Thailand Quick Poll: Arrangements and Resources for Colleagues under Coronavirus

March 12, 2020

Mercer (Thailand) Ltd.
At Mercer, we believe in building brighter futures. Together, we’re redefining the world of work, reshaping retirement and investment outcomes, and unlocking real health and well-being. We do this by meeting the needs of today and tomorrow. By understanding the data and applying it with a human touch. And by turning ideas into action to spark positive change.

For more than 70 years, we’ve been providing trusted advice and solutions to build healthier and more sustainable futures for our clients, colleagues and communities.

Welcome to a world where economics and empathy make a difference in people’s lives.

# Thailand Quick Poll

## Table of Contents

<table>
<thead>
<tr>
<th></th>
<th>Thailand Quick Poll</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Thailand Quick Poll</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Background</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Poll Results</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Industry of Participating Organizations</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• What kind of arrangement(s) has/have been taken in response to the coronavirus?</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>• If your company has adopted work from home arrangement for your employees, to what extent does it apply to?</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>• How are the decisions on the above arrangements proposed and formed?</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>• Are these arrangements formed before or after the press release by the government?</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>• Will you consider to adjust the target (sales target, KPI, etc.) of frontline employees in 2020?</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>• What kind(s) of monetary support has/have been provided for frontline employees?</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>• Which of the below best described your company’s reaction during this coronavirus outbreak?</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Appendix</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Participant List by Industry</td>
<td>13</td>
</tr>
</tbody>
</table>
2020 Thailand Quick Poll: Arrangements and Resources for Colleagues under Coronavirus

As the coronavirus outbreak continues, Mercer initiated a Thailand specific quick poll regarding the Arrangements and Resources for Colleagues under Coronavirus. We hope to provide you with market insights on measures and actions taken by different companies to safeguard the health and safety of employees, which is at the top priority.

The data collection was between 28-Feb and 6-Mar, and result is published on 12-Mar. 218 organizations across different industries participated this survey. Among the total participation, 150 organizations have frontline employees.

Please contact Mercer Thailand consulting team if you have any questions about this survey. Thank you.

Contact Info:
Pattarin Chanpoklang (Patt)  
+662 626 8342  |  Pattarin.Chanpoklang@mercer.com

Phawin Benjavitayakul (Win)  
+662 626 8372  |  Phawin.Benjavitayakul@mercer.com
Industry of Participating Organizations: Thailand Quick Poll

Participant Profile

Demographics by Participant Organization’s Industry

- Life Sciences: 15% (27 organizations)
- Other Non-Manufacturing: 14% (26 organizations)
- Consumer Goods: 13% (25 organizations)
- High Tech: 12% (22 organizations)
- Other Manufacturing: 12% (22 organizations)
- Transportation Equipment: 11% (20 organizations)
- Chemicals: 8% (14 organizations)
- Banking/Financial Services: 7% (13 organizations)
- Retail & Wholesale: 4% (8 organizations)
- Services (Non-Financial): 4% (8 organizations)

Based on responses from 218 organizations (only 185 organizations provide company data).
What kind of arrangement(s) has/have been taken in response to the coronavirus?

Company’s Arrangement(s) Towards the Coronavirus

1. Provide hand sanitizer in workplace 91%
2. Postpone non-essential travel to confirmed cases of the coronavirus 87%
3. Request self-quarantine for the staff who have traveled to countries with a high risk of coronavirus recently 83%
4. Provide mask in workplace 82%
5. Arrange temperature check 68%
6. Arrange work from home 60%
7. Address employees psychological stress 13%
8. Offer no-paid leave application for employees to suspend working 13%
9. Conduct internal questionnaire to understand employees’ condition and collect feedback 12%
10. Arrange special flexible working hours (i.e. reduce operating hours) 10%
11. Execute shift schedule to rotate staff for work 3%
12. Other (please specify) 9%

Based on responses from 218 organizations. Some organizations indicated more than one responses, therefore total may exceed 100%.

