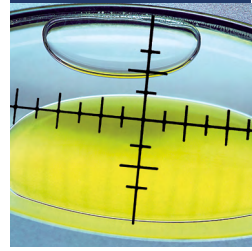


**Confidential**

**Hewitt**

各位

『経済危機下における人材マネジメント英文情報キット』のご案内  
**Info-kit on HR Actions during an Economic Crisis**



拝啓 貴社ますますご盛栄のこととお慶び申し上げます。

さて、弊社は、世界最大の人事専門コンサルティング・アウトソーシング会社として、各国で多様な資料を刊行しておりますが、この度、日本の外資系企業の皆様からのご要望にお応えして標記の情報キットを制作いたしましたので、ご案内申し上げます。

この資料は、解雇や一時帰休に関する法的制約、慣行、具体的なプロセスやパッケージ、昇給水準の最新情報ならびに給与調整の方法、各種コスト削減策の内容・最新のトレンド・事例紹介、行政支援策の内容、優秀社員引きとめ方策をはじめ、その他盛り沢山の内容（日系企業ならびに外資系企業両方のプラクティス）を英文でページごと項目別にまとめた約90ページのプレゼンテーションフォーマットの資料集で、次のような用途にご活用いただける内容のものです。

- 緊急対策を講じる際の検討資料とする
- 親会社への説明資料として、そのまま使用する
- 外国人駐在員への説明資料として活用する

詳細は、同封の資料をご高覧下さい。御社のマネジメントに必ずやお役に立つ情報キットであると確信いたしております。よろしくご検討のほど、お願い申し上げます。 敬具

**Dear All:**

**Hewitt Associates, as one of the largest global HR consulting and outsourcing firm, publishes various materials around the globe. This time, based on the voices of foreign-owned companies in Japan, we have created a “Info-kit on HR Actions during an Economic Crisis”.**

**The material is written in English and includes information around termination of employees, salary increase and reward management, other HR measures for cost saving, government incentives, employee retention measures and more with latest data, practices and case studies in order to address the current economic challenges. This 90-page report in presentation format is instrumental for the following purposes:**

- **Utilize for planning emergency actions to deal with the challenges**
- **Use it as a supporting document in explaining your plan to corporate executives**
- **Educate yourself on the practices and what you can do in the Japan market.**

**Please take a look at the enclosed leaflet for more details. We trust the material will be of good help for your management. We look forward to serving you.**

Sincerely

**James F. Humphrey  
Representative Director  
Hewitt Associates K.K.**

経済危機下における人材マネジメント英文情報キット  
Info-kit on HR Actions during an Economic Crisis

経済危機下における雇用や報酬ならびにその他人事方策に関わる日本の慣行、最新のデータを、英語でわかりやすくまとめた、約90ページのプレゼンフォーマット資料が、コンサルタントや弁護士の約1時間分にしか相当しない価格(本体 60,000 円と消費税)でお求めいただけます。

「日本の状況や慣行を誤解なく、親会社や外国人駐在員に説明したい」  
「情報を集め、英語でのプレゼンテーション資料を体裁良く作成する手間とコストを省きたい」  
「コスト削減や優秀社員のモチベーションアップのためのヒントを得たい」  
といったニーズにお応えします。

主だった項目は、以下のとおりです。

- 各種経済指標・チャート
- 各種労働指標・チャート
- 昇給率最新データ、経年データ(日系・外資)
- コスト削減のための方策(日系・外資)
- 行政が提供している各種支援策・補助金
- 人員削減をめぐる法的制約
- 人員削減の方策とパッケージ(日系・外資)
- 削減の進め方
- その他人件費削減の方策と法的制約
- 優秀社員引止めのためのチェックリスト
- 社員エンゲージメント向上のためのチェックリスト
- 社員パフォーマンス向上のためのチェックリスト

お問い合わせは、ヒューイット 村中(mari.muranaka@hewitt.com) あるいは、  
[infotokyo@hewitt.com](mailto:infotokyo@hewitt.com) 電話 03-4580-2360 (代表)まで。お越しいただければご購入前に資料閲覧も可能です。お申し込み後すぐにEメール添付で資料をお送りいたします。

**Info-kit on HR Actions during an Economic Crisis 申し込み用紙 (税込み 63,000 円)**

以下にご記入の上、FAXにてご返送下さい。Fax **03-4580-2380** または、下記の内容を記載の上、次のメール・アドレスまでご購入の旨をお知らせ下さい。E-mail : [infotokyo@hewitt.com](mailto:infotokyo@hewitt.com)

貴社名			
ご住所	〒		
お名前		お役職	
電話番号		E mail	

ヒューイットアソシエイツ株式会社 〒108-0073 東京都港区三田 1-4-28 三田国際ビル 24F  
電話 03 (4580) 2360 (代表) FAX 03 (4580) 2380



Info-kit on HR Actions during an Economic Crisis

90-pages of presentation material in English that summarizes Japanese practices and latest data on employment issues, reward policies and other HR actions being implemented during the current business climate. The price is only 60,000 yen (plus consumption tax), equivalent to about one hour's fee from lawyer or consultant.

