



Women @ Work 2024:
A Global Outlook

Global summary

- Now in its fourth year, Deloitte's Women @ Work report examines some of the critical workplace and societal factors that have a profound impact on women's careers. Representing the views of 5,000 women from organizations across 10 countries, the report seeks to understand the lived experiences of women at work—and the ways in which aspects of their lives outside work can impact these experiences. Past reports were dominated by the negative impacts of the pandemic and the resulting challenges as we emerged from it. This year's report continues to explore these issues, while also delving deeper into women's experiences with their health, safety, rights, and household responsibilities.
- The following deck examines **how women in Japan stand out from their global counterparts** on key themes.

KEY GLOBAL FINDINGS:



Women are more stressed, mental health stigma persists, and long working hours take a toll. Half of women describe their stress levels as higher than a year ago. A third say they have taken time off work in the past year for mental health reasons, yet two-thirds of women don't feel comfortable discussing mental health at work or disclosing mental health as the reason for taking time off. This year's report also shows a link between working hours and mental health.



Many women are working through pain. More than a quarter of women say they have experienced challenges related to menstruation, menopause, or fertility. About 40% of women who experience high levels of pain due to menstruation or menopause say they work through it without taking time off work – while this remains similar to last year for menstruation the number is significantly higher than last year when it comes to menopause. Often, women are reluctant to discuss these issues in the workplace.



Women who live with a partner still bear the most responsibility for childcare and—increasingly—care of other adults. This year half of women who live with a partner and have children at home bear the most responsibility for childcare, up from 46% last year. Nearly 60% of women who are involved in care of another adult say they take the greatest responsibility for this, an increase from 44%. This year, we also see the impact of domestic responsibilities on mental health: Women with the greatest share of household responsibilities are far less likely to report good mental health than others.



Gender Equality Leaders are still rare

As with previous years, our survey identifies a small number of organizations that we call the Gender Equality Leaders. Only 6% of the women in our survey work for one of these organizations. These women feel safer, are more comfortable talking about their mental health at work and are more comfortable that they can work flexibly without it damaging their career. They also report higher levels of loyalty, productivity, and motivation. Women working for Gender Equality Leaders are more optimistic about their career prospects and less likely to report experiencing inappropriate behaviors or comments from senior leaders. They're less likely to have experienced non-inclusive behaviors, experience lower stress levels and are less likely to have taken time off for mental health challenges. Women working for these organizations are also significantly more likely to plan to stay with their employer for longer and to see it as somewhere they want to progress.



Flexibility and work/life balance are critical for retention. Women who are currently looking to leave their employer for another organization cite poor work/life balance and a lack of flexibility on working hours as the main reasons. Women who have left their employer in the past year cite inadequate pay, poor work/life balance and a lack of flexibility. Despite the importance of flexibility, fewer women than last year feel supported by their employers to balance their work responsibilities with their commitments outside work.



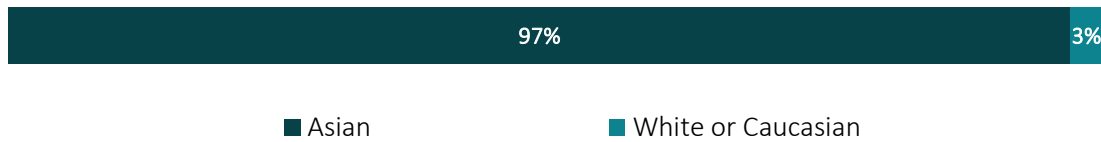
Hybrid work experiences are improving, but some women say they have had to adjust their work and personal lives after the introduction of return-to-office policies. This year, there's an improvement in women's experiences of hybrid working—including when it comes to exclusion, predictability, and flexibility. However, among the women being asked to return to the office, a quarter say the mandate has negatively impacted their mental health, and the same proportion say it has made them less productive.



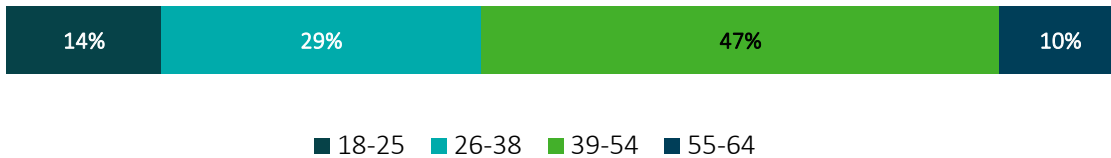
Women are feeling unsafe in the workplace, and non-inclusive behaviors continue. Nearly half of women are concerned about their personal safety in the workplace or while traveling for work. The number of women who say they have experienced non-inclusive behaviors such as harassment or microaggressions at work has decreased, but 43% of women still say they have experienced one or more of these behaviors in the past year. But these behaviors often go unreported: More than a third of the women who have experienced sexual harassment didn't report it to their organization, and more than 40% who have experienced microaggressions also chose not to report

We surveyed 500 women in Japan

Ethnicity



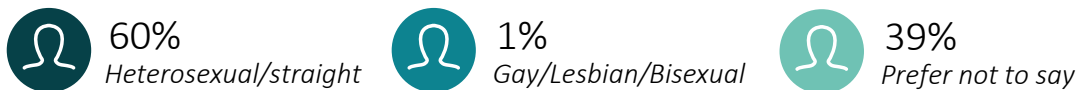
Age



Seniority

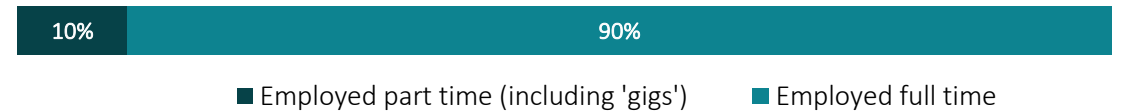


Sexual Orientation*

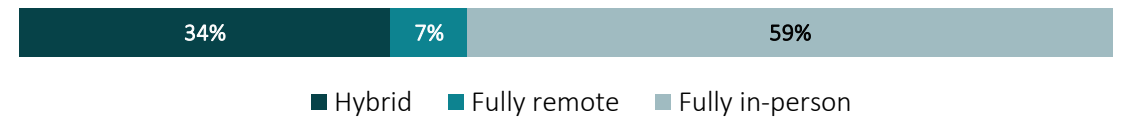


*Note that gender identities and sexual orientations not shown received less than a 1% response rate. Respondents were able to opt out of answering a question about their sexuality.

