Style

- When the current working environment (full-time employees) was compared with the 2019 survey,* we confirmed the tendency to diversify the places to work, such as the “Work from home” implementation rates in each APAC country and region significantly increased (the figure below). Regarding “Side jobs/subsidiary businesses,” Japan (5.6%), Indonesia (8.2%), Malaysia (6.0%), and the Philippines (5.8%) exceeded the overall average (2.9%) and were on an increasing trend. “Part-time” was also on an increasing trend and significantly increased in Taiwan and Vietnam.

*APAC Labor Market Status Survey in 2019: https://rc.persol-group.co.jp/thinktank/assets/APAC_2019_e.pdf

Base: Permanent, full-time employee

For survey results,
see the main part on pp. 18-20

<Current Working Environment (Full-time employees)>

*An arrow was added to the items of which the value changed plus or minus 5 points or more

Q. Select all of the items that apply to your current work style. (Multiple responses/Options: 11 items in 2022 and 9 items in 2019)

	East Asia										Southeast Asia										South Asia		Oceania			
	Japan		China		Korea		Taiwan		Hong Kong		Thailand		Philippines		Indonesia		Malaysia		Singapore		Vietnam		India		Australia	
	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019
(Number of Respondents)	(556)	(473)	(624)	(574)	(640)	(590)	(772)	(712)	(807)	(732)	(526)	(574)	(539)	(613)	(463)	(582)	(669)	(667)	(813)	(755)	(608)	(527)	(862)	(735)	(634)	(644)
Full-time	94.8	94.3	94.9	96.5	93.9	95.1	93.3	97.3	95.5	97.7	88.6	95.8	93.5	98.7	86.8	93.1	94.8	97.0	96.7	98.8	91.9	97.2	95.2	97.3	93.7	96.4
Part-time: 6-8 hours per day	3.2	1.7	3.2	1.4	4.5	3.4	13.2	3.8	3.8	1.6	9.9	5.9	6.7	2.9	15.3	15.3	6.7	4.0	3.7	1.3	9.7	2.3	7.2	3.8	4.6	3.1
I can work from home.	18.5	4.4	4.6	1.7	9.4	1.9	3.6	0.8	9.4	1.6	9.5	1.7	22.3	5.1	12.7	6.5	18.4	2.4	16.5	2.6	13.5	0.9	14.5	5.0	12.6	5.0
I can have a side job.	5.6	3.0	0.3	1.6	1.7	1.0	1.2	1.0	0.9	1.0	2.9	3.0	5.8	4.7	8.2	10.7	6.0	2.8	2.5	1.3	0.8	1.9	3.2	1.8	2.8	0.9

- Regarding working hours per week, the overall average was 41.8 hours. The longest was 46.5 hours in Vietnam, and the shortest was 36.9 hours in Australia. England, Germany, and Sweden fell below 40 hours and Japan was 41 hours, which was about average. Regarding the number of workdays, “5 days per week” was the mainstream but in Vietnam, “6 days per week” was for 48.5%.

For survey results,
see the main part on pp. 21-24

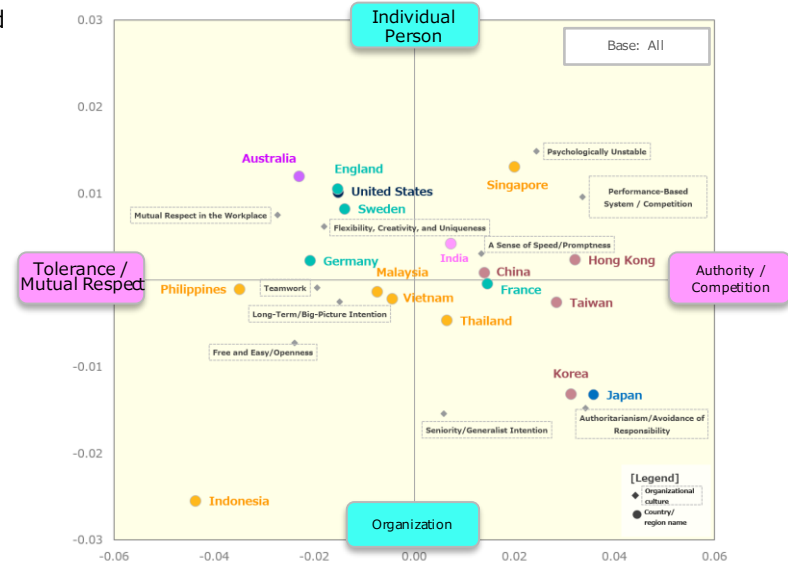
II.

Work Environment and Awareness of Work

- When each country and region was mapped based on the degree of similarity of organizational culture (figure on the right), Japan was characterized by “Authoritarianism / Avoidance of Responsibility” along with South Korea. Australia, United States, England, Germany, and Sweden tended to be characterized by flexible management that respect for individuals and Indonesia, the Philippines, Malaysia, and Vietnam tended to be characterized by free and easy culture that places importance on organizational harmonization.
- In the top 10 ranking of the items of organizational culture in each country and region, the following tendencies were observed.
(See the main part on pp. 31-33)
 - **East Asia** (Japan, China, South Korea, Taiwan, and Hong Kong) tended to put emphasis on order and harmony within the organization. Tendencies to require the performance-based system, a sense of speed, and promptness were also observed. In Japan, the characteristics as organizational culture, such as “It is assumed that you will be employed until retirement” were confirmed.
 - In Southeast Asia (Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam) and India, a tendency to put emphasis on flexibility, creativity, and uniqueness while respecting each other and valuing teamwork was observed. In Singapore, there was a tendency to require the performance-based system, a sense of speed, and promptness, which was close to East Asia.
 - Australia, the United States, and Europe (England, Germany, France, and Sweden) were characterized by the flat organizational culture that places importance on mutual respect within the workplace without prejudice to superiors and subordinates. In France, slightly different tendencies, such as authoritarianism, the performance-based system, and putting emphasis on the speed, were observed.

For survey results,
see the main part on pp. 26-33

<Mapping Based on the Degree of Similarity of Organizational Culture>



*How to see the figure

- Characterless items were plotted near the origin and the items having major characteristics were plotted away from the origin.
- Items having a strong association were plotted on the same direction from the origin.

*Names of the axes were named by interpreting the results of analyses.

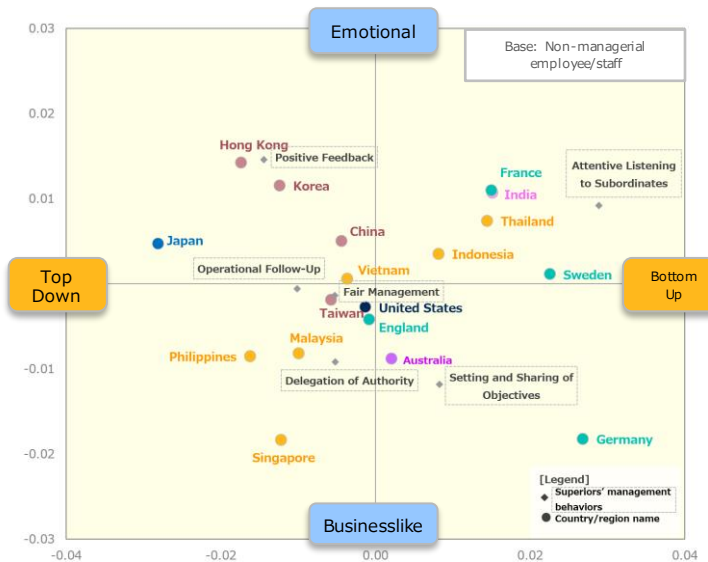
II.

Work Environment and Awareness of Work

- **When each country and region was mapped based on the degree of similarity of the superiors' management behaviors** (figure on the right), **Japan, South Korea, Hong Kong, and China were characterized by "Positive feedback."** France, Sweden, India, Thailand, and Indonesia tended to be characterized by "Attentive listening to one's subordinates," "Delegation of authority" for the Philippines, Malaysia, and Singapore, and "Setting and sharing of objectives" for Germany and Australia.
- **In the top 10 ranking of the items of the superiors' management behaviors in each country and region**, the following tendencies were observed. (See the main part on pp. 38-40)
 - **In East Asia** (Japan, China, South Korea, Taiwan, and Hong Kong), tendencies to improve one's subordinates' motivation **while giving positive feedback, such as gratitude and back-patting on a daily basis** were confirmed.
 - **In Southeast Asia** (Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam), tendencies to provide growth opportunities to one's subordinates by **giving / assignment of responsible roles/work which allows the respondents to learn skills and increase their capabilities** and to support operations as needed.
 - **In India**, tendencies to lead one's subordinates while **"Sharing visions and objectives" and "Attentively listening to problems and complaints at work"** were observed.
 - **In Australia, the United States, and Europe** (England, Germany, France, and Sweden), tendencies to put emphasis on treating one's subordinates in a fair manner and **build relationships to make it easy to consult about work** were observed.

For survey results,
see the main part on pp. 34-40

<Mapping Based on the Degree of Similarity of the Superiors' Management Behaviors>



- *How to see the figure
- Characterless items were plotted near the origin and the items having major characteristics were plotted away from the origin.
- Items having a strong association were plotted on the same direction from the origin.

*Names of the axes were named by interpreting the results of analyses.

II.

Work Environment and Awareness of Work

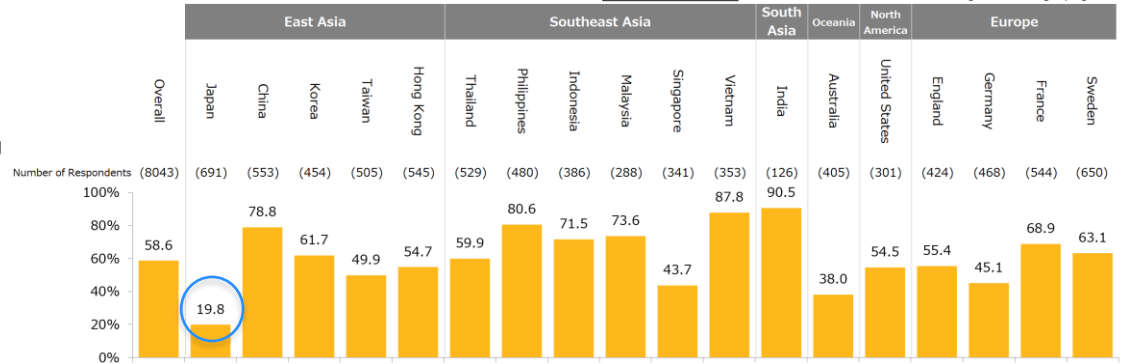
- When asked **the ways of thinking about work**, a tendency to demand “Assessment based on the results of one’s work” was high in all countries and regions. In addition, in China, Southeast Asia*1, India, the United States, and France, desire for improvement tended to be strong. On the other hand, **Japan was marked by a low level of “Desire to succeed” and “Motivation for work even by sacrificing one’s private life.**

For survey results,
see the main part on pp. 41-42

- Regarding the percentages of **the respondents who want to be in a managerial position** (figure on the right), the overall average was 58.6%. India had the highest percentage, which was 90.5%. **Japan was 19.8%, which was the lowest.**

<Percentages of the Respondents with an Intention to be in a Managerial Position>

Q. Do you want to be promoted to a managerial position at your current company? (Five-point scale) Base: Non-manual employees/staff *The scores show the total value of “Agree” and “Slightly agree”.



The difference between male and female (male had higher percentages) was large in Europe*2, the United States, Australia, Japan, and Malaysia.

The difference between male and female was relatively small in Southeast Asia (excluding Malaysia), East Asia*3 (excluding Japan), and India but in Indonesia and Singapore, female’s intention to be in a managerial position slightly surpassed male.

For survey results,
see the main part on pp. 43-46

- Regarding the points to put emphasis on when choosing a job, priorities of “My desired income” and “Balance between work and my personal life” were high in all countries and regions and the respondents also put emphasis on “Stable employment.”

Southeast Asia tended to put emphasis on “Improvement of skills and demonstration of capabilities” and Australia, the United States, and Europe tended to put emphasis on “Choice of working hours and place to work.” East Asia*3 was characterized by the fact that “Can work independently using my own judgment” was not included in the top 10 ranking of the items of the important points in choosing a job. **In Japan, “Personal relationships” and “Feel free to take a vacation” ranked higher than “The job is what I want to do.**

For survey results,
see the main part on pp. 50-59

*1 Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam *2 Europe = England, Germany, France, and Sweden

*3 East Asia = Japan, China, South Korea, Taiwan, and Hong Kong

III. Well-being

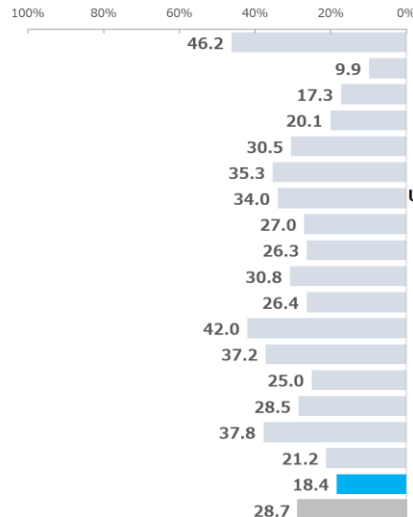
- Regarding the percentage of workers who “Feel happy through my work,” the overall average was 74.7%. The highest percentage was India’s 92.6% (figure below), followed by Indonesia, the Philippines, China, and Vietnam, which had around 90%. In Japan, South Korea, Taiwan, and Hong Kong, “I feel happy through my work” tended to be low. **Japan was the lowest at 49.1% and by age group, the 20s was the lowest.**

For survey results, see the main part on pp. 65-73

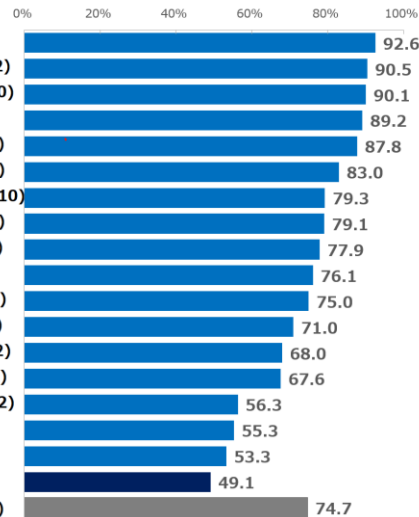
<I Feel Happy/Unhappy through My Work>

Q. Select the most applicable option to your work. (Five-point scale / 2 options) *The scores are in descending order of the total value of “Applicable” and “Slightly applicable”

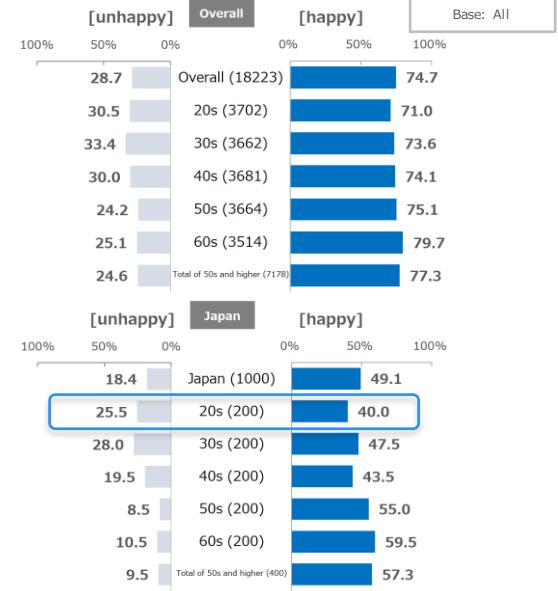
▼[I feel unhappy through my work.]



▼[I feel happy through my work.]



<I Feel Happy/Unhappy through My Work > (By age group)



() : the number of respondents

III. Well-being

- Diversity and inclusion in the workplace tended to be low in Japan and South Korea** (figure below). On the other hand, those items were high in China, India, the Philippines, Vietnam, and the United States. In Japan and South Korea, ease of working for “Females,” “Young people,” “Racial and ethnic minorities,” and “Immigrants and foreign workers” particularly fell below the overall average. **In addition, Japan was characterized by the fact that the ease of working for “Seniors” surpassed the ease of working for “Young people.”**

For survey results, see the main part on pp. 74-77

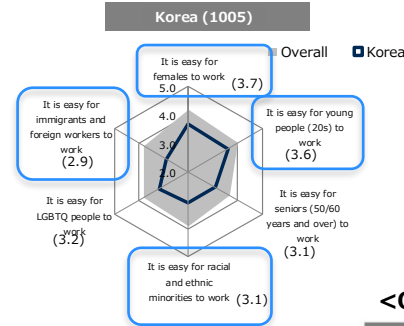
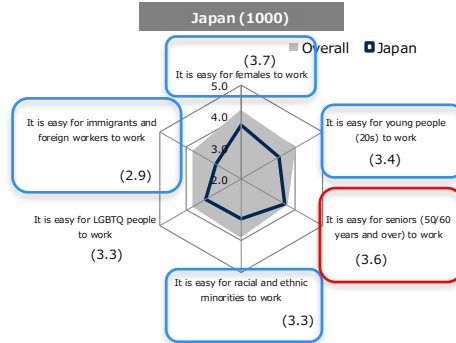
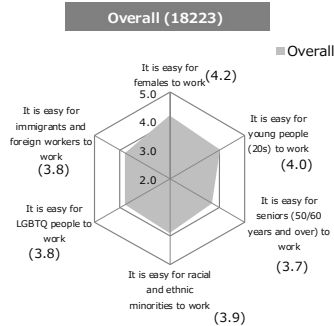
<Diversity/Inclusion in the Workplace>

Q. Is it easy or difficult for XX to work in the workplace? (Five-point scale / 6 options)

*The scores are average values on a five-point scale

Base: All

* () next to the Country and Region Name is the number of respondents

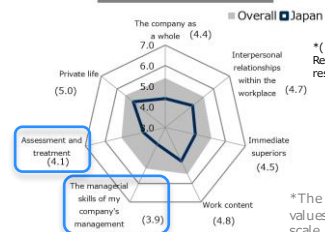


- Overall satisfaction for work and private life was high in China, India, the Philippines, Vietnam, Indonesia, and the United States but tended to be low in Japan, South Korea, Taiwan, Hong Kong, and Singapore. In Japan, satisfaction for “The managerial skills of my company’s management” and “Assessment and treatment” were particularly low.**

<Overall Satisfaction>

Japan (1000)

Base: All



* () next to the Country and Region Name is the number of respondents

*The scores are average values on the seven-point scale.

For survey results, see the main part on pp. 78-81

IV. Intention for Continued Service and Job Change

- Regarding the overall averages, the intention for continued service was about 70% and the intention to change jobs and the intention to go independent and start my own business were 35% (figure below). In Japan, the percentage of “I want to continue working at my current place of employment” was 56.0%, which was the lowest among the 18 countries and regions. In addition, the intention to change jobs was the second lowest at 25.9% and the intention to go independent and start one’s own business was the lowest at 20.0%. In Japan, results showed that the respondents’ motivation to continue working at their current place of employment was low but were not actively thinking about going independent and starting their own business.

For survey results, see the main part on pp. 83-87

<Intention for Continued Service>

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale) *The scores show the total value of “Completely agree” and “Slightly agree”.

Base: All	East Asia						Southeast Asia						South Asia	Oceania	North America	Europe			
	Overall	Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
(Number of Respondents)	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
I want to continue working at my current place of employment	71.2	56.0	85.7	64.1	58.7	68.7	70.9	74.3	58.8	69.3	66.0	73.3	88.5	71.1	79.3	71.6	74.6	77.1	72.3
I want to move to another job/company	35.2	25.9	37.3	28.4	42.7	34.0	33.6	31.1	20.2	35.6	45.2	32.0	56.8	32.9	41.8	31.9	30.4	34.5	36.6
I want to quit the current employment and go independent/start my own business	35.1	20.0	40.4	27.0	37.3	24.8	38.9	43.8	52.1	36.7	33.7	35.8	57.9	26.8	40.7	27.0	23.4	31.0	31.9

*Using colors for the high/low scores in each country and region by item (High scores: red / Low scores: gray)

- Regarding the respondents whose annual salary went up after changing jobs, the overall average was about 50% but India was high at 70.0% and Japan was the lowest at 41.1%. On the other hand, the overall average of those whose annual salary went down was 15%, but Japan was the highest at 33.7%. Japan tended to have many cases of changing jobs by lowering the annual salary and company size compared to other countries and regions.

For survey results, see the main part on pp. 88-94

- “I am dissatisfied with my salary” as the reason for changing jobs was common to each country and region. Dissatisfaction with promotion and assessments also ranked high. As other reasons, “The company’s prospects were uncertain” and “There was too much overtime work/not enough days off” ranked high in East Asia^{*1}, “I wanted to build a broad base of experience and knowledge and acquire specialist knowledge” ranked high in Southeast Asia^{*2} and India, and “There was other work I wanted to do” ranked high in Australia, the United States, and Europe^{*3} ranked high. Japan was characterized by the facts that the items on career, such as “I wanted to build a broad base of experience and knowledge and acquire specialist knowledge” and “There was other work that I wanted to do,” were not included in the top 10, and there was a lot of dissatisfaction with interpersonal relationships, such as “Interpersonal relationships did not work well,” “There was no one there I could respect,” and “No environment to train employees.”

For survey results, see the main part on pp. 95-102

*1 East Asia = Japan, China, South Korea, Taiwan, and Hong Kong *2 Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam *3 Europe = England, Germany, France, and Sweden

V. Personal Growth and Improvement

- **“Degree of desire for growth”**: The percentage of the respondents who thought the growth through work was important was 93.2% as the overall average. Japan was 79.5%, which was the lowest.
- **“Degree of awareness of growth”**: The percentage of the respondents who were aware of the growth through work was 81.3% as the overall average. Japan was 52.6%, which was the lowest.

In Japan, the low level of the “Degree of awareness of growth” stood out and in particular, a tendency wherein the scores rapidly decreased among the middle and old aged respondents who were in their 40s and older was observed.

For survey results, see the main part on pp. 104-109

- **Learning and self-development conducted outside one’s workplace for the purpose of one’s growth**: Learning and self-development commonly ranked high in each country and region were “Reading,” “Training courses, seminars, and study sessions.” The Philippines, Indonesia, Malaysia, Vietnam, and India tended to be active in self-development outside one’s workplace. On the other hand, the percentage of **“I haven’t done anything in particular”** was 18.0% as the overall average. **Japan was the highest at 52.6% and the low level of motivation for self-development stood out.**

For survey results, see the main part on pp. 110-121

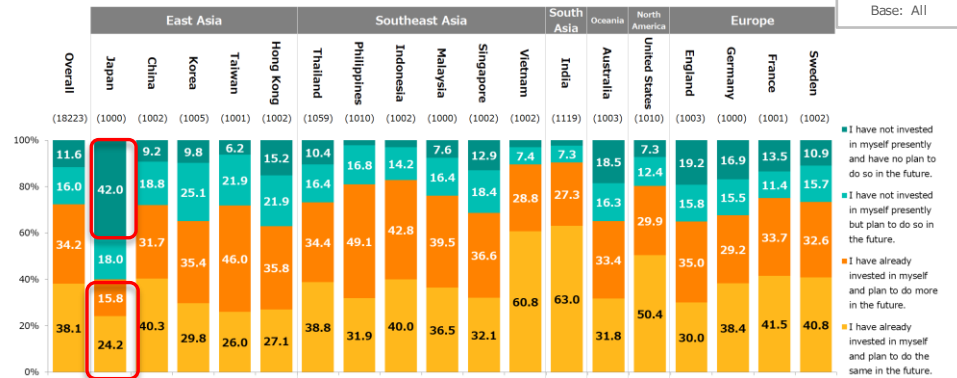
- **“Investment in oneself” for learning and self-development outside one’s workplace**: The percentage of “I have already invested in myself” was over 70% as the overall average (figure on the right). India, Vietnam, Indonesia, the Philippines, and the United States exceeded 80% and were motivated for self-development.

On the other hand, the percentage of “I have already invested in myself” in Japan was 40.0%, which was the lowest. In addition, the percentage of “I have not invested in myself presently and have no plan to do so in the future” was 42.0% and the low level of motivation for self-development stood out compared to other countries and regions.

For survey results, see the main part on pp. 122-127

<Investment in Oneself for Learning and Self-Development>

Q. Select the items that apply regarding investment in learning and self-development outside your workplace. (Four-point scale)



(): the number of respondents

VI. Intention for Global Employment Intention

- “United States” ranked first as the overall average in **the countries and regions where the respondents would like to work in**, followed by “Japan,” “England,” “Canada,” and “Singapore” (figure below). **In Southeast Asia*1, Taiwan, and Hong Kong, “Japan” ranked high in the countries and regions where the respondents would like to work. However, as compared to the 2019 survey, the percentage of those wishing for Japan decreased by 10 points or more in Thailand, Vietnam, and Taiwan. In addition, Japan was the highest in “I do not want to work in any other countries (I only want to work in my own country)” at about 50%.**

<Countries/Regions the Respondents Would Like to Work in>

Base: All

For survey results, see the main part on pp. 129-134

Q. If you could work anywhere in the world, which countries or regions would you like to work in? (Multiple responses / 31 options)

Countries/Regions the Respondents Would Like to Work in (Top 5 in Each Country)

	Overall (18223)	Country of residence																		
		East Asia					Southeast Asia					South Asia	Oceania	North America	Europe					
		Japan (1000)	China (1002)	Korea (1005)	Taiwan (1001)	Hong Kong (1002)	Thailand (1059)	Philippines (1010)	Indonesia (1002)	Malaysia (1000)	Singapore (1002)	Vietnam (1002)	India (1119)	Australia (1003)	United States (1010)	England (1003)	Germany (1000)	France (1001)	Sweden (1002)	
1st	United States 30.2	United States 29.0	Singapore 18.2	United States 45.7	United States 29.0	England 31.4	Japan 46.6	United States 55.4	Japan 55.3	Singapore 39.7	United States 30.6	Japan 45.8	United States 39.2	England 27.7	England 25.6	United States 30.8	United States 24.7	Canada 27.1	United States 26.6	
2nd	Japan 26.5	Australia 21.5	Hong Kong 16.0	Canada 25.2	Japan 28.5	Japan 29.3	33.4	54.5	41.3	38.8	Australia 29.6	40.3	30.7	26.4	Canada 21.3	Canada 22.7	Switzerland 20.2	24.5	England 18.8	
3rd	England 22.5	Singapore 18.3	Japan 15.4	Australia 24.1	China 23.6	Taiwan 28.0	29.9	53.9	40.2	34.7	Japan 24.4	Singapore 31.4	Australia 28.7	United States 24.1	Japan 19.9	Australia 17.7	Sweden 16.3	Switzerland 21.7	Norway 18.5	
4th	Canada 21.2	England 18.1	France 14.6	22.3	19.6	24.5	28.1	40.6	35.1	34.6	24.4	25.9	26.2	20.9	18.7	14.8	16.2	18.0	16.5	
5th	Singapore 20.7	Canada 15.9	Germany 14.0	Japan 22.2	Canada 16.7	Singapore 24.0	Korea 25.1	Australia 36.4	Germany 31.0	United States 29.2	New Zealand 23.5	England 24.9	Canada 25.9	Singapore 18.7	Australia 16.1	France 14.4	Canada 15.7	Japan 17.3	New Zealand/Canada 12.9	
I do not want to work in any other countries (I only want to work in my own country)	19.0	47.2	39.8	16.8	11.9	18.1	6.6	2.5	5.8	8.2	12.9	3.1	4.6	27.6	31.3	30.1	28.1	19.4	30.8	

- Regarding nationality of the company the respondents would like to work for, “Domestic company” ranked first in all countries / regions and China and Japan exceeded 80%. Popularity of “US company” was high and the Philippines, which had the highest score, exceeded 50%. Intentions to work for “Japanese company” was high in Southeast Asia but had a decreasing trend compared to the 2019 survey and in particular, in Thailand, the Philippines, and Vietnam, the scores decreased by 10 points or more.**

For survey results, see the main part on pp. 139-142

- Countries/regions that were highly interested in **global career formation, global business, and improvement of the benefits in a country other than one’s country** were Hong Kong, Southeast Asia, and India. On the other hand, **Japan fell below the overall averages in all items, and the low level of motivation for global working stood out.**

For survey results, see the main part on pp. 143-151

*1 Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam

VII. Actual Working Conditions and Changes in Awareness due to the Impact of the COVID-19 Pandemic

- When asked about the changes in the actual working conditions from the impact of the COVID-19 pandemic, changes in “Telework increased” and “My income was reduced” ranked high in many countries and regions. In Japan, “I became more worried about my future career” and “Work productivity went down” were the lowest compared to other countries and regions and the impact on employment and operations was relatively small. On the other hand, both items of “Communication with my supervisors and colleagues declined” and “Managing those working under me became more complex and my workload increased” were included in the top five, and the results showed the impact on management.
- The overall top item in the changes in more awareness due to the COVID-19 pandemic was “I want to keep working stably in my current company” (figure below). In Japan, changes in awareness of “I want to reduce my working hours” and “I want to work on the side” were higher than other countries and regions and “I want to become independent or start a business” and “I want to digitalize my work more” tended to be low.

For survey results, see the main part on pp. 153-160

For survey results, see the main part on pp. 161-167

<Changes in Awareness of Work due to the Impact of the COVID-19 Pandemic> (Differences with the overall averages)

Q. Are there things you became more aware about because of the COVID-19 pandemic? Click your top 3 in order. (Top 3 in order or priority/Options: 14 items) [Selectivity up to third place] Difference between “Overall” and “Each Country/Region” in the TOP 10

*Scores of “Each country/region” are the differences calculated by subtracting “Overall” values from each score on the previous page (+ is higher than the Overall and - is lower than the Overall)

Base: All

	Overall (%) (18223)	East Asia					Southeast Asia					South Asia	Oceania	North America	Europe				
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
		(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
I want to keep working stably in my current company.	34.1	0.7	2.6	7.4	- 6.7	- 0.5	- 2.2	0.5	1.0	3.6	1.9	0.4	- 7.0	5.3	- 1.3	4.8	0.0	- 2.5	- 5.5
I want to increase work productivity.	29.2	- 3.8	9.2	3.7	- 0.3	- 3.2	-12.6	9.2	11.0	6.7	0.5	0.3	0.7	- 1.6	- 1.2	0.2	- 4.3	- 8.1	- 9.4
I want to digitalize my work more.	27.5	- 6.3	2.7	7.4	- 4.3	- 4.4	9.1	0.8	0.5	5.8	7.5	0.9	3.9	- 3.8	- 4.9	- 4.9	- 3.3	- 9.3	- 2.5
I want to reduce my working hours.	25.3	8.6	- 1.6	7.8	0.4	9.7	- 4.0	- 5.3	-11.8	0.4	7.3	-10.5	- 4.3	4.2	0.2	5.9	3.6	- 1.9	- 2.0
I want to keep teleworking.	24.9	0.1	3.9	-10.4	0.8	10.3	0.6	- 8.8	- 3.7	- 4.9	1.3	2.8	- 5.9	- 1.0	2.2	- 5.3	5.8	9.6	6.0
I want to work on the side.	21.8	7.0	- 3.4	8.5	5.0	4.4	8.1	- 6.0	10.9	- 0.7	- 6.7	- 4.6	- 4.6	- 4.3	- 2.1	- 4.8	- 3.6	- 2.6	- 1.8
I want to become independent or start a business (incl. freelancing).	20.9	- 9.3	- 6.0	- 2.2	- 0.8	- 1.1	10.3	13.6	17.5	2.8	- 4.9	2.9	0.4	- 5.8	- 2.6	- 3.3	- 8.4	- 7.7	- 3.2
I want to communicate more with supervisors and colleagues.	19.1	- 2.4	- 1.2	- 1.6	- 3.5	- 4.1	- 1.0	- 1.0	- 4.4	- 0.9	- 2.2	4.7	5.1	- 0.3	1.8	0.4	2.7	5.5	1.5
I want to balance work with childcare or nursing.	18.3	- 4.8	- 5.6	- 8.2	0.9	- 5.5	- 4.9	3.9	6.8	3.9	- 3.6	19.1	3.7	- 4.0	- 3.2	- 2.9	- 1.4	2.2	- 1.6
I want to relearn.	18.2	0.2	2.2	- 0.2	3.0	0.0	8.7	7.5	- 4.7	- 1.0	0.4	-10.1	2.1	1.5	1.9	0.0	- 3.6	- 7.5	- 1.6

*Used colors for the sizes of the differences calculated by subtracting “Overall” values from “Each country/region” (Large difference: Red / small difference: Gray) *() : the number of respondents

I. Current Work Styles

**Current
Working
Environment
(Full-time
employees)**

“Full-time work” was 90% or more as the overall average in 18 countries and regions. As compared to the 2019 survey^{*1}, tendencies that diversification of the places to work, in addition to “Work from home,” progressed in each APAC country and region was confirmed. Part-time (6 or more hours but fewer than 8 hours) was on an increasing trend.

- When asked about the current working environment to full-time employees, “Full-time work” was 93.3% as the overall average in 18 countries and regions.
- “Work from home” was 11.9% as the overall average. The Philippines was the highest at 22.3%, followed by Japan (18.5%), Malaysia (18.4%), Singapore (16.5%), and India(14.5%). China, South Korea, Taiwan, Hong Kong, Thailand, Germany, and Sweden were less than10%. As compared to the 2019 survey, “Work from home” significantly increased in each APAC country and region and Japan increased by 14.1 points. Part-time (6 or more hours but fewer than 8 hours) was also on an increasing trend and significantly increased in Taiwan and Vietnam.
- The results showed that the places to work have diversified, such as “Work from home,” “Mobile work,” “Work in a satellite office,” and “Remote work” surpassed the overall averages in Southeast Asia^{*2}, India, and France.
- “I can have a side job” was 2.9% as the overall average. Indonesia was the highest at 8.2%, followed by Malaysia (6.0%), the Philippines (5.8%), and Japan (5.6%).
- “I can get a long leave (at least two weeks consecutively)” was 4.6% as the overall average. Although India, Australia, and Europe^{*3} were higher than East Asia^{*4} and Southeast Asia, the scores were less than 10%.

^{*1} “APAC Labor Market Status Survey in 2019”: https://rc.persol-group.co.jp/thinktank/assets/APAC_2019_e.pdf

^{*2} Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam ^{*3} Europe = England, Germany, France, and Sweden ^{*4} East Asia = Japan, China, South Korea, Taiwan, and Hong Kong

1. Current Working Environment

Q. Select all of the items that apply to your current work style. (Multiple responses / 11 options)

*Using colors for the high/low scores in each country and region by item (High scores: red / low scores: gray)

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
Number of Respondents	(12033)	(556)	(624)	(640)	(772)	(807)	(526)	(539)	(463)	(669)	(813)	(608)	(862)	(634)	(686)	(647)	(715)	(702)	(770)
Full-time	93.3	94.8	94.9	93.9	93.3	95.5	88.6	93.5	86.8	94.8	96.7	91.9	95.2	93.7	94.9	92.4	91.6	90.5	92.1
Part-time: 6-8 hours per day	6.4	3.2	3.2	4.5	13.2	3.8	9.9	6.7	15.3	6.7	3.7	9.7	7.2	4.6	3.8	5.4	5.7	5.0	5.7
Part-time: Fewer than 6 hours per day	2.1	1.4	1.1	0.8	3.5	1.5	2.7	2.8	1.1	4.0	1.1	1.8	6.3	1.1	1.5	1.1	1.1	2.6	1.3
I can choose the number of workdays per week or month.	3.6	2.0	2.1	2.3	2.6	2.1	2.5	4.3	3.9	5.1	3.2	2.0	12.1	2.2	3.8	3.4	2.9	4.1	2.5
I can work in a satellite office.	3.8	5.0	3.4	3.1	1.9	4.2	3.0	8.0	5.0	4.0	2.5	3.0	8.4	3.2	2.8	3.1	1.5	4.8	1.4
I can work with a mobile device outside the office(mobile work, working outside at cafes, etc.).	6.1	5.9	1.8	1.7	3.2	3.8	9.5	9.5	5.8	10.2	6.6	6.4	13.1	3.9	6.0	5.9	4.8	7.3	4.0
I can work from home.	11.9	18.5	4.6	9.4	3.6	9.4	9.5	22.3	12.7	18.4	16.5	13.5	14.5	12.6	10.3	13.3	9.1	12.7	6.2
I can work remotely (doing mainly remote work while living outside of commuting distance of my workplace).	6.7	2.3	2.2	2.5	3.2	3.8	8.9	10.2	5.4	12.0	9.6	6.6	13.0	5.7	6.9	9.0	3.2	11.0	3.5
I can get long leave (at least two weeks consecutively).	4.6	4.0	2.4	1.9	1.4	2.7	1.7	5.6	3.7	4.6	5.4	1.5	7.2	7.9	4.8	7.9	6.0	6.8	6.2
I can have a side job.	2.9	5.6	0.3	1.7	1.2	0.9	2.9	5.8	8.2	6.0	2.5	0.8	3.2	2.8	4.7	2.6	2.9	1.1	2.6
None of the above apply	0.1	0.4	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.0	0.3	0.4	0.0

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Current Working Environment (Chronological order)

Q. Select all of the items that apply to your current work style. (Multiple responses/Options: 11 items in 2022 and 9 items in 2019)

*An arrow was added to the items of which the value changed plus or minus 5 points or more

	East Asia										Southeast Asia										South Asia		Oceania			
	Japan		China		Korea		Taiwan		Hong Kong		Thailand		Philippines		Indonesia		Malaysia		Singapore		Vietnam		India		Australia	
	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019
(Number of Respondents)	(556)	(473)	(624)	(574)	(640)	(590)	(772)	(712)	(807)	(732)	(526)	(574)	(539)	(613)	(463)	(582)	(669)	(667)	(813)	(755)	(608)	(527)	(862)	(735)	(634)	(644)
Full-time	94.8	94.3	94.9	96.5	93.9	95.1	93.3	97.3	95.5	97.7	88.6	95.8	93.5	98.7	86.8	93.1	94.8	97.0	96.7	98.8	91.9	97.2	95.2	97.3	93.7	96.4
Part-time: 6-8 hours per day	3.2	1.7	3.2	1.4	4.5	3.4	13.2	3.8	3.8	1.6	9.9	5.9	6.7	2.9	15.3	15.3	6.7	4.0	3.7	1.3	9.7	2.3	7.2	3.8	4.6	3.1
Part-time: Fewer than 6 hours per day	1.4	0.2	1.1	0.9	0.8	0.5	3.5	0.3	1.5	0.7	2.7	1.4	2.8	0.2	1.1	1.2	4.0	0.3	1.1	0.4	1.8	0.6	6.3	1.1	1.1	1.4
I can choose the number of workdays per week or month.	2.0	1.1	2.1	0.7	2.3	1.2	2.6	0.4	2.1	0.7	2.5	1.2	4.3	1.6	3.9	2.6	5.1	1.2	3.2	0.8	2.0	0.4	12.1	2.4	2.2	2.5
I can work in a satellite office.	5.0	2.1	3.4	1.4	3.1	3.7	1.9	1.0	4.2	0.8	3.0	1.6	8.0	4.1	5.0	3.1	4.0	1.6	2.5	1.2	3.0	2.3	8.4	2.0	3.2	1.2
I can work with a mobile device outside the office (mobile work, working outside at cafes, etc.).	5.9	2.3	1.8	1.7	1.7	1.2	3.2	1.4	3.8	1.5	9.5	3.0	9.5	4.1	5.8	7.4	10.2	3.4	6.6	3.7	6.4	1.7	13.1	5.6	3.9	4.3
I can work from home.	18.5	4.4	4.6	1.7	9.4	1.9	3.6	0.8	9.4	1.6	9.5	1.7	22.3	5.1	12.7	6.5	18.4	2.4	16.5	2.6	13.5	0.9	14.5	5.0	12.6	5.0
I can work remotely (doing mainly remote work while living outside of commuting distance of my workplace).	2.3	-	2.2	-	2.5	-	3.2	-	3.8	-	8.9	-	10.2	-	5.4	-	12.0	-	9.6	-	6.6	-	13.0	-	5.7	-
I can get long leave (at least two weeks consecutively).	4.0	-	2.4	-	1.9	-	1.4	-	2.7	-	1.7	-	5.6	-	3.7	-	4.6	-	5.4	-	1.5	-	7.2	-	7.9	-
I can have a side job.	5.6	3.0	0.3	1.6	1.7	1.0	1.2	1.0	0.9	1.0	2.9	3.0	5.8	4.7	8.2	10.7	6.0	2.8	2.5	1.3	0.8	1.9	3.2	1.8	2.8	0.9
None of the above apply	0.4	1.3	0.2	0.7	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.2

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

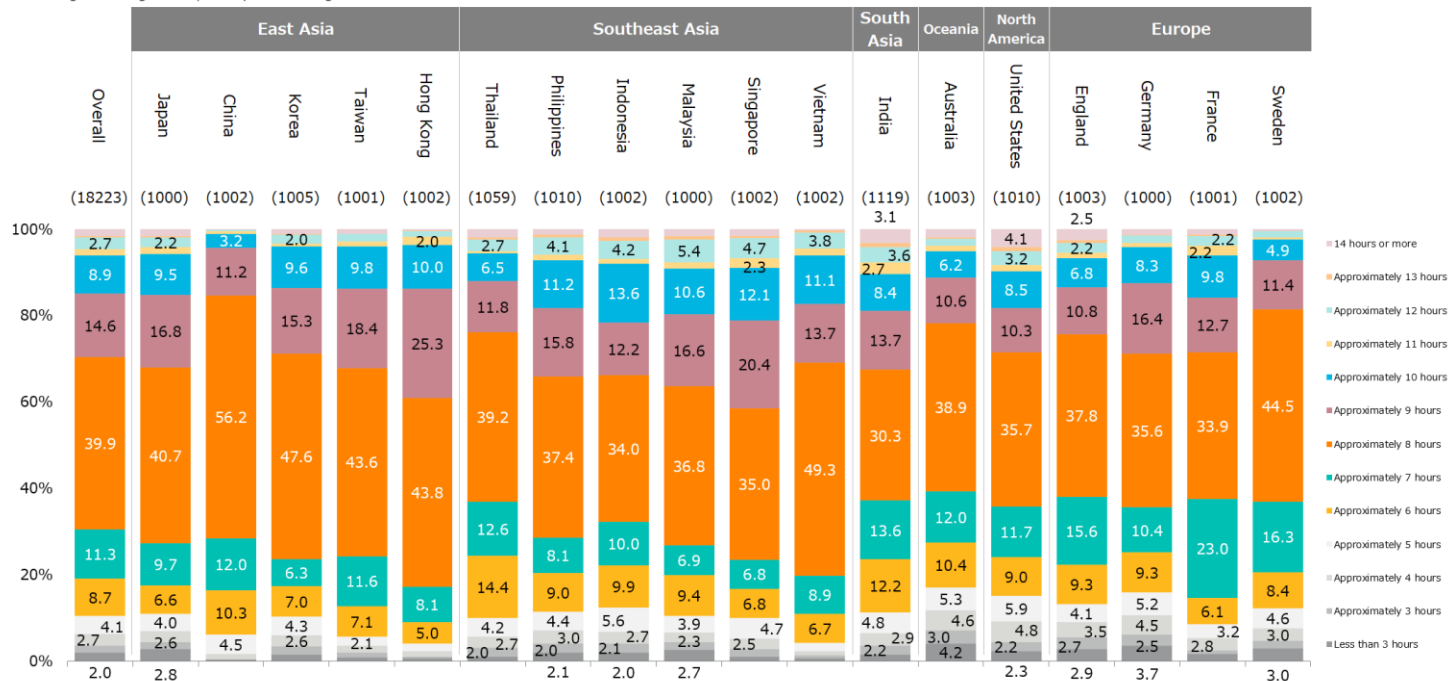
Working Hours / Working Days

The overall average of working hours per week was 41.8 hours. The longest hours were Vietnam's 46.5 hours and the shortest hours were Australia's 36.9 hours. England, Germany, and Sweden fell below 40 hours and Japan was 41 hours, which were just about average. Regarding the workdays per week, "5 days per week" was the mainstream but in Vietnam, "6 days per week" accounted for about 50%.

- The overall averages of working hours per day (including overtime work) were "Approximately 7 hours" (11.3%), "Approximately 8 hours" (39.9%), and "Approximately 9 hours" (14.6%). In Hong Kong and Singapore, the total of "Approximately 9 hours" or more was high as it was about 40%.
- Regarding the overall averages of workdays per week, "5 days per week" was 60.1% and "6 days per week" was 20.3%. "6 days per week" was high at 48.5% in Vietnam and was at the 30% level in Thailand, the Philippines, Indonesia, and India.
- The overall average of average working hours per week was 41.8 hours. The longest was Vietnam's 46.5 hours and the shortest was Australia's 36.9 hours. Japan was 41 hours and ranked eleventh (descending order of working hours). Regarding Vietnam, the influence of the workdays was considered.
- When the average working hours per week was compared based on men and women, Australia had the largest difference and men worked 7.5 hours longer. On the other hand, the difference between men and women was small in China, Taiwan, Thailand, Singapore, and Vietnam, which was less than an hour.

2. Working Hours per Day

Q. Select your average working hours per day. *Including overtime work.



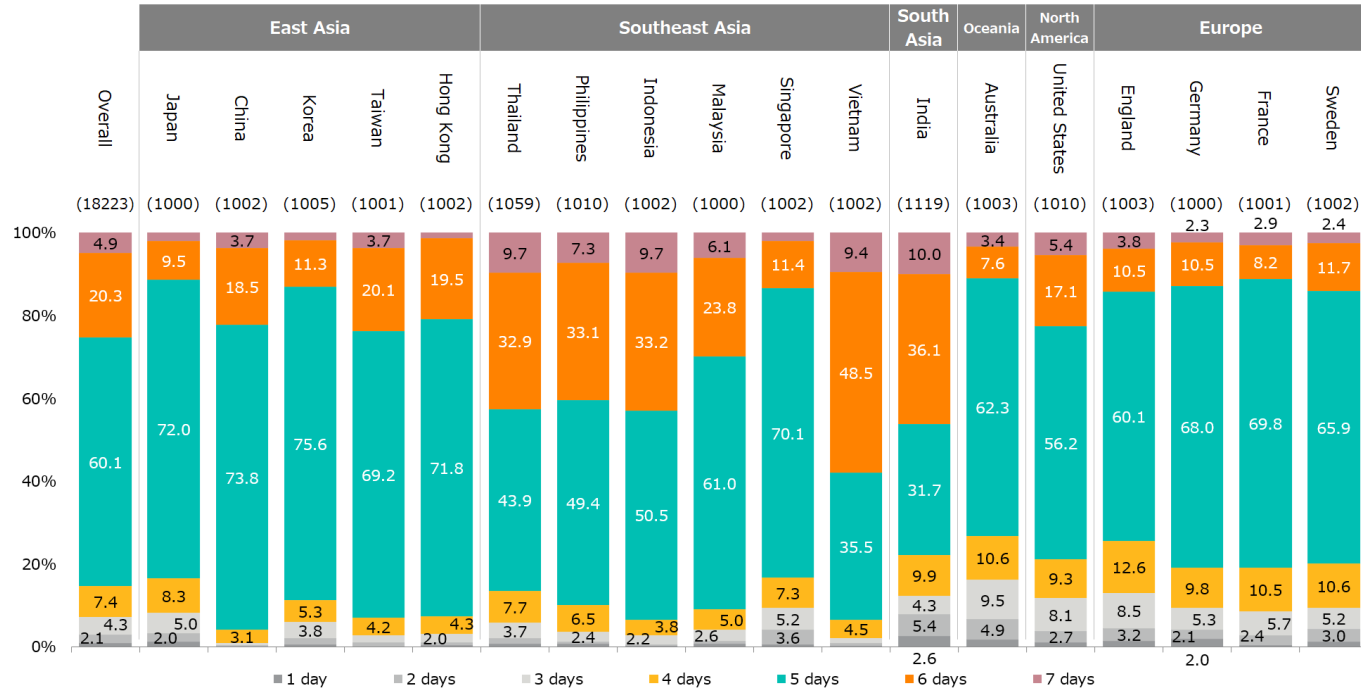
Overall	Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden	
(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)	
2.0	2.8					2.0	2.1	2.0	2.7	2.5	2.7	2.2	3.0	2.3	2.9	3.7	2.8	3.0	
Average Hours	7.9	7.9	7.7	7.9	8.0	8.2	7.7	7.9	7.9	8.1	8.2	8.2	7.9	7.4	7.8	7.6	7.5	7.9	7.5
Rankings	-	6th	13th	6th	5th	1st	13th	6th	6th	4th	1st	1st	6th	18th	12th	15th	16th	6th	16th

*() : the number of respondents *Using colors for the high/low scores (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

3. Working Days per Week

Q. Select your average working days per week.



Average Number of Days	5.0	4.8	5.2	4.9	5.2	5.1	5.3	5.3	5.4	5.2	4.8	5.6	5.1	4.6	4.9	4.7	4.8	4.8	4.8	
Rankings	-	12th	5th	10th	5th	8th	3rd	3rd	2nd	5th	12th	1st	8th	18th	10th	17th	12th	12th	12th	12th

*() : the number of respondents *Using colors for the high/low scores (High scores: red/ low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

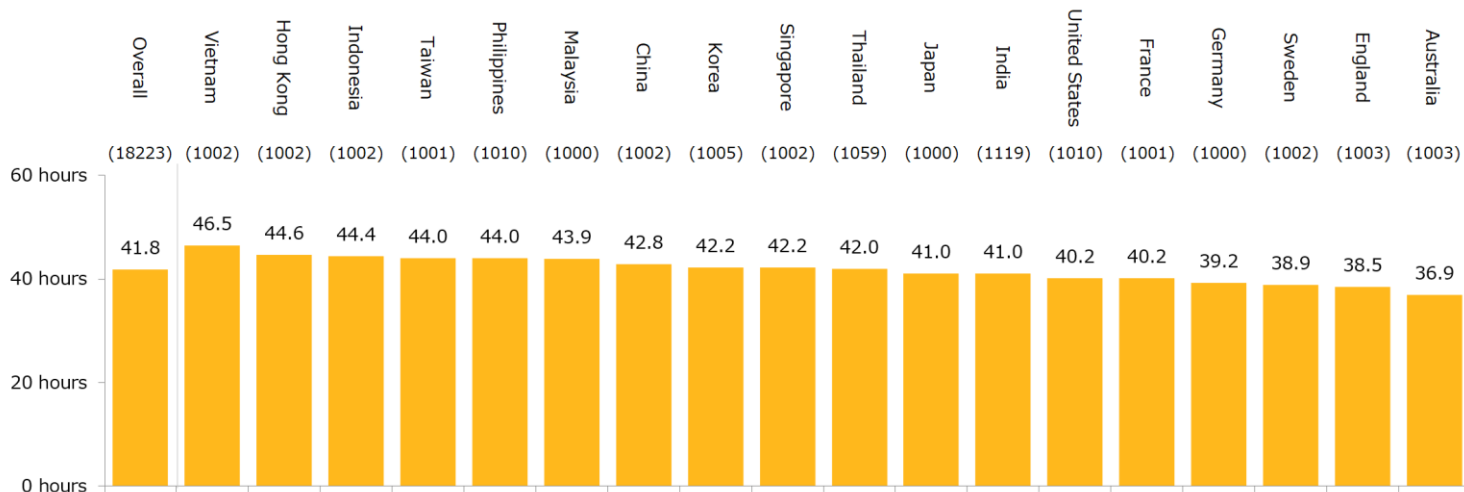
4. Working Hours per Week

Q. Weekly working hours

▼ Average Weekly Working Hours (Hour)

*Calculating weekly working hours by multiplying working hours per day by the number of working days per week.

*Countries/regions were in descending order of working hours from the left



	Overall	Vietnam	Hong Kong	Indonesia	Taiwan	Philippines	Malaysia	China	Korea	Singapore	Thailand	Japan	India	United States	France	Germany	Sweden	England	Australia
Male	(9000) 43.1	(500) 46.3	(500) 45.5	(500) 45.1	(500) 44.4	(500) 46.4	(500) 44.8	(500) 42.8	(500) 43.9	(500) 42.0	(500) 42.2	(500) 43.1	(500) 43.1	(500) 41.4	(500) 42.0	(500) 40.6	(500) 40.5	(500) 41.2	(500) 40.7
Female	(9000) 40.6	(500) 46.6	(500) 43.6	(500) 43.7	(500) 43.7	(500) 41.7	(500) 43.0	(500) 42.9	(500) 40.4	(500) 42.5	(500) 41.7	(500) 38.9	(500) 40.6	(500) 38.9	(500) 38.5	(500) 37.7	(500) 37.3	(500) 35.8	(500) 33.2
Male - Female	2.5	- 0.3	1.9	1.4	0.7	4.7	1.8	- 0.1	3.5	- 0.5	0.5	4.2	2.5	2.5	3.5	2.9	3.2	5.4	7.5

* () : the number of respondents.

However, the respondents who answered, "Other than male and female" and "Prefer not to answer" were included in the total respondents. For more information, see p. 170.

*Using colors for the high/low scores (High scores: red/ low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

II. Working Environment and Awareness of Work

**Organizational
Culture**
(Rankings)

As the overall tendency, respondents put emphasis on “Mutual respect in the workplace” and “Teamwork.” In addition, East Asia was characterized by “Authoritarianism / avoidance of responsibility,” “Performance-based system,” and “Speed/promptness,” Southeast Asia and India was characterized by “Flexibility, creativity, and uniqueness,” and Australia, the United States, and Europe were characterized by flat organizational culture “Without prejudice to superiors and subordinates.”

- The top five of the overall averages in organizational culture were “People from all walks of life are respected as members of the workplace,” “We understand and acknowledge each other,” “We’re all in this together as a team,” “There is an atmosphere of unity and working towards a goal,” and “People who focus on harmony are more valued than those who work selfishly.”
- In East Asia (Japan, China, South Korea, Taiwan, and Hong Kong), “The general atmosphere is to just go along with whatever upper management decides,” “The most important thing in the company is not to make waves,” and “People who focus on harmony are more valued than those who work selfishly” ranked high and the tendency to put emphasis on order and harmony within the workplace was strong. An item related to the performance-based system and an item that demands a sense of speed/promptness ranked high as well.
- In Japan, “It is assumed that you will be employed until retirement” ranked tenth and a character as organizational culture was confirmed.
- In China, “Winning the competition among members will be the subject of evaluation” ranked third, which was a character not seen in other countries and regions. “It is recommended to think flexibly without being bound by past practices and existing rules,” “Taking action first and thinking as you go is encouraged,” and “Quick decision making is respected, even if it is a bit rough” were included in the top 10 and there was a tendency to put emphasis on flexibility and the speed.
- The top three in South Korea were “The most important thing in the company is not to make waves,” “The general atmosphere is to just go along with whatever upper management decides,” and “People who focus on harmony are more valued than those who work selfishly,” which were all around 90%. The results strongly indicated the tendency to put emphasis on order and harmony in the organization.
- In Taiwan and Hong Kong, “The end result is more important than the work process” ranked first but different tendencies were also observed as “There is an emphasis on the pursuit of long-term results rather than immediate results” in Taiwan and “Time and speed are more important than taking the time to consider” in Hong Kong were included in the top 10.

**Organizational
Culture**
(Rankings)

- In Southeast Asia (Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam) and India, a tendency to put emphasis on flexibility, creativity, and uniqueness while placing importance on mutual respect and teamwork was observed.
- Thailand and Indonesia were characterized by the fact that “The most important thing in the company is not to make waves” was included in the top three. On the other hand, in Vietnam, “Subordinates can say what they want even to superiors” and “A workplace where it is easy to point out what is wrong or not being done to members of the workplace” were included in the top 10.
- In Thailand, the Philippines, Indonesia, Malaysia, and India, “‘Social responsibility’ is as important as profit” and “There is an emphasis on the pursuit of long-term results rather than immediate results” were included in the top 10.
- In Singapore, “Performance-based system” and “A sense of speed/promptness” ranked high and a tendency close to East Asia was observed.
- In Australia, the United States, and Europe (England, Germany, France, and Sweden), items related to mutual respect and teamwork in the workplace ranked high. Those countries were characterized by flexible and flat organizational culture, such as “There are good relationships and no discrimination between superiors and subordinates,” “There is always an active exchange of opinions in the workplace and it is very lively,” and “Clear communication of one’s intentions, rather than conforming to others, is welcomed.”
- In the United States, a tendency to put emphasis on the speed was observed, such as “Quick decision making is respected, even if it is a bit rough.”
- In England, Germany, and Sweden, long-term and big-picture intentions, such as “Social responsibility,” and “Think long term/pursuit of long-term results” were included in the top 10.
- On the other hand, authoritarianism of “The general atmosphere is to just go along with whatever upper management decides,” the performance-based system of “The end result is more important than the work process,” and an emphasis on the speed in “Quick decision making is respected, even if it is a bit rough” ranked high in France and tendencies different from other European countries were observed.

**Organizational
Culture**
(Mapping of the degree
of similarity)

When countries and regions were mapped based on the degree of similarity of organizational culture, Japan was characterized by “Authoritarianism/avoidance of responsibility” along with South Korea. Australia, the United States, England, Germany, and Sweden were characterized by flexible management that respects individuals and Indonesia, the Philippines, Malaysia, and Vietnam were characterized by free and easy culture that puts emphasis on organizational harmonization.

When 18 countries and regions were mapped on the basis of the degree of similarity using the characteristics of “Organizational culture” (10 categories), the following tendencies were observed.

- Japan and South Korea were characterized by “Authoritarianism/avoidance of responsibility” and the degree of similarity was high.
- The United States, England, Sweden, Australia, and Germany were characterized by “Mutual respect in the workplace” and “Flexibility, creativity, and uniqueness.”
- France and China were characterized by “A sense of speed/promptness.” Hong Kong and Taiwan had the similar tendency.
- Regarding Southeast Asia*¹, Singapore showed a significantly different tendency and was characterized by being close to “Psychologically unstable” and the “Performance-based system.”

Regarding the Philippines, Malaysia, and Vietnam, the degree of similarity was relatively high and these countries were characterized by “Teamwork,” “Long-term/big-picture intentions,” and “Free and easy/openness.”

*Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam

1. Organizational Culture

Category	Question
Authoritarianism/Avoidance of Responsibility	The general atmosphere is to just go along with whatever upper management decides The most important thing in the company is not to make waves. Things are not decided through open discussions, instead through discussions in advance behind-the-scenes
Free and Easy/Openness	There are good relationships and no discrimination between superiors and subordinates Subordinates can say what they want even to superiors There is always an active exchange of opinions in the workplace and it is very lively
Long-Term/Big-Picture Intention	Encouraged to think long term and not be tied down to immediate tasks There is an emphasis on the pursuit of long-term results rather than immediate results. "Social responsibility" is as important as profit.
Seniority/Generalist Intention	Salary and benefits are determined by age and years of service. It is assumed that you will be employed until retirement. Trying to develop generalists rather than specialists in specific fields.
Flexibility, Creativity, and Uniqueness	It is required to have opinions and ideas that are unique and creative. It is recommended to think flexibly without being bound by past practices and existing rules. Clear communication of one's intentions, rather than conforming to others, is welcomed.
A Sense of Speed/Promptness	Taking action first and thinking as you go is encouraged. Quick decision making is respected, even if it is a bit rough. Timing and speed are more important than taking the time to consider
Performance-Based System / Competition	The end result is more important than the work process. Winning the competition among members will be the subject of evaluation. Even if you work hard, you won't be appreciated if you can't produce results.
Teamwork	We're all in this together as a team. People who focus on harmony are more valued than those who work selfishly. There is an atmosphere of unity and working towards a goal.
Psychologically Unstable	When someone fails, he or she tends to be blamed. Some members of the workforce are not accepting of people who think differently. A workplace where it is easy to point out what is wrong or not being done to members of the workforce.
Mutual Respect in the Workplace	It's a place where each individual's values are valued. In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace. In our workplace, we understand and acknowledge each other.

*Each question was asked based on the six-point scale of "6: Completely applicable to 1: Not applicable at all."
Regarding the scores of each category, average scores of the scores of constituent questions (option number) were calculated.

1. Organizational Culture: Mapping of the Degree of Similarity (Correspondence analysis)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Organizational Culture: Top 10 Rankings in Each Country and Region

Q. To what degree do the following items apply to your workplace? Please select the most applicable option for item. (Six-point scale / 30 options)

[East Asia]

*The scores are the total value of "Completely applicable", "Mostly applicable", and "Slightly applicable".

*Using colors based on the ten categories (For categories, see p. 29)

	Overall (18223)	%	Japan (1000)	%	China (1002)	%	Korea (1005)	%	Taiwan (1001)	%	Hong Kong (1002)	%
1st	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	88.7	The general atmosphere is to just go along with whatever upper management decides	84.4	People who focus on harmony are more valued than those who work selfishly.	96.9	The most important thing in the company is not to make waves.	90.5	The end result is more important than the work process.	84.0	The end result is more important than the work process.	89.4
2nd	In our workplace, we understand and acknowledge each other.	88.1	People who focus on harmony are more valued than those who work selfishly.	80.0	There is an atmosphere of unity and working towards a goal.	96.9	The general atmosphere is to just go along with whatever upper management decides	90.3	People who focus on harmony are more valued than those who work selfishly.	83.2	The general atmosphere is to just go along with whatever upper management decides	89.3
3rd	We're all in this together as a team.	87.4	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	76.8	Winning the competition among members will be the subject of evaluation.	96.8	People who focus on harmony are more valued than those who work selfishly.	88.4	We're all in this together as a team.	82.8	The most important thing in the company is not to make waves.	88.2
4th	There is an atmosphere of unity and working towards a goal.	87.4	The end result is more important than the work process.	73.4	The most important thing in the company is not to make waves.	96.6	The end result is more important than the work process.	82.4	Things are not decided through open discussions, instead through discussions in advance behind-the-scenes	82.6	People who focus on harmony are more valued than those who work selfishly.	87.8
5th	People who focus on harmony are more valued than those who work selfishly.	86.0	"Social responsibility" is as important as profit.	72.4	In our workplace, we understand and acknowledge each other.	96.6	In our workplace, we understand and acknowledge each other.	81.9	The most important thing in the company is not to make waves.	82.4	We're all in this together as a team.	87.1
6th	It's a place where each individual's values are valued.	85.3	The most important thing in the company is not to make waves.	70.8	"Social responsibility" is as important as profit.	96.1	There is an atmosphere of unity and working towards a goal.	81.8	Trying to develop generalists rather than specialists in specific fields.	81.9	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	86.2
7th	"Social responsibility" is as important as profit.	84.3	Timing and speed are more important than taking the time to consider	70.4	It is recommended to think flexibly without being bound by past practices and existing rules.	96.1	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	77.0	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	81.3	There is an atmosphere of unity and working towards a goal.	85.9
8th	There are good relationships and no discrimination between superiors and subordinates	83.7	In our workplace, we understand and acknowledge each other.	69.5	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	96.1	There is always an active exchange of opinions in the workplace and it is very lively	76.9	The general atmosphere is to just go along with whatever upper management decides	81.2	In our workplace, we understand and acknowledge each other.	84.5
9th	There is always an active exchange of opinions in the workplace and it is very lively	83.5	Even if you work hard, you won't be appreciated if you can't produce results.	67.5	We're all in this together as a team.	96.0	Even if you work hard, you won't be appreciated if you can't produce results.	76.4	There is an emphasis on the pursuit of long-term results rather than immediate results.	80.9	Timing and speed are more important than taking the time to consider	84.4
10th	It is recommended to think flexibly without being bound by past practices and existing rules.	82.8	It is assumed that you will be employed until retirement.	66.4	Taking action first and thinking as you go is encouraged.	95.6	Timing and speed are more important than taking the time to consider	75.5	It's a place where each individual's values are valued.	80.7	It's a place where each individual's values are valued.	83.7
10th					Quick decision making is respected, even if it is a bit rough.	95.6	We're all in this together as a team.	75.5				

* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Organizational Culture: Top 10 Rankings in Each Country and Region

Q. To what degree do the following items apply to your workplace? Please select the most applicable option for item. (Six-point scale / 30 options)

[Southeast Asia/South Asia]

*The scores are the total value of "Completely applicable", "Mostly applicable", and "Slightly applicable".

