Results of "Survey on Impact of Novel Coronavirus (COVID-19) on Enterprise Management"

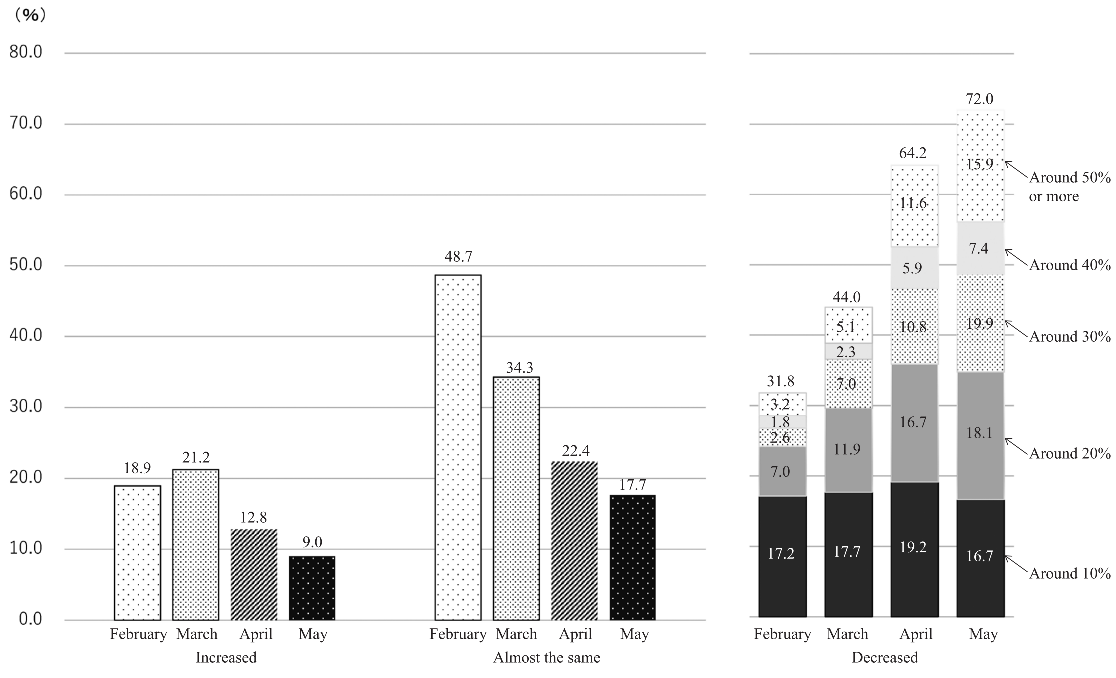
(June 2020 Survey, First Aggregation)

From February to May, employment adjustments at enterprises increased. While over 50% of regular employees were subject to some form of employment adjustment, dismissals and non-renewal of fixed-term contracts increased only slightly. Implementation of working from home (teleworking) is expanding rapidly.

Production, sales, etc. decreased at 72.0% of enterprises. 48.5% of enterprises cited "the influence of the decline in consumption and other forms of demand due to people's refraining from social activities" as a factor affecting production and sales. [Figure 1, 2]

The percentage of enterprises reporting that production and sales "decreased" compared to the same month the previous year was 72.0% in May, and 15.9% of these enterprises reported decreases of around 50% or more in May. The leading factors cited as affecting production, sales, etc. were "Influence of the decline in consumption and other forms of demand due to people's refraining from social activities" (48.5%), followed by "Business suspension request was issued to the industry due to declaration of a state of emergency." (28.1%) and "Disruption of business activities due to discontinuation of production in overseas supply chains" (17.3%).

Figure 1. Changes in enterprises' production, sales, etc. (February-May 2020, compared to the same month the previous year)



Note: There is another option, "Cannot compare to the same month the previous year."

Figure 2. Factors affecting changes in production, sales, etc. (February-May 2020, compared to the same month the previous year)

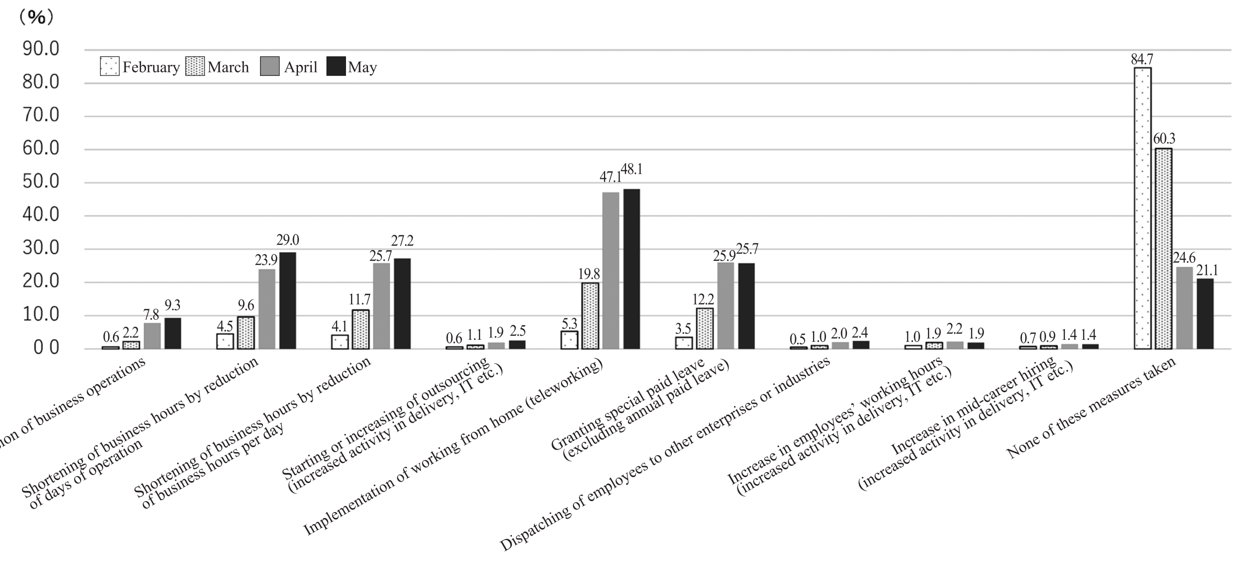
(Multiple answers, %)

		n	Business suspension request was issued to the industry due to declaration of a state of emergency	Business suspension request was issued by the industry it belongs to	Received a request to reduce commuters by 70%	Direct impact of immigration restrictions (aviation, accommodations, travel, tourism, etc.)	Disruption of business activities due to discontinuation of production in overseas supply chains	Influence of decline in consumption and other forms of demand due to people's refraining from social activities	Demand (consumption, etc.) increased due to people's refraining from social activities (home delivery demand, etc.)	Business performance was already poor	Others
Total		1,293	28.1	13.0	7.6	5.7	17.3	48.5	5.9	8.8	21.4
Region	Hokkaido	48	27.4	4.7	2.4	6.8	6.8	43.2	15.9	9.1	18.2
	Tohoku and Kita-Kanto	170	18.9	11.9	5.6	2.1	17.5	46.8	4.9	10.5	28.0
	Minami-Kanto	394	37.9	17.8	12.4	7.7	16.8	46.3	1.4	6.1	22.1
	Hokuriku and Tokai	220	25.3	12.4	4.5	6.2	20.2	56.8	8.4	10.1	18.0
	Kinki	235	26.8	13.6	10.1	4.6	19.2	50.0	3.5	8.1	15.7
	Chugoku, Shikoku and Kyushu	226	27.3	9.8	5.1	6.2	16.0	45.4	9.8	10.3	23.7
Industry	Construction	134	21.8	18.3	7.2	2.5	12.6	39.5	3.5	11.4	28.1
	Manufacturing	446	20.1	9.9	4.2	4.5	25.7	50.8	6.3	10.4	20.4
	Information and communications	84	33.7	12.8	20.6	3.1	6.1	37.0	0.0	3.5	32.5
	Transport	86	28.0	11.9	2.9	4.5	21.4	64.4	10.1	4.6	8.9
	Wholesale trade	270	32.0	14.6	9.7	7.0	21.8	51.7	5.3	11.8	16.8
	Retail trade	55	45.3	16.3	6.3	8.5	2.4	60.6	19.3	2.4	15.4
	Services	171	36.3	12.6	9.8	9.2	4.2	36.8	3.9	4.4	30.8
	Others	47	40.6	13.6	10.9	7.9	5.1	56.1	5.9	7.7	14.4
Size of enterprise	Less than 100 employees	487	28.7	15.3	6.3	5.4	15.3	48.3	5.2	11.2	21.4
	100 to 299 employees	568	27.6	10.9	8.7	5.8	19.1	48.7	6.5	6.8	21.4
	300 or more employees	238	32.0	15.0	14.4	6.5	16.7	46.7	3.8	8.6	20.9

