



WOMEN IN PHARMA[®]

Japan Case Study & Survey on Work Life Balance

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Survey on Work Life Balance Under the COVID-19 Pandemic

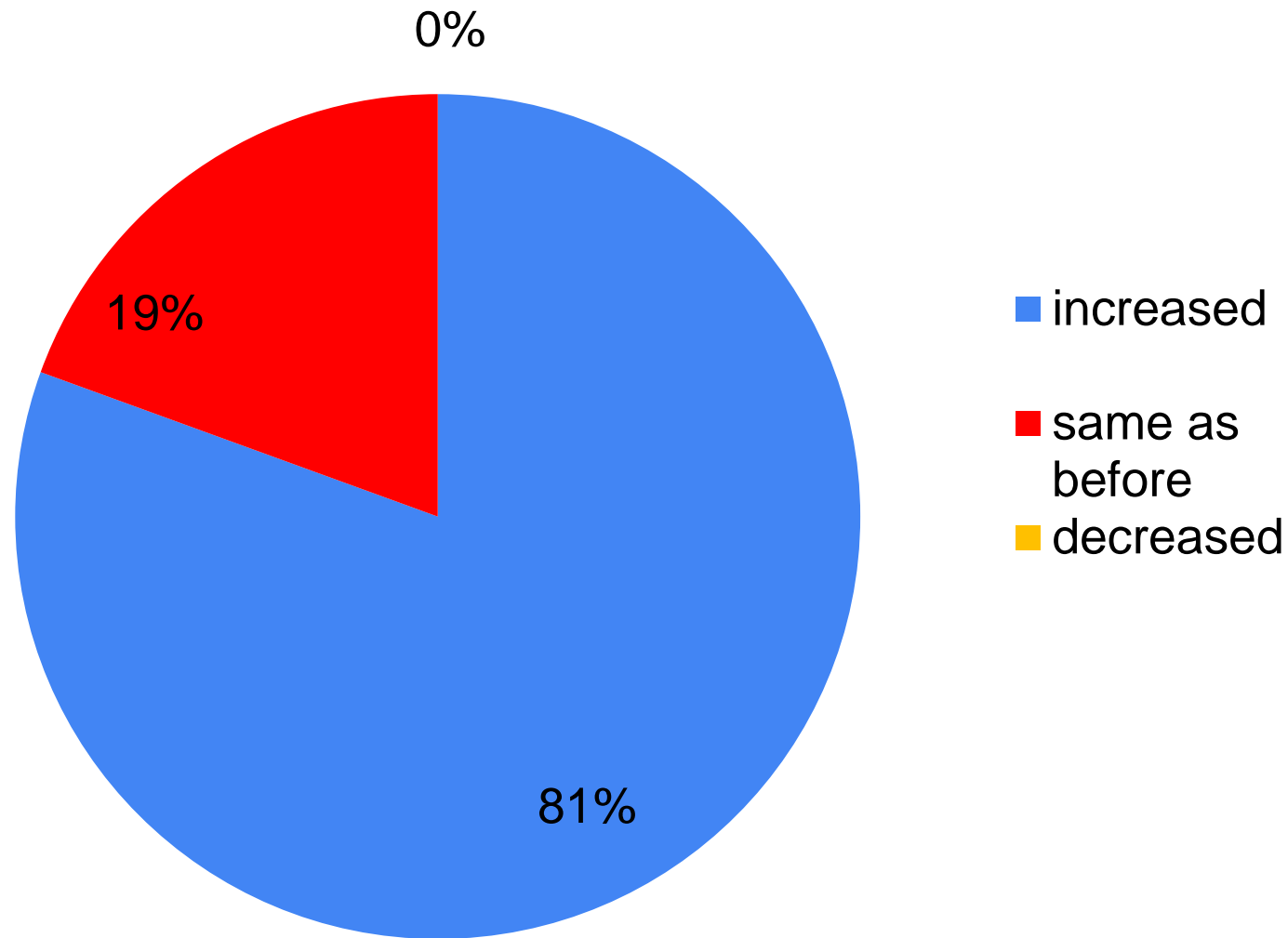
Survey taken

- **Period: Oct 2, 2020 – Oct 16, 2020**
- **Target: Women who have attended seminars held by ISPE Japan Affiliate**
- **Number of respondents: 36**
- **Survey procedure: Google form (anonymous)**

Background to COVID-19 pandemic in Japan

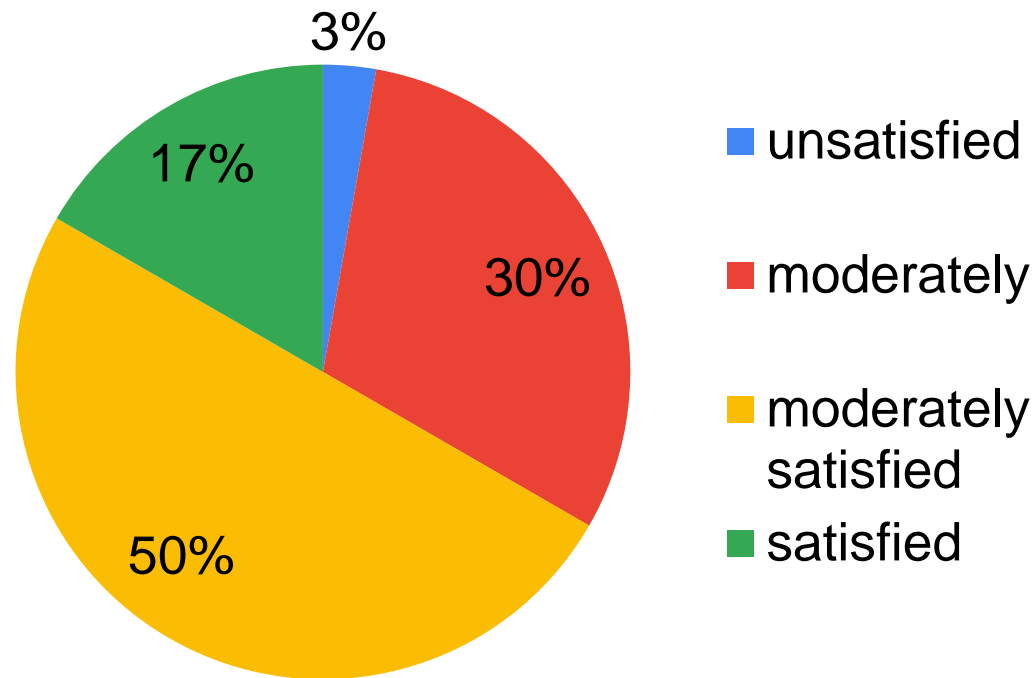
- **On April 7, 2020, the Government of Japan declared a state of emergency in response to the COVID-19 pandemic. The state of emergency ended on May 25, 2020.**
- **Since the declaration of state of emergency by the Government, most companies in the pharmaceutical industry have continued to restrict commuting to work and/or business trips.**

