

Survey on the Impact of COVID-19 on Enterprise Management
(February 2021 Survey, 3rd wave)

This is a translation of questionnaire for an internet monitor enterprise survey conducted in Japanese.

Q1

Please select the option that best describes changes in your company's year-on-year production, sales, etc. and personnel expenses for each month from last October to this past January.

Note: If your company is in the manufacturing industry, compare figures for production. If it is in the finance industry or insurance industry, compare ordinary income. For all other industries, compare sales (total receipts).

Q1_1_1

Year-on-year increase/decrease in production, sales, etc.

		Increase	Almost the same	Decrease	No year-on-year comparison available*
October	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
November	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
December	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
January	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Cases such as those business had not yet been started in the same month of the previous year.

Respondents who selected "Increase" or "Decrease" will be led to Q1_1.

Q1_2_1

Year-on-year increase/decrease in personnel expenses

		Increase	Almost the same	Decrease	No year-on-year comparison available*
October	→	○	○	○	○
November	→	○	○	○	○
December	→	○	○	○	○
January	→	○	○	○	○

*Cases such as those business had not yet been started in the same month of the previous year.

Respondents who selected “Increase” or “Decrease” will be led to Q1_2.

Q1_1

If there was an increase or decrease in production, sales, etc. in Q1_1_1, please indicate the degree of year-on-year increase or decrease (around 10% to 100%) for each month from the last October to this past January.

Note: If your company is in the manufacturing industry, compare figures for production. If it is in the finance industry or insurance industry, compare ordinary income. For all other industries, compare sales (total receipts).

Q1_1_2

The degree of increase/decrease in production, sales, etc.

October	→	Select one from the items below.
November	→	Select one from the items below.
December	→	Select one from the items below.
January	→	Select one from the items below.

Items

- Around 10%
- Around 20%
- Around 30%
- Around 40%
- Around 50%
- Around 60%
- Around 70%
- Around 80%
- Around 90%
- Around 100%

Q1_2

If there was an increase or decrease in production, sales, etc. in Q1_2_1, please indicate the degree of year-on-year increase or decrease (around 10% to 100%) for each month from the last October to this past January.

Note: If your company is in the manufacturing industry, compare figures for production. If it is in the finance industry or insurance industry, compare ordinary income. For all other industries, compare sales (total receipts).

Q1_2_2

The degree of increase/decrease in personnel costs

October	→	Select one from the items below.
November	→	Select one from the items below.
December	→	Select one from the items below.
January	→	Select one from the items below.

Items	
- Around 10%	- Around 60%
- Around 20%	- Around 70%
- Around 30%	- Around 80%
- Around 40%	- Around 90%
- Around 50%	- Around 100%

Q2_1_1

Please select the best response for the state of your company's revenue including production and sales this past January compared with those last May (during the initial state of emergency).

Increase	Almost the same	Decrease
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2_1_2

If there was an increase or decrease in revenue production, sales, etc. this past January, please

indicate the degree of increase or decrease (around 10% to 100%) compared with those last May (during the initial state of emergency).

The degree of increase or decrease.	→	Select one from the items below.
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Items
- Around 10% - Around 60%
- Around 20% - Around 70%
- Around 30% - Around 80%
- Around 40% - Around 90%
- Around 50% - Around 100%

Q2_2

(1) From the following list, please select all items that were factors behind year-on-year change in production, sales, etc. described in Q1.

(2) From the following list, please select all items that were factors behind the change in production, sales, etc. this past January compared with those last May described in Q2_1_1.