The rate of implementation of working from home (teleworking) rose to 48.1% in May. There were disparities in the rate of implementation depending on region and industry, and larger enterprises were more likely to implement teleworking. [Figure 3, 4, 5, 6]

When enterprises' measures relating to business operations and employees' working environment are examined, "Implementation of working from home (teleworking)" increased notably from 5.3% in February to 48.1% in May. The most common response in May was "Implementation of working from home (teleworking)" followed by "Shortening of business hours by reduction of days of operation" (29.0%), "Shortening of business hours by reduction of business hours per day" (27.2%), and "Granting special paid leave (excluding annual paid leave)" (25.7%). Also, 9.3% of enterprises reported "Suspension of business operations." By region, "Implementation of working from home (teleworking)" in May was prevalent in Minami-Kanto, Kinki, and Hokkaido. By industry, the rate was high in Information and communications, Others, Services, and Wholesale trade. By size of enterprise, the rate was 35.9% at enterprises with less than 100 employees, 58.5% at those with 100 to 299 employees, and 81.4% at those with 300 or more employees. There is a direct correlation between larger enterprise size and higher implementation rate.

Figure 3. Enterprises' measures relating to business operations and employees' working environment (February-May 2020)



Note: In cases where measures were taken, multiple answers were possible.

Figure 4. Changes in rate of implementation of working from home (teleworking) (February-May 2020, by region)

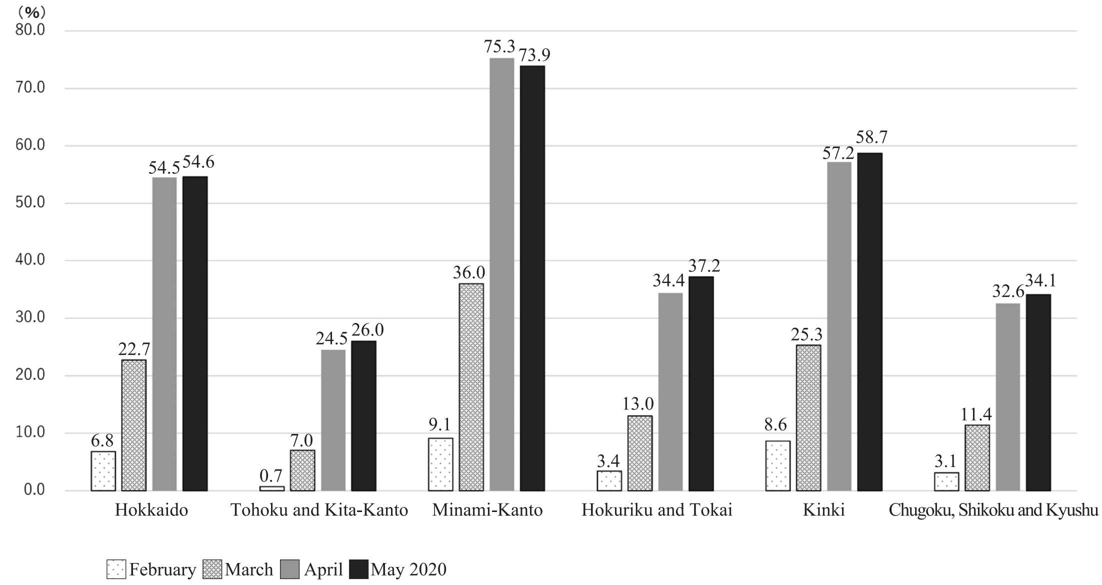


Figure 5. Changes in rate of implementation of working from home (teleworking) (February-May 2020, by industry)

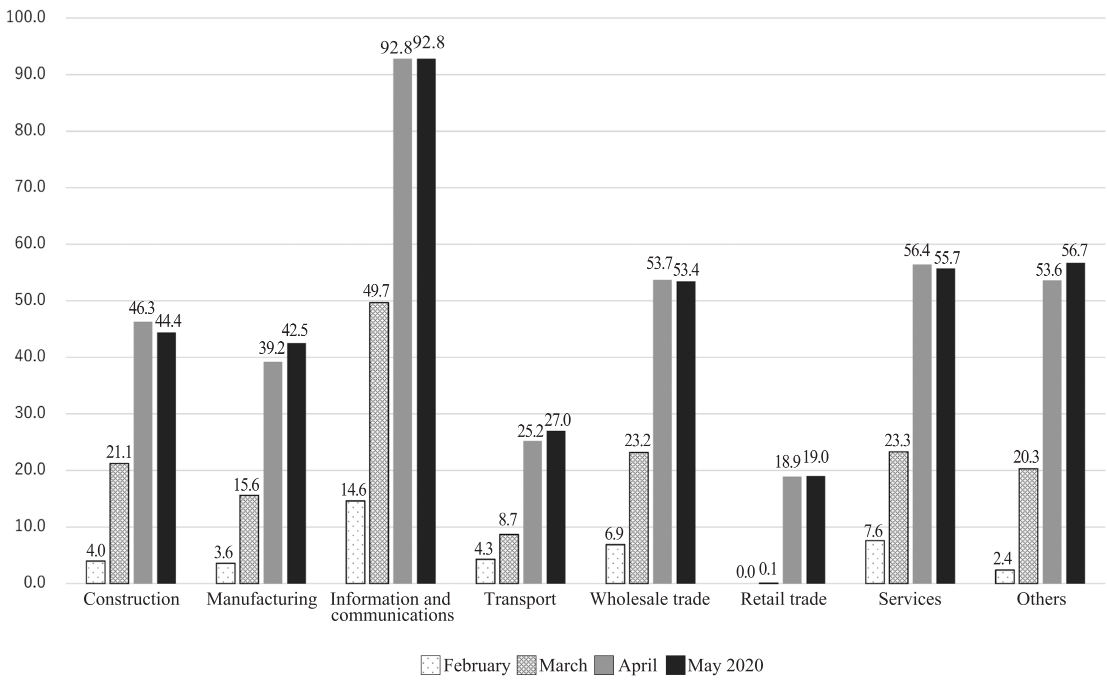
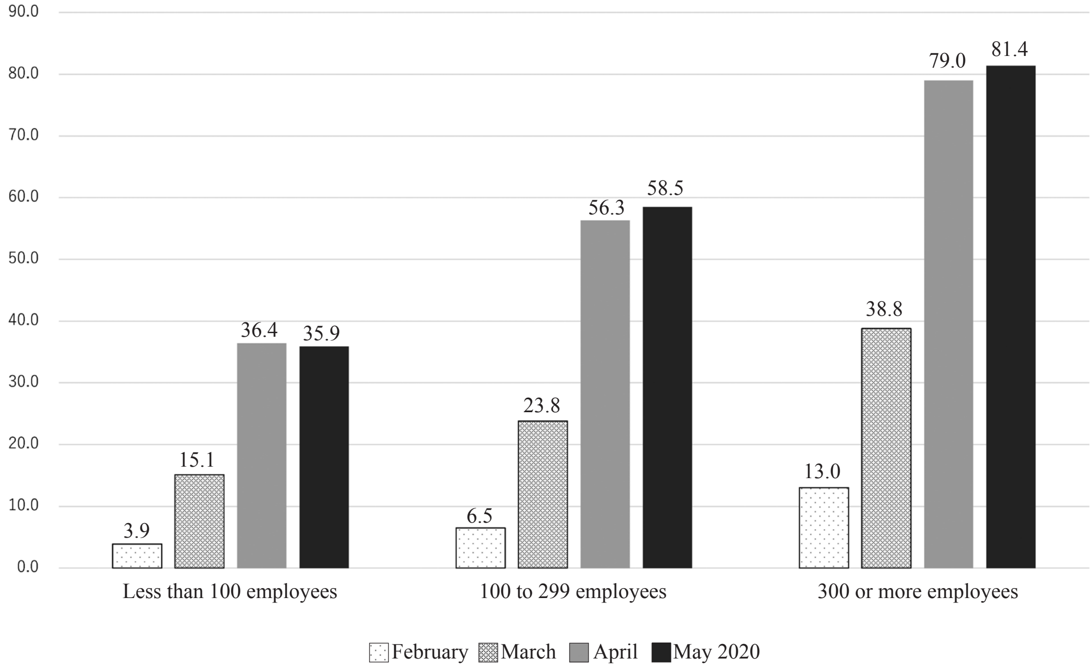


