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Final Result

Thailand Quick Poll: Arrangements and Resources for Colleagues under Coronavirus

March 12, 2020

Mercer (Thailand) Ltd.

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Thailand Quick Poll
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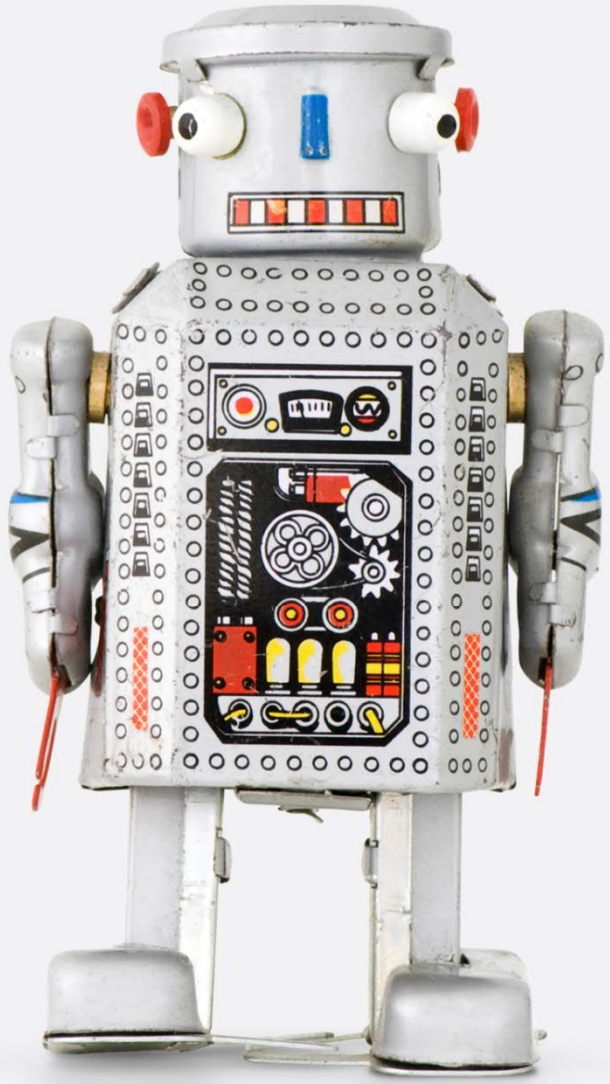
At Mercer, we believe in building brighter futures.

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
Background

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

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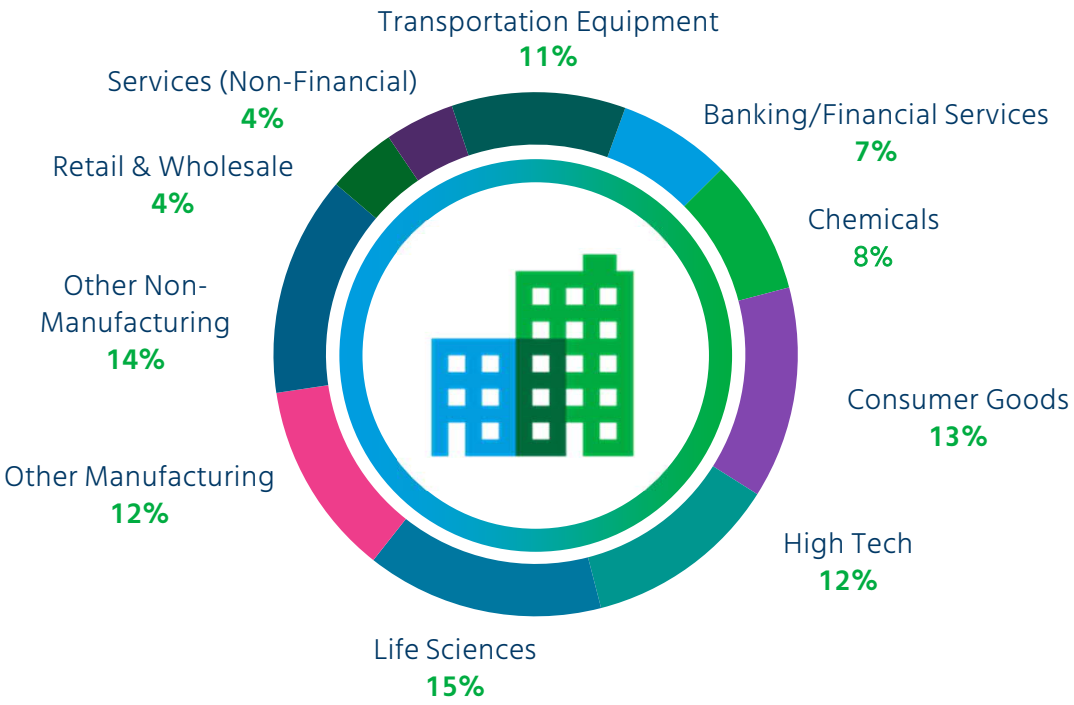
Industry of Participating Organizations: Thailand Quick Poll