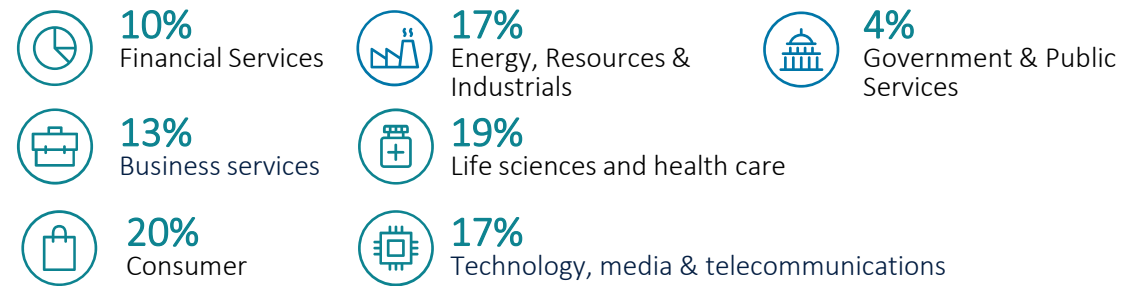
Employment Status



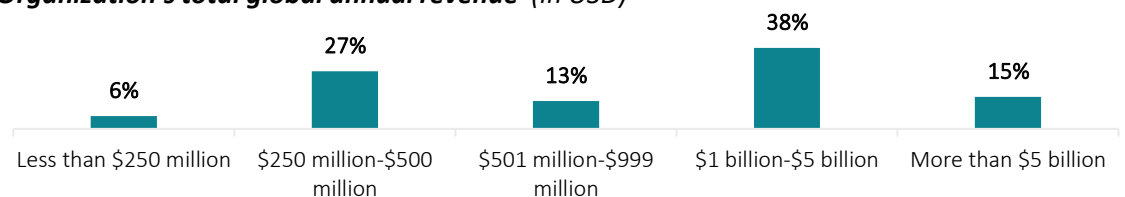
Percentage of hybrid, fully remote, and fully in-person workers



Sector of organization



Organization's total global annual revenue (in USD)



Base = 500 respondents from Japan

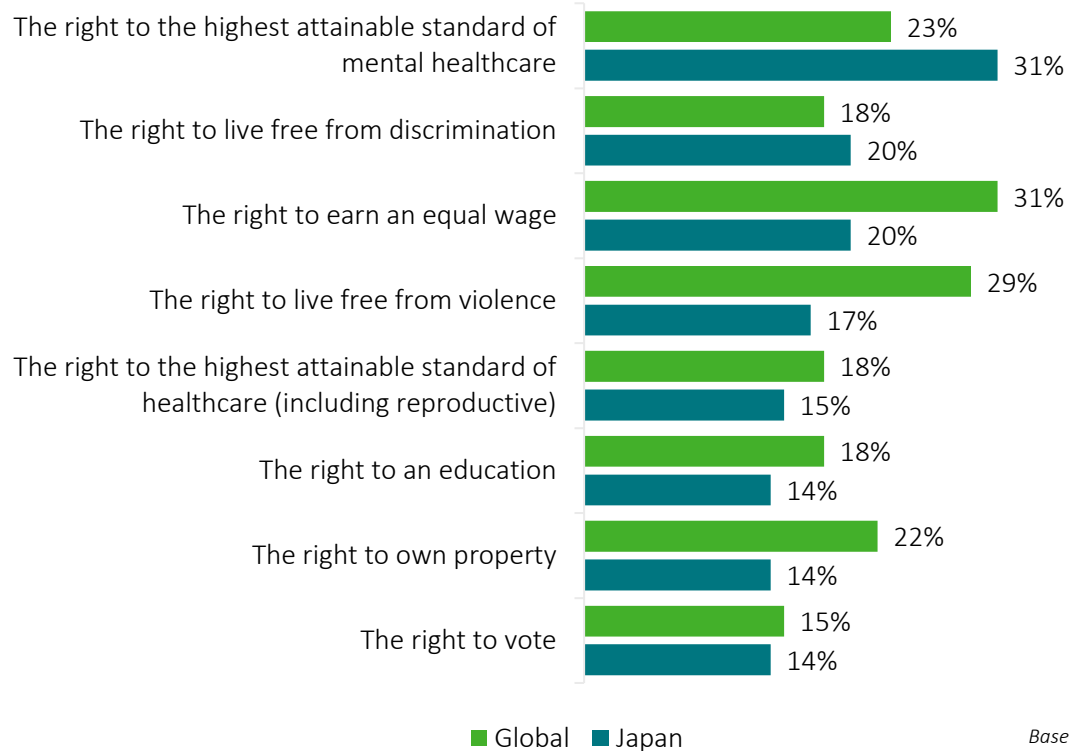
Women believe their rights are deteriorating

- At a global level, 14% of women believe that women’s rights have deteriorated in their home country over the last year. The same proportion share this belief in Japan.
- Women in Japan are most concerned about their financial security, women’s rights, and the cost of living.