Figure 6. Changes in rate of implementation of working from home (teleworking) (February-May 2020, by size of enterprise)



Percentage of enterprises where number of workers was "almost the same" dropped, and percentage of enterprises where number of workers "decreased" rose. [Figure 7, 8]

In terms of change in enterprises' number of workers (including those on leave) from February to May, the percentage of enterprises which responded "almost the same'" trended downward from 85.9% in February to 66.4% in May. Meanwhile, the percentage of enterprises responding that number of workers "decreased" rose from 8.1% in February to 19.8% in May. When the situation in May is examined in terms of workers' form of employment, for "regular employees" the percentage of enterprises reporting an increase (15.3%) surpassed that reporting a decrease (14.3%). By contrast, for "part-time workers / contract workers" and "dispatched workers," the percentage of enterprises where number of workers decreased (17.3%, 28.0% respectively) exceeded that reporting an increase (4.7%, 6.5% respectively).

Figure 7. Change in number of workers at enterprises (February-May 2020, compared to the same month the previous year)

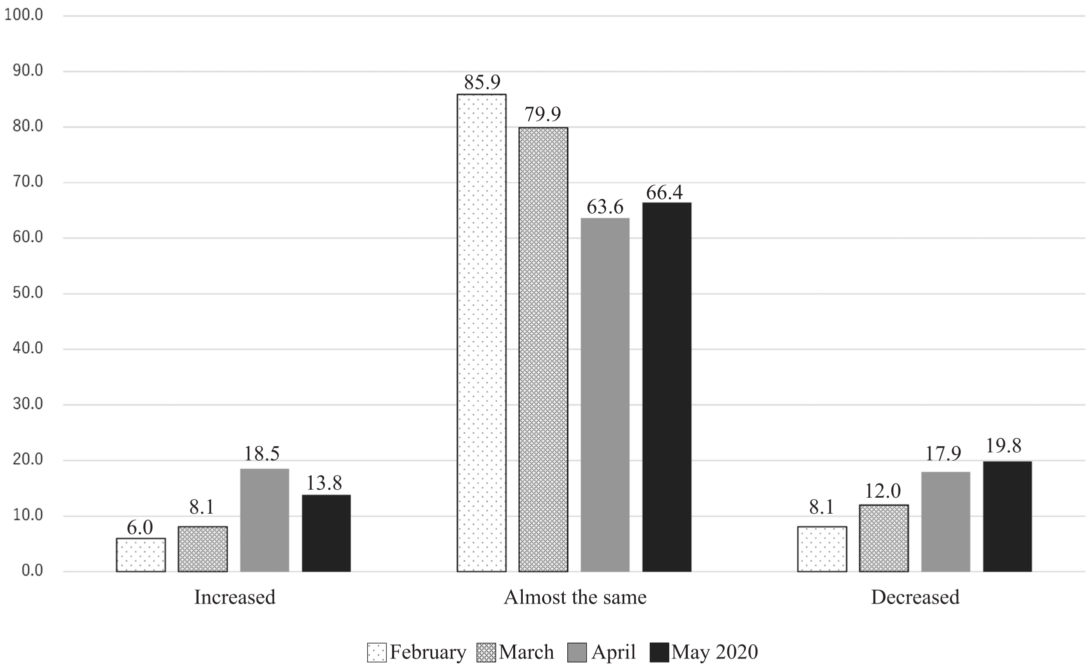
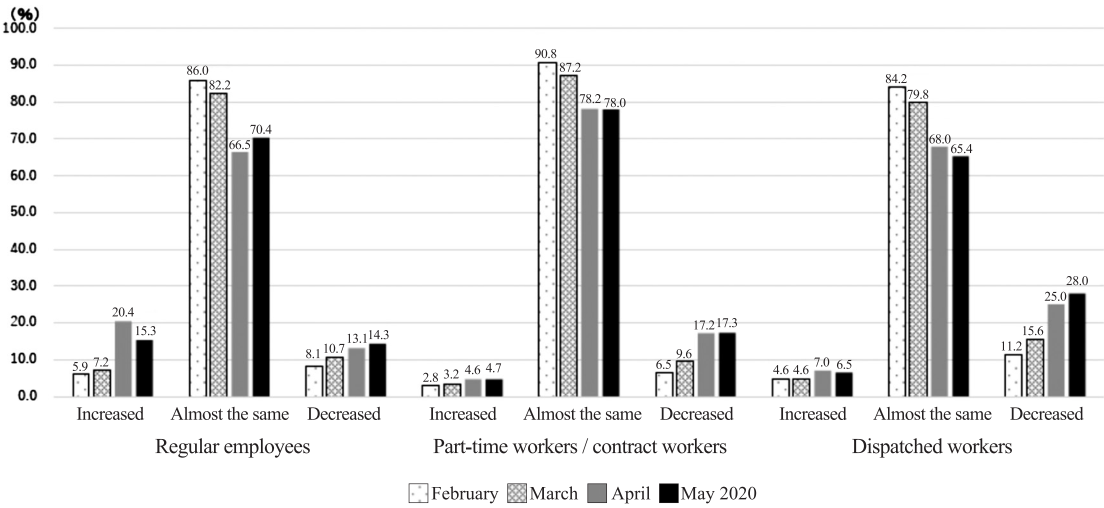


Figure 8. Change in number of workers at enterprises (February-May 2020, compared to the same month the previous year, by form of employment)



In May, 55.1% of enterprises made employment adjustments for regular employees. The major adjustments included shortened working hours and temporary closures, and the percentages of dismissals and non-renewal of fixed-term contracts are only slight. [Figure 9, 10]

The percentage of enterprises that made employment adjustments affecting "regular employees" increased from 19.5% in February to 55.1% in May. In terms of the measures of employment adjustments carried out in May, the most frequently implemented was "reduction of overtime work" (36.6%), followed by "shortening of normal working hours" (20.0%), and "temporary closures (furlough)" (18.2%). Meanwhile, levels of "dismissals" (0.4%) and "non-renewal of fixed-term contracts" (0.4%) remained low. The percentage of enterprises that made employment adjustments for "part-time workers / contract workers" increased from 13.5% in February to 39.4% in May. As for "dispatched workers," the percentage increased from 1.9% in February to 8.6% in May, but the percentage of enterprises making employment adjustments was lower than for other forms of employment.

Figure 9. Status and measures of employment adjustment implementation (February-May 2020, regular employees and part-time workers / contract workers)

(Multiple answers possible when measures were implemented, %)

	n	Month	Employment adjustment carried out	Reduction of overtime work	Shortening of normal working hours	Curtailment or suspension of hiring of new graduates	Temporary closures (furlough)	Calling for voluntary retirement	Dismissal	Non-renewal of fixed-term contracts	Reduction of wages	Other employment adjustments	No adjustment carried out
Regular employees	1,293	February	19.5	15.9	3.6	1.1	0.9	0.3	0.2	0.3	0.4	0.5	80.5
		March	29.0	22.7	8.3	1.8	3.0	0.0	0.3	0.5	0.5	1.2	71.0
		April	50.8	35.4	18.7	2.9	13.1	0.3	0.1	0.3	1.2	4.7	49.2
		May	55.1	36.6	20.0	3.4	18.2	0.2	0.4	0.4	1.7	4.8	44.9
Part-time workers / contract workers	1,293	February	13.5	11.0	2.5	0.6	0.8	0.1	0.1	0.2	0.2	0.4	86.5
		March	20.4	14.7	7.4	0.9	2.9	0.1	0.3	0.3	0.2	1.1	79.6
		April	37.1	21.2	15.0	1.3	11.6	0.3	0.4	0.8	0.9	3.3	62.9
		May	39.4	21.4	15.7	1.2	15.2	0.2	0.6	0.9	1.0	3.7	60.6