Q1. Under the COVID-19 pandemic has the ratio of remote work to office work increased?

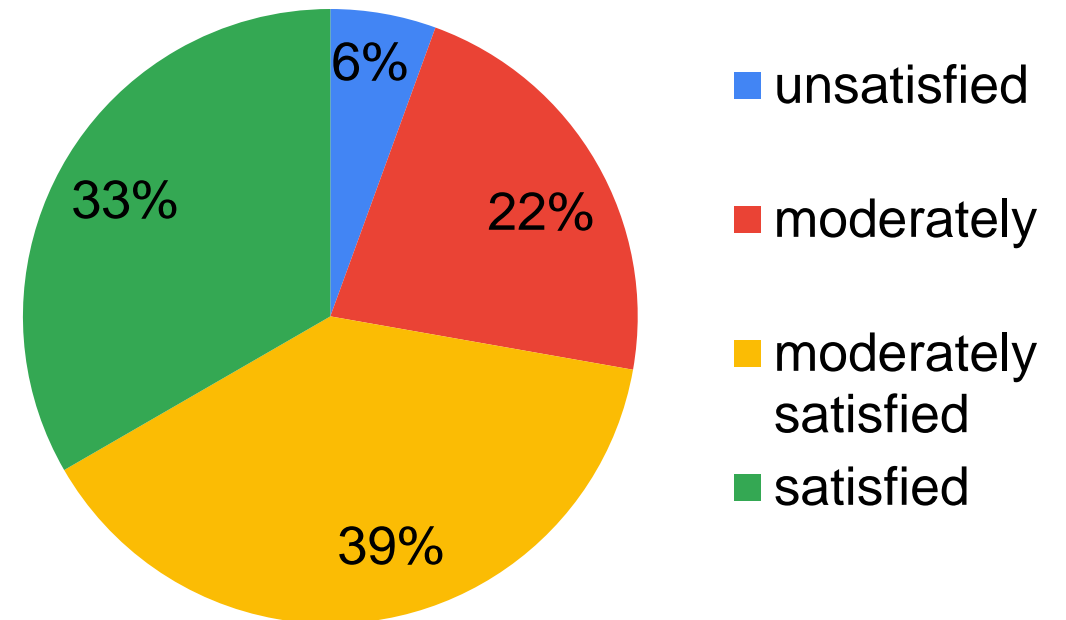


Q2. Has there been a change in sense of satisfaction with your work-life balance before/during the COVID-19 pandemic?