*Using colors based on the ten categories (For categories, see p. 29)

	Thailand (1059)	%	Philippines (1010)	%	Indonesia (1002)	%	Malaysia (1000)	%	Singapore (1002)	%	Vietnam (1002)	%	India (1119)	%
1st	"Social responsibility" is as important as profit.	94.3	We're all in this together as a team.	96.6	The most important thing in the company is not to make waves.	97.4	We're all in this together as a team.	94.1	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	86.6	There is an atmosphere of unity and working towards a goal.	96.0	There is an atmosphere of unity and working towards a goal.	95.8
2nd	The most important thing in the company is not to make waves.	94.1	There is an atmosphere of unity and working towards a goal.	96.0	In our workplace, we understand and acknowledge each other.	96.3	In our workplace, we understand and acknowledge each other.	92.8	In our workplace, we understand and acknowledge each other.	85.3	We're all in this together as a team.	95.5	Clear communication of one's intentions, rather than conforming to others, is welcomed.	95.3
3rd	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	94.1	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	96.0	There is an atmosphere of unity and working towards a goal.	95.9	There is an atmosphere of unity and working towards a goal.	92.5	People who focus on harmony are more valued than those who work selfishly.	84.8	It's a place where each individual's values are valued.	95.5	We're all in this together as a team.	95.3
4th	We're all in this together as a team.	93.4	It's a place where each individual's values are valued.	95.8	We're all in this together as a team.	95.5	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	92.4	The end result is more important than the work process.	84.7	In our workplace, we understand and acknowledge each other.	95.5	It is required to have opinions and ideas that are unique and creative.	95.1
5th	There is an atmosphere of unity and working towards a goal.	93.1	In our workplace, we understand and acknowledge each other.	95.3	"Social responsibility" is as important as profit.	95.1	It is required to have opinions and ideas that are unique and creative.	90.9	We're all in this together as a team.	84.5	Subordinates can say what they want even to superiors	94.8	In our workplace, we understand and acknowledge each other.	94.6
6th	In our workplace, we understand and acknowledge each other.	92.7	Clear communication of one's intentions, rather than conforming to others, is welcomed.	94.9	Subordinates can say what they want even to superiors	94.9	It's a place where each individual's values are valued.	89.9	The general atmosphere is to just go along with whatever upper management decides	83.9	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	94.7	It's a place where each individual's values are valued.	94.5
7th	People who focus on harmony are more valued than those who work selfishly.	92.5	"Social responsibility" is as important as profit.	94.5	It is required to have opinions and ideas that are unique and creative.	94.7	There is always an active exchange of opinions in the workplace and it is very lively	89.1	There is an atmosphere of unity and working towards a goal.	83.3	There is always an active exchange of opinions in the workplace and it is very lively	94.4	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	94.2
8th	It's a place where each individual's values are valued.	92.1	It is required to have opinions and ideas that are unique and creative.	94.2	It's a place where each individual's values are valued.	94.5	There is an emphasis on the pursuit of long-term results rather than immediate results.	89.1	Quick decision making is respected, even if it is a bit rough.	82.4	People who focus on harmony are more valued than those who work selfishly.	94.4	There is an emphasis on the pursuit of long-term results rather than immediate results.	94.0
9th	There is an emphasis on the pursuit of long-term results rather than immediate results.	91.4	There is always an active exchange of opinions in the workplace and it is very lively	93.5	Trying to develop generalists rather than specialists in specific fields.	93.9	People who focus on harmony are more valued than those who work selfishly.	89.1	Clear communication of one's intentions, rather than conforming to others, is welcomed.	82.2	A workplace where it is easy to point out what is wrong or not being done to members of the workforce.	94.0	"Social responsibility" is as important as profit.	94.0
10th	It is required to have opinions and ideas that are unique and creative.	91.2	Encouraged to think long term and not be tied down to immediate tasks	92.4	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	93.8	The most important thing in the company is not to make waves.	88.8	It's a place where each individual's values are valued.	80.7	It is required to have opinions and ideas that are unique and creative.	93.9	There are good relationships and no discrimination between superiors and subordinates	93.6
10th			There is an emphasis on the pursuit of long-term results rather than immediate results.	92.4			There are good relationships and no discrimination between superiors and subordinates	88.8						

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Organizational Culture: Top 10 Rankings in Each Country and Region

Q. To what degree do the following items apply to your workplace? Please select the most applicable option for item. (Six-point scale / 30 options)

[Oceania/North America/Europe]

*The scores are the total value of "Completely applicable", "Mostly applicable", and "Slightly applicable".

*Using colors based on the ten categories (For categories, see p. 29)

	Australia (1003)	%	United States (1010)	%	England (1003)	%	Germany (1000)	%	France (1001)	%	Sweden (1002)	%
1st	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	88.2	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	89.5	In our workplace, we understand and acknowledge each other.	86.9	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	85.6	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	85.3	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	90.3
2nd	In our workplace, we understand and acknowledge each other.	87.0	In our workplace, we understand and acknowledge each other.	88.6	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	86.8	We're all in this together as a team.	84.1	In our workplace, we understand and acknowledge each other.	84.4	There is an atmosphere of unity and working towards a goal.	89.1
3rd	We're all in this together as a team.	86.3	We're all in this together as a team.	87.4	We're all in this together as a team.	86.4	In our workplace, we understand and acknowledge each other.	83.5	The general atmosphere is to just go along with whatever upper management decides	83.8	In our workplace, we understand and acknowledge each other.	88.4
4th	There is an atmosphere of unity and working towards a goal.	84.8	There is an atmosphere of unity and working towards a goal.	86.6	There is an atmosphere of unity and working towards a goal.	84.2	There are good relationships and no discrimination between superiors and subordinates	83.4	Clear communication of one's intentions, rather than conforming to others, is welcomed.	83.2	We're all in this together as a team.	87.8
5th	It's a place where each individual's values are valued.	83.6	It's a place where each individual's values are valued.	85.2	It's a place where each individual's values are valued.	83.5	There is an atmosphere of unity and working towards a goal.	83.0	There is an atmosphere of unity and working towards a goal.	83.0	It's a place where each individual's values are valued.	87.2
6th	People who focus on harmony are more valued than those who work selfishly.	83.2	Clear communication of one's intentions, rather than conforming to others, is welcomed.	84.8	There are good relationships and no discrimination between superiors and subordinates	82.3	It's a place where each individual's values are valued.	80.5	It is recommended to think flexibly without being bound by past practices and existing rules.	81.7	Clear communication of one's intentions, rather than conforming to others, is welcomed.	85.8
7th	There are good relationships and no discrimination between superiors and subordinates	82.3	There are good relationships and no discrimination between superiors and subordinates	84.0	Clear communication of one's intentions, rather than conforming to others, is welcomed.	81.3	A workplace where it is easy to point out what is wrong or not being done to members of the workforce.	79.0	There is always an active exchange of opinions in the workplace and it is very lively	81.6	There are good relationships and no discrimination between superiors and subordinates	85.6
8th	Clear communication of one's intentions, rather than conforming to others, is welcomed.	82.0	Quick decision making is respected, even if it is a bit rough.	83.0	There is always an active exchange of opinions in the workplace and it is very lively	81.1	"Social responsibility" is as important as profit.	78.7	Even if you work hard, you won't be appreciated if you can't produce results.	81.5	Encouraged to think long term and not be tied down to immediate tasks	84.0
9th	There is always an active exchange of opinions in the workplace and it is very lively	80.7	There is always an active exchange of opinions in the workplace and it is very lively	82.7	"Social responsibility" is as important as profit.	79.9	There is an emphasis on the pursuit of long-term results rather than immediate results.	78.3	Quick decision making is respected, even if it is a bit rough.	81.2	"Social responsibility" is as important as profit.	83.7
10th	It is recommended to think flexibly without being bound by past practices and existing rules.	79.8	People who focus on harmony are more valued than those who work selfishly.	81.2	It is recommended to think flexibly without being bound by past practices and existing rules.	79.9	There is always an active exchange of opinions in the workplace and it is very lively	78.2	We're all in this together as a team.	80.6	It is recommended to think flexibly without being bound by past practices and existing rules.	82.8

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

Superiors' Management Behaviors (Rankings)

“Superiors praise me when I do good work” and “My superiors verbally show me thanks and appreciation on a daily basis” in East Asia, “Superiors assign me with roles of responsibility/work which allows me to learn skills and increase my capabilities” in Southeast Asia, “Superiors provide vision and objectives” in India, and “Superiors interact with me in a manner equal to how they interact with other workplace members” and “I’m able to ask my superiors to listen to my problems and complaints at work” in Australia, the United States, and Europe tended to be frequently answered.

- In East Asia (Japan, China, South Korea, Taiwan, and Hong Kong), a tendency to improve subordinates’ motivation while providing positive feedback, such as “Superiors praise me when I do good work” and “My superiors verbally show me thanks and appreciation on a daily basis” was confirmed. In China and Hong Kong, “I can agree with my superior’s caution and scolding” ranked first and in Japan, “Superiors interact with me in a manner equal to how they interact with other workplace members” ranked first.
- In Southeast Asia (Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam), items related to the delegation of authority, such as giving/assignment of “Work which allows me to learn skills and increase my capabilities” and “Roles of responsibility,” ranked high. In addition, “Superiors provide support for work to progress smoothly” and “There is sufficient follow-up from superiors when a mistake occurs” also ranked high. A tendency to give growth opportunities to subordinates and provide support as needed was observed.
- In India, “Superiors provide vision and direction” and “Superiors provide definite objectives for the entire workplace” were included in the top three and “I’m able to ask my superiors to listen to my problems and complaints at work” was also high. A tendency to show the organization’s direction and lead subordinates was observed.
- In Australia, the United States, and Europe (England, Germany, France, and Sweden), “Superiors interact with me in a manner equal to how they interact with other workplace members” was included in the top three and the countries other than England were characterized by the fact that “I’m able to ask my superiors to listen to my problems and complaints at work” was included in the top 10. A tendency to put emphasis on the interactions with subordinates in a fair attitude and build relationships to be able to easily consult about work was observed.

Superiors' Management Behaviors

(Mapping of the degree of similarity)

We mapped each country and region based on the degree of similarity of superiors' management behaviors and confirmed the tendencies. Japan, South Korea, Hong Kong, and China were characterized by "Positive feedback." On the other hand, there were tendencies that France, Sweden, India, Thailand, and Indonesia were characterized by "Attentive listening to subordinates," Philippines, Malaysia, and Singapore were characterized by "Delegation of authority," and Germany was characterized by "Setting and sharing of objectives."

When 18 countries and regions were mapped on the basis of the degree of similarity using the characteristics of "Superiors' management behaviors" (six categories), the following tendencies were observed.

- Japan, South Korea, Hong Kong, and China were characterized by "Positive feedback."
- France and Sweden were characterized by "Attentive listening to subordinates." On the other hand, "Attentive listening to subordinates" ranked high in Germany as well but the country was more characterized by "Setting and sharing of objectives."
- Philippines, Malaysia, and Singapore were characterized by "Delegation of authority." On the other hand, Thailand and Indonesia were close to "Attentive listening to subordinates," which was different in the same Southeast Asia.
- Australia tended to be characterized by "Setting and sharing of objectives."
- The United States, Taiwan, England, and Vietnam were located near the origin, which showed fewer characteristics.

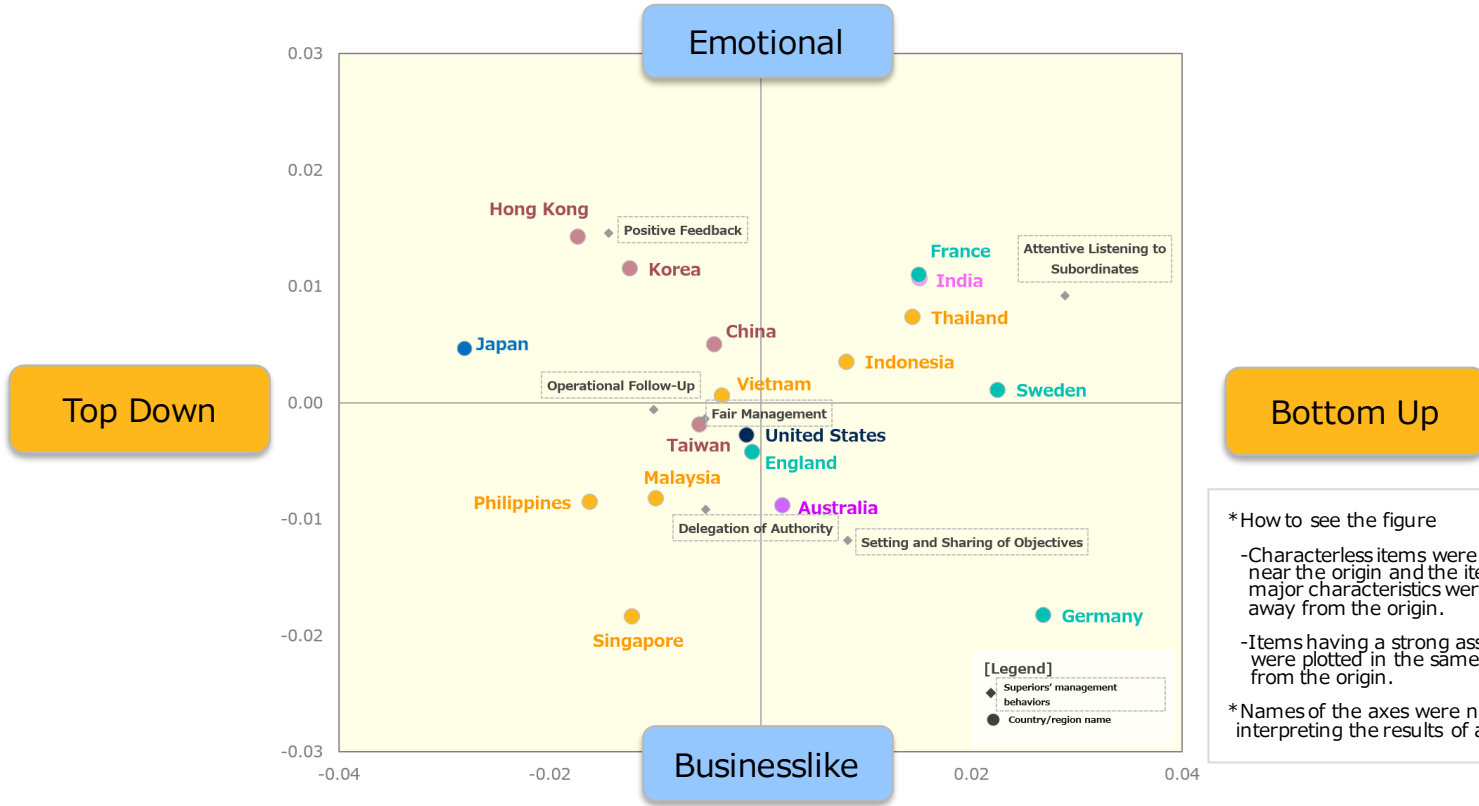
2. Superiors' Management Behaviors

Category	Question
Fair Management	I can agree with my superior's caution and scolding.
	Superiors interact with me in a manner equal to how they interact with other workplace members
	Superiors assess me in a manner consistent with my job performance
Operational Follow-Up	There is sufficient follow-up from superiors when a mistake occurs
	Superiors provide support for work to progress smoothly
Delegation of Authority	Superiors assign me with roles of responsibility
	Superiors assign me work which allows me to learn skills and increase my capabilities
	Superiors take my opinions into account for work
Attentive Listening to Subordinates	I'm able to ask my superior's to listen to my problems and complaints at work.
	I talk to my superior even about private matters
Setting and Sharing of Objectives	Superiors provide definite objectives for the entire workplace
	Superiors provide vision and direction
	I am able to set personal work objectives together with superiors
Positive Feedback	My superiors verbally show me thanks and appreciation on a daily basis
	Superiors praise me when I do good work

*Each question was asked based on the five-point scale of "5: Very applicable to 1: Not applicable at all."
Regarding the scores of each category, average scores of the scores of constituent questions (option number) were calculated.

2. Superiors' Management Behaviors: Mapping of the Degree of Similarity (Correspondence analysis)

Base: Non-managerial employee/staff



*How to see the figure

- Characterless items were plotted near the origin and the items having major characteristics were plotted away from the origin.
- Items having a strong association were plotted in the same direction from the origin.

*Names of the axes were named by interpreting the results of analyses.

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Superiors' Management Behaviors: Top 10 Rankings in each Country and Region

Q. Please select the one you think is closest to your relationship with your current superior. (Five-point scale / 15 options)

*The scores show the total value of "Very applicable" and "Slightly applicable".

*Using colors for six categories (For categories, see p. 36)

[East Asia]

	Overall (8043)	%	Japan (691)	%	China (553)	%	Korea (454)	%	Taiwan (505)	%	Hong Kong (545)	%
1st	Support for work to progress smoothly	72.3	Fair interactions with members	54.3	Agreeable caution and scolding	87.2	Praise for good work	70.3	Taking opinions into account for work	66.1	Agreeable caution and scolding	71.6
2nd	Praise for good work	72.2	Praise for good work	51.7	Praise for good work	86.6	Support for work to progress smoothly	63.7	Support for work to progress smoothly	61.6	Support for work to progress smoothly	71.6
3rd	Communication/sharing of objectives in the entire workplace	71.2	Sufficient follow-up when a mistake occurs	49.3	Assessment in a manner consistent with one's job performance	86.1	Taking opinions into account for work	61.2	Praise for good work	60.2	Assessment in a manner consistent with one's job performance	67.9
4th	Fair interactions with members	71.1	Taking opinions into account for work	48.8	Communication/sharing of objectives in the entire workplace	85.7	Communication/sharing of objectives in the entire workplace	59.3	Clear indication of vision and direction	60.2	Praise for good work	67.7
5th	Assessment in a manner consistent with one's job performance	71.0	Thanks and appreciation on a daily basis	47.3	Thanks and appreciation on a daily basis	85.7	Giving/assignment of roles of responsibility	58.8	Communication/sharing of objectives in the entire workplace	60.0	Thanks and appreciation on a daily basis	64.8
6th	Clear indication of vision and direction	70.0	Giving/assignment of roles of responsibility	47.0	Clear indication of vision and direction	85.7	Assessment in a manner consistent with one's job performance	58.6	Assessment in a manner consistent with one's job performance	59.2	Taking opinions into account for work	63.3
7th	Giving/assignment of roles of responsibility	69.7	Support for work to progress smoothly	46.7	Fair interactions with members	85.4	Agreeable caution and scolding	56.2	Agreeable caution and scolding	56.8	Sufficient follow-up when a mistake occurs	62.8
8th	Taking opinions into account for work	69.1	Communication/sharing of objectives in the entire workplace	44.6	Support for work to progress smoothly	84.1	Thanks and appreciation on a daily basis	56.2	Thanks and appreciation on a daily basis	54.7	Clear indication of vision and direction	61.1
9th	Giving/assignment of work which allows one to learn skills and increase one's capabilities	68.4	Assessment in a manner consistent with one's job performance	43.0	Sufficient follow-up when a mistake occurs	82.8	Sufficient follow-up when a mistake occurs	55.7	Giving/assignment of work which allows one to learn skills and increase one's capabilities	54.3	Giving/assignment of work which allows one to learn skills and increase one's capabilities	58.9
10th	Sufficient follow-up when a mistake occurs	67.9	Clear indication of vision and direction	40.5	Giving/assignment of roles of responsibility	82.1	Fair interactions with members	55.5	Sufficient follow-up when a mistake occurs	51.5	Fair interactions with members	57.6

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Superiors' Management Behaviors: Top 10 Rankings in each Country and Region

Q. Please select the one you think is closest to your relationship with your current superior. (Five-point scale / 15 options)

*The scores show the total value of "Very applicable" and "Slightly applicable".

*Using colors for six categories (For categories, see p. 36)

[Southeast Asia/South Asia]

	Thailand (529)	%	Philippines (480)	%	Indonesia (386)	%	Malaysia (288)	%	Singapore (341)	%	Vietnam (353)	%	India (126)	%
1st	Praise for good work	81.5	Giving/assignment of roles of responsibility	90.4	Giving/assignment of work which allows one to learn skills and increase one's capabilities	82.4	Giving/assignment of roles of responsibility	79.2	Support for work to progress smoothly	70.1	Support for work to progress smoothly	84.7	Fair interactions with members	88.1
2nd	Giving/assignment of work which allows one to learn skills and increase one's capabilities	81.3	Communication/sharing of objectives in the entire workplace	89.8	Agreeable caution and scolding	81.9	Giving/assignment of work which allows one to learn skills and increase one's capabilities	78.5	Giving/assignment of roles of responsibility	69.5	Giving/assignment of work which allows one to learn skills and increase one's capabilities	84.4	Clear indication of vision and direction	87.3
3rd	Support for work to progress smoothly	81.3	Giving/assignment of work which allows one to learn skills and increase one's capabilities	89.6	Clear indication of vision and direction	81.1	Praise for good work	78.5	Sufficient follow-up when a mistake occurs	66.6	Praise for good work	84.4	Communication/sharing of objectives in the entire workplace	86.5
4th	Sufficient follow-up when a mistake occurs	80.9	Assessment in a manner consistent with one's job performance	89.4	Communication/sharing of objectives in the entire workplace	80.8	Assessment in a manner consistent with one's job performance	78.1	Assessment in a manner consistent with one's job performance	66.3	Communication/sharing of objectives in the entire workplace	84.1	Listen to one's problems and complaints at work	85.7
5th	Clear indication of vision and direction	80.7	Support for work to progress smoothly	89.4	Sufficient follow-up when a mistake occurs	80.1	Support for work to progress smoothly	76.4	Clear indication of vision and direction	65.4	Agreeable caution and scolding	82.4	Giving/assignment of roles of responsibility	85.7
6th	Giving/assignment of roles of responsibility	80.3	Praise for good work	89.0	Support for work to progress smoothly	79.0	Communication/sharing of objectives in the entire workplace	76.0	Communication/sharing of objectives in the entire workplace	64.8	Assessment in a manner consistent with one's job performance	82.4	Praise for good work	83.3
7th	Setting of personal work objectives together with superiors	80.2	Clear indication of vision and direction	88.8	Giving/assignment of roles of responsibility	78.5	Fair interactions with members	75.7	Fair interactions with members	63.6	Fair interactions with members	81.3	Assessment in a manner consistent with one's job performance	83.3
8th	Communication/sharing of objectives in the entire workplace	79.6	Fair interactions with members	87.3	Praise for good work	77.2	Clear indication of vision and direction	73.3	Taking opinions into account for work	63.6	Taking opinions into account for work	81.3	Support for work to progress smoothly	82.5
9th	Assessment in a manner consistent with one's job performance	79.2	Sufficient follow-up when a mistake occurs	86.3	Assessment in a manner consistent with one's job performance	77.2	Setting of personal work objectives together with superiors	69.8	Giving/assignment of work which allows one to learn skills and increase one's capabilities	62.2	Clear indication of vision and direction	79.6	Thanks and appreciation on a daily basis	81.7
10th	Thanks and appreciation on a daily basis	78.4	Taking opinions into account for work	83.1	Listen to one's problems and complaints at work	76.7	Taking opinions into account for work	69.8	Praise for good work	61.3	Giving/assignment of roles of responsibility	79.3	Taking opinions into account for work	79.4

* () : the number of respondents

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2. Superiors' Management Behaviors: Top 10 Rankings in each Country and Region

Q. Please select the one you think is closest to your relationship with your current superior. (Five-point scale / 15 options)

*The scores show the total value of "Very applicable" and "Slightly applicable".

*Using colors for six categories (For categories, see p. 36)

[Oceania/North America/Europe]

	Australia (405)	%	United States (301)	%	England (424)	%	Germany (468)	%	France (544)	%	Sweden (650)	%
1st	Assessment in a manner consistent with one's job performance	72.6	Giving/assignment of roles of responsibility	79.1	Giving/assignment of roles of responsibility	78.1	Communication/sharing of objectives in the entire workplace	73.1	Fair interactions with members	76.3	Fair interactions with members	77.4
2nd	Giving/assignment of roles of responsibility	72.3	Support for work to progress smoothly	74.1	Fair interactions with members	76.2	Fair interactions with members	73.1	Praise for good work	75.2	Assessment in a manner consistent with one's job performance	75.8
3rd	Fair interactions with members	71.9	Fair interactions with members	73.1	Communication/sharing of objectives in the entire workplace	74.3	Clear indication of vision and direction	73.1	Support for work to progress smoothly	75.2	Communication/sharing of objectives in the entire workplace	75.2
4th	Communication/sharing of objectives in the entire workplace	71.6	Praise for good work	72.1	Praise for good work	74.3	Listen to one's problems and complaints at work	69.0	Sufficient follow-up when a mistake occurs	74.8	Listen to one's problems and complaints at work	75.1
5th	Support for work to progress smoothly	69.9	Communication/sharing of objectives in the entire workplace	71.8	Assessment in a manner consistent with one's job performance	73.1	Giving/assignment of roles of responsibility	69.0	Communication/sharing of objectives in the entire workplace	74.6	Taking opinions into account for work	75.1
6th	Praise for good work	69.4	Taking opinions into account for work	71.1	Giving/assignment of work which allows one to learn skills and increase one's capabilities	71.7	Taking opinions into account for work	65.2	Assessment in a manner consistent with one's job performance	74.4	Support for work to progress smoothly	75.1
7th	Listen to one's problems and complaints at work	66.4	Clear indication of vision and direction	70.8	Support for work to progress smoothly	70.8	Support for work to progress smoothly	65.2	Clear indication of vision and direction	72.6	Clear indication of vision and direction	74.3
8th	Taking opinions into account for work	66.2	Assessment in a manner consistent with one's job performance	70.4	Clear indication of vision and direction	70.5	Setting of personal work objectives together with superiors	64.7	Giving/assignment of work which allows one to learn skills and increase one's capabilities	72.2	Praise for good work	73.5
9th	Clear indication of vision and direction	66.2	Thanks and appreciation on a daily basis	67.8	Setting of personal work objectives together with superiors	70.0	Giving/assignment of work which allows one to learn skills and increase one's capabilities	63.7	Thanks and appreciation on a daily basis	71.7	Setting of personal work objectives together with superiors	71.1
10th	Sufficient follow-up when a mistake occurs	65.9	Listen to one's problems and complaints at work	67.4	Taking opinions into account for work	70.0	Assessment in a manner consistent with one's job performance	63.2	Listen to one's problems and complaints at work	71.7	Sufficient follow-up when a mistake occurs	70.5

* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

Personal View
of Work**1. A tendency to demand “Assessment based on the results” was totally high. “Desire for Improvement” tended to be high in China, Southeast Asia, India, the United States, and France. In Japan, the “Desire to succeed” and “Motivation for work even by sacrificing one’s private life” were low.**

- “I want to be assessed based on the results of my work” was over 80% as the overall average and tended to be totally high.
- “I want to be promoted at my company” tended to be high in China, Southeast Asia*¹, India, the United States, and France.
- Japan was characterized by the low level of “Desire to succeed” and “I think work must be completed even if it means some sacrifices in my private life.”

2. Degree of acceptance of diversity tended to be low in Japan, South Korea, and Taiwan.

- Countries that were open to “Female superiors,” “Younger superiors,” and “Foreigners” and that evenly had higher scores of the items related to diversity, such as “I actively engage with people who think, like, and do things differently from myself” were China, Hong Kong, Southeast Asia (excluding Singapore), India, the United States, England, and France.
- All items were lower than the overall averages in Japan, South Korea, and Taiwan and the degree of acceptance of diversity tended to low. In South Korea, resistance to “Younger superiors” was high and Japan tended to not actively engage with people “Who think, like, and do things differently from myself.”

3. China, Southeast Asia, India, and the United States demanded flexibility of work styles.

- The percentages of “I want to work in a free space in the office, outside the office, or anywhere else I like, rather than in a fixed seat” and “Rather than working at a set time everyday, I want to work at the time that I choose” tended to be high in China, Southeast Asia, India, and the United States.

*¹ Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam

3. Personal View of Work

Q. Please select the one that is closest to your work-related awareness. (Five-point scale / 11 options)

*The scores show the total value of "Completely agree" and "Slightly agree".

	Overall	East Asia					Southeast Asia					South Asia	Oceania	North America	Europe				(%)		
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France		Sweden	
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)		
Desire for Improvement	I want to be assessed based on the results of my work	83.1	73.5	87.8	79.0	68.1	78.6	88.4	91.9	87.8	84.3	83.6	89.3	92.9	83.5	85.0	82.6	76.7	83.1	77.4	
	I want to be promoted at my company	71.4	28.2	78.5	57.3	63.6	68.0	88.4	86.6	78.7	80.7	71.5	86.5	89.7	62.0	74.0	66.1	60.7	77.3	64.1	
	I think work must be completed even if it means some sacrifices in my private life	68.1	33.0	75.0	59.5	59.4	66.2	85.6	72.3	72.2	72.6	70.8	82.0	87.9	63.7	72.5	63.7	54.1	67.2	65.4	
	Company size and popularity does not matter when selecting a job	65.9	53.4	74.3	43.7	57.4	65.4	75.4	77.1	57.0	62.0	70.2	68.8	81.1	67.4	71.5	65.4	61.9	65.4	66.5	
Diversity	I'm not opposed to working for female superiors	79.5	69.7	80.0	73.3	72.9	77.6	86.3	77.7	86.0	72.7	75.9	83.8	86.2	80.3	81.2	82.2	80.2	82.8	81.5	
	I'm not opposed to working together with foreigners	78.3	64.6	76.1	70.4	70.3	78.5	83.8	77.3	86.6	73.7	79.7	83.9	85.0	77.5	81.6	79.8	79.3	79.8	80.1	
	I'm not opposed to working for younger superiors	75.8	62.9	79.4	58.1	69.5	74.9	84.8	75.5	84.5	73.7	72.9	83.6	84.8	71.9	78.7	74.0	73.6	80.8	79.7	
	I actively engage with people who think, like, and do things differently from myself.	73.3	44.4	84.2	59.9	69.2	76.1	81.9	78.1	83.0	74.1	66.6	80.5	88.7	68.7	77.3	72.3	67.1	77.2	68.3	
Work Styles	I want to work in a free space in the office, outside the office, or anywhere else I like, rather than in a fixed seat.	68.3	38.8	76.6	64.8	59.1	66.8	86.7	77.2	69.8	73.0	70.6	80.2	84.0	63.2	72.7	67.5	51.3	62.7	62.2	
	Rather than working at a set time everyday, I want to work at the time that I choose.	68.2	52.7	78.3	62.8	64.0	71.2	78.7	68.3	52.5	69.3	68.8	66.8	84.6	68.4	71.4	68.3	60.5	70.6	68.1	
	I prefer carrying out work on my own rather than as part of a team	57.8	50.0	68.4	57.9	60.2	67.8	60.4	47.3	39.2	49.2	55.2	68.5	77.7	54.7	63.3	54.7	49.6	51.7	61.8	

*Using colors for the high/low scores (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

Respondents who Want to be Promoted to a Managerial Position

Regarding the percentage of the respondents who want to be promoted to a managerial position, India was the highest at 90.5%, followed by Vietnam and Philippines. Japan was 19.8%, which was the lowest. The difference between male and female (males were higher) was large in Europe, the United States, Australia, Japan, and Malaysia. The difference between male and female was relatively small in Southeast Asia (excluding Malaysia), East Asia (excluding Japan), and India, and in Indonesia and Singapore, female's intention to be promoted to a managerial position slightly surpassed male.

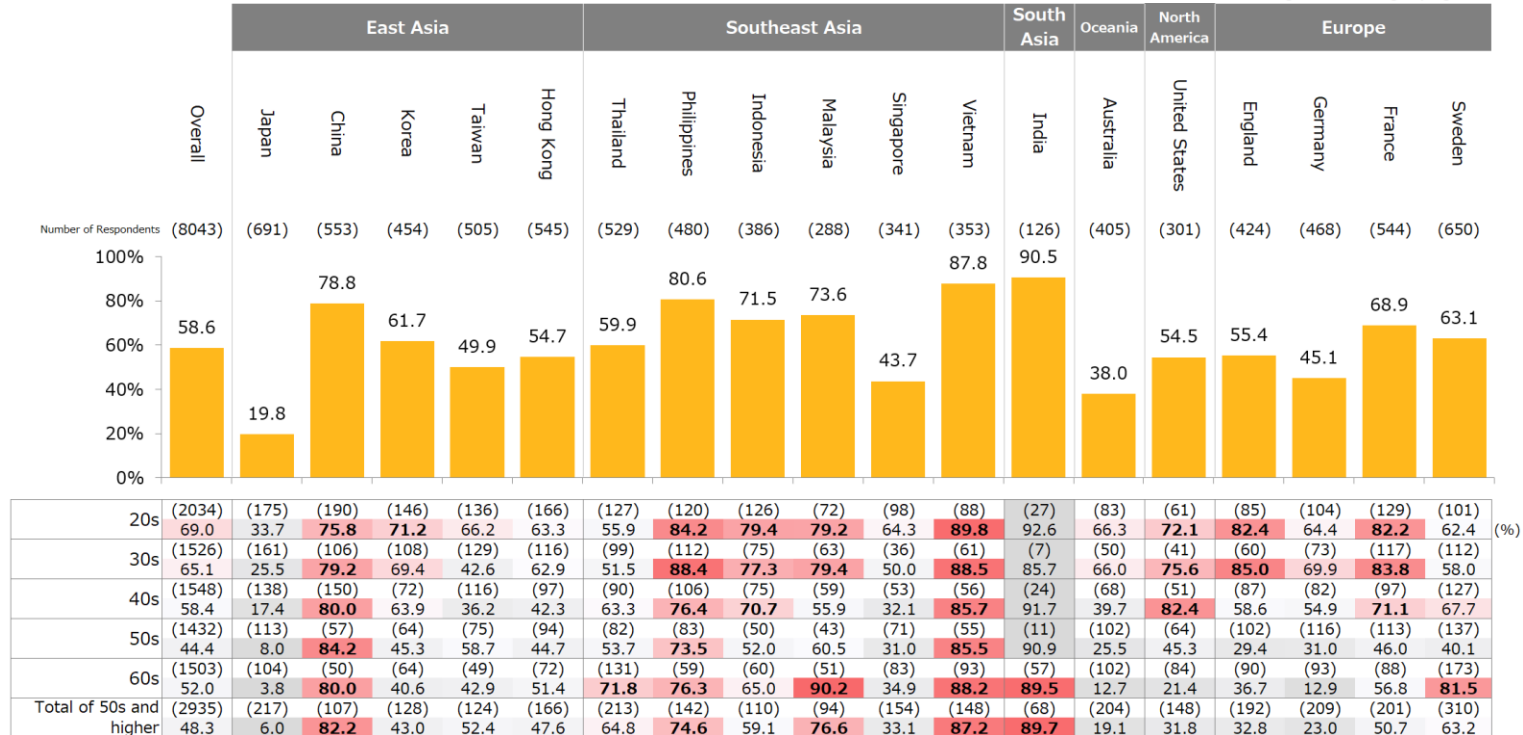
- When non-management employees/staff were asked if they wanted to be promoted to "A managerial position," India was the highest at 90.5%, followed by Vietnam (87.8%) and Philippines (80.6%). Japan was placed in the bottom at 19.8%.
- Sweden had the largest difference between male and female (24.4 points) and male significantly surpassed female. The second place was the United States (17.3 points), the third place was Malaysia (17.0 points), and Europe*¹, Japan, and Australia had a difference of 10 points or more.
- In Southeast Asia*² (excluding Malaysia), East Asia*³ (excluding Japan), and India, the difference between male and female was relatively small and in Indonesia and Singapore, female's intention to be promoted to a managerial position slightly surpassed male.
- In general, the percentage of the respondents who want to be promoted to a managerial position decreased along with the increase in age but in China, Philippines, and Vietnam, all age groups had 70% or higher and no difference among age groups was observed.
- Regarding Japan, all age groups were significantly lower than other countries and regions. In 20s, which was the highest, it was 33.7% (the overall average in 20s was 69.0%).
- In chronological order, intentions to be promoted to a managerial position in Thailand decreased by 16.6 points from the 2019 survey. In China and Singapore, the difference between male and female decreased by 10 points or more.

*¹ Europe = England, Germany, France, and Sweden *² Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam *³ East Asia = Japan, China, South Korea, Taiwan, and Hong Kong

4. Respondents who Want to be Promoted to a Managerial Position (By age group)

Q. Do you want to be promoted to a managerial position at your current company? (Five-point scale)

*The scores show the total value of "Agree" and "Slightly agree".



() : the number of respondents

*Figures that were equal to or higher than 70% were indicated by boldface

Scores of less than 30 s by age group are colored gray.

*Using colors for the high/low scores (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Respondents who Wanted to be Promoted to a Managerial Position (By male and female)

Q. Do you want to be promoted to a managerial position at your current company? (Five-point scale)

▼ Respondents who want to be promoted to a managerial position (%)

*The scores show the total value of "Agree" and "Slightly agree".

	Overall (%)	Number of Respondents*	Male (%)	Number of Respondents	Female (%)	Number of Respondents	Difference between Male and Female (pt) (Male - Female)
1st India	90.5	(126)	91.8	(73)	88.5	(52)	3.3
2nd Vietnam	87.8	(353)	89.0	(181)	86.5	(170)	2.5
3rd Philippines	80.6	(480)	81.8	(242)	79.1	(235)	2.7
4th China	78.8	(553)	79.3	(271)	78.4	(282)	0.9
5th Malaysia	73.6	(288)	82.3	(141)	65.3	(147)	17.0
6th Indonesia	71.5	(386)	70.7	(198)	72.7	(187)	-2.0
7th France	68.9	(544)	74.5	(243)	64.5	(301)	10.0
8th Sweden	63.1	(650)	76.0	(304)	51.6	(345)	24.4
9th Korea	61.7	(454)	64.2	(176)	59.6	(275)	4.6
10th Thailand	59.9	(529)	59.0	(239)	56.7	(238)	2.3
11th England	55.4	(424)	64.9	(174)	49.2	(248)	15.7
12th Hong Kong	54.7	(545)	59.4	(254)	50.5	(289)	8.9
13th United States	54.5	(301)	65.7	(105)	48.4	(192)	17.3
14th Taiwan	49.9	(505)	52.4	(191)	48.6	(313)	3.8
15th Germany	45.1	(468)	51.0	(202)	40.6	(266)	10.4
16th Singapore	43.7	(341)	43.2	(139)	44.5	(200)	-1.3
17th Australia	38.0	(405)	46.1	(154)	33.1	(251)	13.0
18th Japan	19.8	(691)	27.0	(315)	13.8	(376)	13.2
Overall	58.6	(8043)	64.3	(3602)	53.8	(4367)	10.5

*Overall respondents include the respondents who answered "Other than male and female" and "Prefer not to answer" in gender. For more information, see p. 170

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Respondents who Wanted to be Promoted to a Managerial Position (Chronological order)

Q. Do you want to be promoted to a managerial position at your current company? (Five-point scale)

▼ Respondents who want to be promoted to a managerial position (%)

*The scores show the total value of "Agree" and "Slightly agree".

		Overall (%)				Male (%)				Female (%)				Difference between Male and Female (pt) (Male - Female)		
		2022		2019		2022		2019		2022		2019		2022	2019	
		Number of Respondents*		Number of Respondents		Number of Respondents		Number of Respondents		Number of Respondents		Number of Respondents				
1st	India	90.5	(126)	1st	86.2	(94)	91.8	(73)	87.0	(46)	88.5	(52)	85.4	(48)	3.3	1.6
2nd	Vietnam	87.8	(353)	2nd	86.1	(360)	89.0	(181)	88.2	(170)	86.5	(170)	84.2	(190)	2.5	4.0
3rd	Philippines	80.6	(480)	3rd	82.6	(402)	81.8	(242)	79.8	(183)	79.1	(235)	84.9	(219)	2.7	- 5.1
4th	China	78.8	(553)	6th	74.2	(383)	79.3	(271)	81.6	(179)	78.4	(282)	67.6	(204)	0.9	14.0
5th	Malaysia	73.6	(288)	7th	69.0	(294)	82.3	(141)	77.3	(128)	65.3	(147)	62.7	(166)	17.0	14.6
6th	Indonesia	71.5	(386)	5th	75.6	(361)	70.7	(198)	73.3	(176)	72.7	(187)	77.8	(185)	-2.0	-4.5
7th	France	68.9	(544)	-	-	-	74.5	(243)	-	-	64.5	(301)	-	-	10.0	-
8th	Sweden	63.1	(650)	-	-	-	76.0	(304)	-	-	51.6	(345)	-	-	24.4	-
9th	Korea	61.7	(454)	8th	60.2	(410)	64.2	(176)	62.7	(169)	59.6	(275)	58.5	(241)	4.6	4.2
10th	Thailand	59.9	(529)	4th	76.5	(417)	59.0	(239)	76.7	(193)	56.7	(238)	76.3	(224)	2.3	0.4
11th	England	55.4	(424)	-	-	-	64.9	(174)	-	-	49.2	(248)	-	-	15.7	-
12th	Hong Kong	54.7	(545)	10th	51.3	(577)	59.4	(254)	57.9	(273)	50.5	(289)	45.4	(304)	8.9	12.5
13th	United States	54.5	(301)	-	-	-	65.7	(105)	-	-	48.4	(192)	-	-	17.3	-
14th	Taiwan	49.9	(505)	9th	52.2	(580)	52.4	(191)	57.6	(243)	48.6	(313)	48.4	(337)	3.8	9.2
15th	Germany	45.1	(468)	-	-	-	51.0	(202)	-	-	40.6	(266)	-	-	10.4	-
16th	Singapore	43.7	(341)	11th	49.6	(419)	43.2	(139)	58.1	(172)	44.5	(200)	43.7	(247)	-1.3	14.4
17th	Australia	38.0	(405)	12th	44.8	(487)	46.1	(154)	51.9	(187)	33.1	(251)	40.3	(300)	13.0	11.6
18th	Japan	19.8	(691)	14th	21.4	(387)	27.0	(315)	26.8	(209)	13.8	(376)	15.2	(178)	13.2	11.6

*2022: Overall includes the respondents who answered "Other than male and female" and "Prefer not to answer" in gender (for more information, see p. 170).

2019: Questions were asked based on only male and female in gender.

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

Ideal Work
Style

Regarding the percentage to desire “Work from home,” which drew attention during the COVID-19 pandemic, Philippines, Malaysia, and Singapore were high at about 40%. On the other hand, China was the lowest at about 15%. In Japan, the percentages of desiring “I can get a long leave” and “I can have a side job” were high.

- The top three in overall averages of the ideal work style were “Full-time (60.6%),” “Work from home (26.9%),” and “6-8 hours per day (20.0%).”
- Regarding the percentage of desiring “Work from home,” Philippines was the highest at 42.9%, followed by Malaysia and Singapore, which were about 40% respectively. On the other hand, China and Sweden were less than 20%. The percentages of desiring the work style regardless of location, such as “Work remotely” and “Mobile work,” were a little less than 20% to 30% in Taiwan, Thailand, Philippines, Malaysia, Singapore, and Vietnam.
- Japan was characterized by having the highest scores in “I can get a long leave” (23.7%) and “I can have a side job” (23.0%) among the 18 countries and regions.
- When we focused on full-time employees and confirmed the difference between the “Ideal work style” and “Actual conditions”^{*1}, there were many countries and regions that the percentages of desiring “Work from home” surpassed the “Actual conditions” by 10 points or more and South Korea, Taiwan, Malaysia, and Singapore surpassed the actual conditions by 20 points or more. The percentages of desiring “Full-time” fell below the actual conditions in all countries and regions.

^{*1} For actual conditions, see “Current Working Environment” on pp. 18-19

5. Ideal Work Style

Q. Select all of the items that apply to your ideal work style. (Multiple responses / 11 options)

	Overall (18223)	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe				
		Japan (1000)	China (1002)	Korea (1005)	Taiwan (1001)	Hong Kong (1002)	Thailand (1059)	Philippines (1010)	Indonesia (1002)	Malaysia (1000)	Singapore (1002)	Vietnam (1002)	India (1119)	Australia (1003)	United States (1010)	England (1003)	Germany (1000)	France (1001)	Sweden (1002)	
Working Hours/Number of Working Days	Full-time	60.6	60.7	65.7	64.0	52.4	65.6	43.1	55.5	54.7	59.9	60.2	68.1	76.6	54.8	66.4	52.4	60.6	70.9	58.8
	Part-time: 6-8 hours per day	20.0	15.1	19.8	19.0	18.8	16.6	26.4	22.2	30.9	23.2	14.2	23.5	14.7	22.4	17.9	23.7	19.1	10.8	21.2
	Part-time: Fewer than 6 hours per day	12.8	13.9	9.8	12.4	19.9	13.9	15.6	15.7	10.1	13.6	11.3	9.4	10.4	15.0	9.2	14.8	12.5	8.0	14.8
	I can choose the number of workdays per week or month.	18.8	20.4	14.4	12.8	20.3	23.5	18.6	21.7	8.2	21.6	24.5	15.1	16.0	20.7	18.4	23.6	17.5	23.9	18.2
Place of Work	I can work from home.	26.9	28.2	15.1	30.0	26.2	29.3	24.2	42.9	20.5	39.8	39.3	29.1	20.6	26.0	24.7	26.6	22.3	21.7	19.5
	I can work remotely (doing mainly remote work while living outside of commuting distance of my workplace).	16.1	12.4	5.9	10.0	19.0	18.5	19.2	19.9	11.1	24.4	27.0	20.8	16.0	13.5	16.3	16.9	8.8	18.3	12.4
	I can work with a mobile device outside the office (mobile work, working outside at cafes, etc.).	14.6	13.2	9.8	7.8	17.0	13.3	20.3	21.0	14.3	22.4	20.4	19.4	15.3	10.1	12.4	11.2	10.6	13.2	11.8
	I can work in a satellite office.	7.3	7.7	3.9	4.2	9.0	9.9	8.7	13.9	6.5	9.4	9.5	6.5	9.6	5.4	5.7	7.0	3.0	6.5	5.2
Other	I can get long leave (at least two weeks consecutively).	14.2	23.7	8.1	16.0	9.1	19.7	12.7	13.2	5.2	15.9	21.3	9.4	8.9	17.1	13.1	16.5	14.0	16.6	16.7
	I can have a side job.	11.0	23.0	5.5	10.3	10.9	16.6	12.7	18.6	13.8	15.9	12.8	6.8	4.7	8.9	8.5	8.4	6.9	5.4	8.3
	None of the above apply	0.6	2.5	0.3	1.4	0.5	0.0	0.8	0.5	0.2	0.9	0.2	0.2	0.2	0.6	1.2	0.5	0.6	0.3	0.3

*Using colors for the high/low scores in each country and region by item (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

5. Difference between the Ideal Work Style and Actual Conditions

Base: Permanent, full-time employee

*Scores were the differences calculated by subtracting the scores of "Current working environment" from "Desired working environment"

	Overall (12033)	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan (556)	China (624)	Korea (640)	Taiwan (772)	Hong Kong (807)	Thailand (526)	Philippines (539)	Indonesia (463)	Malaysia (669)	Singapore (813)	Vietnam (608)	India (862)	Australia (634)	United States (686)	England (647)	Germany (715)	France (702)	Sweden (770)
Full-time	-21.0	-24.8	-20.5	-20.5	-39.3	-26.7	-32.7	-19.3	-14.4	-25.0	-27.8	-16.7	-9.8	-15.8	-10.1	-22.1	-15.9	-12.3	-22.5
Part-time: 6-8 hours per day	8.2	9.2	12.5	10.2	4.0	10.3	12.3	7.2	7.2	12.9	6.9	7.4	3.8	8.8	4.8	9.0	9.4	4.4	10.9
Part-time: Fewer than 6 hours per day	6.9	8.1	5.0	8.1	16.4	10.8	12.1	6.7	3.2	7.1	7.0	5.8	1.2	4.7	2.0	7.4	5.1	2.7	9.1
I can choose the number of workdays per week or month.	13.3	15.8	13.0	9.6	17.9	18.7	14.0	14.8	5.6	15.1	19.1	12.3	3.2	11.2	10.3	15.9	10.2	19.5	11.5
I can work from home.	14.6	16.4	10.3	21.9	21.3	18.9	13.1	19.4	6.1	20.5	21.3	17.3	5.7	14.7	12.4	9.6	10.9	11.4	10.6
I can work remotely (doing mainly remote work while living outside of commuting distance of my workplace).	10.6	14.1	3.2	9.4	15.8	14.3	10.7	13.5	8.2	13.9	17.6	15.6	4.5	9.4	8.3	9.7	5.8	10.7	6.8
I can work with a mobile device outside the office (mobile work, working outside at cafes, etc.).	8.5	10.3	7.0	7.7	13.9	8.5	9.1	12.2	9.3	12.8	13.4	13.0	3.1	6.8	6.0	4.3	5.5	6.1	6.5
I can work in a satellite office.	3.8	4.4	0.3	2.2	6.8	4.7	7.1	8.3	2.6	6.2	7.6	4.7	1.9	3.0	1.9	3.4	1.2	1.0	3.4
I can get long leave (at least two weeks consecutively).	10.5	22.3	5.9	15.8	7.0	15.3	11.6	11.5	4.5	12.9	17.0	9.0	2.5	9.6	7.9	7.7	8.1	11.1	9.3
I can have a side job.	6.8	18.3	4.5	6.9	7.9	13.4	9.1	10.2	5.2	8.3	9.9	5.6	1.3	4.9	2.3	4.4	3.3	4.6	4.7
None of the above apply	0.2	1.0	0.0	0.4	0.1	0.0	0.2	0.0	0.0	0.3	0.0	0.2	0.1	0.1	0.3	0.2	0.3	-0.4	0.3

*() : the number of respondents

*Using colors for the high/low scores in each country and region by item (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

Important Points in Choosing a Job

In all countries and regions, “Desired income,” “Balance between work and one’s private life,” and “Stable employment” ranked high in choosing a job. Southeast Asia tended to put emphasis on “Can improve my skills and demonstrate my capabilities” and Australia, the United States, and Europe tended to put emphasis on “Can select my working hours and choose where I work.” East Asia was characterized by the fact that “Can work independently using my own judgment” was not included in the top 10. In Japan, “Personal relationships” and “Feel free to take a vacation” ranked higher than “The job is what I want to do.”

- Regarding the top three in overall averages of the important points in choosing a job, “Desired income” ranked first, “Balance between work and one’s private life” ranked second, and “Stable employment” ranked third, and these items ranked high in all countries and regions.
- In Southeast Asia^{*1} and India, “Can obtain a range of knowledge and skills” and “Can demonstrate my capabilities and personality” were included in the top 10 and these countries also tended to put emphasis on “Personal relationships at the workplace are good.”
- In Australia, the United States, and Europe^{*2}, “Can select my working hours” and “Can choose where I work” were also the important points.
- In India, Singapore, Thailand, Australia, the United States, and Europe, “Can work independently using my own judgment” was included in the top 10 but East Asia^{*3} was characterized by the fact that the item was not included in the top 10.
- East Asia and Southeast Asia tended to put emphasis on “The company outlook is good.” On the other hand, the item was not included in the top 10 in Australia, Europe, and the United States.

^{*1} Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam ^{*2} Europe = England, Germany, France, and Sweden ^{*3} East Asia = Japan, China, South Korea, Taiwan, and Hong Kong

**Important
Points in
Choosing a
Job**

- Japan tended to put an emphasis on ease of work. The country was characterized by the fact that “Personal relationships at the workplace are good” and “Able to take a vacation/Feel free to take a vacation” ranked higher than “The job is what I want to do” and “Can feel rewarding.”
- In China, the degree of importance of “Desired income” was prominently high.
- Vietnam was the only country that “Stable employment” was not included in the top 10. A high level of career orientation was observed, such as “Can take advantage of my career,” “Can demonstrate my capabilities and personality,” “The career path after joining the company is clear,” and “Can achieve social success.” On the other hand, an aspect of putting emphasis on family, such as “Can balance work and child care or nursing,” was observed.
- In Philippines, “Can agree with the company’s principles and vision” was included in the top 10.

**Important
Points in
Choosing a
Job**

(Chronological
comparison)

- In Japan, “Can balance work and my personal life,” which ranked second in 2022, moved up from the sixth place in the 2019 survey.
- China was characterized by the fact that “Can feel rewarding,” “Can achieve social success,” and “Can contribute to society,” which were all outside the top 10 in the 2019 survey, were included in the top 10.
- In Hong Kong, the rankings of “Can select my working hours and can choose where I work” moved up. The rankings of “Can select my working hours” in Malaysia and Singapore and “Can choose where I work” in Australia moved up.
- In Philippines, Indonesia, Malaysia, and India, the degree of importance of “Personal relationships at the workplace are good” increased. On the other hand, the item moved down in Thailand and Vietnam. The degrees of importance of “Can work independently using my own judgment” and “Can feel rewarding” in Thailand and “Can achieve social success” in Vietnam moved up.

6. Important Points in Choosing a Job: Top 10 Rankings in Each Country and Region

Q. What is important to you in choosing a job? (Up to the top five in order of priority/Options: 26 items)

*Weighted scores (Multiplying the first score by 5, second by 4, third by 3, fourth by 2, fifth by 1, and summing up for the item)

*The same items as the TOP 3 ranking items in countries are colored the same in the rankings for the 18 countries/regions

[East Asia]												
	Overall (18223)	pt	Japan (1000)	pt	China (1002)	pt	Korea (1005)	pt	Taiwan (1001)	pt	Hong Kong (1002)	pt
1st	Can earn my desired income	22777	Can earn my desired income	1604	Can earn my desired income	1167	Can earn my desired income	1425	Can earn my desired income	1438	Can earn my desired income	2119
2nd	Can balance work and my personal life	19616	Can balance work and my personal life	1357	The company outlook is good	795	Employment is stable	1315	Can commute easily	893	The job is what I want to do	1122
3rd	Employment is stable	16951	Personal relationships at the workplace are good	1324	Employment is stable	773	The job is what I want to do	1054	The job is what I want to do	883	Can balance work and my personal life	1105
4th	The job is what I want to do	16001	Able to take a vacation/Feel free to take a vacation	1245	Can demonstrate my capabilities and personality	732	Can balance work and my personal life	1051	Employment is stable	783	Can commute easily	1082
5th	Can feel rewarding	13276	The job is what I want to do	1177	The job is what I want to do	660	Can commute easily	887	Can feel rewarding	692	Employment is stable	756
6th	Personal relationships at the workplace are good	13173	Can feel rewarding	1080	Can balance work and my personal life	650	Can demonstrate my capabilities and personality	859	Can balance work and my personal life	669	Can select my working hours	727
7th	Can commute easily	13124	Can commute easily	925	Can feel rewarding	593	Can feel rewarding	818	The company outlook is good	661	Personal relationships at the workplace are good	698
8th	Can select my working hours	11285	Employment is stable	855	Can achieve social success	592	Personal relationships at the workplace are good	812	Can obtain a range of knowledge and skills	623	The company outlook is good	649
9th	Can demonstrate my capabilities and personality	11197	Can demonstrate my capabilities and personality	677	Can contribute to society	583	Can take advantage of my career	789	Can demonstrate my capabilities and personality	602	Can choose where I work	582
10th	Can obtain a range of knowledge and skills	10267	Can select my working hours	487	The career path after joining the company is clear	560	The company outlook is good	682	Can select my working hours	584	Can feel rewarding	579

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

6. Important Points in Choosing a Job: Top 10 Rankings in Each Country and Region

Base: All

Q. What is important to you in choosing a job? (Up to the top five in order of priority/Options: 26 items)

*Weighted scores (Multiplying the first score by 5, second by 4, third by 3, fourth by 2, fifth by 1, and summing up for the item)
 *The same items as the top three ranking items in countries are colored the same in the rankings for the 18 countries and regions

[Southeast Asia/South Asia]

	Thailand (1059)		Philippines (1010)		Indonesia (1002)		Malaysia (1000)		Singapore (1002)		Vietnam (1002)		India (1119)	
	pt		pt		pt		pt		pt		pt		pt	
1st	Can earn my desired income	1203	Can balance work and my personal life	1368	Can earn my desired income	1360	Can balance work and my personal life	1320	Can earn my desired income	1520	Can earn my desired income	1214	Can balance work and my personal life	1038
2nd	Employment is stable	1032	Can earn my desired income	1218	Personal relationships at the workplace are good	1029	Can earn my desired income	1274	Can balance work and my personal life	1474	Can balance work and my personal life	916	Can earn my desired income	916
3rd	Can balance work and my personal life	885	Employment is stable	1204	Can balance work and my personal life	1003	Employment is stable	1049	Employment is stable	1172	Can take advantage of my career	909	Personal relationships at the workplace are good	773
4th	Can commute easily	836	Personal relationships at the workplace are good	980	Can balance work and child care or nursing	897	Can obtain a range of knowledge and skills	742	The job is what I want to do	873	Can demonstrate my capabilities and personality	894	The job is what I want to do	762
5th	The job is what I want to do	833	The job is what I want to do	895	The career path after joining the company is clear	852	The job is what I want to do	739	Can feel rewarding	856	The company outlook is good	780	Employment is stable	758
6th	Can demonstrate my capabilities and personality	673	Can obtain a range of knowledge and skills	824	Employment is stable	796	Can feel rewarding	670	Personal relationships at the workplace are good	717	Can balance work and child care or nursing	718	Can select my working hours	749
7th	Can feel rewarding	655	Can feel rewarding	705	Can feel rewarding	764	Personal relationships at the workplace are good	654	Can commute easily	661	Can achieve social success	697	Can obtain a range of knowledge and skills	664
8th	Can work independently using my own judgment	640	Can demonstrate my capabilities and personality	603	The company outlook is good	723	Can commute easily	629	Can obtain a range of knowledge and skills	622	Can commute easily	645	Can commute easily	654
9th	The company outlook is good	636	Can select my working hours	570	Can obtain a range of knowledge and skills	690	The company outlook is good	618	Can select my working hours	593	Personal relationships at the workplace are good	644	The career path after joining the company is clear	635
10th	Personal relationships at the workplace are good	602	Can agree with the company's principles and vision	569	Can demonstrate my capabilities and personality	613	Can select my working hours	589	Can work independently using my own judgment	554	The career path after joining the company is clear	606	Can work independently using my own judgment	630

* () : the number of respondents

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6. Important Points in Choosing a Job: Top 10 Rankings in Each Country and Region

Base: All

Q. What is important to you in choosing a job? (Up to the top five in order of priority/Options: 26 items) *Weighted scores (Multiplying the first score by 5, second by 4, third by 3, fourth by 2, fifth by 1, and summing up for the item) *The same items as the top three ranking items in countries are colored the same in the rankings for the 18 countries and regions

1st 2nd 3rd

[Oceania/North America/Europe]

	Australia (1003)	pt	United States (1010)	pt	England (1003)	pt	Germany (1000)	pt	France (1001)	pt	Sweden (1002)	pt
1st	Can balance work and my personal life	1454	Can earn my desired income	1124	Can earn my desired income	1280	Can balance work and my personal life	1043	Can earn my desired income	1224	Can balance work and my personal life	1039
2nd	Employment is stable	1228	Can balance work and my personal life	1067	Can balance work and my personal life	1176	The job is what I want to do	965	Employment is stable	1140	Can earn my desired income	877
3rd	Can earn my desired income	1117	Employment is stable	1058	Employment is stable	1156	Employment is stable	922	The job is what I want to do	1061	Can select my working hours	863
4th	The job is what I want to do	1028	The job is what I want to do	921	The job is what I want to do	1124	Can select my working hours	844	Can balance work and my personal life	1001	The job is what I want to do	814
5th	Can commute easily	938	Can feel rewarding	855	Can commute easily	966	Can work independently using my own judgment	826	Can feel rewarding	889	Can feel rewarding	707
6th	Can feel rewarding	827	Can commute easily	818	Can feel rewarding	843	Personal relationships at the workplace are good	739	Personal relationships at the workplace are good	836	Personal relationships at the workplace are good	666
7th	Can select my working hours	825	Can select my working hours	755	Can select my working hours	798	Can feel rewarding	697	Can select my working hours	643	Able to take a vacation/Feel free to take a vacation	649
8th	Can choose where I work	701	Can choose where I work	628	Can work independently using my own judgment	601	Can earn my desired income	697	Can choose where I work	620	Can work independently using my own judgment	647
9th	Can work independently using my own judgment	619	Can work independently using my own judgment	583	Can obtain a range of knowledge and skills	541	Can demonstrate my capabilities and personality	645	Can demonstrate my capabilities and personality	559	Can choose where I work	634
10th	Personal relationships at the workplace are good	559	Can demonstrate my capabilities and personality	562	Personal relationships at the workplace are good	539	Able to take a vacation/Feel free to take a vacation	645	Can work independently using my own judgment	520	Employment is stable	624

* () : the number of respondents

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6. Important Points in Choosing a Job: Top 10 Rankings in Each Country and Region (Chronological order)

Q. What is important to you in choosing a job? (Up to the top five in order of priority/Options: 26 items)

*An arrow was added to the items of which the rankings changed by two or more places.