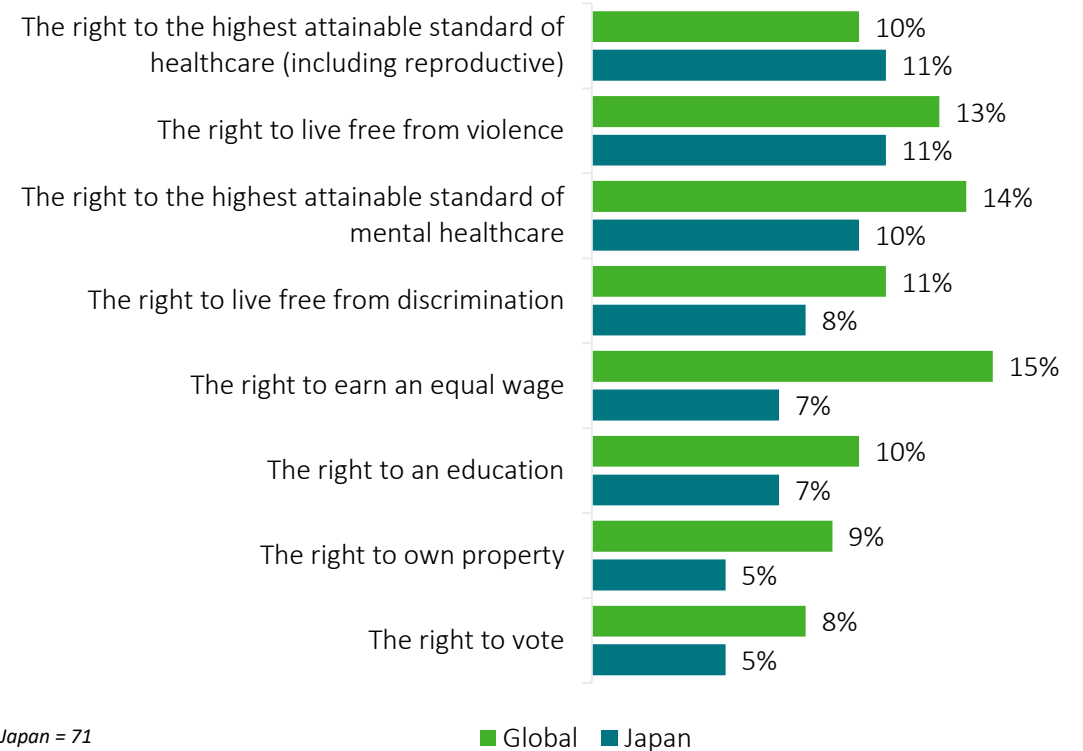


Which of the following rights do you believe have deteriorated over the past year? (Women in Japan who feel women’s rights have deteriorated in their country over the last year)

In your country



Personally



Base = Global = 721, Japan = 71

Top three concerns of women in Japan:



48% Financial security



48% Women’s rights



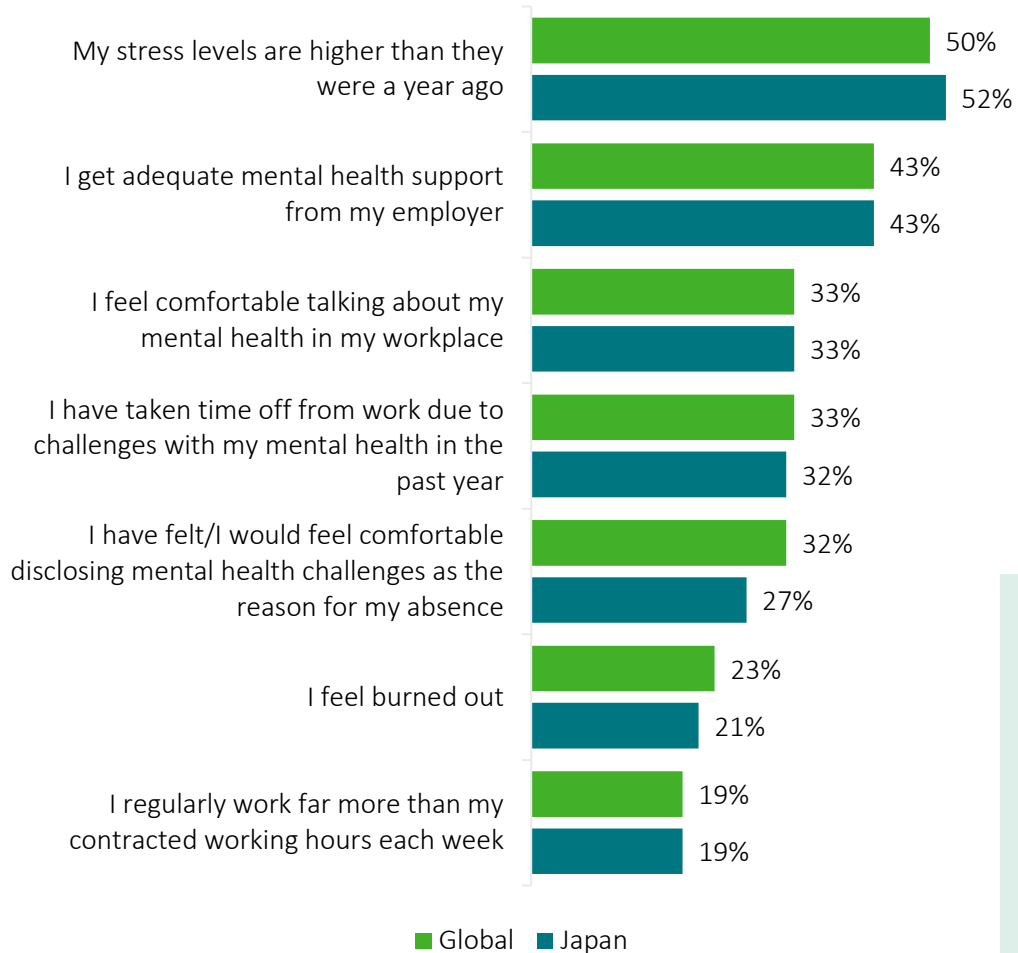
46% Cost/affordability of living

Burnout continues to decline, but rising stress levels and workplace mental health stigma persist

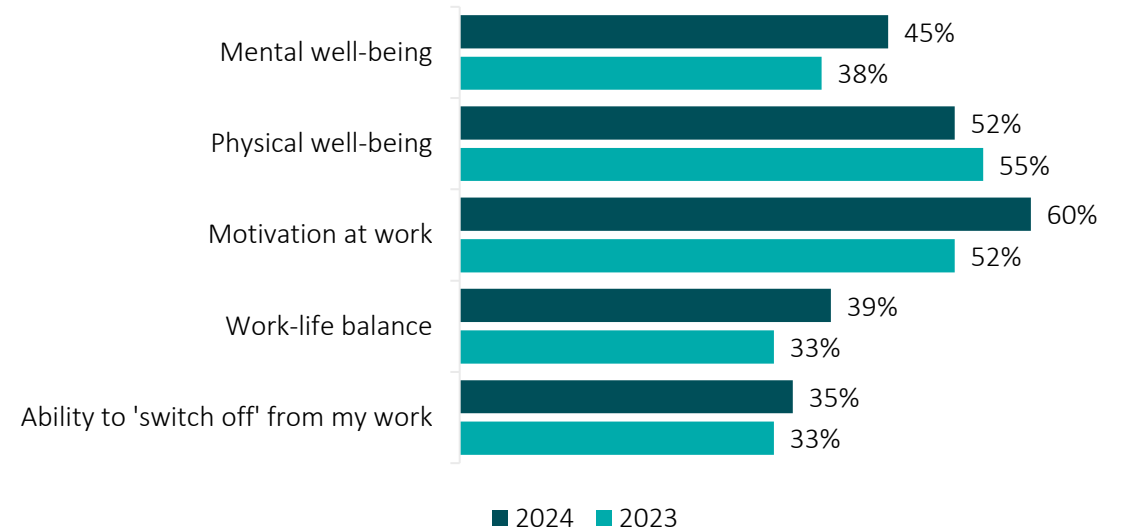
- Women in Japan report similar levels of stress and burnout as their global counterparts.
- Women in Japan are reporting better mental well-being, motivation at work, and work/life balance this year compared to last year.