Responses and Figures

<table>
<thead>
<tr>
<th></th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>91%</td>
<td>198</td>
</tr>
<tr>
<td>2</td>
<td>87%</td>
<td>190</td>
</tr>
<tr>
<td>3</td>
<td>83%</td>
<td>184</td>
</tr>
<tr>
<td>4</td>
<td>82%</td>
<td>178</td>
</tr>
<tr>
<td>5</td>
<td>68%</td>
<td>147</td>
</tr>
<tr>
<td>6</td>
<td>60%</td>
<td>131</td>
</tr>
<tr>
<td>7</td>
<td>13%</td>
<td>28</td>
</tr>
<tr>
<td>8</td>
<td>13%</td>
<td>28</td>
</tr>
<tr>
<td>9</td>
<td>12%</td>
<td>26</td>
</tr>
<tr>
<td>10</td>
<td>10%</td>
<td>21</td>
</tr>
<tr>
<td>11</td>
<td>9%</td>
<td>20</td>
</tr>
<tr>
<td>12</td>
<td>3%</td>
<td>6</td>
</tr>
</tbody>
</table>
What kind of arrangement(s) has/have been taken in response to the coronavirus?

Company’s Arrangement(s) Towards the Coronavirus – What Other Says?

“Provide coronavirus insurance for employees & dependents”

“Identify critical positions and arrange Remote Working Rotation exercise in the case of crisis, where employee could not enter office to perform work”

“Established Crisis Management team for COVID-19”

“Refresh and rehearse Business Crisis Management Plan. Encourage virtual working platform”
If your company has adopted work from home arrangement for your employees, to what extent does it apply to?

Work From Home Arrangement Towards the Coronavirus

Based on responses from 218 organizations.

Responses and Figures

<table>
<thead>
<tr>
<th></th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>40%</td>
<td>87</td>
</tr>
<tr>
<td>2</td>
<td>21%</td>
<td>46</td>
</tr>
<tr>
<td>3</td>
<td>20%</td>
<td>43</td>
</tr>
<tr>
<td>4</td>
<td>12%</td>
<td>27</td>
</tr>
<tr>
<td>5</td>
<td>7%</td>
<td>15</td>
</tr>
</tbody>
</table>
How are the decisions on the above arrangements proposed and formed?

**Work from Home**

**Overall**

- **40%** Business continuity team makes decisions according to the continuity plan and protocol developed

- **35%** Regular management committee members call for special meeting and decision making

- **25%** HR is empowered by the management team to make any necessary decisions

Based on responses from 218 organizations.

**Work from Home Arrangement – Industry Wise**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Business Continuity Team</th>
<th>Regular Management Committee</th>
<th>HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking/Financial Services</td>
<td>42%</td>
<td>33%</td>
<td>25%</td>
</tr>
<tr>
<td>Chemicals</td>
<td>25%</td>
<td>63%</td>
<td>13%</td>
</tr>
<tr>
<td>Consumer Goods</td>
<td>25%</td>
<td>52%</td>
<td>28%</td>
</tr>
<tr>
<td>High Tech</td>
<td>57%</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>46%</td>
<td>32%</td>
<td>21%</td>
</tr>
<tr>
<td>Other Manufacturing</td>
<td>35%</td>
<td>35%</td>
<td>30%</td>
</tr>
<tr>
<td>Other Non-Manufacturing</td>
<td>38%</td>
<td>31%</td>
<td>31%</td>
</tr>
<tr>
<td>Retail &amp; Wholesale</td>
<td>22%</td>
<td>44%</td>
<td>33%</td>
</tr>
<tr>
<td>Services (Non-Financial)</td>
<td>33%</td>
<td>44%</td>
<td>22%</td>
</tr>
<tr>
<td>Transportation Equipment</td>
<td>25%</td>
<td>35%</td>
<td>40%</td>
</tr>
</tbody>
</table>
Are these arrangements formed before or after the press release by the government?

51%

Likely to be after the government press release as we would like to follow what the government suggests

49%

It may be before the government press release as we monitor the situation closely and we take appropriate actions based on our own situation.

Based on responses from 218 organizations.
**Will you consider to adjust the target (sales target, KPI, etc.) of frontline employees in 2020?**

**Target Adjustment**

**Overall**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>56%</td>
<td>No, and remain the same target</td>
</tr>
<tr>
<td>32%</td>
<td>Highly uncertain at this point</td>
</tr>
<tr>
<td>12%</td>
<td>Yes, and likely to reduce ...</td>
</tr>
</tbody>
</table>

- 5.5% - Both Team and Individuals Target
- 5.5% - Department / Team’s Target
- 1% - Individual Target

Based on responses from 150 organizations.