Participant Profile

Demographics by Participant Organization's Industry



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

Number of Participating Organizations by Industry

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

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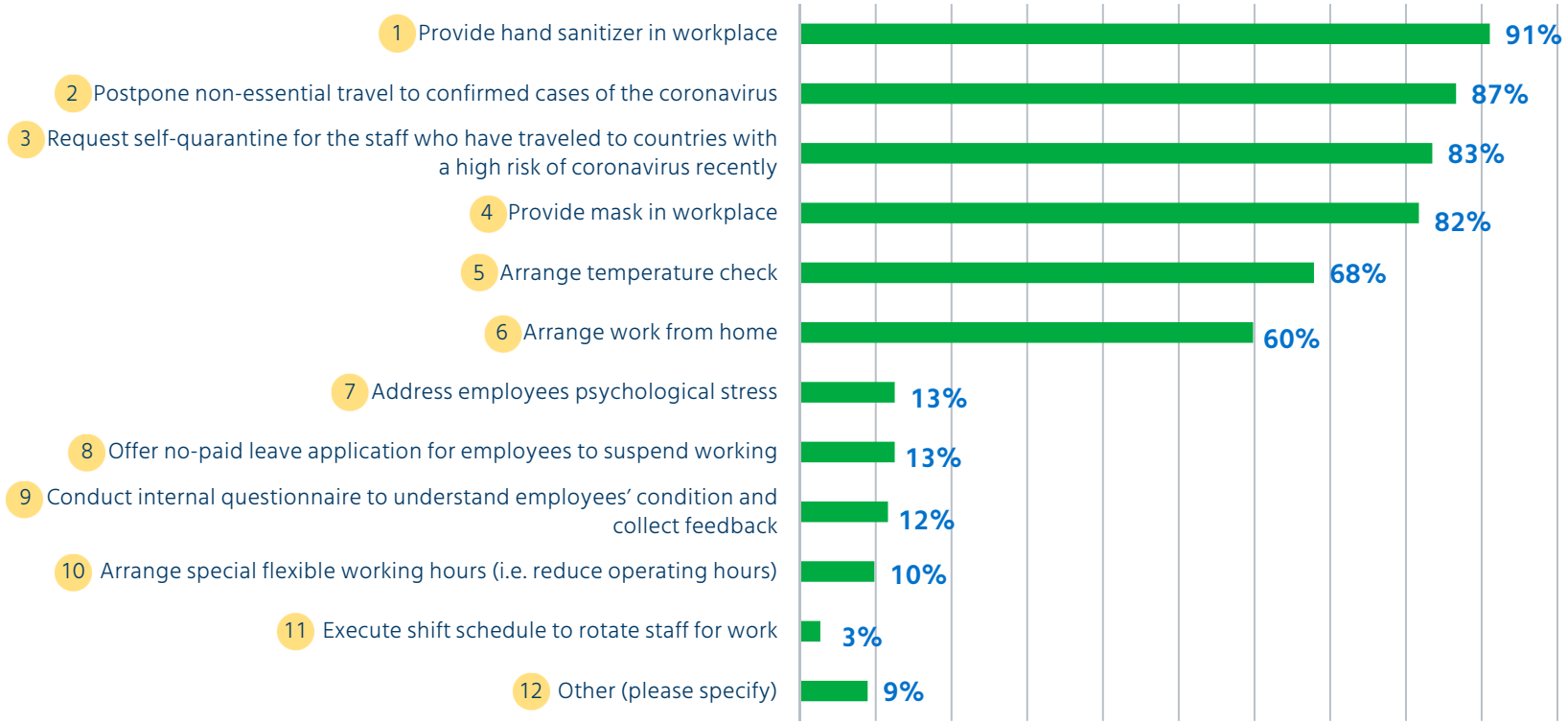
What kind of arrangement(s) has/have been taken in response to the coronavirus?