Figure 10. Status and measures of employment adjustment implementation (February-May 2020, dispatched workers)

(Multiple answers possible when measures were implemented, %)

	n	Month	Employment adjustment carried out	Reduction of workers through mid-term termination of worker dispatch contracts	Reduction of workers through non-renewal of worker dispatch contracts	Other employment adjustments	No employment adjustment carried out
Dispatched workers	1,293	February	1.9	0.6	0.9	0.4	98.1
		March	3.8	1.2	2.0	0.9	96.2
		April	7.6	2.0	4.0	2.4	92.4
		May	8.6	2.1	4.6	2.9	91.4

Compared to enterprises where production, sales, etc. “increased” or were “almost the same,” a higher percentage of enterprises where they “decreased” implemented employment adjustments affecting regular employees, and this percentage increased as the months progressed. [Figure 11, 12]

When the status of enterprises’ implementation of employment adjustments affecting regular employees is examined in terms of degree of change in production, sales, etc., a higher percentage of enterprises where production, sales, etc. “decreased” implemented such adjustments than those where they “increased” or were “almost the same,” and the percentage of enterprises carrying out adjustments increased with each passing month. Specifically, among the enterprises where production, sales, etc. “decreased,” the percentage of enterprises that carried out employment adjustments for “regular employees” went up to 64.7% in May from 33.3% in February, and furthermore among those enterprises that saw production, sales, etc. fall by around 50% or more, the percentage of enterprises that carried out employment adjustments rose from 48.6% in February to 75.8% in May. The status of employment adjustment implementation for “part-time workers / contract workers” was similar to that for “regular employees,” although the percentage making employment adjustments was lower.

Figure 11. Status of implementation of employment adjustments by degree of change in production, sales, etc. (February-May 2020, regular employees)

(Multiple answers possible when measures were implemented, %)

Month		Production and sales	Percentage of "decreased" respondents	Employment adjustment carried out.	Reduction of overtime work	Shortening of normal working hours	Curtailment or suspension of hiring of new graduates	Temporary closures (furlough)	Calling for voluntary retirement	Dismissal	Non-renewal of fixed-term contracts	Reduction of wages	Other employment adjustments	No employment adjustment carried out.
February	Increased	18.9	—	12.1	10.1	1.6	0.8	0.4	0.0	0.0	0.4	0.4	0.4	87.9
	Almost the same	48.7	—	14.0	11.7	2.2	0.3	0.3	0.2	0.3	0.2	0.0	0.2	86.0
	Decreased	31.8	100.0	33.3	27.6	6.4	2.2	2.0	0.7	0.0	0.2	0.7	0.7	66.7
	Around 10%	17.2	54.0	30.0	25.5	4.1	0.9	0.9	0.9	0.0	0.0	0.5	0.0	70.0
	Around 20%	7.0	22.1	28.7	25.3	4.6	2.3	2.3	0.0	0.0	1.1	0.0	0.0	71.3
	Around 30%	2.6	8.2	43.8	37.5	15.6	3.1	0.0	0.0	0.0	0.0	0.0	0.0	56.3
	Around 40%	1.8	5.6	31.6	21.1	5.3	0.0	5.3	0.0	0.0	0.0	5.3	10.5	68.4
	Around 50% or more	3.2	10.1	48.6	32.4	16.2	10.8	8.1	2.7	0.0	0.0	2.7	2.7	51.4
	Cannot compare	0.6	—	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	80.0
March	Increased	21.2	—	19.6	15.0	5.4	1.4	0.7	0.0	0.0	0.0	0.0	1.1	80.4
	Almost the same	34.3	—	19.3	16.2	4.9	0.9	0.7	0.0	0.2	0.5	0.5	0.2	80.7
	Decreased	44.0	100.0	43.2	33.7	12.9	2.6	6.1	0.0	0.3	0.7	0.7	1.9	56.8
	Around 10%	17.7	40.3	37.3	29.5	10.8	1.2	3.7	0.0	0.4	0.8	0.4	1.2	62.7
	Around 20%	11.9	27.1	39.6	32.2	9.4	2.7	6.0	0.0	0.0	0.0	0.0	0.7	60.4
	Around 30%	7.0	15.9	46.4	36.9	13.1	2.4	4.8	0.0	1.2	0.0	0.0	1.2	53.6
	Around 40%	2.3	5.1	63.0	51.9	14.8	7.4	14.8	0.0	0.0	7.4	0.0	3.7	37.0
	Around 50% or more	5.1	11.7	60.7	39.3	27.9	6.6	14.8	0.0	0.0	0.0	4.9	8.2	39.3
	Cannot compare	0.5	—	30.0	20.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	70.0
April	Increased	12.8	—	30.4	20.5	9.4	2.3	2.3	0.0	0.0	0.0	1.2	3.5	69.6
	Almost the same	22.4	—	34.9	24.7	11.3	1.5	5.1	0.0	0.0	0.0	0.7	2.2	65.1
	Decreased	64.2	100.0	62.9	43.9	23.9	4.0	18.7	0.6	0.2	0.6	1.7	5.6	37.1
	Around 10%	19.2	29.9	50.2	37.6	17.6	0.8	9.4	0.4	0.4	0.4	0.4	4.3	49.8
	Around 20%	16.7	26.1	65.2	47.6	23.8	4.3	15.2	0.5	0.0	0.5	1.0	4.3	34.8
	Around 30%	10.8	16.8	68.6	46.7	23.4	6.6	21.2	1.5	0.7	0.0	0.7	5.1	31.4
	Around 40%	5.9	9.2	78.4	54.1	31.1	8.1	25.7	0.0	0.0	1.4	5.4	12.2	21.6
	Around 50% or more	11.6	18.1	69.3	41.4	31.4	5.0	36.4	0.7	0.0	1.4	4.3	7.9	30.7
	Cannot compare	0.6	—	35.7	28.6	14.3	0.0	7.1	0.0	0.0	0.0	0.0	21.4	64.3
May	Increased	9.0	—	34.7	21.2	14.4	0.8	5.9	0.0	0.0	0.0	0.0	3.4	65.3
	Almost the same	17.7	—	30.8	19.6	10.7	3.3	3.7	0.0	0.5	0.0	0.0	2.8	69.2
	Decreased	72.0	100.0	64.7	44.3	23.1	4.1	23.4	0.3	0.4	0.6	2.6	5.5	35.3
	Around 10%	16.7	23.1	49.1	33.8	14.4	2.7	11.7	0.0	0.5	0.9	0.9	2.3	50.9
	Around 20%	18.1	25.2	60.1	41.6	21.8	2.5	16.4	0.0	0.0	0.4	1.3	2.5	39.9
	Around 30%	13.9	19.3	68.3	48.9	25.0	2.2	23.3	0.6	0.0	0.0	1.1	6.7	31.7
	Around 40%	7.4	10.3	82.8	59.1	25.8	9.7	31.2	1.1	0.0	3.2	4.3	11.8	17.2
	Around 50% or more	15.9	22.1	75.8	48.5	30.4	7.2	42.3	0.5	1.5	0.0	6.7	9.3	24.2
	Cannot compare	1.3	—	47.6	38.1	23.8	0.0	14.3	0.0	0.0	0.0	0.0	9.5	52.4

Note: The approximate percentages by which amounts decreased were optional responses, and some enterprises did not respond to them. Thus, the total of these percentages does not match the "decreased" total.