Before the COVID-19 pandemic

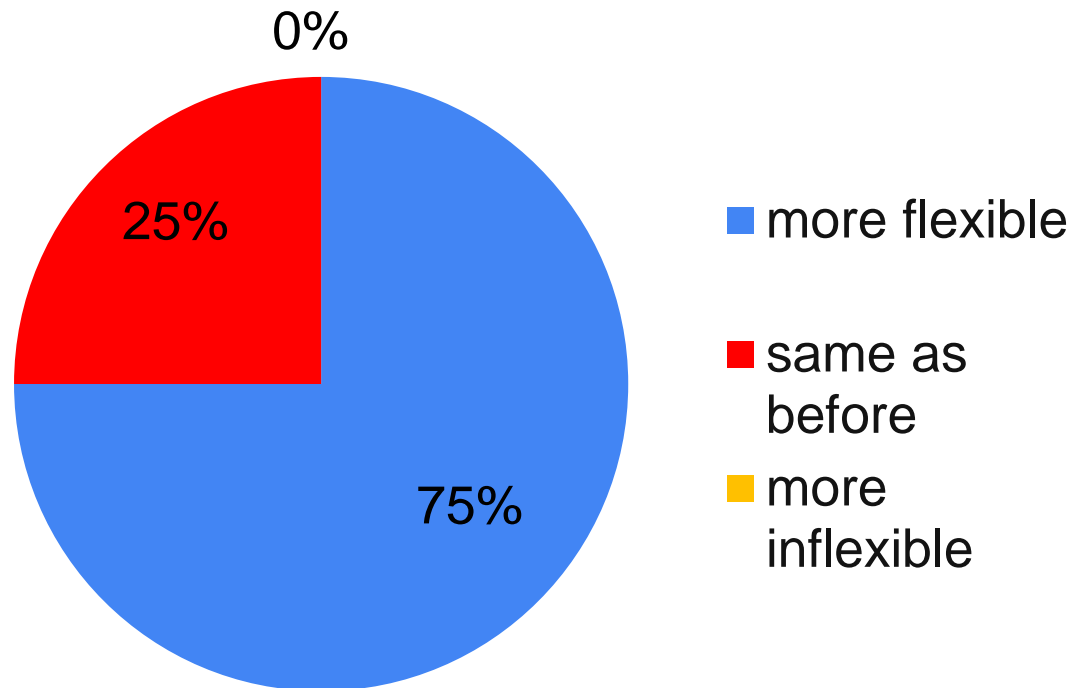


During the COVID-19 pandemic

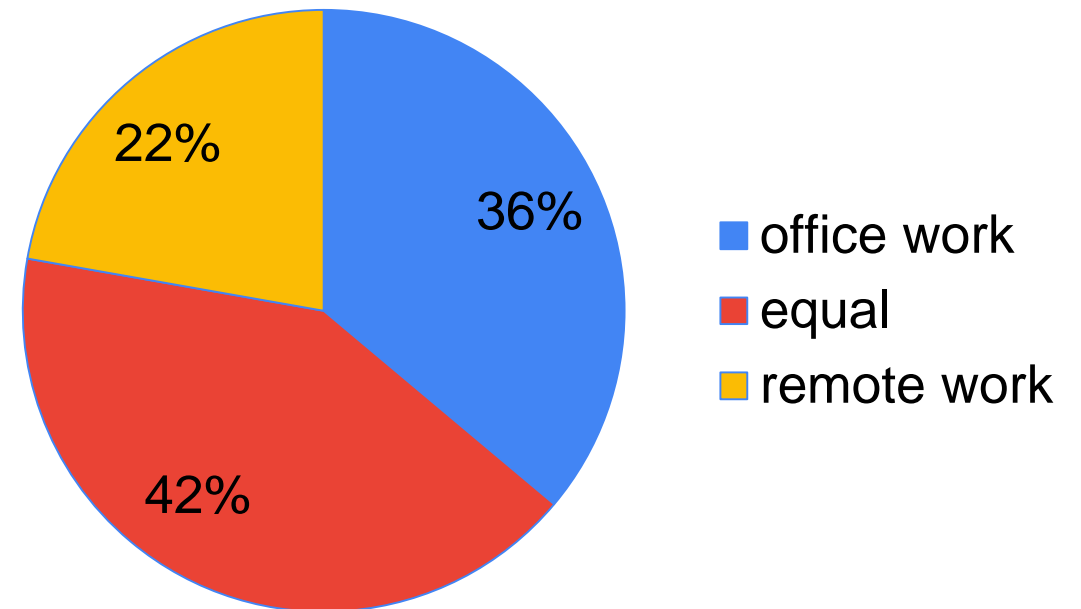


Q3. How do you feel about the impact of remote work on flexibility and productivity?

Is flexibility improved?

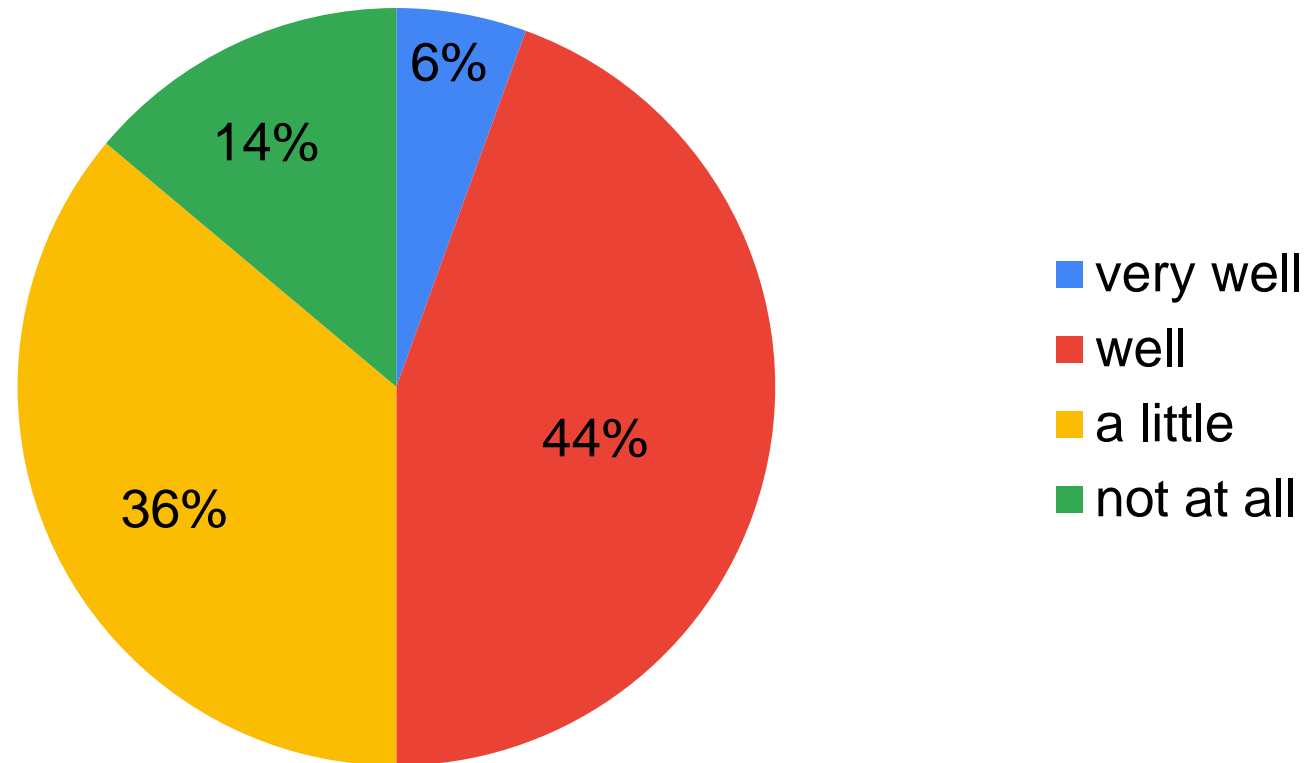


Which is more productive?