*Weighted scores (Multiplying the first score by 5, second by 4, third by 3, fourth by 2, fifth by 1, and summing up for the item)

*The same items as the TOP 3 ranking items countries are colored the same in the same rankings for the overall averages of 18 countries/regions in 2022

[South Asia]

	Japan				China				Korea			
	2022 (1000)	pt	2019 (1000)	pt	2022 (1002)	pt	2019 (1000)	pt	2022 (1005)	pt	2019 (1000)	pt
1st	Can earn my desired income	1604	Can earn my desired income	1254	Can earn my desired income	1167	Can earn my desired income	1451	Can earn my desired income	1425	Can earn my desired income	1545
2nd	Can balance work and my personal life	1357	Personal relationships at the workplace are good	1230	The company outlook is good	795	The company outlook is good	953	Employment is stable	1315	Employment is stable	1348
3rd	Personal relationships at the workplace are good	1324	Able to take a vacation/Feel free to take a vacation	1136	Employment is stable	773	Can demonstrate my capabilities and personality	890	The job is what I want to do	1054	Can balance work and my personal life	1180
4th	Able to take a vacation/Feel free to take a vacation	1245	Can feel rewarding	1121	Can demonstrate my capabilities and personality	732	The job is what I want to do	887	Can balance work and my personal life	1051	The job is what I want to do	1150
5th	The job is what I want to do	1177	The job is what I want to do	1094	The job is what I want to do	660	Can balance work and my personal life	833	Can commute easily	887	Can commute easily	995
6th	Can feel rewarding	1080	Can balance work and my personal life	1087	Can balance work and my personal life	650	Employment is stable	788	Can demonstrate my capabilities and personality	859	Can demonstrate my capabilities and personality	909
7th	Can commute easily	925	Can commute easily	1044	Can feel rewarding	593	The career path after joining the company is clear	717	Can feel rewarding	818	Can feel rewarding	836
8th	Employment is stable	855	Employment is stable	945	Can achieve social success	592	Can obtain a range of knowledge and skills	700	Personal relationships at the workplace are good	812	Personal relationships at the workplace are good	766
9th	Can demonstrate my capabilities and personality	677	Can demonstrate my capabilities and personality	727	Can contribute to society	583	Can balance work and child care or nursing	627	Can take advantage of my career	789	The company outlook is good	602
10th	Can select my working hours	487	Can select my working hours	583	The career path after joining the company is clear	560	Personal relationships at the workplace are good	602	The company outlook is good	682	Can take advantage of my career	537

* () : the number of respondents

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6. Important Points in Choosing a Job: Top 10 Rankings in Each Country and Region (Chronological order)

Q. What is important to you in choosing a job? (Up to the top five in order of priority/Options: 26 items)

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[East Asia]

	Taiwan				Hong Kong			
	2022 (1001)	pt	2019 (1000)	pt	2022 (1002)	pt	2019 (1000)	pt
1st	Can earn my desired income	1438	Can earn my desired income	1878	Can earn my desired income	2119	Can earn my desired income	2247
2nd	Can commute easily	893	The job is what I want to do	1227	The job is what I want to do	1122	Can balance work and my personal life	1424
3rd	The job is what I want to do	883	Can commute easily	1060	Can balance work and my personal life	1105	The job is what I want to do	1140
4th	Employment is stable	783	Employment is stable	945	Can commute easily	1082	Can commute easily	1095
5th	Can feel rewarding	↑ 692	The company outlook is good	854	Employment is stable	756	Can demonstrate my capabilities and personality	802
6th	Can balance work and my personal life	↑ 669	Can demonstrate my capabilities and personality	826	Can select my working hours	↑ 727	Employment is stable	733
7th	The company outlook is good	↓ 661	Personal relationships at the workplace are good	729	Personal relationships at the workplace are good	698	Personal relationships at the workplace are good	706
8th	Can obtain a range of knowledge and skills	↑ 623	Can feel rewarding	697	The company outlook is good	649	Can feel rewarding	670
9th	Can demonstrate my capabilities and personality	↓ 602	Can balance work and my personal life	599	Can choose where I work	↑ 582	The company outlook is good	619
10th	Can select my working hours	584	Can select my working hours	591	Can feel rewarding	↓ 579	Can select my working hours	566

1st 2nd 3rd

* () : the number of respondents

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[Southeast Asia]

	Thailand		Philippines			Indonesia						
	2022 (1059)	pt	2019 (1000)	pt	2022 (1010)	pt	2019 (1000)	pt				
1st	Can earn my desired income	1203	Can earn my desired income	1488	Can balance work and my personal life	1368	Can earn my desired income	1569	Can earn my desired income	1360	Can earn my desired income	1303
2nd	Employment is stable	1032	Employment is stable	1190	Can earn my desired income	1218	Can balance work and my personal life	1514	Personal relationships at the workplace are good	1029	The career path after joining the company is clear	959
3rd	Can balance work and my personal life	885	Can commute easily	1169	Employment is stable	1204	Employment is stable	1496	Can balance work and my personal life	1003	Can balance work and child care or nursing	939
4th	Can commute easily	836	The job is what I want to do	895	Personal relationships at the workplace are good	980	The job is what I want to do	1010	Can balance work and child care or nursing	897	Can balance work and my personal life	932
5th	The job is what I want to do	833	Can balance work and my personal life	790	The job is what I want to do	895	Can obtain a range of knowledge and skills	783	The career path after joining the company is clear	852	Personal relationships at the workplace are good	911
6th	Can demonstrate my capabilities and personality	673	The company outlook is good	717	Can obtain a range of knowledge and skills	824	Personal relationships at the workplace are good	734	Employment is stable	796	Can feel rewarding	828
7th	Can feel rewarding	655	Personal relationships at the workplace are good	700	Can feel rewarding	705	Can commute easily	661	Can feel rewarding	764	The company outlook is good	823
8th	Can work independently using my own judgment	640	Can demonstrate my capabilities and personality	627	Can demonstrate my capabilities and personality	603	Can feel rewarding	580	The company outlook is good	723	Can obtain a range of knowledge and skills	736
9th	The company outlook is good	636	Can take advantage of my career	597	Can select my working hours	570	Can select my working hours	553	Can obtain a range of knowledge and skills	690	Employment is stable	702
10th	Personal relationships at the workplace are good	602	Can feel rewarding	587	Can agree with the company's principles and vision	569	The career path after joining the company is clear	490	Can demonstrate my capabilities and personality	613	The job is what I want to do	678
10th			Can experience a range of jobs	587								

* () : the number of respondents

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6. Important Points in Choosing a Job: Top 10 Rankings in Each Country and Region (Chronological order)

Q. What is important to you in choosing a job? (Up to the top five in order of priority/Options: 26 items)

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1st 2nd 3rd

[Southeast Asia]

	Malaysia				Singapore				Vietnam			
	2022 (1000)	pt	2019 (1000)	pt	2022 (1002)	pt	2019 (1000)	pt	2022 (1002)	pt	2019 (1000)	pt
1st	Can balance work and my personal life	1320	Employment is stable	1351	Can earn my desired income	1520	Can balance work and my personal life	1673	Can earn my desired income	1214	Can earn my desired income	1384
2nd	Can earn my desired income	1274	Can balance work and my personal life	1313	Can balance work and my personal life	1474	Can earn my desired income	1631	Can balance work and my personal life	916	Can balance work and my personal life	1081
3rd	Employment is stable	1049	Can earn my desired income	1283	Employment is stable	1172	Employment is stable	1353	Can take advantage of my career	909	Can take advantage of my career	889
4th	Can obtain a range of knowledge and skills	742	Can obtain a range of knowledge and skills	905	The job is what I want to do	873	The job is what I want to do	1077	Can demonstrate my capabilities and personality	894	The company outlook is good	877
5th	The job is what I want to do	739	The job is what I want to do	849	Can feel rewarding	856	Can feel rewarding	860	The company outlook is good	780	Can demonstrate my capabilities and personality	854
6th	Can feel rewarding	670	Can commute easily	744	Personal relationships at the workplace are good	717	Can commute easily	798	Can balance work and child care or nursing	718	Can balance work and child care or nursing	711
7th	Personal relationships at the workplace are good	654	Can demonstrate my capabilities and personality	708	Can commute easily	661	Personal relationships at the workplace are good	683	Can achieve social success	697	Personal relationships at the workplace are good	667
8th	Can commute easily	629	The company outlook is good	670	Can obtain a range of knowledge and skills	622	Can obtain a range of knowledge and skills	673	Can commute easily	645	Can commute easily	623
9th	The company outlook is good	618	Can balance work and child care or nursing	637	Can select my working hours	593	Can work independently using my own judgment	602	Personal relationships at the workplace are good	644	The job is what I want to do	615
10th	Can select my working hours	589	Can feel rewarding	623	Can work independently using my own judgment	554	Can demonstrate my capabilities and personality	542	The career path after joining the company is clear	606	Can obtain a range of knowledge and skills	603

* () : the number of respondents

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6. Important Points in Choosing a Job: Top 10 Rankings in Each Country and Region (Chronological order)

Q. What is important to you in choosing a job? (Up to the top five in order of priority/Options: 26 items)

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*The same items as the TOP 3 ranking items countries are colored the same in the same rankings for the overall averages of 18 countries/regions in 2022

1st 2nd 3rd

[South Asia/Oceania]

		India				Australia			
		2022 (1119)	pt	2019 (1000)	pt	2022 (1003)	pt	2019 (1000)	pt
1st	Can balance work and my personal life	1038		Can balance work and my personal life	1116	Can balance work and my personal life	1454	Can balance work and my personal life	1514
2nd	Can earn my desired income	916		Employment is stable	978	Employment is stable	1228	Employment is stable	1379
3rd	Personal relationships at the workplace are good	773	↑	Can earn my desired income	908	Can earn my desired income	1117	Can earn my desired income	1255
4th	The job is what I want to do	762		The job is what I want to do	723	The job is what I want to do	1028	The job is what I want to do	1167
5th	Employment is stable	758	↓	The career path after joining the company is clear	676	Can commute easily	938	Can commute easily	1031
6th	Can select my working hours	749		Can obtain a range of knowledge and skills	666	Can feel rewarding	827	Can feel rewarding	780
7th	Can obtain a range of knowledge and skills	664		Can select my working hours	636	Can select my working hours	825	Can select my working hours	754
8th	Can commute easily	654		Can commute easily	626	Can choose where I work	701	Can work independently using my own judgment	734
9th	The career path after joining the company is clear	635	↓	Can feel rewarding	619	Can work independently using my own judgment	619	Can demonstrate my capabilities and personality	604
10th	Can work independently using my own judgment	630		Can work independently using my own judgment	602	Personal relationships at the workplace are good	559	Can obtain a range of knowledge and skills	547
10th				Personal relationships at the workplace are good	602				

* () : the number of respondents

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Working
Age

Both “Age to which you want to work in your life” and “Age to which you feel you have to keep working” tended to be high in East Asia, Australia, and Europe. The gap calculated by subtracting the desired age from the essential age was 1.2 years old as the overall average and the largest gap was 3.8 years old in Germany. The desired age in Japan was 61.2 years old, the essential age was 62.8 years old, and the gap was 1.6 years old.

- Regarding the overall averages, “Age to which you want to work in your life (desired age)” was 58.7 years old and “Age to which you feel you have to keep working (essential age)” was 59.9 years old. In East Asia^{*1} (excluding Hong Kong), Australia, and Europe^{*2}, the essential age surpassed the overall average and was 60 years old or older. The desired age was also high. On the other hand, both the desired age and essential age were in their 50s in Southeast Asia^{*3}, India, and the United States. Above all, both the desired age and essential age in Malaysia and India were young at 53 years old.
- By age group, a tendency was observed wherein the older the age group, the older the desired age and the essential age. Respondents in their 20s frequently answered 40-55 years old but those in their 50s or older answered in their 60s in all countries and regions.
- The overall average of the gap calculated by subtracting the desired age from the essential age was 1.2 years old. The largest was 3.8 years old in Germany. Australia, England, France, and Sweden had a gap of 2 years old or more. Japan, South Korea, Taiwan, Singapore, and the United States had a gap of 1 year old or more but less than 2 years old. Southeast Asia, India, Hong Kong, and China had a small gap of less than 1 year old.
- Japan’s desired age was 61.2 years old, essential age was 62.8 years old, and the gap was 1.6 years old. By age group, the desired age was 52 years old among the respondents in their 20s and 67 years old among the respondents in their 50s or older (15 years of aging). The essential age was 55.8 years old among the respondents in their 20s and 66.3 years old among those in their 50s or older (10.5 years of aging).

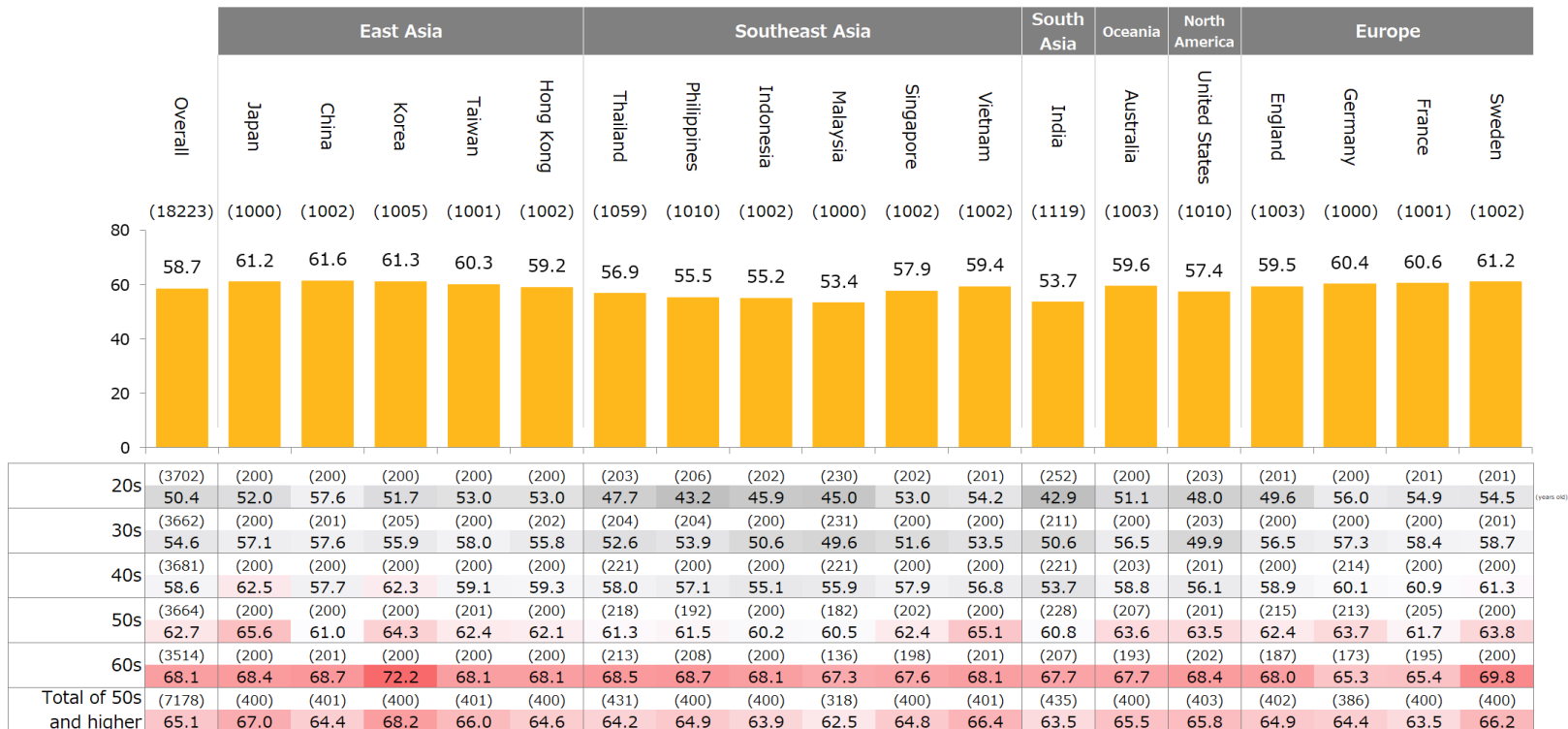
^{*1} East Asia = Japan, China, South Korea, Taiwan, and Hong Kong ^{*2} Europe = England, Germany, France, and Sweden ^{*3} Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam

7. Working Age (Desired)

Q. How old do you want to work in your life? Please let us know your desired age. Also, how old do you feel you have to work?

▼ [Desired Age] Actual number of answers (Unit: years old)

*Scores are "Average ages"



* () : the number of respondents

*Using colors for the high/low scores (High scores: red / low scores: gray)

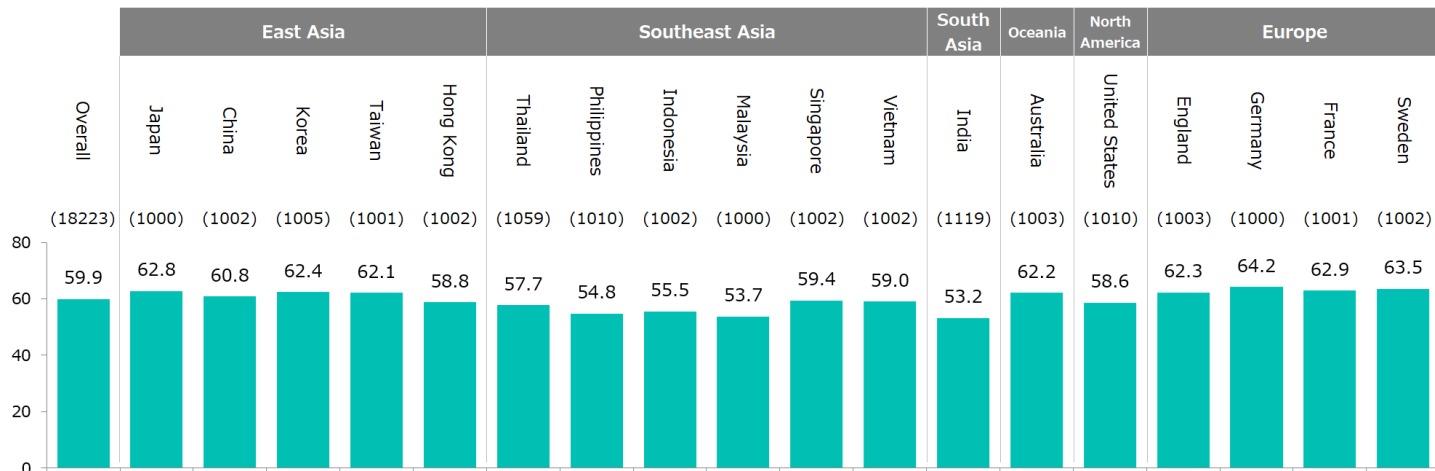
*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

8. Working Age (Essential)

Q. How old do you want to work in your life? Please let us know your desired age. Also, how old do you feel you have to work?

▼ [Age to which you feel you have to keep working] (Unit: years old)

*Scores are "Average ages"



Age Group	East Asia	Southeast Asia	South Asia	Oceania	North America	Europe
20s	(3702) 52.6	(203) 50.0	(252) 42.0	(200) 55.5	(203) 51.2	(201) 54.4
30s	(3662) 56.7	(204) 54.1	(211) 49.4	(200) 60.9	(203) 50.3	(200) 61.2
40s	(3681) 60.6	(221) 57.8	(221) 54.0	(200) 60.8	(201) 59.2	(200) 62.5
50s	(3664) 63.6	(218) 61.9	(228) 60.6	(207) 65.3	(201) 64.8	(215) 64.9
60s	(3514) 67.8	(213) 68.2	(207) 67.8	(193) 67.9	(202) 68.3	(187) 67.6
Total of 50s and higher	(7178) 65.4	(431) 64.3	(435) 63.6	(400) 66.6	(403) 66.4	(402) 66.1

*() : the number of respondents

*Using colors for the high/low scores (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

9. Working Age (Gap between the desired age and the essential age)

Q. How old do you want to work in your life? Please let us know your desired age. Also, how old do you feel you have to work?

*Descending order of the gap from the left

	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th	15th	16th	17th	18th		
	Overall	Germany	England	Australia	France	Sweden	Taiwan	Japan	Singapore	United States	Korea	Thailand	Malaysia	Indonesia	Vietnam	Hong Kong	India	Philippines	China	
Number of Respondents	(18223)	(1000)	(1003)	(1003)	(1001)	(1002)	(1001)	(1000)	(1002)	(1010)	(1005)	(1059)	(1000)	(1002)	(1002)	(1002)	(1119)	(1010)	(1002)	
Desired Age	58.7	60.4	59.5	59.6	60.6	61.2	60.3	61.2	57.9	57.4	61.3	56.9	53.4	55.2	59.4	59.2	53.7	55.5	61.6	
Essential Age	59.9	64.2	62.3	62.2	62.9	63.5	62.1	62.8	59.4	58.6	62.4	57.7	53.7	55.5	59	58.8	53.2	54.8	60.8	
Gap (Essential - Desired)	1.2	3.8	2.8	2.6	2.3	2.3	1.8	1.6	1.5	1.2	1.1	0.8	0.3	0.3	-0.4	-0.4	-0.5	-0.7	-0.8	
Gap by Age Group	20s	2.2	8.3	4.8	4.4	3.4	2.8	4.0	3.8	2.0	3.2	2.4	2.3	0.6	0.3	-0.4	-0.3	-0.9	-2.9	0.5
	30s	2.1	4.5	4.7	4.4	3.6	3.0	1.2	4.3	2.5	0.4	2.4	1.5	1.8	-0.1	0.5	0.9	-1.2	0.5	-0.7
	40s	2.0	3.0	3.6	4.2	2.9	3.6	1.4	1.9	2.9	3.1	2.0	-0.2	1.0	0.9	0.8	1.0	0.3	0.2	0.4
	50s	0.9	1.9	2.5	1.7	1.8	1.6	2.4	0.2	1.4	1.3	0.7	0.6	-0.1	1.0	-0.7	2.0	-0.2	-0.2	-1.5
	60s	-0.3	1.2	-0.4	0.2	0.6	1.3	1.2	-1.6	0.4	-0.1	-1.7	-0.3	-0.1	-0.4	-1.3	-0.3	0.1	-0.3	-0.9
	Total of 50s and higher	0.3	1.6	1.2	1.1	1.2	1.3	1.2	-0.7	0.9	0.6	-0.6	0.1	-0.2	0.6	-1.1	0.7	0.1	-0.2	-1.3

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

III. Well-being

*Well-being refers to the state of being physically, mentally, and socially satisfied. In recent years, it has been drawing attention, such as being positioned as the Japanese government's policy objective (KPI), etc.

Current Situation for Work

Employed people's job performance, work engagement, creativity, and sympathy for corporate philosophy tended to be high in India and Southeast Asia (excluding Singapore). Regarding the percentage of the respondents answered, "I feel happy through my work," Japan was the lowest at 49.1%.

- In Southeast Asia*¹, excluding Singapore, and India, job performance, work engagement, creativity, and sympathy for corporate philosophy were all high. The United States followed them and tended to be relatively high.
- In China, work engagement, creativity, and sympathy for corporate philosophy were high but job performance was on average. In particular, sympathy for corporate philosophy was low in other East Asian*² countries, but China was high and had a large difference.
- In Japan, job performance, work engagement, and sympathy for corporate philosophy were all low. In particular, the low level of creativity stood out.
- Regarding the percentage of employed people who answered, "I feel happy through my work," India was the highest at 92.6%, followed by Indonesia, Philippines, China, and Vietnam, which were all around 90%. On the other hand, East Asia, excluding China, tended to be low, and Japan was the lowest at 49.1%.
- By age group, the degree of happiness through work among the respondents in their 20-40s in East Asia, excluding China, tended to be low and in Japan, South Korea, and Hong Kong, young people in their 20s were the lowest. In the United States, the degree of happiness was low only among those in their 20s.

*¹ Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam *² East Asia = Japan, China, South Korea, Taiwan, and Hong Kong

1. Current Situation for Work

Q. Select the most applicable option to your work. (Five-point scale / 12 options)

*The scores are average values on the five-point scale.

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe					
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden		
(Number of Respondents)	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)		
Job Performance	1	I adequately complete my assigned duties	4.3	3.7	4.3	3.9	3.8	4.0	4.4	4.6	4.5	4.3	4.3	4.5	4.5	4.3	4.4	4.4	4.2	4.2	4.3
	2	I fulfill the responsibilities specified in my job description	4.3	4.0	4.3	4.1	3.9	4.0	4.4	4.7	4.6	4.4	4.3	4.5	4.5	4.4	4.5	4.5	4.3	4.3	4.4
	3	I perform the tasks that are expected of me	4.3	3.5	4.3	3.8	3.8	3.9	4.4	4.7	4.5	4.4	4.3	4.5	4.5	4.4	4.5	4.5	4.3	4.3	4.4
	4	I meet the formal performance requirements of my job	4.3	3.7	4.3	3.9	3.9	4.1	4.4	4.6	4.4	4.4	4.3	4.4	4.5	4.4	4.4	4.5	4.3	4.2	4.4
	5	I engage in activities that will directly affect my performance evaluation.	4.1	3.4	4.2	3.7	3.6	3.7	4.4	4.4	4.4	3.9	4.1	4.4	4.4	4.1	4.2	4.1	3.8	4.0	4.1
Work Engagement	6	I feel energized when I'm working.	4.1	3.3	4.2	3.9	3.7	3.7	4.4	4.5	4.3	4.2	3.9	4.5	4.5	4.0	4.2	4.1	3.9	4.0	4.0
	7	I am enthusiastic about my job	4.0	3.1	4.2	3.7	3.7	3.7	4.4	4.5	4.4	4.2	3.9	4.4	4.5	3.9	4.2	4.0	3.9	4.0	4.1
	8	I am immersed in my work	4.1	3.5	4.3	3.9	3.7	3.8	4.5	4.5	4.4	4.2	3.9	4.5	4.5	4.0	4.2	4.1	3.9	4.0	4.0
Creativity	9	I carefully polish ideas and concepts	4.1	3.4	4.1	4.1	3.8	3.7	4.4	4.4	4.1	4.2	4.0	4.5	4.4	4.0	4.2	4.1	4.0	4.1	4.0
	10	I am able to propose new plans and ideas	4.1	3.0	4.2	3.7	3.8	3.8	4.4	4.5	4.3	4.2	4.0	4.4	4.5	3.9	4.1	3.9	3.9	4.0	4.0
	11	I am able to perform challenging and bold work	4.0	3.0	4.2	3.7	3.7	3.7	4.3	4.4	4.3	4.2	4.0	4.4	4.5	4.0	4.1	4.1	4.0	4.0	4.2
Sympathy for Corporate Philosophy	12	I can relate to the corporate philosophy of the company I work for.	4.1	2.9	4.2	3.5	3.8	3.7	4.4	4.5	4.3	4.2	4.0	4.4	4.5	4.1	4.3	4.1	4.2	4.0	4.1
			4.0	3.2	4.3	3.6	3.8	3.6	4.3	4.4	4.2	4.0	3.9	4.3	4.4	4.0	4.1	4.0	3.9	3.9	4.0

*Using colors for the high/low gaps in scores in each country and region by item (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

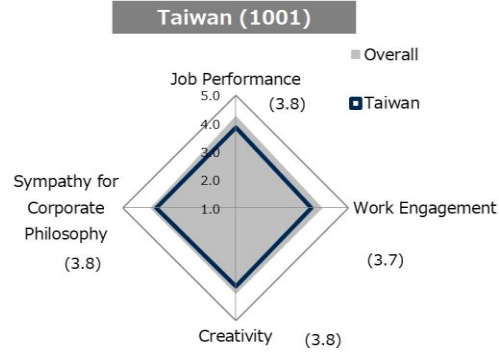
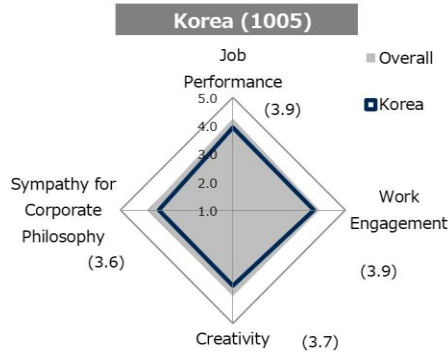
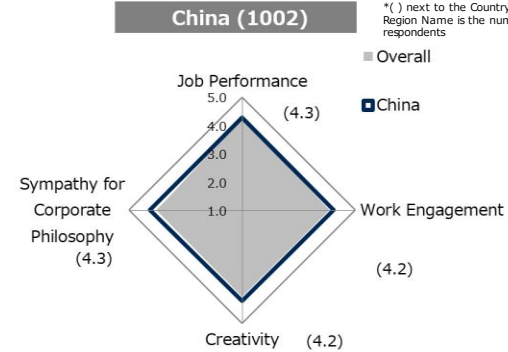
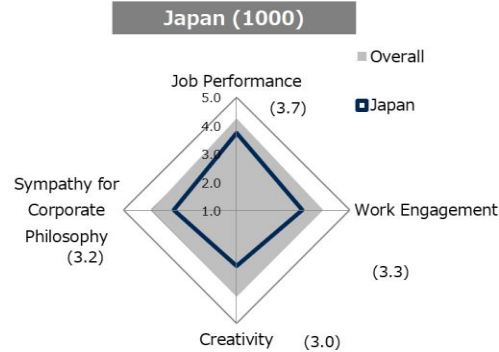
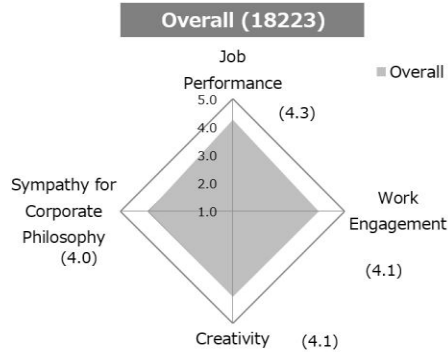
1. Current Situation for Work [East Asia]

Q. Select the most applicable option to your work. (Five-point scale / 12 options)

*The scores are average values on the five-point scale

Average of 18 countries/regions	
Job Performance	4.3
Work Engagement	4.1
Creativity	4.1
Sympathy for Corporate Philosophy	4.0

() next to the Country and Region Name is the number of respondents



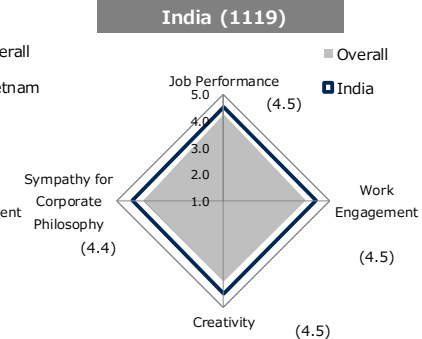
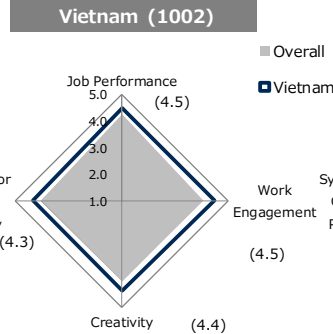
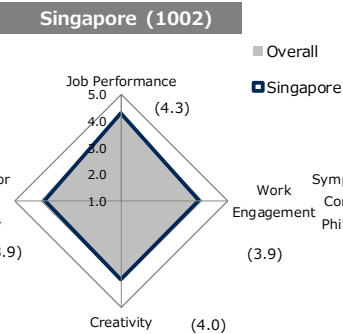
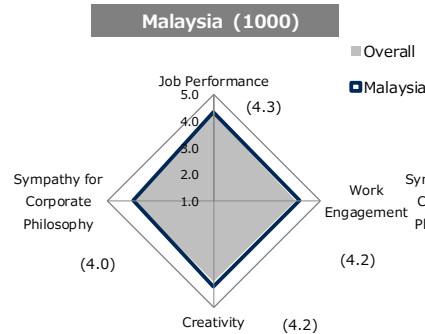
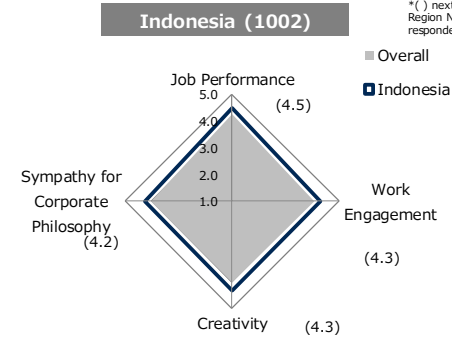
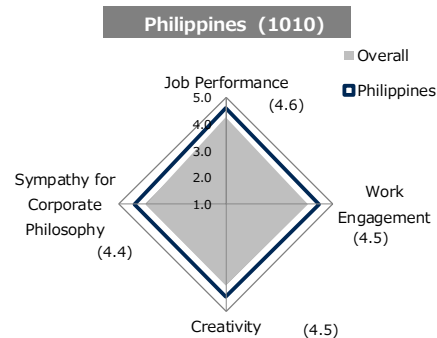
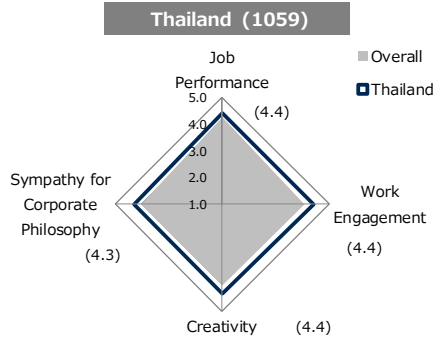
*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Current Situation for Work [Southeast Asia, South Asia]

*The scores are average values on the five-point scale.

Average of 18 countries/regions	
Job Performance	4.3
Work Engagement	4.1
Creativity	4.1
Sympathy for Corporate Philosophy	4.0

Q. Select the most applicable option to your work. (Five-point scale / 12 options)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

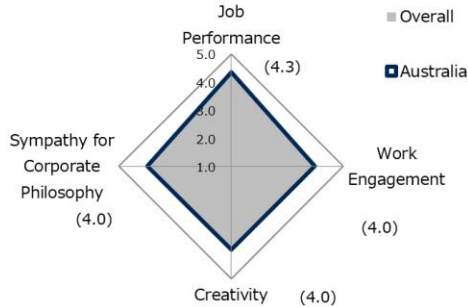
1. Current Situation for Work [Oceania, North America, Europe]

*The scores are average values on the five-point scale.

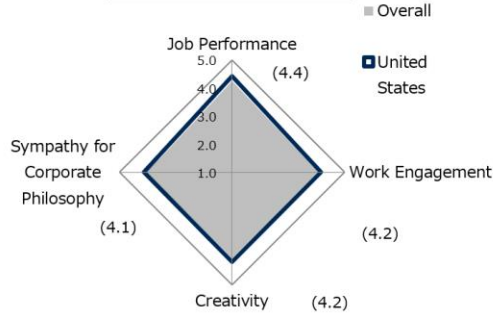
Average of 18 countries/regions	
Job Performance	4.3
Work Engagement	4.1
Creativity	4.1
Sympathy for Corporate Philosophy	4.0

Q. Select the most applicable option to your work. (Five-point scale / 12 options)

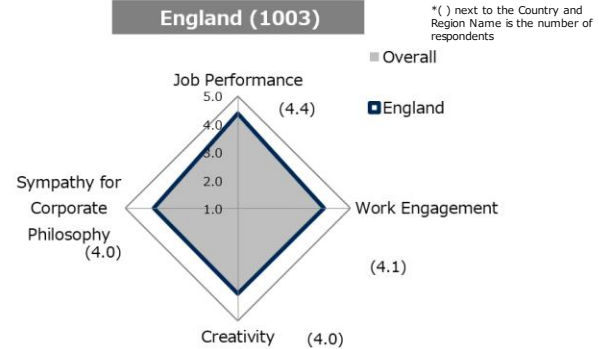
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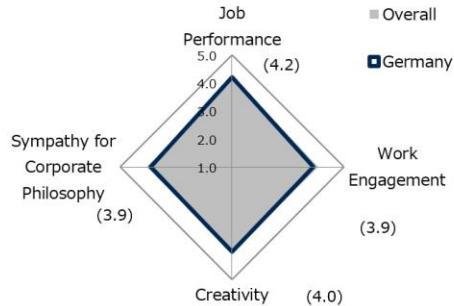
United States (1010)



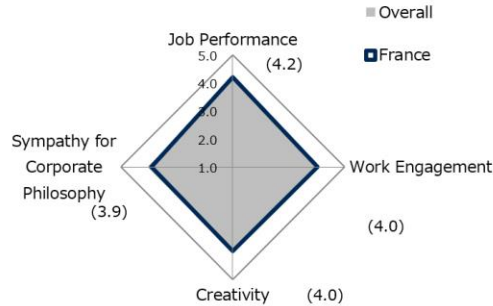
England (1003)



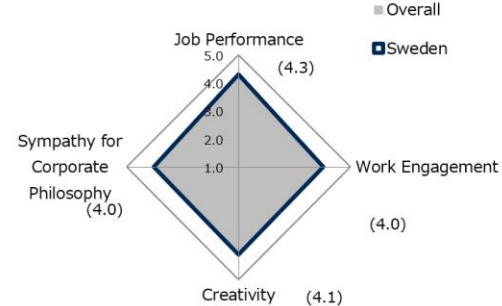
Germany (1000)



France (1001)



Sweden (1002)

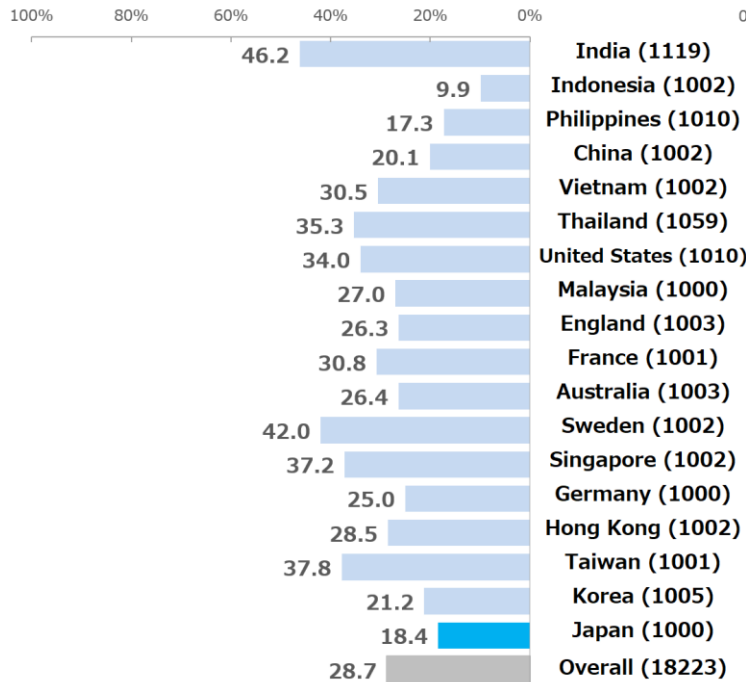


*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Current Situation for Work

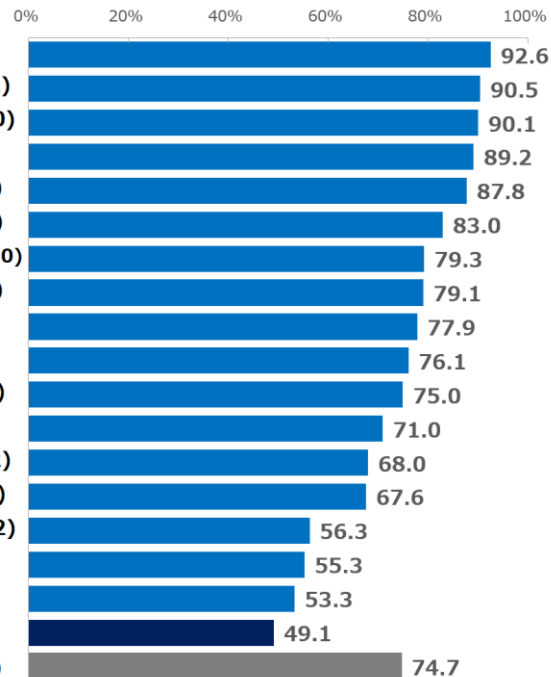
Q. Select the most applicable option to your work. (Five-point scale / 2 options)

▼ [I feel unhappy through my work.]



*In descending order of the total value of "Applicable" and "Slightly applicable"

▼ [I feel happy through my work.]



*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

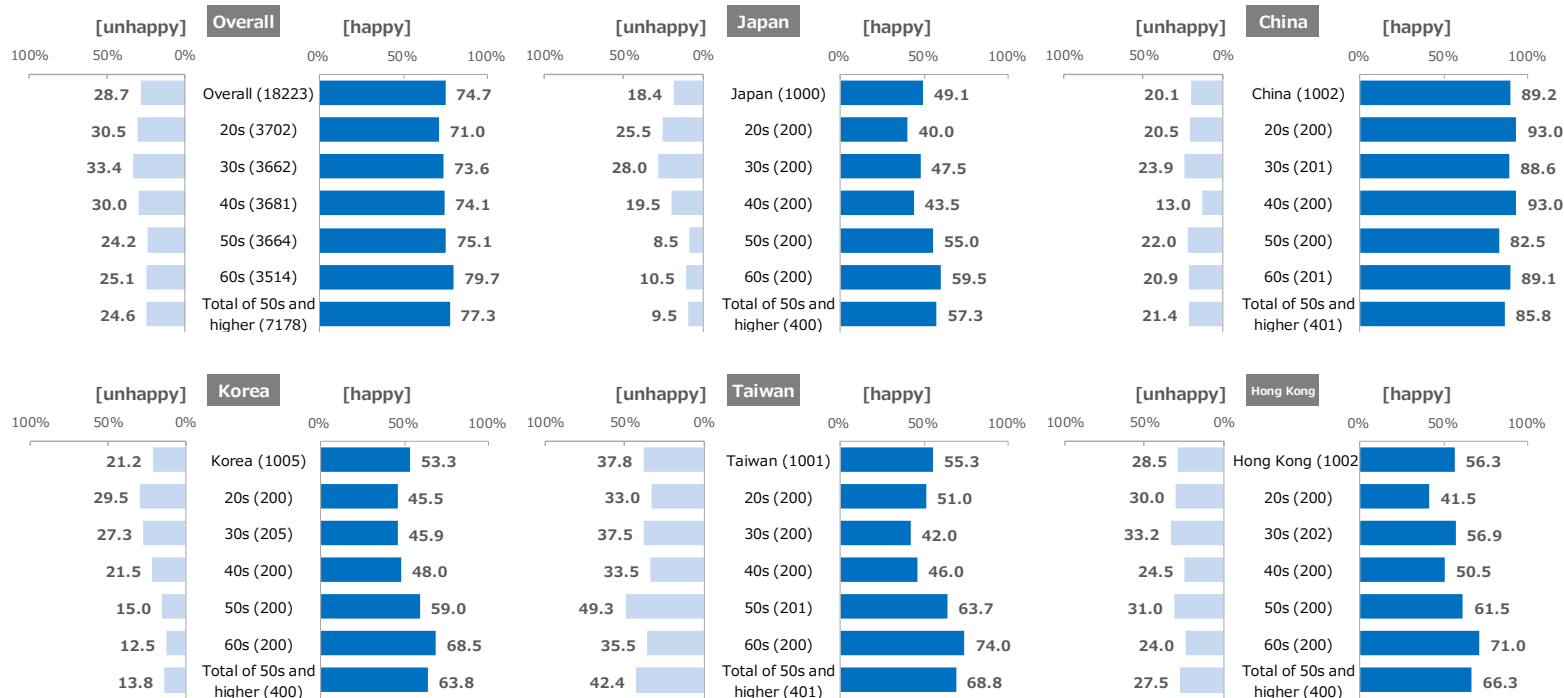
1. Current Situation for Work (By age group)

Q. Select the most applicable option to your work. (Five-point scale / 2 options)

▼Left graph: [I feel unhappy through my work.]

▼Left graph: [I feel happy through my work.]

*The scores show the total value of "Applicable" and "Slightly applicable".



* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Current Situation for Work (By age group)

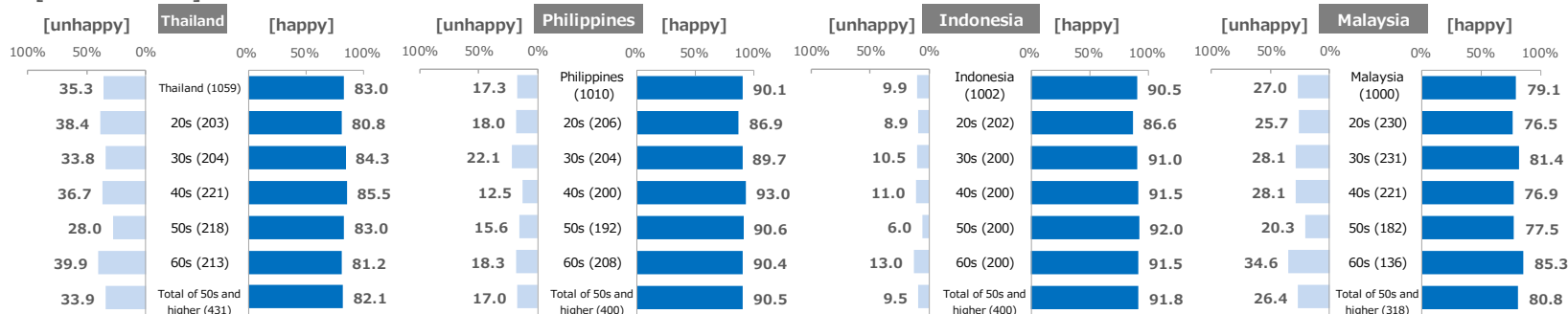
Q. Select the most applicable option to your work. (Five-point scale / 2 options)

▼Left graph: [I feel unhappy through my work.]

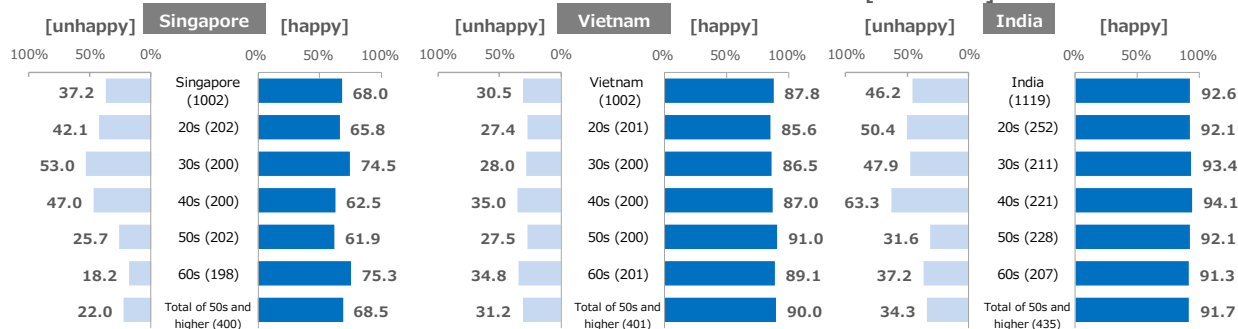
▼Right graph: [I feel happy through my work.]

*The scores show the total value of "Applicable" and "Slightly applicable".

[Southeast Asia]



[South Asia]



*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

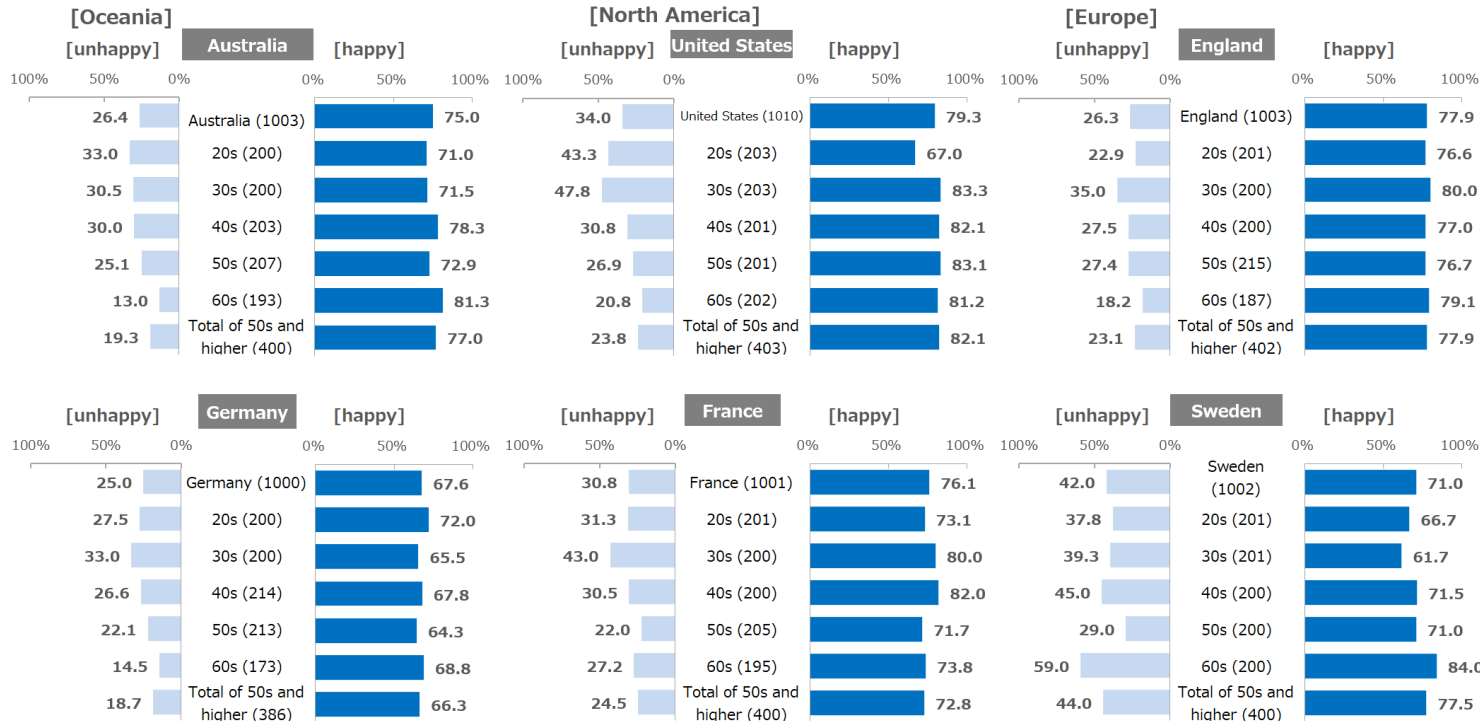
1. Current Situation for Work (By age group)

Q. Select the most applicable option to your work. (Five-point scale / 2 options)

▼Left graph: [I feel unhappy through my work.]

▼Right graph: [I feel happy through my work.]

*The scores show the total value of "Applicable" and "Slightly applicable".



* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

Diversity & Inclusion in the Workplace

Diversity and inclusion in the workplace tended to be low in Japan and South Korea. On the other hand, these were high in China, India, Philippines, Vietnam, and the United States. In Japan, ease of work for “Seniors” surpassed the ease of work for “Young people.”

- Regarding the averages of 18 countries and regions in diversity and inclusion in the workplace (average values on the 5-point scale), “It is easy for females to work” was the highest at 4.2, followed by “It is easy for young people (20s) to work” (4.0), “It is easy for racial and ethnic minorities to work” (3.9), “It is easy for LGBTQ people to work” and “It is easy for immigrants and foreign workers to work (3.8 respectively), and “It is easy for seniors (50/60 years old and over)” (3.7).
- In China and India, all items significantly surpassed the average values. Philippines, Vietnam, and the United States also tended to be high.
- In Indonesia and Malaysia, ease of work for “LGBTQ people” and “Seniors” tended to be low.
- In Japan and South Korea, “Females,” “Young people,” “Racial and ethnic minorities,” and “Immigrants and foreign workers” significantly fell below the average values. Taiwan, Hong Kong, and Germany also tended to be low.
- Japan was characterized by the fact that the ease of work for “Seniors” surpassed the ease of work for “Young people.”

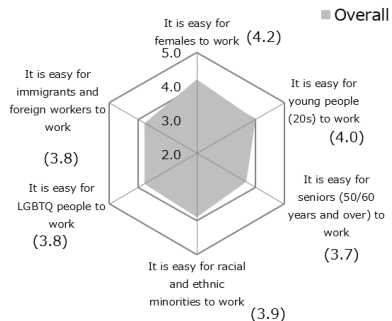
2. Diversity & Inclusion in the Workplace [East Asia]

Q. Is it easy or difficult for XX to work in the workplace? (Five-point scale / 6 options)

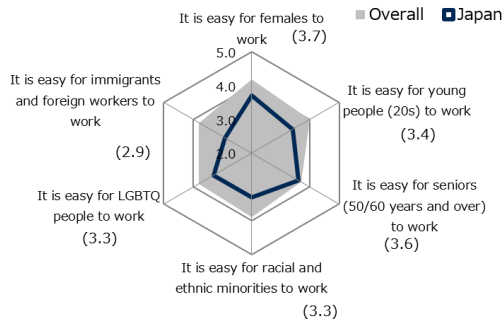
*The scores are average values on the five-point scale.

*() next to the Country and Region Name is the number of respondents

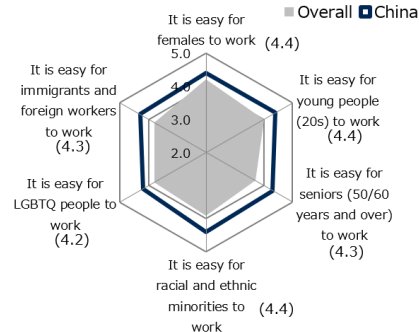
Overall (18223)



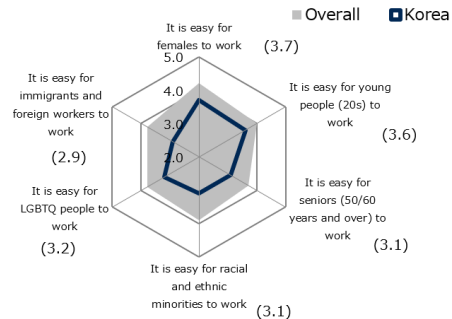
Japan (1000)



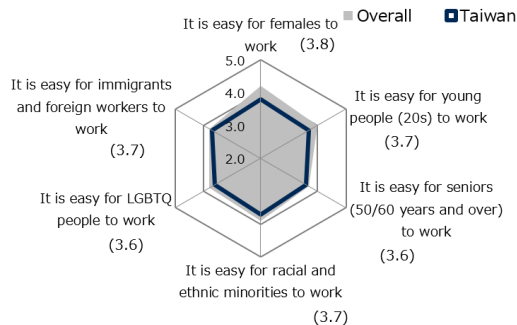
China (1002)



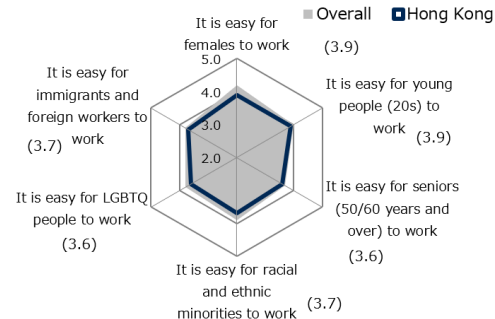
Korea (1005)



Taiwan (1001)



Hong Kong (1002)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

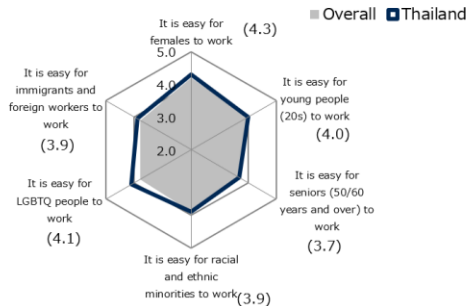
2. Diversity & Inclusion in the Workplace [Southeast Asia, South Asia]

Q. Is it easy or difficult for XX to work in the workplace? (Five-point scale / 6 options)

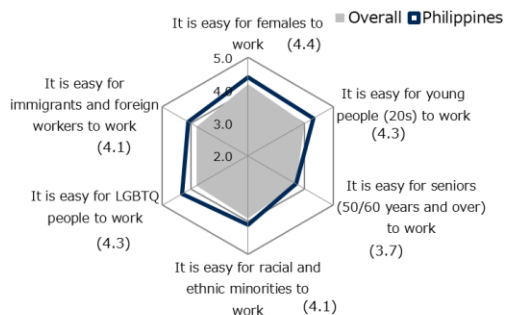
*The scores are average values on the five-point scale.

(*) next to the Country and Region Name is the number of respondents

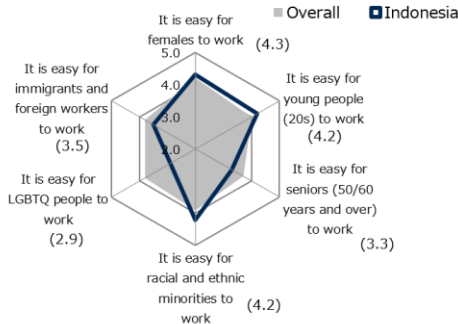
Thailand (1059)



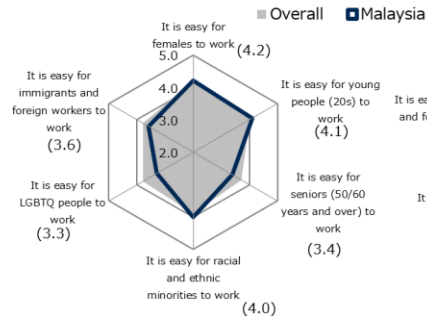
Philippines (1010)



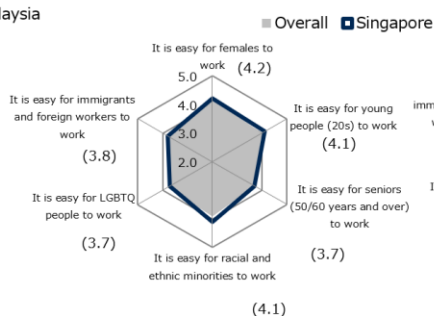
Indonesia (1002)



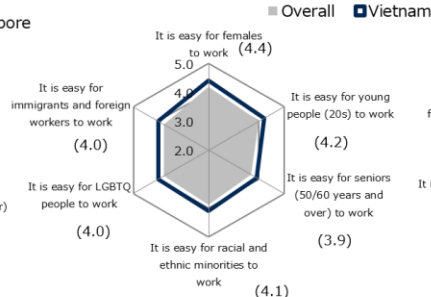
Malaysia (1000)



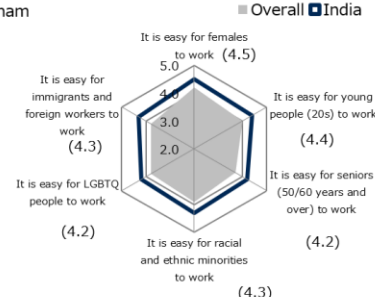
Singapore (1002)



Vietnam (1002)



India (1119)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

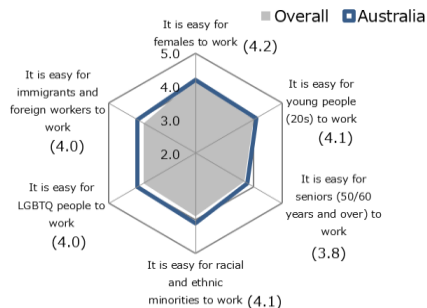
2. Diversity & Inclusion in the Workplace [Oceania, Norm America, Europe]

Q. Is it easy or difficult for XX to work in the workplace? (Five-point scale / 6 options)

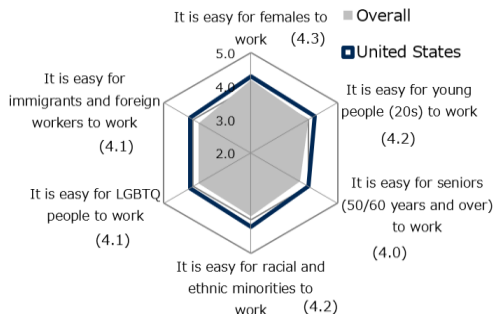
*The scores are average values on the five-point scale.

*() next to the Country and Region Name is the number of respondents

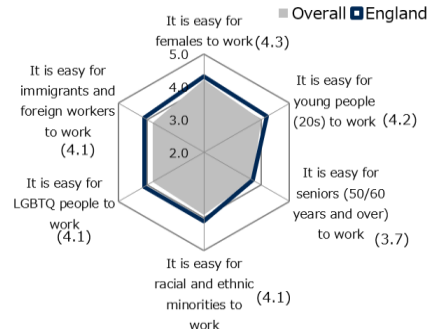
Australia (1003)



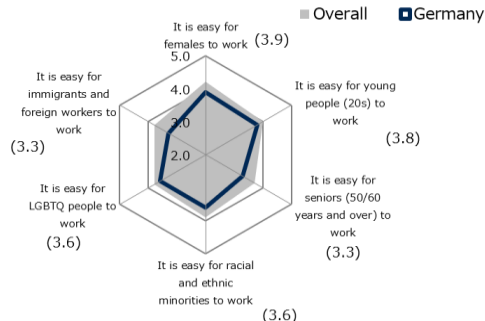
United States (1010)



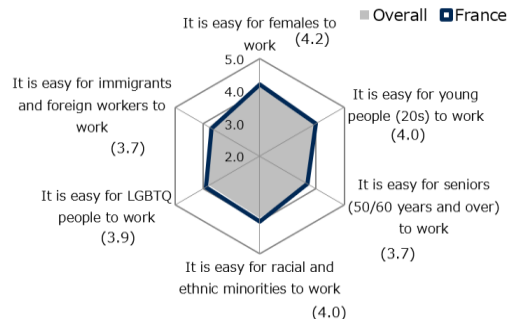
England (1003)



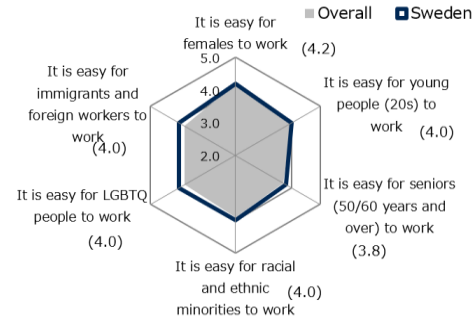
Germany (1000)



France (1001)



Sweden (1002)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

**Overall
Satisfaction**

In all 18 countries and regions, the degrees of satisfaction with “Work content” and “Private life” were high and “The managerial skills of my company’s management” and “Assessment and treatment” tended to be low. The degree of satisfaction was high in China, India, the Philippines, Vietnam, Indonesia, and the United States but tended to be low in Japan, South Korea, Taiwan, Hong Kong, and Singapore. In particular, the degrees of satisfaction with “Managerial skills” and “Assessment and treatment” were low in Japan.

- When asked about the degrees of satisfaction with seven items concerning work and private life, regarding the overall averages of 18 countries and regions (average values on the 7-point scale), “Work content” and “Private life” were the highest at 5.5, followed by “The company as a whole” and “Interpersonal relationships within the workplace” (5.4 respectively), “Immediate superiors” (5.3), and “The managerial skills of my company’s management” and “Assessment and treatment” (5.2 respectively).
- In China, India, the Philippines, Vietnam, Indonesia, and the United States, all the seven items surpassed the average values of the 18 countries and regions, and the results showed that the degrees of satisfaction with work and private life were comprehensively high.
- England, Germany, France, Sweden, Australia, and Malaysia were about the same as the average values of the 18 countries and regions.
- In Japan, South Korea, Taiwan, Hong Kong, and Singapore, all the seven items fell below the average values of the 18 countries and regions.
- In Japan, all the six items, excluding “Private life,” were the lowest among the 18 countries and regions. In particular, “The managerial skills of my company’s management” and “Assessment and treatment” were low.

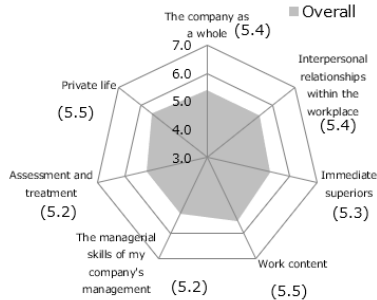
3. Overall Satisfaction [East Asia]

Q. Select the most applicable option regarding your degree of satisfaction with each item. (Seven-point scale / 7 options)

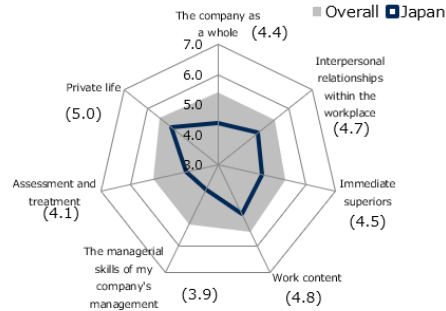
*The scores are average values on the seven-point scale.

*() next to the Country and Region Name is the number of respondents

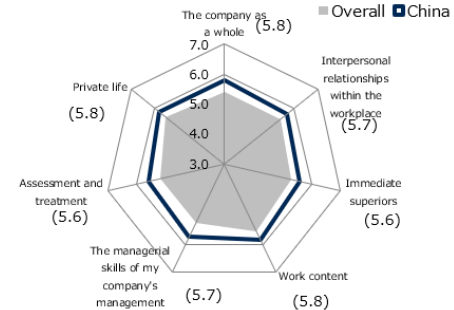
Overall (18223)



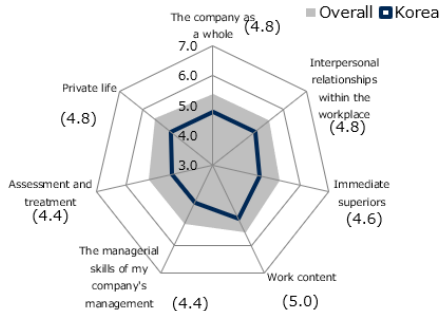
Japan (1000)



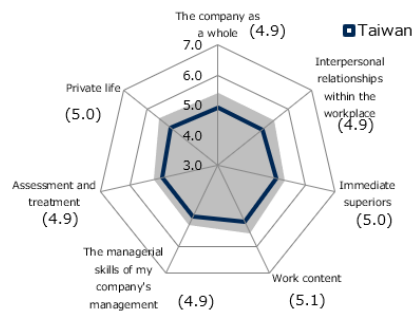
China (1002)



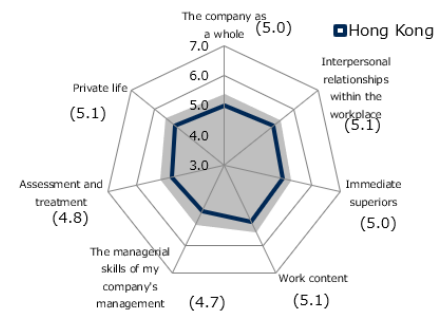
Korea (1005)



Taiwan (1001)



Taiwan (1002)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

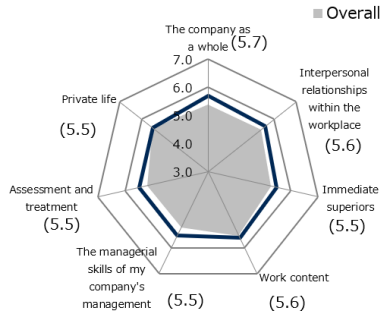
3. Overall Satisfaction [Southeast Asia, South Asia]

Q. Select the most applicable option regarding your degree of satisfaction with each item. (Seven-point scale / 7 options)

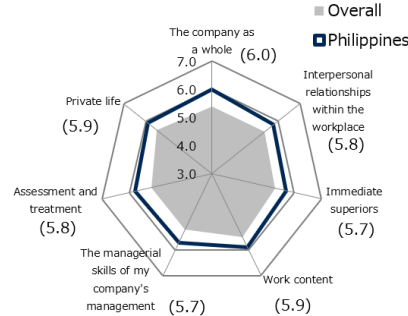
*The scores are average values on the seven-point

() next to the Country and Region Name is the number of respondents

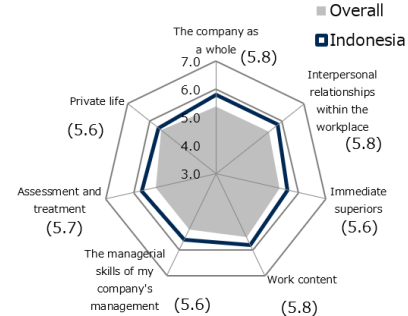
Thailand (1059)



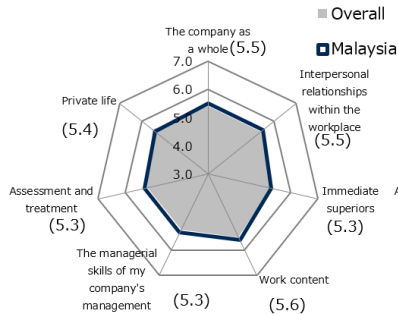
Philippines (1010)



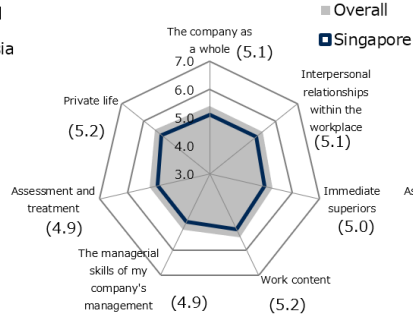
Indonesia (1002)



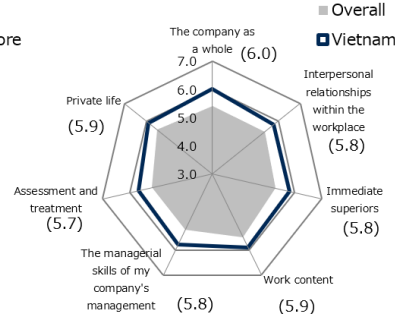
Malaysia (1000)



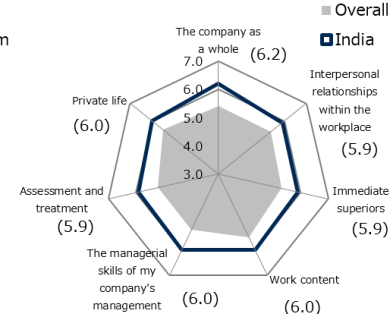
Singapore (1002)



Vietnam (1002)



India (1119)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

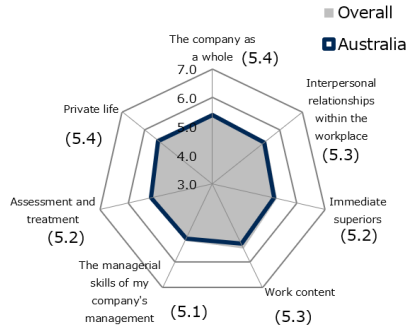
3. Overall Satisfaction [Oceania, Norm America, Europe]

Q. Select the most applicable option regarding your degree of satisfaction with each item. (Seven-point scale / 7 options)

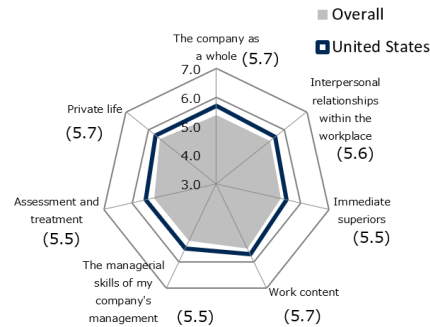
*The scores are average values on the seven-point scale.