Figure 12. Status of implementation of employment adjustments by degree of change in production, sales, etc. (February-May 2020, part time workers / contract workers)

(Multiple answers possible when measures were implemented, %)

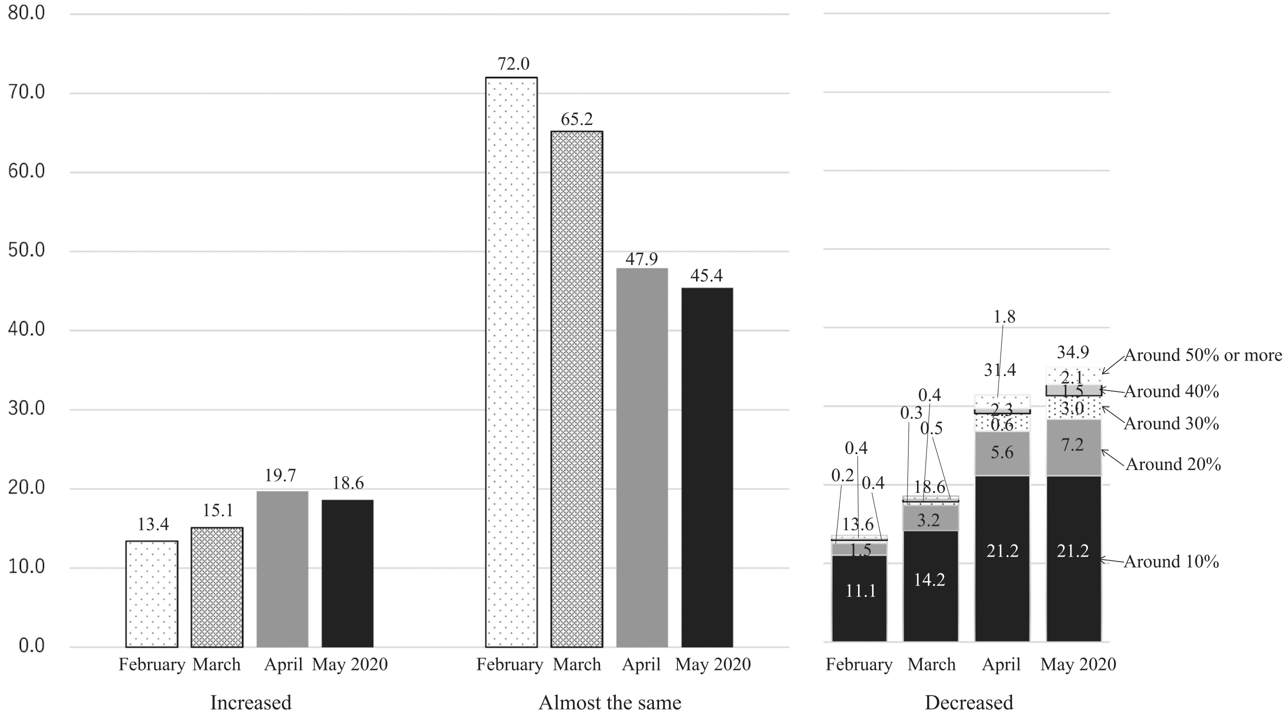
		Production and sales	Percentage of "decreased" respondents	Employment adjustment carried out.	Reduction of overtime work	Shortening of normal working hours	Curtailment or suspension of hiring of new graduates	Temporary closures (furlough)	Calling for voluntary retirement	Dismissal	Non-renewal of fixed-term contracts	Reduction of wages	Other employment adjustments	No employment adjustment carried out.
February	Increased	18.9	—	7.7	6.9	1.2	0.4	0.4	0.0	0.0	0.4	0.4	0.0	92.3
	Almost the same	48.7	—	10.6	8.9	1.3	0.3	0.6	0.0	0.0	0.0	0.0	0.5	89.4
	Decreased	31.8	100.0	24.9	20.0	4.9	0.7	1.7	0.2	0.2	0.7	0.2	0.7	75.1
	Around 10%	17.2	54.0	22.7	19.1	3.2	0.9	0.5	0.5	0.0	0.9	0.0	0.0	77.3
	Around 20%	7.0	22.1	23.0	18.4	4.6	0.0	2.3	0.0	0.0	1.1	0.0	0.0	77.0
	Around 30%	2.6	8.2	28.1	28.1	6.3	0.0	3.1	0.0	0.0	0.0	0.0	0.0	71.9
	Around 40%	1.8	5.6	26.3	15.8	0.0	0.0	5.3	0.0	0.0	0.0	5.3	10.5	73.7
	Around 50% or more	3.2	10.1	32.4	18.9	16.2	2.7	5.4	0.0	2.7	0.0	0.0	2.7	67.6
	Cannot compare	0.6	—	20.0	10.0	0.0	0.0	.0.0	0.0	0.0	10.0	0.0	0.0	80.0
March	Increased	21.2	—	13.6	8.9	4.6	0.4	1.1	0.0	0.0	0.0	0.0	1.1	86.4
	Almost the same	34.3	—	14.8	10.0	5.1	0.7	1.4	0.0	0.7	0.2	0.0	0.5	85.2
	Decreased	44.0	100.0	33.4	25.2	10.8	1.4	5.8	0.2	0.2	0.9	0.3	2.1	66.6
	Around 10%	17.7	40.3	27.4	21.6	6.6	0.8	2.5	0.0	0.0	1.2	0.4	2.1	72.6
	Around 20%	11.9	27.1	30.9	23.5	9.4	1.3	4.0	0.7	0.0	0.7	0.0	0.7	69.1
	Around 30%	7.0	15.9	36.9	27.4	9.5	0.0	8.3	0.0	0.0	0.0	0.0	0.0	63.1
	Around 40%	2.3	5.1	44.4	44.4	14.8	3.7	14.8	0.0	0.0	3.7	0.0	3.7	55.6
	Around 50% or more	5.1	11.7	52.5	31.1	31.1	4.9	16.4	0.0	1.6	0.0	1.6	6.6	47.5
	Cannot compare	0.5	—	30.0	10.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	0.0	70.0
April	Increased	12.8	—	20.5	10.5	7.6	0.6	3.5	0.0	0.6	0.6	0.6	0.6	79.5
	Almost the same	22.4	—	24.0	11.6	8.0	0.4	4.0	0.0	0.0	0.4	0.0	3.6	76.0
	Decreased	64.2	100.0	49.5	29.9	20.2	1.8	16.2	0.5	0.7	1.3	1.1	4.0	50.5
	Around 10%	19.2	29.9	35.7	23.5	11.4	0.4	8.2	0.0	0.4	1.2	0.4	2.7	64.3
	Around 20%	16.7	26.1	47.1	28.6	19.5	1.0	10.5	1.0	1.4	1.0	0.5	2.9	52.9
	Around 30%	10.8	16.8	54.0	32.8	19.7	0.7	18.2	0.0	0.0	2.9	0.7	2.9	46.0
	Around 40%	5.9	9.2	66.2	43.2	28.4	6.8	25.7	1.4	0.0	1.4	2.7	9.5	33.8
	Around 50% or more	11.6	18.1	65.0	35.0	32.9	4.3	32.9	0.7	1.4	0.7	2.9	6.4	35.0
	Cannot compare	0.6	—	42.9	28.6	0.0	0.0	7.1	0.0	0.0	7.1	0.0	7.1	57.1
May	Increased	9.0	—	22.0	11.9	9.3	0.0	5.1	0.0	0.0	0.8	0.0	0.0	78.0
	Almost the same	17.7	—	13.6	6.1	5.1	0.9	1.9	0.0	0.5	0.0	0.0	1.9	86.4
	Decreased	72.0	100.0	51.1	29.3	19.7	1.6	19.6	0.3	0.7	1.6	1.2	4.8	48.9
	Around 10%	16.7	23.1	34.2	18.9	9.0	0.0	9.5	0.0	0.5	0.9	0.0	4.1	65.8
	Around 20%	18.1	25.2	44.5	26.9	18.1	1.3	11.8	0.4	0.0	1.7	1.3	2.9	55.5
	Around 30%	13.9	19.3	53.9	32.8	21.1	0.6	18.9	0.6	0.6	1.7	0.0	2.8	46.1
	Around 40%	7.4	10.3	62.4	40.9	20.4	4.3	24.7	0.0	0.0	3.2	2.2	8.6	37.6
	Around 50% or more	15.9	22.1	69.6	35.1	31.4	3.6	39.2	0.5	2.6	1.5	3.1	8.2	30.4
	Cannot compare	1.3	—	42.9	23.8	14.3	0.0	9.5	0.0	0.0	9.5	0.0	4.8	57.1

Note: Same as Figure11.

Total personnel expenses decreased by a smaller degree than production, sales, etc., and accordingly it is estimated that personnel expenses as a percentage of total expenses increased. [Figure 13, 14]

From February to May, the percentage of enterprises where total personnel expenses "decreased" rose significantly from March (18.6%) to April (31.4%). The percentage of enterprises where they "increased" also rose from March (15.1%) to April (19.7%). Regarding the degree of decrease at enterprises where personnel expenses dropped, about 90% of the enterprises reporting decreases in May responded that they were "around 30%" or less. Compared to production, sales, etc., decreases in personnel expenses were smaller.