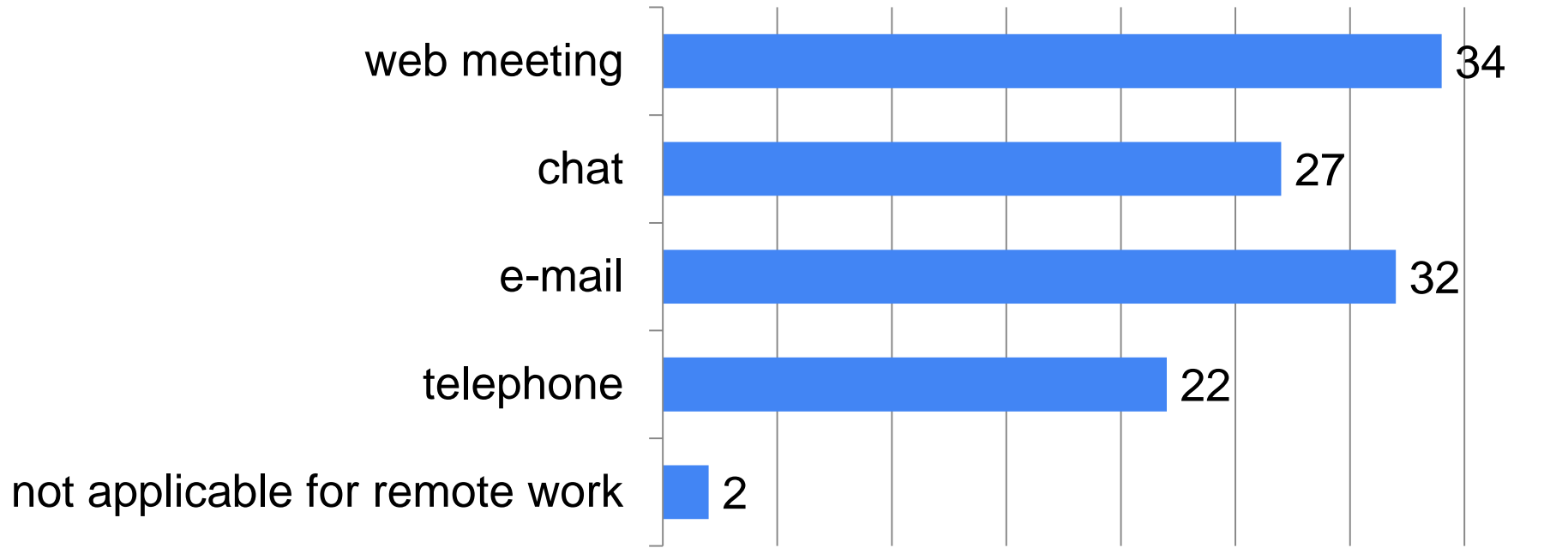
💡 Flexibility is overwhelmingly improved, but as for productivity some people feel office work is better.

Q4. Can you grasp work progress of your team members in remote work as well as in office work?



💡 Half of respondents have difficulty in grasping work progress of their team members. This might result in productivity satisfaction being lower than flexibility.

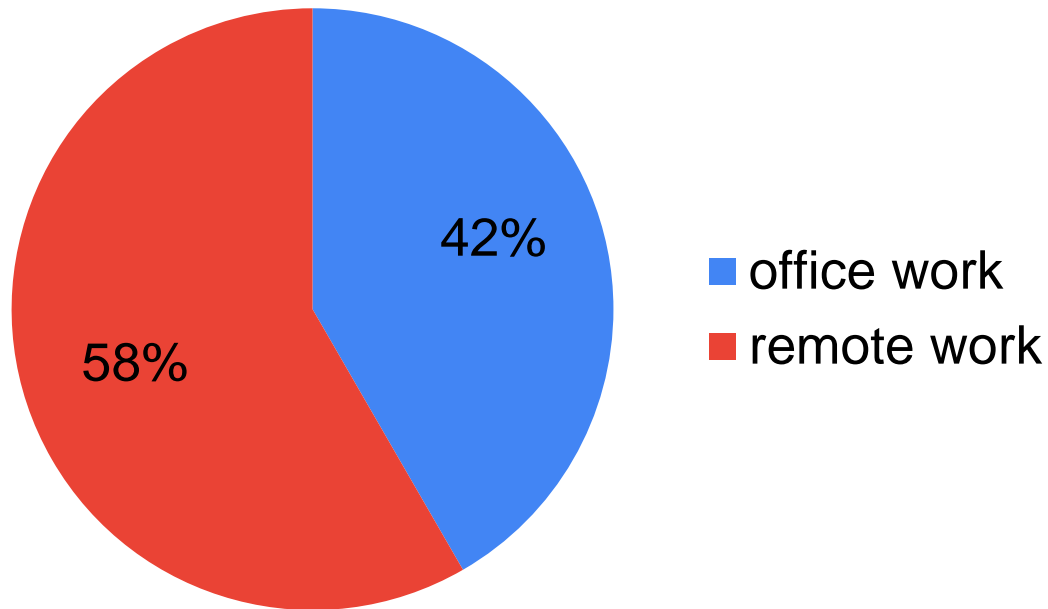
Q5. What kind of communication tools do you use for remote work?