	(1) Year-on-year	(2) Compared with last May
	↓	↓
Being subject to the voluntary restriction request due to the April–May 2020 state of emergency declaration, or its residual effect	<input type="checkbox"/>	<input type="checkbox"/>
Being subject to the voluntary restriction request due to this past January’s state of emergency declaration or its residual effect	<input type="checkbox"/>	<input type="checkbox"/>
Being subject to voluntary restriction requested by national or local government (reduction of business hours, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Being subject to business suspension requested by the industry	<input type="checkbox"/>	<input type="checkbox"/>
Clients being affected by COVID-19	<input type="checkbox"/>	<input type="checkbox"/>

Import/export affected by COVID-19	<input type="checkbox"/>	<input type="checkbox"/>
Directly affected by immigration restrictions (aviation, passengers, travel, tourism, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Disruption of business activities due to discontinuation of production in overseas supply chains and other factors	<input type="checkbox"/>	<input type="checkbox"/>
Effects of the spread of COVID-19 overseas including lockdowns	<input type="checkbox"/>	<input type="checkbox"/>
Influence of decline in consumption and other forms of demand due to voluntary restrictions in public life	<input type="checkbox"/>	<input type="checkbox"/>
Increased demand for consumption (such as home delivery) due to voluntary restrictions in public life	<input type="checkbox"/>	<input type="checkbox"/>
The April–May 2020 state of emergency declaration rescinded	<input type="checkbox"/>	<input type="checkbox"/>
Relaxation of voluntary restrictions in public life	<input type="checkbox"/>	<input type="checkbox"/>
Increased demand for COVID-19-related consumption for items such as masks	<input type="checkbox"/>	<input type="checkbox"/>
Implementation of the Go To Campaign (demand stimulation measure)	<input type="checkbox"/>	<input type="checkbox"/>
Demand was stimulated by Special Fixed-Sum Cash Benefit	<input type="checkbox"/>	<input type="checkbox"/>
Business performance was already poor	<input type="checkbox"/>	<input type="checkbox"/>
Other (Specify)	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/> <input type="text"/>

Q3_1_1

Since the declaration of the state of emergency last April–May until now (end of this past January), have you made any of the following employment adjustments?

(Multiple answers allowed)

- Reduction of overtime
- Reduction of scheduled working hours
- Curtailment / suspension of hiring of new graduates
- Curtailment / suspension of mid-career hiring

- Reduction / suspension of bonus payments
 - Reduction in workers' compensation (other than bonuses)
 - Temporary closure (furlough)
 - Practice of *zaisekigata shukkō**
 - Calling for voluntary retirement
 - Dismissal of regular employees
 - Suspension of extension of employment or rehiring of elderly workers
 - Reduction of working days or hours (shifts) of non-regular employees
 - Dismissal or non-renewal of contracts of non-regular employees
 - Reduction of dispatched workers through mid-term termination of contracts
 - Reduction of dispatched workers through non-renewal of contracts
 - Reduction of dispatched workers through curtailment or suspension of new contracts
 - Requested and received dispatch fee reduction from dispatching agency
 - Other forms of employment adjustment
- (Specify)
- None of the above has been implemented

*In *zaisekigata shukkō*, a form of *shukko* (farming-out), the original (transferring) company and the receiving company sign a *shukko* contract that guarantees the transferred worker's employment at the receiving company, while the worker's employment relationship with the transferring company is maintained.

Q3_1_2

Please select the items for which employment adjustment was carried out and indicate the months from the declaration of state of emergency last April–May up to now (this past January) when those measures were implemented.

*Select all the applicable months.

Response example:

This case indicates a reduction of overtime was implemented May–July, and after a temporary suspension, it was resumed in January 2021.

		Apr–May 2020	Jun–Jul 2020	Aug–Sept 2020	Oct–Dec 2020	Jan 2021
Reduction of overtime	→	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

		Apr– May 2020	Jun–Jul 2020	Aug– Sept 2020	Oct–Dec 2020	Jan 2021
Reduction of overtime	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of scheduled working hours	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Curtailment / suspension of hiring of new graduates	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Curtailment / suspension of mid-career hiring	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction / suspension of bonus payments	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction in workers' compensation (other than bonuses)	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Temporary closure (furlough)	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Practice of <i>zaisekigata shukkō</i>	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Calling for voluntary retirement	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dismissal of regular employees	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suspension of extension of employment or rehiring of elderly workers	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of working days or hours (shifts) of non-regular employees	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dismissal or non-renewal of contracts of non-regular employees	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of dispatched workers	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

through mid-term termination of contracts						
Reduction of dispatched workers through non-renewal of contracts	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of dispatched workers through curtailment or suspension of new contracts	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requested and received dispatch fee reduction from dispatching agency	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3_2

This questionnaire targets respondents who selected “Reduction of overtime,” “Temporary closure (furlough),” or “Reduction of working days or shifts of non-regular employees.”