() next to the Country and Region Name is the number of respondents

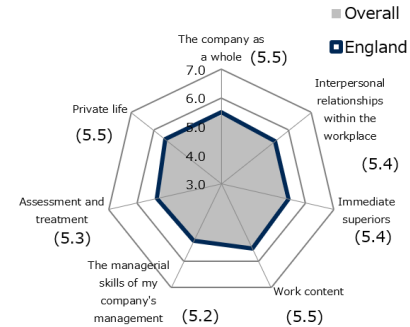
Australia (1003)



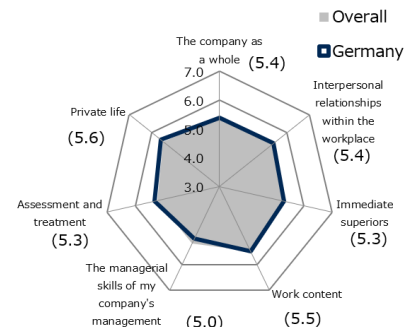
United States (1010)



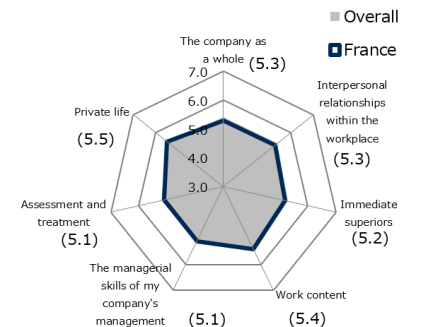
England (1003)



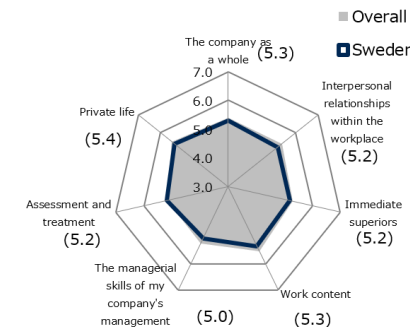
Germany (1000)



France (1001)



Sweden (1002)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

IV. Intention for Continued Service and Job Change

**Intention for
Continued
Service**

The overall average of the intentions to continue working at one's current place of employment was 71.2%. China and India were high at a little more than 80%, and Japan was the lowest at 56.0%.

- The top three were India (88.5%), China (85.7%), and the United States (79.3%). The same item tended to be high in Europe (England, Germany, France, and Sweden). The worst ranking group was Japan (56.0%), Taiwan (58.7%), and Indonesia (58.8%).
- In many countries and regions, the older the age group, the higher the intention to continue working at one's current place of employment. Intentions to continue working at one's current place of employment among the respondents in their 50s and older were around 90% in China and India and close to 80% in the United States, Germany, France, and Sweden.

**Intention for
Job Change**

The overall average of the intentions for job change was 35.2%. India was the highest at 56.8% and Indonesia was the lowest at 20.2%. Japan was 25.9%, which was the second lowest.

- Countries in the upper group were India (56.8%), Singapore (45.2%), Taiwan (42.7%), and the United States (41.8%). Countries in the worst ranking group were Indonesia (20.2%), Japan (25.9%), and South Korea (28.4%).
- While there were many countries and regions in which the intentions for job change was high among the respondents in their 20-30s, intentions for job change among the respondents in their 50s and older exceeded 40% in Taiwan and India.
- In Japan, both the intention to continue working at one's current place of employment and the intention for job change were low. The results showed that their willingness to continue working at their current places of employment was low but they were not thinking about actively changing jobs either.

**Intentions to
Go
Independent/
Start One's
Own Business**

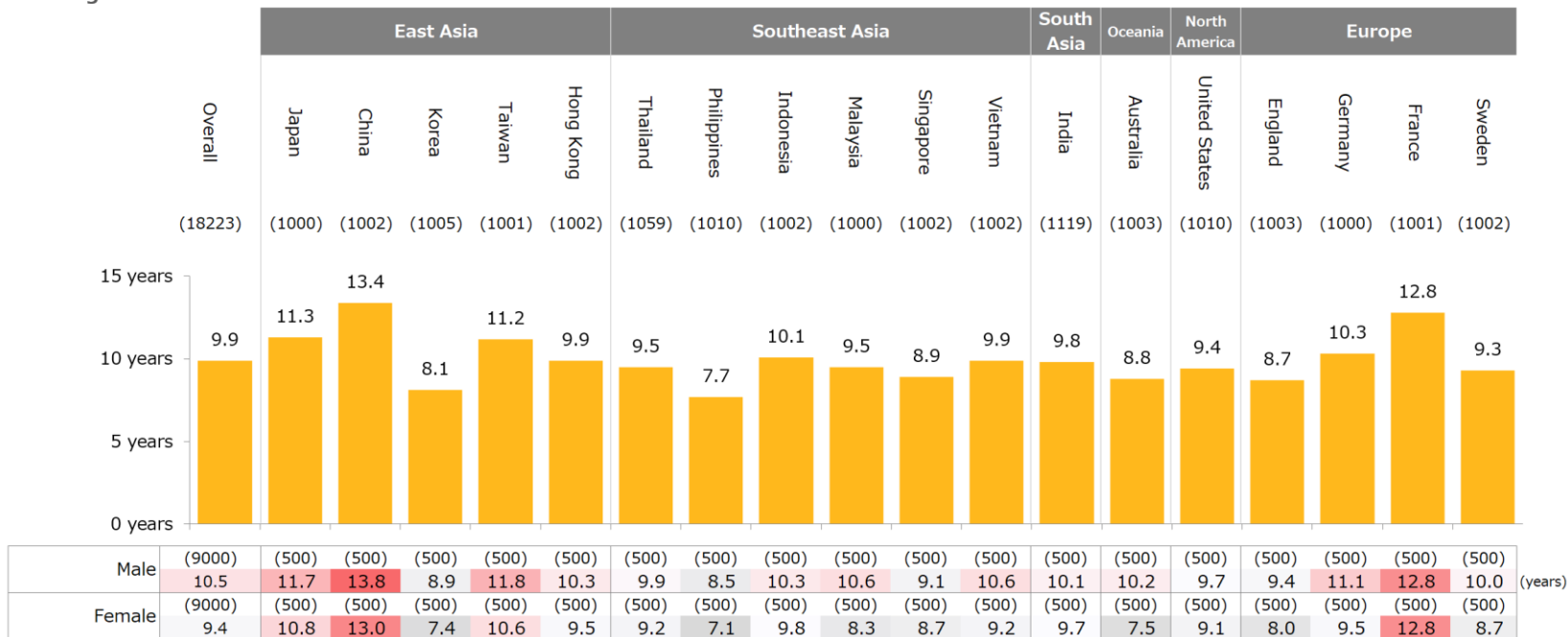
The overall average of the intentions to go independent and start one's own business was 35.1%. India and Indonesia exceeded 50% and the Philippines, the United States, and China exceeded 40%. Japan was the lowest at 20.0%.

- Countries in the upper group were India (57.9%), Indonesia (52.1%), the Philippines (43.8%), the United States (40.7%), and China (40.4%). Countries and the region in the worst ranking group were Japan (20.0%), Germany (23.4%), and Hong Kong (24.8%).
- While intentions to go independent and start one's own business tended to be high among the respondents in their 20-40s, those in their 50s and older in Taiwan, Indonesia, Philippines, and India exceeded 40% and Indonesia exceeded 50%.

1. Number of Years of Service

Q. How many years have you worked in your current workplace? (Years worked)

▼ Average Number of Years of Service



*() : the number of respondents

However, the respondents who answered "Other than male and female" and "Prefer not to answer" were included in the total respondents. For more information, see p. 170.

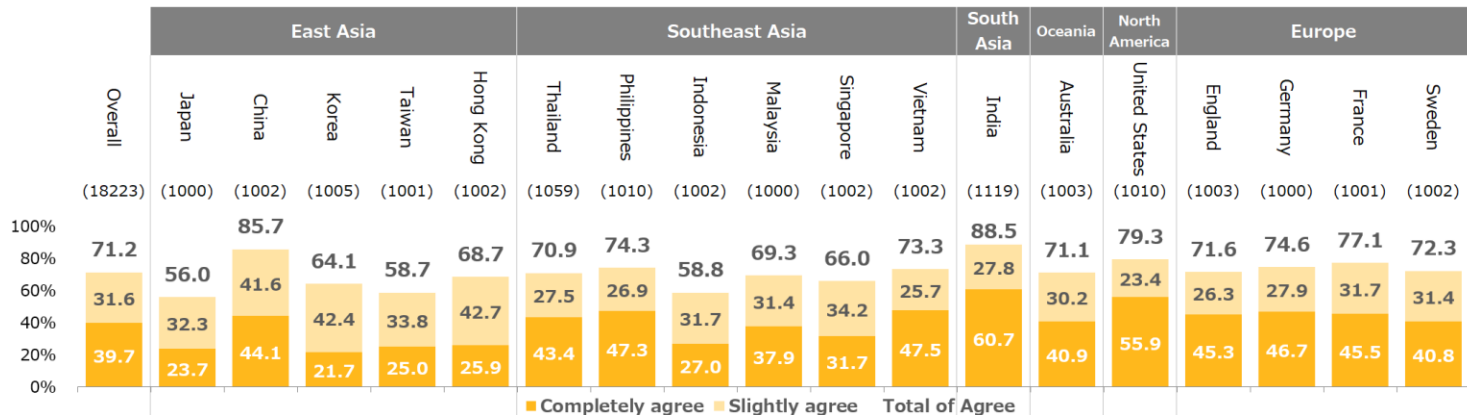
*Using colors for the high/low scores (High scores: red/ low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Intention for Continued Service

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale)

▼[I want to continue working at my current place of employment]



	(3702)	(200)	(200)	(200)	(200)	(200)	(203)	(206)	(202)	(230)	(202)	(201)	(252)	(200)	(203)	(201)	(200)	(201)	(201)
20s	68.1	48.5	79.5	55.0	62.5	61.0	68.0	77.2	52.0	73.9	65.3	69.2	89.7	67.5	71.9	72.6	70.0	70.1	65.7
30s	(3662)	(200)	(201)	(205)	(200)	(202)	(204)	(204)	(200)	(231)	(200)	(200)	(211)	(200)	(203)	(200)	(200)	(200)	(201)
	71.6	47.5	85.6	61.5	56.0	68.3	75.0	77.9	64.0	69.3	69.5	72.5	93.8	73.5	84.2	73.5	75.5	76.5	63.7
40s	(3681)	(200)	(200)	(200)	(200)	(200)	(221)	(200)	(200)	(221)	(200)	(200)	(221)	(203)	(201)	(200)	(214)	(200)	(200)
	71.9	55.0	82.0	65.0	55.0	66.0	77.4	79.5	64.0	66.5	66.5	74.5	83.7	72.9	81.1	75.0	71.5	81.5	75.0
50s	(3664)	(200)	(200)	(200)	(201)	(200)	(218)	(192)	(200)	(182)	(202)	(200)	(228)	(207)	(201)	(215)	(213)	(205)	(200)
	69.9	60.5	91.0	66.0	59.2	70.5	65.1	68.2	55.0	63.7	58.9	75.0	90.4	66.2	79.1	63.7	75.1	78.0	69.0
60s	(3514)	(200)	(201)	(200)	(200)	(200)	(213)	(208)	(200)	(136)	(198)	(201)	(207)	(193)	(202)	(187)	(173)	(195)	(200)
	74.9	68.5	90.5	73.0	61.0	77.5	69.0	68.3	59.0	73.5	69.7	75.1	84.5	75.6	80.2	73.8	82.1	79.5	88.0
Total of 50s and higher	(7178)	(400)	(401)	(400)	(401)	(400)	(431)	(400)	(400)	(318)	(400)	(401)	(435)	(400)	(403)	(402)	(386)	(400)	(400)
	72.3	64.5	90.8	69.5	60.1	74.0	67.1	68.3	57.0	67.9	64.3	75.1	87.6	70.8	79.7	68.4	78.2	78.8	78.5

*() : the number of respondents

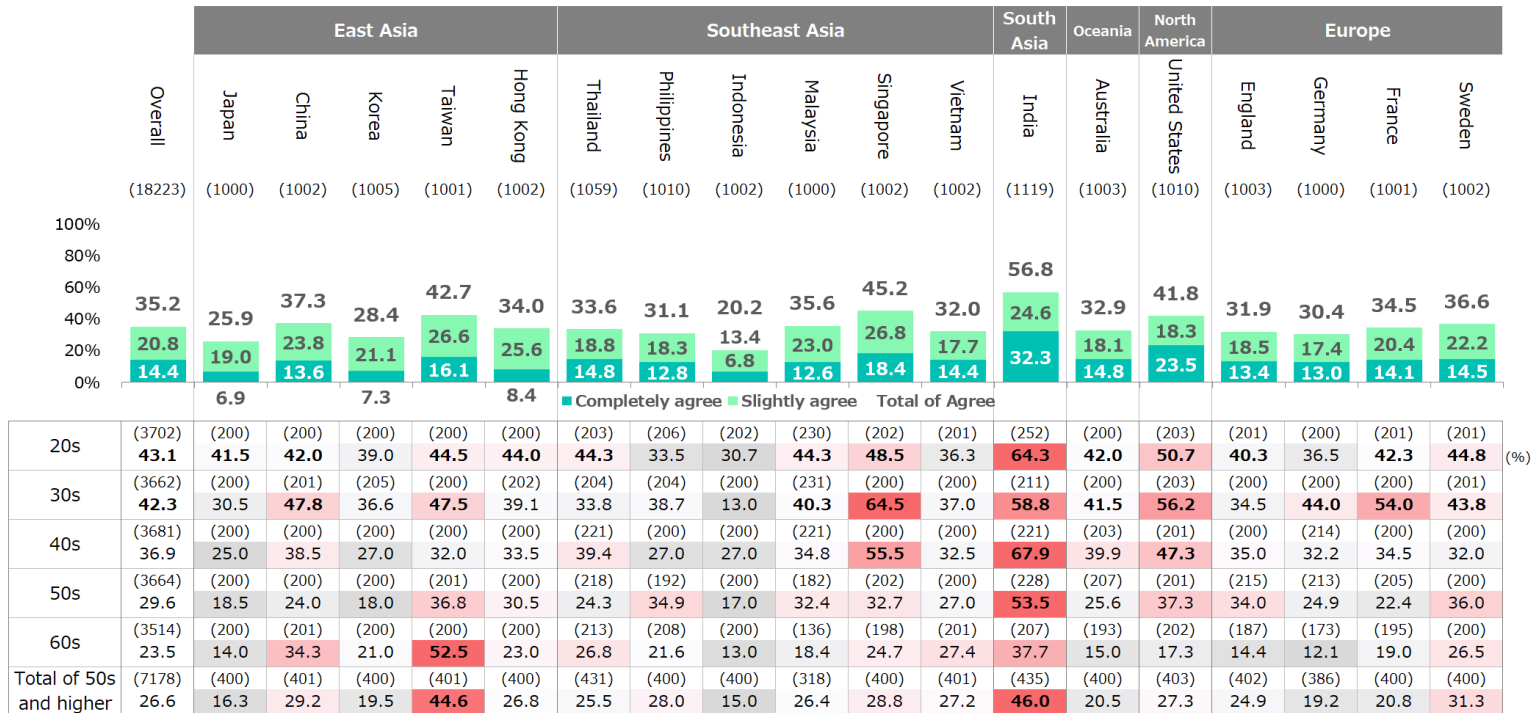
*Using colors for the high/low scores in each country and region by age group (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

3. Intention for Job Change

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale)

▼[I want to move to another job/company]



* () : the number of respondents

*40% or higher is indicated by boldface

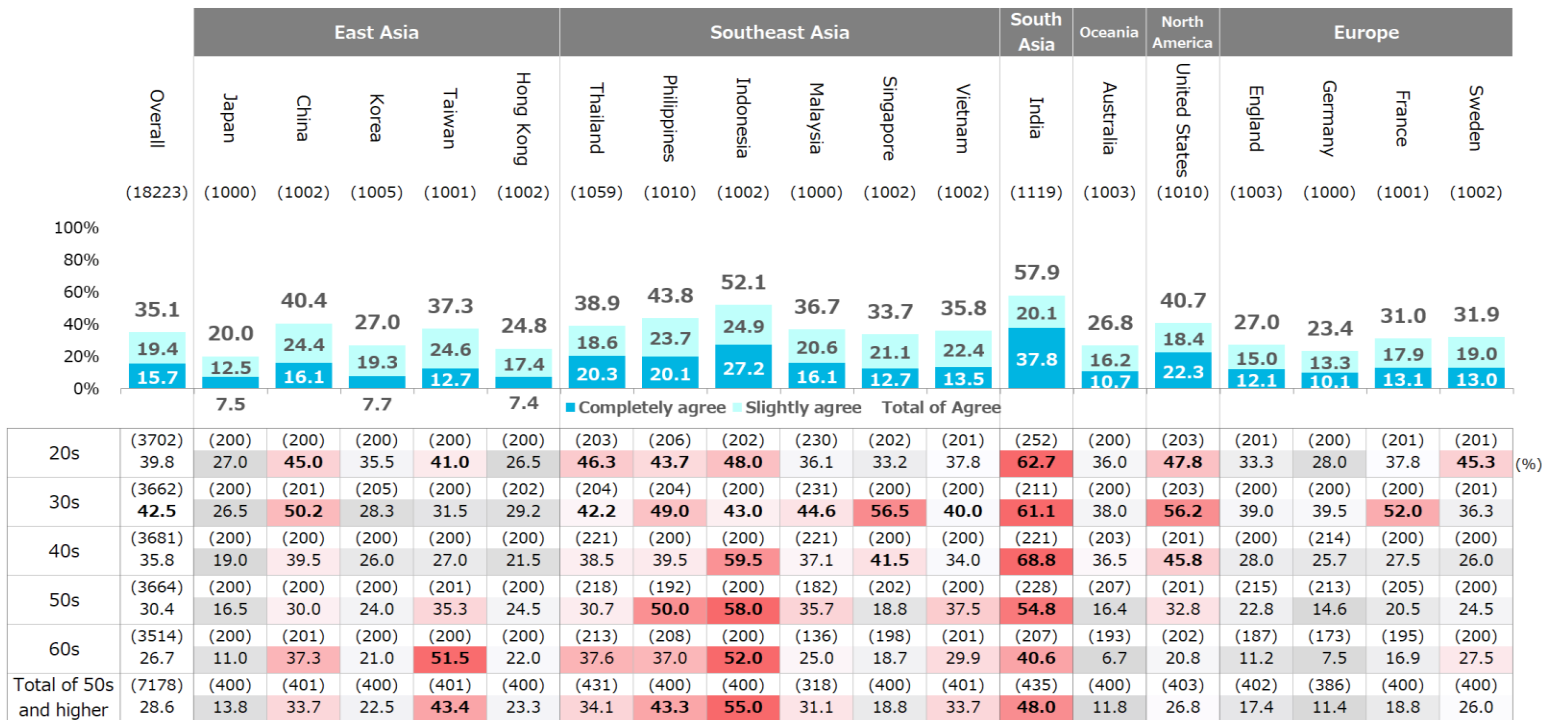
*Using colors for the high/low scores in each country and region by age group (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Intention to Go Independent/Start One's Business

Q. Select the most applicable option for each item regarding your future employment. (Five-point scale)

▼ [I want to quit the current employment and go independent/start my own business]



* () : the number of respondents

*40% or higher is indicated by boldface

*Using colors for the high/low scores in each country and region by age group (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

**Number of
Times
Changed
Jobs**

Regarding the average number of times changed jobs, Australia and England had the largest number of times, which was 2.8 times, followed by Hong Kong, Singapore, and Sweden's 2.5 times. In England and Australia where the number of the respondents who experienced changing jobs two times or more accounted for about 70% and in Hong Kong, the Philippines, Singapore, the United States, France, and Sweden where the number of the respondents who experienced changing jobs accounted for a little more than 60%, fluidity of human resources was extremely high.

- In Australia, the United States, England, France, and Sweden, even the respondents in their 20s who experienced changing jobs twice or more exceeded 50%.
- In Japan, 0 times in the number of times changed jobs accounted for 30.2%, which was the second highest after China (44.3%) and was at the same percentage as Taiwan (30.2%). In China, the number of years of service was long (13.4 years) [see p. 84], which was considered to have an influence on the low number of times changed jobs.

**Change from
One's Last
Workplace**

Respondents whose annual salary went up after changing jobs were over 50% as the overall average and India was the highest at 70%. In Japan, there were many cases of changing jobs by lowering their annual salary and shrinking the company size compared to other countries and regions.

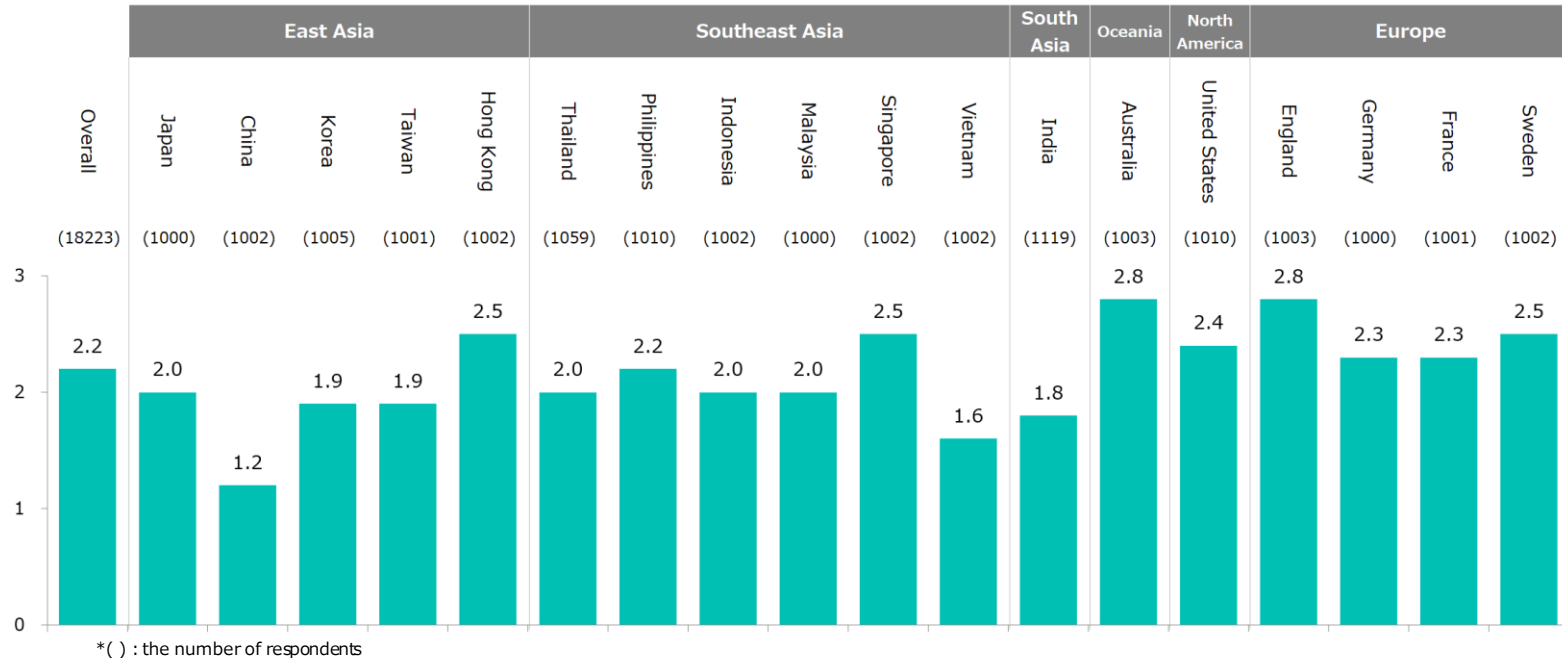
- The percentage of increased annual salary as the overall average was 54.4%. India was the highest at 70.0%, and Japan was the lowest at 41.1%. On the other hand, the percentage of decreased annual salary as the overall average was 15.9%. Japan was the highest at 33.7%.
- Countries and regions in which the percentage of the company size that "Became bigger" was twice larger than the percentage of the company size that "Became smaller" accounted for the majority. On the other hand, in Japan, the percentages of "Became bigger" and "Became smaller" were at the same level of about 20%.
- The percentages of changing the industry and changing the job type were about 30%, respectively, as the overall averages.

5. Number of Times Changed Jobs

Q. How many times have you changed jobs?

▼ Number of Times Changed Jobs

[Average number of times changed jobs]



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

5. Number of Times Changed Jobs (Details)

Q. How many times have you changed jobs?

	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe					
	Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden		
Overall	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)	
Average Number of Times Changed Jobs	2.2	2.0	1.2	1.9	1.9	2.5	2.0	2.2	2.0	2.0	2.5	1.6	1.8	2.8	2.4	2.8	2.3	2.3	2.5	(times)
0 times (Never changed jobs)	22.3	30.2	44.3	26.3	30.2	15.4	23.3	18.1	20.4	22.1	16.7	27.3	21.4	15.6	19.7	15.9	17.4	16.5	20.5	(%)
1 time	18.6	21.5	19.0	18.9	17.9	19.2	20.8	16.0	20.6	18.3	17.9	20.8	26.6	14.8	16.2	12.3	21.6	18.4	12.6	
2 times	21.9	15.7	18.4	22.7	18.4	20.9	22.4	24.0	25.1	26.3	22.2	26.7	22.4	18.9	20.5	20.7	21.4	25.1	22.3	
3 times	16.8	11.2	11.2	17.0	16.8	20.6	14.7	22.9	17.5	15.9	17.7	15.8	15.6	16.4	17.1	18.1	17.3	19.8	16.8	
4 times	7.9	6.8	3.8	6.6	7.0	7.1	9.0	9.5	7.7	7.2	8.3	5.6	7.2	11.1	9.8	11.0	7.6	8.2	8.3	
5 times	4.7	4.5	2.5	3.2	3.2	5.6	4.3	3.7	4.5	4.7	6.8	2.3	3.7	6.8	5.7	6.6	6.9	5.0	5.4	
6 times or more	7.9	10.1	0.9	5.4	6.6	11.4	5.5	5.8	4.3	5.5	10.6	1.5	3.0	16.6	10.9	15.5	7.8	7.1	14.3	
Percentage of respondents who have changed jobs 2 or more times	59.2	48.3	36.7	54.8	51.9	65.5	55.9	65.8	59.1	59.6	65.5	51.9	52.0	69.7	64.1	71.9	61.0	65.1	67.0	

* () : the number of respondents

*The percentages of two or more times, which are at the average or higher, are indicated by boldface

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

5. Number of Times Changed Jobs by Age Group (Average number of times changed jobs)

Q. How many times have you changed jobs? [Average number of times]

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
20s	(3702)	(200)	(200)	(200)	(200)	(200)	(203)	(206)	(202)	(230)	(202)	(201)	(252)	(200)	(203)	(201)	(200)	(201)	(201)
	1.4	0.8	0.4	0.9	1.1	1.6	1.4	1.5	1.4	1.4	1.2	1.5	1.9	1.9	1.6	1.9	1.5	1.6	2.1
30s	(3662)	(200)	(201)	(205)	(200)	(202)	(204)	(204)	(200)	(231)	(200)	(200)	(211)	(200)	(203)	(200)	(200)	(200)	(201)
	1.9	1.4	1.0	1.5	2.2	2.4	1.9	2.2	1.7	2.1	2.1	1.8	1.7	2.1	2.1	2.1	1.8	1.9	2.7
40s	(3681)	(200)	(200)	(200)	(200)	(200)	(221)	(200)	(200)	(221)	(200)	(200)	(221)	(203)	(201)	(200)	(214)	(200)	(200)
	2.4	2.4	1.5	2.5	2.7	2.9	2.0	2.4	2.6	2.5	2.9	1.7	1.8	2.9	2.4	2.6	2.4	2.2	2.4
50s	(3664)	(200)	(200)	(200)	(201)	(200)	(218)	(192)	(200)	(182)	(202)	(200)	(228)	(207)	(201)	(215)	(213)	(205)	(200)
	2.6	2.6	1.6	2.5	1.9	2.9	2.5	2.8	2.5	2.6	3.3	1.5	1.8	3.4	2.9	3.4	2.7	2.6	3.6
60s	(3514)	(200)	(201)	(200)	(200)	(200)	(213)	(208)	(200)	(136)	(198)	(201)	(207)	(193)	(202)	(187)	(173)	(195)	(200)
	2.4	2.6	1.7	2.2	1.5	2.5	2.2	2.3	2.0	1.6	2.9	1.8	2.0	3.8	3.2	3.9	3.0	3.1	1.8
Total of 50s and higher	(7178)	(400)	(401)	(400)	(401)	(400)	(431)	(400)	(400)	(318)	(400)	(401)	(435)	(400)	(403)	(402)	(386)	(400)	(400)
	2.5	2.6	1.6	2.3	1.7	2.7	2.3	2.5	2.2	2.2	3.1	1.6	1.9	3.6	3.0	3.7	2.8	2.9	2.7

() : the number of respondents *Using colors for the high/low scores by crossing the age groups (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

5. Number of Times Changed Jobs by Age Group (Percentages of no experience in changing jobs)

Q. How many times have you changed jobs? [0 times (Never changed jobs)]

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
20s	(3702)	(200)	(200)	(200)	(200)	(200)	(203)	(206)	(202)	(230)	(202)	(201)	(252)	(200)	(203)	(201)	(200)	(201)	(201)
	33.2	58.5	74.0	47.0	46.5	24.0	32.0	26.7	30.2	31.3	42.6	25.9	19.4	23.0	29.6	24.9	23.5	26.9	15.9
30s	(3662)	(200)	(201)	(205)	(200)	(202)	(204)	(204)	(200)	(231)	(200)	(200)	(211)	(200)	(203)	(200)	(200)	(200)	(201)
	20.7	38.0	47.8	35.6	20.0	6.9	24.0	15.2	19.5	15.6	12.5	17.5	17.1	16.0	21.7	23.5	20.0	13.0	9.0
40s	(3681)	(200)	(200)	(200)	(200)	(200)	(221)	(200)	(200)	(221)	(200)	(200)	(221)	(203)	(201)	(200)	(214)	(200)	(200)
	18.0	18.5	38.5	14.5	21.0	8.0	17.2	12.0	13.5	17.6	7.5	29.0	15.8	16.7	19.4	15.5	14.0	16.0	30.5
50s	(3664)	(200)	(200)	(200)	(201)	(200)	(218)	(192)	(200)	(182)	(202)	(200)	(228)	(207)	(201)	(215)	(213)	(205)	(200)
	17.3	18.5	33.0	16.0	26.9	15.5	19.3	11.5	13.5	12.1	6.4	37.0	28.9	10.6	13.9	8.8	13.6	17.6	7.5
60s	(3514)	(200)	(201)	(200)	(200)	(200)	(213)	(208)	(200)	(136)	(198)	(201)	(207)	(193)	(202)	(187)	(173)	(195)	(200)
	22.0	17.5	28.4	18.0	36.5	22.5	24.9	24.5	25.0	38.2	14.1	27.4	25.6	11.4	13.9	6.4	16.2	8.7	39.5
Total of 50s and higher	(7178)	(400)	(401)	(400)	(401)	(400)	(431)	(400)	(400)	(318)	(400)	(401)	(435)	(400)	(403)	(402)	(386)	(400)	(400)
	19.6	18.0	30.7	17.0	31.7	19.0	22.0	18.3	19.3	23.3	10.3	32.2	27.4	11.0	13.9	7.7	14.8	13.3	23.5

() : the number of respondents *Using colors for the high/low scores by crossing the age groups (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

5. Number of Times Changed Jobs by Age Group (Percentages of changing jobs two or more times)

Q. How many times have you changed jobs? [Percentage of respondents who have changed jobs 2 or more times]

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
20s	(3702)	(200)	(200)	(200)	(200)	(200)	(203)	(206)	(202)	(230)	(202)	(201)	(252)	(200)	(203)	(201)	(200)	(201)	(201)
	42.5	18.0	11.0	27.0	28.5	45.0	39.4	47.1	43.1	45.2	35.1	48.8	49.2	57.0	50.2	57.7	45.0	50.7	63.7
30s	(3662)	(200)	(201)	(205)	(200)	(202)	(204)	(204)	(200)	(231)	(200)	(200)	(211)	(200)	(203)	(200)	(200)	(200)	(201)
	56.5	35.0	29.9	43.9	63.5	69.3	53.4	68.6	51.0	64.1	58.5	58.5	53.6	60.5	59.1	60.0	53.5	59.5	73.6
40s	(3681)	(200)	(200)	(200)	(200)	(200)	(221)	(200)	(200)	(221)	(200)	(200)	(221)	(203)	(201)	(200)	(214)	(200)	(200)
	64.6	59.5	43.0	65.5	68.0	76.0	55.7	74.5	73.5	69.7	80.0	52.0	47.5	73.9	67.2	68.0	63.1	64.5	64.0
50s	(3664)	(200)	(200)	(200)	(201)	(200)	(218)	(192)	(200)	(182)	(202)	(200)	(228)	(207)	(201)	(215)	(213)	(205)	(200)
	68.7	65.5	48.5	70.5	50.7	75.0	69.3	74.0	71.0	73.1	81.2	46.5	52.6	77.3	69.2	85.1	70.4	72.2	85.5
60s	(3514)	(200)	(201)	(200)	(200)	(200)	(213)	(208)	(200)	(136)	(198)	(201)	(207)	(193)	(202)	(187)	(173)	(195)	(200)
	63.9	63.5	51.2	67.5	49.0	62.0	60.6	65.9	57.0	41.9	72.7	53.7	58.0	79.8	74.8	88.8	74.0	79.0	48.0
Total of 50s and higher	(7178)	(400)	(401)	(400)	(401)	(400)	(431)	(400)	(400)	(318)	(400)	(401)	(435)	(400)	(403)	(402)	(386)	(400)	(400)
	66.3	64.5	49.9	69.0	49.9	68.5	65.0	69.8	64.0	59.7	77.0	50.1	55.2	78.5	72.0	86.8	72.0	75.5	66.8

() : the number of respondents *Using colors for the high/low scores by crossing the age groups (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

6. Change from One's Last Workplace

Q. Tell us about your first year at your current workplace after switching from your last workplace. Did anything change compared to your last workplace? Please select all that apply. (Multiple responses / 7 options)

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe				
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden	
Number of Respondents	(14164)	(698)	(558)	(741)	(699)	(848)	(812)	(827)	(798)	(779)	(835)	(728)	(880)	(847)	(811)	(844)	(826)	(836)	(797)	
My annual salary went up.	54.4	41.1	62.4	46.6	50.5	63.9	51.4	52.8	60.7	59.4	56.0	67.0	70.0	44.5	50.9	48.0	50.6	55.6	47.8	(%)
My annual salary went down.	15.9	33.7	9.7	16.5	17.2	11.4	18.2	14.9	9.4	13.2	17.8	10.3	15.5	16.8	20.3	16.8	12.7	17.9	14.2	
The industry changed.	27.9	35.0	24.2	32.3	31.3	30.9	22.2	35.2	30.5	32.2	29.5	22.0	24.7	25.9	24.3	24.5	29.1	27.6	21.5	
My occupation changed.	30.0	26.9	16.1	20.9	27.6	25.0	34.2	36.6	49.6	39.5	26.9	26.9	22.7	30.0	27.3	32.2	37.8	20.9	34.4	
The company size became bigger.	26.5	20.5	28.5	26.7	27.6	33.5	28.3	30.1	42.4	31.5	24.9	39.3	26.0	22.1	18.5	21.1	20.2	19.3	19.4	
The company size became smaller.	10.1	20.6	6.3	17.0	13.0	9.2	8.1	10.4	9.1	11.7	12.0	4.7	4.3	10.9	9.9	11.5	8.7	6.8	8.2	
No change	5.4	6.0	3.9	7.0	5.3	3.8	3.0	4.6	1.3	3.0	6.3	1.8	0.8	11.7	7.2	7.5	7.5	7.4	8.0	

*Using colors for the high/low scores in each country and region by item (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

Reason
for
Changing
Jobs

“I was dissatisfied with my salary” was common to each country and region. Dissatisfaction with promotion and assessment also ranked high. In East Asia, “The company’s prospects were uncertain” and “There was too much overtime work/not enough days off” in East Asia, “I wanted to acquire specialist knowledge/technical capabilities and build a broad base of experience and knowledge” in Southeast Asia and India, and “There was other work I wanted to do” in Australia, the United States, and Europe were also the main reasons for changing jobs.

- In East Asia (Japan, China, South Korea, Taiwan, and Hong Kong), the top reason for changing jobs was “I was dissatisfied with my salary” but “The company’s prospects were uncertain” also ranked high. In addition, dissatisfaction that “There was too much overtime work/not enough days off” tended to rank high in Japan, China, and Hong Kong. “It was physically demanding” in Japan and South Korea and “There were no prospects for promotion” in China, Taiwan, and Hong Kong also ranked high.
- In Japan, items concerning career, such as the acquisition of “Specialist knowledge / technical capabilities” and “A broad base of experience and knowledge,” and “There was other work I wanted to do” were not included in the top 10. On the other hand, the country was characterized by the fact that there was a lot of dissatisfaction with interpersonal relationships, such as “Interpersonal relationships did not work well,” “There was no one there I could respect,” and “No environment to train employees.”
- In Southeast Asia (Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam) and India, “I wanted to build a broad base of experience and knowledge” was included in the top three and “I wanted to acquire specialist knowledge/technical capabilities” also ranked high, which showed they put emphasis on career formation. In addition, there were many countries in which dissatisfaction with assessment and treatment ranked high, such as “My salary did not change even if I was evaluated highly” and “I was dissatisfied with the company’s assessment methods.”
- In Southeast Asia, “I wanted to work at a company with a more friendly and harmonious atmosphere” also ranked high.

**Reason for
Changing
Jobs**

- Australia, the United States, and Europe (England, Germany, France, and Sweden) were characterized by the fact that “There was other work I wanted to do” ranked high. “I wanted to work at a company with a more friendly and harmonious atmosphere” also ranked high.
- In Australia, the United States, and England, “High employee turnover” was included in the top 10.

**Reason for
Changing
Jobs**

(Most applicable
option)

- As the most applicable reason for changing jobs, Japan was characterized by the fact that “Interpersonal relationships did not work well” ranked third and China was characterized by the fact that “There were no prospects for promotion” ranked second. In Japan, “I got married/gave birth/was raising a child” ranked fourth, which tended to be high.
- In Southeast Asia, India, the United States, Australia, France, and Sweden, “I wanted to work at a company with a more friendly and harmonious atmosphere” was included in the top five, but Japan and South Korea were characterized by the fact that the item was not included in the top 10.
- In Southeast Asia, excluding Thailand, and India, “My salary did not change even if I was evaluated highly” was included in the top five.

7. Reason for Changing Jobs (All) Top 10 Rankings in Each Country and Region

Q. What is your reason for changing jobs from the last company to your current company? Please select all the items that apply to how you felt at that time. (Multiple responses / 29 options)

[East Asia]

*The same items as the TOP 3 ranking items are colored the same in the same rankings for the overall averages of the 18 countries/regions

	Overall (14164)	%	Japan (698)	%	China (558)	%	Korea (741)	%	Taiwan (699)	%	Hong Kong (848)	%
1st	I was dissatisfied with my salary	23.5	I was dissatisfied with my salary	18.2	I was dissatisfied with my salary	31.0	I was dissatisfied with my salary	24.8	I was dissatisfied with my salary	28.2	I was dissatisfied with my salary	38.3
2nd	I wanted to build a broad base of experience and knowledge	18.9	The company's prospects were uncertain	15.8	There were no prospects for promotion	17.2	The company's prospects were uncertain	18.1	I wanted to build a broad base of experience and knowledge	21.0	I wanted to build a broad base of experience and knowledge	20.0
3rd	I wanted to work at a company with a more friendly and harmonious atmosphere	17.6	Interpersonal relationships did not work well	14.0	I wanted to acquire specialist knowledge/technical capabilities	16.3	I wanted to build a broad base of experience and knowledge	16.6	I wanted to acquire specialist knowledge/technical capabilities	16.7	There were no prospects for promotion	18.0
4th	There were no prospects for promotion	16.3	It was physically demanding	13.2	The company's prospects were uncertain	15.8	It was physically demanding	16.2	There were no prospects for promotion	16.3	There was too much overtime work/not enough days off	15.3
5th	There was other work I wanted to do	15.9	There was too much overtime work/not enough days off	10.9	There was too much overtime work/not enough days off	14.0	I wanted to change the status of my employment	14.3	The company's prospects were uncertain	15.5	The company's prospects were uncertain	15.2
6th	My salary did not change even if I was evaluated highly	15.2	I was dissatisfied with the company's assessment methods	10.7	I wanted to build a broad base of experience and knowledge	13.8	My salary did not change even if I was evaluated highly	13.6	The environment was very oppressive (it was not easy or conducive to sharing opinions)	14.0	I wanted to acquire specialist knowledge/technical capabilities	14.5
7th	I wanted to acquire specialist knowledge/technical capabilities	14.2	There was no one there I could respect	10.6	My salary did not change even if I was evaluated highly	12.9	I wanted to have weekends and holidays off	13.2	There was too much overtime work/not enough days off	13.9	There was other work I wanted to do	13.1
8th	I wanted to change the status of my employment	14.2	I wanted to change the status of my employment	10.3	It was physically demanding	12.4	The environment was very oppressive (it was not easy or conducive to sharing opinions)	12.7	I wanted to work at a company with a more friendly and harmonious atmosphere	13.7	I wanted to work at a company with a more friendly and harmonious atmosphere	13.0
9th	The company's prospects were uncertain	14.0	No environment to train employees	10.2	The industry's future was uncertain	11.1	I wanted to acquire specialist knowledge/technical capabilities	12.6	There was other work I wanted to do	12.2	Interpersonal relationships did not work well	12.5
10th	The environment was very oppressive (it was not easy or conducive to sharing opinions)	13.7	The environment was very oppressive (it was not easy or conducive to sharing opinions)	10.2	I wanted to work at a company with a more friendly and harmonious atmosphere	10.9	There were no prospects for promotion	12.1	The companies quota was too strict	11.3	The environment was very oppressive (it was not easy or conducive to sharing opinions)	11.9
10th							There was too much overtime work/not enough days off	12.1				

* () : the number of respondents

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[Southeast Asia/South Asia]

												1st	2nd	3rd
	Thailand (812)	%	Philippines (827)	%	Indonesia (798)	%	Malaysia (779)	%	Singapore (835)	%	Vietnam (728)	%	India (880)	%
1st	I wanted to build a broad base of experience and knowledge	31.3	I was dissatisfied with my salary	26.4	I wanted to build a broad base of experience and knowledge	37.8	I wanted to build a broad base of experience and knowledge	29.0	I was dissatisfied with my salary	20.6	I wanted to build a broad base of experience and knowledge	25.1	I wanted to work at a company with a more friendly and harmonious atmosphere	23.4
2nd	I was dissatisfied with my salary	25.6	I wanted to work at a company with a more friendly and harmonious atmosphere	23.8	I was dissatisfied with my salary	32.8	I was dissatisfied with my salary	28.1	I wanted to build a broad base of experience and knowledge	18.9	My salary did not change even if I was evaluated highly	24.0	I wanted to build a broad base of experience and knowledge	22.3
3rd	I wanted to work at a company with a more friendly and harmonious atmosphere	24.9	I wanted to build a broad base of experience and knowledge	23.5	I wanted to work at a company with a more friendly and harmonious atmosphere	31.8	My salary did not change even if I was evaluated highly	22.3	There were no prospects for promotion	18.6	I wanted to acquire specialist knowledge/technical capabilities	21.6	My salary did not change even if I was evaluated highly	21.6
4th	There was other work I wanted to do	18.6	My salary did not change even if I was evaluated highly	23.3	My salary did not change even if I was evaluated highly	22.1	I wanted to work at a company with a more friendly and harmonious atmosphere	21.4	I wanted to work at a company with a more friendly and harmonious atmosphere	17.0	I wanted to work at a company with a more friendly and harmonious atmosphere	21.0	I wanted to change the status of my employment	21.6
5th	I wanted to change the status of my employment	18.1	I wanted to change the status of my employment	21.6	The company's prospects were uncertain	21.6	I wanted to change the status of my employment	21.3	The environment was very oppressive (it was not easy or conducive to sharing opinions)	14.4	There were no prospects for promotion	20.5	I was dissatisfied with my salary	20.7
6th	I wanted to acquire specialist knowledge/technical capabilities	17.9	There was other work I wanted to do	19.5	There were no prospects for promotion	20.8	There were no prospects for promotion	20.7	The company's prospects were uncertain	14.3	The environment was very oppressive (it was not easy or conducive to sharing opinions)	19.2	I wanted to acquire specialist knowledge/technical capabilities	17.8
7th	The environment was very oppressive (it was not easy or conducive to sharing opinions)	17.5	There was too much overtime work/not enough days off	18.1	I was dissatisfied with the company's assessment methods	18.8	I wanted to acquire specialist knowledge/technical capabilities	19.5	My salary did not change even if I was evaluated highly	14.3	I was dissatisfied with my salary	17.6	There were no prospects for promotion	17.3
8th	It was physically demanding	17.5	There were no prospects for promotion	18.0	I wanted to acquire specialist knowledge/technical capabilities	17.3	There was other work I wanted to do	17.8	I was dissatisfied with the company's assessment methods	14.0	There was other work I wanted to do	15.9	The environment was very oppressive (it was not easy or conducive to sharing opinions)	16.7
9th	I wanted to have weekends and holidays off	17.2	I wanted to acquire specialist knowledge/technical capabilities	17.9	Interpersonal relationships did not work well	17.3	I was dissatisfied with the company's assessment methods	17.8	There was other work I wanted to do	13.3	Interpersonal relationships did not work well	14.8	The company's prospects were uncertain	15.6
10th	The company's prospects were uncertain	16.0	I wanted to have weekends and holidays off	14.3	I was dissatisfied with the irregular work	14.7	The environment was very oppressive (it was not easy or conducive to sharing opinions)	16.9	There was too much overtime work/not enough days off	13.3	The company's prospects were uncertain	14.1	There was other work I wanted to do	15.0
10th	There were no prospects for promotion	16.0									I wanted to have weekends and holidays off	14.1		

*() : the number of respondents

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7. Reason for Changing Jobs (All) Top 10 Rankings in Each Country and Region

Q. What is your reason for changing jobs from the last company to your current company? Please select all the items that apply to how you felt at that time. (Multiple responses / 29 options)

*The same items as the TOP 3 ranking items are colored the same in the same rankings for the overall averages of the 18 countries/regions

[Oceania/North America/Europe]

	Australia (847)	%	United States (811)	%	England (844)	%	Germany (826)	%	France (836)	%	Sweden (797)	%
1st	I wanted to work at a company with a more friendly and harmonious atmosphere	17.4	I was dissatisfied with my salary	19.5	I was dissatisfied with my salary	22.2	There was other work I wanted to do	23.1	There was other work I wanted to do	22.7	There was other work I wanted to do	21.3
2nd	There was other work I wanted to do	16.8	I wanted to work at a company with a more friendly and harmonious atmosphere	17.9	I wanted to change the status of my employment	18.2	I was dissatisfied with my salary	20.2	I was dissatisfied with my salary	18.7	I was dissatisfied with my salary	15.2
3rd	There were no prospects for promotion	16.6	There was other work I wanted to do	15.2	There were no prospects for promotion	17.8	I wanted to change the status of my employment	19.2	There were no prospects for promotion	17.8	I wanted to work at a company with a more friendly and harmonious atmosphere	15.1
4th	I was dissatisfied with my salary	16.6	There were no prospects for promotion	14.5	There was other work I wanted to do	17.2	I wanted to work at a company with a more friendly and harmonious atmosphere	16.9	I wanted to work at a company with a more friendly and harmonious atmosphere	16.1	I was dissatisfied with the company's assessment methods	13.9
5th	I wanted to change the status of my employment	12.9	The environment was very oppressive (it was not easy or conducive to sharing opinions)	14.2	I wanted to work at a company with a more friendly and harmonious atmosphere	13.7	The environment was very oppressive (it was not easy or conducive to sharing opinions)	15.5	I wanted to build a broad base of experience and knowledge	15.7	My salary did not change even if I was evaluated highly	12.4
6th	I wanted to build a broad base of experience and knowledge	12.5	My salary did not change even if I was evaluated highly	13.4	I wanted to build a broad base of experience and knowledge	12.4	There was too much overtime work/not enough days off	14.2	I wanted to change the status of my employment	15.2	The company's prospects were uncertain	11.3
7th	The environment was very oppressive (it was not easy or conducive to sharing opinions)	12.3	I wanted to change the status of my employment	12.6	My salary did not change even if I was evaluated highly	12.3	Interpersonal relationships did not work well	13.8	The environment was very oppressive (it was not easy or conducive to sharing opinions)	14.6	I wanted to build a broad base of experience and knowledge	11.2
8th	My salary did not change even if I was evaluated highly	11.7	High employee turnover	11.2	The environment was very oppressive (it was not easy or conducive to sharing opinions)	12.1	There were no prospects for promotion	13.0	Interpersonal relationships did not work well	12.9	I wanted to acquire specialist knowledge/technical capabilities	10.9
9th	High employee turnover	11.5	I wanted to build a broad base of experience and knowledge	10.7	I wanted to acquire specialist knowledge/technical capabilities	11.5	The company's prospects were uncertain	12.6	The company's prospects were uncertain	11.7	I wanted to change the status of my employment	10.9
10th	The company's prospects were uncertain	11.3	The company's prospects were uncertain	10.6	High employee turnover	11.4	My salary did not change even if I was evaluated highly	12.2	I wanted to acquire specialist knowledge/technical capabilities	11.5	I was dissatisfied with the irregular work	10.9
10th									My salary did not change even if I was evaluated highly	11.5		

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8. Reason for Changing Jobs (Most applicable option) Top 10 Rankings in Each Country and Region

Q. What is your reason for changing jobs from the last company to your current company? Please select the most applicable item that applies to how you felt at that time.

[East Asia]

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	Overall (14164)	%	Japan (698)	%	China (558)	%	Korea (741)	%	Taiwan (699)	%	Hong Kong (848)	%
1st	I was dissatisfied with my salary	10.6	I was dissatisfied with my salary	8.2	I was dissatisfied with my salary	18.1	I was dissatisfied with my salary	12.3	I was dissatisfied with my salary	14.2	I was dissatisfied with my salary	22.4
2nd	I wanted to build a broad base of experience and knowledge	7.3	Bankruptcy/restructuring/completion of contract period	8.0	There were no prospects for promotion	7.0	Bankruptcy/restructuring/completion of contract period	8.8	I wanted to build a broad base of experience and knowledge	8.7	I wanted to build a broad base of experience and knowledge	8.5
3rd	There was other work I wanted to do	6.0	Interpersonal relationships did not work well	7.7	I wanted to acquire specialist knowledge/technical capabilities	6.1	The company's prospects were uncertain	7.7	The company's prospects were uncertain	6.3	Bankruptcy/restructuring/completion of contract period	6.0
4th	I wanted to work at a company with a more friendly and harmonious atmosphere	5.8	I got married/gave birth/was raising a child	7.3	The company's prospects were uncertain	6.1	It was physically demanding	6.2	I wanted to acquire specialist knowledge/technical capabilities	4.9	There was other work I wanted to do	5.0
5th	My salary did not change even if I was evaluated highly	4.9	The company's prospects were uncertain	6.4	I wanted to build a broad base of experience and knowledge	5.2	I wanted to build a broad base of experience and knowledge	6.1	There was other work I wanted to do	4.4	The company's prospects were uncertain	5.0
6th	I wanted to change the status of my employment	4.8	There was other work I wanted to do	5.7	I got married/gave birth/was raising a child	4.3	I wanted to change the status of my employment	5.7	I wanted to work at a company with a more friendly and harmonious atmosphere	4.3	I wanted to acquire specialist knowledge/technical capabilities	4.0
7th	The company's prospects were uncertain	4.5	I wanted to change the status of my employment	4.7	I wanted to work at a company with a more friendly and harmonious atmosphere	3.8	I wanted to acquire specialist knowledge/technical capabilities	5.0	The environment was very oppressive (it was not easy or conducive to sharing opinions)	4.1	There were no prospects for promotion	4.0
8th	I wanted to acquire specialist knowledge/technical capabilities	4.3	It was physically demanding	4.2	It was physically demanding	3.8	Interpersonal relationships did not work well	4.5	There was too much overtime work/not enough days off	4.1	There was too much overtime work/not enough days off	4.0
9th	Bankruptcy/restructuring/completion of contract period	4.2	I wanted to have weekends and holidays off	4.0	My salary did not change even if I was evaluated highly	3.6	My salary did not change even if I was evaluated highly	3.9	I wanted to have weekends and holidays off	4.0	I wanted to work at a company with a more friendly and harmonious atmosphere	4.0
10th	There were no prospects for promotion	4.0	I wanted to build a broad base of experience and knowledge	3.4	There was too much overtime work/not enough days off	3.6	I wanted to have weekends and holidays off	3.9	I got married/gave birth/was raising a child	3.7	Interpersonal relationships did not work well	3.7
10th			I wanted to acquire specialist knowledge/technical capabilities	3.4	Interpersonal relationships did not work well	3.6			Bankruptcy/restructuring/completion of contract period	3.7		

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[Southeast Asia/South Asia]

		1st	2nd	3rd										
Thailand (812)	%	Philippines (827)	%	Indonesia (798)	%	Malaysia (779)	%	Singapore (835)	%	Vietnam (728)	%	India (880)	%	
1st	I wanted to build a broad base of experience and knowledge	11.8	I was dissatisfied with my salary	10.3	I wanted to build a broad base of experience and knowledge	14.9	I was dissatisfied with my salary	12.3	I was dissatisfied with my salary	10.4	I wanted to build a broad base of experience and knowledge	10.0	I wanted to work at a company with a more friendly and harmonious atmosphere	8.2
2nd	I wanted to work at a company with a more friendly and harmonious atmosphere	10.0	I wanted to build a broad base of experience and knowledge	8.6	I was dissatisfied with my salary	13.8	I wanted to build a broad base of experience and knowledge	11.9	I wanted to build a broad base of experience and knowledge	7.9	My salary did not change even if I was evaluated highly	8.2	I was dissatisfied with my salary	7.4
3rd	I was dissatisfied with my salary	9.0	My salary did not change even if I was evaluated highly	7.9	I wanted to work at a company with a more friendly and harmonious atmosphere	8.0	My salary did not change even if I was evaluated highly	7.7	I wanted to work at a company with a more friendly and harmonious atmosphere	6.0	I wanted to acquire specialist knowledge/technical capabilities	7.3	I wanted to build a broad base of experience and knowledge	6.8
4th	There was other work I wanted to do	5.9	I wanted to work at a company with a more friendly and harmonious atmosphere	7.5	Bankruptcy/restructuring/completion of contract period	8.0	I wanted to change the status of my employment	5.8	My salary did not change even if I was evaluated highly	5.3	I wanted to work at a company with a more friendly and harmonious atmosphere	7.3	I wanted to change the status of my employment	6.8
5th	I wanted to change the status of my employment	4.8	There was other work I wanted to do	6.0	My salary did not change even if I was evaluated highly	7.6	I wanted to work at a company with a more friendly and harmonious atmosphere	5.6	There was too much overtime work/not enough days off	5.1	I was dissatisfied with my salary	6.3	My salary did not change even if I was evaluated highly	6.6
6th	I wanted to acquire specialist knowledge/technical capabilities	4.2	Bankruptcy/restructuring/completion of contract period	5.2	The company's prospects were uncertain	6.1	I wanted to acquire specialist knowledge/technical capabilities	4.9	There were no prospects for promotion	4.8	There were no prospects for promotion	5.9	I wanted to acquire specialist knowledge/technical capabilities	5.1
7th	The environment was very oppressive (it was not easy or conducive to sharing opinions)	3.7	I wanted to acquire specialist knowledge/technical capabilities	5.1	I was dissatisfied with the company's assessment methods	4.0	I wanted to have weekends and holidays off	4.9	There was other work I wanted to do	4.4	There was other work I wanted to do	5.4	The company's prospects were uncertain	4.1
8th	There were no prospects for promotion	3.7	I wanted to change the status of my employment	4.8	Interpersonal relationships did not work well	3.5	There were no prospects for promotion	4.6	The company's prospects were uncertain	4.4	The environment was very oppressive (it was not easy or conducive to sharing opinions)	4.4	The environment was very oppressive (it was not easy or conducive to sharing opinions)	4.0
9th	It was physically demanding	3.7	There was too much overtime work/not enough days off	4.5	I wanted to change the status of my employment	3.1	Bankruptcy/restructuring/completion of contract period	4.0	I wanted to change the status of my employment	4.4	I wanted to go back and work in my hometown/I wanted to work in more rural areas	4.3	There were no prospects for promotion	3.8
10th	My salary did not change even if I was evaluated highly	3.6	The environment was very oppressive (it was not easy or conducive to sharing opinions)	3.5	I got married/gave birth/was raising a child	3.0	There was other work I wanted to do	3.9	I wanted to acquire specialist knowledge/technical capabilities	4.2	I got married/gave birth/was raising a child	4.1	There was too much overtime work/not enough days off	3.6
10th									Interpersonal relationships did not work well	4.2				

* () : the number of respondents

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[Oceania/North America/Europe]

1st 2nd 3rd

	Australia (847)	%	United States (811)	%	England (844)	%	Germany (826)	%	France (836)	%	Sweden (797)	%
1st	There was other work I wanted to do	8.4	I was dissatisfied with my salary	8.3	I was dissatisfied with my salary	10.1	There was other work I wanted to do	10.4	There was other work I wanted to do	12.2	There was other work I wanted to do	11.0
2nd	I was dissatisfied with my salary	8.0	I wanted to work at a company with a more friendly and harmonious atmosphere	6.9	I wanted to change the status of my employment	8.6	I was dissatisfied with my salary	8.7	I was dissatisfied with my salary	7.1	I was dissatisfied with my salary	6.3
3rd	I wanted to work at a company with a more friendly and harmonious atmosphere	6.1	There was other work I wanted to do	6.2	There was other work I wanted to do	7.0	I wanted to change the status of my employment	6.7	There were no prospects for promotion	6.8	I wanted to work at a company with a more friendly and harmonious atmosphere	6.0
4th	I wanted to change the status of my employment	6.0	I wanted to change the status of my employment	5.1	My salary did not change even if I was evaluated highly	5.2	Bankruptcy/restructuring/completion of contract period	5.9	I wanted to work at a company with a more friendly and harmonious atmosphere	5.7	I got married/gave birth/was raising a child	5.0
5th	I wanted to build a broad base of experience and knowledge	5.4	There were no prospects for promotion	4.8	I wanted to build a broad base of experience and knowledge	4.9	The company's prospects were uncertain	5.1	Bankruptcy/restructuring/completion of contract period	5.6	I wanted to build a broad base of experience and knowledge	4.6
6th	There were no prospects for promotion	4.8	My salary did not change even if I was evaluated highly	4.8	There were no prospects for promotion	4.7	I wanted to work at a company with a more friendly and harmonious atmosphere	4.8	The environment was very oppressive (it was not easy or conducive to sharing opinions)	5.3	I was dissatisfied with the company's assessment methods	4.6
7th	The environment was very oppressive (it was not easy or conducive to sharing opinions)	4.7	I wanted to build a broad base of experience and knowledge	4.7	I wanted to work at a company with a more friendly and harmonious atmosphere	4.5	Interpersonal relationships did not work well	4.7	I wanted to change the status of my employment	5.0	My salary did not change even if I was evaluated highly	4.4
8th	I wanted to acquire specialist knowledge/technical capabilities	4.0	The company's prospects were uncertain	3.9	I wanted to acquire specialist knowledge/technical capabilities	4.4	There was too much overtime work/not enough days off	4.2	I wanted to build a broad base of experience and knowledge	4.9	It was physically demanding	4.3
9th	The company's prospects were uncertain	3.9	The environment was very oppressive (it was not easy or conducive to sharing opinions)	3.8	The environment was very oppressive (it was not easy or conducive to sharing opinions)	4.4	I got married/gave birth/was raising a child	4.0	The company's prospects were uncertain	4.1	The company's prospects were uncertain	4.1
10th	My salary did not change even if I was evaluated highly	3.8	The industry's future was uncertain	3.6	I got married/gave birth/was raising a child	4.3	The environment was very oppressive (it was not easy or conducive to sharing opinions)	3.9	My salary did not change even if I was evaluated highly	3.9	I wanted to change the status of my employment	4.1
10th			I wanted to go back and work in my hometown/I wanted to work in more rural areas	3.6					Interpersonal relationships did not work well	3.9		

* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

V. Personal Growth and Improvement

The Degree of Desire for Growth / The Degree of Awareness of Growth

In India, Indonesia, Philippines, Vietnam, and China, “The degree of desire for growth” through working and “The degree of awareness of growth” through work exceeded 90%. In Japan, the degree of desire for growth and the degree of awareness of growth were the lowest and the low degree of awareness of growth stood out.

- “The degree of desire for growth,” which is to think that growth through working is important, was 93.2% as the overall average. Countries/regions other than Japan were almost 90% or higher, and Japan was the lowest at 79.5%.
- The overall average of “The degree of awareness of growth,” which is to feel that the respondents are achieving growth by looking back the past one year, was 81.3%. Countries having 90% or higher were Vietnam, India, Indonesia, China, and the Philippines (in descending order of the percentage) and the countries having the 80% level were Malaysia, Thailand, Sweden, and the United States. Japan was the only country that was the lowest at the 50% level (52.6%).
- By gap between the degree of desire for growth and the degree of awareness of growth, the degree of awareness of growth fell below in all the countries and regions. This expressed the situation where the respondents thought that growth was important but actually, they could not feel growth. Japan had the largest gap, which was -26.9 points, followed by South Korea with -19.3 points. Taiwan, Hong Kong, Singapore, Malaysia, Australia, the United States, England, Germany, and France had the gap of -10 points or more.
- In India, Indonesia, the Philippines, Vietnam, and China, both the degree of desire for growth and the degree of awareness of growth exceeded 90% and the gap was small, so the results showed that they could feel growth through work.
- In Japan, both the degree of desire for growth and the degree of awareness of growth were the lowest among the 18 countries and regions. In particular, the low degree of awareness of growth stood out and there was a gap of 40 points or more with Vietnam and India that ranked high and a gap of a little less than 20 points with South Korea that was the second lowest after Japan.
By age group, gaps in the degree of desire for growth by age group were not large. However, as there was a gap of 30 points or more between the degree of desire for growth and the degree of awareness of growth among the respondents in their 40s and older, there was a tendency for the degree of awareness of growth to rapidly decline among the middle and old aged respondents even by comparing with other countries / regions.

1. Degree of Desire for Growth and the Degree of Awareness of Growth

Q. How important do you feel "growth through work" is? (Seven-point scale)

Q. Looking back over the past 1 year, do you feel you have achieved growth through your work? (Seven-point scale)

▼ Percentage of respondents who "think that 'growth through working' is important" (high degree of desire for growth) (%)

▼ Percentage of respondents who feel that they are achieving growth (high degree of awareness of growth) (%)

*Degree of desire for growth: The scores show the total value of "Very important", "Important", and "Slightly important".

*Degree of awareness of growth: The scores show the total value of "I strongly feel so", "I feel so", and "I slightly feel so".