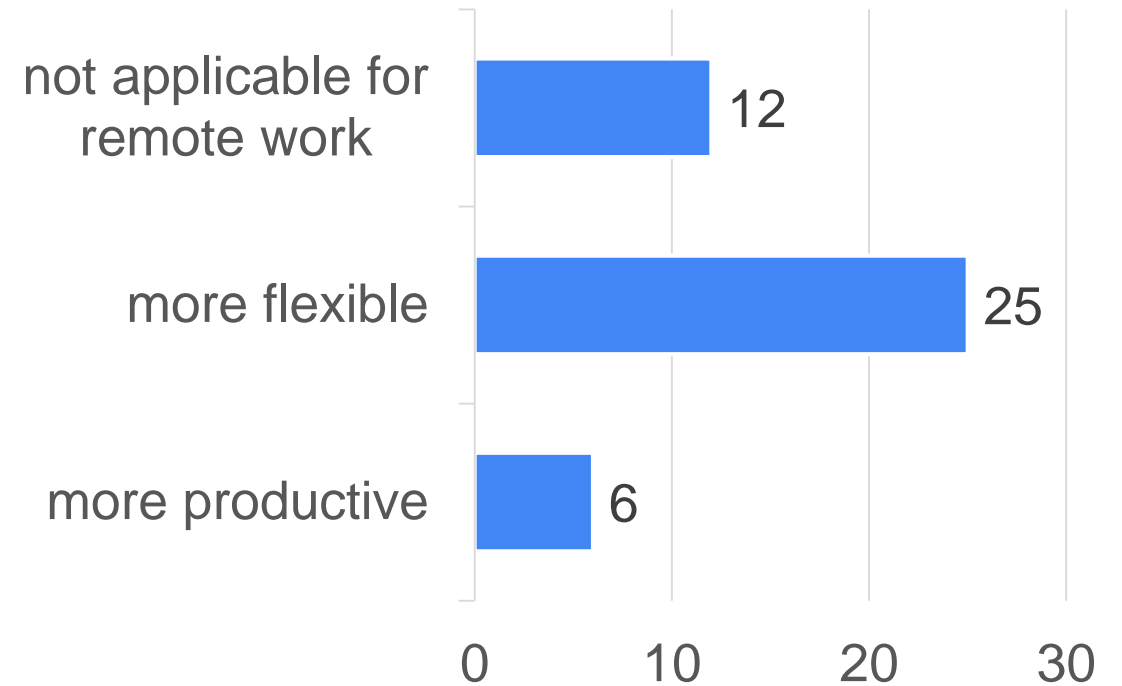
💡 COVID-19 pandemic has increased use of various ICT tools as well as cloud services for document control and e-signature. Most respondents seem able to work under the pandemic environment as equivalent to office work.

Q6. Which would you prefer, remote work or office work, when the COVID-19 pandemic ends?

Preference



Reasons for selecting remote work

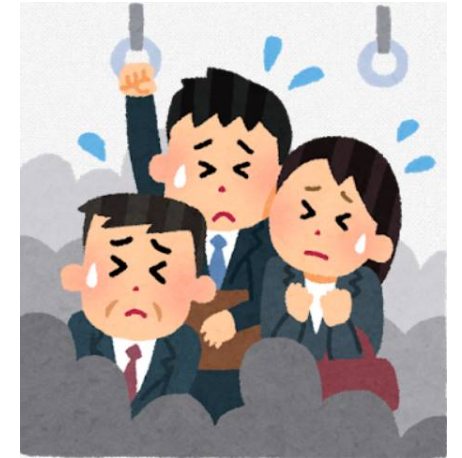


💡 More than half of respondents prefer remote work as they consider flexibility to be beneficial for their work-life balance.

Summary

Positive aspects

- Most are very satisfied with remote work.
 - A reason specific to Japan might be the avoidance of work commute which typically takes 1 - 2 hours for large cities such as Tokyo and Osaka. Trains are crowded. People use the time gained to improve their work-life balance.



Issues (negative aspects)

- Some feel there is room for improvement in productivity in remote work.
 - Japanese people tends to emphasize both the horizontal relationship with their team members and the vertical relationship with their supervisors. Especially for communication with their team members, office work might be better.

Appendix: Topics specific to women's position in Japan

- Interesting trends were recognized through the survey, so please refer to Appendix 1 and Appendix 2 for a better understanding of women's position in Japan.

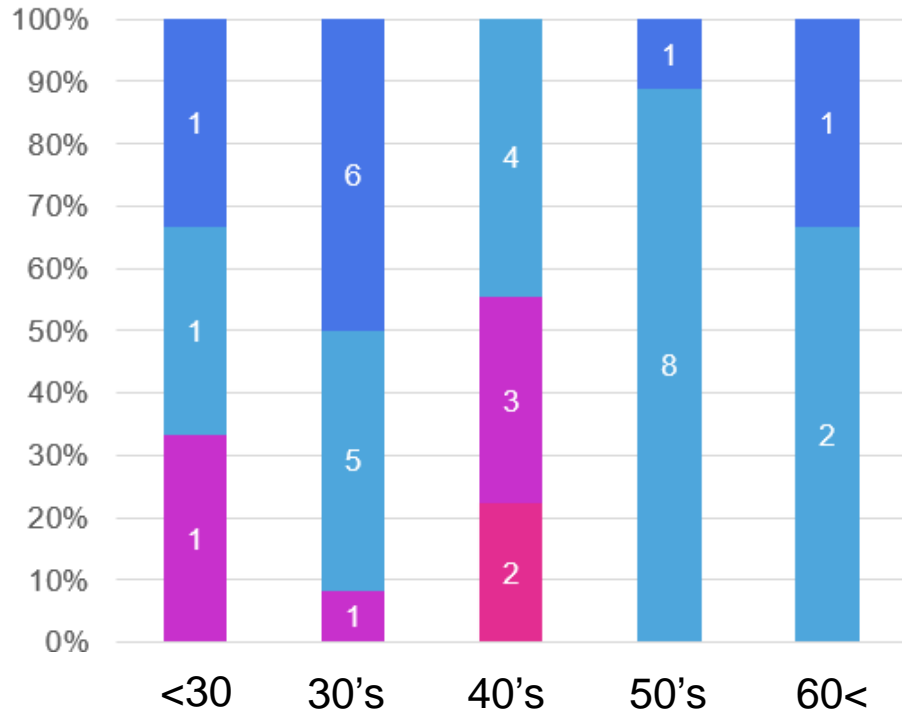
APPENDIX 1.