Figure 13. Change in enterprise' total personnel expenses (February-May 2020, compared to the same month the previous year)



Note: Same as Figure1.

Figure 14. Relationship between changes in production, sales, etc. and change in total personnel expenses (February-May 2020, compared to the same month the previous year)

(%)

				Total personnel expenses								
				Increased	Almost the same	Decreased						Cannot compare
							Around 10%	Around 20%	Around 30%	Around 40%	Around 50% or more	
Production, sales, etc.	February		% of enterprises	13.4	72.0	13.6	11.1	1.5	0.4	0.2	0.4	1.0
		Increased	18.9	6.0	12.2	0.9	0.8	0.1	0.0	0.0	0.0	0.0
		Almost the same	48.7	5.2	39.9	3.2	2.7	0.5	0.0	0.0	0.0	0.4
		Decreased	31.8	3.4	18.9	8.7	6.7	0.6	0.4	0.2	0.3	0.4
		Around 10%	17.2	4.3	10.1	4.6	4.3	0.2	0.1	0.0	0.0	0.0
		Around 20%	7.0	1.2	4.5	1.7	1.2	0.2	0.1	0.0	0.0	0.4
		Around 30%	2.6	0.2	1.8	0.4	0.2	0.0	0.0	0.0	0.1	0.4
		Around 40%	1.8	0.4	0.8	0.5	0.4	0.1	0.1	0.0	0.0	0.5
		Around 50% or more	3.2	0.5	1.3	1.2	0.5	0.2	0.1	0.2	0.2	0.0
		Cannot compare	0.6	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.5
	March		% of enterprises	15.1	65.2	18.6	14.2	3.2	0.5	0.3	0.4	1.1
		Increased	21.2	8.4	1.6	1.5	1.2	0.2	0.0	0.0	0.0	0.2
		Almost the same	34.3	3.7	26.1	3.2	2.5	0.5	0.2	0.0	0.0	0.3
		Decreased	44.0	3.9	26.3	13.6	9.8	2.2	0.5	0.2	0.4	0.4
		Around 10%	17.7	3.4	11.6	4.9	4.2	0.7	0.0	0.0	0.0	0.1
		Around 20%	11.9	1.9	6.1	4.3	3.2	0.9	0.2	0.0	0.0	0.1
		Around 30%	7.0	0.9	4.6	1.5	0.9	0.2	0.2	0.0	0.0	0.1
		Around 40%	2.3	0.2	1.1	0.9	0.6	0.2	0.1	0.1	0.0	0.0
		Around 50% or more	5.1	0.9	2.4	1.9	1.0	0.3	0.0	0.2	0.4	0.2
		Cannot compare	0.5	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.5
	April		% of enterprises	19.7	47.9	31.4	21.2	5.6	2.3	0.6	1.8	1.0
		Increased	12.8	5.2	6.1	1.8	1.4	0.2	0.0	0.0	0.1	0.2
		Almost the same	22.4	5.1	12.5	3.6	2.7	0.8	0.1	0.0	0.0	0.2
		Decreased	64.2	9.4	27.6	26.9	17.2	4.8	2.0	0.8	1.4	0.5
		Around 10%	19.2	3.7	9.7	6.2	5.7	0.4	0.0	0.0	0.0	0.1
		Around 20%	16.7	2.6	6.0	7.5	5.2	1.7	0.5	0.0	0.0	0.1
		Around 30%	10.8	1.4	4.6	4.6	3.2	0.7	0.5	0.2	0.0	0.1
		Around 40%	5.9	0.8	1.5	3.4	1.7	0.4	0.5	0.3	0.3	0.1
		Around 50% or more	11.6	0.6	5.0	4.9	1.3	1.5	0.5	0.3	1.1	0.2
		Cannot compare	0.6	0.0	0.3	0.3	0.2	0.1	0.1	0.0	0.0	0.5
	May		% of enterprises	18.6	45.4	34.9	21.1	7.2	3.0	1.5	2.1	1.0
		Increased	9.0	4.6	3.6	0.9	0.6	0.2	0.0	0.0	0.0	0.1
		Almost the same	17.7	3.6	10.5	2.3	1.7	0.5	0.1	0.0	0.0	0.2
		Decreased	72.0	10.5	29.2	32.4	18.9	6.4	2.6	1.5	2.2	0.5
		Around 10%	16.7	4.0	8.7	4.4	4.1	0.3	0.0	0.0	0.0	0.1
		Around 20%	18.1	2.8	7.8	7.8	5.0	2.2	0.1	0.1	0.1	0.0
		Around 30%	13.9	2.0	5.0	6.7	4.3	1.1	1.1	0.1	0.0	0.2
		Around 40%	7.4	0.7	2.3	4.2	2.2	0.7	0.5	0.6	0.1	0.0
		Around 50% or more	15.9	0.6	4.9	9.2	3.2	2.1	0.9	0.7	2.0	0.2
		Cannot compare	1.3	0.0	0.6	0.5	0.3	0.0	0.2	0.0	0.0	0.5

Notes: 1. Figures indicate percentages of all enterprises.

2. The approximate percentages by which amounts decreased were optional responses, and some enterprises did not respond to them. Thus, the total of these percentages does not match the "decreased" total.

Among aid programs for enterprises, a high percentage of enterprises utilized the "Employment Adjustment Subsidy," "Japan Finance Corporation and private financial institutions' financial support through Special Coronavirus Loans and Safety Net Guarantees," and "Sustainability Subsidy (Subsidy Program for Sustaining Businesses)" [Figure 15]

Among coronavirus-related aid programs for enterprises, those which enterprises are frequently applying for or considering applying for in the future are the Employment Adjustment Subsidy (37.3%), the Japan Finance Corporation and private financial institutions' financial support through Special Coronavirus Loans and Safety Net Guarantees" (30.3%) and "Sustainability Subsidy" (19.8%).

Figure 15. Enterprises' utilization of aid programs related to COVID-19 (responses as of June 2020)

(Multiple answers possible when enterprises are utilizing or plan to utilize programs, %)