*GAP: Shaded in red if being larger than -10 points

Rankings are "In descending order of the degree of desire for growth"			Degree of desire for growth	Degree of awareness of growth	Desire-Awareness GAP (pt)	Average age in each country (years old)
1st	Indonesia	(1002)	99.3	92.5	- 6.8	43.5
2nd	India	(1119)	99.0	94.6	- 4.4	43.2
3rd	Philippines	(1010)	98.1	90.7	- 7.4	43.7
4th	Malaysia	(1000)	97.8	85.5	-12.3	41.5
5th	Vietnam	(1002)	97.4	95.5	- 1.9	43.7
6th	China	(1002)	95.3	92.0	- 3.3	43.5
7th	United States	(1010)	95.0	83.0	-12.0	44.0
8th	Thailand	(1059)	94.7	85.3	- 9.4	44.5
9th	Sweden	(1002)	93.1	84.1	- 9.0	43.7
10th	Singapore	(1002)	92.8	76.7	-16.1	44.3
11th	Taiwan	(1001)	92.1	79.5	-12.6	44.1
12th	Korea	(1005)	91.2	71.9	-19.3	44.5
12th	France	(1001)	91.2	73.5	-17.7	44.0
14th	Germany	(1000)	91.0	75.2	-15.8	43.7
15th	England	(1003)	89.9	75.8	-14.1	44.0
16th	Hong Kong	(1002)	89.5	79.3	-10.2	44.2
17th	Australia	(1003)	89.3	72.9	-16.4	44.2
18th	Japan	(1000)	79.5	52.6	-26.9	44.8
	Overall	(18223)	93.2	81.3	-11.9	43.8

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Degree of Desire for Growth and the Degree of Awareness of Growth (1/4)

Q. How important do you feel "growth through work" is? (Seven-point scale)

Q. Looking back over the past 1 year, do you feel you have achieved growth through your work? (Seven-point scale)

*Degree of desire for growth: The scores show the total value of "Very important", "Important", and "Slightly important".

*Degree of awareness of growth: The scores show the total value of "I strongly feel so", "I feel so", and "I slightly feel so".

*GAP: Written in red/shaded in yellow if greater than -10 points

[East Asia] (%)

	Japan	By Age Group						Total of 50s and higher
		20s	30s	40s	50s	60s		
Number of Respondents	(1000)	(200)	(200)	(200)	(200)	(200)	(400)	
Degree of desire for growth	79.5	79.0	75.5	77.0	82.0	84.0	83.0	
Degree of awareness of growth	52.6	67.0	56.0	46.0	49.5	44.5	47.0	
Desire-Awareness GAP	-26.9	-12.0	-19.5	-31.0	-32.5	-39.5	-36.0	

(%)

	China	By Age Group						Total of 50s and higher
		20s	30s	40s	50s	60s		
Number of Respondents	(1002)	(200)	(201)	(200)	(200)	(201)	(401)	
Degree of desire for growth	95.3	86.0	99.0	93.5	99.0	99.0	99.0	
Degree of awareness of growth	92.0	85.5	93.5	95.5	90.5	95.0	92.8	
Desire-Awareness GAP	-3.3	-0.5	-5.5	2.0	-8.5	-4.0	-6.2	

(%)

	Korea	By Age Group						Total of 50s and higher
		20s	30s	40s	50s	60s		
Number of Respondents	(1005)	(200)	(205)	(200)	(200)	(200)	(400)	
Degree of desire for growth	91.2	89.0	87.8	92.5	92.5	94.5	93.5	
Degree of awareness of growth	71.9	78.5	77.1	71.0	61.0	72.0	66.5	
Desire-Awareness GAP	-19.3	-10.5	-10.7	-21.5	-31.5	-22.5	-27.0	

(%)

	Taiwan	By Age Group						Total of 50s and higher
		20s	30s	40s	50s	60s		
Number of Respondents	(1001)	(200)	(200)	(200)	(201)	(200)	(401)	
Degree of desire for growth	92.1	93.5	91.5	87.5	94.5	93.5	94.0	
Degree of awareness of growth	79.5	85.0	71.0	69.5	82.1	90.0	86.0	
Desire-Awareness GAP	-12.6	-8.5	-20.5	-18.0	-12.4	-3.5	-8.0	

(%)

	Hong Kong	By Age Group						Total of 50s and higher
		20s	30s	40s	50s	60s		
Number of Respondents	(1002)	(200)	(202)	(200)	(200)	(200)	(400)	
Degree of desire for growth	89.5	93.5	90.1	87.5	86.5	90.0	88.3	
Degree of awareness of growth	79.3	82.5	80.7	77.5	77.5	78.5	78.0	
Desire-Awareness GAP	-10.2	-11.0	-9.4	-10.0	-9.0	-11.5	-10.3	

*Using colors for the high/low scores by crossing the countries and regions by item (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Degree of Desire for Growth and the Degree of Awareness of Growth (2/4)

Q. How important do you feel "growth through work" is? (Seven-point scale)

Q. Looking back over the past 1 year, do you feel you have achieved growth through your work? (Seven-point scale)

*Degree of desire for growth: The scores show the total value of "Very important", "Important", and "Slightly important".

*Degree of awareness of growth: The scores show the total value of "I strongly feel so", "I feel so", and "I slightly feel so".

*GAP: Written in red/shaded in yellow if greater than -10 points

[Southeast Asia] (%)

	Thailand	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1059)	(203)	(204)	(221)	(218)	(213)	(431)
Degree of desire for growth	94.7	98.5	98.0	95.0	90.4	92.0	91.2
Degree of awareness of growth	85.3	88.2	87.7	83.7	81.7	85.4	83.5
Desire-Awareness GAP	-9.4	-10.3	-10.3	-11.3	-8.7	-6.6	-7.7

Philippines (%)

	Philippines	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1010)	(206)	(204)	(200)	(192)	(208)	(400)
Degree of desire for growth	98.1	99.5	97.5	98.0	99.5	96.2	97.8
Degree of awareness of growth	90.7	91.3	93.6	91.0	82.3	94.7	88.8
Desire-Awareness GAP	-7.4	-8.2	-3.9	-7.0	-17.2	-1.5	-9.0

Indonesia (%)

	Indonesia	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1002)	(202)	(200)	(200)	(200)	(200)	(400)
Degree of desire for growth	99.3	99.5	99.5	100.0	100.0	97.5	98.8
Degree of awareness of growth	92.5	96.0	96.0	88.5	88.5	93.5	91.0
Desire-Awareness GAP	-6.8	-3.5	-3.5	-11.5	-11.5	-4.0	-7.8

Malaysia (%)

	Malaysia	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1000)	(230)	(231)	(221)	(182)	(136)	(318)
Degree of desire for growth	97.8	98.7	98.3	97.3	96.2	98.5	97.2
Degree of awareness of growth	85.5	91.3	86.1	79.6	80.2	91.2	84.9
Desire-Awareness GAP	-12.3	-7.4	-12.2	-17.7	-16.0	-7.3	-12.3

Singapore (%)

	Singapore	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1002)	(202)	(200)	(200)	(202)	(198)	(400)
Degree of desire for growth	92.8	96.5	94.5	92.0	90.6	90.4	90.5
Degree of awareness of growth	76.7	79.7	83.5	75.5	69.8	75.3	72.5
Desire-Awareness GAP	-16.1	-16.8	-11.0	-16.5	-20.8	-15.1	-18.0

Vietnam (%)

	Vietnam	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1002)	(201)	(200)	(200)	(200)	(201)	(401)
Degree of desire for growth	97.4	97.5	98.0	97.5	96.0	98.0	97.0
Degree of awareness of growth	95.5	95.5	96.5	96.5	94.0	95.0	94.5
Desire-Awareness GAP	-1.9	-2.0	-1.5	-1.0	-2.0	-3.0	-2.5

*Using colors for the high/low scores by crossing the countries and regions by item (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Degree of Desire for Growth and the Degree of Awareness of Growth (3/4)

Q. How important do you feel "growth through work" is? (Seven-point scale)

Q. Looking back over the past 1 year, do you feel you have achieved growth through your work? (Seven-point scale)

*Degree of desire for growth: The scores show the total value of "Very important", "Important", and "Slightly important".

*Degree of awareness of growth: The scores show the total value of "I strongly feel so", "I feel so", and "I slightly feel so".

*GAP: Written in red/shaded in yellow if greater than -10 points

	[South Asia] (%)							[Oceania] (%)							[North America] (%)						
	India	By Age Group						Australia	By Age Group						United States	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher		20s	30s	40s	50s	60s	Total of 50s and higher		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1119)	(252)	(211)	(221)	(228)	(207)	(435)	(1003)	(200)	(200)	(203)	(207)	(193)	(400)	(1010)	(203)	(203)	(201)	(201)	(202)	(403)
Degree of desire for growth	99.0	100.0	99.5	97.7	98.7	99.0	98.9	89.3	91.0	91.0	91.1	84.5	89.1	86.8	95.0	90.6	97.5	98.0	96.0	93.1	94.5
Degree of awareness of growth	94.6	98.0	97.2	92.3	90.8	94.7	92.6	72.9	82.5	80.0	70.9	65.7	65.3	65.5	83.0	79.3	92.1	88.1	81.1	74.3	77.7
Desire-Awareness GAP	-4.4	-2.0	-2.3	-5.4	-7.9	-4.3	-6.3	-16.4	-8.5	-11.0	-20.2	-18.8	-23.8	-21.3	-12.0	-11.3	-5.4	-9.9	-14.9	-18.8	-16.8

*Using colors for the high/low scores by crossing the countries and regions by item (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Degree of Desire for Growth and the Degree of Awareness of Growth (4/4)

Q. How important do you feel "growth through work" is? (Seven-point scale)

Q. Looking back over the past 1 year, do you feel you have achieved growth through your work? (Seven-point scale)

*Degree of desire for growth: The scores show the total value of "Very important", "Important", and "Slightly important".

*Degree of awareness of growth: The scores show the total value of "I strongly feel so", "I feel so", and "I slightly feel so".

*GAP: Written in red/shaded in yellow if greater than -10 points

[Europe] (%)

	England	By Age Group						Total of 50s and higher
		20s	30s	40s	50s	60s		
Number of Respondents	(1003)	(201)	(200)	(200)	(215)	(187)	(402)	
Degree of desire for growth	89.9	94.0	93.0	89.0	87.0	86.6	86.8	
Degree of awareness of growth	75.8	85.1	85.5	75.0	65.6	67.9	66.7	
Desire-Awareness GAP	-14.1	-8.9	-7.5	-14.0	-21.4	-18.7	-20.1	

(%)

	Germany	By Age Group						Total of 50s and higher
		20s	30s	40s	50s	60s		
Number of Respondents	(1000)	(200)	(200)	(214)	(213)	(173)	(386)	
Degree of desire for growth	91.0	92.5	91.5	89.7	89.7	91.9	90.7	
Degree of awareness of growth	75.2	88.0	83.0	76.6	67.6	59.0	63.7	
Desire-Awareness GAP	-15.8	-4.5	-8.5	-13.1	-22.1	-32.9	-27.0	

(%)

	France	By Age Group						Total of 50s and higher
		20s	30s	40s	50s	60s		
Number of Respondents	(1001)	(201)	(200)	(200)	(205)	(195)	(400)	
Degree of desire for growth	91.2	90.5	94.0	89.5	89.8	92.3	91.0	
Degree of awareness of growth	73.5	79.1	80.5	77.5	62.0	68.7	65.3	
Desire-Awareness GAP	-17.7	-11.4	-13.5	-12.0	-27.8	-23.6	-25.7	

(%)

	Sweden	By Age Group						Total of 50s and higher
		20s	30s	40s	50s	60s		
Number of Respondents	(1002)	(201)	(201)	(200)	(200)	(200)	(400)	
Degree of desire for growth	93.1	91.5	92.0	95.0	92.5	94.5	93.5	
Degree of awareness of growth	84.1	81.1	82.1	89.5	76.5	91.5	84.0	
Desire-Awareness GAP	-9.0	-10.4	-9.9	-5.5	-16.0	-3.0	-9.5	

*Using colors for the high/low scores by crossing the countries and regions by item
(High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

**Self-Learning
and Personal
Development
outside the
Company**

The Philippines, Indonesia, Malaysia, Vietnam, and India were motivated to personal development outside of one's placement of employment. On the other hand, "I haven't done anything in particular" exceeded 50% in Japan. Frequently answered self-learning and personal development that were common to each country and region were "Reading" and "Training courses, seminars, and study sessions."

- The top five of the overall averages in self-learning and personal development activities for one's own growth outside one's place of employment were "Reading" (34.5%), "Participation in training courses, seminars, study sessions, etc." (30.4%), "Studying to acquire certifications" (22.0%), "Distance learning, e-learning" (21.8%), and "Language study" (20.9%).
- The Philippines, Indonesia, Malaysia, Vietnam, and India significantly surpassed the overall averages in almost all items. In many countries and regions, "Participation in training courses, seminars, study sessions, etc." was 40-50%. In Indonesia, "Studying to acquire certifications" was 43.6% and "Language study" was 46.3% in Vietnam.
- On the other hand, the overall average of "I haven't done anything in particular" was 18.0%. Japan was the highest at 52.6%, followed by Australia (28.6%), Sweden (28.1%), England (24.1%), and France (22.6%). China, South Korea, Hong Kong, and Singapore were around 20%, which surpassed the overall average.
- "Side jobs/subsidiary businesses" exceeded 20% in Thailand, Philippines, Indonesia, Malaysia, Vietnam, India, the United States, and Taiwan. Only Japan was 8.9%, which was less than 10%.
- In Japan, the percentage of "I haven't done anything in particular" was prominently high, the low motivation to personal development stood out as all items fell below the overall averages and many items were less than 10%.
- By age group, younger age groups' scores tended to be high but in Thailand, the Philippines, Indonesia, Malaysia, Vietnam, and China, the respondents in their 50s and over had high motivation. Among the respondents in their 20s in Japan and China, "I haven't done anything in particular" exceeded 30%.

2. Self-Learning and Personal Development outside the Company

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

*In descending order of the overall answers

	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe					
	Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden		
Overall	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)	
Reading	34.5	23.2	27.5	39.1	26.1	34.9	27.9	43.7	42.2	38.5	32.7	48.5	33.5	35.4	41.0	38.0	36.7	31.0	22.1	(%)
Participation in training courses, seminars, study sessions, etc.	30.4	11.6	27.4	21.6	26.1	23.7	28.0	50.4	50.1	44.7	33.9	41.9	43.6	25.1	27.2	22.7	27.0	23.3	18.0	
Studying to acquire certifications	22.0	15.9	22.9	27.4	23.3	18.8	22.2	29.4	43.6	25.2	17.9	22.4	30.6	15.7	20.3	14.1	19.6	12.2	13.2	
Distance learning, e-learning	21.8	7.1	32.9	9.8	26.8	24.2	30.0	28.1	18.8	26.7	21.7	29.8	30.7	17.5	20.1	20.1	14.9	15.6	15.3	
Language study	20.9	9.9	17.8	25.9	26.5	28.7	26.2	20.9	27.0	23.1	14.7	46.3	25.6	10.8	15.7	13.7	11.6	19.0	12.3	
Side jobs/subsidiary businesses	19.5	8.9	14.7	15.4	20.3	18.6	33.9	31.5	27.1	29.5	13.6	25.4	26.8	14.3	20.6	12.2	12.1	11.4	13.4	
Participation in NPOs, volunteering, and other social activities	17.0	3.4	12.3	8.4	12.4	11.3	18.3	25.1	37.5	21.7	14.2	24.1	31.4	12.0	17.7	15.2	12.3	12.6	14.1	
Holding/running study sessions, etc.	12.8	2.9	18.1	9.6	15.3	10.2	13.7	11.8	13.1	18.9	9.9	19.7	23.4	8.4	11.9	9.2	12.6	11.5	9.5	
University, graduate school, vocational school	8.1	1.7	5.9	3.5	7.2	5.3	5.6	13.8	10.8	14.8	7.4	5.5	13.0	8.3	12.5	4.5	11.2	4.9	10.5	
Other	2.2	3.8	0.8	2.5	1.3	1.3	1.1	2.6	1.7	2.2	1.5	1.2	1.1	1.9	2.8	3.6	4.5	2.9	3.8	
I haven't done anything in particular.	18.0	52.6	20.6	19.3	14.5	18.8	13.4	5.6	5.4	9.5	20.1	3.6	3.2	28.6	15.7	24.1	21.2	22.6	28.1	

*() : the number of respondents

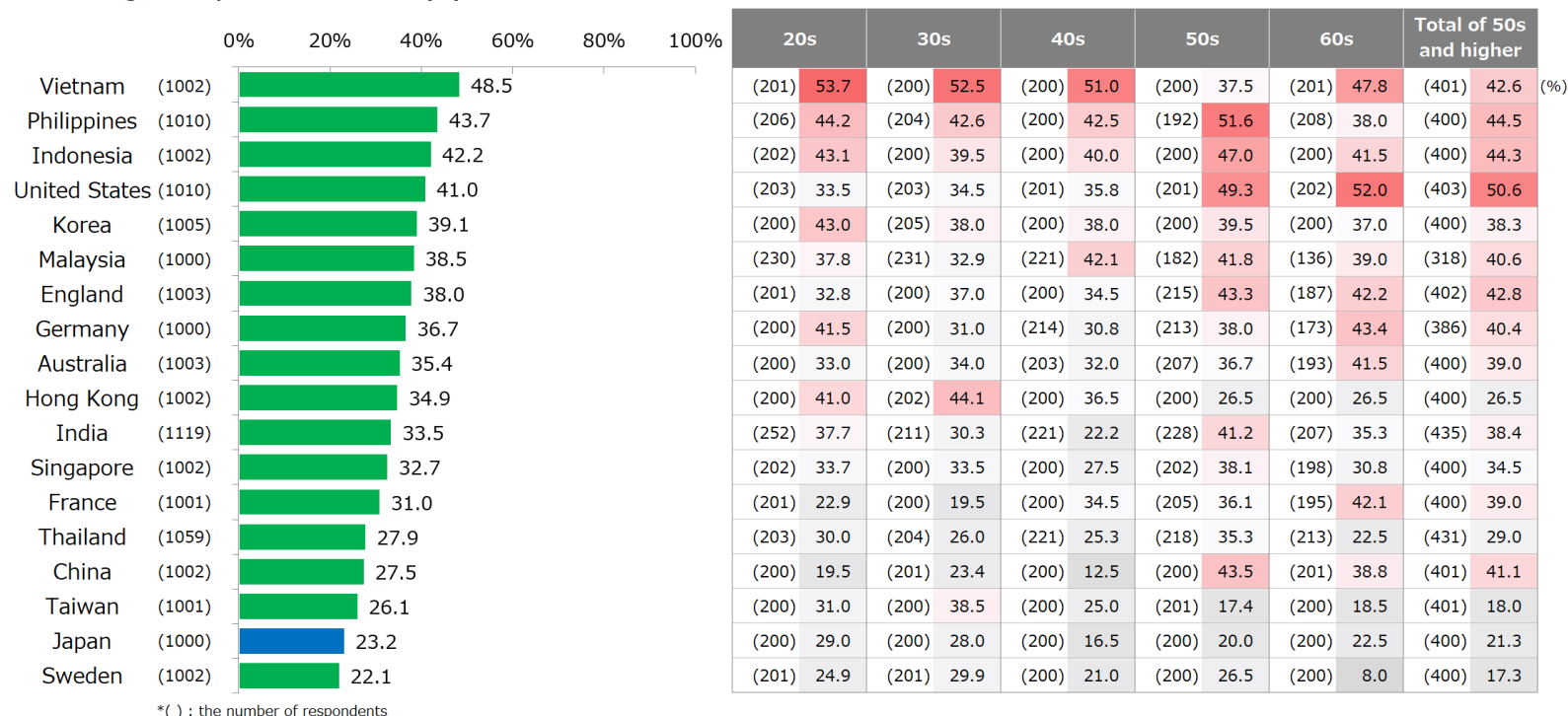
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2. Self-Learning and Personal Development outside the Company (Details 1/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼Percentage of respondents who read (%)



20s		30s		40s		50s		60s		Total of 50s and higher	
(201)	53.7	(200)	52.5	(200)	51.0	(200)	37.5	(201)	47.8	(401)	42.6
(206)	44.2	(204)	42.6	(200)	42.5	(192)	51.6	(208)	38.0	(400)	44.5
(202)	43.1	(200)	39.5	(200)	40.0	(200)	47.0	(200)	41.5	(400)	44.3
(203)	33.5	(203)	34.5	(201)	35.8	(201)	49.3	(202)	52.0	(403)	50.6
(200)	43.0	(205)	38.0	(200)	38.0	(200)	39.5	(200)	37.0	(400)	38.3
(230)	37.8	(231)	32.9	(221)	42.1	(182)	41.8	(136)	39.0	(318)	40.6
(201)	32.8	(200)	37.0	(200)	34.5	(215)	43.3	(187)	42.2	(402)	42.8
(200)	41.5	(200)	31.0	(214)	30.8	(213)	38.0	(173)	43.4	(386)	40.4
(200)	33.0	(200)	34.0	(203)	32.0	(207)	36.7	(193)	41.5	(400)	39.0
(200)	41.0	(202)	44.1	(200)	36.5	(200)	26.5	(200)	26.5	(400)	26.5
(252)	37.7	(211)	30.3	(221)	22.2	(228)	41.2	(207)	35.3	(435)	38.4
(202)	33.7	(200)	33.5	(200)	27.5	(202)	38.1	(198)	30.8	(400)	34.5
(201)	22.9	(200)	19.5	(200)	34.5	(205)	36.1	(195)	42.1	(400)	39.0
(203)	30.0	(204)	26.0	(221)	25.3	(218)	35.3	(213)	22.5	(431)	29.0
(200)	19.5	(201)	23.4	(200)	12.5	(200)	43.5	(201)	38.8	(401)	41.1
(200)	31.0	(200)	38.5	(200)	25.0	(201)	17.4	(200)	18.5	(401)	18.0
(200)	29.0	(200)	28.0	(200)	16.5	(200)	20.0	(200)	22.5	(400)	21.3
(201)	24.9	(201)	29.9	(200)	21.0	(200)	26.5	(200)	8.0	(400)	17.3

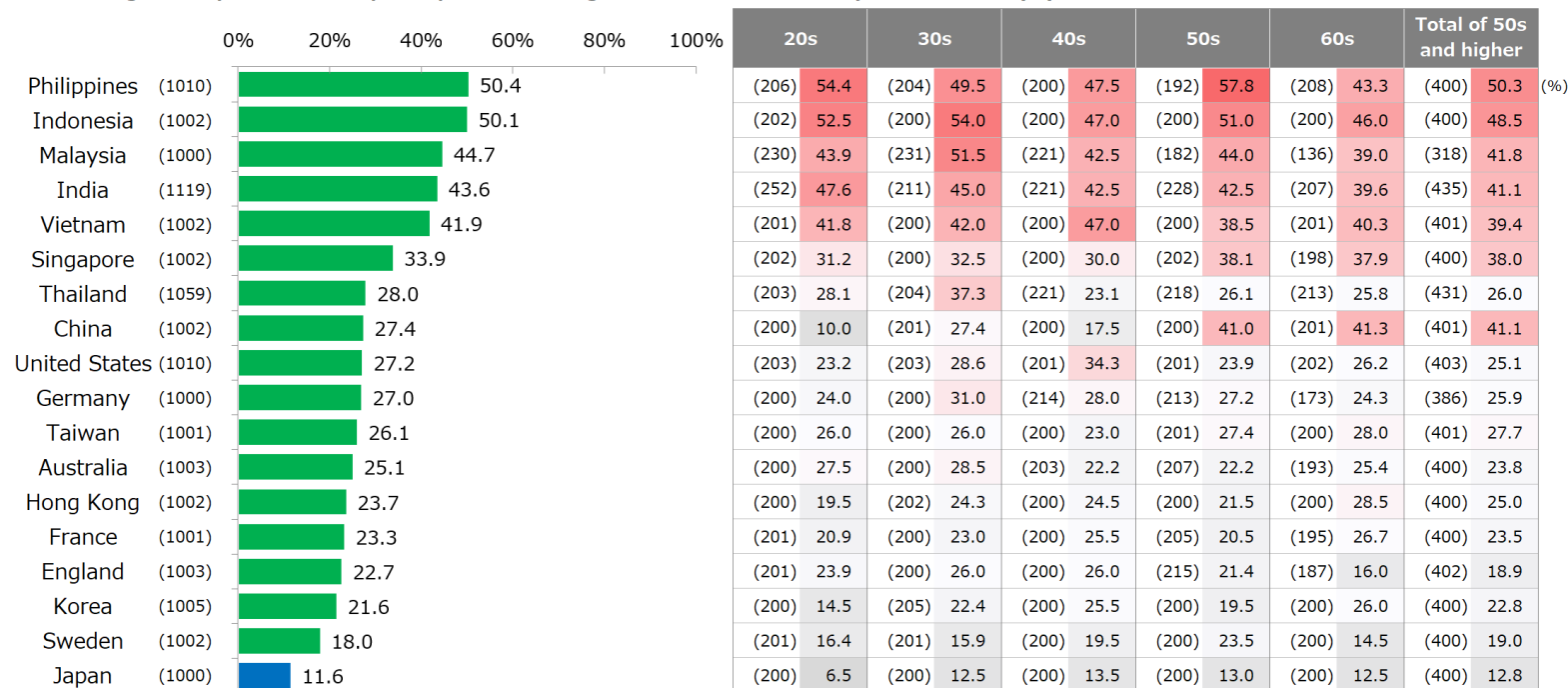
*Using colors for the high/low scores (High scores: red/ low scores: gray)

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2. Self-Learning and Personal Development outside the Company (Details 2/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ Percentage of respondents who participate in training courses, seminars, study sessions, etc. (%)



* () : the number of respondents

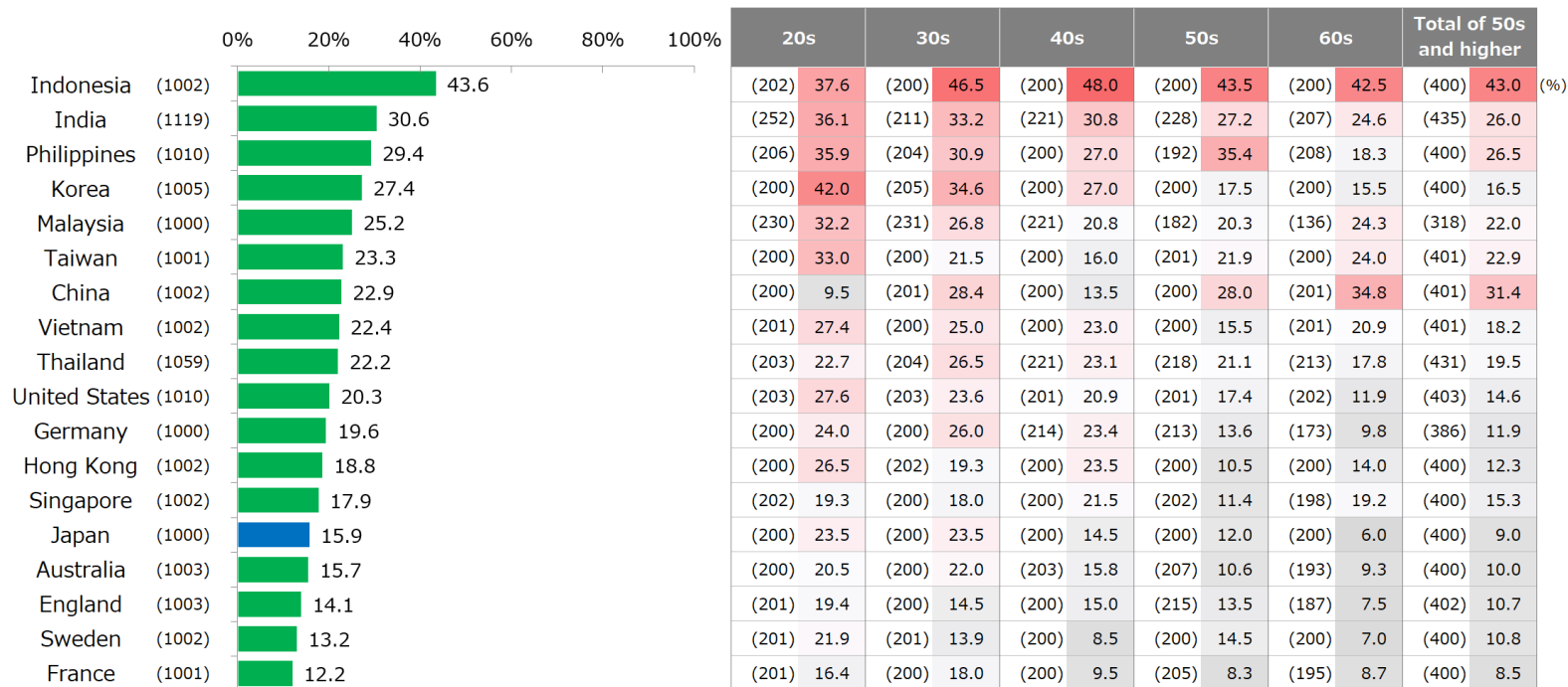
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*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Self-Learning and Personal Development outside the Company (Details 3/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ Percentage of respondents who are studying to acquire certifications (%)



*(): the number of respondents

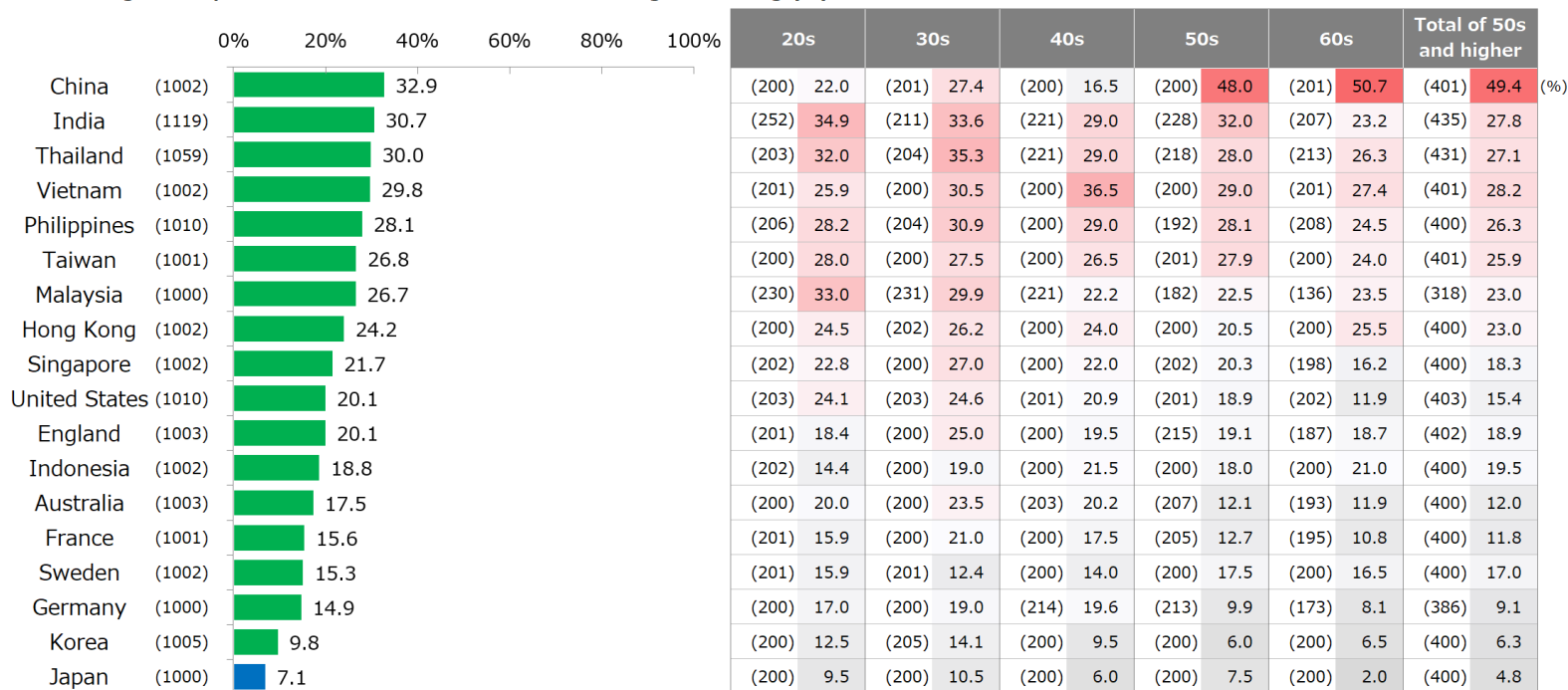
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2. Self-Learning and Personal Development outside the Company (Details 4/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ Percentage of respondents who undertake distance learning, e-learning (%)



* () : the number of respondents

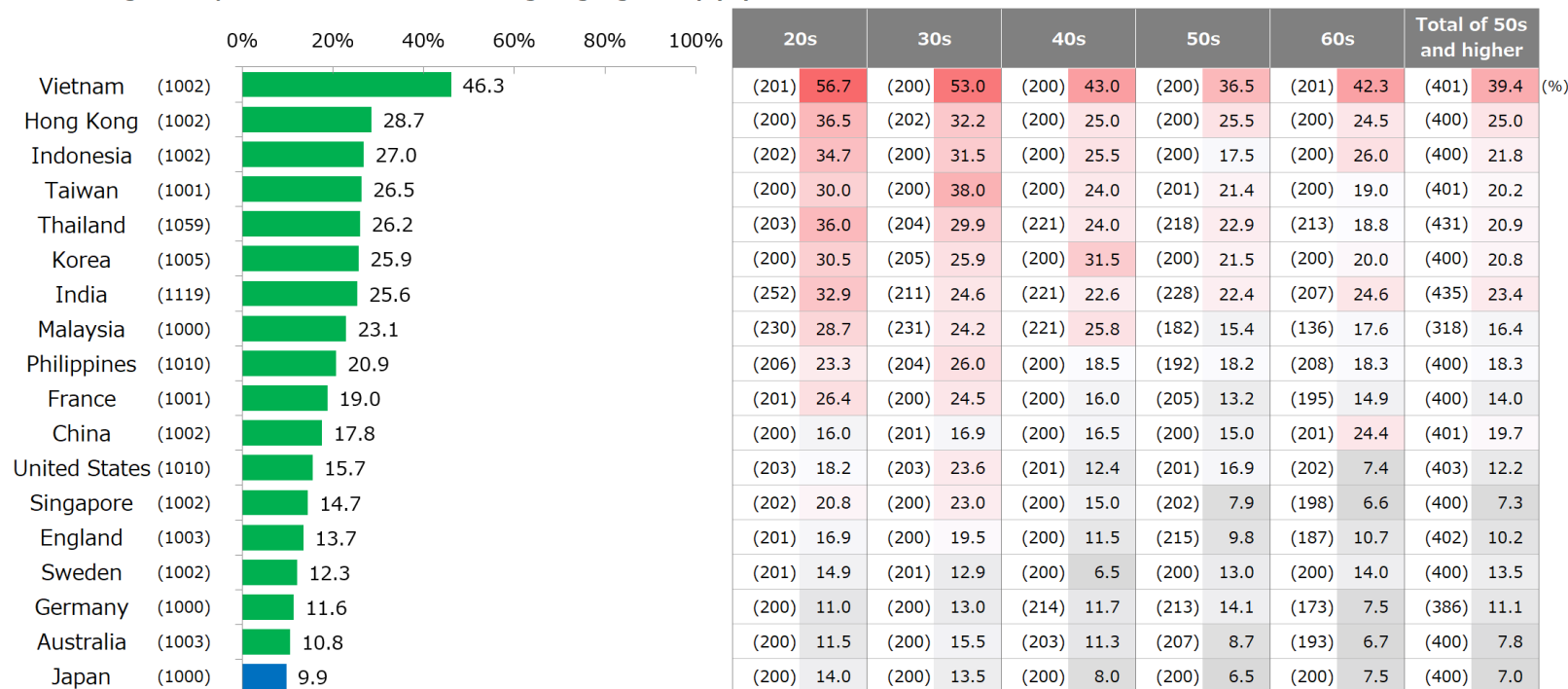
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2. Self-Learning and Personal Development outside the Company (Details 5/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ Percentage of respondents who are undertaking language study (%)



*() : the number of respondents

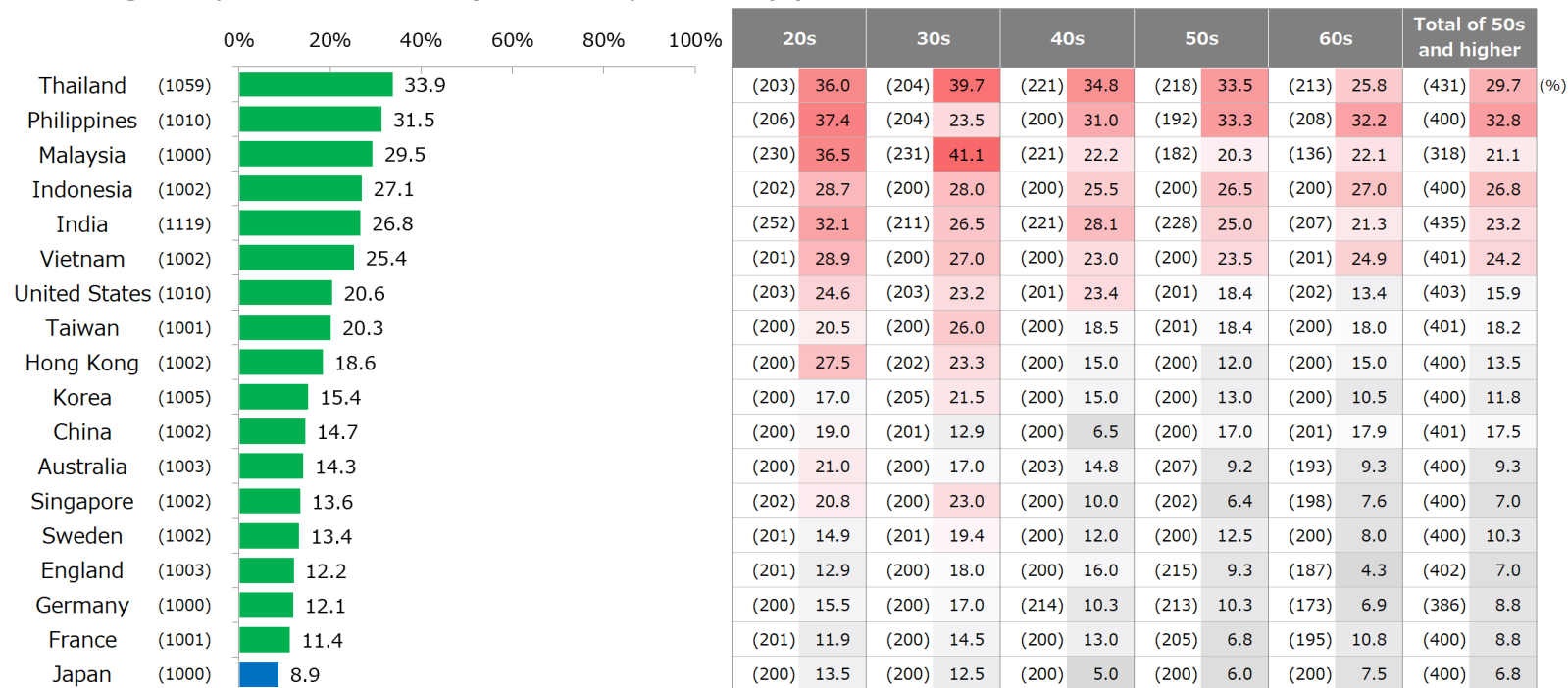
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*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Self-Learning and Personal Development outside the Company (Details 6/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ Percentage of respondents who have side jobs/subsidiary businesses (%)



*() : the number of respondents

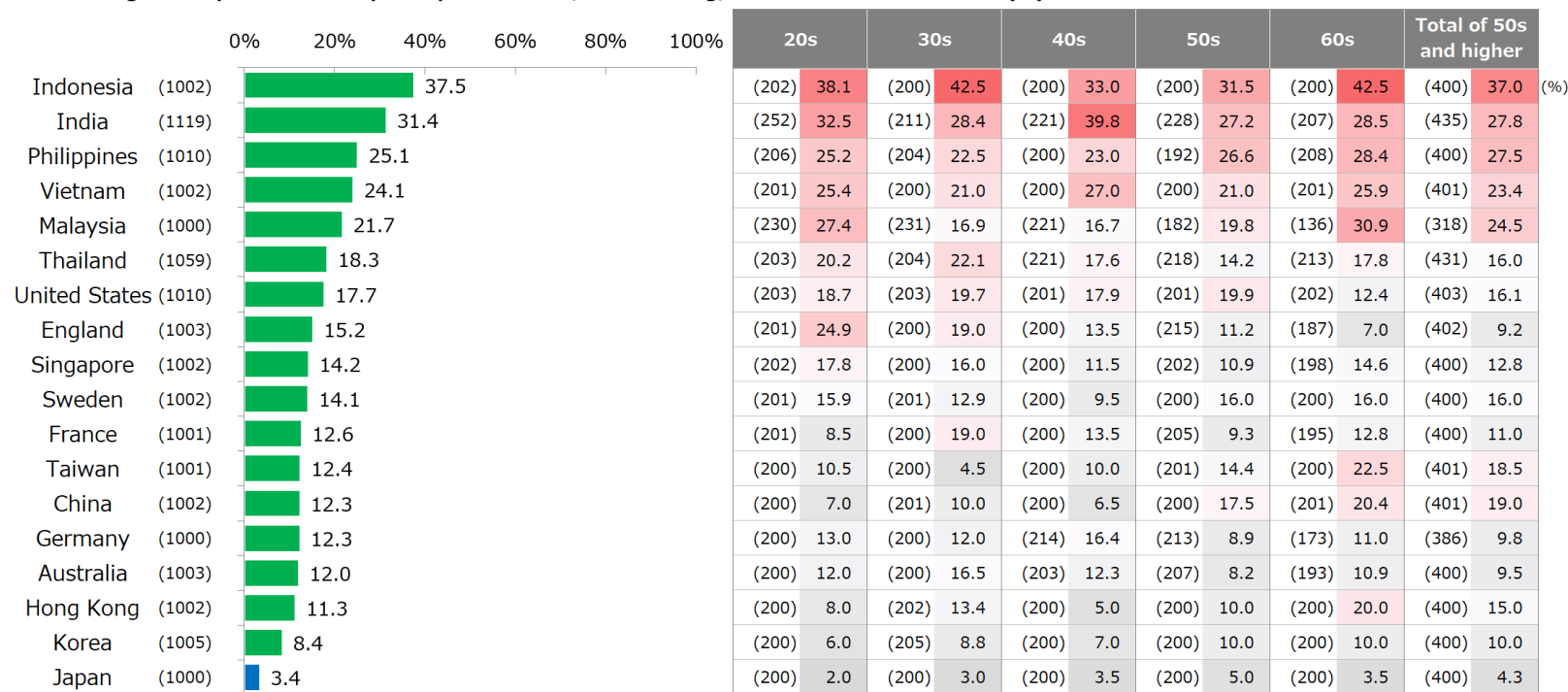
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2. Self-Learning and Personal Development outside the Company (Details 7/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ Percentage of respondents who participate in NPOs, volunteering, and other social activities (%)



* () : the number of respondents

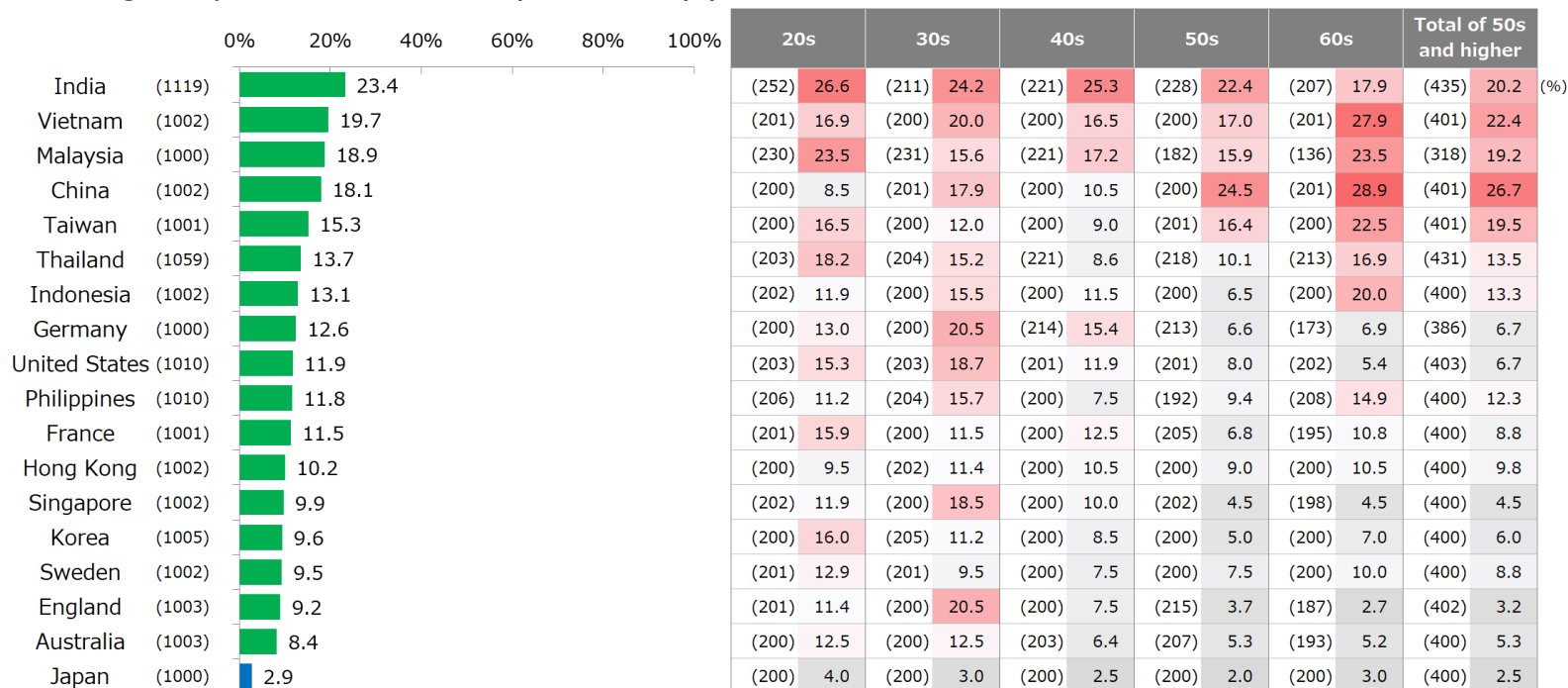
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2. Self-Learning and Personal Development outside the Company (Details 8/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ Percentage of respondents who hold/run study sessions, etc. (%)



*() : the number of respondents

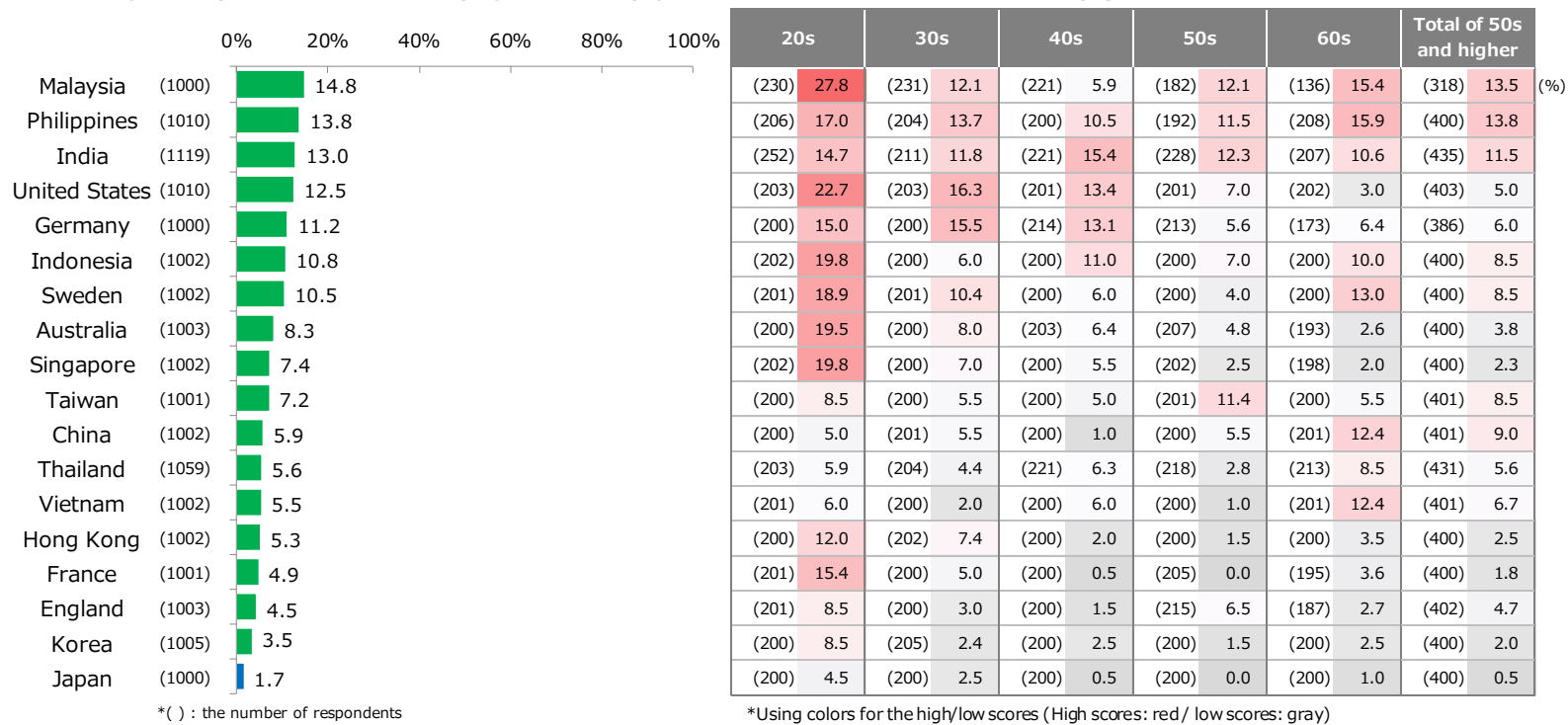
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2. Self-Learning and Personal Development outside the Company (Details 9/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ Percentage of respondents who are studying at university, graduate school, vocational school, etc. (%)

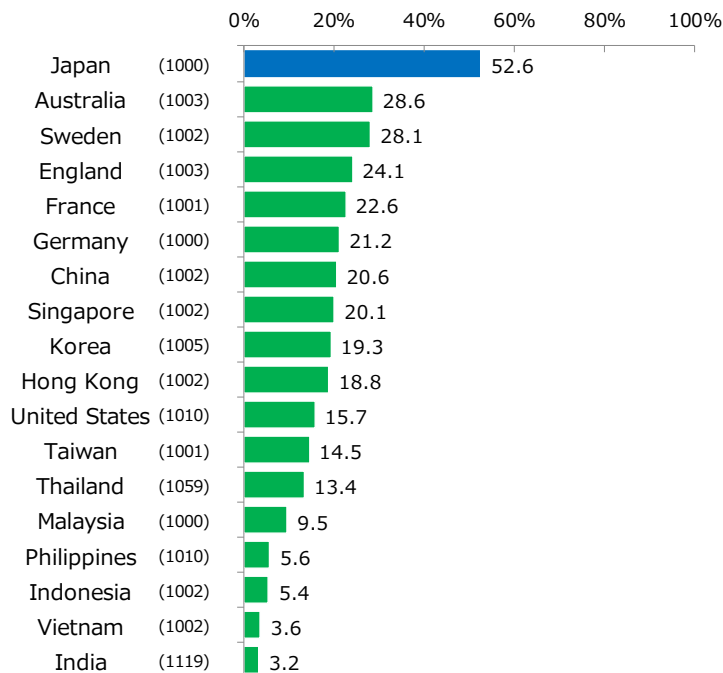


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2. Self-Learning and Personal Development outside the Company (Details 10/10)

Q. What self-learning and personal development activities do you participate in outside of your place of employment for your own growth? (Multiple responses / 11 options)

▼ I haven't done anything in particular. (%)



*() : the number of respondents

	20s	30s	40s	50s	60s	Total of 50s and higher	(%)
Japan	(200) 34.5	(200) 46.0	(200) 62.5	(200) 59.5	(200) 60.5	(400) 60.0	(%)
Australia	(200) 18.0	(200) 20.5	(203) 32.0	(207) 36.2	(193) 36.3	(400) 36.3	
Sweden	(201) 17.4	(201) 20.4	(200) 40.5	(200) 26.0	(200) 36.5	(400) 31.3	
England	(201) 15.4	(200) 12.5	(200) 25.0	(215) 26.5	(187) 42.2	(402) 33.8	
France	(201) 12.4	(200) 15.0	(200) 23.5	(205) 34.1	(195) 27.7	(400) 31.0	
Germany	(200) 13.5	(200) 12.5	(214) 19.6	(213) 29.1	(173) 32.4	(386) 30.6	
China	(200) 36.0	(201) 18.9	(200) 32.0	(200) 9.0	(201) 7.0	(401) 8.0	
Singapore	(202) 13.4	(200) 8.0	(200) 21.5	(202) 32.2	(198) 25.3	(400) 28.8	
Korea	(200) 12.5	(205) 15.6	(200) 20.0	(200) 25.0	(200) 23.5	(400) 24.3	
Hong Kong	(200) 12.0	(202) 11.9	(200) 24.5	(200) 26.0	(200) 19.5	(400) 22.8	
United States	(203) 10.3	(203) 8.4	(201) 14.4	(201) 17.9	(202) 27.7	(403) 22.8	
Taiwan	(200) 11.0	(200) 16.0	(200) 22.5	(201) 8.5	(200) 14.5	(401) 11.5	
Thailand	(203) 8.4	(204) 9.3	(221) 12.2	(218) 17.9	(213) 18.8	(431) 18.3	
Malaysia	(230) 4.8	(231) 10.4	(221) 14.0	(182) 12.6	(136) 4.4	(318) 9.1	
Philippines	(206) 4.9	(204) 4.9	(200) 7.5	(192) 7.3	(208) 3.8	(400) 5.5	
Indonesia	(202) 1.5	(200) 3.0	(200) 8.0	(200) 7.5	(200) 7.0	(400) 7.3	
Vietnam	(201) 2.0	(200) 2.5	(200) 2.0	(200) 7.0	(201) 4.5	(401) 5.7	
India	(252) 1.6	(211) 1.4	(221) 2.3	(228) 4.8	(207) 6.3	(435) 5.5	

*Using colors for the high/low scores (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

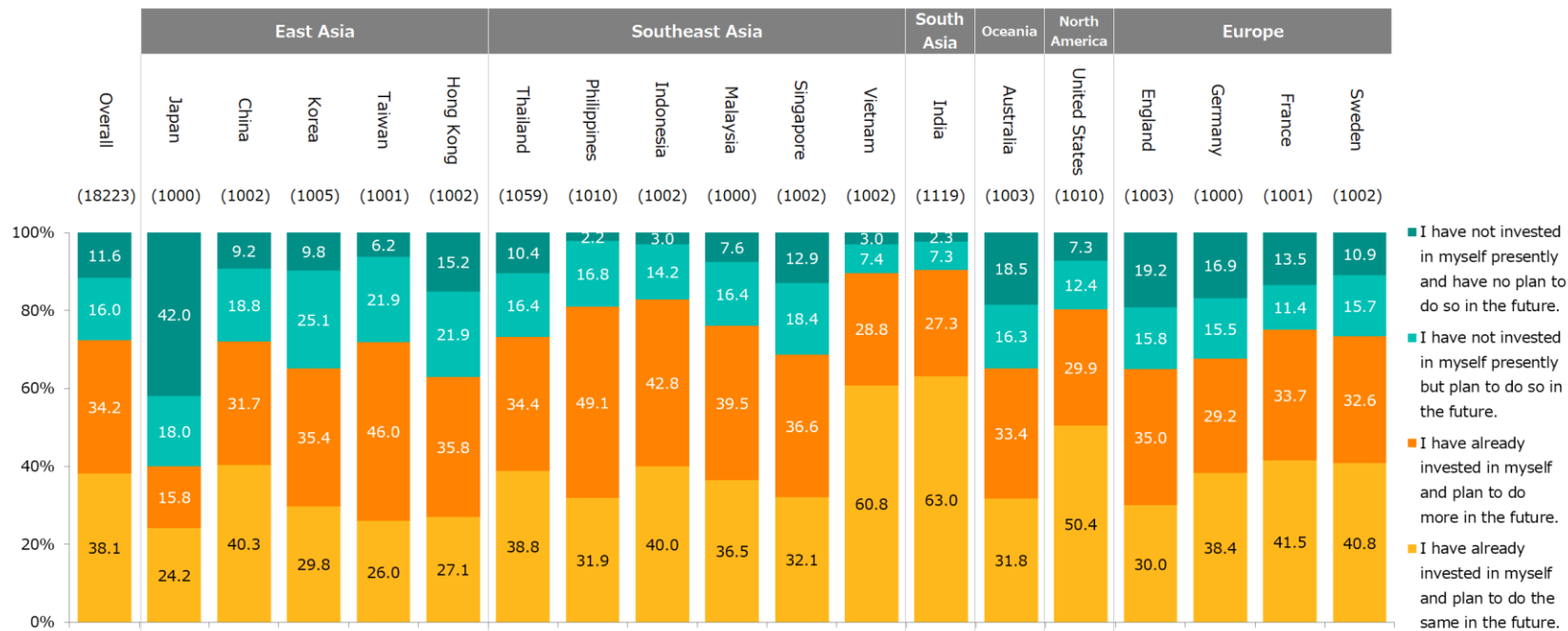
Investing in Oneself for Learning and Self-Development outside the Company

The percentage of “I have already invested in myself” in learning and self-development outside one’s workplace was over 70%. India, Vietnam, Indonesia, the Philippines, and the United States were particularly motivated. On the other hand, the low level of motivation to investing in oneself in Japan stood out.

- When asked about investing in oneself for learning and self-development outside one’s workplace, “I have already invested in myself and plan to do the same in the future” was 38.1% as the overall average, “I have already invested in myself and plan to do more in the future” was 34.2%, and the total of already making an investment and maintaining or expanding the investment exceeded 70%. On the other hand, “I have not invested in myself presently but plan to do so in the future” was 16.0% and “I have not invested in myself presently and have no plan to do so in the future” was 11.6%.
- In India and Vietnam, the percentages of “I have already invested in myself” was around 90% and exceeded 80% in the Philippines, Indonesia, and the United States. And the respondents were planning to do the same or more in the future.
- In Japan, the percentage of “I have already invested in myself” was 40.0%, which was the lowest. In addition, “I have not invested in myself presently and have no plan to do so in the future” was prominent at 42.0% and their low motivation to investing in themselves stood out.
- By age group, in general, while there were many countries and regions where motivation to investing in oneself in their 20s/30s was high, the low percentage of investing in oneself in their 20s in China stood out.
- By position, motivation to investing in oneself among the respondents who were “Managerial employee/staff” or higher tended to be higher than “Non-managerial employee/staff.” Among the respondents who were “Managerial employee/staff” in Japan, the percentage of “I have not invested in myself and have no plan to do so in the future” was 36.3%, which was 20 points higher than “Managerial employee/staff” in other countries and regions (France was 12.9%, England was 11.2%, and other countries and regions were less than 10%).

3. Investing in Oneself

Q. Select the items that apply regarding investment in learning and self-development outside your workplace. (Four-point scale)

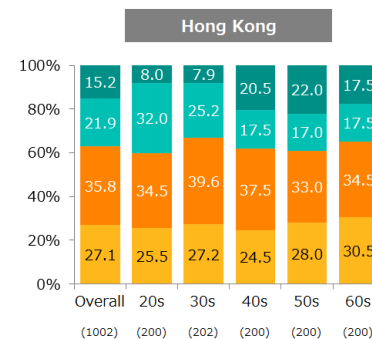
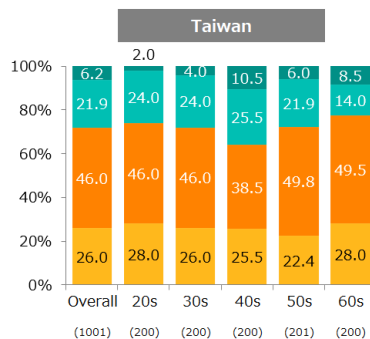
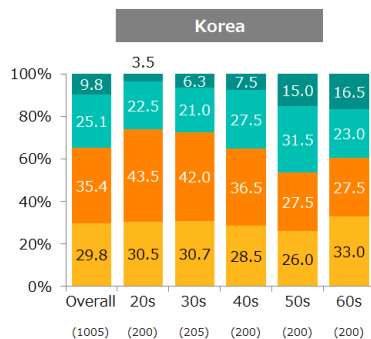
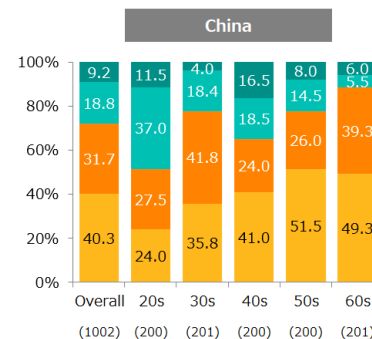
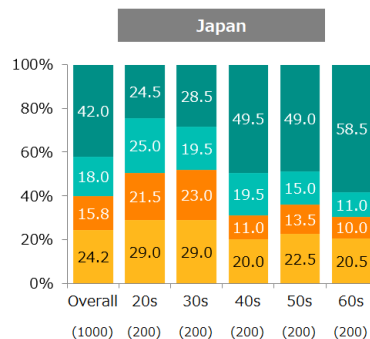
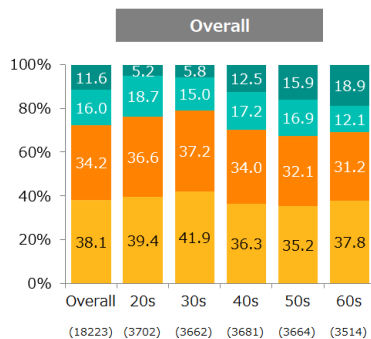


*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

3. Investing in Oneself (By age group) [East Asia]

Q. Select the items that apply regarding investment in learning and self-development outside your workplace. (Four-point scale)



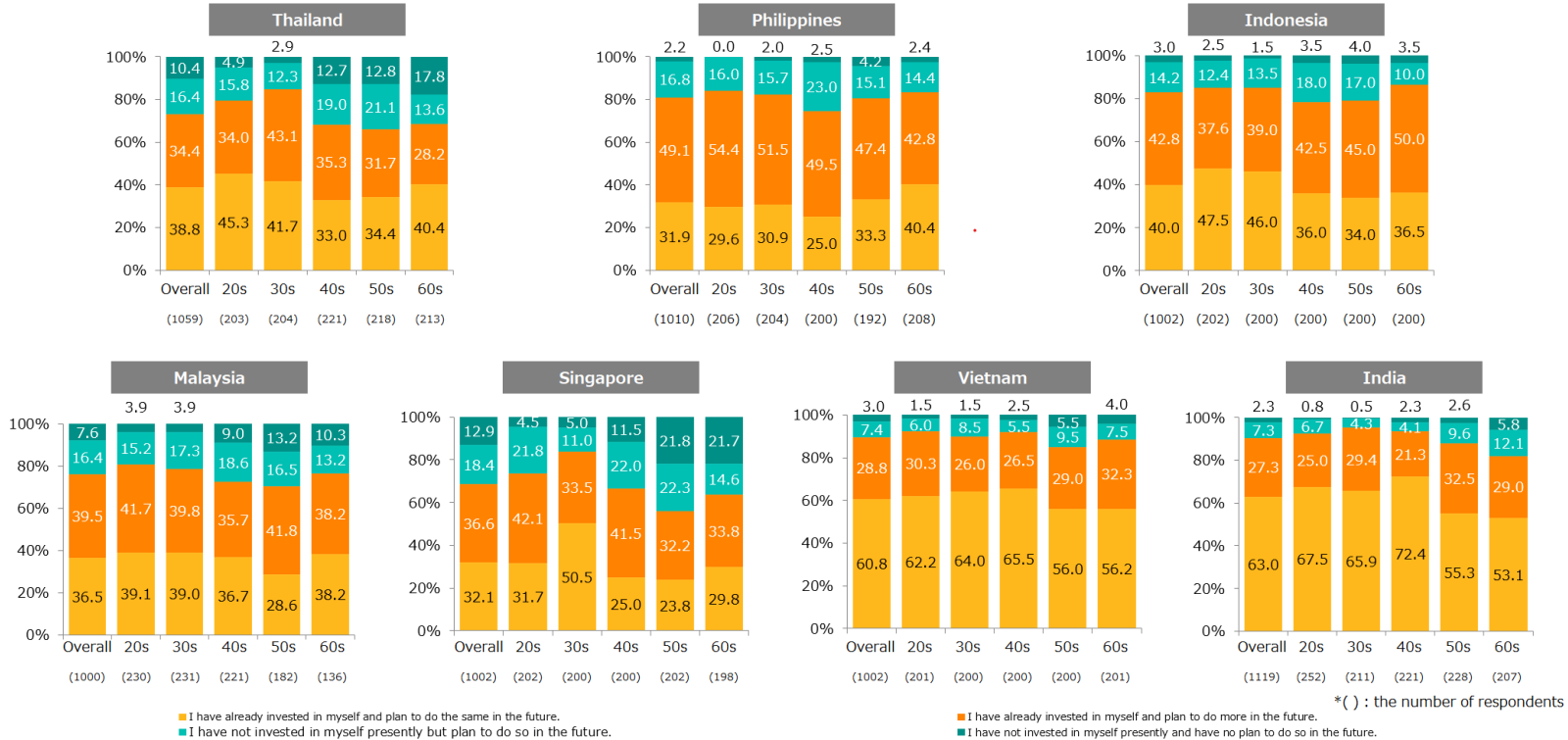
■ I have already invested in myself and plan to do the same in the future.
 ■ I have not invested in myself presently but plan to do so in the future.