GAP BETWEEN OPPORTUNITIES AND
PERFORMANCE APPRAISAL

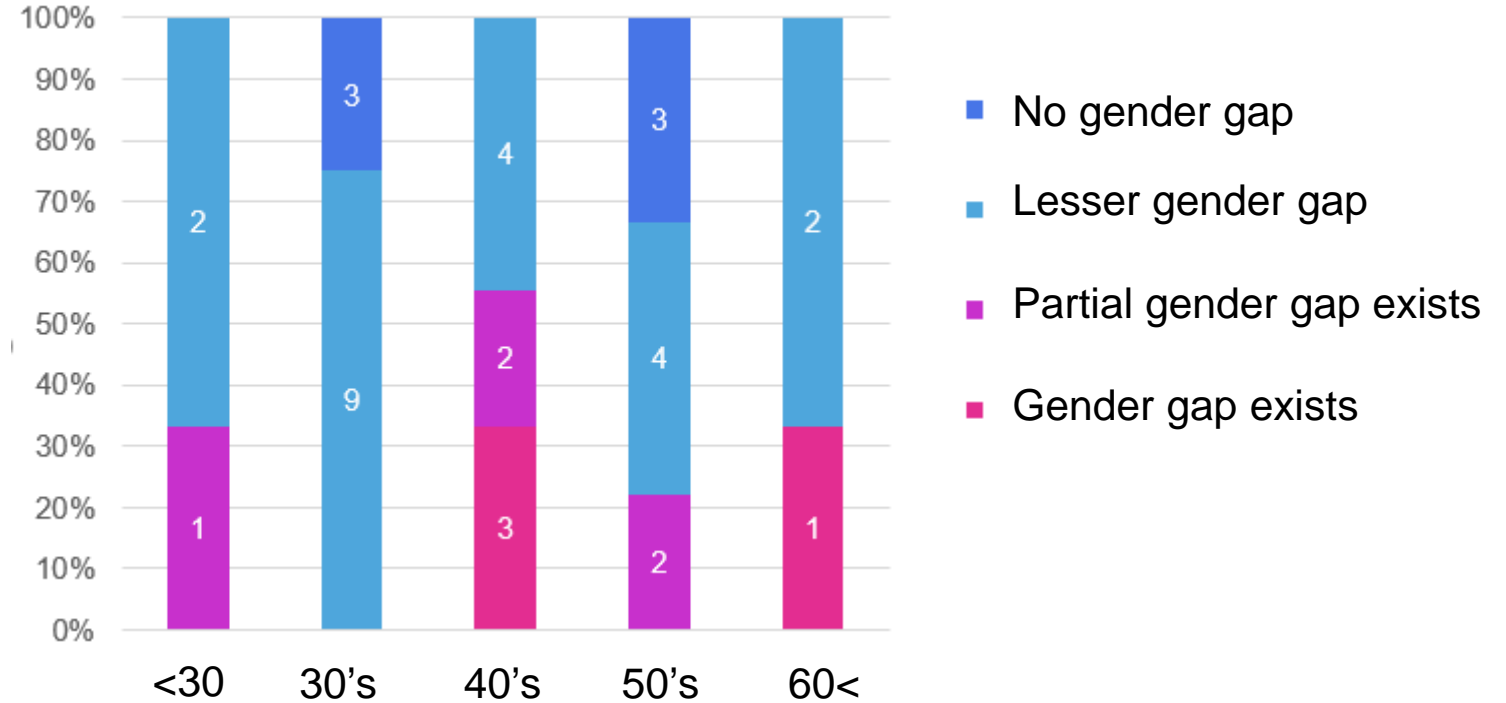
Gap between opportunities and performance appraisal

- Information from pivot analysis

Q1. Given equal opportunities?



Q2. Given equal performance appraisal?

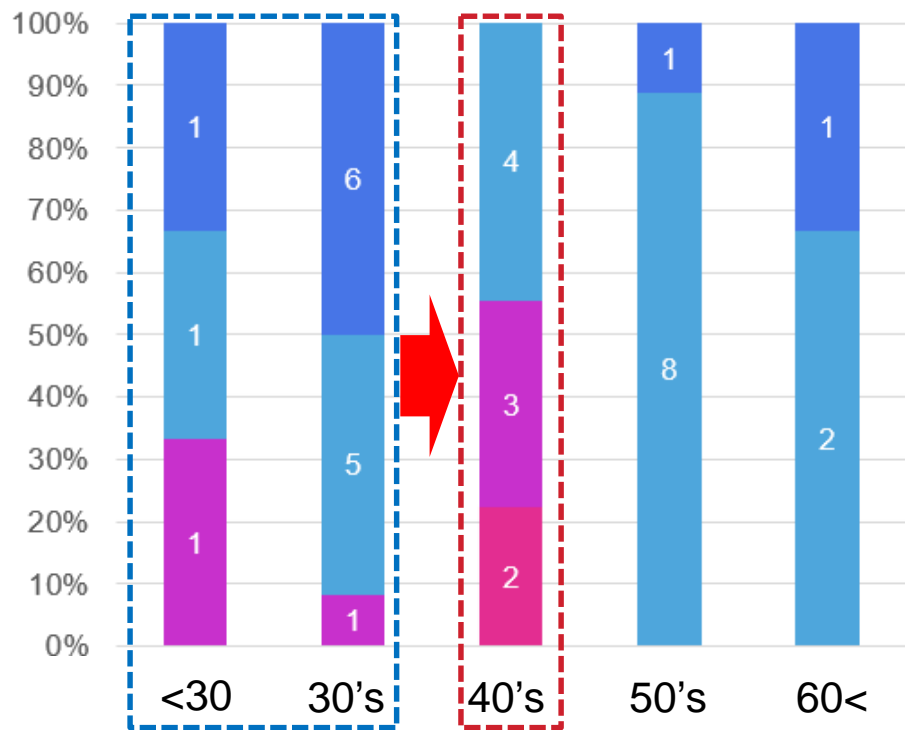


At a glance, gender gap is not so clear...