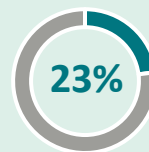
Which of these statements are true for you?



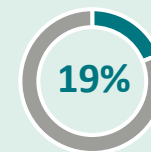
How would you rate the following aspects of your life today? (Women in Japan saying good/very good)



Top 3 reasons why women do not/would not feel comfortable disclosing mental health challenges as the reason for absence from work. (Women in Japan who do not/would not feel comfortable disclosing mental health challenges as the reason for their absence)



I do not think that the workplace is the appropriate place to discuss my mental health



I feared potential discrimination or retaliation



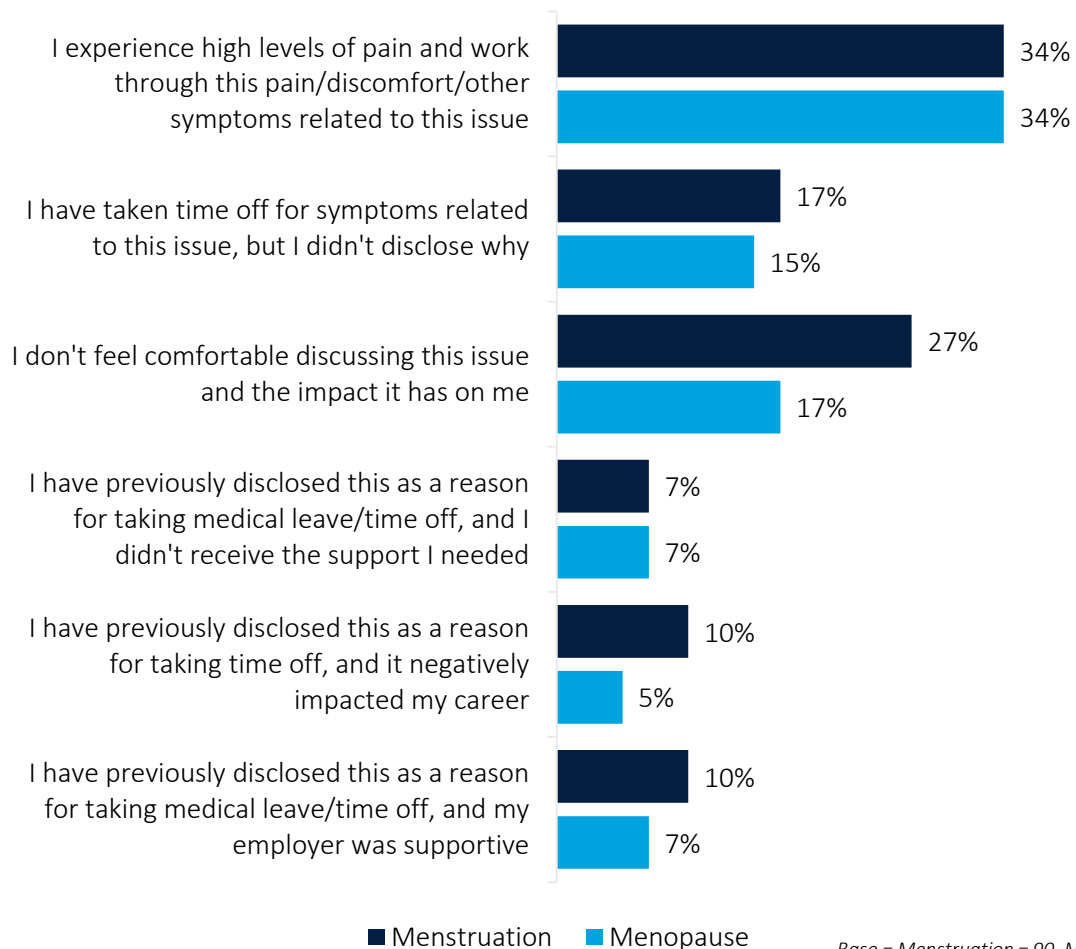
I didn't think my disclosure would result in the necessary support

Menstrual disorders and menopause are impacting women, yet many feel unable to take time off or seek support

- Women in Japan experiencing health challenges related to menstruation are less likely than the global average to work through any pain or symptoms (42% globally versus 34% in Japan). Women in Japan are also less likely than global average to work through menopause symptoms (39% globally versus 34% in Japan)



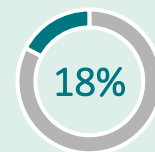
Which of the following statements apply? (Women in Japan who have experienced health challenges related to menstruation, menopause and/or fertility)



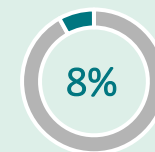
Base = Menstruation = 90, Menopause = 41



Percentage of women experiencing reproductive health challenges in Japan:



Menstruation



Menopause



Why do you feel uncomfortable speaking to your manager about these issues? (Women in Japan who have taken time off for health challenges related to menstruation and/or menopause and didn't disclose the reason to their manager)