*() : the number of respondents
 ■ I have already invested in myself and plan to do more in the future.
 ■ I have not invested in myself presently and have no plan to do so in the future.

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

3. Investing in Oneself (By age group) [Southeast Asia, South Asia]

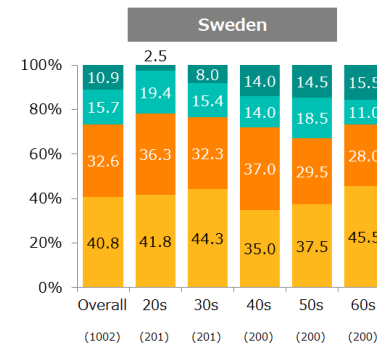
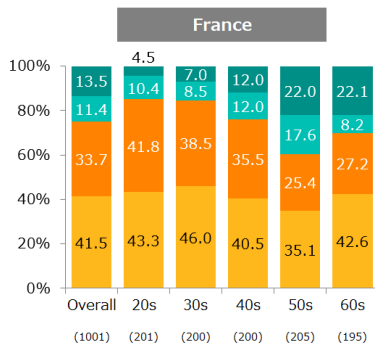
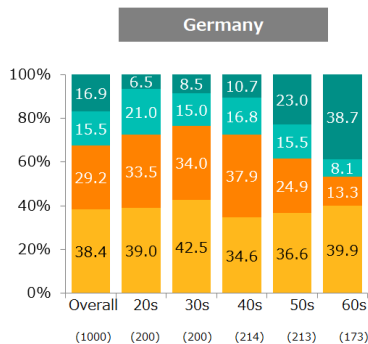
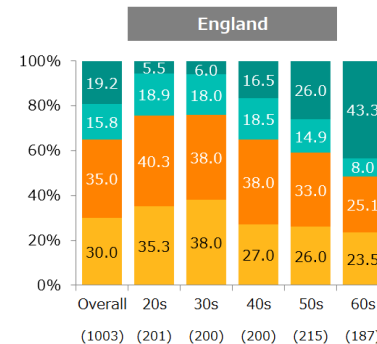
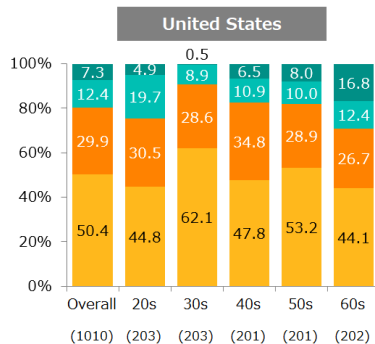
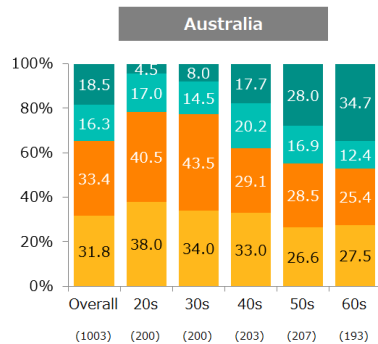
Q. Select the items that apply regarding investment in learning and self-development outside your workplace. (Four-point scale)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

3. Investing in Oneself (By age group) [Oceania, North America, Europe]

Q. Select the items that apply regarding investment in learning and self-development outside your workplace. (Four-point scale)



■ I have already invested in myself and plan to do the same in the future.
 ■ I have not invested in myself presently but plan to do so in the future.

* () : the number of respondents
 ■ I have already invested in myself and plan to do more in the future.
 ■ I have not invested in myself presently and have no plan to do so in the future.

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

3. Investing in Oneself (By position)

Q. Select the items that apply regarding investment in learning and self-development outside your workplace. (Four-point scale)

		East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
Number of Respondents		(691)	(553)	(454)	(505)	(545)	(529)	(480)	(386)	(288)	(341)	(353)	(126)	(405)	(301)	(424)	(468)	(544)	(650)
Non-managerial employee / staff	I have already invested in myself and plan to do the same in the future.	23.2	30.7	26.7	20.0	18.9	35.5	27.5	34.2	34.7	19.9	52.7	36.5	29.1	35.9	19.1	35.0	39.7	40.9
	I have already invested in myself and plan to do more in the future.	14.6	30.0	33.9	41.0	31.7	35.2	49.6	44.6	35.1	32.8	30.6	45.2	21.5	32.2	35.6	22.9	33.3	30.2
	I have not invested in myself presently but plan to do so in the future.	20.5	27.5	27.8	28.5	29.7	17.2	20.0	17.1	21.2	26.7	9.9	13.5	21.2	21.6	17.9	19.2	11.9	15.5
	I have not invested in myself presently and have no plan to do so in the future.	41.7	11.8	11.7	10.5	19.6	12.1	2.9	4.1	9.0	20.5	6.8	4.8	28.1	10.3	27.4	22.9	15.1	13.4
Number of Respondents		(124)	(371)	(317)	(451)	(402)	(307)	(306)	(330)	(482)	(500)	(508)	(595)	(368)	(383)	(367)	(378)	(333)	(178)
Managerial employee / staff	I have already invested in myself and plan to do the same in the future.	26.6	51.2	30.6	31.5	37.6	45.3	34.0	44.8	35.9	35.0	61.8	65.5	33.7	53.8	39.8	38.4	42.0	44.9
	I have already invested in myself and plan to do more in the future.	22.6	33.7	41.3	51.2	40.5	35.8	51.0	45.2	42.7	41.8	30.9	25.5	43.2	32.6	34.6	39.4	34.2	34.8
	I have not invested in myself presently but plan to do so in the future.	14.5	8.6	21.1	15.5	12.4	12.1	13.7	9.7	15.1	14.4	6.3	6.2	13.6	8.6	14.4	12.4	10.8	15.7
	I have not invested in myself presently and have no plan to do so in the future.	36.3	6.5	6.9	1.8	9.5	6.8	1.3	0.3	6.2	8.8	1.0	2.7	9.5	5.0	11.2	9.8	12.9	4.5
Number of Respondents		(17)	(34)	(84)	(26)	(22)	(68)	(38)	(76)	(82)	(57)	(44)	(102)	(70)	(73)	(71)	(59)	(57)	(59)
Board of Director or equivalent	I have already invested in myself and plan to do the same in the future.	23.5	61.8	40.5	42.3	27.3	36.8	52.6	51.3	41.5	54.4	72.7	63.7	32.9	60.3	43.7	50.8	40.4	23.7
	I have already invested in myself and plan to do more in the future.	17.6	32.4	28.6	50.0	54.5	35.3	42.1	40.8	48.8	31.6	18.2	25.5	44.3	28.8	42.3	35.6	47.4	47.5
	I have not invested in myself presently but plan to do so in the future.	5.9	0.0	20.2	7.7	13.6	22.1	5.3	3.9	6.1	12.3	9.1	8.8	11.4	11.0	8.5	8.5	7.0	25.4
	I have not invested in myself presently and have no plan to do so in the future.	52.9	5.9	10.7	0.0	4.5	5.9	0.0	3.9	3.7	1.8	0.0	2.0	11.4	0.0	5.6	5.1	5.3	3.4
Number of Respondents		(62)	(41)	(83)	(9)	(29)	(60)	(53)	(110)	(78)	(65)	(82)	(257)	(93)	(179)	(75)	(46)	(46)	(66)
CEO, president, or equivalent	I have already invested in myself and plan to do the same in the future.	45.2	51.2	33.7	33.3	41.4	55.0	41.5	54.5	50.0	58.5	81.7	72.8	40.9	68.2	45.3	58.7	60.9	51.5
	I have already invested in myself and plan to do more in the future.	19.4	39.0	33.7	66.7	34.5	26.7	52.8	33.6	33.3	27.7	17.1	22.6	37.6	23.5	33.3	17.4	21.7	37.9
	I have not invested in myself presently but plan to do so in the future.	9.7	7.3	21.7	0.0	13.8	10.0	5.7	10.9	10.3	4.6	1.2	4.3	8.6	3.9	9.3	10.9	15.2	6.1
	I have not invested in myself presently and have no plan to do so in the future.	25.8	2.4	10.8	0.0	10.3	8.3	0.0	0.9	6.4	9.2	0.0	0.4	12.9	4.5	12.0	13.0	2.2	4.5

*Using colors for the high/low scores (High scores: red/ low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

VI. Intention for Global Employment

**Countries /
Regions the
Respondents
would Like to
Work in**

“United States” ranked first in the countries and regions where the respondents would like to work and was included in the top five in countries and regions other than China. “Japan,” which ranked second, ranked high in Southeast Asia, Taiwan, and Hong Kong but the percentages were on a decreasing trend compared to the 2019 survey. Above all, the score decreased by 10 points or more in Thailand, Vietnam, and Taiwan. Regarding “I do not want to work in any other countries (I only want to work in my own country),” Japan was the highest at 47.2% and China, Australia, the United States, and Europe tended to be also high.

- The top five of the overall averages of the countries and regions the respondents would like to work in were “United States” (30.2%), “Japan” (26.5%), “England” (22.5%), “Canada” (21.2%), and “Singapore” (20.7%).
- Popularity of “United States” was high and the country was included in the top five in countries and regions excluding China. “United States” ranked first in nine countries/region (Japan, South Korea, Taiwan, the Philippines, Singapore, India, England, Germany, and Sweden). In the 2019 survey, “United States” ranked first in China.
- “Japan” was included in the top five in 12 countries and regions, ranked first in Thailand, Indonesia, and Vietnam, and ranked second in Taiwan, Hong Kong, the Philippines, and Malaysia. The Popularity of Japan was high in Southeast Asia*¹, Taiwan, and Hong Kong. However, as compared to the 2019 survey, although the ranking of “Japan” did not change in Thailand, Vietnam, and Taiwan, the scores decreased by 10 or more points.
- The overall average of “I do not want to work in any other countries (I only want to work in my own country)” was 19.0%. Japan was the highest at 47.2%, followed by China (39.8%), the United States (31.3%), and Australia and Europe*² were around 30%. On the other hand, it was around 10% in Southeast Asia (excluding Singapore) and India. By age group, China was the highest at 64.0% among the respondents who were in their 20s, followed by Japan (37.0%).

*¹ Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam *² Europe = England, Germany, France, and Sweden

1. Countries/Regions the Respondents would Like to Work in: Top 5 Rankings in Each Country and Region

Q. If you could work anywhere in the world, which countries or regions would you like to work in? (Multiple responses / 31 options)

		Country of residence																		
		East Asia					Southeast Asia						South Asia	Oceania	North America	Europe				
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden	
Overall	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)	
Countries/Regions in which respondents would like to work	1st	United States 30.2	United States 29.0	Singapore 18.2	United States 45.7	United States 29.0	England 31.4	Japan 46.6	United States 55.4	Japan 55.3	Singapore 39.7	United States 30.6	Japan 45.8	United States 39.2	England 27.7	England 25.6	United States 30.8	United States 24.7	Canada 27.1	United States 26.6
	2nd	Japan 26.5	Australia 21.5	Hong Kong 16.0	Canada 25.2	Japan 28.5	Japan 29.3	United States 33.4	Japan 54.5	United States 41.3	Japan 38.8	Australia 29.6	United States 40.3	Singapore 30.7	New Zealand 26.4	Canada 21.3	Canada 22.7	Switzerland 20.2	United States 24.5	England 18.8
	3rd	England 22.5	Singapore 18.3	Japan 15.4	Australia 24.1	China 23.6	Taiwan 28.0	England 29.9	Canada 53.9	Singapore 40.2	England 34.7	Japan 24.4	Singapore 31.4	Australia 28.7	United States 24.1	Japan 19.9	Australia 17.7	Sweden 16.3	Switzerland 21.7	Norway 18.5
	4th	Canada 21.2	England 18.1	France 14.6	Singapore 22.3	Singapore 19.6	United States 24.5	Switzerland 28.1	Singapore 40.6	England 35.1	Australia 34.6	Switzerland 24.4	Korea 25.9	England 26.2	Canada 20.9	France 18.7	Germany 14.8	Australia 16.2	England 18.0	Australia 16.5
	5th	Singapore 20.7	Canada 15.9	Germany 14.0	Japan 22.2	Canada 16.7	Singapore 24.0	Korea 25.1	Australia 36.4	Germany 31.0	United States 29.2	New Zealand 23.5	England 24.9	Canada 25.9	Singapore 18.7	Australia 16.1	France 14.4	Canada 15.7	Japan 17.3	New Zealand /Canada 12.9
	I do not want to work in any other countries (I only want to work in my own country)	19.0	47.2	39.8	16.8	11.9	18.1	6.6	2.5	5.8	8.2	12.9	3.1	4.6	27.6	31.3	30.1	28.1	19.4	30.8

* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Countries/Regions the Respondents would Like to Work in (Details 1/2)

Q. If you could work anywhere in the world, which countries or regions would you like to work in? (Multiple responses / 31 options)

*Using the same colors for the top five items in each country

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
Japan	26.5	-	15.4	22.2	28.5	29.3	46.6	54.5	55.3	38.8	24.4	45.8	25.6	15.9	19.9	13.5	11.3	17.3	11.9
Australia	20.5	21.5	9.6	24.1	11.9	20.5	19.6	36.4	28.5	34.6	29.6	19.2	28.7	-	16.1	17.7	16.2	16.7	16.5
China	10.2	2.9	-	5.1	23.6	23.8	16.4	9.5	7.3	16.6	19.9	10.3	7.6	6.3	7.2	6.0	6.4	7.4	7.2
Hong Kong	10.3	7.1	16.0	12.6	12.0	-	10.9	17.0	13.5	13.0	16.6	8.8	13.9	7.8	9.7	7.6	5.2	7.3	5.7
India	2.6	3.7	1.8	1.4	3.0	1.5	2.8	2.3	1.4	2.9	2.3	3.6	-	3.8	3.3	3.6	2.6	3.1	3.6
Indonesia	4.1	5.2	1.8	3.4	2.8	1.2	2.5	4.7	-	10.5	4.1	3.5	8.7	3.9	3.8	3.0	3.7	6.0	4.1
Korea	13.3	6.4	8.4	-	11.6	10.3	25.1	34.2	29.4	25.4	13.6	25.9	9.8	5.5	8.4	6.0	5.2	8.4	5.7
Malaysia	5.9	7.4	4.4	2.7	4.7	6.9	5.4	8.2	14.0	-	9.5	4.5	12.1	5.3	3.9	4.9	3.7	3.9	3.7
New Zealand	17.1	14.8	9.5	19.7	10.0	8.7	18.3	34.6	15.2	27.5	23.5	13.6	20.0	26.4	11.2	14.3	14.4	12.5	12.9
Philippines	3.7	4.2	2.3	3.1	3.6	2.0	4.1	-	2.7	4.4	3.1	4.1	8.0	4.0	5.5	3.4	4.6	4.2	3.6
Singapore	20.7	18.3	18.2	22.3	19.6	24.0	23.6	40.6	40.2	39.7	-	31.4	30.7	18.7	8.2	11.2	8.5	7.7	9.0
Taiwan	8.8	14.2	5.5	8.1	-	28.0	12.3	13.3	8.0	10.8	18.7	8.1	7.6	4.1	4.7	2.9	3.5	5.1	3.2
Thailand	6.9	8.9	3.2	3.9	6.7	7.2	-	9.8	4.2	12.0	11.1	7.4	10.5	5.2	6.2	5.5	6.7	8.9	7.5
Vietnam	4.2	7.3	1.4	7.8	5.4	3.6	4.8	5.0	1.9	5.8	3.9	-	6.3	3.7	3.5	2.6	3.1	6.2	3.2
Other Asia region country	1.9	2.3	0.0	1.4	0.8	0.6	1.8	3.0	2.3	3.4	2.3	2.1	3.7	2.3	1.6	1.1	1.9	1.9	1.6

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Countries/Regions the Respondents would Like to Work in (Details 2/2)

Q. If you could work anywhere in the world, which countries or regions would you like to work in? (Multiple responses / 31 options)

*Using the same colors for the top five items in each country

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
United States	30.2	29.0	13.3	45.7	29.0	24.5	33.4	55.4	41.3	29.2	30.6	40.3	39.2	24.1	-	30.8	24.7	24.5	26.6
England	22.5	18.1	10.5	20.3	15.7	31.4	29.9	30.3	35.1	34.7	23.1	24.9	26.2	27.7	25.6	-	13.4	18.0	18.8
France	14.1	13.6	14.6	13.8	12.7	12.3	15.2	23.2	17.8	12.8	10.6	18.4	18.0	12.2	18.7	14.4	13.2	-	12.8
Germany	16.4	15.8	14.0	21.2	12.3	12.8	17.7	20.6	31.0	21.0	17.1	17.5	23.9	13.2	15.6	14.8	-	13.3	12.7
Canada	21.2	15.9	10.1	25.2	16.7	21.7	16.6	53.9	16.1	20.2	18.6	19.0	25.9	20.9	21.3	22.7	15.7	27.1	12.9
Norway	10.4	10.2	5.0	10.1	7.6	8.8	12.8	14.4	7.8	11.2	12.5	8.8	10.0	8.4	8.9	8.3	13.2	10.0	18.5
Finland	9.4	12.0	4.8	10.9	7.8	9.9	13.7	11.2	10.5	10.7	11.1	10.2	9.0	7.6	6.2	6.6	8.7	9.7	7.7
Sweden	11.7	12.7	8.8	13.4	9.8	10.5	14.8	15.7	10.5	14.7	13.8	12.9	13.9	9.8	12.2	9.1	16.3	10.8	-
Denmark	10.4	9.4	5.8	12.2	8.5	9.5	11.5	14.2	9.0	11.6	11.7	10.0	11.7	8.5	7.9	9.0	14.9	10.1	12.3
Netherlands	11.8	11.1	5.0	10.9	10.1	9.2	16.1	17.7	18.2	13.1	11.5	11.9	13.0	9.6	9.1	11.4	14.1	9.4	10.0
Belgium	7.6	10.3	4.4	6.7	6.5	6.8	8.5	9.7	6.8	8.6	6.8	6.0	9.3	6.4	7.5	6.5	7.4	12.7	6.7
Switzerland	18.9	13.6	11.5	21.1	13.6	13.6	28.1	30.8	22.4	26.0	24.4	17.8	20.7	15.3	13.6	12.0	20.2	21.7	12.7
Other European country	5.7	7.0	2.0	5.1	4.0	3.2	4.1	8.0	4.9	7.8	4.8	3.5	3.6	5.6	7.0	8.3	9.3	6.1	8.5
Middle East	3.6	2.1	1.6	1.8	1.1	1.3	2.7	6.7	9.3	10.4	2.6	0.6	4.4	2.0	3.8	4.5	2.6	4.2	2.5
Other	1.3	2.0	0.0	0.4	0.5	0.1	0.1	0.8	0.7	0.8	0.6	0.3	3.1	1.7	2.5	2.2	2.4	2.8	1.9
I do not want to work in any other countries (I only want to work in my own country)	19.0	47.2	39.8	16.8	11.9	18.1	6.6	2.5	5.8	8.2	12.9	3.1	4.6	27.6	31.3	30.1	28.1	19.4	30.8

*(): the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Countries/Regions the Respondents would Like to Work in: I Only Want to Work in My Own Country (By age group)

Q. If you could work anywhere in the world, which countries or regions would you like to work in? (Multiple responses / 31 options)

	Overall	Country of residence																		
		East Asia					Southeast Asia						South Asia	Oceania	North America	Europe				
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden	
(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)		
I do not want to work in any other countries (I only want to work in my own country)	19.0	47.2	39.8	16.8	11.9	18.1	6.6	2.5	5.8	8.2	12.9	3.1	4.6	27.6	31.3	30.1	28.1	19.4	30.8 (%)	
By Age Group	20s	15.9	37.0	64.0	12.0	13.0	15.5	7.9	2.9	1.0	4.3	10.4	3.0	3.6	14.5	18.7	20.4	13.5	12.9	18.9
	30s	16.2	43.0	38.3	15.1	15.0	9.9	6.4	0.5	4.0	6.9	6.0	3.5	5.2	15.0	27.6	22.0	18.0	14.5	26.9
	40s	21.6	57.0	56.5	15.0	19.0	18.5	4.5	2.5	6.5	11.8	10.0	3.5	1.4	23.2	25.9	29.5	24.3	18.5	42.0
	50s	23.4	48.5	24.5	19.0	9.0	28.5	8.7	4.2	11.0	11.0	16.3	4.5	7.5	41.1	35.8	34.0	39.4	27.3	27.0
	60s	22.9	50.5	15.9	23.0	3.5	18.0	5.6	2.4	6.5	7.4	21.7	1.0	5.8	44.6	48.5	45.5	47.4	23.6	39.5

* () : the number of respondents *Using colors for the high/low scores (High scores: red/ low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Countries/Regions the Respondents would Like to Work in (Top 5 in each country and region) Chronological Order

Q. If you could work anywhere in the world, which countries or regions would you like to work in? (Multiple responses/Options: 31 items in 2022 and 23 items in 2019)

(%)

		Country of residence																									
		East Asia										Southeast Asia										South Asia		Oceania			
		Japan		China		Korea		Taiwan		Hong Kong		Thailand		Philippines		Indonesia		Malaysia		Singapore		Vietnam		India		Australia	
2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019		
(1000)	(1000)	(1002)	(1000)	(1005)	(1000)	(1001)	(1000)	(1002)	(1000)	(1059)	(1000)	(1010)	(1000)	(1002)	(1000)	(1000)	(1000)	(1002)	(1000)	(1002)	(1000)	(1119)	(1000)	(1003)	(1000)		
Countries/Regions in which respondents would like to work	1st	United States	United States	Singapore	United States	United States	United States	United States	England	England	Japan	Japan	United States	United States	Japan	Japan	Singapore	Australia	United States	United States	Japan	Japan	United States	United States	England	England	
		29.0	24.2	18.2	27.0	45.7	52.4	29.0	44.5	31.4	31.1	46.6	58.1	55.4	67.4	55.3	57.8	39.7	47.9	30.6	38.3	45.8	61.1	39.2	53.1	27.7	37.5
	2nd	Australia	Australia	Hong Kong	Hong Kong	Canada	Germany	Japan	Japan	Japan	Taiwan	United States	United States	Japan	Japan	United States	United States	Japan	England	Australia	Australia	United States	United States	Singapore	Australia	New Zealand	United States
		21.5	16.3	16.0	22.0	25.2	33.1	28.5	43.6	29.3	29.9	33.4	49.4	54.5	61.9	41.3	43.9	38.8	45.9	29.6	38.1	40.3	44.5	30.7	39.2	26.4	34.5
	3rd	Singapore	England	Japan	Singapore	Australia	Australia	China	China	Taiwan	Singapore	England	England	Canada	Australia	Singapore	England	England	Singapore	Japan	England	Singapore	Singapore	Australia	Singapore	United States	New Zealand
	18.3	15.3	15.4	21.7	24.1	31.0	23.6	32.6	28.0	29.2	29.9	42.1	53.9	49.5	40.2	39.7	34.7	41.9	24.4	32.0	31.4	32.1	28.7	38.0	24.1	28.3	
4th	England	Germany	France	Germany	Singapore	England	Singapore	Singapore	United States	Japan	Switzerland	Singapore	Singapore	England	England	Singapore	Australia	Japan	Switzerland	New Zealand	Korea	England	England	England	Canada	Singapore	
	18.1	14.2	14.6	20.5	22.3	29.0	19.6	30.7	24.5	29.1	28.1	35.0	40.6	48.0	35.1	39.2	34.6	38.7	24.4	27.6	25.9	23.2	26.2	35.3	20.9	22.1	
5th	Canada	France	Germany	Japan	Japan	Japan	Canada	England	Singapore	United States	Korea	Australia	Australia	New Zealand	Germany	Germany	United States	United States	New Zealand	Germany	England	Korea	Canada	Japan	Singapore	Germany	
	15.9	12.7	14.0	20.2	22.2	25.8	16.7	24.6	24.0	28.1	25.1	25.3	36.4	45.3	31.0	32.3	29.2	38.3	23.5	23.0	24.9	21.3	25.9	33.0	18.7	21.8	
I do not want to work in any other countries (I only want to work in my own country)	47.2	57.0	39.8	24.2	16.8	9.3	11.9	14.5	18.1	19.6	6.6	4.2	2.5	4.1	5.8	4.0	8.2	6.3	12.9	14.3	3.1	3.0	4.6	8.1	27.6	24.9	

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

**Reason Why
the
Respondents
Chose
"Japan"**

The top three of the reasons why the respondents chose "Japan" were "Advanced technologies," "Living environment," and "Clean." In Southeast Asia (excluding Singapore) and India, work-related reasons tended to rank high, such as "High salary" and "My future career," and in Australia, the United States, and Europe, culture-related reasons tended to rank high, such as "Traditional culture" and "Japanese food."

- The top of the overall averages of the reasons why the respondents chose "Japan" as the country and region they would like to work in was "I can learn about advanced technologies (47.4%). "The living environment is good (trains, buses, and other public transportations, convenience stores, etc.)," (45.8%) ranked second, and "It is clean" (44.2%) ranked third.
- In Southeast Asia^{*1} (excluding Singapore), India, China, South Korea, and Taiwan, job-related reasons tended to rank high, such as "I can learn about advanced technologies," "I can get a high salary," "It is an environment that provides work stability," and "It offers advantages for my future career." Above all, "High salary" was 60.7% in the Philippines, 54.7% in Indonesia, and a little more than 40% in Malaysia, Vietnam, and India. "It offers advantages for my future career" was 50.2% in Indonesia, over 40% in the Philippines, Malaysia, and India, and 35.5% in Vietnam. "Advanced technologies" was a little more than 50% in the Philippines, Malaysia, Indonesia, Thailand, and India.
- In Australia, the United States, and Europe^{*2}, "I am fascinated by its traditional culture" and "I like Japanese food" were included in the top three and in England, Germany, France, and Sweden, "I am fascinated by its anime, manga, and game culture" was included in the top 10.
- Other than "Living environment" and "Clean," livability, such as "It is safe" and "The climate is pleasant," ranked high in many countries and regions.
- "Japanese food" ranked first in Singapore, Hong Kong, and Australia.

^{*1} Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam

^{*2} Europe = England, Germany, France, and Sweden

2. Reasons Why the Respondents Chose Japan: Top 10 Rankings in each Country and Region

Q. Please tell us the reason why you chose to work in Japan. (Multiple responses / 18 options)

[East Asia]

*The same items as the TOP 3 ranking items are colored the same in the same rankings for the overall averages of the 17 countries/regions

	Overall (4832)	%	China (154)	%	Korea (223)	%	Taiwan (285)	%	Hong Kong (294)	%
1st	I can learn about advanced technologies.	47.4	I can get a high salary.	42.2	It is clean.	48.0	I can get a high salary.	40.0	I like Japanese food.	53.4
2nd	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	45.8	I can learn about advanced technologies.	36.4	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	43.5	It is safe.	37.5	It is clean.	51.4
3rd	It is clean.	44.2	It is an environment that provides work stability.	36.4	It is an environment that provides work stability.	37.7	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	36.8	It is safe.	44.6
4th	I am fascinated by its traditional culture.	41.2	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	34.4	I like Japanese food.	35.0	I can learn about advanced technologies.	34.4	I am fascinated by its traditional culture.	42.9
5th	I can get a high salary.	41.0	There is abundant nature.	33.1	It is safe.	33.2	It is clean.	33.7	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	38.8
6th	It is safe.	39.8	It is safe.	31.2	I can get a high salary.	31.8	I am fascinated by its traditional culture.	33.0	There is abundant nature.	36.1
7th	It is an environment that provides work stability.	36.6	It is clean.	27.3	I can learn about advanced technologies.	30.0	I like Japanese food.	32.6	It is an environment that provides work stability.	34.4
8th	I like Japanese food.	36.3	The climate is pleasant.	26.6	I am fascinated by its anime, manga and game culture.	24.7	There is abundant nature.	28.4	I can learn about advanced technologies.	32.7
9th	The climate is pleasant.	33.3	I like Japanese food.	26.6	I am fascinated by its traditional culture.	24.2	The climate is pleasant.	28.4	The climate is pleasant.	31.0
10th	It offers advantages for my future career.	32.3	There are many leisure facilities and events to enjoy.	24.0	I can enjoy shopping.	18.4	It is an environment that provides work stability.	28.1	There are many leisure facilities and events to enjoy.	30.3

* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Reasons Why the Respondents Chose Japan: Top 10 Rankings in each Country and Region

Q. Please tell us the reason why you chose to work in Japan. (Multiple responses / 18 options)

*The same items as the TOP 3 ranking items are colored the same in the same rankings for the overall averages of the 17 countries/regions

[Southeast Asia/South Asia]

1st 2nd 3rd

	Thailand (494)	%	Philippines (550)	%	Indonesia (554)	%	Malaysia (388)	%	Singapore (244)	%	Vietnam (459)	%	India (287)	%
1st	I can learn about advanced technologies.	50.6	I can learn about advanced technologies.	66.7	I can learn about advanced technologies.	59.0	I can learn about advanced technologies.	64.9	I like Japanese food.	54.5	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	47.9	I can learn about advanced technologies.	56.4
2nd	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	48.8	I can get a high salary.	60.7	I can get a high salary.	54.7	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	55.9	It is safe.	49.2	I can get a high salary.	47.1	It is clean.	46.0
3rd	The climate is pleasant.	48.4	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	60.4	It offers advantages for my future career.	50.2	It is clean.	53.9	It is clean.	45.9	The education environment is good.	45.1	I can get a high salary.	46.0
4th	It is clean.	43.7	It is clean.	58.4	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	49.8	It is an environment that provides work stability.	47.2	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	45.9	I can learn about advanced technologies.	44.7	It is safe.	43.6
5th	I can get a high salary.	41.3	I am fascinated by its traditional culture.	49.8	It is an environment that provides work stability.	46.6	I am fascinated by its traditional culture.	46.6	The climate is pleasant.	45.5	I am fascinated by its traditional culture.	43.6	It is an environment that provides work stability.	43.6
6th	I like Japanese food.	40.7	It is safe.	48.7	It is clean.	46.2	I can get a high salary.	45.1	I am fascinated by its traditional culture.	42.2	It is an environment that provides work stability.	41.0	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	42.5
7th	It is safe.	38.3	It is an environment that provides work stability.	46.4	The education environment is good.	44.2	It is safe.	43.3	There is abundant nature.	36.1	It is clean.	38.6	It offers advantages for my future career.	41.1
8th	There is abundant nature.	37.9	It offers advantages for my future career.	44.4	It is safe.	34.8	It offers advantages for my future career.	41.2	I can learn about advanced technologies.	34.0	It is safe.	36.4	There are business opportunities.	39.0
9th	I am fascinated by its traditional culture.	37.7	The climate is pleasant.	43.3	There are business opportunities.	34.5	The climate is pleasant.	38.4	There are many leisure facilities and events to enjoy.	32.4	It offers advantages for my future career.	35.5	The climate is pleasant.	37.6
10th	There are many leisure facilities and events to enjoy.	37.4	There is abundant nature.	39.5	I am fascinated by its traditional culture.	32.9	The education environment is good.	38.4	I can enjoy shopping.	27.5	I like Japanese food.	33.3	I am fascinated by its traditional culture.	36.6

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Reasons Why the Respondents Chose Japan: Top 10 Rankings in each Country and Region

Q. Please tell us the reason why you chose to work in Japan. (Multiple responses / 18 options)

*The same items as the TOP 3 ranking items are colored the same in the same rankings for the overall averages of the 17 countries/regions

[Oceania/North America/Europe]

	Australia (159)	%	United States (201)	%	England (135)	%	Germany (113)	%	France (173)	%	Sweden (119)	%
1st	I like Japanese food.	54.1	I am fascinated by its traditional culture.	46.8	I am fascinated by its traditional culture.	60.0	I am fascinated by its traditional culture.	42.5	I am fascinated by its traditional culture.	51.4	I am fascinated by its traditional culture.	52.1
2nd	I am fascinated by its traditional culture.	52.8	I like Japanese food.	44.3	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	44.4	I can learn about advanced technologies.	39.8	I like Japanese food.	41.0	I can learn about advanced technologies.	37.8
3rd	It is safe.	47.2	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	41.3	I like Japanese food.	42.2	I like Japanese food.	35.4	It is safe.	40.5	I like Japanese food.	37.0
4th	It is clean.	45.3	It is clean.	40.8	I can learn about advanced technologies.	40.7	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	34.5	It is clean.	38.7	There is abundant nature.	30.3
5th	I can learn about advanced technologies.	34.6	It is safe.	40.8	It is clean.	35.6	There is abundant nature.	31.9	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	38.7	It is safe.	28.6
6th	The living environment is good (trains, buses, and other public transportations, convenience stores, etc.).	33.3	I can learn about advanced technologies.	39.3	It is safe.	33.3	The climate is pleasant.	27.4	I am fascinated by its anime, manga and game culture.	31.8	There are business opportunities.	27.7
7th	There are business opportunities.	31.4	I can get a high salary.	38.3	It offers advantages for my future career.	30.4	I can get a high salary.	27.4	There is abundant nature.	30.1	I am fascinated by its anime, manga and game culture.	26.9
8th	There are many leisure facilities and events to enjoy.	28.3	It is an environment that provides work stability.	29.4	I am fascinated by its anime, manga and game culture.	28.9	The education environment is good.	27.4	It offers advantages for my future career.	27.7	I can get a high salary.	22.7
9th	There is abundant nature.	27.7	I can enjoy shopping.	29.4	There is abundant nature.	28.1	It is safe.	23.9	I can learn about advanced technologies.	27.2	The climate is pleasant.	21.8
10th	It is an environment that provides work stability.	27.0	There are business opportunities.	27.4	The climate is pleasant.	28.1	I am fascinated by its anime, manga and game culture.	23.0	There are business opportunities.	27.2	The education environment is good.	21.8
10th			The education environment is good.	27.4			There are business opportunities.	23.0	I can get a high salary.	27.2		

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

**Intention to
Work for a
Japanese
Company**

Regarding the company the respondents would like to work for, “Domestic company” ranked first in all countries and regions. Popularity of “US company” was high and the Philippines was the highest at 53.4%. Regarding the intention to work for “Japanese company,” Indonesia was the highest at 45.8% and Thailand, the Philippines, Malaysia, and Vietnam were a little more than 30%. However, it was on a decreasing trend compared to the 2019 survey.

- When asked about the companies the respondents would like to work for, “Domestic company” ranked first in all countries and regions and the overall average was 67.1%. China was the highest at 86.5%, followed by Japan (83.0%), and Singapore was the lowest at 47.8%. “US company” ranked second at 31.7%, “EU company” ranked third at 23.8%, “Japanese company” ranked fourth at 23.4%, and “South Korean company” ranked fifth at 15.1%.
- Popularity of “US company” was high, and it was included in the top three in all countries and regions. The Philippines was the highest at 53.4%. Its popularity was high in Indonesia, Singapore, and India as the percentages were around 40%.
- “Japanese company” was included in the top three in Taiwan, Thailand, the Philippines, Indonesia, Malaysia, Vietnam, and the United States. Indonesia was the highest at 45.8% and it was a little more than 30% in Thailand, the Philippines, Malaysia, and Vietnam. By age group, the respondents in their 20-40s tended to be high but in the Philippines, the United States, and China, the respondents in their 50-60s were slightly high. However, as compared to the 2019 survey, intentions to work for “Japanese company” were on a decreasing trend in countries and regions other than Hong Kong and Singapore and above all, its score decreased by 10 or more points in Thailand, the Philippines, Vietnam, and Taiwan.
- Popularity of “EU company” was high in England, Germany, France, and Sweden.

3. Intention to Work for a Japanese Company

Q. Which company would you like to work for? Please select all the items applicable from the following options. (Multiple responses / 9 options)

		Country of residence																		(%)
		East Asia					Southeast Asia						South Asia	Oceania	North America	Europe				
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden	
Overall	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)	
Company the Respondents Would Like to Work for	1st	Domestic company 67.1	Domestic company 83.0	Domestic company 86.5	Domestic company 78.1	Domestic company 73.1	Domestic company 57.9	Domestic company 61.8	Domestic company 60.6	Domestic company 71.0	Domestic company 65.7	Domestic company 47.8	Domestic company 64.3	Domestic company 71.3	Domestic company 67.8	Domestic company 68.7	Domestic company 56.0	Domestic company 60.8	Domestic company 70.6	Domestic company 63.4
	2nd	US company 31.7	US company 21.2	EU company 17.0	US company 35.1	US company 27.9	US company 26.8	Japanese company 38.2	US company 53.4	Japanese company 45.8	US company 37.5	US company 42.4	Japanese company 38.1	US company 39.1	US company 18.3	EU company 15.3	EU company 24.9	EU company 36.7	EU company 24.2	EU company 30.6
	3rd	EU company 23.8	EU company 12.7	US company 13.8	EU company 16.9	Japanese company 16.7	EU company 24.3	US company 36.4	Japanese company 37.4	US company 41.3	Japanese company 36.7	EU company 28.7	US company 31.9	EU company 22.0	EU company 15.8	Japanese company 12.2	US company 22.9	US company 17.3	US company 17.4	US company 17.4
	4th	Japanese company 23.4	Taiwanese company 7.5	Japanese company 9.6	Japanese company 9.2	Chinese company 13.3	Japanese company 18.1	EU company 31.8	EU company 31.9	EU company 34.2	EU company 24.6	Japanese company 16.4	EU company 28.6	Japanese company 20.7	Japanese company 7.2	South Korean company 8.0	Japanese company 7.9	Japanese company 7.1	Japanese company 9.0	Japanese company 7.9
	5th	South Korean company 15.1	South Korean company 3.0	Taiwanese company 6.7	Taiwanese company 3.2	EU company 8.2	Chinese company 15.5	South Korean company 18.3	South Korean company 25.5	South Korean company 23.3	South Korean company 20.8	Chinese company 15.9	South Korean company 19.4	South Korean company 15.2	Chinese company 5.0	Chinese company 6.8	South Korean company 6.1	South Korean company 5.1	Chinese company 6.1	South Korean company 6.6
	6th	Chinese company 13.0	Chinese company 2.2	South Korean company 6.3	Chinese company 2.3	South Korean company 7.1	Taiwanese company 13.7	Chinese company 16.4	Taiwanese company 9.7	Chinese company 7.9	Chinese company 16.1	South Korean company 10.5	Taiwanese company 10.4	Taiwanese company 11.2	South Korean company 5.0	Taiwanese company 6.1	Chinese company 4.9	Taiwanese company 4.7	Taiwanese company 6.1	Taiwanese company 5.0
	7th	Taiwanese company 11.3	-	-	-	-	South Korean company 6.6	Taiwanese company 10.9	Chinese company 9.3	Taiwanese company 7.8	Taiwanese company 9.9	Taiwanese company 9.8	Chinese company 6.2	Chinese company 10.5	Taiwanese company 3.7	-	Taiwanese company 4.5	Chinese company 4.6	South Korean company 6.0	Chinese company 4.8
	Other foreign company	6.6	5.2	2.1	6.7	5.9	8.8	3.8	11.6	9.9	11.3	8.8	6.5	5.4	5.8	6.1	5.0	5.2	6.0	5.8
I do not know	7.3	10.3	1.0	2.9	4.0	5.9	4.1	2.6	2.2	4.7	10.9	0.6	1.4	16.3	15.0	19.1	10.0	8.0	14.3	

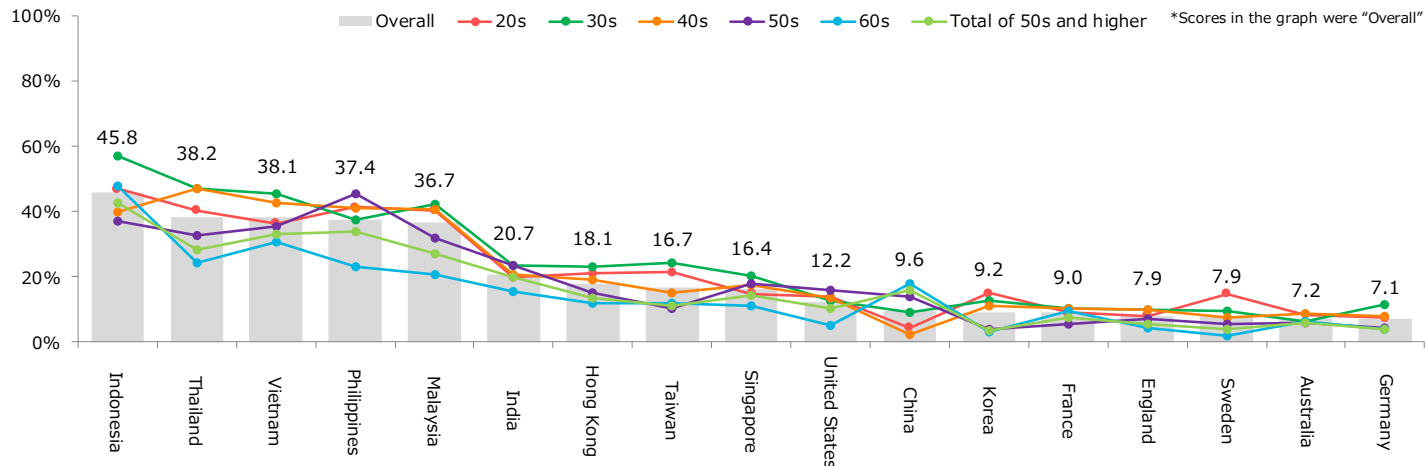
* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

3. Intention to Work for a Japanese Company (By age group)

Q. Which company would you like to work for? Please select all the items applicable from the following options. (Multiple responses / 9 options)

Respondents who Had the Intention to Work for a Japanese Company



	(1002)	(1059)	(1002)	(1010)	(1000)	(1119)	(1002)	(1001)	(1002)	(1010)	(1002)	(1005)	(1001)	(1003)	(1002)	(1003)	(1000)
20s	(202)	(203)	(201)	(206)	(230)	(252)	(200)	(200)	(202)	(203)	(200)	(200)	(201)	(201)	(201)	(200)	(200)
	47.0	40.4	36.3	41.3	40.4	19.8	21.0	21.5	14.9	13.8	4.5	15.0	9.0	8.0	14.9	8.5	7.5
30s	(200)	(204)	(200)	(204)	(231)	(211)	(202)	(200)	(200)	(203)	(201)	(205)	(200)	(200)	(200)	(200)	(200)
	57.0	47.1	45.5	37.3	42.4	23.7	23.3	24.5	20.5	12.8	9.0	12.7	10.5	10.0	9.5	6.5	11.5
40s	(200)	(221)	(200)	(200)	(221)	(200)	(200)	(200)	(200)	(201)	(200)	(200)	(200)	(200)	(200)	(203)	(214)
	40.0	47.1	42.5	41.0	40.7	20.8	19.0	15.0	17.5	13.4	2.5	11.0	10.5	10.0	7.5	8.9	7.9
50s	(200)	(218)	(200)	(192)	(182)	(228)	(200)	(201)	(202)	(201)	(200)	(200)	(205)	(215)	(200)	(207)	(213)
	37.0	32.6	35.5	45.3	31.9	23.7	15.0	10.4	17.8	15.9	14.0	4.0	5.4	7.0	5.5	5.8	4.2
60s	(200)	(213)	(201)	(208)	(136)	(207)	(200)	(200)	(198)	(202)	(201)	(200)	(195)	(187)	(200)	(193)	(173)
	48.0	24.4	30.8	23.1	20.6	15.5	12.0	12.0	11.1	5.0	17.9	3.0	9.7	4.3	2.0	6.2	4.0
Total of 50s and higher	(400)	(431)	(401)	(400)	(318)	(435)	(400)	(401)	(400)	(403)	(401)	(400)	(400)	(402)	(400)	(400)	(386)
	42.5	28.5	33.2	33.8	27.0	19.8	13.5	11.2	14.5	10.4	16.0	3.5	7.5	5.7	3.8	6.0	4.1

*() : the number of respondents

*Using colors for the high/low scores (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

3. Intention to Work for a Japanese Company (Chronological order)

Q. Which company would you like to work for? Please select all the items applicable from the following options. (Multiple responses / 9 options)

*2019: Not measured in Japan

		Country of residence																																																		
		East Asia					Southeast Asia										South Asia		Oceania																																	
		Japan		China		Korea		Taiwan		Hong Kong		Thailand		Philippines		Indonesia		Malaysia		Singapore		Vietnam		India		Australia																										
2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019	2022	2019																											
		(1000)	(1000)	(1002)	(1000)	(1005)	(1000)	(1001)	(1000)	(1002)	(1000)	(1059)	(1000)	(1010)	(1000)	(1002)	(1000)	(1000)	(1000)	(1002)	(1000)	(1002)	(1000)	(1119)	(1000)	(1003)	(1000)																									
Company the Respondents Would Like to Work for	1st	Domestic company		Domestic company		Domestic company		Domestic company		Domestic company		Domestic company		Domestic company		Domestic company		Domestic company		Domestic company		Domestic company		Domestic company		Domestic company																										
		83.0	-	86.5	79.0	78.1	75.9	73.1	70.4	57.9	53.7	61.8	72.6	60.6	60.2	71.0	72.8	65.7	61.4	47.8	41.8	64.3	47.1	71.3	72.5	67.8	71.8																									
	2nd	US company		EU company		US company		US company		US company		Japanese company		US company		Japanese company		US company		US company		Japanese company		US company		US company																										
		21.2	-	17.0	22.2	35.1	33.4	27.9	43.1	26.8	33.6	38.2	55.4	53.4	62.2	45.8	51.2	37.5	44.3	42.4	51.6	38.1	50.9	39.1	45.2	18.3	23.5																									
	3rd	EU company		US company		EU company		Japanese company		EU company		US company		Japanese company		US company		Japanese company		EU company		US company		EU company		EU company																										
		12.7	-	13.8	25.2	16.9	17.7	16.7	29.4	24.3	28.3	36.4	43.6	37.4	55.4	41.3	39.8	36.7	40.3	28.7	32.8	31.9	27.5	22.0	20.3	15.8	20.0																									
	4th	Taiwanese company		Japanese company		Japanese company		Chinese company		Japanese company		EU company		EU company		EU company		EU company		Japanese company		EU company		Japanese company		Japanese company																										
		7.5	-	9.6	15.5	9.2	14.3	13.3	14.3	18.1	17.1	31.8	35.5	31.9	32.9	34.2	33.3	24.6	30.1	16.4	15.7	28.6	23.6	20.7	30.3	7.2	14.0																									
	5th	South Korean company		Taiwanese company		Taiwanese company		EU company		Chinese company		South Korean company		South Korean company		South Korean company		South Korean company		Chinese company		South Korean company		Chinese company		Chinese company																										
		3.0	-	6.7	5.8	3.2	1.6	8.2	14.1	15.5	11.6	18.3	7.9	25.5	20.4	23.3	16.3	20.8	19.2	15.9	7.9	19.4	14.0	15.2	8.8	5.0	5.6																									
6th	Chinese company		South Korean company		Chinese company		South Korean company		Taiwanese company		Chinese company		Taiwanese company		Chinese company		Chinese company		South Korean company		Taiwanese company		Taiwanese company		South Korean company																											
	2.2	-	6.3	6.1	2.3	2.0	7.1	5.1	13.7	8.8	16.4	8.0	9.7	5.6	7.9	6.2	16.1	12.9	10.5	5.1	10.4	2.8	11.2	5.1	5.0	6.3																										
7th	-		-		-		-		South Korean company		Taiwanese company		Chinese company		Taiwanese company		Taiwanese company		Taiwanese company		Chinese company		Chinese company		Taiwanese company																											
	-	-	-	-	-	-	-	-	6.6	4.1	10.9	6.9	9.3	5.9	7.8	6.5	9.9	8.2	9.8	5.8	6.2	2.8	10.5	5.6	3.7	4.1																										
Other foreign company	5.2		-		2.1		3.1		6.7		3.7		5.9		11.1		8.8		6.3		3.8		3.7		11.6		11.4		9.9		10.1		11.3		10.4		8.8		9.0		6.5		4.5		5.4		4.8		5.8		5.8	
I do not know	10.3		-		1.0		1.9		2.9		4.6		4.0		7.0		5.9		10.2		4.1		2.0		2.6		1.7		2.2		1.2		4.7		4.5		10.9		11.7		0.6		1.3		1.4		1.9		16.3		16.8	

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

**Intention for
Global
Employment**

China, Taiwan, Hong Kong, Southeast Asia, and India were highly interested in global career formation, global business, improvement of treatment in the country and region other than one's own country. Regarding Japan, the low motivation to global employment stood out.

- When asked about future global career, as the top five of the overall averages, “I want to work with people from different countries and regions” ranked first, “If it is a job that I want to do, I don't mind if it is in my own country or abroad” ranked second, and “If I have the opportunity, I want to work abroad,” “I want to work with a global business,” and “I want a job where I can use my language skills” ranked third.
- “I want to work with people from different countries and regions” ranked first in 11 countries and regions (Japan, China, Taiwan, Hong Kong, India, Australia, the United States, England, Germany, France, and Sweden). “If it is a job that I want to do, I don't mind if it is in my own country or abroad” ranked first in nine countries/region (China, South Korea, Taiwan, Thailand, the Philippines, Malaysia, Singapore, Vietnam, and India).
- In China, Taiwan, Hong Kong, Southeast Asia*¹, and India, almost all items were equal to or higher than the overall averages and the results showed their motivation for global employment.
- In Japan, all items fell below the overall averages by around 1 point (average values on the 5-point scale) and their low motivation to global employment stood out. Australia, the United States, England, and German fell below the overall average, but the gaps were not as wide as Japan.
- By age group, intentions for global employment tended to be high among the respondents in their 20/30s in many countries and regions. However, in Vietnam and Hong Kong, gaps among the age groups were small and in Australia, the United States, and Europe, gaps tended to be slightly wide. In China, Taiwan, and Sweden, intentions for global employment were the highest among the respondents in their 60s.

*¹ Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam *² Europe = England, Germany, France, and Sweden

4. Intention for Global Employment

Q. Please tell us about your future career. Select the item that applies best for each category. (Five-point scale / 10 options)

*The scores are average values on the five-point scale.

		Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
			Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
			(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)
Intention for Global Career	If I have the opportunity, I want to work abroad.	3.6	2.5	3.4	3.6	3.6	3.7	4.0	4.2	4.0	4.0	3.6	4.0	4.3	3.1	3.4	3.1	2.9	3.3	3.4
	If it is a job that I want to do, I don't mind if it is in my own country or abroad.	3.7	2.7	3.7	3.7	3.6	3.7	4.2	4.4	4.0	4.1	3.9	4.3	4.4	3.3	3.6	3.4	3.2	3.5	3.6
	I need overseas experience for the career I want.	3.2	2.0	3.4	2.9	3.5	3.2	4.0	3.6	3.7	3.6	3.2	3.9	4.2	2.5	3.0	2.6	2.6	3.0	3.0
Intention for Global Career	I want to work with a global business.	3.6	2.5	3.7	3.4	3.5	3.6	3.9	4.3	4.2	4.0	3.8	4.2	4.4	3.2	3.4	3.2	3.3	3.4	3.5
	I want to work with people from different countries and regions.	3.8	2.9	3.7	3.6	3.6	3.8	4.0	4.3	4.0	3.9	3.8	4.1	4.4	3.6	3.7	3.6	3.6	3.8	3.9
	I want a job where I can use my language skills.	3.6	2.2	3.6	3.4	3.5	3.7	4.0	4.3	4.0	4.0	3.7	4.3	4.3	3.0	3.5	3.1	3.2	3.6	3.6
	The business field I am interested in is mainly based abroad.	3.1	2.0	3.4	2.8	3.3	3.2	3.6	3.4	3.2	3.3	3.1	3.6	3.9	2.6	2.9	2.6	2.6	2.9	3.0
Intention for Improving the Environment / Treatment Abroad	I can't grow to the level I want in my own country.	3.0	2.2	3.1	2.8	3.4	3.3	3.5	3.4	3.0	3.2	3.2	3.3	3.7	2.6	2.9	2.7	2.8	3.1	3.0
	I can't get the skills and experiences I want in my own country.	3.1	2.0	3.2	2.6	3.3	3.2	3.4	3.2	2.8	3.1	3.1	3.3	3.7	2.5	2.9	2.6	2.7	3.0	3.0
	I can't get the benefits (salary, position) I want in my own country.	3.1	2.4	3.2	2.8	3.5	3.3	3.5	3.6	3.0	3.3	3.2	3.3	3.8	2.7	3.0	2.7	2.8	3.2	3.0

*() : the number of respondents

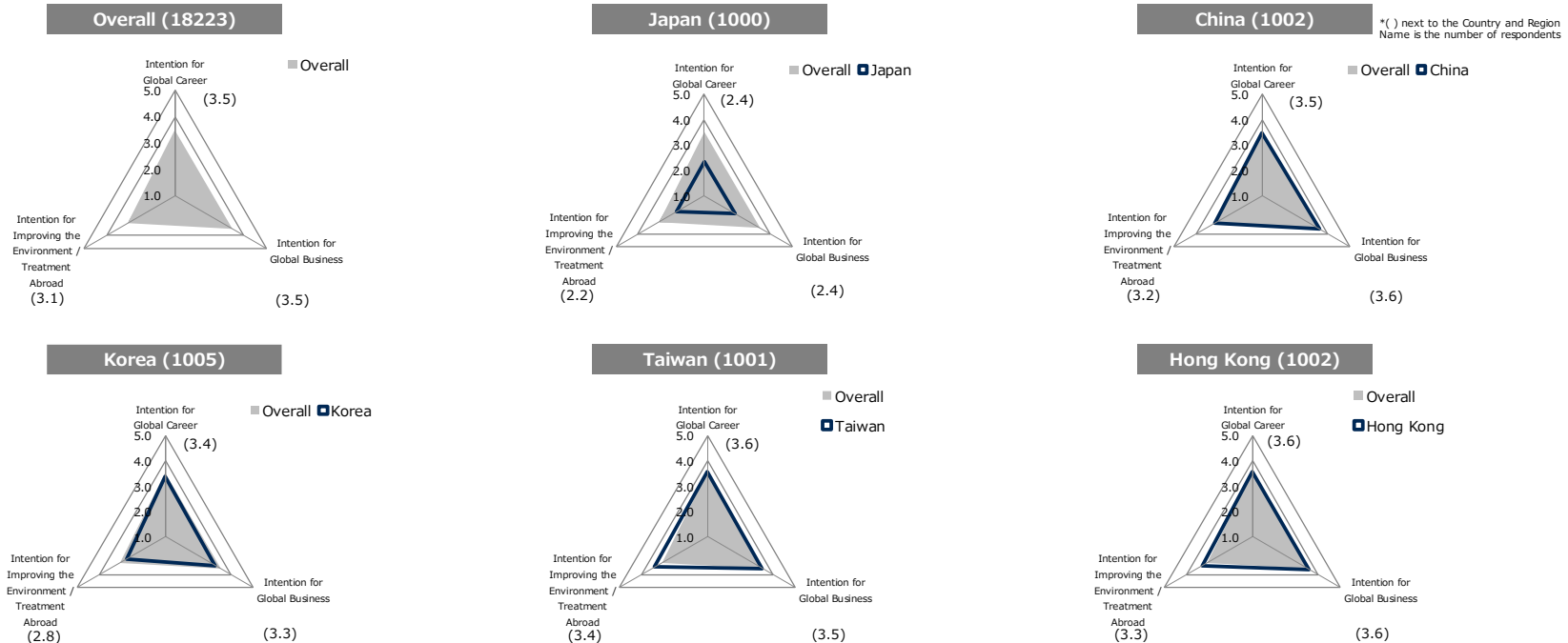
*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Intention for Global Employment [East Asia]

Averages of the 18 countries/regions	
Intention for Global Career	3.5
Intention for Global Business	3.5
Intention for Improving the Environment / Treatment Abroad	3.1

Q. Please tell us about your future career. Select the item that applies best for each category. (Five-point scale / 10 options)

*Averages in the categories were calculated by the average values on the five-point scale of the corresponding items in each category.



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

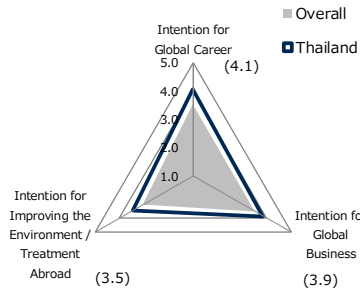
4. Intention for Global Employment [Southeast Asia, South Asia]

Averages of the 18 countries/regions	
Intention for Global Career	3.5
Intention for Global Business	3.5
Intention for Improving the Environment / Treatment Abroad	3.1

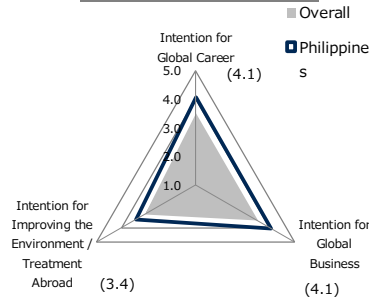
Q. Please tell us about your future career. Select the item that applies best for each category. (Five-point scale / 10 options)

*Averages in the categories were calculated by the average values on the five-point scale of the corresponding items in each category.

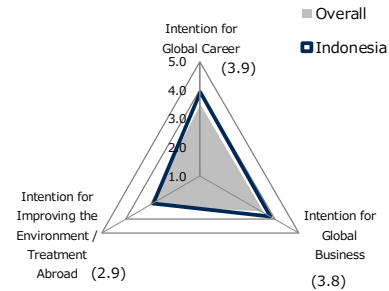
Thailand (1059)



Philippines (1010)

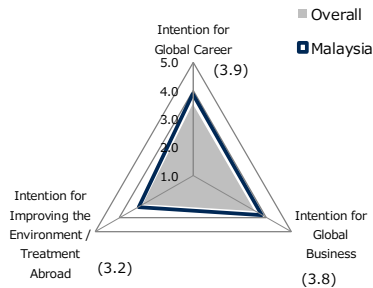


Indonesia (1002)

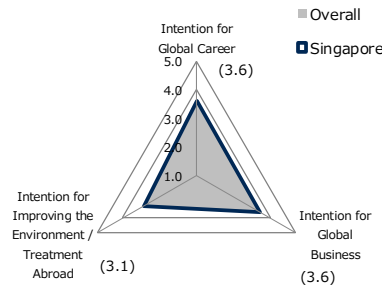


* () next to the Country and Region Name is the number of respondents

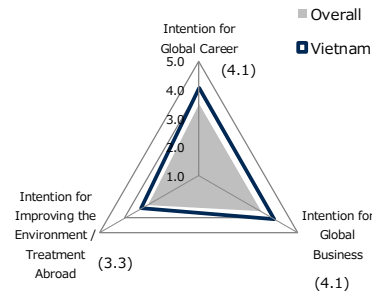
Malaysia (1000)



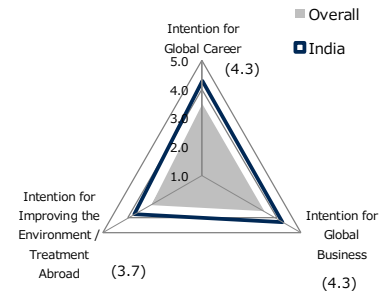
Singapore (1002)



Vietnam (1002)



India (1119)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Intention for Global Employment [Oceania, North America, Europe]

Averages of the 18 countries/regions

Intention for Global Career 3.5

Intention for Global Business 3.5

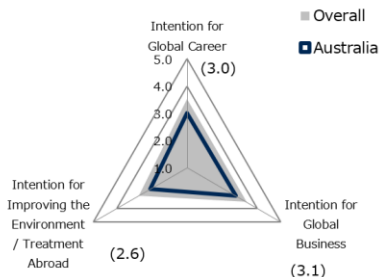
Intention for Improving the Environment / Treatment Abroad 3.1

Q. Please tell us about your future career. Select the item that applies best for each category. (Five-point scale / 10 options)

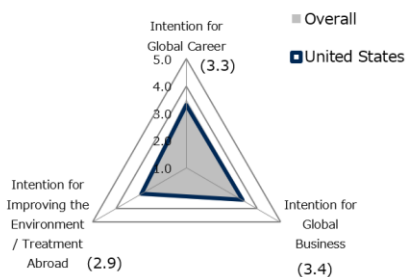
*Averages in the categories were calculated by the average values on the five-point scale of the corresponding items in each category.

(*) next to the Country and Region Name is the number of respondents

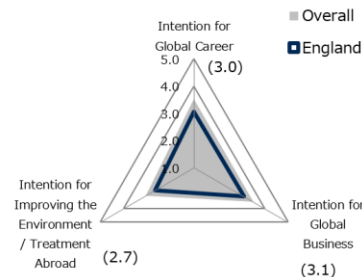
Australia (1003)



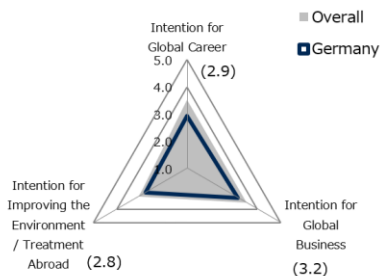
United States (1010)



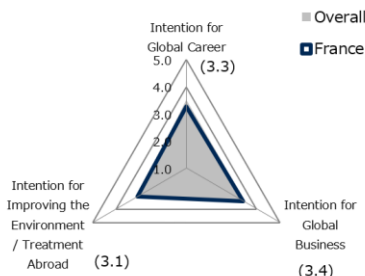
England (1003)



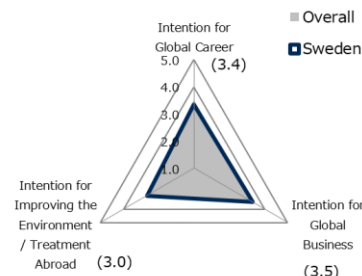
Germany (1000)



France (1001)



Sweden (1002)



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Intention for Global Employment by Age Group (1/4)

*Averages in the categories were calculated by the average values on the five-point scale of the corresponding items in each category.

Q. Please tell us about your future career. Select the item that applies best for each category. (Five-point scale / 10 options)

[East Asia] (%)

	Japan	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1000)	(200)	(200)	(200)	(200)	(200)	(400)
Intention for Global Career	2.4	2.7	2.6	2.2	2.3	2.1	2.2
Intention for Global Business	2.4	2.7	2.6	2.2	2.3	2.2	2.2
Intention for Improving the Environment / Treatment Abroad	2.2	2.5	2.4	2.2	2.1	2.1	2.1

China (%)

	China	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1002)	(200)	(201)	(200)	(200)	(201)	(401)
Intention for Global Career	3.5	3.4	3.6	3.4	3.4	3.7	3.5
Intention for Global Business	3.6	3.4	3.7	3.5	3.5	3.8	3.7
Intention for Improving the Environment / Treatment Abroad	3.2	3.3	3.4	3.2	2.8	3.0	2.9

Korea (%)

	Korea	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1005)	(200)	(205)	(200)	(200)	(200)	(400)
Intention for Global Career	3.4	3.7	3.5	3.4	3.2	3.2	3.2
Intention for Global Business	3.3	3.5	3.4	3.3	3.0	3.1	3.1
Intention for Improving the Environment / Treatment Abroad	2.8	3.0	2.9	2.7	2.6	2.6	2.6

Taiwan (%)

	Taiwan	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1001)	(200)	(200)	(200)	(201)	(200)	(401)
Intention for Global Career	3.6	3.6	3.6	3.2	3.6	3.7	3.7
Intention for Global Business	3.5	3.6	3.5	3.1	3.5	3.8	3.7
Intention for Improving the Environment / Treatment Abroad	3.4	3.5	3.3	3.1	3.5	3.6	3.6

Hong Kong (%)

	Hong Kong	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1002)	(200)	(202)	(200)	(200)	(200)	(400)
Intention for Global Career	3.6	3.6	3.6	3.5	3.5	3.5	3.5
Intention for Global Business	3.6	3.6	3.7	3.4	3.6	3.6	3.6
Intention for Improving the Environment / Treatment Abroad	3.3	3.3	3.3	3.2	3.3	3.4	3.3

*Using colors for the high/low scores by crossing the 18 countries and regions (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Intention for Global Employment by Age Group (2/4)

*Averages in the categories were calculated by the average values on the five-point scale of the corresponding items in each category.