			Have applied for program or are considering applying in the future.														Not considering applying for any programs.	Have not yet decided / Not sure.
				Sustainability Subsidy (2 million yen for business operators whose sales have decreased, etc.)	Grant for businesses cooperating with prefectures' requests for temporary closures or shortening of business hours	Benefits, subsidies, loans, etc. from prefectures, etc. other than those listed above	Japan Finance Corporation and private financial institutions' financial support through Special Coronavirus Loans and Safety Net Guarantees	Employment Adjustment Subsidy (allowances, etc. for maintaining employment of workers during closures)	Allowances in response to elementary school closures, etc. (support for business operators who give paid leave to parents)	Subsidy to support promotion of work style reforms (support for introduction of teleworking, etc.)	Deferment of payment of national and local taxes, employees' pension and insurance premiums, etc.	Reduction of or exemption from property taxes and other taxes	Corporate tax refunds by carry-back of losses	Deferment of utility payments (water, electricity, gas, telephone, etc.)	Rent support benefits	Others		
Total		1,293	66.2	19.8	5.5	14.7	30.3	37.3	16.3	9.8	3.3	4.6	1.9	0.4	4.4	0.6	19.0	14.9
Region	Hokkaido	48	50.0	15.9	9.1	9.1	25.1	27.4	20.4	9.1	9.2	7.0	2.4	2.4	9.1	0.0	36.3	13.7
	Tohoku and Kita-Kanto	170	66.4	18.9	4.2	11.9	31.4	32.9	18.2	6.3	2.1	2.8	1.4	0.0	2.1	0.0	22.4	11.2
	Minami-Kanto	394	68.3	20.7	7.4	17.3	31.0	37.5	14.5	17.1	3.4	3.0	2.7	0.0	6.3	0.0	17.8	13.9
	Hokuriku and Tokai	220	65.2	18.5	2.8	12.9	24.1	41.1	19.6	9.5	6.2	5.6	2.2	1.1	3.9	0.6	18.0	16.9
	Kinki	235	70.6	21.1	3.5	8.6	32.7	45.9	17.7	9.6	3.0	7.1	2.5	0.5	3.0	0.5	14.2	15.2
	Chugoku, Shikoku and Kyushu	226	63.8	20.1	7.2	21.1	32.9	32.5	12.4	4.6	1.0	4.6	0.5	0.0	4.6	2.1	19.1	17.1
Industry	Construction	134	60.5	25.4	1.6	15.0	33.0	20.4	4.2	10.4	1.6	3.3	2.2	0.0	4.9	0.0	27.1	12.4
	Manufacturing	446	76.9	18.6	3.6	14.2	34.5	50.1	23.3	9.5	3.1	5.6	2.5	0.0	1.4	0.0	11.3	11.8
	Information and communications	84	62.4	10.0	3.3	15.8	23.9	32.0	18.0	18.2	3.6	0.0	1.5	0.0	5.1	0.0	20.5	17.1
	Transport	86	59.0	8.6	1.4	10.6	24.8	43.6	13.2	10.4	2.9	2.9	0.0	0.0	5.7	0.0	19.4	21.6
	Wholesale trade	270	57.9	17.1	5.4	13.2	30.3	27.2	10.3	10.5	2.0	3.1	1.3	0.4	2.4	1.0	25.0	17.1
	Retail trade	55	64.5	27.8	13.0	17.2	25.2	42.8	19.0	2.5	2.1	4.2	0.1	0.1	15.0	2.4	20.3	15.2
	Services	171	65.4	32.0	13.3	20.7	26.5	36.9	17.6	9.5	7.6	9.2	3.3	2.2	10.2	2.2	17.7	16.9
	Others	47	56.6	5.9	7.3	7.4	21.3	26.1	21.1	4.7	5.0	2.3	0.1	0.0	5.9	0.0	27.6	15.8
Size of enterprise	Less than 100 employees	487	70.3	29.3	5.4	19.7	38.8	32.7	10.9	7.6	2.9	4.6	1.7	0.4	6.7	0.7	17.7	12.0
	100 to 299 employees	568	62.7	11.5	5.5	10.4	23.1	41.4	21.0	11.8	3.7	4.6	2.1	0.4	2.5	0.6	20.0	17.3
	300 or more employees	238	50.1	8.0	5.0	6.6	9.2	32.6	17.4	9.6	5.3	4.3	1.3	1.2	2.0	2.0	21.6	28.3

For business performance recovery, 26.1% of enterprises predict it will take “six months to one year” and 22.6% of enterprises predict “one to two years.” [Figure 16]

Concerning the outlook for recovery of their business performance, the percentage of enterprises responding that it will take at least six months and up to a year to return to the previous level was highest at a little over one fourth, 26.1%, followed by “one to two years” (22.6%), “not sure” (18.7%), “within six months” (8.8%) and “more than two years.” (7.1%).

Figure 16. Enterprises' forecasts for their business performance after cancelation of a state of emergency

(%)

		n	Expect to recover and return to the previous level within six months.	Expect it will take between six months and one year to recover and return to the previous level.	Expect it will take between one and two years to recover and return to the previous level.	Expect it will take more than two years to recover and return to the previous level.	Do not expect to recover (will not return to the previous level, cannot see path to recovery).	Not sure.	Business performance has not declined.
Total		1,293	8.8	26.1	22.6	7.1	3.1	18.7	13.6
Region	Hokkaido	48	2.3	34.1	11.4	6.8	2.3	11.4	31.7
	Tohoku and Kita-Kanto	170	8.4	19.6	22.4	6.3	5.6	21.7	16.1
	Minami-Kanto	394	8.7	30.1	23.5	6.7	3.4	16.1	11.4
	Hokuriku and Tokai	220	6.7	28.1	25.9	5.0	2.8	21.3	10.1
	Kinki	235	10.6	30.8	22.2	9.6	2.0	16.7	8.1
	Chugoku, Shikoku and Kyushu	226	10.8	19.6	21.7	7.7	2.1	20.1	18.0
Industry	Construction	134	11.6	20.4	14.0	13.7	0.7	19.7	19.8
	Manufacturing	446	6.1	27.4	23.6	6.5	4.4	18.9	13.1
	Information and communications	84	6.8	25.1	26.3	5.6	1.6	16.2	18.5
	Transport	86	9.0	27.8	31.1	4.5	4.4	17.8	5.2
	Wholesale trade	270	8.0	30.2	23.4	6.4	1.9	18.0	12.0
	Retail trade	55	17.2	21.2	26.4	8.6	0.0	15.5	11.1
	Services	171	13.3	23.9	19.4	5.9	5.1	19.1	13.2
	Others	47	5.5	21.4	25.2	2.4	2.3	24.6	18.7
Size of enterprise	Less than 100 employees	487	8.8	26.5	21.2	7.8	3.1	19.4	13.3
	100 to 299 employees	568	8.9	25.8	23.9	6.4	3.1	18.0	13.9
	300 or more employees	238	6.2	22.7	26.5	6.4	2.4	20.6	15.2

Regarding future business continuity, 73.9% of enterprises say they will “continue business operations at the current level,” and only a small percentage say they will “continue business operations at a smaller scale” (6.2%) or “discontinue business operations” (0.2%). [Figure 17]

Regarding enterprises' outlook on continuing business operations in the future, over 70% said they intended to “continue business operations at the current level” (73.9%), followed by “continue business operations at an expanded scale” at 11.0%. Only small percentages responded that they would “continue business operations at a smaller scale” (6.2%) or “d is continue business operations” (0.2%).

Figure 17. Enterprises' outlook on continuation of their business activities

(%)

		n	Intend to continue business operations at an expanded scale	Intend to continue business operations at tlie current level	Intend to continue business operations at a smaller scale	Intend to launch new business and continue business operations	Intend to discontinue business operations	Not sure
Total		1,291	11.0	73.9	6.2	1.8	0.2	7.0
Region	Hokkaido	47	14.0	72.0	7.0	0.0	0.0	7.0
	Tohoku and Kita-Kanto	169	8.5	78.9	5.6	0.7	0.7	5.6
	Minami-Kanto	394	11.1	74.1	7.0	2.3	0.0	5.4
	Hokuriku and Tokai	220	15.7	67.4	6.2	1.1	0.6	9.0
	Kinki	235	8.6	74.7	7.1	3.5	0.0	6.1
	Chugoku,Shikoku and Kyushu	226	9.8	74.2	4.6	2.6	0.0	8.7
Industry	Construction	134	7.0	80.9	3.6	0.0	0.0	8.4
	Manufacturing	446	8.7	75.2	6.7	1.4	0.3	7.7
	Information and communications	84	25.4	70.0	1.5	1.5	0.0	1.6
	Transport	86	13.1	73.7	5.9	2.9	0.0	4.5
	Wholesale trade	270	8.0	75.9	5.7	2.8	0.5	7.1
	Retail trade	55	12.7	60.4	11.2	2.4	0.0	13.3
	Services	171	16.7	65.2	9.8	3.4	0.0	4.8
	Others	47	13.0	76.8	0.0	3.1	0.0	7.1
Size of enterprise	Less than I00 employees	485	9.9	72.0	7.7	2.7	0.5	7.4
	I00 to 299 employees	568	11.8	75.3	4.9	1.5	0.0	6.6
	300 or more employees	238	17.2	66.2	5.2	1.7	0.0	9.7

Signs indicate that hiring will continue to be an important part of enterprise management. [Figure 18]

In cases where enterprises intended to continue business operations, they were asked how they planned to deal with human resource utilization and human resource management in the future as compared with the present. Regarding future human resource utilization, the highest percentage responded that they would "emphasize hiring and human resource development" (72.6%). Regarding human resource management, 44.1% responded that they would "boost the efficiency of operations (work streamlining/standardization, work sharing, review of work procedures, etc.)," 41.8% that they would "promote training/capacity development," 28.7% that they would "enhance mid-career hiring," and 24.4% that they would "invest in labor-saving (mechanization/automation)." The tendencies of these responses reveal the perception of a labor shortage. Regarding working from home (teleworking), 22.7% of enterprises stated their intention to "upgrade the infrastructure for working from home (teleworking) and fully utilize it."