28%

I did not feel the need to disclose the reason

22%

I don't feel comfortable speaking up about personal issues

21%

The topic is too upsetting for me to want to talk about at work

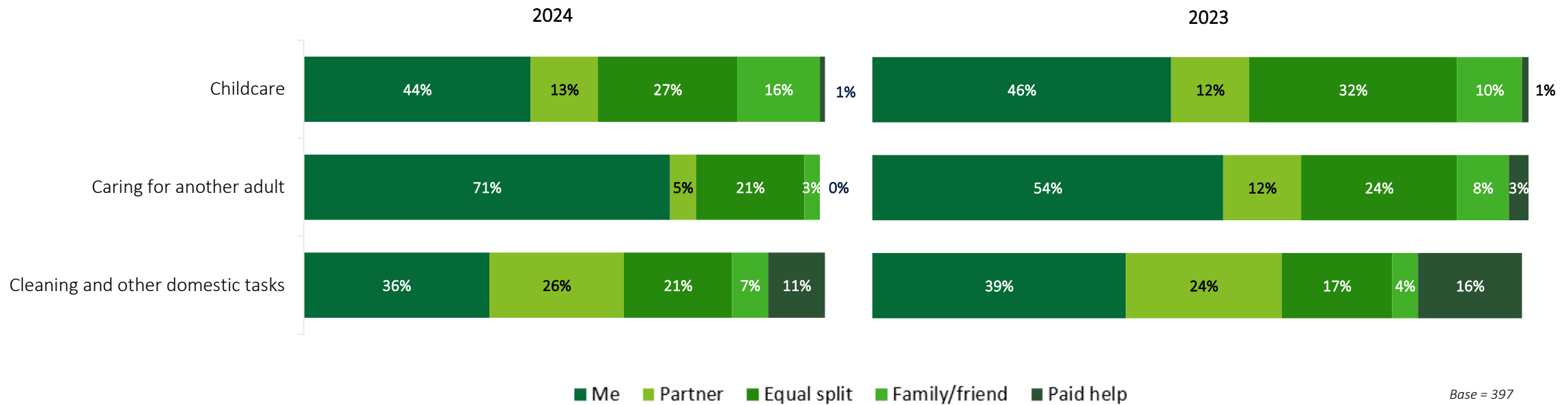
Base = 58

Women still hold the biggest responsibility for household tasks and increasingly—care of other adults

- Overall, women with partners in Japan hold most of the responsibility for household tasks such as childcare, care for adults, cleaning, and other domestic tasks.
- Nearly a quarter of women with partners in Japan are the primary earner in their household.



In your household, who has the greatest responsibility for each of the following tasks? (women with partners in Japan)



Globally, 21% of women living with partners are the primary earner/income source for the household. In Japan, this is 24%

Organizations still aren't making enough progress on gender equality, and company culture can stop women from wanting to move into leadership roles

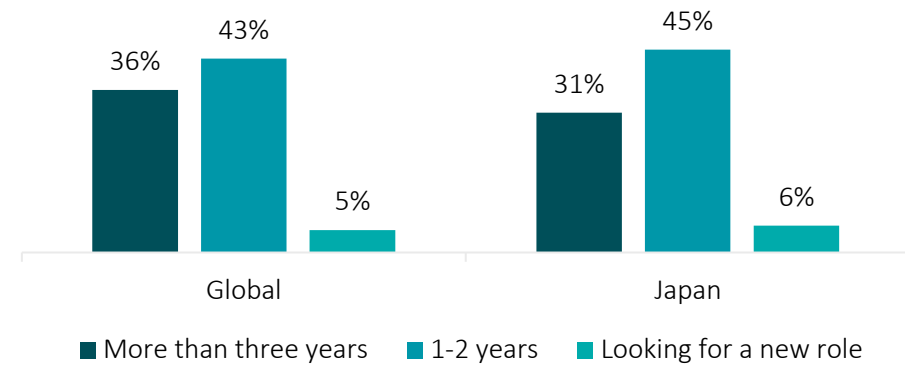
- Only 11% of women in Japan believe that their organization is taking concrete steps to fulfill its commitment to gender diversity.
- Burnout, lack of work/life balance, and inadequate pay are top deciding factors for women in Japan who have recently left or are looking to leave their current employer.
- 27% of women in Japan say they don't want to progress into a more senior leadership position.



Which of the following statements do you agree with?



How long do you plan to stay with current employer?



Top three reasons for leaving former employer in the last 12 months (Women in Japan)

- 26%** Pay wasn't high enough/the benefits package wasn't competitive
- 20%** I was bullied/harassed by a colleague or colleagues or faced microaggressions
- 17%** I was unable to achieve work/life balance

Top three reasons for wanting to leave current employer and currently looking for a new role (Women in Japan)

- 48%** I couldn't achieve work/life balance
- 35%** I am feeling burned out and/or that the job/workplace is detrimental to my mental health
- 23%** The role doesn't offer opportunities for learning and development



The top reasons why women don't want to progress into a more senior leadership position in Japan:

- 19% When I look at more senior women in my organization they are not role models
- 18% I don't like the culture within my organization
- 18% I believe I would be paid less than a man doing the same role