Q. Please tell us about your future career. Select the item that applies best for each category. (Five-point scale / 10 options)

[Southeast Asia] (%)

	Thailand	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1059)	(203)	(204)	(221)	(218)	(213)	(431)
Intention for Global Career	4.1	4.3	4.2	4.1	3.8	4.0	3.9
Intention for Global Business	3.9	4.1	4.0	3.9	3.6	3.8	3.7
Intention for Improving the Environment / Treatment Abroad	3.5	3.7	3.4	3.5	3.2	3.5	3.4

(%)

	Philippines	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1010)	(206)	(204)	(200)	(192)	(208)	(400)
Intention for Global Career	4.1	4.3	4.2	3.9	4.0	4.0	4.0
Intention for Global Business	4.1	4.3	4.2	4.0	4.0	4.0	4.0
Intention for Improving the Environment / Treatment Abroad	3.4	3.5	3.4	3.3	3.4	3.4	3.4

(%)

	Indonesia	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1002)	(202)	(200)	(200)	(200)	(200)	(400)
Intention for Global Career	3.9	4.1	4.1	3.9	3.7	3.8	3.8
Intention for Global Business	3.8	4.0	4.0	3.8	3.6	3.8	3.7
Intention for Improving the Environment / Treatment Abroad	2.9	3.1	3.0	2.9	2.7	2.9	2.8

(%)

	Malaysia	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1000)	(230)	(231)	(221)	(182)	(136)	(318)
Intention for Global Career	3.9	4.1	4.0	3.8	3.7	3.8	3.7
Intention for Global Business	3.8	4.0	3.8	3.7	3.5	3.8	3.7
Intention for Improving the Environment / Treatment Abroad	3.2	3.4	3.2	3.0	3.1	3.5	3.2

(%)

	Singapore	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1002)	(202)	(200)	(200)	(202)	(198)	(400)
Intention for Global Career	3.6	3.8	4.0	3.7	3.3	3.3	3.3
Intention for Global Business	3.6	3.7	4.0	3.7	3.3	3.3	3.3
Intention for Improving the Environment / Treatment Abroad	3.1	3.3	3.6	3.3	2.8	2.8	2.8

(%)

	Vietnam	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1002)	(201)	(200)	(200)	(200)	(201)	(401)
Intention for Global Career	4.1	4.1	4.0	4.1	4.1	4.0	4.1
Intention for Global Business	4.1	4.1	4.1	4.0	4.1	4.0	4.0
Intention for Improving the Environment / Treatment Abroad	3.3	3.3	3.3	3.3	3.3	3.4	3.4

*Using colors for the high/low scores by crossing the 18 countries and regions (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Intention for Global Employment by Age Group (3/4)

*Averages in the categories were calculated by the average values on the five-point scale of the corresponding items in each category.

Q. Please tell us about your future career. Select the item that applies best for each category. (Five-point scale / 10 options)

		[South Asia]						(%)
		By Age Group						
India		20s	30s	40s	50s	60s	Total of 50s and higher	
Number of Respondents	(1119)	(252)	(211)	(221)	(228)	(207)	(435)	
Intention for Global Career	4.3	4.4	4.4	4.4	4.1	4.0	4.1	
Intention for Global Business	4.3	4.4	4.4	4.4	4.2	4.0	4.1	
Intention for Improving the Environment / Treatment Abroad	3.7	3.9	3.9	4.1	3.3	3.5	3.4	

		[Oceania]						(%)
		By Age Group						
Australia		20s	30s	40s	50s	60s	Total of 50s and higher	
Number of Respondents	(1003)	(200)	(200)	(203)	(207)	(193)	(400)	
Intention for Global Career	3.0	3.5	3.4	3.2	2.7	2.3	2.5	
Intention for Global Business	3.1	3.5	3.5	3.2	2.7	2.4	2.6	
Intention for Improving the Environment / Treatment Abroad	2.6	2.8	3.0	2.8	2.3	2.0	2.1	

		[North America]						(%)
		By Age Group						
United States		20s	30s	40s	50s	60s	Total of 50s and higher	
Number of Respondents	(1010)	(203)	(203)	(201)	(201)	(202)	(403)	
Intention for Global Career	3.3	3.7	3.9	3.6	3.1	2.2	2.7	
Intention for Global Business	3.4	3.7	3.9	3.7	3.2	2.4	2.8	
Intention for Improving the Environment / Treatment Abroad	2.9	3.3	3.6	3.2	2.6	1.9	2.2	

*Using colors for the high/low scores by crossing the 18 countries and regions (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Intention for Global Employment by Age Group (4/4)

*Averages in the categories were calculated by the average values on the five-point scale of the corresponding items in each category.

Q. Please tell us about your future career. Select the item that applies best for each category. (Five-point scale / 10 options)

[Europe] (%)

	England	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1003)	(201)	(200)	(200)	(215)	(187)	(402)
Intention for Global Career	3.0	3.5	3.7	3.1	2.6	2.3	2.5
Intention for Global Business	3.1	3.5	3.6	3.3	2.8	2.5	2.6
Intention for Improving the Environment / Treatment Abroad	2.7	3.0	3.3	2.7	2.3	2.1	2.2

(%)

	Germany	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1000)	(200)	(200)	(214)	(213)	(173)	(386)
Intention for Global Career	2.9	3.3	3.4	3.0	2.7	2.3	2.5
Intention for Global Business	3.2	3.4	3.5	3.3	3.0	2.6	2.8
Intention for Improving the Environment / Treatment Abroad	2.8	3.0	3.2	2.9	2.5	2.1	2.3

(%)

	France	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1001)	(201)	(200)	(200)	(205)	(195)	(400)
Intention for Global Career	3.3	3.7	3.7	3.3	2.8	2.8	2.8
Intention for Global Business	3.4	3.8	3.8	3.5	3.0	3.0	3.0
Intention for Improving the Environment / Treatment Abroad	3.1	3.5	3.6	3.2	2.7	2.6	2.6

(%)

	Sweden	By Age Group					
		20s	30s	40s	50s	60s	Total of 50s and higher
Number of Respondents	(1002)	(201)	(201)	(200)	(200)	(200)	(400)
Intention for Global Career	3.4	3.6	3.3	3.3	3.0	3.7	3.3
Intention for Global Business	3.5	3.7	3.4	3.4	3.2	3.8	3.5
Intention for Improving the Environment / Treatment Abroad	3.0	3.2	2.9	3.0	2.6	3.5	3.0

*Using colors for the high/low scores by crossing the 18 countries and regions (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

VII. Actual Working Conditions and Change in Awareness due to the COVID-19 Pandemic

**Change in the
Actual Working
Conditions
due to the
COVID-19
Pandemic**

Changes in “Teleworking increased” and “My income was reduced” ranked high in many countries and regions. In Japan, “I became more worried about my future career” and “Work productivity went down” were lower than other countries / regions and the impact on employment and operations was relatively small. Both “Communication with my supervisors and colleagues declined” and “Managing those working under me became more complex and my workload increased” were included in the top five and the results showed the impact on management.

- The top five of the overall averages of the changes in the actual working conditions due to the COVID-19 pandemic were “Teleworking increased” (24.4%), “My income was reduced” (22.4%), “I worked fewer hours” (17.5%), “I became more worried about my future career”(17.4%), and “Work productivity went down” (16.1%).
- “Teleworking increased” was included in the top five in countries and regions other than South Korea and ranked first in 11 countries/region (Japan, China, Hong Kong, Indonesia, Singapore, Vietnam, India, the United States, Germany, France, and Sweden). Above all, it exceeded 40% in Indonesia and Vietnam.
- “My income was reduced” was over 30% in Philippines, Indonesia, and Vietnam, “I became more worried about my future career” was over 20% in Thailand, the Philippines, Malaysia, and Vietnam, and “Work productivity went down” was over 20% in the Philippines, Indonesia, and Malaysia, which showed the impact on employment was large in these countries. On the other hand, in Japan, “I became more worried about my future career” and “Work productivity went down” were the lowest compared to other countries and regions.
- Regarding “Working hours,” “Fewer hours” exceeded 20% in Thailand, the Philippines, Indonesia, Malaysia, Vietnam, and Australia. On the other hand, “More hours” exceeded 20% in Singapore.

**Change in the
Actual Working
Conditions
due to the
COVID-19
Pandemic**

- In Thailand, “Digitization of operations has advanced” ranked first.
- “Communication with my supervisors and colleagues declined” were included in the top five in Japan, South Korea, Hong Kong, and Vietnam and “Managing those working under me became more complex and my workload increased” was included in the top five in Japan, Singapore, India, Germany, and France.
- In Japan, both items of “Communication with my supervisors and colleagues declined” and “Managing those working under me became more complex and my workload increased” were included in the top five, which showed the impact on management.
- “I worked on the side” was high in Indonesia and Malaysia at around 20% and “I relearned/started relearning” was high in the Philippines at over 20%.
- In Indonesia and Vietnam where teleworking has become widely used, “It became easier to balance work with childcare or nursing” tended to be higher than other countries / regions.
- “I became independent or started a business (incl. freelancing)” was high in Thailand, the Philippines, Indonesia, and Malaysia where “I worked fewer hours” and “I became more worried about my future career” were high and was low in Japan and South Korea.

1. Change in the Actual Working Conditions due to the COVID-19 Pandemic: Top 5 Rankings in Each Country and Region

Q. Did any of the following happen due to the COVID-19 pandemic? Please select all that apply to you. (Multiple responses / 25 options)

* The same items as the TOP 5 ranking items are colored the same in the same rankings for the overall averages of the 18 countries/regions

	Overall (18223)	East Asia					Southeast Asia						South Asia
		Japan (1000)	China (1002)	Korea (1005)	Taiwan (1001)	Hong Kong (1002)	Thailand (1059)	Philippines (1010)	Indonesia (1002)	Malaysia (1000)	Singapore (1002)	Vietnam (1002)	India (1119)
1st	Teleworking increased. 24.4	Teleworking increased. 25.8	Teleworking increased. 22.3	My income was reduced. 27.3	My income was reduced. 25.1	Teleworking increased. 31.8	Digitization of operations has advanced. 25.2	My income was reduced. 33.4	Teleworking increased. 45.1	My income was reduced. 29.5	Teleworking increased. 27.2	Teleworking increased. 40.7	Teleworking increased. 22.3
2nd	My income was reduced. 22.4	My income was reduced. 20.3	My income was reduced. 18.8	Communication with my supervisors and colleagues declined. 19.8	Teleworking increased. 18.7	My income was reduced. 26.4	Teleworking increased. 23.5	I became more worried about my future career. 29.8	My income was reduced. 35.4	I became more worried about my future career. 27.1	I worked more hours. 20.5	My income was reduced. 33.6	My income was reduced. 20.1
3rd	I worked fewer hours. 17.5	Communication with my supervisors and colleagues declined. 17.9	Digitization of operations has advanced. 12.0	I worked fewer hours. 19.1	Work productivity went down. 17.5	Work productivity went down. 19.2	I became more worried about my future career. 22.7	I worked fewer hours. 28.5	Work productivity went down. 29.9	I personally re-evaluated about changing the way I work. 24.7	Digitization of operations has advanced. 17.8	I became more worried about my future career. 23.0	I became more worried about my future career. 19.5
4th	I became more worried about my future career. 17.4	*Managing those working under me became more complex and my workload increased. (109) 15.6	I personally re-evaluated about changing the way I work. 11.0	Work productivity went down. 18.5	I became more worried about my future career. 15.2	Communication with my supervisors and colleagues declined. 19.2	I worked fewer hours. 20.5	Work productivity went down. 25.0	I worked fewer hours. 27.0	Work productivity went down. 23.3	I became more worried about my future career. 17.8	I worked fewer hours. 20.6	*Managing those working under me became more complex and my workload increased. (589) 19.2
5th	Work productivity went down. 16.1	I worked fewer hours. 15.0	Work productivity went up. 10.9	I became more worried about my future career. 18.1	I personally re-evaluated about changing the way I work. 14.0	I became more worried about my future career. 18.9	Work productivity went down. 17.6	Teleworking increased. 23.1	I personally re-evaluated about changing the way I work. 24.8	Teleworking increased. 22.8	My income was reduced. 17.0	Communication with my supervisors and colleagues declined. 19.4	I worked more hours. 18.9
5th							I became independent or started a business (incl. freelancing) 17.6				*Managing those working under me became more complex and my workload increased. (471) 17.0		

*Base is "Managerial employee/staff with subordinates" and () is the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Change in the Actual Working Conditions due to the COVID-19 Pandemic: Top 5 Rankings in Each Country and Region

Q. Did any of the following happen due to the COVID-19 pandemic? Please select all that apply to you. (Multiple responses / 25 options)

* The same items as the TOP 5 ranking items are colored the same in the same rankings for the overall averages of the 18 countries/regions

	Oceania	North America	Europe			
	Australia (1003)	United States (1010)	England (1003)	Germany (1000)	France (1001)	Sweden (1002)
1st	My income was reduced. 20.1	Teleworking increased. 18.7	My income was reduced. 20.3	Teleworking increased. 25.5	Teleworking increased. 29.1	Teleworking increased. 23.6
2nd	I worked fewer hours. 20.1	I became more worried about my future career. 17.2	I worked fewer hours. 18.4	My income was reduced. 15.9	*Managing those working under me became more complex and my workload increased. (287) 19.2	My income was reduced. 14.3
3rd	Teleworking increased. 16.4	I worked fewer hours. 17.0	I became more worried about my future career. 16.3	I worked fewer hours. 14.2	I worked more hours. 17.8	Digitization of operations has advanced. 13.4
4th	I became more worried about my future career. 15.1	My income was reduced. 16.0	Teleworking increased. 15.0	*Managing those working under me became more complex and my workload increased. (364) 13.2	I personally re-evaluated about changing the way I work. 13.7	I worked fewer hours. 12.3
5th	I worked more hours. 14.0	I worked more hours. 14.7	I worked more hours. 14.9	I personally re-evaluated about changing the way I work. 13.1	My income was reduced. 13.6	I worked more hours. 12.2

*Base is "Managerial employee/staff with subordinates" and () is the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Change in the Actual Working Conditions due to the COVID-19 Pandemic (Details 1/2)

Q. Did any of the following happen due to the COVID-19 pandemic? Please select all that apply to you. (Multiple responses / 25 options)

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe				(%)
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden	
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)	
Teleworking increased.	24.4	25.8	22.3	8.4	18.7	31.8	23.5	23.1	45.1	22.8	27.2	40.7	22.3	16.4	18.7	15.0	25.5	29.1	23.6	
My income was reduced.	22.4	20.3	18.8	27.3	25.1	26.4	17.0	33.4	35.4	29.5	17.0	33.6	20.1	20.1	16.0	20.3	15.9	13.6	14.3	
I worked fewer hours.	17.5	15.0	9.3	19.1	13.9	16.7	20.5	28.5	27.0	21.2	11.0	20.6	16.8	20.1	17.0	18.4	14.2	13.2	12.3	
I became more worried about my future career.	17.4	6.9	8.3	18.1	15.2	18.9	22.7	29.8	22.1	27.1	17.8	23.0	19.5	15.1	17.2	16.3	11.0	12.0	12.0	
Work productivity went down.	16.1	8.1	10.3	18.5	17.5	19.2	17.6	25.0	29.9	23.3	13.5	17.8	17.8	13.5	11.4	13.7	10.8	11.1	11.1	
*Managing those working under me became more complex and my workload increased.	15.5 (6434)	15.6 (109)	7.3 (371)	12.2 (296)	11.7 (445)	12.4 (396)	15.1 (299)	22.9 (292)	21.5 (326)	21.7 (447)	17.0 (471)	15.7 (504)	19.2 (589)	13.1 (351)	12.6 (365)	14.1 (348)	13.2 (364)	19.2 (287)	12.1 (174)	
I personally re-evaluated about changing the way I work.	14.8	10.0	11.0	12.0	14.0	14.1	16.2	17.9	24.8	24.7	16.0	17.4	16.4	10.7	12.5	12.0	13.1	13.7	10.6	
Digitization of operations has advanced.	14.5	14.3	12.0	15.4	10.5	16.0	25.2	17.9	20.2	18.8	17.8	13.5	16.4	7.7	7.5	7.6	12.3	13.1	13.4	
Communication with my supervisors and colleagues declined.	13.8	17.9	7.0	19.8	13.3	19.2	13.2	10.8	17.2	18.2	12.9	19.4	17.0	9.6	9.1	10.3	13.0	12.5	8.6	
I worked more hours.	13.1	9.0	6.0	4.8	10.2	11.2	13.7	16.2	9.6	15.9	20.5	13.5	18.9	14.0	14.7	14.9	11.4	17.8	12.2	
I worked on the side.	10.6	6.0	5.8	10.5	11.6	12.6	15.5	12.3	21.2	18.1	7.5	13.1	13.1	5.7	8.0	5.9	9.1	6.0	7.8	
I was not able to switch between work and private life well.	9.8	6.1	5.4	11.9	10.5	8.5	8.8	12.2	11.5	11.7	10.9	9.9	14.6	8.8	5.8	8.0	10.0	12.3	8.4	
I relearned/started relearning.	9.7	5.3	9.3	10.0	13.1	11.3	6.0	21.2	11.0	13.7	11.4	6.9	15.6	7.1	7.6	6.9	4.9	6.3	6.6	

*Base is "Managerial employee/staff with subordinates" and () is the number of respondents

*Using colors for the high/low scores (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Change in the Actual Working Conditions due to the COVID-19 Pandemic (Details 2/2)

Q. Did any of the following happen due to the COVID-19 pandemic? Please select all that apply to you. (Multiple responses / 25 options)

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
It became easier to balance work with childcare or nursing.	9.3	3.7	5.9	3.7	8.6	6.7	6.6	10.5	19.4	13.0	6.2	17.2	15.8	8.3	9.0	6.7	6.1	11.1	9.2
I became independent or started a business (incl. freelancing)	8.7	1.8	4.1	2.2	6.9	10.0	17.6	18.4	18.3	14.3	5.9	10.4	12.2	5.4	6.1	4.2	4.8	6.7	6.3
It became harder to balance work with childcare or nursing.	8.6	1.3	3.3	7.2	10.2	7.1	6.1	11.2	9.9	12.5	7.3	14.2	14.0	6.2	7.8	5.6	10.7	10.5	8.5
Work productivity went up.	8.2	5.2	10.9	4.2	5.7	4.1	7.8	10.3	6.9	8.9	7.7	6.8	12.3	10.0	10.0	8.6	7.9	12.5	6.9
I changed jobs.	6.7	4.7	1.8	4.3	5.9	7.3	7.7	11.5	4.3	7.2	7.1	6.4	7.8	7.6	7.1	7.0	7.3	6.8	8.1
My income increased.	6.5	5.4	7.2	4.2	3.0	4.2	4.0	8.2	3.8	7.7	4.9	5.8	9.4	8.5	8.4	8.2	8.3	7.7	8.8
I was temporarily laid off.	6.3	6.9	2.7	8.9	2.3	10.7	5.0	8.7	6.7	5.9	3.1	7.0	7.4	6.7	10.6	5.2	5.1	4.7	5.3
I switched to a company or occupation where I can telework.	5.9	1.6	7.5	2.5	6.6	7.0	6.4	6.3	6.7	6.1	3.2	7.6	13.0	3.7	6.5	3.4	6.8	5.5	4.6
I moved to the suburbs.	4.3	0.5	1.5	0.9	4.2	3.7	6.4	4.3	3.7	5.0	3.5	5.0	10.0	4.8	5.3	3.4	3.2	6.1	5.4
I lost my job (dismissal, laid off, etc.)	4.2	1.5	2.2	2.4	1.9	4.3	5.9	6.1	6.2	4.5	3.4	4.1	7.0	4.5	5.7	4.8	4.1	3.4	3.7
My workplace went bankrupt.	3.2	0.4	1.7	1.2	1.7	3.9	2.9	3.6	4.7	4.2	2.3	4.6	9.2	1.9	4.1	1.4	2.5	3.6	2.5
None of the above apply	15.4	31.3	26.3	21.3	16.6	11.2	5.8	4.7	4.0	7.4	16.7	4.3	4.8	23.1	18.2	21.6	22.6	16.3	22.4

* () : the number of respondents

*Using colors for the high/low scores (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Change in the Actual Working Conditions due to the COVID-19 Pandemic: Differences between "Overall" and "Each Country and Region"

Q. Did any of the following happen due to the COVID-19 pandemic? Please select all that apply to you. (Multiple responses / 25 options)

*Scores of "Each country/region" were the differences calculated by subtracting the "Overall" value from each score on the previous page (+ is higher than the overall and - is lower than the overall).

	Overall (%) (18223)	East Asia					Southeast Asia					South Asia	Oceania	North America	Europe				
		Japan (1000)	China (1002)	Korea (1005)	Taiwan (1001)	Hong Kong (1002)	Thailand (1059)	Philippines (1010)	Indonesia (1002)	Malaysia (1000)	Singapore (1002)	Vietnam (1002)	India (1119)	Australia (1003)	United States (1010)	England (1003)	Germany (1000)	France (1001)	Sweden (1002)
Teleworking increased.	24.4	1.4	- 2.1	-16.0	- 5.7	7.4	- 0.9	- 1.3	20.7	- 1.6	2.8	16.3	- 2.1	- 8.0	- 5.7	- 9.4	1.1	4.7	- 0.8
My income was reduced.	22.4	- 2.1	- 3.6	4.9	2.7	4.0	- 5.4	11.0	13.0	7.1	- 5.4	11.2	- 2.3	- 2.3	- 6.4	- 2.1	- 6.5	- 8.8	- 8.1
I worked fewer hours.	17.5	- 2.5	- 8.2	1.6	- 3.6	- 0.8	3.0	11.0	9.5	3.7	- 6.5	3.1	- 0.7	2.6	- 0.5	0.9	- 3.3	- 4.3	- 5.2
I became more worried about my future career.	17.4	-10.5	- 9.1	0.7	- 2.2	1.5	5.3	12.4	4.7	9.7	0.4	5.6	2.1	- 2.3	- 0.2	- 1.1	- 6.4	- 5.4	- 5.4
Work productivity went down.	16.1	- 8.0	- 5.8	2.4	1.4	3.1	1.5	8.9	13.8	7.2	- 2.6	1.7	1.7	- 2.6	- 4.7	- 2.4	- 5.3	- 5.0	- 5.0
*Managing those working under me became more complex and my workload increased.	15.5	0.1	- 8.2	- 3.3	- 3.8	- 3.1	- 0.4	7.4	6.0	6.2	1.5	0.2	3.7	- 2.4	- 2.9	- 1.4	- 2.3	3.7	- 3.4
I personally re-evaluated about changing the way I work.	14.8	- 4.8	- 3.8	- 2.8	- 0.8	- 0.7	1.4	3.1	10.0	9.9	1.2	2.6	1.6	- 4.1	- 2.3	- 2.8	- 1.7	- 1.1	- 4.2
Digitization of operations has advanced.	14.5	- 0.2	- 2.5	0.9	- 4.0	1.5	10.7	3.4	5.7	4.3	3.3	- 1.0	1.9	- 6.8	- 7.0	- 6.9	- 2.2	- 1.4	- 1.1
Communication with my supervisors and colleagues declined.	13.8	4.1	- 6.8	6.0	- 0.5	5.4	- 0.6	- 3.0	3.4	4.4	- 0.9	5.6	3.2	- 4.2	- 4.7	- 3.5	- 0.8	- 1.3	- 5.2
I worked more hours.	13.1	- 4.1	- 7.1	- 8.3	- 2.9	- 1.9	0.6	3.1	- 3.5	2.8	7.4	0.4	5.8	0.9	1.6	1.8	- 1.7	4.7	- 0.9
I worked on the side.	10.6	- 4.6	- 4.8	- 0.1	1.0	2.0	4.9	1.7	10.6	7.5	- 3.1	2.5	2.5	- 4.9	- 2.6	- 4.7	- 1.5	- 4.6	- 2.8
I was not able to switch between work and private life well.	9.8	- 3.7	- 4.4	2.1	0.7	- 1.3	- 1.0	2.4	1.7	1.9	1.1	0.1	4.8	- 1.0	- 4.0	- 1.8	0.2	2.5	- 1.4
I relearned/started relearning.	9.7	- 4.4	- 0.4	0.3	3.4	1.6	- 3.7	11.5	1.3	4.0	1.7	- 2.8	5.9	- 2.6	- 2.1	- 2.8	- 4.8	- 3.4	- 3.1

*Base is "Managerial employee/staff with subordinates" and () is the number of respondents

*Used colors for the sizes of the differences calculated by subtracting "Overall" values from "Each country and region" (Large difference: Red / small difference: Gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

1. Change in the Actual Working Conditions due to the COVID-19 Pandemic: Differences between “Overall” and “Each Country and Region”

Q. Did any of the following happen due to the COVID-19 pandemic? Please select all that apply to you. (Multiple responses / 25 options)

*Scores of “Each country/region” were the differences calculated by subtracting the “Overall” value from each score on the previous page (+ is higher than the overall and - is lower than the overall).

	Overall (%)	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
It became easier to balance work with childcare or nursing.	9.3	- 5.6	- 3.4	- 5.6	- 0.7	- 2.6	- 2.7	1.2	10.1	3.7	- 3.1	7.9	6.5	- 1.0	- 0.3	- 2.6	- 3.2	1.8	- 0.1
I became independent or started a business (incl. freelancing)	8.7	- 6.9	- 4.6	- 6.5	- 1.8	1.3	8.9	9.7	9.6	5.6	- 2.8	1.7	3.5	- 3.3	- 2.6	- 4.5	- 3.9	- 2.0	- 2.4
It became harder to balance work with childcare or nursing.	8.6	- 7.3	- 5.3	- 1.4	1.6	- 1.5	- 2.5	2.6	1.3	3.9	- 1.3	5.6	5.4	- 2.4	- 0.8	- 3.0	2.1	1.9	- 0.1
Work productivity went up.	8.2	- 3.0	2.7	- 4.0	- 2.5	- 4.1	- 0.4	2.1	- 1.3	0.7	- 0.5	- 1.4	4.1	1.8	1.8	0.4	- 0.3	4.3	- 1.3
I changed jobs.	6.7	- 2.0	- 4.9	- 2.4	- 0.8	0.6	1.0	4.8	- 2.4	0.5	0.4	- 0.3	1.1	0.9	0.4	0.3	0.6	0.1	1.4
My income increased.	6.5	- 1.1	0.7	- 2.3	- 3.5	- 2.3	- 2.5	1.7	- 2.7	1.2	- 1.6	- 0.7	2.9	2.0	1.9	1.7	1.8	1.2	2.3
I was temporarily laid off.	6.3	0.6	- 3.6	2.6	- 4.0	4.4	- 1.3	2.4	0.4	- 0.4	- 3.2	0.7	1.1	0.4	4.3	- 1.1	- 1.2	- 1.6	- 1.0
I switched to a company or occupation where I can telework.	5.9	- 4.3	1.6	- 3.4	0.7	1.1	0.5	0.4	0.8	0.2	- 2.7	1.7	7.1	- 2.2	0.6	- 2.5	0.9	- 0.4	- 1.3
I moved to the suburbs.	4.3	- 3.8	- 2.8	- 3.4	- 0.1	- 0.6	2.1	0.0	- 0.6	0.7	- 0.8	0.7	5.7	0.5	1.0	- 0.9	- 1.1	1.8	1.1
I lost my job (dismissal, laid off, etc.)	4.2	- 2.7	- 2.0	- 1.8	- 2.3	0.1	1.7	1.9	2.0	0.3	- 0.8	- 0.1	2.8	0.3	1.5	0.6	- 0.1	- 0.8	- 0.5
My workplace went bankrupt.	3.2	- 2.8	- 1.5	- 2.0	- 1.5	0.7	- 0.3	0.4	1.5	1.0	- 0.9	1.4	6.0	- 1.3	0.9	- 1.8	- 0.7	0.4	- 0.7
None of the above apply	15.4	15.9	10.9	5.9	1.2	- 4.2	- 9.6	-10.7	-11.4	- 8.0	1.3	-11.1	-10.6	7.7	2.8	6.2	7.2	0.9	7.0

*() : the number of respondents

*Used colors for the sizes of the differences calculated by subtracting “Overall” values from “Each country and region” (Large difference: Red / small difference: Gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

**Change in the
Awareness
about Working
due to the
COVID-19
Pandemic**

The overall top of the items for which the respondents became more aware of due to the COVID-19 pandemic was “I want to keep working stably in my current company.”

In Japan, awareness of “I want to reduce my working hours” and “I want to work on the side” were higher than other countries and regions and awareness of “I want to become independent or start a business” and “I want to digitalize my work more” tended to be low.

- When asked to answer the top three in order of items for which the respondents became more aware of due to the COVID-19 pandemic, the top five of the overall averages were “I want to keep working stably in my current company,” “I want to increase work productivity,” “I want to digitalize my work more,” “I want to keep teleworking,” and “I want to reduce my working hours.”
- “I want to keep working stably in my current company” was included in the top three in all countries and regions. “I want to increase work productivity” was included in the top five in all countries and regions, except for Thailand and Sweden.
- “I want to digitalize my work more” ranked first in Thailand. It was also high in South Korea, Singapore, Malaysia, and India. In Thailand, “Digitization of operations has advanced” ranked first in the change in the actual working conditions, which showed how big the impact of “digitalization of operations” had on the workers. On the other hand, it tended to be low in France and Japan.
- “I want to keep teleworking” was particularly high in Hong Kong, France, Sweden, and Germany. Japan was just about overall average.
- “I want to reduce my working hours” tended to be high in Japan, South Korea, Hong Kong, and Singapore.
- “I want to work on the side” was included in the top five in Japan, South Korea, Taiwan, Hong Kong, Thailand, Indonesia, and Sweden.
- “I want to become independent or start a business” ranked first in the Philippines and Indonesia and ranked third in Thailand, which was prominently higher than other countries and regions. On the other hand, Japan was the lowest.

**Change in the
Awareness
about Working
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Pandemic**

- “I want to balance work with childcare or nursing” ranked first in Vietnam and their growing awareness stood out.
- In Vietnam and India, both “I want to communicate more with supervisors and colleagues” and “I want to simplify the management of those working under me to reduce my workload” were relatively high and growing awareness about communication and management was observed among the supervisors and subordinates.
- In Australia, England, Germany, and France, “I want to move to the countryside or the suburbs” was included in the top 10.

2. Change in the Awareness about Working due to the COVID-19 Pandemic: Top 10 Rankings in Each Country and Region

Q. Are there things you became more aware about because of the COVID-19 pandemic? Click your top 3 in order. (Top 3 in order or priority/Options: 14 items)

Overall (18223)		[East Asia]		Japan (1000)		China (1002)		Korea (1005)		Taiwan (1001)		Hong Kong (1002)	
	pt		pt		pt		pt		pt		pt		pt
1st	I want to keep working stably in my current company.	12108	I want to keep working stably in my current company.	642	I want to keep working stably in my current company.	747	I want to keep working stably in my current company.	817	I want to increase work productivity.	528	I want to keep teleworking.	741	
2nd	I want to increase work productivity.	9468	I want to reduce my working hours.	545	I want to increase work productivity.	742	I want to digitalize my work more.	656	I want to keep working stably in my current company.	525	I want to keep working stably in my current company.	679	
3rd	I want to digitalize my work more.	9026	I want to keep teleworking.	462	I want to keep teleworking.	591	I want to reduce my working hours.	621	I want to keep teleworking.	499	I want to reduce my working hours.	652	
4th	I want to keep teleworking.	8906	I want to work on the side.	450	I want to digitalize my work more.	565	I want to increase work productivity.	578	I want to work on the side.	487	I want to work on the side.	514	
5th	I want to reduce my working hours.	8501	I want to increase work productivity.	385	I want to reduce my working hours.	461	I want to work on the side.	553	I want to reduce my working hours.	485	I want to increase work productivity.	469	
6th	I want to work on the side.	7169	I want to digitalize my work more.	335	I want to relearn.	388	I want to become independent or start a business (incl. freelancing).	332	I want to digitalize my work more.	442	I want to digitalize my work more.	413	
7th	I want to become independent or start a business (incl. freelancing).	6968	I want to relearn.	284	I want to work on the side.	345	I want to relearn.	304	I want to become independent or start a business (incl. freelancing).	386	I want to become independent or start a business (incl. freelancing).	359	
8th	I want to balance work with childcare or nursing.	6205	I want to communicate more with supervisors and colleagues.	258	I want to communicate more with supervisors and colleagues.	327	I want to communicate more with supervisors and colleagues.	292	I want to relearn.	382	I want to relearn.	335	
9th	I want to communicate more with supervisors and colleagues.	6163	I want to change jobs.	220	I want to switch to a company or occupation where I can telework.	315	I want to keep teleworking.	278	I want to balance work with childcare or nursing.	366	I want to change jobs.	318	
10th	I want to relearn.	5919	I want to balance work with childcare or nursing.	217	I want to become independent or start a business (incl. freelancing).	278	I want to change jobs.	215	I want to change jobs.	353	I want to communicate more with supervisors and colleagues.	286	

* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Change in the Awareness about Working due to the COVID-19 Pandemic: Top 10 Rankings in Each Country and Region

Q. Are there things you became more aware about because of the COVID-19 pandemic? Click your top 3 in order. (Top 3 in order or priority/Options: 14 items)

[Southeast Asia/South Asia]

*Weighted scores (Multiplying the first score by 3, second by 2, third by 1, and summing up for the item)

*The same items as the TOP 5 ranking items are colored the same in the same rankings for the overall averages of the 18 countries/regions

	Thailand (1059) pt	Philippines (1010) pt	Indonesia (1002) pt	Malaysia (1000) pt	Singapore (1002) pt	Vietnam (1002) pt	India (1119) pt
1st	I want to digitalize my work more. 781	I want to become independent or start a business (incl. freelancing). 761	I want to become independent or start a business (incl. freelancing). 817	I want to keep working stably in my current company. 749	I want to keep working stably in my current company. 686	I want to balance work with childcare or nursing. 761	I want to increase work productivity. 663
2nd	I want to keep working stably in my current company. 694	I want to increase work productivity. 733	I want to increase work productivity. 773	I want to increase work productivity. 693	I want to digitalize my work more. 655	I want to keep working stably in my current company. 706	I want to digitalize my work more. 661
3rd	I want to become independent or start a business (incl. freelancing). 626	I want to keep working stably in my current company. 724	I want to keep working stably in my current company. 723	I want to digitalize my work more. 648	I want to reduce my working hours. 612	I want to digitalize my work more. 584	I want to keep working stably in my current company. 617
4th	I want to work on the side. 625	I want to digitalize my work more. 524	I want to work on the side. 660	I want to reduce my working hours. 488	I want to keep teleworking. 512	I want to increase work productivity. 557	I want to balance work with childcare or nursing. 553
5th	I want to keep teleworking. 570	I want to relearn. 489	I want to digitalize my work more. 548	I want to become independent or start a business (incl. freelancing). 448	I want to increase work productivity. 501	I want to keep teleworking. 546	I want to communicate more with supervisors and colleagues. 509
6th	I want to relearn. 532	I want to balance work with childcare or nursing. 447	I want to balance work with childcare or nursing. 478	I want to balance work with childcare or nursing. 439	I want to relearn. 343	I want to communicate more with supervisors and colleagues. 499	I want to reduce my working hours. 469
7th	I want to reduce my working hours. 434	I want to reduce my working hours. 403	I want to keep teleworking. 445	I want to work on the side. 427	I want to change jobs. 326	I want to become independent or start a business (incl. freelancing). 490	I want to become independent or start a business (incl. freelancing). 467
8th	I want to communicate more with supervisors and colleagues. 363	I want to communicate more with supervisors and colleagues. 362	I want to reduce my working hours. 281	I want to keep teleworking. 381	I want to communicate more with supervisors and colleagues. 312	I want to work on the side. 341	I want to keep teleworking. 435
9th	I want to increase work productivity. 349	I want to keep teleworking. 322	I want to communicate more with supervisors and colleagues. 272	I want to communicate more with supervisors and colleagues. 342	I want to balance work with childcare or nursing. 287	I want to reduce my working hours. 289	I want to relearn. 435
10th	I want to balance work with childcare or nursing. 296	I want to work on the side. 304	I want to relearn. 250	I want to relearn. 327	I want to become independent or start a business (incl. freelancing). 286	I want to simplify the management of those working under me to reduce my workload.* 277	I want to simplify the management of those working under me to reduce my workload.* 365

*() : the number of respondents regarding "I want to simplify the management of those working under me to reduce my workload," only the respondents in the managerial position having subordinates answered

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Change in the Awareness about Working due to the COVID-19 Pandemic: Top 10 Rankings in Each Country and Region

Q. Are there things you became more aware about because of the COVID-19 pandemic? Click your top 3 in order. (Top 3 in order or priority/Options: 14 items)

[Oceania/North America/Europe]

*Weighted scores (Multiplying the first score by 3, second by 2, third by 1, and summing up for the item)

*The same items as the TOP 5 ranking items are colored the same in the same rankings for the overall averages of the 18 countries/regions

	Australia (1003)	pt	United States (1010)	pt	England (1003)	pt	Germany (1000)	pt	France (1001)	pt	Sweden (1002)	pt
1st	I want to keep working stably in my current company.	716	I want to keep working stably in my current company.	646	I want to keep working stably in my current company.	683	I want to keep working stably in my current company.	607	I want to keep teleworking.	722	I want to keep teleworking.	569
2nd	I want to reduce my working hours.	497	I want to keep teleworking.	514	I want to reduce my working hours.	539	I want to keep teleworking.	555	I want to keep working stably in my current company.	610	I want to keep working stably in my current company.	537
3rd	I want to increase work productivity.	449	I want to increase work productivity.	491	I want to increase work productivity.	478	I want to reduce my working hours.	462	I want to communicate more with supervisors and colleagues.	429	I want to digitalize my work more.	437
4th	I want to keep teleworking.	421	I want to reduce my working hours.	450	I want to digitalize my work more.	350	I want to increase work productivity.	387	I want to reduce my working hours.	418	I want to reduce my working hours.	395
5th	I want to digitalize my work more.	347	I want to digitalize my work more.	378	I want to keep teleworking.	343	I want to digitalize my work more.	382	I want to increase work productivity.	375	I want to work on the side.	347
6th	I want to relearn.	315	I want to communicate more with supervisors and colleagues.	357	I want to communicate more with supervisors and colleagues.	313	I want to communicate more with supervisors and colleagues.	344	I want to balance work with childcare or nursing.	361	I want to communicate more with supervisors and colleagues.	341
7th	I want to change jobs.	301	I want to relearn.	357	I want to relearn.	297	I want to work on the side.	312	I want to work on the side.	340	I want to switch to a company or occupation where I can telework.	326
8th	I want to communicate more with supervisors and colleagues.	285	I want to become independent or start a business (incl. freelancing).	325	I want to move to the countryside or the suburbs.	288	I want to balance work with childcare or nursing.	293	I want to digitalize my work more.	320	I want to increase work productivity.	317
9th	I want to work on the side.	276	I want to work on the side.	320	I want to balance work with childcare or nursing.	264	I want to move to the countryside or the suburbs.	271	I want to move to the countryside or the suburbs.	314	I want to change jobs.	314
10th	I want to move to the countryside or the suburbs.	269	I want to change jobs.	307	I want to become independent or start a business (incl. freelancing).	262	I want to switch to a company or occupation where I can telework.	251	I want to switch to a company or occupation where I can telework.	267	I want to relearn.	297

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Change in the Awareness about Working due to COVID-19 Pandemic (Selectivity of the top three)

Q. Are there things you became more aware about because of the COVID-19 pandemic? Click your top 3 in order. (Top 3 in order or priority/Options: 14 items)

	Overall (18223)	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan (1000)	China (1002)	Korea (1005)	Taiwan (1001)	Hong Kong (1002)	Thailand (1059)	Philippines (1010)	Indonesia (1002)	Malaysia (1000)	Singapore (1002)	Vietnam (1002)	India (1119)	Australia (1003)	United States (1010)	England (1003)	Germany (1000)	France (1001)	Sweden (1002)
I want to keep working stably in my current company.	34.1	34.8	36.7	41.5	27.4	33.6	31.9	34.6	35.1	37.7	36.0	34.5	27.1	39.4	32.8	38.9	34.1	31.6	28.6
I want to increase work productivity.	29.2	25.4	38.4	32.9	28.9	26.0	16.6	38.4	40.2	35.9	29.7	29.5	29.9	27.6	28.0	29.4	24.9	21.1	19.8
I want to digitalize my work more.	27.5	21.2	30.2	34.9	23.2	23.1	36.6	28.3	28.0	33.3	35.0	28.4	31.4	23.7	22.6	22.6	24.2	18.2	25.0
I want to reduce my working hours.	25.3	33.9	23.7	33.1	25.7	35.0	21.3	20.0	13.5	25.7	32.6	14.8	21.0	29.5	25.5	31.2	28.9	23.4	23.3
I want to keep teleworking.	24.9	25.0	28.8	14.5	25.7	35.2	25.5	16.1	21.2	20.0	26.2	27.7	19.0	23.9	27.1	19.6	30.7	34.5	30.9
I want to work on the side.	21.8	28.8	18.4	30.3	26.8	26.2	29.9	15.8	32.7	21.1	15.1	17.2	17.2	17.5	19.7	17.0	18.2	19.2	20.0
I want to become independent or start a business (incl. freelancing).	20.9	11.6	14.9	18.7	20.1	19.8	31.2	34.5	38.4	23.7	16.0	23.8	21.3	15.1	18.3	17.6	12.5	13.2	17.7
I want to communicate more with supervisors and colleagues.	19.1	16.7	17.9	17.5	15.6	15.0	18.1	18.1	14.7	18.2	16.9	23.8	24.2	18.8	20.9	19.5	21.8	24.6	20.6
I want to balance work with childcare or nursing.	18.3	13.5	12.7	10.1	19.2	12.8	13.4	22.2	25.1	22.2	14.7	37.4	22.0	14.3	15.1	15.4	16.9	20.5	16.7
I want to relearn.	18.2	18.4	20.4	18.0	21.2	18.2	26.9	25.7	13.5	17.2	18.6	8.1	20.3	19.7	20.1	18.2	14.6	10.7	16.6
I want to change jobs.	13.8	13.7	8.9	12.0	18.9	17.5	11.4	13.5	6.1	11.6	16.7	12.4	14.6	17.6	17.1	14.6	12.6	13.9	17.9
I want to switch to a company or occupation where I can telework.	13.6	11.8	16.7	8.3	18.6	15.2	11.7	11.8	11.2	11.9	12.4	13.5	14.2	9.5	14.7	12.1	15.7	16.2	18.4
I want to move to the countryside or the suburbs.	12.2	10.1	8.7	9.7	11.9	8.0	13.6	10.7	7.6	7.3	10.1	10.3	16.4	17.5	12.2	16.7	17.1	18.0	15.4
I want to simplify the management of those working under me to reduce my workload.*	8.0	3.1	5.5	6.8	8.5	6.5	4.9	6.9	7.2	9.6	10.3	13.9	15.6	7.5	8.6	9.3	6.8	6.8	3.8

*Regarding "I want to simplify the management of those working under me to reduce my workload," only the respondents in the managerial position having subordinates answered and () is the number of respondents

*Using colors for the high/low scores (High scores: red / low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Change in the Awareness about Working due to the COVID-19 Pandemic: Differences between "Overall" and "Each Country and Region"

Q. Are there things you became more aware about because of the COVID-19 pandemic? Click your top 3 in order. (Top 3 in order or priority/Options: 14 items)

*Scores of "Each country/region" were the differences calculated by subtracting the "Overall" value from each score on the previous page (+ is higher than the overall and - is lower than the overall).

	Overall (%) (18223)	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan (1000)	China (1002)	Korea (1005)	Taiwan (1001)	Hong Kong (1002)	Thailand (1059)	Philippines (1010)	Indonesia (1002)	Malaysia (1000)	Singapore (1002)	Vietnam (1002)	India (1119)	Australia (1003)	United States (1010)	England (1003)	Germany (1000)	France (1001)	Sweden (1002)
I want to keep working stably in my current company.	34.1	0.7	2.6	7.4	- 6.7	- 0.5	- 2.2	0.5	1.0	3.6	1.9	0.4	- 7.0	5.3	- 1.3	4.8	0.0	- 2.5	- 5.5
I want to increase work productivity.	29.2	- 3.8	9.2	3.7	- 0.3	- 3.2	-12.6	9.2	11.0	6.7	0.5	0.3	0.7	- 1.6	- 1.2	0.2	- 4.3	- 8.1	- 9.4
I want to digitalize my work more.	27.5	- 6.3	2.7	7.4	- 4.3	- 4.4	9.1	0.8	0.5	5.8	7.5	0.9	3.9	- 3.8	- 4.9	- 4.9	- 3.3	- 9.3	- 2.5
I want to reduce my working hours.	25.3	8.6	- 1.6	7.8	0.4	9.7	- 4.0	- 5.3	-11.8	0.4	7.3	-10.5	- 4.3	4.2	0.2	5.9	3.6	- 1.9	- 2.0
I want to keep teleworking.	24.9	0.1	3.9	-10.4	0.8	10.3	0.6	- 8.8	- 3.7	- 4.9	1.3	2.8	- 5.9	- 1.0	2.2	- 5.3	5.8	9.6	6.0
I want to work on the side.	21.8	7.0	- 3.4	8.5	5.0	4.4	8.1	- 6.0	10.9	- 0.7	- 6.7	- 4.6	- 4.6	- 4.3	- 2.1	- 4.8	- 3.6	- 2.6	- 1.8
I want to become independent or start a business (incl. freelancing).	20.9	- 9.3	- 6.0	- 2.2	- 0.8	- 1.1	10.3	13.6	17.5	2.8	- 4.9	2.9	0.4	- 5.8	- 2.6	- 3.3	- 8.4	- 7.7	- 3.2
I want to communicate more with supervisors and colleagues.	19.1	- 2.4	- 1.2	- 1.6	- 3.5	- 4.1	- 1.0	- 1.0	- 4.4	- 0.9	- 2.2	4.7	5.1	- 0.3	1.8	0.4	2.7	5.5	1.5
I want to balance work with childcare or nursing.	18.3	- 4.8	- 5.6	- 8.2	0.9	- 5.5	- 4.9	3.9	6.8	3.9	- 3.6	19.1	3.7	- 4.0	- 3.2	- 2.9	- 1.4	2.2	- 1.6
I want to relearn.	18.2	0.2	2.2	- 0.2	3.0	0.0	8.7	7.5	- 4.7	- 1.0	0.4	-10.1	2.1	1.5	1.9	0.0	- 3.6	- 7.5	- 1.6
I want to change jobs.	13.8	- 0.1	- 4.9	- 1.8	5.1	3.7	- 2.4	- 0.3	- 7.7	- 2.2	2.9	- 1.4	0.8	3.8	3.3	0.8	- 1.2	0.1	4.1
I want to switch to a company or occupation where I can telework.	13.6	- 1.8	3.1	- 5.3	5.0	1.6	- 1.9	- 1.8	- 2.4	- 1.7	- 1.2	- 0.1	0.6	- 4.1	1.1	- 1.5	2.1	2.6	4.8
I want to move to the countryside or the suburbs.	12.2	- 2.1	- 3.5	- 2.5	- 0.3	- 4.2	1.4	- 1.5	- 4.6	- 4.9	- 2.1	- 1.9	4.2	5.3	0.0	4.5	4.9	5.8	3.2
I want to simplify the management of those working under me to reduce my workload.*	8.0	- 4.9	- 2.5	- 1.2	0.5	- 1.5	- 3.1	- 1.1	- 0.8	1.6	2.3	5.9	7.6	- 0.5	0.6	1.3	- 1.2	- 1.2	- 4.2

*Scores of "Each country/region" were the differences calculated by subtracting the "Overall" value from each score on the previous page (+ is higher than the overall and - is lower than the overall).

*Using colors for the high/low scores (High scores: red/ low scores: gray)

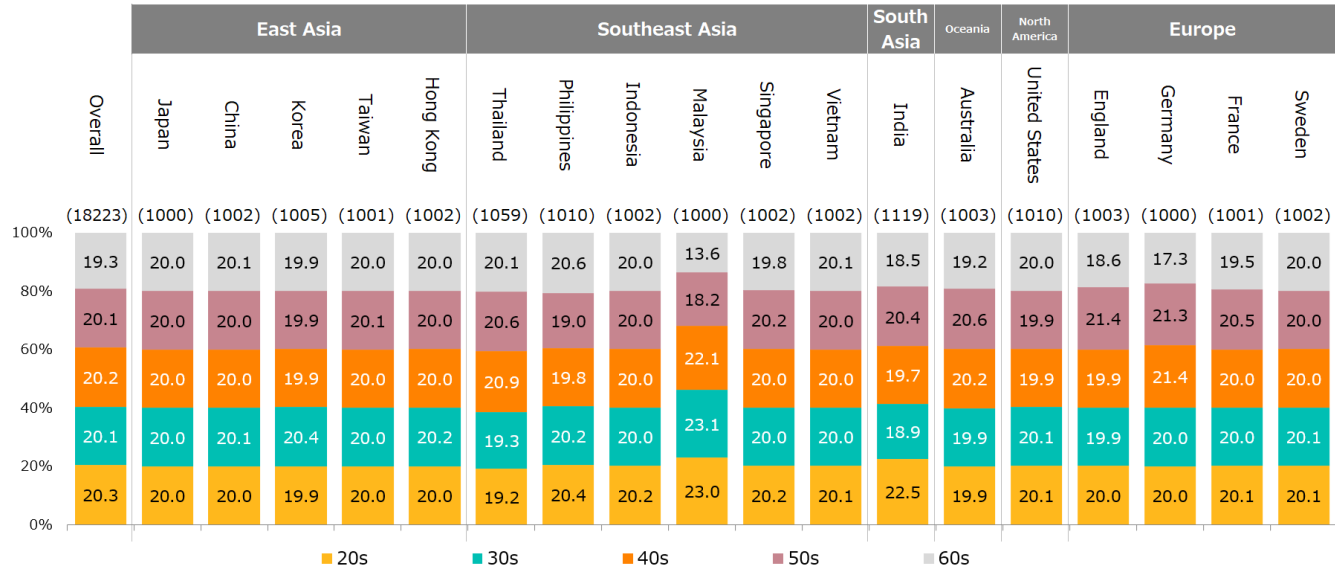
*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

VIII. Respondents' Basic Attributes

1. Age

Q. What is your age?

(If it is difficult to collect answers from employed people in their 60s, the allocation of subjects shall be adjusted.)



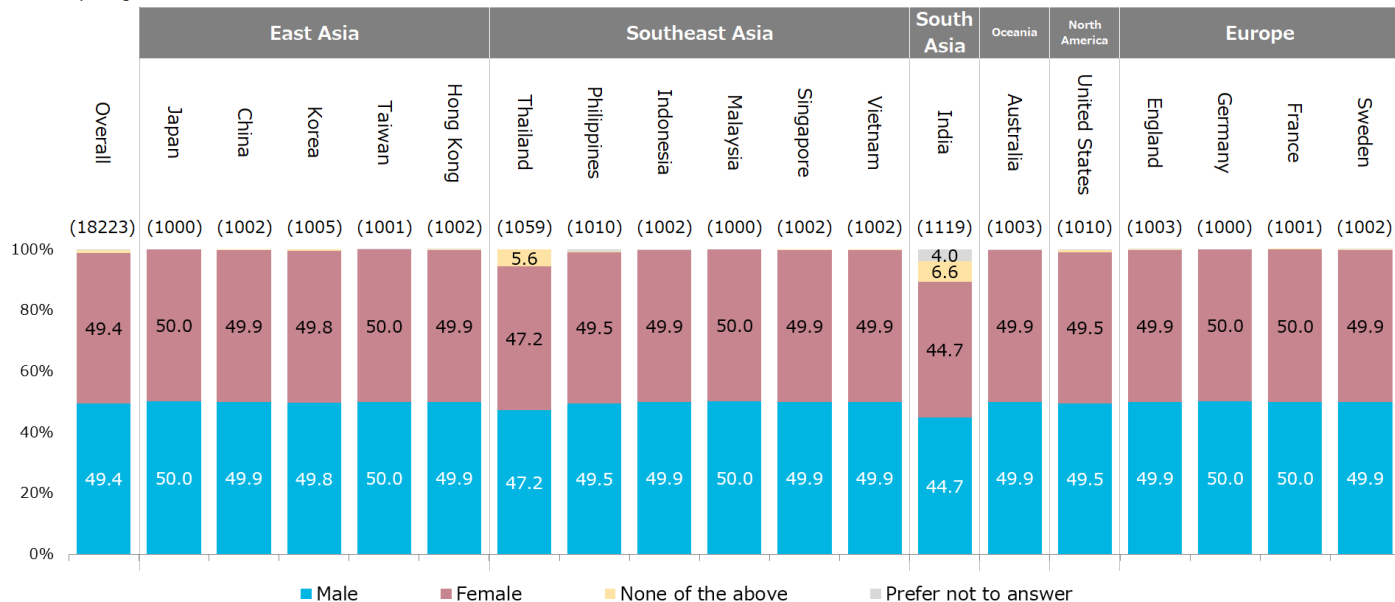
20s	(3702)	(200)	(200)	(200)	(200)	(203)	(206)	(202)	(230)	(202)	(201)	(252)	(200)	(203)	(201)	(200)	(201)
30s	(3662)	(200)	(201)	(205)	(200)	(202)	(204)	(200)	(231)	(200)	(200)	(211)	(200)	(203)	(200)	(200)	(201)
40s	(3681)	(200)	(200)	(200)	(200)	(200)	(221)	(200)	(221)	(200)	(200)	(221)	(203)	(201)	(200)	(214)	(200)
50s	(3664)	(200)	(200)	(200)	(201)	(200)	(218)	(192)	(182)	(202)	(200)	(228)	(207)	(201)	(215)	(213)	(205)
60s	(3514)	(200)	(201)	(200)	(200)	(200)	(213)	(208)	(136)	(198)	(201)	(207)	(193)	(202)	(187)	(173)	(195)
Total of 50s and higher	(7178)	(400)	(401)	(400)	(401)	(400)	(431)	(400)	(318)	(400)	(401)	(435)	(400)	(403)	(402)	(386)	(400)

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

2. Gender

Q. Please inform us of your gender.



Male	(9000)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Female	(9000)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
None of the above	(159)	(0)	(2)	(5)	(0)	(1)	(59)	(3)	(0)	(0)	(2)	(2)	(74)	(1)	(6)	(2)	(0)	(1)	(1)
Prefer not to answer	(64)	(0)	(0)	(0)	(1)	(1)	(0)	(7)	(2)	(0)	(0)	(0)	(45)	(2)	(4)	(1)	(0)	(0)	(1)

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

**Final
Academic
Background
and
Family
Structure**

Final Academic Background

- “University/college graduate” or higher was over 60% as the overall average, which showed the respondents’ high educational attainment. Above all, in India, the respondents graduated from “Postgraduate or higher” accounted for 44.1%, which was the highest among 18 countries and regions, and the percentage exceeded 80% by combining the university/college graduate at 39.8%.
- In Germany, the percentage of the university/college graduate or higher was relatively low and “Polytechnic/vocational school/special university course” was about 30%.

Marital Status

- The percentages of being married were high in the countries and regions other than Japan and China, Indonesia, Vietnam, and India exceeded 80%. The percentage of being married in Japan was 47.0%, which was the lowest among the 18 countries and regions.

Family Living Together

- In Japan, “I don’t live with any family members” was 30%. Australia, the United States, England, Germany, France, and Sweden were around 20%.

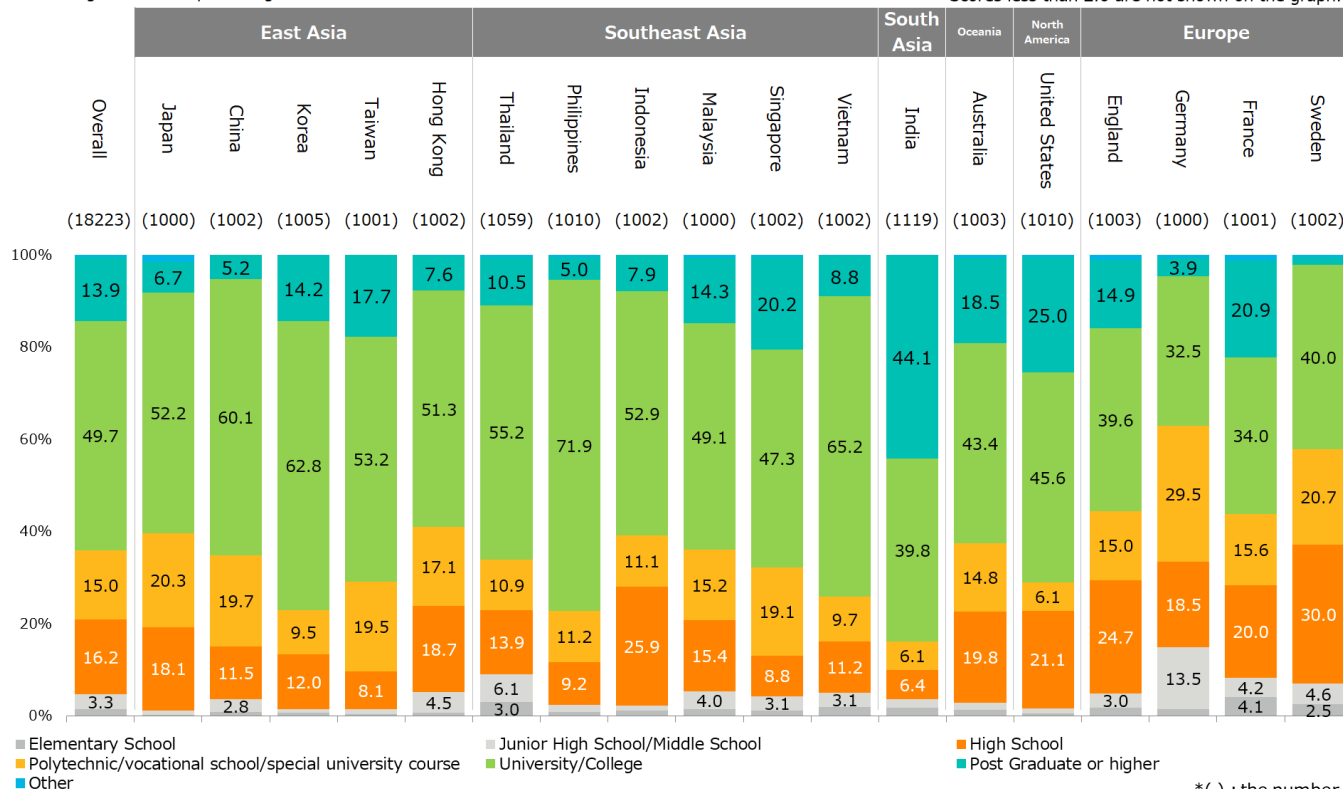
Child Status

- The overall average of “I have no children” was 30%. Japan was the highest at 60%.
- Among the respondents who have children, while there were many of those who have 1-2 children, 3 children or more was around 20% in the Philippines, Indonesia, and Malaysia.

3. Final Academic Background

Q. Which of the following schools did you last graduate from?

*Scores less than 2.0 are not shown on the graph.

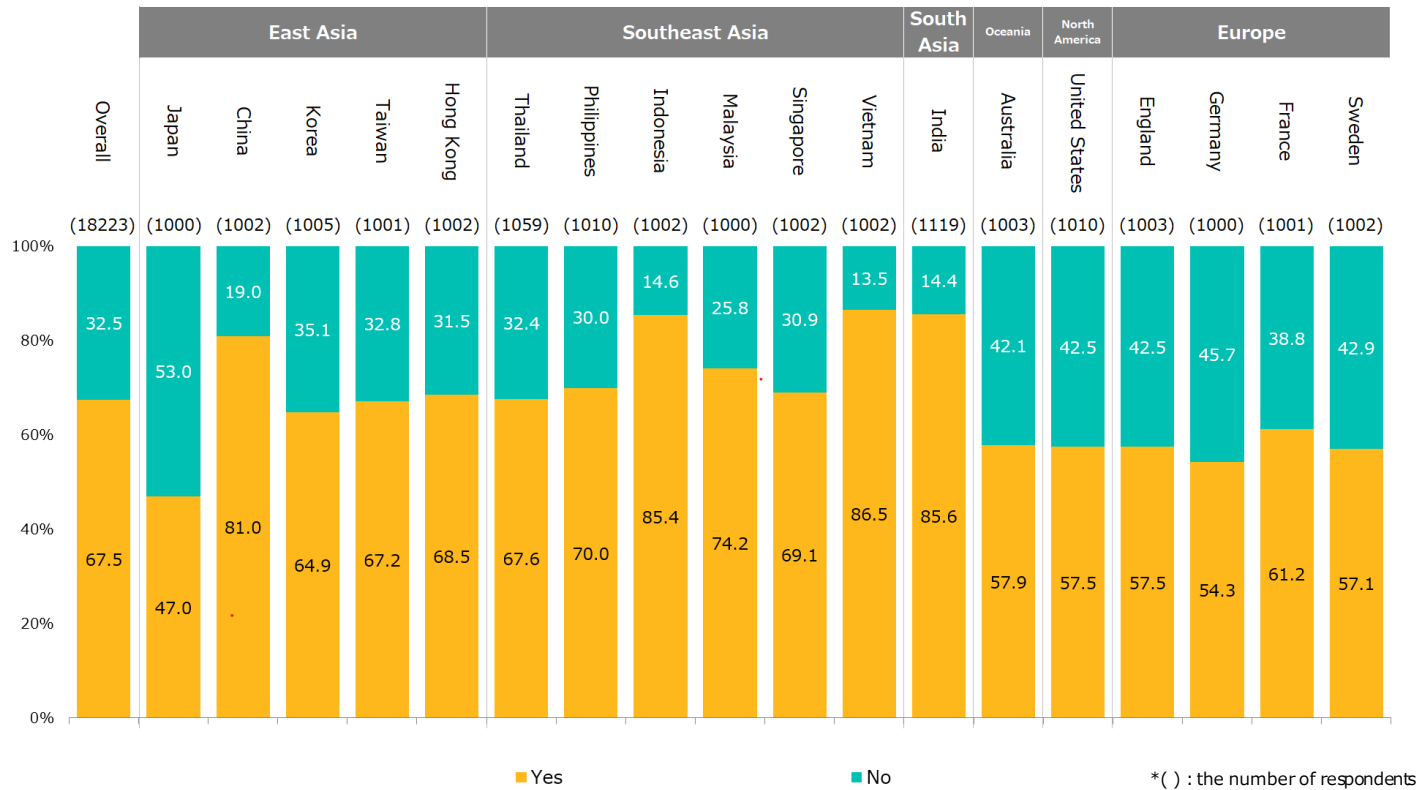


*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

4. Marital Status

Q. Are you married?



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

5. Family Living Together

Q. Please list all family members with whom you currently reside from the following list. (Multiple responses / 9 options)

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
Spouse	61.6	44.1	78.9	61.0	64.2	64.4	59.9	61.1	80.0	66.0	65.2	76.4	72.5	53.4	51.8	51.5	49.9	55.0	51.9
Parent(s)	27.2	19.7	25.9	26.4	37.6	31.1	38.9	36.4	24.8	31.8	31.7	43.7	52.5	14.1	17.1	22.5	11.4	10.8	10.2
Siblings	15.1	6.1	7.3	14.4	18.4	14.8	26.4	30.3	18.0	21.7	20.1	22.4	19.7	9.2	10.0	11.0	5.8	8.0	7.8
Children	53.5	31.3	63.0	51.3	49.3	41.6	51.3	67.1	74.2	60.6	50.8	76.1	69.3	46.3	49.5	49.7	38.7	48.2	42.6
Grand children	4.7	0.4	8.5	0.7	5.0	0.9	13.9	8.0	7.8	3.3	1.6	6.5	11.3	1.7	2.4	3.5	0.8	3.5	2.8
Grand parent(s)	2.2	0.6	0.2	0.3	1.4	1.1	4.0	3.1	1.3	1.6	2.0	2.3	11.6	0.6	1.7	1.7	1.5	1.7	2.2
Parent(s)-in-law	2.5	0.8	0.7	0.3	2.6	1.3	4.5	3.9	2.7	2.9	1.4	5.1	11.3	1.0	1.7	1.5	0.4	0.8	0.7
Other	3.6	2.6	0.0	0.8	2.9	3.4	2.7	7.7	4.1	2.3	2.8	0.9	1.2	4.5	4.6	4.5	5.8	5.4	8.4
I don't live with any family members	11.9	32.0	1.7	12.9	7.6	5.9	5.9	2.6	2.0	5.8	5.4	1.7	0.9	21.5	19.8	20.5	28.5	19.4	21.9

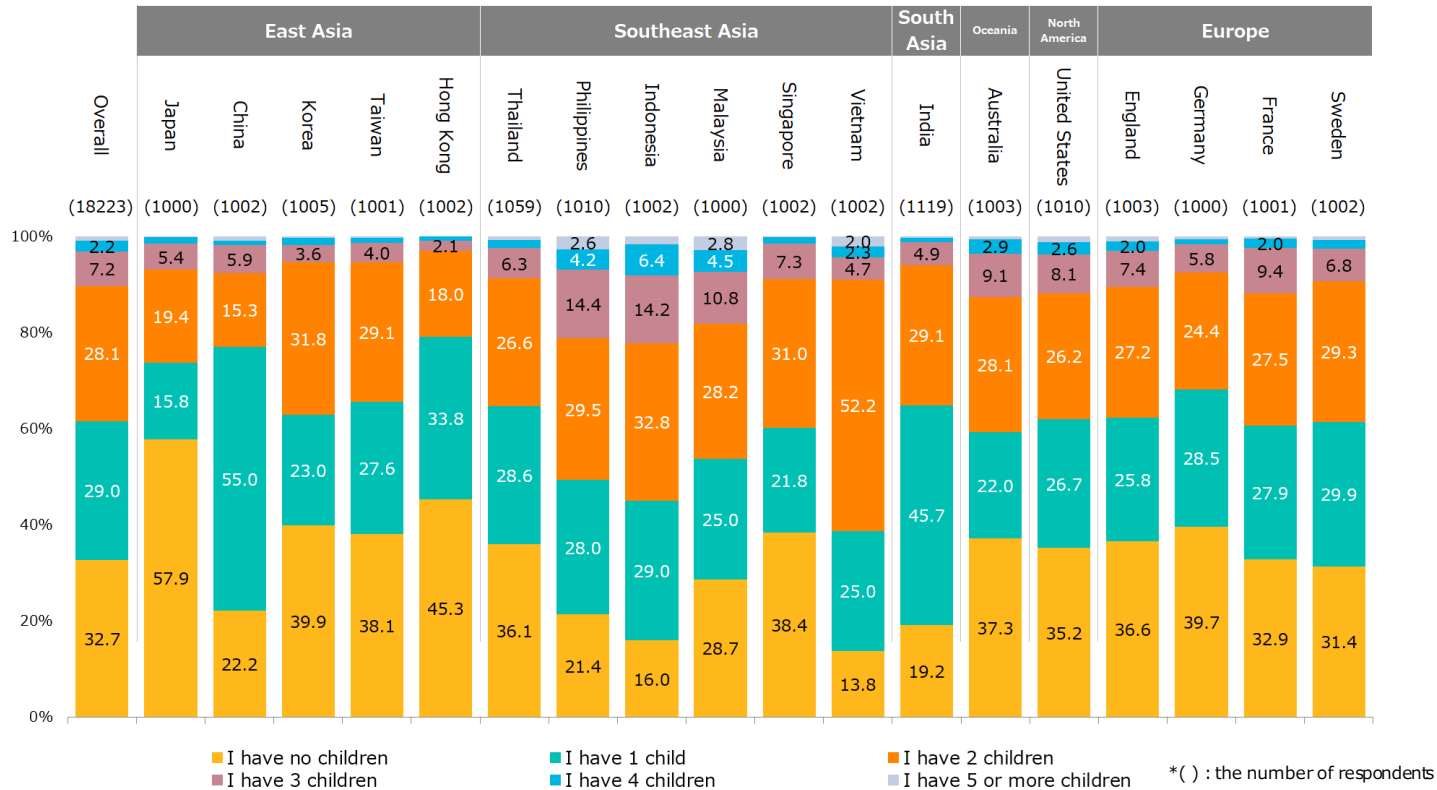
*() : the number of respondents

*Using colors for the high/low scores (High scores: red/ low scores: gray)

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

6. Child Status

Q. Do you have any children?



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

**Type of
Employment
and
Attribute of
the Place of
Employment**

The rate of full-time employees as the overall average was 66.0%. Taiwan, Hong Kong, Singapore, India, and Sweden were close to 80%.