**Target Adjustment – Industry Wise**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Adjusted for Team &amp; Individual</th>
<th>Adjusted for Department/Team</th>
<th>Adjusted for Individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking/Financial Services</td>
<td>30%</td>
<td>70%</td>
<td>25%</td>
</tr>
<tr>
<td>Chemicals</td>
<td>75%</td>
<td>25%</td>
<td>0%</td>
</tr>
<tr>
<td>Consumer Goods</td>
<td>48%</td>
<td>33%</td>
<td>10%</td>
</tr>
<tr>
<td>High Tech</td>
<td>44%</td>
<td>44%</td>
<td>11%</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>52%</td>
<td>41%</td>
<td>7%</td>
</tr>
<tr>
<td>Other Manufacturing</td>
<td>82%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Other Non-Manufacturing</td>
<td>61%</td>
<td>22%</td>
<td>6%</td>
</tr>
<tr>
<td>Retail &amp; Wholesale</td>
<td>33%</td>
<td>33%</td>
<td>22%</td>
</tr>
<tr>
<td>Services (Non-Financial)</td>
<td>33%</td>
<td>83%</td>
<td>11%</td>
</tr>
<tr>
<td>Transportation Equipment</td>
<td>50%</td>
<td>33%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Quick Poll: Arrangements and Resources for Colleagues under Coronavirus
What kind(s) of monetary support has/have been provided for frontline employees?

Monetary Support for Frontline Employees

- **90%**
  - No additional compensation

- **8%**
  - Payout of sales incentive/commission based on achievement against adjusted target

- **2%**
  - Provide additional allowance for those who come to work

- **2%**
  - Partial / set a bottom-line of payout of sales incentive/commission regardless of target achievement during this period of time

- **1%**
  - Full payout of sales incentive/commission regardless of target achievement during this period of time

Other Monetary Support for Frontline Employees

- Special one-off allowance for frontline employees
- Income protection plan for individual
- Pay incentive as per the adjusted target for affected employees only
- No direction has been made yet

Based on responses from 150 organizations. Some organizations indicated more than one response, therefore total may exceed 100%.
Which of the below best described your company’s reaction during this coronavirus outbreak?

Company’s Reaction Towards the Coronavirus Outbreak

- **Pioneer**
  - Always acts proactively and make timely decision to address the situation ahead of time.
  - Actively collects external information and react promptly with little to no ambiguity for the employees.

- **Early Follower**
  - Relies heavily on external information which caused time-lag in decision making and some uncertainties for the employees.

- **Late Follower**
  - Imposes very little change and procrastinate to react in most situation.

Based on responses from 194 organizations.
Appendix

Participant List by Industry

Banking/Financial Services

- American Express (Thailand) Co., Ltd.
- BNP Paribas Bangkok Branch
- BOT Lease (Thailand) Co., Ltd.
- Citibank, N.A.
- Deposit Protection Agency
- Kiatnakin Bank Public Company Limited
- Krungthai Card Public Company Limited
- LH Financial Group Public Company Limited
- Sumitomo Mitsui Banking Corporation
- Summit Capital Leasing Co., Ltd.
- The Siam Commercial Bank Public Company Limited
- TMB Bank Public Company Limited
- UOB Kay Hian Securities Thailand PCL
- INEOS Styrolution (Thailand) Co., Ltd.
- Ingredion (Thailand) Limited
- Kemira (Thailand) Co., Ltd.
- Kuraray Specialities (Thailand) Co., Ltd.
- Mitsui Chemicals (Thailand) Co., Ltd.
- Thai Central Chemical Public Company Limited
- Toyobo (Thailand) Co., Ltd.
- Zeon Chemicals (Thailand) Co., Ltd.

Consumer Goods

- 3M Thailand Limited
- Amway (Thailand) Limited
- BP-Castrol (Thailand) Limited
- Brown-Forman Thailand
- Colgate-Palmolive (Thailand) Limited
- Dole Thailand Limited
- ELCA (Thailand) Limited
- Green Spot Co., Ltd.
- Hitachi Sales (Thailand) Limited
- Johnson and Johnson (Thailand) Limited
- JT International (Thailand) Limited
- Kao Industrial (Thailand) Co., Ltd.
- Kimberly-Clark Thailand Limited
- L’Oreal (Thailand) Limited
- Mondelez International (Thailand) Co., Ltd.
- Nestlé (Thailand) Limited
- OSRAM (Thailand) Co., Ltd.
- Procter & Gamble Trading (Thailand) Limited
- PZ Cussons (Thailand) Co., Ltd.
- Reckitt Benckiser (Thailand) Limited
- S.C. Johnson & Son Limited
- Summit Corporation Limited
- Suntory PepsiCo Beverage (Thailand) Co., Ltd.
- Thai Asia Pacific Brewery Co., Ltd.
- Thai Glico Co., Ltd.

