

## Deloitte Consulting

### Invitation for Deloitte Benchmark Survey & Diagnosis 2019 for Workforce Planning and Labor Cost Management (Free of charge)

This benchmark survey enables you to discover the opportunities to improve productivity for workforce planning and labor costs

**Benchmark the HR productivity and find the gap with market**

**Discover the historical development trends of HR productivity within your company**

**This survey will provide valuable benchmark data for business decision.**

Labor cost control is one of the difficult challenges in operation and management of business. Optimizing labor cost can improve the core competence of a company efficiently. Meanwhile, it is extremely essential to gather and analyze extensive amounts of information in order to make proper business decision. However, the reality is that it is difficult to obtain useful benchmark data regarding workforce planning and labor cost management in China.

Therefore, Deloitte Consulting have conducted Benchmark Survey & Diagnosis regarding workforce planning and labor cost management last year. More than 220 companies have participated in it and we received much favorable comment. Deloitte Consulting will conduct the Benchmark Survey & Diagnosis 2019 regarding workforce planning and labor cost management this year, and we sincerely invite you to participate.

Benchmark data such as span of control and cost efficiency is available for areas of HR, Finance & Accounting, IT and general admin.

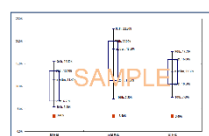
Indices such as the top 25%ile and median values for the benchmark data at left is available by country, region, industry, the number of employees, scale of sale etc.

### Examples of benchmark usage regarding workforce planning and labor cost management

#### Traditional discussions

Back-office staff ratio

Our back-office sections seem to have too many members. Are there any improvements? (We do not know the appropriate level.)

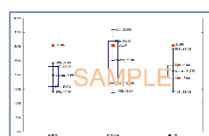


#### By Utilizing benchmarks ...

It became clear that the front-office section staff ratio is higher than other companies, which will allow us to streamline reluctant management.

Management span of control

Our company structure has been more segmented than before. Is there decreased efficiency of organizational management...? (Within the realm of speculation)



It became clear that our ratio of managers to subordinates is higher than other companies, which will show us how we can make organizational management more efficient.

## Deloitte provides reports only to participant companies for free of charge.

Data will be collected based on the questionnaire responses of participating companies. A report (approx. 150 pages) will be issued about the following benchmarks, which will be categorized and organized by country, region, industry, the number of employees, scale of sale, etc. Benchmark survey reports are presented only to participating companies. Deloitte does not offer or sell survey data only.

### Examples of HR metrics

#### 【HR Productivity】

- Revenue per head
- Gross profit per head
- Operating profit per head
- Labor cost efficiency

#### 【Workforce Structure】

- Service span of functional department
- Percentage of managers
- Span of control
- Ratio of supervisors to subordinates in HR, Finance & Accounting etc.
- Turnover ratio, number (ratio) of new employees

#### 【Labor cost Structure】

- Back-office labor cost efficiency
- Averaged salary and incentives, bonus, and allowance by position rank
- Function cost per head for each of functions listed on the left
- Finance function cost per unit revenue
- IT maintenance cost per IT function cost
- Education & Training expense per head

- Descriptions of each function are based on Deloitte's standards.
- As for HR function, Finance & Accounting, IT function, a breakdown of the employee numbers will be surveyed. (Examples: HR(Recruitment), HR(Performance), etc.)
- Survey response and other information are statistically processed in order to avoid identifying specific companies or individuals. Therefore, information of a particular company will not be provided to other companies.
- Personal information or information that can easily identify the participating companies including company name, corporate address, and name of applicants is only shown on the application form. Survey response and submission can be processed anonymously.
- We may need to contact you for further clarification on your responses via email and telephone.

### Report will be provided around January 2019.

After your application is accepted, we will guide you on how to complete the survey. After you complete the survey, we expect to deliver the report in January 2019.

### The improvements of the questionnaire this year

Based on experience and feedback of 2018's survey, we optimized our questionnaire as below.

- The survey is designed more user-friendly, and there is no need to fill the data repetitively.
- The questions are simplified, which reduces the time for filling the questionnaire.

### Application, Survey response and Reporting

Apply online  
(now accepting  
applications)

Guidance on how  
to complete survey

Respond to the  
survey

Reporting  
(Expected in January)

### [Application] Please apply through the following website.

<https://www.wjx.top/jq/29436699.aspx>

\*Your data is protected by SSL encryption.

\*We welcome the parent company to forward this survey information to your subsidiaries or affiliates to enable more accurate analysis.

Human Capital Advisory Service (Organization & HR Consulting) Group, Deloitte Consulting

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\*Please call from 10 a.m. to 12 p.m., 1 p.m. to 4 p.m. (Weekdays)

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