Figure 18. Enterprises' future plans for measures relating to human resource utilization and human resource management

(Multiple answers possible when measures are planned, %)

		n	Direction of human resource utilization (forecast for change in percentages of employees in each form of employment)				Direction of human resource management										No specific measures planned.	Have not decided / not sure.
			Emphasize hiring and human resource development.	Boost percentage of regular employees.	Boost percentage of part-time workers / contract workers.	Boost percentage of dispatched workers.	Promote outsourcing of operations	Enhance hiring of new graduates.	Enhance mid-career hiring.	Promote transitioning of part-time workers / contract workers to regular employees.	Promote training / capacity development.	Promote utilization of temporary assignment or employment transfer of regular employees.	Invest in labor-saving (mechanization / automation).	Boost the efficiency of operations (work streamlining / standardization, work sharing, review of work procedures, etc.).	Upgrade infrastructure for working from home (teleworking) and fully utilize it.	Restore operations to workplace rather than focusing on working from home(teleworking).		
Total		1187	72.6	15.8	5.5	1.2	7.8	22.9	28.7	6.5	41.8	2.0	24.4	44.1	22.7	4.3	6.8	5.0
Region	Hokkaido	43	69.3	28.4	7.7	2.6	5.2	23.3	38.6	23.1	51.1	7.7	25.6	48.8	12.8	7.7	10.2	2.6
	Tohoku and Kita-Kanto	155	70.3	14.5	5.4	0.8	4.6	19.9	26.7	2.3	49.7	0.8	26.7	48.1	12.3	2.3	8.4	3.8
	Minami-Kanto	365	71.0	11.8	6.0	1.8	7.9	20.0	23.2	7.5	38.3	2.1	22.9	41.5	35.0	4.7	5.0	6.1
	Hokuriku and Tokai	197	73.3	18.6	3.7	1.2	9.3	24.8	30.4	6.2	46.5	3.7	25.5	47.8	20.5	2.5	8.1	5.0
	Kinki	219	76.7	17.3	4.3	0.5	7.6	20.6	26.0	6.0	41.1	1.7	23.3	45.4	25.5	7.0	4.8	5.9
	Chugoku, Shikoku and Kyushu	208	72.9	15.8	6.8	1.1	9.6	28.8	35.6	6.2	35.1	0.6	24.3	39.0	17.0	4.0	7.9	4.5
Industry	Construction	121	78.3	24.6	1.8	0.8	9.7	34.9	50.8	3.6	45.6	1.7	17.4	33.8	13.9	4.4	3.8	1.5
	Manufacturing	405	78.6	16.4	3.9	2.0	6.7	21.5	20.5	7.9	48.0	1.7	37.4	56.2	19.4	4.0	4.5	4.7
	Information and communications	82	75.1	17.1	1.6	1.6	5.3	29.3	36.8	1.6	39.6	2.1	18.3	44.9	52.6	8.0	4.3	3.8
	Transport	80	88.7	19.1	3.1	0.0	3.4	21.8	47.5	7.8	42.1	1.7	28.1	41.4	8.0	1.6	2.0	1.5
	Wholesale trade	249	65.8	9.3	6.6	1.2	5.5	19.4	21.2	5.8	34.7	1.4	16.4	38.2	26.6	5.3	11.6	6.7
	Retail trade	48	59.5	14.5	15.4	0.0	4.4	31.6	36.1	15.6	48.1	8.0	24.5	44.5	10.5	0.0	7.4	7.0
	Services	160	62.8	15.4	10.7	0.8	15.8	19.3	29.8	7.3	34.4	2.1	16.2	38.8	29.8	4.4	10.1	5.7
	Others	42	60.7	17.1	3.4	0.0	11.2	13.4	20.0	0.1	38.2	2.5	9.5	23.1	23.2	3.3	9.1	12.2
Size of enterprise	Less than 100 employees	443	67.0	15.2	8.7	1.3	8.9	14.6	28.0	5.6	34.4	1.5	17.2	37.1	17.7	2.5	10.7	5.7
	100 to 299 employees	530	77.4	16.4	2.7	1.2	6.8	29.9	29.2	7.3	48.1	2.4	30.5	49.9	26.8	5.8	3.6	4.5
	300 or more employees	214	69.5	18.4	3.3	1.8	10.8	27.0	26.2	7.8	45.8	3.2	30.4	49.3	39.8	7.5	2.8	6.9

Outline of the Survey

"Survey on Impact of Novel Coronavirus (COVID-19) on Enterprise Management"

1. Object

People infected with COVID-19 were first confirmed in Japan in mid-January, 2020. Their number reached 1,000 on March 20 and then rapidly increased, surpassing 2,000 at the end of March, 3,000 on April 3, and 4,000 on April 6.

During this time, the government established the "Novel Coronavirus Response Headquarters" and compiled "emergency measures concerning the novel coronavirus infectious disease" on February 13, followed by a second round of measures on March 10. The government formulated a "basic policy for countermeasures against the novel coronavirus pandemic" on February 25, which was later revised into "Basic Policies for Novel Coronavirus Disease Control" on April 7.

On March 13, an "Amendment of the Act on Special Measures for Pandemic Influenza and New Infectious Diseases Preparedness and Response" was approved and enacted. A "declaration of a state of emergency" was issued for 7 prefectures based on Article 32 (1) of the act on April 7 and later expanded to all prefectures on April 17.

"Emergency Economic Measures to Cope with COVID-19" were approved through a Cabinet decision on April 7 (and subsequently amended on April 20). They included further expansion of the Employment Adjustment Subsidy's special measure and financial measures, payment of "Sustainability Benefits" for SMEs, and "cash handouts of 100,000 yen to all citizens." Later, requests were made to refrain from going outside and to suspend business until the declaration was completely rescinded on May 26. These requests had a major impact on the public's daily living.

In light of what has happened thus far, the JILPT conducted a web survey of enterprises in June to understand the effects on enterprise management of the spread of COVID-19 and preventive measures against it. This document is a preliminary report on key results of tabulation of responses.

2. Surveyed enterprises (sample)

3,000 enterprises selected from those registered with an internet survey firm as respondents (excluding those with no employees)

3. Survey period

June 1-15, 2020 (Survey on change in production, sales, etc. in February, March, April, and May)

4. Survey method

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

Enterprises were classified through stratified random allocation by region (10 blocs: Hokkaido, Tohoku, Kita-Kanto, Minami-Kanto, Hokuriku, Tokai, Kinki, Chugoku, Shikoku, Kyushu) and by size of enterprise (three categories: Less than 100 employees, 100 to 299 employees, 300 or more employees) (total of 30 cells) and responses sorted accordingly.

5. Tabulation procedure

Based on the numbers of enterprises responding to the Ministry of Internal Affairs and Communications "Economic Census for Business Frame 2014," weights were calculated for each region (six blocs: Hokkaido, Tohoku / Kita-Kanto, Minami-Kanto, Hokuriku / Tokai, Kinki, Chugoku / Shikoku / Kyushu), and each size of enterprises (two categories: 299 or less employees and 300 or more employees). And then composition ratios, etc. were calculated from the results tabulated using the weights, except Figures 11, 12, 14 and Reference Figures (omitted in this document) 10, 11 in which cross tabulation was performed using simple tabulation.

In the tabulation by industry, based on the Japan Standard Industry Classification, "Professional and technical services," "Accommodations, eating and drinking services," "Medical, health care and welfare," etc. were grouped into the category of "Services." Also, "Agriculture, forestry and fisheries," "Mining", "Finance and insurance," and "Real estate," for which there were very few samples, were grouped as "Others".

6. Number of valid responses

1,293 (response rate 43.1%)

Attributes of enterprises giving valid responses

		n	Composition ratio
Total		1,293	100.0
Region	Hokkaido	48	3.7
	Tohoku and Kita-Kanto	170	13.1
	Minami-Kanto	394	30.5
	Hokuriku and Tokai	220	17.0
	Kinki	235	18.2
	Chugoku, Shikoku and Kyushu	226	17.5
Industry	Construction	134	10.4
	Manufacturing	446	34.5
	Information and communications	84	6.5
	Transport	86	6.7
	Wholesale trade	270	20.9
	Retail trade	55	4.3
	Services	171	13.2
	Others	47	3.6
Size of enterprise	Less than 100 employees	487	37.7
	100 to 299 employees	568	43.9
	300 or more employees	238	18.4