Please select an option that applies to issues that occurred during such periods as the closure was implemented.

(Select one for each item.)

Decrease in employees’ job motivation or satisfaction	→	Select an option
Decrease in employees’ productivity	→	Select an option
Communication with employees on leave	→	Select an option
Mental health care with employees on leave	→	Select an option
Other potential issue in your mind (Specify)	→	<input type="text"/>

===== Options =====

1. Challenging
2. Challenging, if anything
3. Not sure
4. Not challenging, if anything
5. Not challenging

Q3_3

This questionnaire targets respondents who selected “Reduction of overtime,” “Temporary

closure (furlough),” or “Reduction of working days or shifts of non-regular employees.”

Please select an option that applies to the status of payments of allowances covering such causes as the closure implemented and the situation of business education and training/self-development.

(Select one for each item.)

Payments of allowances covering such causes as the closure: Payments to regular employees* ¹	→	Select an option
Payments of allowances covering such causes as the closure: Payments to non-regular employees* ¹	→	Select an option
Business education and training/self-development: Business education and training to regular employees* ²	→	Select an option
Business education and training/self-development: Business education and training to non-regular employees* ²	→	Select an option
Business education and training/self-development: Provision of information of opportunities to accessible business-related self-development	→	Select an option
Business education and training/self-development: Other measures implemented (Specify)	→	<input type="text"/>

*1: Allowances for such causes as the closure are not limited to those based on Article 26 of the Labor Standards Law but also include those paid at the discretion of the company.

*2: Examples of education and training in this category are composed of "training in the form of learning conducted at locations including homes and satellite offices using such methods as the Internet" and "training that is common and necessary for all professionals regardless of occupation or type of work, e.g., training in hospitality and manners; power harassment and sexual harassment; and mental health training."

===== Options =====

1. Conducted
2. Conducted, if anything
3. Not sure
4. Not conducted, if anything
5. Not Conducted
6. No applicable persons

Q3_4

Select an option applicable to the status of job retention utilizing *zaisekigata shukkō*.

(Select the most applicable option.)

- The assignee company has been found and the necessary adjustments are being made.
- Looking for assignee companies
- Haven't started to look for assignee companies, but would like to consider *zaisekigata shukkō* in the future
- Not sure at this point about future policy

Q4

Please answer the following questions regarding the current (end of this past January) excess or shortage of each type of worker.

		Overstaffed	Rather overstaffed	Optimal	Rather understaffed	understaffed	No applicable person
Total	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

*Elderly workers	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular employees	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Part-time workers / Contract workers	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dispatched workers	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*"Elderly workers" here refers to persons 60 years of age or older, regardless of their employment status.

Q5

Assuming that the current (January 2021) level of production and sales will continue, how many months do you think it will be possible for you to maintain the current level of employment for the employees? Please select the answer that comes closest to your answer.

- Employment cuts already implemented
- Around 1 month
- Around 2 months
- Around 3 months
- Around 6 months
- Around 1 year
- Around 2 years
- More than 2 years (No immediate plans for employment cuts)
- Employment cuts are unnecessary

Q6_1

Please indicate the status of your company's telework implementation.

(Select the most applicable one.)

Note: If some of your employees are (or were) implementing telework, please answer as if the whole company are (or were). Telework includes telecommuting, satellite offices, and mobile working.

- Continuously implemented after introduction
- Implemented in the past, but not currently in place
- Implemented in the past, but was suspended and is now being resumed
- Never implemented before

Q6_2

When did your company start implementing telework? Please select the months of implementation from the following options.

Select all applicable months the measures conducted.