Base = 134

Base = 87

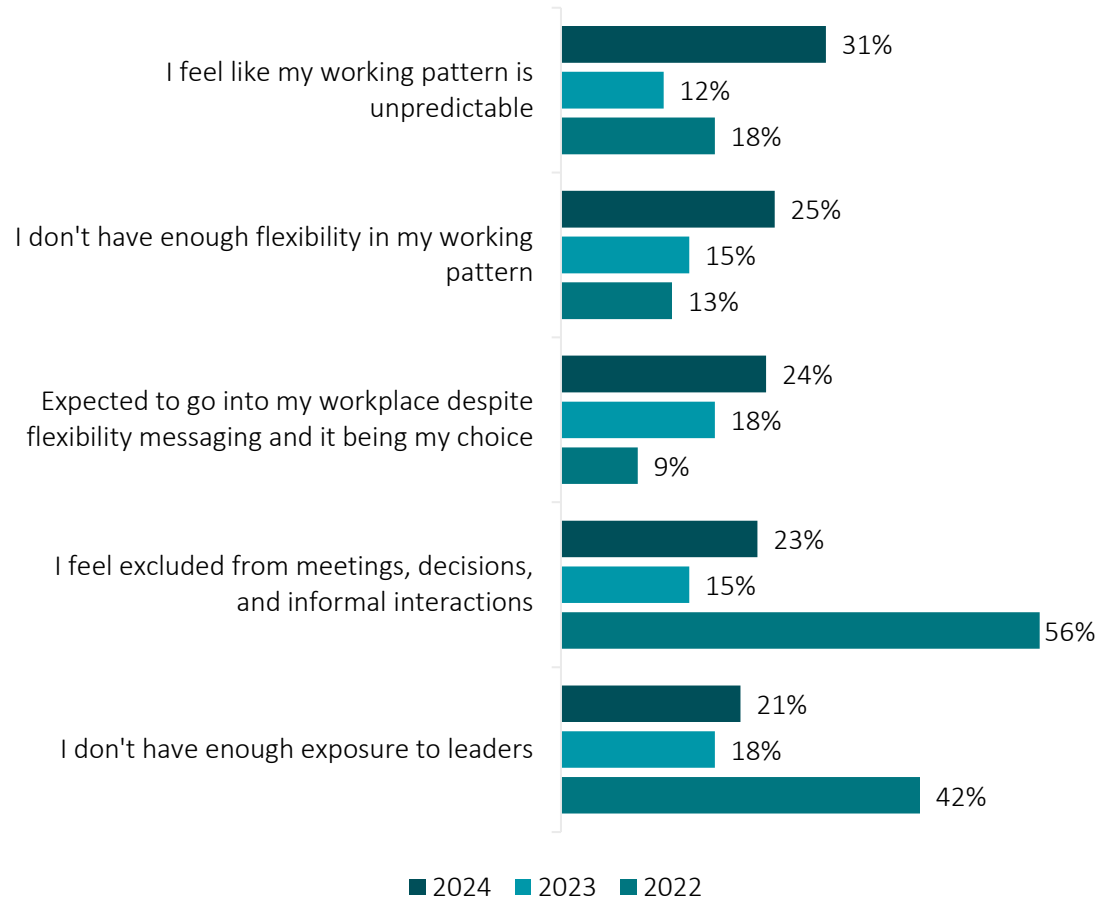
Base = 31

Hybrid work experiences have improved, but some women say they have made adjustments following return-to-office policies

- Although, globally, women are reporting better experiences with hybrid work, more women in Japan are experiencing unpredictability, a lack of flexibility, exclusion, and a lack of exposure to leaders in hybrid working environments compared to last year.
- Some women in Japan who have recently been mandated to return to their workplace full time have made adjustments to their work and personal lives: 27% have asked to reduce their hours, 24% have needed to relocate, and 30% think less of their employer.



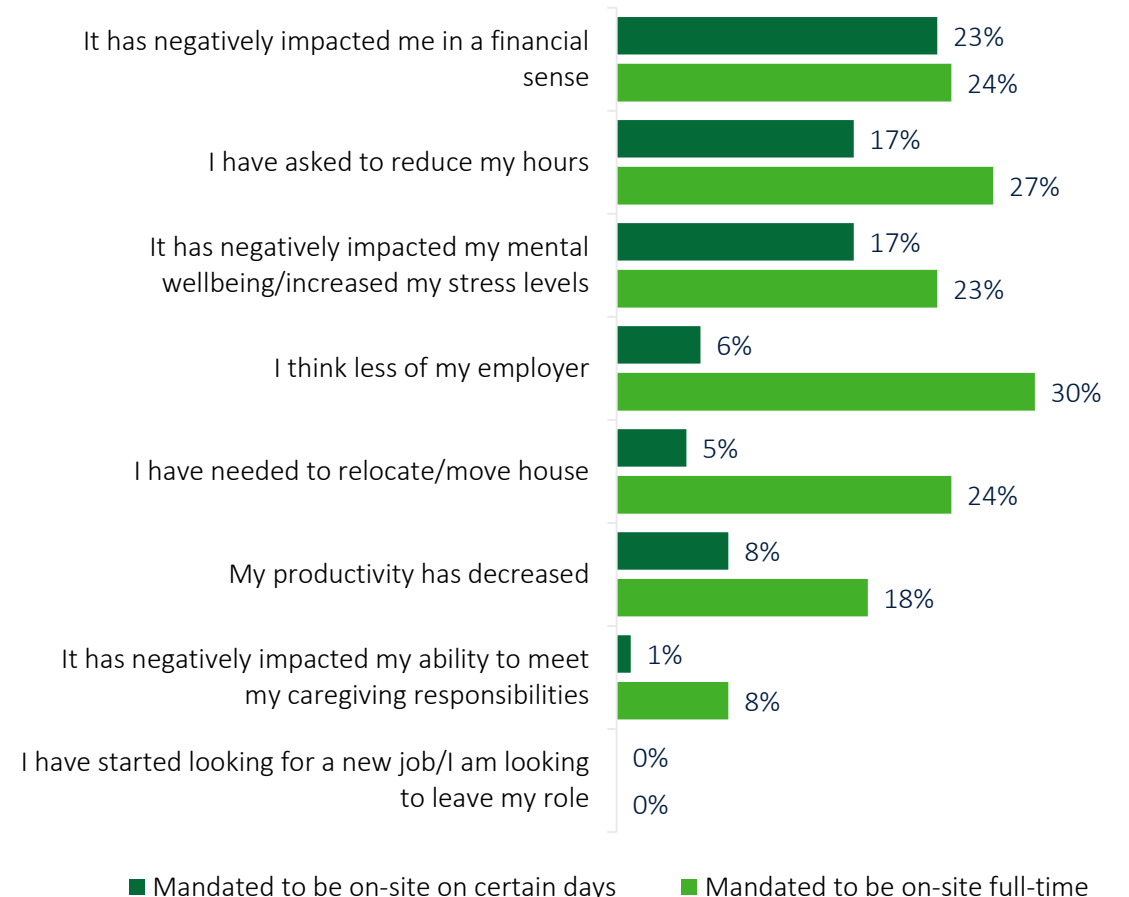
Have you experienced in the past year, or are you concerned about any of the following aspects of working in a hybrid environment? (Women in Japan)



Base = 2024 = 204, 2023 = 168, 2022 = 355



How has your company's return to office policy affected you? (Women in Japan)