The material addresses the needs such as:
'I would like to understand Japanese labour practices clearly to make the right decisions as well as to explain it to colleagues at corporate'
'I would like to save time and cost for information gathering and creating decks'
'I would like to learn tips for cost reduction as well as to increase employee engagement to achieve best performance'

The main contents in the kit are listed below:

- Various Economic Indices and charts
Various Labour-related data and charts
Latest and historical data on salary increase (Japanese/foreign-owned companies)
Cost reduction measures (Japanese/foreign-owned companies)
Government-provided incentives and support
Legal framework around employee termination
Downsizing measures, process and packages (Japanese/foreign-owned companies)
How to conduct downsizing
Other cost reduction measures and legal framework
Retention checklist
Checklist for sustaining employee engagement
Checklist to enhance employee performance

Please feel free to contact Jim Humphrey (jim.humphrey@hewitt.com) or infotokyo@hewitt.com or call at 03-4580-2360. You can stop by our office to preview the material if you like. The material will be E-mailed (soft copy) as soon as receiving your order form.

Info-kit on HR Actions during an Economic Crisis Order form (63,000 yen including tax)

Please fill in below and fax it to us at 03-4580-2380, or Send an E-mail to the below address with below information. E-mail: infotokyo@hewitt.com

Form with fields: Company Name, Address, Your Name, Telephone, Title, E mail

# Confidential

## Contents

### Chapter 1: Economic Indices and Charts

Gross Domestic Product  
Consumer Price Index  
Number of Bankruptcies and Amount of Total Debts  
New Motor Vehicle Registrations  
New House Construction  
Department Store Sales  
Supermarkets Sales

### Chapter 2: Labor Related Data and Charts

Employment Index  
Job Offer Ratio  
Number of Workers  
Number of Completely Unemployed Persons  
Ratio of Completely Unemployment Persons in Labor Market (Seasonal change adjusted)  
Reason for Unemployment for Affected Employees  
Overtime Working Hours (All industries)  
Latest News about Impact of Economic Turndown

### Chapter 3: Salary Increase Data of Foreign-Owned Companies

Historical Data of Salary Increase at Foreign-Owned Companies  
Salary Freezes  
Overview of Salary Increases by Position  
Overview of Salary Increases by Industry  
Timing of Salary Increase  
Postponement of Salary Increase

### Chapter 4: Salary Increase Data of Japanese Companies

Annual Pay Increase Practice at Japanese Companies  
Historical Data of Salary Increase at Japanese Companies  
Overview of 2009 Wage Negotiations of Japanese Companies  
Summary of 2009 Negotiations by Industry

### Chapter 5: Cost Reduction Measures at Foreign-Owned Companies

Cost Reduction Measures at Foreign-Owned Companies  
Employee Reduction  
Employee Reduction Measure  
Retirement Benefit for Terminated Employee  
Special Severance Payments  
Overview of Period of Time from Announcement Until Termination  
Period of Time from Announcement until Termination by Each Measure  
Other Support Measures Provided for Employees to be Terminated

### Chapter 6: Cost Reduction Measures at Japanese Companies

Reduction in Force and Other Measures – All Industries Overview  
Reduction in Force Measures by Industry  
Other Cost Cutting Measures by Industry  
Personnel Cost Reduction Measures at Major Japanese Companies (Examples – In Public Domain)  
Major News about Personnel Cost Reduction

### Chapter 7: Legal Framework around Employee Termination and General Guidance

Types of Termination (excluding Regular Resignation)  
Dismissal of Employees: General Rules  
Collective Dismissal Due to Downsizing: Court Precedents  
Prohibited Dismissal  
Invitation to Voluntary Resignation  
Types of Voluntary Termination  
Invitation to Voluntary Redundancy: Steps (Examples)  
Favorable Treatment (Example)  
Annual Paid Leave for Terminated Employees  
Change in Employment Insurance effective April 1, 2009

### Chapter 8: Other Personnel Cost Reduction Measures

Other Cost Reduction Measures and Legal Framework  
Relationship between Laws and Working Conditions  
Reduction of Working Hours/Days  
Pay Reduction and Pay Increase Freeze

### Chapter 9: Government-Provided Incentives and Support

Employment Adjustment Subsidy (Koyo-Chosei Joseikin)  
Incentive for Extending Age Limit  
Incentives for Hiring Young Workers With Unstable Employment

### Chapter 10: Retention of Employees

Check List for Retaining Competent Employees  
Check List for Improving Employees Engagement  
Check List for Improving Employees Performance

## Sample Pages



### Info-Kit on HR Actions during an Economic Crisis

June, 2009

To protect the confidential and proprietary information included in this material, it may not be disclosed or provided to any third parties without the approval of Hewitt Associates LLC.