Note: If you stopped the practice for certain periods and resumed it, please leave blank only the suspended periods ticking all the implemented periods.

- Before January 2020
- February–March 2020
- April–May 2020 (under the state of emergency)
- June–July 2020
- August–September 2020
- October–November 2020
- December 2020
- January 2021

Q6_3

During the following periods, what percentage of your company's employees were (or are) teleworking? Note: Please indicate the average percentage.

(Select the most applicable one.)

	Under the state of emergency (Apr–May 2020)	Current status (Dec 2020)	Current status (Jan 2021)
	↓	↓	↓
Almost all (80–100%)	○	○	○
Around 70%	○	○	○
Around 50–60%	○	○	○
Around 30–40%	○	○	○
Around 10–20%	○	○	○
Less than 10%	○	○	○

Q6_4

Please tell us about the status of your telework operations when you were implementing it.
(Select one.)

- Excellently managed
- Passably well managed
- Not sure
- Not very well managed
- Not managed at all

Q6_5_1

What is the purpose of introducing telework?
(Multiple answers allowed.)

- Improvement of Productivity
- Reduction of commuting burden
- Commuters' well-being and health
- Improvement of work-life balance
- Securing human resources / Prevention of loss of human resources
- Improvement of corporate performance
- Response to the spread of COVID-19 infection

- Alternatives to staying at home
- Response to emergencies such as disasters (as a measure to BCP)
- Reduction of office costs
- Other Possible Items:

Q6_5_2

Please tell us about the effect on each of the following objectives of your telework introduction. (Select one for each item.)

		Very effective	Effective	Not sure	Not very effective	Not effective at all
Improvement of Productivity	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduction of commuting burden	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commuters' well-being and health	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improvement of work-life balance	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Securing human resources. / Prevention of loss of human resources	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improvement of corporate performance	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Response to the spread of COVID-19 infection	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alternatives to staying at home	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Response to emergencies such as disasters (as a measure	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

to BCP)						
Reduction of office costs	→	○	○	○	○	○
Other Possible Items	→	○	○	○	○	○

Q6_6_1

Please indicate whether you are (were) aware of the following challenges to telework implementation.

Note: Select only those that you recognize.

Communication and human resources development:

- Difficult to communicate with people in the workplace compared to when they come to work.
- Difficult to develop human resources through on-the-job training because it is not face-to-face.

Labor management:

- Difficult to monitor progress and accomplishments of individual employees.
- Difficult to manage working hours. (Telework has resulted in overwork.)
- Difficult to manage employee health (including mental health) under telework.

IT skills / Facilities:

- Difficult to create an environment for employees to telework (securing the number of PCs for use, telework lines, security issues, etc.)
- Difficult to provide support to employees when implementing telework. (e.g., PC setup)

Business:

- Difficult to assign jobs that can be done through telework due to the nature of the business.
- Lack of clear instructions from workplace supervisors to subordinates on how to divide work under telework.
 - Difficult to determine the division of work when working as a team.
 - Face-to-face communication with other companies and the use of paper documents require

employees to come to work.

Others:

Other possible challenges:

Q6_6_2

For each of the perceived challenges to telework implementation, what is the status of the response?

		Responding. (Responded.)	Responding. (responded), if anything.	Not sure.	Not responding, if anything.	Not responding. (Not responded.)
Communication and human resources development: Difficulty to communicate with people in the workplace compared to when they come to work.	→	○	○	○	○	○
Communication and human resources development: Difficult to develop human resources through on-the-job training because it is not face-to-face.	→	○	○	○	○	○
Labor management: Difficult to monitor progress and accomplishments of individual employees.	→	○	○	○	○	○

Labor management: Difficult to manage working hours. (Telework has resulted in overwork.)	→	○	○	○	○	○
Labor management: Difficult to manage employee health (including mental health) under telework.	→	○	○	○	○	○
IT skills / Facilities: Difficult to create an environment for employees to telework (securing the number of PCs for use, telework lines, security issues, etc.)	→	○	○	○	○	○
Business: Difficult to assign jobs that can be done through telework due to the nature of the business.	→	○	○	○	○	○
Business: Lack of clear instructions from workplace supervisors to subordinates on how to divide work under telework.	→	○	○	○	○	○
Business: Difficult to determine the division of work when working as a team.	→	○	○	○	○	○