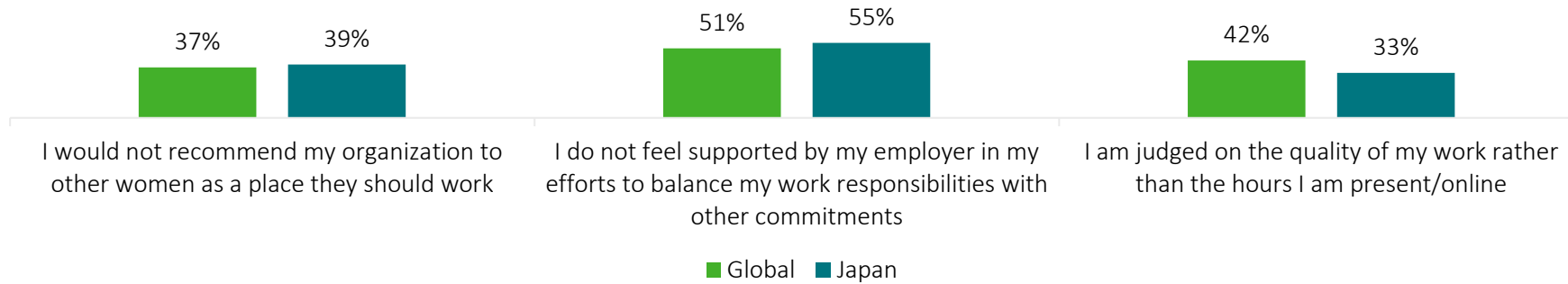
Base = Mandated to be on-site on certain days = 96, Mandated to be on-site full-time = 66

Women feel less supported by their employers to balance their work responsibilities with their commitments outside work

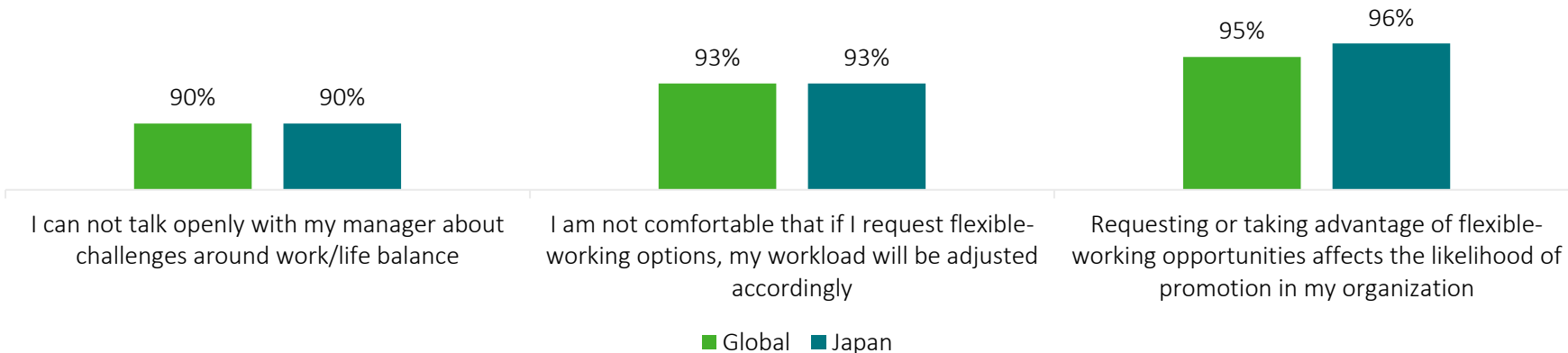
- As with their global counterparts, nearly all women in Japan believe that requesting or taking advantage of flexible working opportunities would affect their career progression. A similar majority do not feel they can talk with their managers about challenges with work/life balance and don't think their workload would be adjusted accordingly if they were to take advantage of flexible working opportunities.



Which of these statements is true for you?



Which of these statements do you agree with?

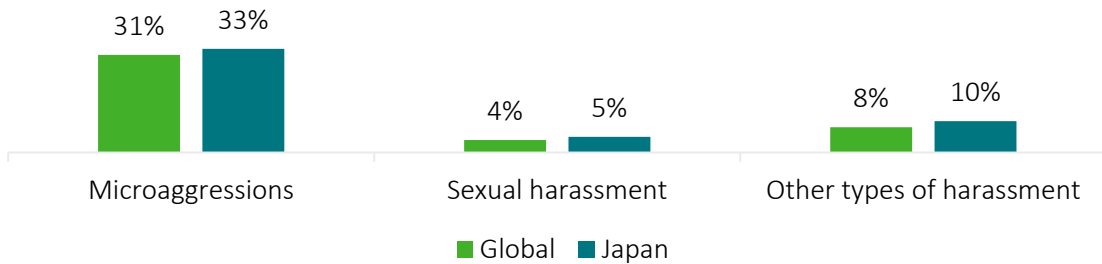


Women are worried about their safety at work, while many still face harassment and microaggressions

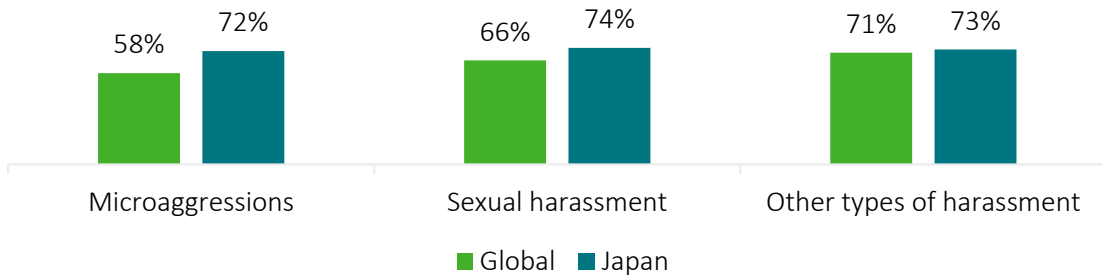
- 45% of women in Japan are worried about their safety when at work or while traveling to/from or for work. 22% have dealt with customers or clients who have harassed them or behaved in a way that has made them uncomfortable.
- Women in Japan are experiencing similar levels of microaggressions and harassment types of harassment as their global counterparts. More women in Japan are reporting these behaviors to their employers compared to their global counterparts.