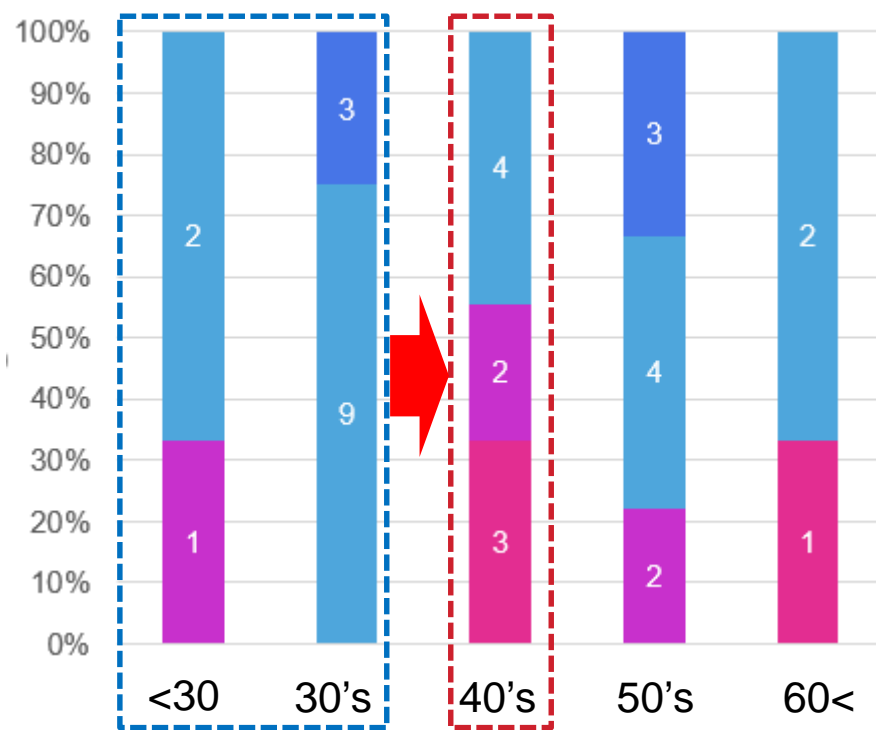
Gap between opportunities and performance appraisal

- Information from pivot analysis

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Q2. Given equal performance appraisal?



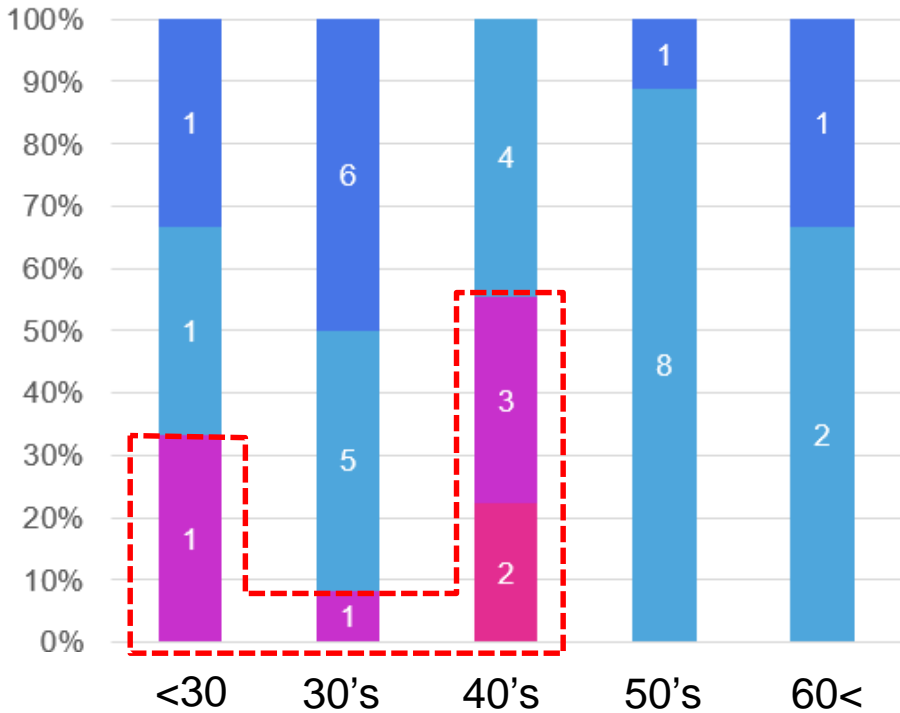
- No gender gap
- Lesser gender gap
- Partial gender gap exists
- Gender gap exists

Point 1: In their 40's, the ratios of women feeling gender gaps in both opportunities and performance appraisal increase obviously, reflecting that employees in this generation have opportunity for assignment to leadership positions.