Business: Face-to-face communication with other companies and the use of paper documents require employees to come to work.	→	○	○	○	○	○
Others: Other possible challenges.	→	○	○	○	○	○

Q7

In your company, from last October to this past January, did you implement any of the following items related to the operation of your business or the working environment of your employees? Please select all items that apply to the period of implementation. Of the items you implemented in any month, please select the one item that was most effective from the perspective of balancing the prevention of new corona infection and business operations.

Response sample:

A case indicating implementation period was November – December.

	Oct	Nov	Dec	Jan	Most effective
	↓	↓	↓	↓	↓
Business operations: Suspension of business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	○
Business operations: Shortening of working hours (reduction of working days)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	○

	Oct	Nov	Dec	Jan	Most effective

	↓	↓	↓	↓	↓
Business operations: Suspension of business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Business operations: Shortening of working hours (reduction of working days)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Business operations: Shortening of working hours (shortening of working hours per day)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Business operations: Measures against COVID-19 infection (including limiting number of people admitted and reducing number of seats, to facilitate physical distancing)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Business operations: Increase in mid-career hiring (increased activities including delivery and IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Employees' working environment: Implementation of working from home (teleworking)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Employees' working environment: Measures to prevent employee infection (taking temperatures, disinfection, supplying plastic partitions, face shields, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Employees' working environment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

Granting special paid leave (excluding annual paid leave)					
Employees' working environment: Dispatching of employees to other enterprises or industries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Employees' working environment: Increase in employees' working hours (increased activities including delivery and IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Employees' working environment: Increase in mid-career hiring (increased activities including delivery and IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Not implemented any of the above measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q8_1_1

Are there workers (including those on leave) in each category in each month from last October to this past January?

Note: It is not acceptable for you to select "Had no workers in this category prior to last October" for all worker categories.

		Had workers prior to last October	Had no workers prior to last October
Regular employees	→	<input type="radio"/>	<input type="radio"/>
Part-time workers / Contract workers	→	<input type="radio"/>	<input type="radio"/>
Dispatched workers	→	<input type="radio"/>	<input type="radio"/>

Q8_1_2

For workers (including those on leave) in each category in each month from last October to this past January, please select the response that best describes year-on-year increase or decrease

Note: If the number of those workers decreased to 0, select “Decreased.”

Q8_1_2_1

Total

		Increased	Almost the same	Decreased
October	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
November	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
December	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
January		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8_1_2_2

Regular employees

		Increased	Almost the same	Decreased
October	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
November	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
December	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
January		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8_1_2_3

Part-time workers / Contract workers

		Increased	Almost the same	Decreased

October	→	○	○	○
November	→	○	○	○
December	→	○	○	○
January		○	○	○

Q8_1_2_4

Dispatched workers

		Increased	Almost the same	Decreased
October	→	○	○	○
November	→	○	○	○
December	→	○	○	○
January		○	○	○

Q8_2

Please answer the current number (or approximate number) of workers (most recently, including this past January).

Note: Enter 0 if none applicable.

Total	→	_____ (persons)
Regular employees	→	_____ (persons)
Part-time workers / Contract workers	→	_____ (persons)
Dispatched workers	→	_____ (persons)

In the following, please answer your outlook for the future.

Q9

In relation to the management support measures for the COVID-19 infection, did you receive the "Employment Adjustment Subsidy (a subsidy to maintain employment, covering such costs as employees' leave allowances)"?

- Applied and received
- Applied
- Haven't applied

Q9_2

For which of the following months did you receive the Employment Adjustment Subsidy?
(Select all applicable months.)