In the past year, I have experienced at least one non-inclusive behavior



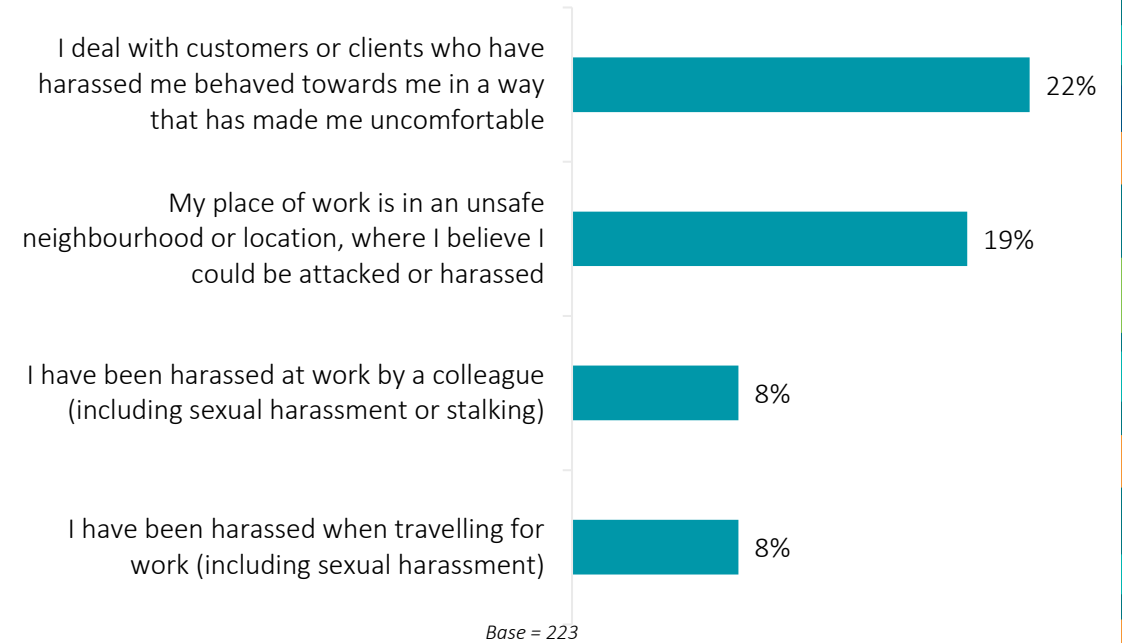
Did you formally report any of these behaviors to your organization? (those answering 'yes')



Base = Microaggressions = 1,525, 165, Sexual harassment = 210, 23 (note small base size) Other = 391, 48



You previously said you were concerned about your personal safety at work or traveling to or for work. Which of the following makes you concerned? (Women in Japan)



Top three reasons for not reporting non-inclusive behaviors in Japan:

15%

I was concerned that the behavior would get worse

14%

I didn't feel that the behavior was serious enough to report

11%

I didn't think my complaint would be taken seriously

Base = 65



45%

of women in Japan say they are worried about their safety when at work or when travelling to/from or for work.

The Gender Equality Leaders are getting it right, but there aren't enough of them

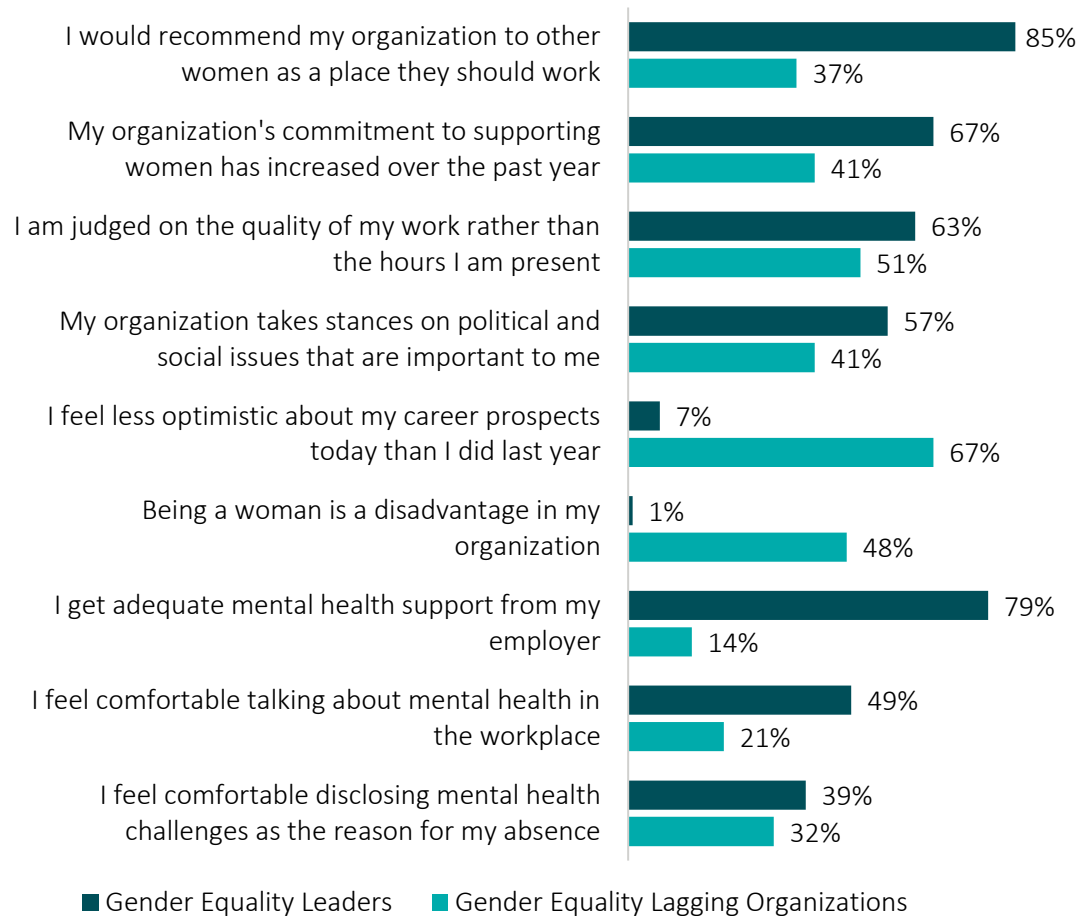
- Deloitte's research identified a group of Gender Equality Leaders, organizations that, according to the women surveyed, have created genuinely inclusive cultures that support their careers, work/life balance, and foster inclusion. Women who work for Gender Equality Leaders are more engaged and have higher levels of well-being and job satisfaction. The proportion of women working for GELs is 6% globally and 5% in Japan.
- Additionally, we identified a group of "lagging" organizations. The women who work for these businesses indicate they have a less inclusive, low-trust culture. This year 21% of global respondents and 23% of respondents in Japan work for these Lagging organizations



How would you rate the following aspects of your life? (Global)



Which of these statements are true for you? (Global)





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