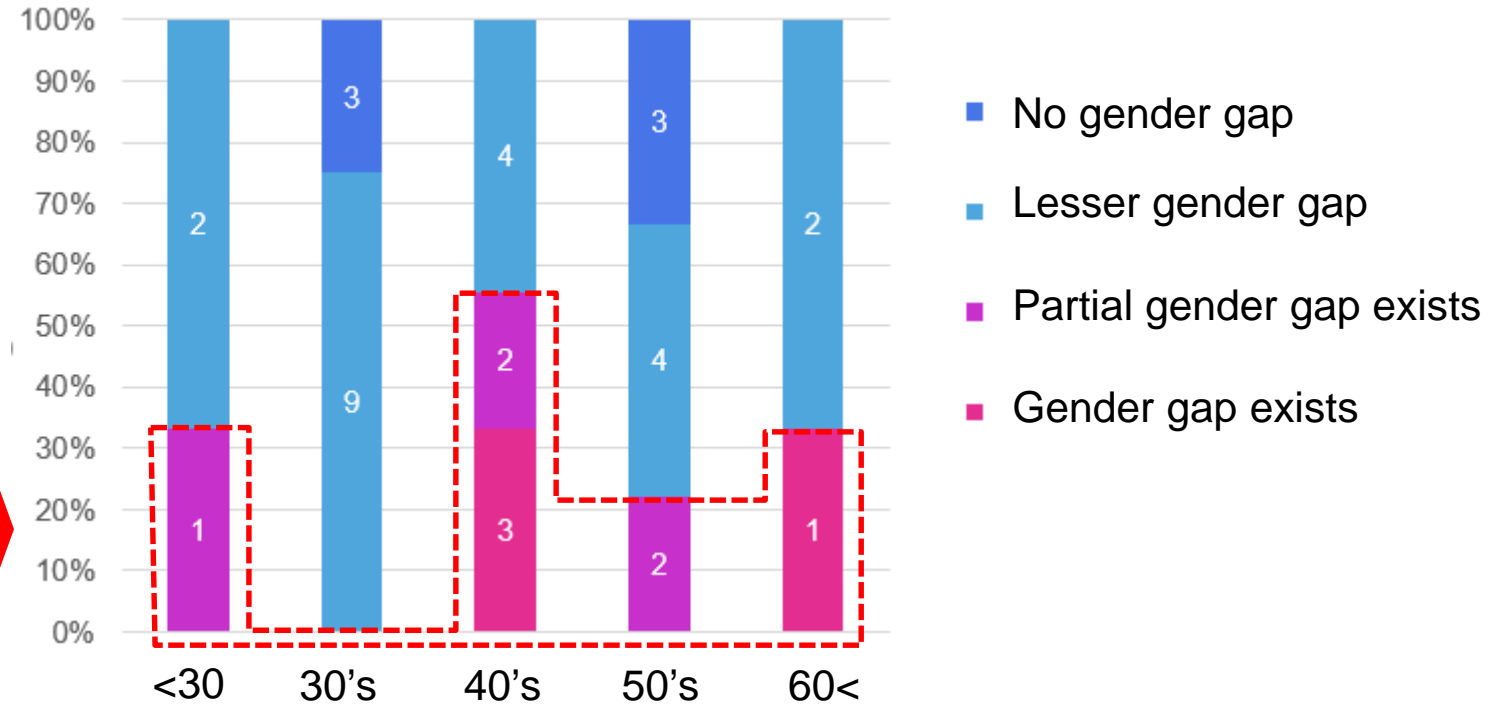
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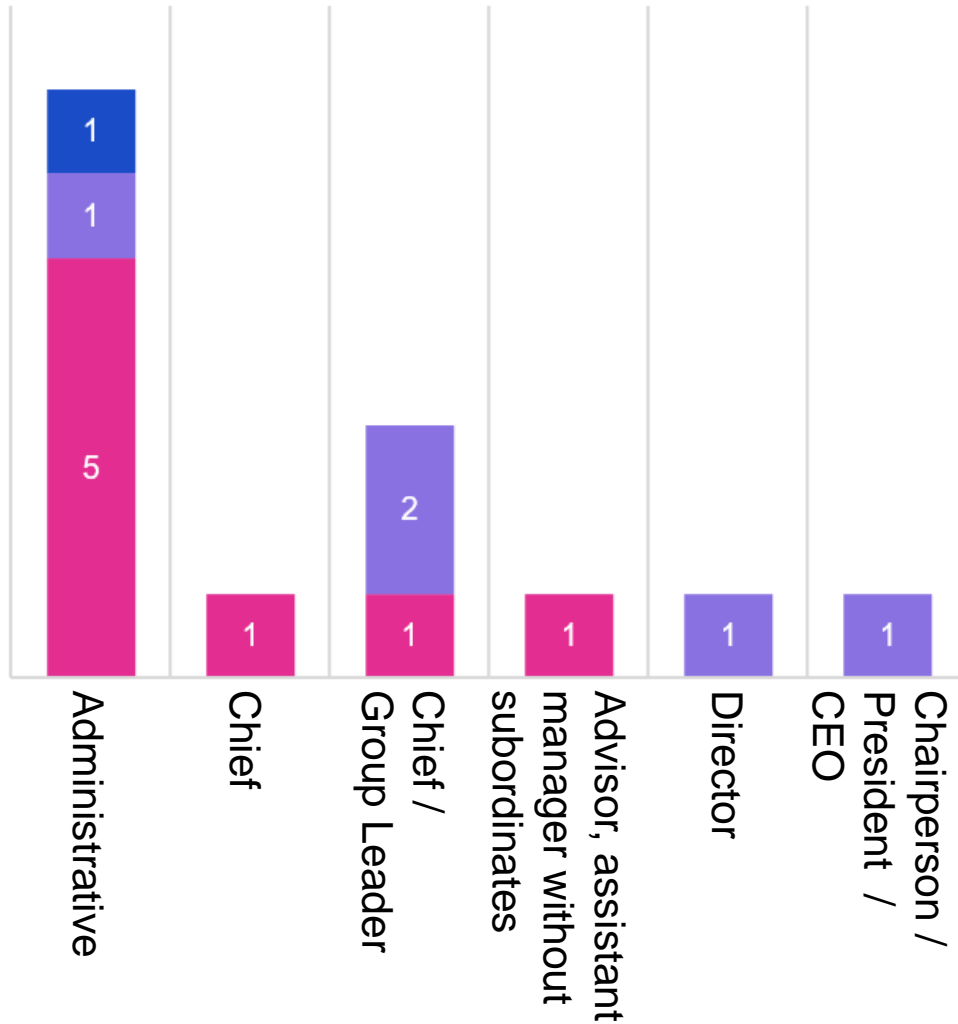


Point 2: Gender gap is clearer in performance appraisal (Q2) than in opportunities (Q1). Opportunities are given equally because of “Equal Employment Opportunity Law”, but women’s promotion is not equal. It is more obvious in the older generation.

APPENDIX 2.

WHO IS RESPONSIBLE FOR HOUSEWORK
IN YOUR FAMILY?

Women's social position and housework sharing



Though men in the older generation tend to rely on their wives for housekeeping in Japan, women in higher positions have a more equal share of housework with their partners.

Partner's cooperation in the family is important.

- Partner does more
- Half
- I do more