High Tech

- 2C2P (Thailand) Co., Ltd.
- Arrow Electronics (Thailand) Limited
- ASM Assembly Equipment Bangkok Limited
- Bruker
- Dell (Thailand) Limited
- DXC Technology Thailand
- Ericsson (Thailand) Limited
- Expedia
- Fuji Xerox (Thailand) Co., Ltd.

Chemical

- Air Liquide (Thailand) Limited
- Amazon Papyrus Chemicals Limited
- Archroma (Thailand) Company Limited
- BASF (Thai) Limited
- Dow Chemical Thailand Limited
- Firmenich (Thailand) Limited
- INEOS Styrolution (Thailand) Co., Ltd.
- Ingredion (Thailand) Limited
- Kemira (Thailand) Co., Ltd.
- Kuraray Specialities (Thailand) Co., Ltd.
- Mitsui Chemicals (Thailand) Co., Ltd.
- Thai Central Chemical Public Company Limited
- Toyobo (Thailand) Co., Ltd.
- Zeon Chemicals (Thailand) Co., Ltd.
- L’Oreal (Thailand) Limited
- Mondelez International (Thailand) Co., Ltd.
- Nestlé (Thailand) Limited
- OSRAM (Thailand) Co., Ltd.
- Procter & Gamble Trading (Thailand) Limited
- PZ Cussons (Thailand) Co., Ltd.
- Reckitt Benckiser (Thailand) Limited
- S.C. Johnson & Son Limited
- Summit Corporation Limited
- Suntory PepsiCo Beverage (Thailand) Co., Ltd.
- Thai Asia Pacific Brewery Co., Ltd.
- Thai Glico Co., Ltd.

Based on responses from 218 organizations (only 185 organizations provide company data).
Appendix
Participant List by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Companies</th>
</tr>
</thead>
</table>

Based on responses from 218 organizations (only 185 organizations provide company data).
Appendix
Participant List by Industry

Other Manufacturing
- Airco Limited
- AMC ASIA Co., Ltd.
- Anritsu Infivis (Thailand) Co., Ltd.
- Ansell (Thailand) Limited
- Celestica (Thailand) Limited
- Daicel Safety Systems (Thailand) Co., Ltd.
- Emerson Electric (Thailand) Limited
- Fujikura Electronics (Thailand) Limited
- Fujilloy (Thailand) Co., Ltd.
- Kohler (Thailand) Public Company Limited
- Komatsu Parts Asia Co., Ltd.
- Marigot Jewellery (Thailand) Co., Ltd.
- N & N Foods Company Limited
- NS Bluescope Lysaght (Thailand) Limited
- Sanmina-SCI Systems (Thailand) Limited
- Siam Tin Plate Company Limited

Retail & Wholesale
- BMW (Thailand) Co., Ltd.
- CP ALL Public Company Limited
- CPF Trading Co., Ltd.
- DKSH (Thailand) Limited
- Karcher Retail Limited
- Linex Precision (Thailand) Co., Ltd.
- LVMH Perfumes and Cosmetics (Thailand) Limited
- Sephora (Thailand) Co., Ltd.
- Sharp Thai Co., Ltd.

Retail & Wholesale
- All Nippon Airways Co., Ltd.
- Alps Electric (Thailand) Co., Ltd.
- Invictus Consulting (Thailand) Co., Ltd.

Transportation Equipment
- Adient & Summit Corporation Limited
- American Axle & Manufacturing (Thailand) Co., Ltd.
- Autoliv (Thailand) Limited
- Daimler AG
- Ford Sales & Service (Thailand) Co., Ltd.
- Hitachi Chemical Automotive Products (Thailand) Co., Ltd.
- Ihara Manufacturing (Thailand) Co., Ltd.
- Isuzu Motors (Thailand) Co., Ltd.
- Lear Corporation Southeast Asia Co., Ltd.
- Maxion Wheels (Thailand) Co., Ltd.
- Mazda Powertrain Manufacturing (Thailand) Co., Ltd.
- Michelin ROH Co., Ltd.
- Mitsubishi Motors (Thailand) Co., Ltd.
- Mitsui Siam Components Co., Ltd.
- Nissan Trading (Thailand) Co., Ltd.
- Schaeffler Manufacturing (Thailand) Co., Ltd.

Based on responses from 218 organizations (only 185 organizations provide company data).
Appendix
Participant List by Industry

- Suzuki Motor (Thailand) Co., Ltd.
- Toyota Motor Thailand Co., Ltd.
- WABCO (Thailand) Limited
- ZF Thailand Limited

Based on responses from 218 organizations (only 185 organizations provide company data).
welcome to brighter