Response sample:

For example, the following case indicates the applicant continued receiving the subsidies May–July, once stopped receiving them, and then resumed applying again after December (December 2020–January 2021)

		Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sept 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021
Month you received the subsidy	→	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

		Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sept 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021

Month you received the subsidy	→	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Q9_3

What is the reason why you did not apply for the Employment Adjustment Subsidy?

(Multiple answers allowed.)

- Didn't know about the program
- Knew about the program, but did not meet the requirements for payment
- Difficult procedures
- Didn't know how to apply / Didn't have know-how
- Too occupied with daily work to do anything else
- Could not afford to outsource to a specialist such as a social insurance consultant
- Other reasons:
- No need to apply for employment adjustment subsidies (e.g., Business was in good condition and there was a shortage of workers)

Q9_4

Have you applied for (or will you apply for) any of the following management support measures related to COVID-19 infection? Please divide your answers into the past and future.

(Multiple answers allowed.)

	Already applied for	Considering application
	↓	↓

Sustainability Subsidy (2 million yen for business operators whose sales have decreased, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Grant for businesses cooperating with prefectures' requests for temporary closures or shortening of business hours triggered by the declaration of a state of emergency April–May 2020	<input type="checkbox"/>	<input type="checkbox"/>
Grant for businesses cooperating with prefectures' requests for temporary closures or shortening of business hours triggered by the declaration of a state of emergency in January 2021 Note: Include applications in consideration.	<input type="checkbox"/>	<input type="checkbox"/>
Support measures such as benefits, subsidies and loans from prefectures other than those listed above	<input type="checkbox"/>	<input type="checkbox"/>
Japan Finance Corporation and private financial institutions' financial support through Special COVID-19 Loans and Safety-Net Guarantees	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/> <input type="text"/>
Not considering applying for any programs	<input type="checkbox"/>	<input type="checkbox"/>

Q10_1

This question concerns your company's outlook for the future. When does your company anticipate that its business performance will recover and return to its previous level? Or does your company think it will not recover? Please indicate the appropriate response option.

- Already recovered and returned to the previous level.
- Expect to recover and return to the previous level within three months.
- Expect to recover and return to the previous level within six months.
- Expect it will take between six months and one year to recover and return to the previous level.
- Expect it will take between one and two years to recover and return to the previous level.

- Expect it will take more than two years to recover and return to the previous level.
- Do not expect to recover (will not return to the previous level, cannot see path to recovery).
- Not sure.
- Business performance has not declined.

Q10_2

Based on this outlook, please indicate the appropriate response option for each item regarding your company's situation thus far and thoughts on future business continuity.

	Situation to date	Future outlook
	↓	↓
Have continued (or intend to continue) business operations at an expanded scale	○	○
Have continued (or intend to continue) business operations at the current level	○	○
Have continued (or intend to continue) business operations at a smaller scale	○	○
Have launched (or intend to launch) new business and continue (or continued) business operations	○	○
Intend to discontinue business operations	○	○
Not sure	○	○

Q10_3

Are there any of the following activities you have tackled to continue your business?

Please divide your answers into the past and the future.

(Multiple answers allowed.)

	Situation to date	Future outlook
	↓	↓
Developing and expanding new markets over the	□	□

Internet		
Developing and expanding new markets by other means than the Internet	<input type="checkbox"/>	<input type="checkbox"/>
Development/sales of products in line with government demand stimulation measures including Go To campaigns	<input type="checkbox"/>	<input type="checkbox"/>
Development/sales of products useful for COVID-19 preventive measures	<input type="checkbox"/>	<input type="checkbox"/>
Development/sales of products in response to rising demand due to increased time spent at home	<input type="checkbox"/>	<input type="checkbox"/>
New business in no relation with COVID-19 infections	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/> <input type="text"/>	<input type="checkbox"/> <input type="text"/>
No special approaches for business continuation (business as usual)	<input type="checkbox"/>	<input type="checkbox"/>

Q11

Please indicate which of the following falls under the human resources systems applied to most of your regular employees.

(Select one.)

		Applicable, if anything	Not sure	Not applicable, if anything	Not applicable
The job scope is basically regulated by a "job description" by an employment contract	→	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>