- In Thailand, Indonesia, and the Philippines, full-time employees were around 50%, which was low, and self-employed and freelance were about 30%. In Japan, Australia, the United States, England, and Germany, the percentages of part-time or seasonal employee (non-student) was about 10%.

Regarding the industry of the place of employment, manufacturing was most frequently answered in general. In India, "Information and communications" was frequently answered.

- Wholesale and retail were also the frequently answered industry in general. In India, "Information and communications" was 25.4%.

Regarding the engaged job type, clerical and indirect departments were frequently answered but were dispersed in each job type.

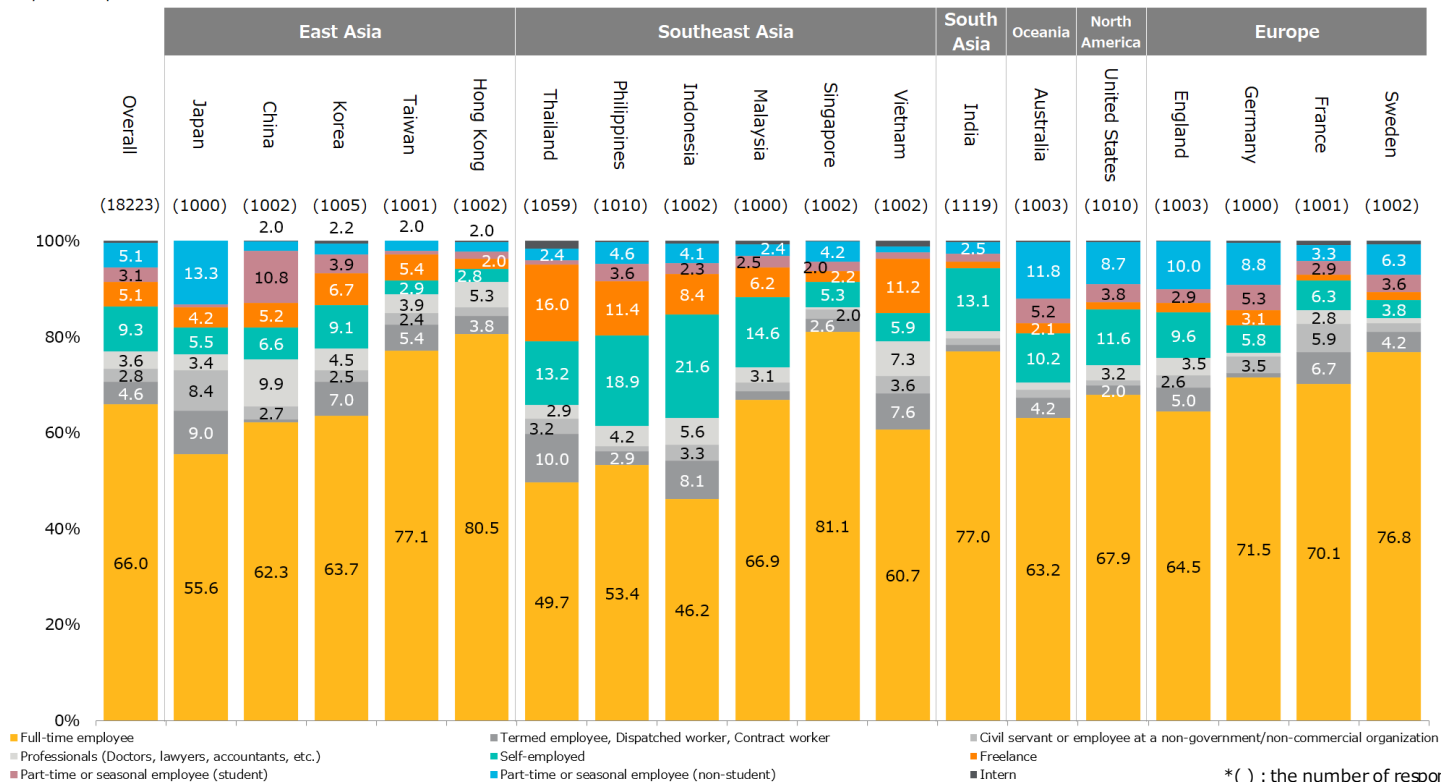
- In South Korea, Hong Kong, and Vietnam, clerical was 30% or more. In Indonesia, China, Taiwan, and India, indirect departments were about 20%. In Japan, clerical and specialist / engineering were 20% respectively. The percentages of sales and specialist / engineering were higher than other countries and regions.

Regarding the respondents' companies, the percentages of the domestic company were high and were 90% particularly in Japan, China, and South Korea.

- The percentage of "Domestic company" was the highest in all countries and regions. In India, Singapore, and the Philippines, the percentages of US company were high at a little more than 10%. In Vietnam, Japanese company was 10%. In England, Germany, and Sweden, EU company was 10% or more.

7. Type of Employment

Q. What is your occupation?



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

8. The Industry of the Current Place of Employment

Q. What industry do you work in?

10 to 15%

15% or more

	Overall	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan	China	Korea	Taiwan	Hong Kong	Thailand	Philippines	Indonesia	Malaysia	Singapore	Vietnam	India	Australia	United States	England	Germany	France	Sweden
	(18223)	(1000)	(1002)	(1005)	(1001)	(1002)	(1059)	(1010)	(1002)	(1000)	(1002)	(1002)	(1119)	(1003)	(1010)	(1003)	(1000)	(1001)	(1002)
Agriculture and forestry	2.2	0.1	2.0	0.4	2.0	0.4	2.2	2.6	5.0	3.4	0.9	8.1	3.1	1.7	1.0	1.9	1.5	0.4	3.2
Fisheries	0.5	0.0	0.7	0.0	0.7	0.3	0.8	0.4	0.5	0.5	0.2	1.4	0.9	0.1	0.2	0.0	0.6	0.4	0.8
Mining and quarrying of stone and gravel	0.6	0.0	2.4	0.2	0.8	0.2	1.1	0.3	1.5	0.6	0.6	0.4	0.4	0.7	0.3	0.4	0.3	0.5	0.7
Construction	6.0	4.5	5.6	5.2	9.5	6.8	6.3	6.3	5.8	7.0	8.1	8.7	2.2	6.9	5.6	5.4	5.1	4.7	5.6
Manufacturing	12.1	15.0	22.4	12.5	23.2	11.2	15.1	7.5	12.2	16.5	14.3	14.2	14.0	4.9	5.3	6.3	8.4	3.8	10.6
Electricity, gas, heat supply and water	1.6	1.7	2.5	1.2	1.2	1.5	2.3	1.3	1.6	1.8	0.3	1.7	0.9	0.9	0.7	1.4	1.3	2.2	4.0
Information and communications	7.6	6.3	2.8	12.0	6.3	6.8	2.4	4.4	4.4	6.0	7.9	10.6	25.4	6.4	7.4	6.5	5.9	7.3	6.3
Transport and postal	3.4	4.7	2.1	1.7	4.2	5.8	1.6	2.5	3.0	3.0	3.5	3.2	1.3	3.4	2.1	3.7	5.2	4.9	5.5
Wholesale and retail	10.4	10.8	9.4	10.3	9.0	12.6	12.7	11.8	15.4	9.2	8.3	11.9	5.8	11.4	11.1	8.6	10.9	7.4	10.6
Finance and insurance	6.8	6.1	5.1	4.7	6.6	10.4	3.1	4.0	5.5	5.7	9.1	5.3	8.1	7.1	8.2	8.6	8.7	11.4	5.0
Real estate, goods rental and leasing	2.2	3.5	1.6	2.3	1.1	2.4	2.1	2.8	1.7	1.6	1.4	3.4	1.3	2.3	3.2	2.3	1.1	3.6	1.8
Academic research, professional and technical services (law, tax accountant, surveying, etc.)	3.0	2.4	5.5	3.7	3.8	3.2	0.8	2.1	2.0	3.7	4.0	2.9	2.5	4.2	1.7	4.6	3.6	2.4	1.9
Accommodation and food service industry	4.0	3.4	10.7	4.6	2.6	3.8	4.4	3.1	5.0	6.2	2.3	2.2	1.3	3.8	1.9	4.7	3.8	4.8	4.0
Lifestyle-related services and entertainment	1.7	2.1	3.3	3.0	1.9	1.8	1.9	1.3	1.7	1.1	0.8	1.8	0.4	1.3	1.6	1.8	1.7	1.4	1.5
Education and learning support	7.9	5.8	4.9	10.7	6.0	10.1	4.8	8.6	8.9	8.8	9.0	5.8	12.3	8.7	7.6	11.1	5.2	5.5	7.4
Medical services and welfare	5.6	11.5	2.6	6.1	5.8	5.1	2.9	3.3	3.0	3.2	4.2	3.6	2.8	8.4	7.4	5.3	6.7	8.4	11.8
Post office, cooperative association, etc.	0.4	0.4	0.5	0.2	0.6	0.2	0.4	0.4	0.0	0.3	0.1	0.0	0.2	0.3	0.3	0.6	0.8	1.5	0.9
Market research, consulting	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mass media related business such as an advertising agency, publisher, or newspaper	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Services	7.2	8.9	3.3	9.1	5.8	4.8	8.0	10.7	5.5	6.3	9.3	3.0	3.2	10.3	9.7	8.3	7.9	9.9	6.3
National government services and local public services	3.4	5.6	1.4	3.1	3.1	1.7	3.3	3.9	3.3	1.9	3.3	1.6	1.4	4.4	2.5	5.2	4.6	8.2	3.3
Other	13.4	7.2	11.4	9.1	5.9	11.1	23.8	23.0	14.2	13.2	12.6	10.4	12.3	13.1	22.2	13.6	16.7	11.4	9.0

* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

9. Job Type of the Current Job

Q. Please select the most applicable job type that corresponds to your current job from the options below.

20 to 30%

30% or more

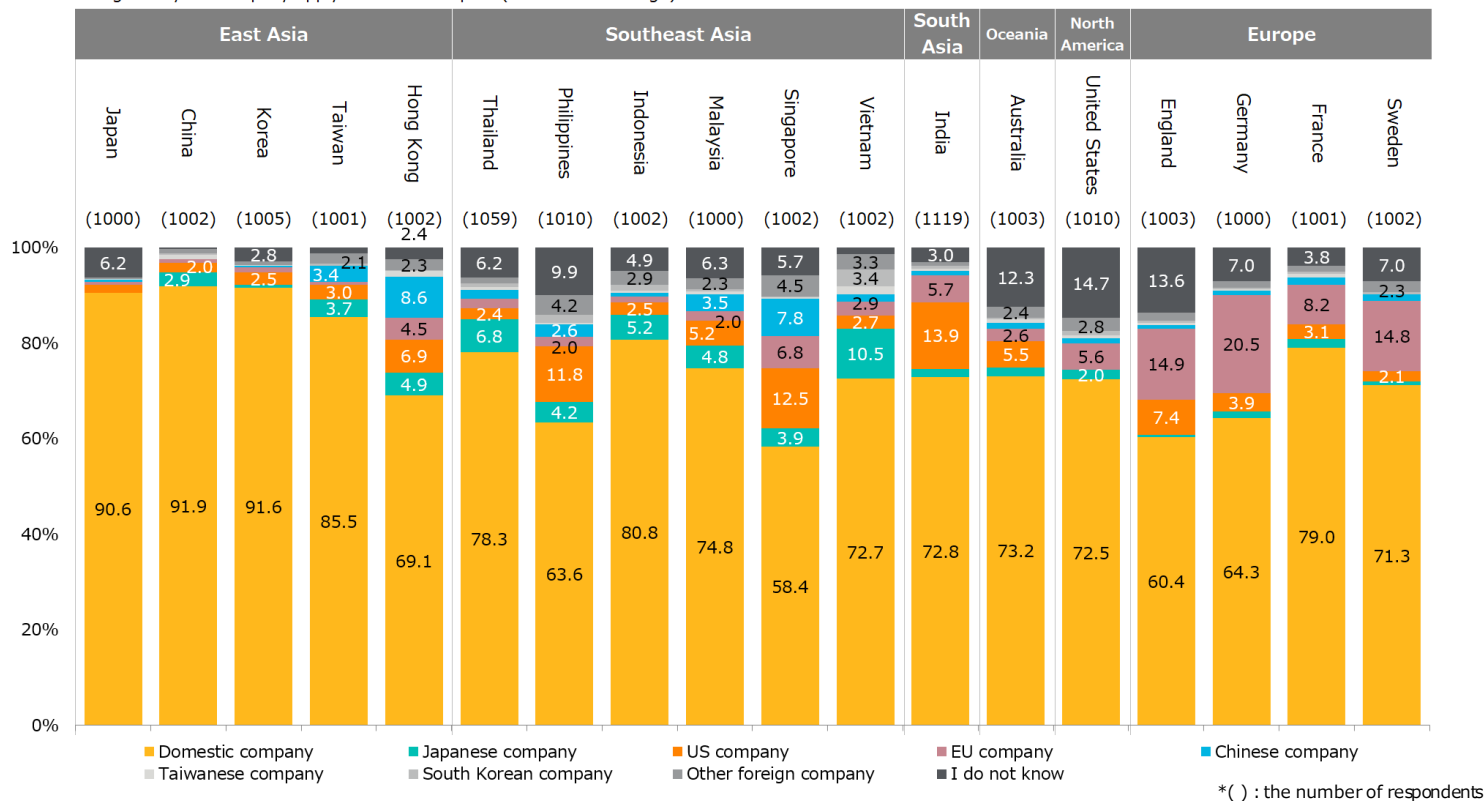
	Overall (18223)	East Asia					Southeast Asia						South Asia	Oceania	North America	Europe			
		Japan (1000)	China (1002)	Korea (1005)	Taiwan (1001)	Hong Kong (1002)	Thailand (1059)	Philippines (1010)	Indonesia (1002)	Malaysia (1000)	Singapore (1002)	Vietnam (1002)	India (1119)	Australia (1003)	United States (1010)	England (1003)	Germany (1000)	France (1001)	Sweden (1002)
Indirect departments (human resources, general affairs, accounting, etc.)	14.3	9.4	19.5	16.8	19.9	15.2	12.3	11.1	20.1	16.2	17.5	9.7	18.2	9.2	10.1	10.4	10.5	14.7	16.5
Clerical (office clerk, receptionist, secretary, etc.)	17.1	19.9	13.7	34.5	13.3	30.9	13.5	13.6	7.5	11.3	11.2	31.4	6.7	14.6	11.5	15.4	24.3	20.0	15.3
Sales	7.0	14.1	5.1	3.4	6.9	3.1	7.3	10.2	8.7	9.3	8.2	10.2	5.1	6.3	7.5	4.8	6.5	4.9	5.1
Retail (sales staff, cashier, etc.)	7.6	3.8	8.0	3.9	7.4	5.1	9.2	7.8	6.9	5.8	2.4	7.3	15.8	7.3	9.6	8.9	7.9	8.8	9.4
Service work (customer service, beautician, chef, hospitality, etc.)	9.0	8.9	13.3	10.0	8.8	7.5	8.8	9.2	7.4	8.1	7.0	4.1	8.2	12.1	11.9	11.3	8.8	6.4	10.6
Production processing (production management, manufacturing (production management, etc.))	9.2	5.8	9.8	3.3	16.4	5.7	16.1	9.4	10.6	11.6	10.5	10.2	11.2	8.1	9.0	6.6	6.7	5.6	8.1
Delivery, logistics, transportation	4.2	4.5	3.8	2.4	3.7	4.2	5.1	5.0	4.0	4.8	3.8	2.5	1.9	4.3	2.2	4.6	7.5	4.6	7.5
Data processing, communication technology	7.1	4.9	7.2	5.0	5.1	7.1	5.7	5.0	6.5	6.0	11.3	4.5	14.3	7.1	8.9	9.1	6.3	8.2	5.0
Product development, research	3.0	2.2	2.6	4.3	4.5	3.0	1.6	1.9	3.1	3.3	5.6	2.6	3.7	2.5	1.9	3.3	2.5	3.9	1.9
Specialist, engineering (lawyer, construction engineering, medical, welfare etc.)	10.7	19.5	14.4	10.3	10.8	14.4	6.5	9.1	8.5	13.7	11.7	12.5	7.4	12.1	8.7	8.3	7.2	10.3	7.8
Agriculture, forestry and fisheries	1.2	0.1	0.8	0.3	1.1	0.1	1.6	2.1	2.3	2.3	0.4	1.8	1.3	1.3	0.6	0.6	0.8	0.8	2.6
Other	9.7	6.9	2.0	5.8	2.2	3.8	12.4	15.5	14.6	7.6	10.6	3.3	6.3	15.4	18.1	16.9	11.0	11.9	10.4

*() : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

10. Capital of the Current Place of Employment

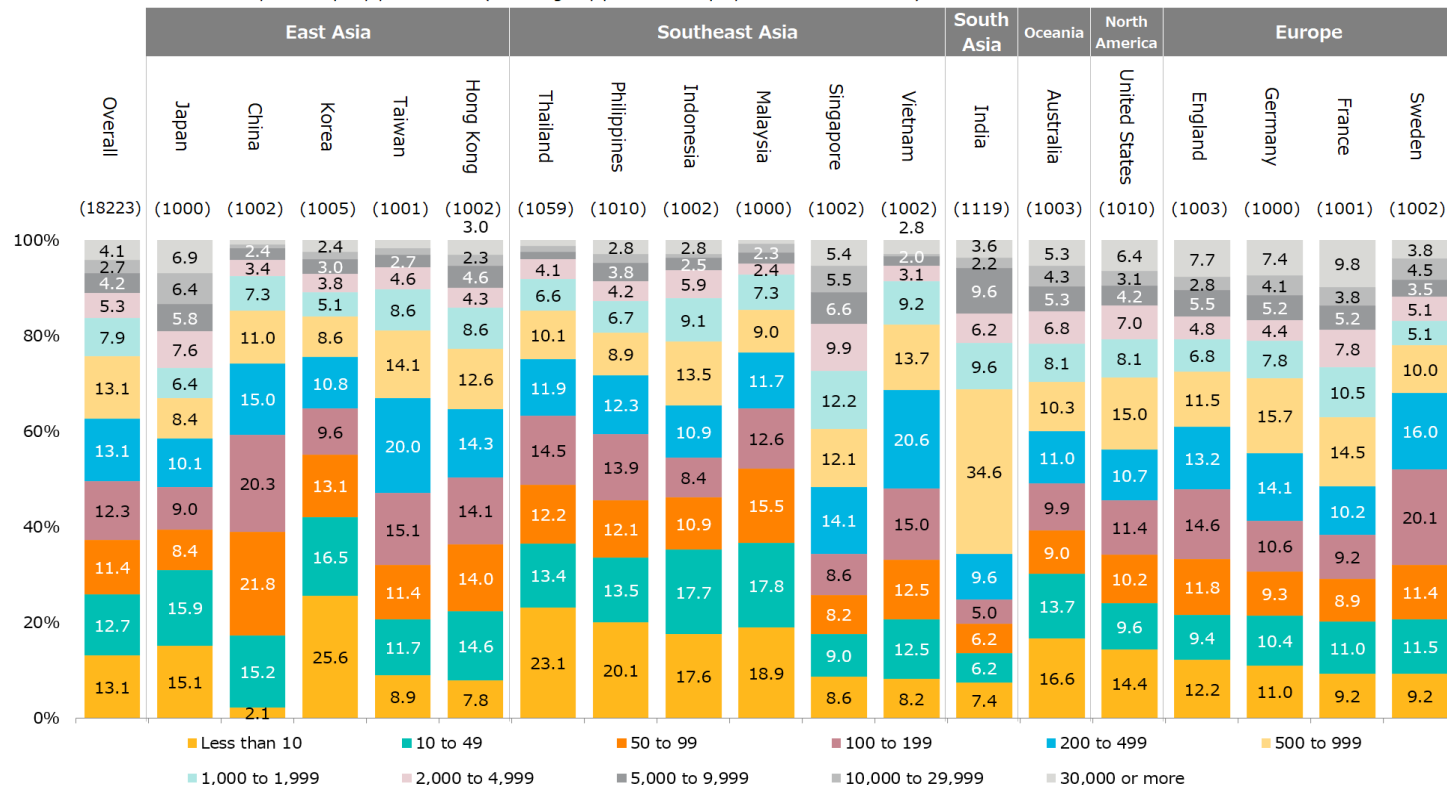
Q. Which of the following does your company apply in terms of capital (domestic or foreign)?



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

11. Number of Employees of the Current Place of Employment

Q. What is the total number of workers at your company you work for (including any part-time employment and contractors)?



* () : the number of respondents

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

Current
Position

The percentage of managerial employee/staff among the respondents was 40% as the overall average. Malaysia, Singapore, Vietnam, and India exceeded 50%. On the other hand, Japan and Sweden were less than 20%.

- Criteria for the managerial employee/staff and the organizational structure vary according to the country and company but in India and Southeast Asia^{*1} where there are many cases of self-employed and freelance, “Managerial employee/staff” or higher tended to be high. In India, “Non-managerial employee/staff” was only 10%, and “Managerial employee/staff” and “Board of director or equivalent” or higher accounted for the majority but the fact that the respondents of this survey were dominated by the elite as the university/college graduate accounted for 40%, and postgraduate or higher accounted for over 40% was considered to have an influence on the results.

In East Asia, the Philippines, Singapore, Australia, the United States, and Europe, the percentages of male managers tended to be higher than female managers.

- The overall average of the difference between male and female in the managerial employee/staff was 4.4 points. In East Asia^{*2}, the Philippines, Singapore, Australia, the United States, and Europe^{*3}, male managers tended to be higher than female managers. On the other hand, in Thailand, Indonesia, Malaysia, and Vietnam, the difference between male and female was lower than the overall average.
- In India, the percentage of female manager was higher than that of male managers by 7.9 points and in the positions equivalent to the board of director or higher, there was no difference between male and female.

In Japan and France, the managerial position without subordinates accounted for over 10%.

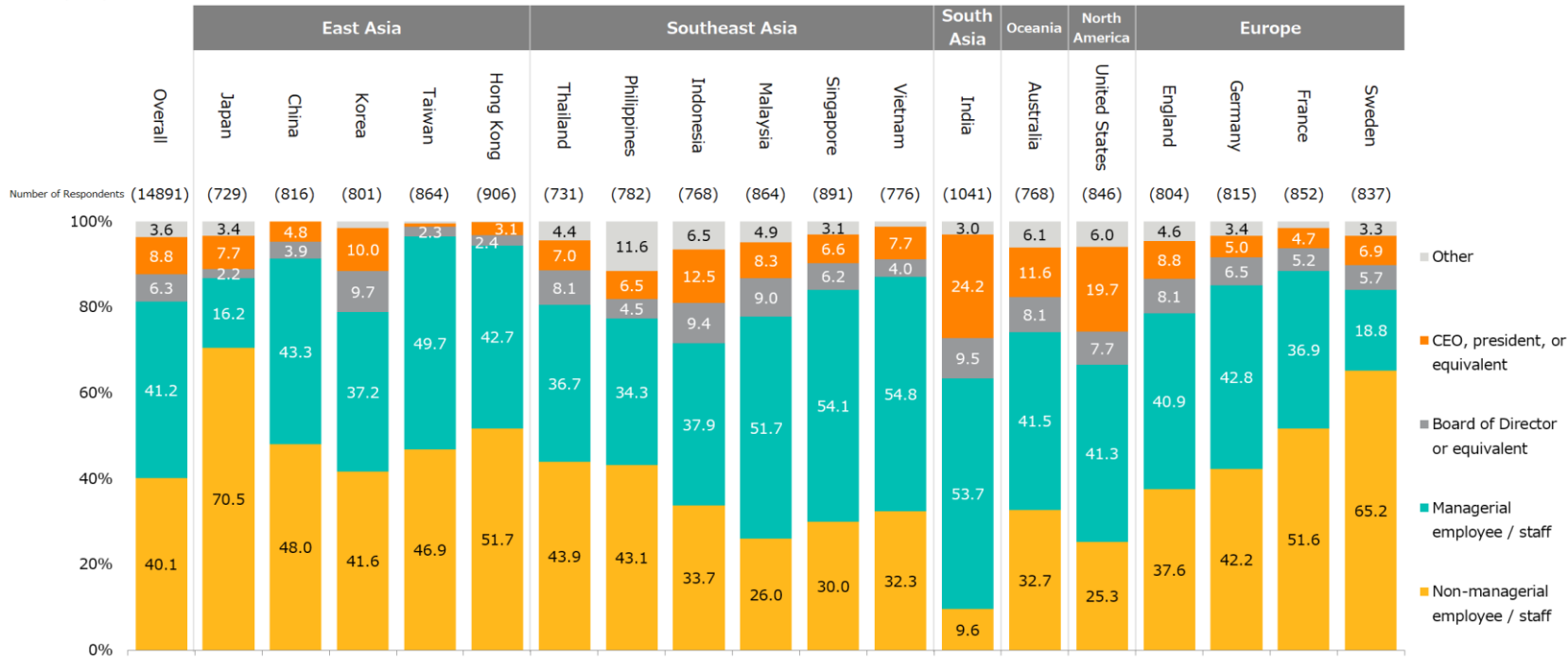
- Regarding the number of subordinates, there were many countries and regions where “6-10” was most frequently answered, which accounted for 22.1% as the overall average. On the other hand, in Japan and France, the managerial position with “Zero subordinates” accounted for over 10%.

^{*1} Southeast Asia = Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam ^{*2} East Asia = Japan, China, South Korea, Taiwan, and Hong Kong ^{*3} Europe = England, Germany, France, and Sweden

12. Current Position

Base: Permanent, fulltime employee, civil servant, non-government/non-business organization employee, specialist, and self-employed

Q. What is your position? Please select the closest item.

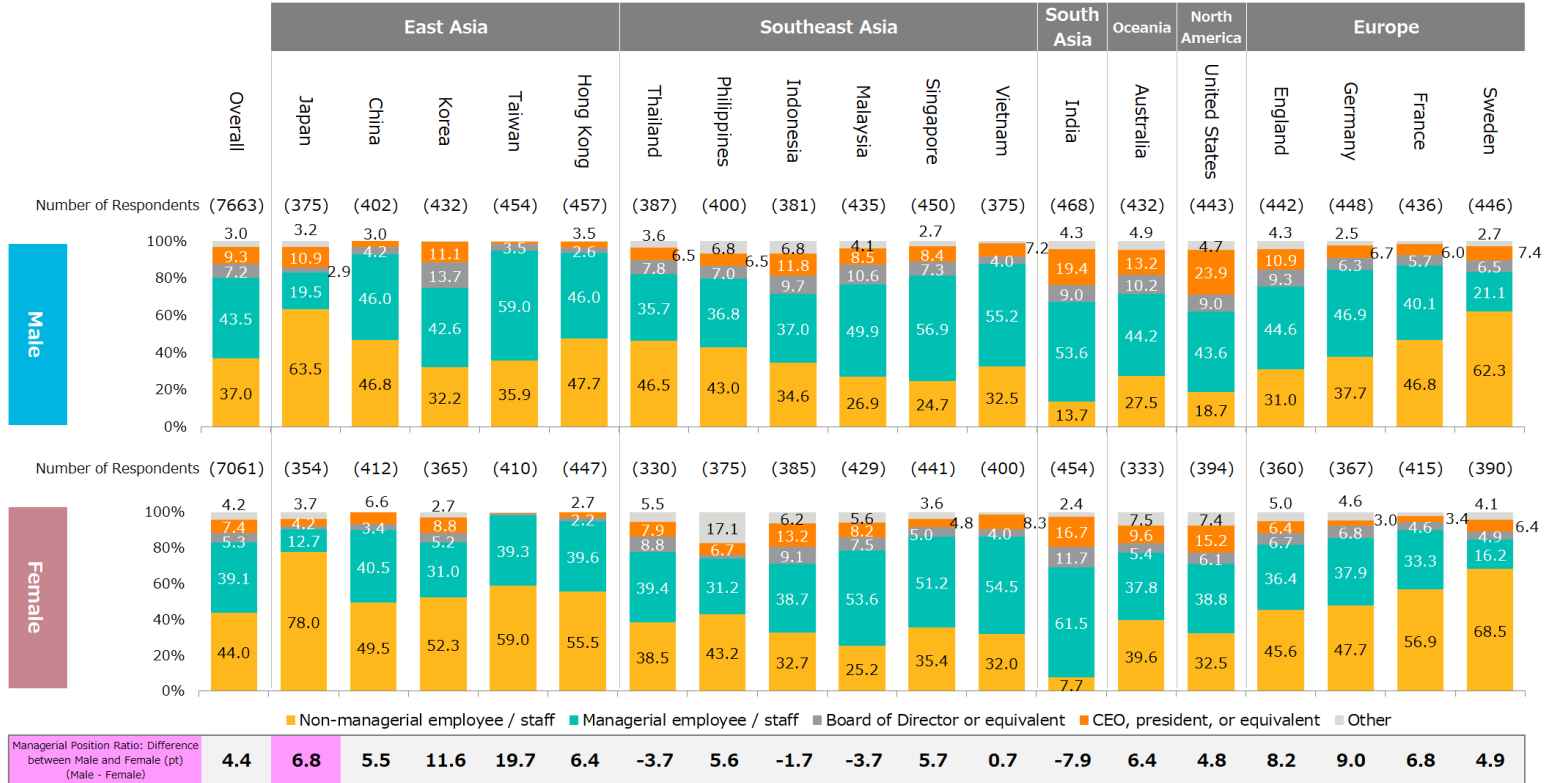


*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

12. Current Position (By gender)

Base: Permanent, fulltime employee, civil servant, non-government/non-business organization employee, specialist, and self-employed

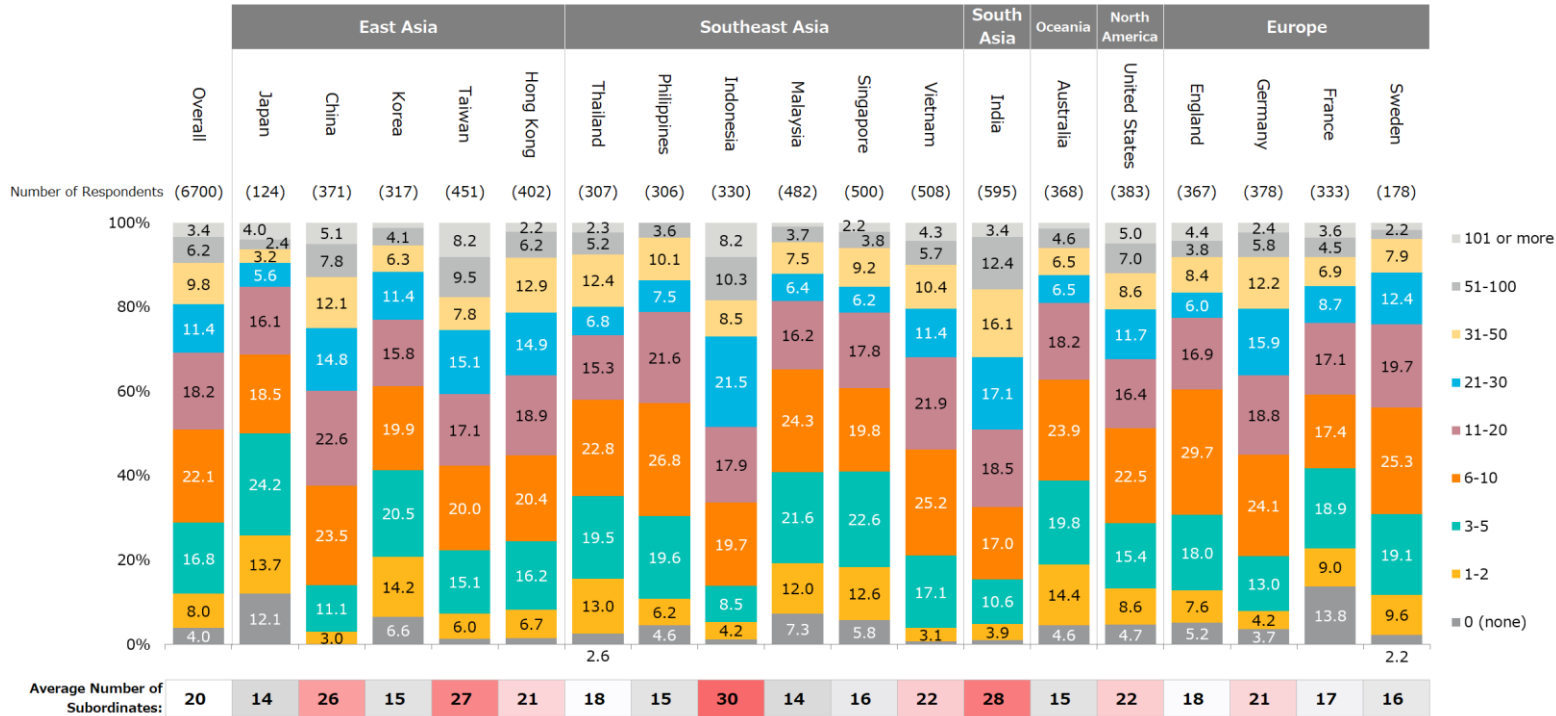
Q. What is your position? Please select the closest item.



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

13. Number of Subordinates

Q. How many subordinates are you responsible for?



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

Current
Annual
Income

The highest average income was the United States, followed by Singapore, and Australia. Japan was at the mid-level and ranked ninth among the 18 countries and regions, which was close to the level of South Korea.

- The overall average of annual income by converting to USD was USD 40,055. The United States was the highest at USD 81,191, followed by Singapore at USD 65,963 and Australia at USD 60,050. As this survey's survey subjects were major cities, the overall averages tended to be higher than the national average annual income in each country and region.
- Japan's annual income was USD 45,468 and ranked ninth among the 18 countries and regions. In East Asia (Japan, China, South Korea, Taiwan, and Hong Kong), Hong Kong and South Korea surpassed Japan, and Japan was at the mid-level in East Asia. In Japan, annual income at the USD 30,000 level was most frequently answered and was 20%, and less than USD 20,000 accounted for 20%.
- Regarding Southeast Asia (Thailand, Philippines, Indonesia, Malaysia, Singapore, and Vietnam), the average annual income tended to be low, except for Singapore. In Thailand and the Philippines, less than USD 20,000 was about 90%. In the Philippines, less than USD 5,000 accounted for half of the total.
- By comparison based on male and female (male - female), the overall average of the difference between male and female was USD 7,578. In the United States and Australia, males were higher by USD 20,000 or more. The Philippines and Thailand had the small difference between male and female, which was less than USD 2,000. Japan was USD 3,475 and ranked twelfth among the 18 countries and regions. As the factors of the greater difference between male and female, the influence of the full-time employee ratio and the industry and job type of the place of employment were considered. On the other hand, female's annual income was higher than male in China, Indonesia, and India. In Indonesia and India, the fact that there were more female managers than male managers was considered to have an influence.
- Each local currency was converted to USD using the rate as of January 4, 2022, and the respondents' income was asked. *Regarding the local currencies, see pp. 189-191.

14. Current Annual Income

Q. What is your annual income?

*Converted from the local currency at the rate on January 4, 2022, to US dollars. (In the countries where monthly salaries were a question, the annual income (monthly salary x 12) in the local currency was converted to US dollars.)

	Overall Average (USD)	Number of Respondents*	Male Average (USD)	Number of Respondents	Female Average (USD)	Number of Respondents	Average Difference between Male and Female (USD) (Male - Female)		Average Difference between Male and Female (USD) (Male - Female)
Overall	40,055	(18223)	44,164	(9000)	36,586	(9000)	7,578	Overall	7,578
1st United States	81,191	(1010)	92,385	(500)	70,095	(500)	22,290	1st Australia	22,780
2nd Singapore	65,963	(1002)	72,160	(500)	59,995	(500)	12,165	2nd United States	22,290
3rd Australia	60,050	(1003)	71,440	(500)	48,660	(500)	22,780	3rd Taiwan	16,715
4th France	50,537	(1001)	53,505	(500)	47,320	(500)	6,185	4th England	16,605
5th Hong Kong	50,277	(1002)	54,655	(500)	45,980	(500)	8,675	5th Korea	16,395
6th England	49,155	(1003)	57,500	(500)	40,895	(500)	16,605	6th Germany	13,110
7th Germany	47,565	(1000)	54,120	(500)	41,010	(500)	13,110	7th Singapore	12,165
8th Korea	46,818	(1005)	55,035	(500)	38,640	(500)	16,395	8th Sweden	8,785
9th Japan	45,468	(1000)	47,205	(500)	43,730	(500)	3,475	9th Hong Kong	8,675
10th Sweden	40,000	(1002)	44,430	(500)	35,645	(500)	8,785	10th France	6,185
11th Taiwan	37,920	(1001)	46,300	(500)	29,585	(500)	16,715	11th Vietnam	4,925
12th China	33,303	(1002)	29,500	(500)	36,780	(500)	-7,280	12th Japan	3,475
13th Indonesia	26,964	(1002)	22,445	(500)	31,570	(500)	-9,125	13th Malaysia	3,225
14th India	25,887	(1119)	25,030	(500)	30,730	(500)	-5,700	14th Thailand	1,785
15th Malaysia	19,478	(1000)	21,090	(500)	17,865	(500)	3,225	15th Philippines	1,390
16th Vietnam	19,364	(1002)	21,855	(500)	16,930	(500)	4,925	16th India	-5,700
17th Thailand	13,713	(1059)	15,210	(500)	13,425	(500)	1,785	17th China	-7,280
18th Philippines	10,334	(1010)	11,090	(500)	9,700	(500)	1,390	18th Indonesia	-9,125

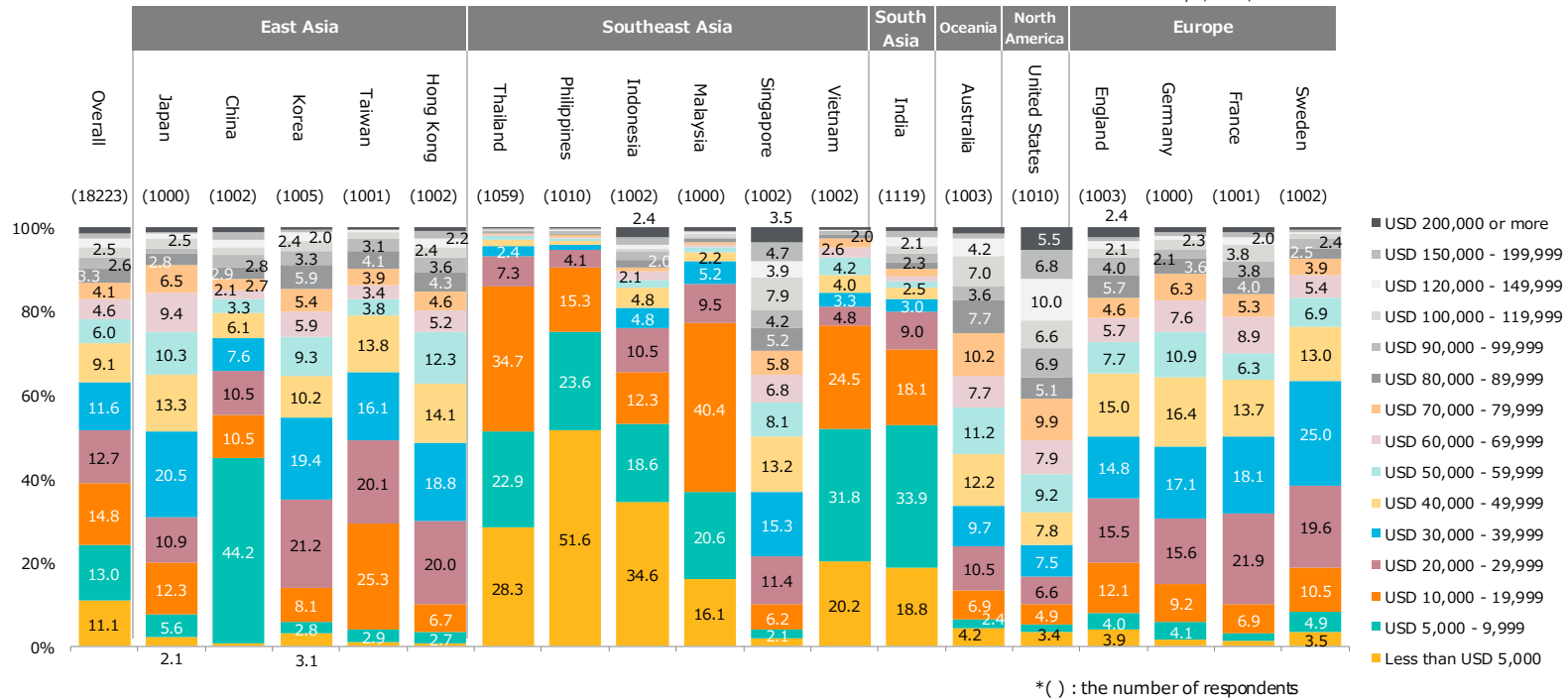
*The overall number of respondents includes the respondents who answered "Other than male and female" and "Prefer not to answer" in gender. For more information, see p. 170.

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

14. Current Annual Income

Q. What is your annual income?

*The rate as of January 4, 2022, was used.



*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

14. Current Annual Income (Local currencies)

Q. What is your annual income?

*The question was asked based on "Annual income" in Japan, Australia, and United States and "Monthly income" in other countries/regions

East Asia									
Japan (1000)		China (1002)		Korea (1005)		Taiwan (1001)		Hong Kong (1002)	
Annual Income	%	Monthly Income	%	Monthly Income	%	Monthly Income	%	Monthly Income	%
Less than JPY 600,000	2.1	Less than CNY 1,000	0.0	Less than KRW 500,000	3.1	Less than TWD 11,600	1.0	Less than HKD 3,300	0.6
JPY 600,000 - 1,099,999	5.6	CNY 1,000 - 2,699	0.7	KRW 500,000 - 989,999	2.8	TWD 11,600 - 22,899	2.9	HKD 3,300 - 6,499	2.7
JPY 1,100,000 - 2,299,999	12.3	CNY 2,700 - 4,799	10.5	KRW 990,000 - 1,989,999	8.1	TWD 22,900 - 46,099	25.3	HKD 6,500 - 12,999	6.7
JPY 2,300,000 - 3,399,999	10.9	CNY 4,800 - 5,299	33.7	KRW 1,990,000 - 2,979,999	21.2	TWD 46,100 - 68,999	20.1	HKD 13,000 - 19,499	20.0
JPY 3,400,000 - 4,599,999	20.5	CNY 5,300 - 10,699	10.5	KRW 2,980,000 - 3,979,999	19.4	TWD 69,000 - 91,899	16.1	HKD 19,500 - 25,999	18.8
JPY 4,600,000 - 5,699,999	13.3	CNY 10,700 - 15,899	10.5	KRW 3,980,000 - 4,979,999	10.2	TWD 91,900 - 114,999	13.8	HKD 26,000 - 32,499	14.1
JPY 5,700,000 - 6,899,999	10.3	CNY 15,900 - 21,199	7.6	KRW 4,980,000 - 5,969,999	9.3	TWD 115,000 - 137,999	3.8	HKD 32,500 - 38,999	12.3
JPY 6,900,000 - 7,999,999	9.4	CNY 21,200 - 26,599	6.1	KRW 5,970,000 - 6,959,999	5.9	TWD 138,000 - 160,999	3.4	HKD 39,000 - 45,499	5.2
JPY 8,000,000 - 9,199,999	6.5	CNY 26,600 - 31,899	3.3	KRW 6,960,000 - 7,959,999	5.4	TWD 161,000 - 183,999	3.9	HKD 45,500 - 51,999	4.6
JPY 9,200,000 - 9,999,999	2.8	CNY 31,900 - 37,199	2.1	KRW 7,960,000 - 8,949,999	5.9	TWD 184,000 - 206,999	4.1	HKD 52,000 - 58,499	4.3
JPY 10,000,000 - 10,999,999	1.2	CNY 37,200 - 42,599	2.7	KRW 8,950,000 - 9,949,999	3.3	TWD 207,000 - 229,999	3.1	HKD 58,500 - 64,999	3.6
JPY 11,000,000 - 13,999,999	2.5	CNY 42,600 - 47,799	2.9	KRW 9,950,000 - 11,939,999	2.4	TWD 230,000 - 275,999	1.5	HKD 65,000 - 77,999	2.4
JPY 14,000,000 - 16,999,999	1.2	CNY 47,800 - 53,099	2.8	KRW 11,940,000 - 14,919,999	2.0	TWD 276,000 - 344,999	0.7	HKD 78,000 - 96,999	2.2
JPY 17,000,000 - 22,999,999	0.3	CNY 53,100 - 63,799	1.9	KRW 14,920,000 - 19,899,999	0.5	TWD 345,000 - 459,999	0.0	HKD 97,000 - 129,999	1.8
JPY 23,000,000 or more	1.1	CNY 63,800 - 79,699	1.8	KRW 19,900,000 or more	0.7	TWD 460,000 or more	0.4	HKD 130,000 or more	0.9
-	-	CNY 79,700 - 106,299	1.7	-	-	-	-	-	-
-	-	CNY 106,300 or more	1.3	-	-	-	-	-	-
Average (JPY)	5,193,000.0	Average (CNY)	18,038.2	Average (KRW)	4,657,134.3	Average (TWD)	87,210.6	Average (HKD)	32,670.9

* () : the number of respondents

14. Current Annual Income (Local currencies)

Q. What is your annual income?

*The question was asked based on "Annual income" in Japan, Australia, and United States and "Monthly income" in other countries/regions

Southeast Asia												South Asia	
Thailand (1059)		Philippines (1010)		Indonesia (1002)		Malaysia (1000)		Singapore (1002)		Vietnam (1002)		India (1119)	
Monthly Income	%	Monthly Income	%	Monthly Income	%	Monthly Income	%	Monthly Income	%	Monthly Income	%	Monthly Income	%
Less than THB 5,900	6.2	Less than PHP 4,300	9.4	Less than IDR 3,500,000	20.1	Less than MYR 1,100	4.6	Less than SGD 600	1.9	Less than VND 6,400,000	4.5	Less than INR 21,000	9.1
THB 5,900 - 13,899	22.1	PHP 4,300 - 6,499	20.6	IDR 3,500,000 - 5,999,999	14.6	MYR 1,100 - 1,799	11.5	SGD 600 - 1,099	2.1	VND 6,400,000 - 9,599,999	15.7	INR 21,000 - 30,999	9.7
THB 13,900 - 27,599	22.9	PHP 6,500 - 10,799	2.9	IDR 6,000,000 - 11,799,999	18.6	MYR 1,800 - 3,499	20.6	SGD 1,100 - 2,299	6.2	VND 9,600,000 - 18,999,999	31.8	INR 31,000 - 41,999	6.0
THB 27,600 - 55,499	34.7	PHP 10,800 - 16,299	7.5	IDR 11,800,000 - 23,799,999	12.3	MYR 3,500 - 6,999	40.4	SGD 2,300 - 3,399	11.4	VND 19,000,000 - 29,999,999	16.2	INR 42,000 - 51,999	17.7
THB 55,500 - 82,999	7.3	PHP 16,300 - 21,499	11.2	IDR 23,800,000 - 35,699,999	10.5	MYR 7,000 - 9,999	9.5	SGD 3,400 - 4,499	15.3	VND 30,000,000 - 38,199,999	8.3	INR 52,000 - 60,999	10.2
THB 83,000 - 110,599	2.4	PHP 21,500 - 42,499	23.6	IDR 35,700,000 - 47,499,999	4.8	MYR 10,000 - 13,999	5.2	SGD 4,500 - 5,699	13.2	VND 38,200,000 - 57,299,999	4.8	INR 61,000 - 122,999	18.1
THB 110,600 - 137,999	1.4	PHP 42,500 - 85,399	15.3	IDR 47,500,000 - 59,499,999	4.8	MYR 14,000 - 16,999	2.2	SGD 5,700 - 6,799	8.1	VND 57,300,000 - 76,299,999	3.3	INR 123,000 - 183,999	9.0
THB 138,000 - 165,999	0.9	PHP 85,400 - 127,999	4.1	IDR 59,500,000 - 71,399,999	1.8	MYR 17,000 - 20,999	1.2	SGD 6,800 - 7,899	6.8	VND 76,300,000 - 95,499,999	4.0	INR 184,000 - 244,999	3.0
THB 166,000 - 193,999	0.4	PHP 128,000 - 169,999	1.3	IDR 71,400,000 - 83,199,999	2.1	MYR 21,000 - 23,999	0.6	SGD 7,900 - 8,999	5.8	VND 95,500,000 - 114,499,999	4.2	INR 245,000 - 305,999	2.5
THB 194,000 - 220,999	0.4	PHP 170,000 - 212,999	1.0	IDR 83,200,000 - 95,199,999	0.9	MYR 24,000 - 27,999	0.6	SGD 9,000 - 10,199	5.2	VND 114,500,000 - 133,999,999	2.6	INR 306,000 - 367,999	1.6
THB 221,000 - 248,999	0.2	PHP 213,000 - 255,999	0.5	IDR 95,200,000 - 106,999,999	2.0	MYR 28,000 - 30,999	0.8	SGD 10,200 - 11,299	4.2	VND 134,000,000 - 152,999,999	2.0	INR 368,000 - 428,999	1.3
THB 249,000 - 276,999	0.2	PHP 256,000 - 297,999	0.4	IDR 107,000,000 - 118,999,999	1.9	MYR 31,000 - 34,999	0.3	SGD 11,300 - 13,599	7.9	VND 153,000,000 - 171,999,999	0.9	INR 429,000 - 489,999	1.8
THB 277,000 - 331,999	0.4	PHP 298,000 - 340,999	0.5	IDR 119,000,000 - 142,999,999	0.8	MYR 35,000 - 41,999	1.0	SGD 13,600 - 16,899	3.9	VND 172,000,000 - 190,999,999	0.9	INR 490,000 - 550,999	1.3
THB 332,000 - 414,999	0.1	PHP 341,000 - 383,999	0.3	IDR 143,000,000 - 177,999,999	0.8	MYR 42,000 - 51,999	0.2	SGD 16,900 - 22,599	4.7	VND 191,000,000 - 228,999,999	0.0	INR 551,000 - 611,999	2.3
THB 415,000 - 553,999	0.3	PHP 384,000 - 425,999	0.7	IDR 178,000,000 - 237,999,999	1.8	MYR 52,000 - 69,999	0.6	SGD 22,600 or more	3.5	VND 229,000,000 - 285,999,999	0.3	INR 612,000 - 734,999	1.6
THB 554,000 or more	0.2	PHP 426,000 - 511,999	0.1	IDR 238,000,000 or more	2.4	MYR 70,000 or more	0.7	-	-	VND 286,000,000 - 381,999,999	0.2	INR 735,000 - 918,999	2.1
-	-	PHP 512,000 - 638,999	0.3	-	-	-	-	-	-	VND 382,000,000 or more	0.4	INR 919,000 - 1,224,999	1.6
-	-	PHP 639,000 - 852,999	0.2	-	-	-	-	-	-	-	-	INR 1,225,000 or more	0.9
-	-	PHP 853,000 or more	0.2	-	-	-	-	-	-	-	-	-	-
Average (THB)	38,374.1	Average (PHP)	43,260.1	Average (10,000 IDR)	3,207.6	Average (MYR)	6,820.5	Average (SGD)	7,460.9	Average (10,000 VND)	3,719.4	Average (INR)	159,906.2

*() : the number of respondents

14. Current Annual Income (Local currencies)

Q. What is your annual income?

*The question was asked based on "Annual income" in Japan, Australia, and United States and "Monthly income" in other countries/regions

Oceania		North America		Europe							
Australia (1003)		Unites States (1010)		England (1003)		Germany (1000)		France (1001)		Sweden (1002)	
Annual Income	%	Annual Income	%	Monthly Income	%	Monthly Income	%	Monthly Income	%	Monthly Income	%
Less than AUD 7,000	4.2	Less than USD 5,000	3.4	Less than GBP 310	3.9	Less than EUR 370	1.7	Less than EUR 370	1.4	Less than SEK 3,800	3.5
AUD 7,000 - 13,999	2.4	USD 5,000 - 9,999	1.7	GBP 310 - 609	4.0	EUR 370 - 729	4.1	EUR 370 - 729	1.7	SEK 3,800 - 7,499	4.9
AUD 14,000 - 27,999	6.9	USD 10,000 - 19,999	4.9	GBP 610 - 1,199	12.1	EUR 730 - 1,499	9.2	EUR 730 - 1,499	6.9	SEK 7,500 - 14,999	10.5
AUD 28,000 - 40,999	10.5	USD 20,000 - 29,999	6.6	GBP 1,200 - 1,799	15.5	EUR 1,500 - 2,199	15.6	EUR 1,500 - 2,199	21.9	SEK 15,000 - 22,999	19.6
AUD 41,000 - 54,999	9.7	USD 30,000 - 39,999	7.5	GBP 1,800 - 2,499	14.8	EUR 2,200 - 2,899	17.1	EUR 2,200 - 2,899	18.1	SEK 23,000 - 29,999	25.0
AUD 55,000 - 68,999	12.2	USD 40,000 - 49,999	7.8	GBP 2,500 - 3,099	15.0	EUR 2,900 - 3,699	16.4	EUR 2,900 - 3,699	13.7	SEK 30,000 - 37,999	13.0
AUD 69,000 - 82,999	11.2	USD 50,000 - 59,999	9.2	GBP 3,100 - 3,699	7.7	EUR 3,700 - 4,399	10.9	EUR 3,700 - 4,399	6.3	SEK 38,000 - 44,999	6.9
AUD 83,000 - 96,999	7.7	USD 60,000 - 69,999	7.9	GBP 3,700 - 4,299	5.7	EUR 4,400 - 5,099	7.6	EUR 4,400 - 5,099	8.9	SEK 45,000 - 52,999	5.4
AUD 97,000 - 110,999	10.2	USD 70,000 - 79,999	9.9	GBP 4,300 - 4,899	4.6	EUR 5,100 - 5,899	6.3	EUR 5,100 - 5,899	5.3	SEK 53,000 - 59,999	3.9
AUD 111,000 - 123,999	7.7	USD 80,000 - 89,999	5.1	GBP 4,900 - 5,499	5.7	EUR 5,900 - 6,599	3.6	EUR 5,900 - 6,599	4.0	SEK 60,000 - 67,999	2.5
AUD 124,000 - 137,999	3.6	USD 90,000 - 99,999	6.9	GBP 5,500 - 6,099	4.0	EUR 6,600 - 7,299	2.1	EUR 6,600 - 7,299	3.8	SEK 68,000 - 74,999	2.4
AUD 138,000 - 165,999	7.0	USD 100,000 - 119,999	6.6	GBP 6,100 - 7,399	2.1	EUR 7,300 - 8,799	2.3	EUR 7,300 - 8,799	3.8	SEK 75,000 - 90,999	1.0
AUD 166,000 - 206,999	4.2	USD 120,000 - 149,999	10.0	GBP 7,400 - 9,199	1.9	EUR 8,800 - 10,999	1.0	EUR 8,800 - 10,999	2.0	SEK 91,000 - 112,999	0.4
AUD 207,000 - 276,999	1.4	USD 150,000 - 199,999	6.8	GBP 9,200 - 12,299	0.9	EUR 11,000 - 14,699	0.9	EUR 11,000 - 14,699	1.2	SEK 113,000 - 150,999	0.5
AUD 277,000 or more	1.4	USD 200,000 or more	5.5	GBP 12,300 or more	2.4	EUR 14,700 or more	1.2	EUR 14,700 or more	1.1	SEK 151,000 or more	0.7
Average (AUD)	82,994.0	Average (USD)	81,190.6	Average (GBP)	3,016.8	Average (EUR)	3,490.2	Average (EUR)	3,707.3	Average (SEK)	30,217.2

* () : the number of respondents

15. Other

Samples for each city (only countries with multiple cities)

Country	City	Number of Samples	Total
Japan	Tokyo	500	1000
	Osaka	300	
	Aichi	200	
China	Beijing	350	1002
	Shanghai	350	
	Guangzhou	302	
Vietnam	Hanoi	483	1002
	Ho Chi Minh	519	
India	Delhi	609	1119
	Mumbai	510	
Australia	Sydney	502	1003
	Melbourne	458	
	Canberra	43	
United States	New York	650	1010
	Washington	60	
	Los Angeles	300	
Germany	Berlin	545	1000
	Munich	215	
	Hamburg	240	

Race (Singapore, Malaysia)

Country	Ethnic Group	Number of Samples	Total
Singapore	Chinese	808	1002
	Indian	43	
	Malay	122	
	Other	28	
	I don't know/I prefer not to answer	1	
Malaysia	Malay & Bumiputra	645	1000
	Chinese	311	
	Indian	37	
	Other	5	
	I don't know/I prefer not to answer	2	

SEC (Social Economic Classification) *Only countries that are frequently used in survey

Country	A	B	C	D	E	No answer	Total
India	987	56	35	31	10	0	1119
Indonesia	195	55	456	265	29	0	1000
Vietnam	574	255	147	26	-	0	1002

■ SEC: Abbreviation of Social Economic Classification or Social-Economic Class

■ Calculation of SEC

- India A-E (5 segments)
Property x Educational background (Main earner)
- Indonesia A-E (5 segments)
Property x Household expenditure
- Vietnam A-D (4 segments)
Monthly household income

*Subject area: [East Asia] Japan (Tokyo, Osaka, and Aichi), China (Beijing, Shanghai, and Guangzhou), South Korea (Seoul), Taiwan (Taipei), and Hong Kong, [Southeast Asia] Thailand (Greater Bangkok), Philippines (Metro Manila), Indonesia (Greater Jakarta), Malaysia (Kuala Lumpur), Singapore, and Vietnam (Hanoi and Ho Chi Minh City), [South Asia] India (Delhi and Mumbai), [Oceania] Australia (Sydney, Melbourne, and Canberra), [North America] United States (New York, Washington, and Los Angeles), [Europe] England (London), Germany (Berlin, Munich, and Hamburg), France (Paris), and Sweden (Stockholm)

15. Other: Credibility of the Criteria for Organizational Culture

Category	Question	Alpha Coefficient
Authoritarianism/Avoidance of Responsibility	The general atmosphere is to just go along with whatever upper management decides	0.65
	The most important thing in the company is not to make waves.	
	Things are not decided through open discussions, instead through discussions in advance behind-the-scenes	
Free and Easy/Openness	There are good relationships and no discrimination between superiors and subordinates	0.75
	Subordinates can say what they want even to superiors There is always an active exchange of opinions in the workplace and it is very lively	
Long-Term/Big-Picture Intention	Encouraged to think long term and not be tied down to immediate tasks	0.74
	There is an emphasis on the pursuit of long-term results rather than immediate results.	
	"Social responsibility" is as important as profit.	
Seniority/Generalist Intention	Salary and benefits are determined by age and years of service.	0.63
	It is assumed that you will be employed until retirement.	
	Trying to develop generalists rather than specialists in specific fields.	
Flexibility, Creativity, and Uniqueness	It is required to have opinions and ideas that are unique and creative.	0.74
	It is recommended to think flexibly without being bound by past practices and existing rules.	
	Clear communication of one's intentions, rather than conforming to others, is welcomed.	
A Sense of Speed/Promptness	Taking action first and thinking as you go is encouraged.	0.67
	Quick decision making is respected, even if it is a bit rough.	
	Timing and speed are more important than taking the time to consider	
Performance-Based System / Competition	The end result is more important than the work process.	0.61
	Winning the competition among members will be the subject of evaluation.	
	Even if you work hard, you won't be appreciated if you can't produce results.	
Teamwork	We're all in this together as a team.	0.75
	People who focus on harmony are more valued than those who work selfishly.	
	There is an atmosphere of unity and working towards a goal.	
Psychologically Unstable	When someone fails, he or she tends to be blamed.	0.56
	Some members of the workforce are not accepting of people who think differently.	
	A workplace where it is easy to point out what is wrong or not being done to members of the workforce.	
Mutual Respect in the Workplace	It's a place where each individual's values are valued.	0.79
	In the workplace, people from all walks of life (regular, non-regular, part-time, etc.) are respected as members of the workplace.	
	In our workplace, we understand and acknowledge each other.	

*For categorization, factors calculated by PERSOL RESEARCH and CONSULTING's existing research studies were used.

15. Other: Credibility of the Criteria for Superior's Management Behaviors

Category	Question	Alpha Coefficient
Fair Management	I can agree with my superior's caution and scolding.	0.74
	Superiors interact with me in a manner equal to how they interact with other workplace members	
	Superiors assess me in a manner consistent with my job performance	
Operational Follow-Up	There is sufficient follow-up from superiors when a mistake occurs	0.70
	Superiors provide support for work to progress smoothly	
Delegation of Authority	Superiors assign me with roles of responsibility	0.76
	Superiors assign me work which allows me to learn skills and increase my capabilities	
	Superiors take my opinions into account for work	
Attentive Listening to Subordinates	I'm able to ask my superior's to listen to my problems and complaints at work.	0.66
	I talk to my superior even about private matters	
Setting and Sharing of Objectives	Superiors provide definite objectives for the entire workplace	0.77
	Superiors provide vision and direction	
	I am able to set personal work objectives together with superiors	
Positive Feedback	My superiors verbally show me thanks and appreciation on a daily basis	0.77
	Superiors praise me when I do good work	

*For categorization, factors calculated by PERSOL RESEARCH and CONSULTING's existing research studies were used (partially altered).