#### Special Severance Payments (2/4)

#### Special Severance Payments (Voluntary Redundancy Program)

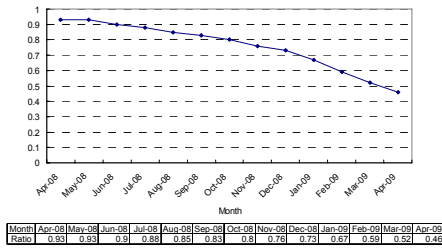
Employee Profile (Model)	Percentage of Annual Salary
30 years-old general staff with 5 years of service	[Redacted]
35 years-old general staff with 10 years of service	
45 years-old manager with 15 years of service	
50 years-old manager with 20 years of service	
55 years-old manager with 25 years of service	

Source: Hewitt Cost Reduction and Salary Increase Survey (February 2009)



#### Job Offer Ratio

The Ratio of Officially Registered Job Openings against Officially Registered Applicants

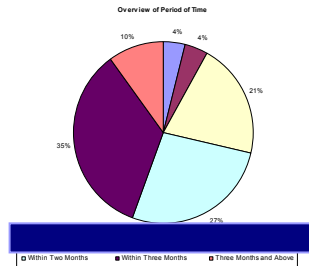


Job Offer Ratio: The ratio of officially registered job openings against officially registered applicants  
Source: Monthly Labor Survey by Ministry of Health, Labor and Welfare



#### Overview of Period of Time from Announcement Until Termination

The pie chart indicates the period of time from announcement until termination from 52 respondents.



Source: Hewitt Cost Reduction and Salary Increase Survey (February 2009)



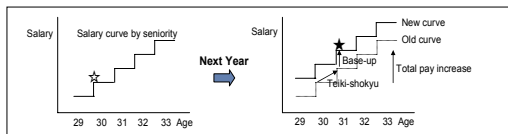
#### Annual Pay Increase Practice at Japanese Companies (1/2)

##### 1. Shunto (Spring labor offensive)

Until the end of the 1990's, Japan's traditional annual wage round known as "shunto" had been an extremely important event in the wage negotiations across the whole industries. The fiscal year at most of Japanese companies is from April to March and the effective date of pay increase is mostly April 1st each year.

##### 2. "Teiki-shokyu" and "Base-Up"

At most of Japanese companies, annual salary increase consists of "teiki-shokyu" (meaning periodical pay increase) and "base-up". Teiki-shokyu is a portion of pay increase which almost automatically determined by employee's age, years of service and grading. Base-up is determined based on the price increase, increase in productivity and needs for market competitiveness. At the shunto in 2002, major automotive, electronics and steel companies rejected their unions' demands for base-up increases. Also, the process of employers' offers and unions' acceptances did not finished until the formal deadlines in that year. Thus, the shunto's traditional feature of orchestrated wage negotiations across-the-board increase has been losing. However, the concept of "teiki-shokyu" and "base-up" still exists and the results of shuto continue to influence the pay increase of foreign-owned companies to a certain extent.

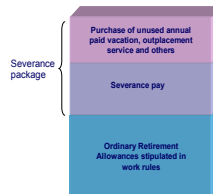


33



#### Favorable Treatment (Example)

##### Structure of Total Benefits for "Invitation to Voluntary Resignation" (Example)



Employers usually prepare additional retirement benefits (severance payment) and entice employees to apply for voluntary resignation.

- Items of favorable treatment
- Severance pay
  - Bonus
  - Purchase of unused annual paid vacation
  - Outplacement service
  - Others (loss of benefits of other benefit program)

- The following points should be taken into consideration when the treatment is designed.
- Benefit level of ordinary retirement benefits on an involuntary basis
  - Company policy/financial acceptability for severance package
  - Past severance packages
  - Market practice of severance package
  - Degree of difficulty to find new job

78



#### Overview of Salary Increases by Position (2/2)

##### Overview of Salary Increases among Foreign-owned Companies for All Industry (Excluding those reporting zero increases)

Employee Groups	2008		2009	
	Average	Median	Average	Median
Top Executive	3.7%	(76)	2.9%	
Senior Manager	2.8%	(95)	2.5%	
Middle Manager	2.7%	(99)	2.5%	
Junior Manager	2.6%	(97)	2.5%	
Professional	2.7%	(98)	2.6%	
Clerical	2.6%	(91)	2.5%	
Manual worker	2.4%	(55)	2.3%	
<b>Overall</b>	<b>2.8%</b>	<b>(106)</b>	<b>2.5%</b>	

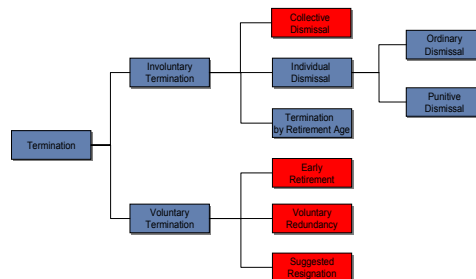
Source: Hewitt Cost Reduction Measures and Salary Increase Survey (February 2009)

27



#### Types of Termination (excluding Regular Resignation)

There are several types of employee terminations. In case of downsizing, the actions in the red boxes are taken.



68