Company's Arrangement(s) Towards the Coronavirus



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

Responses and Figures

	%	N
1	91%	198
2	87%	190
3	83%	184
4	82%	178
5	68%	147
6	60%	131
7	13%	28
8	13%	28
9	12%	26
10	10%	21
11	9%	20
12	3%	6

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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"

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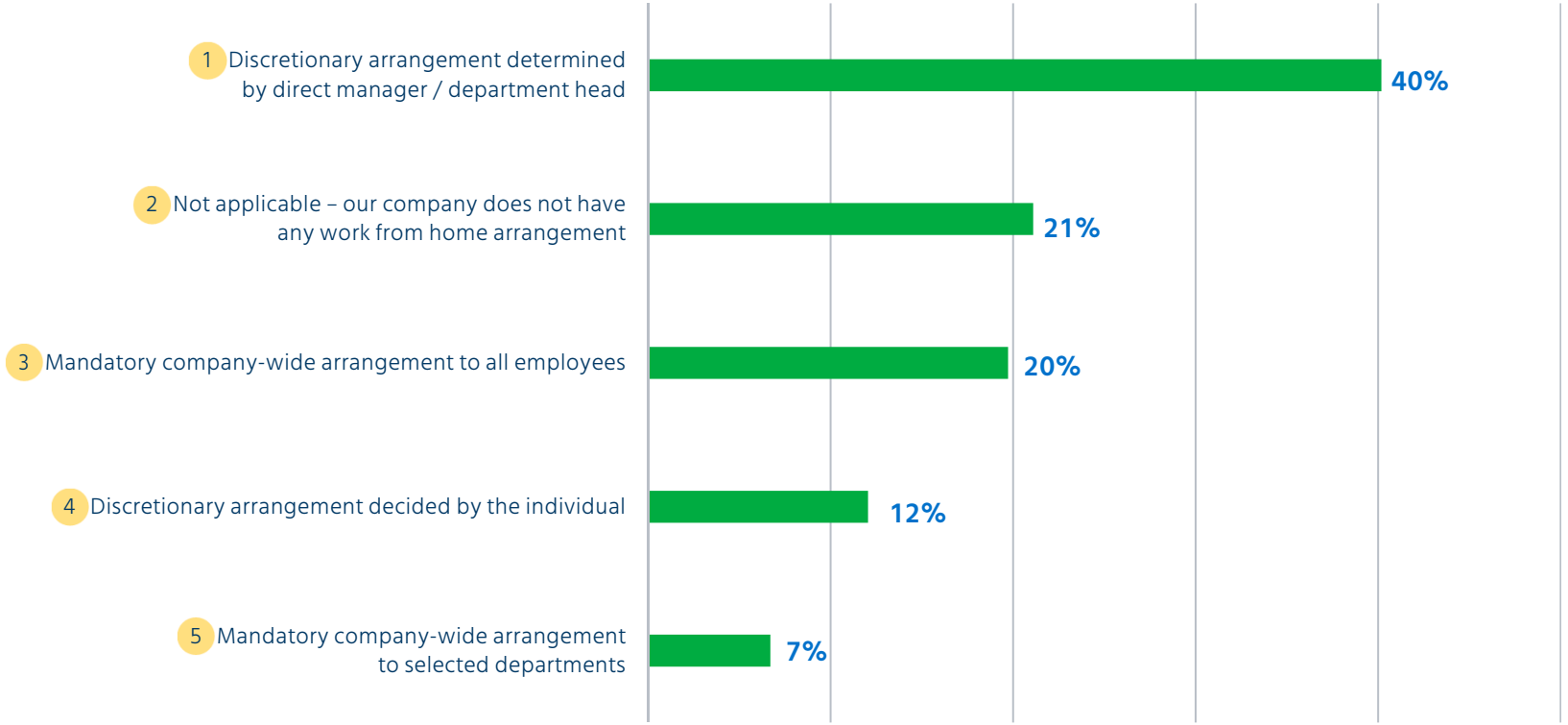
If your company has adopted work from home arrangement for your employees, to what extent does it apply to?

Work From Home Arrangement Towards the Coronavirus



Based on responses from 218 organizations.

Responses and Figures

	%	N
1	40%	87
2	21%	46
3	20%	43
4	12%	27
5	7%	15

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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%

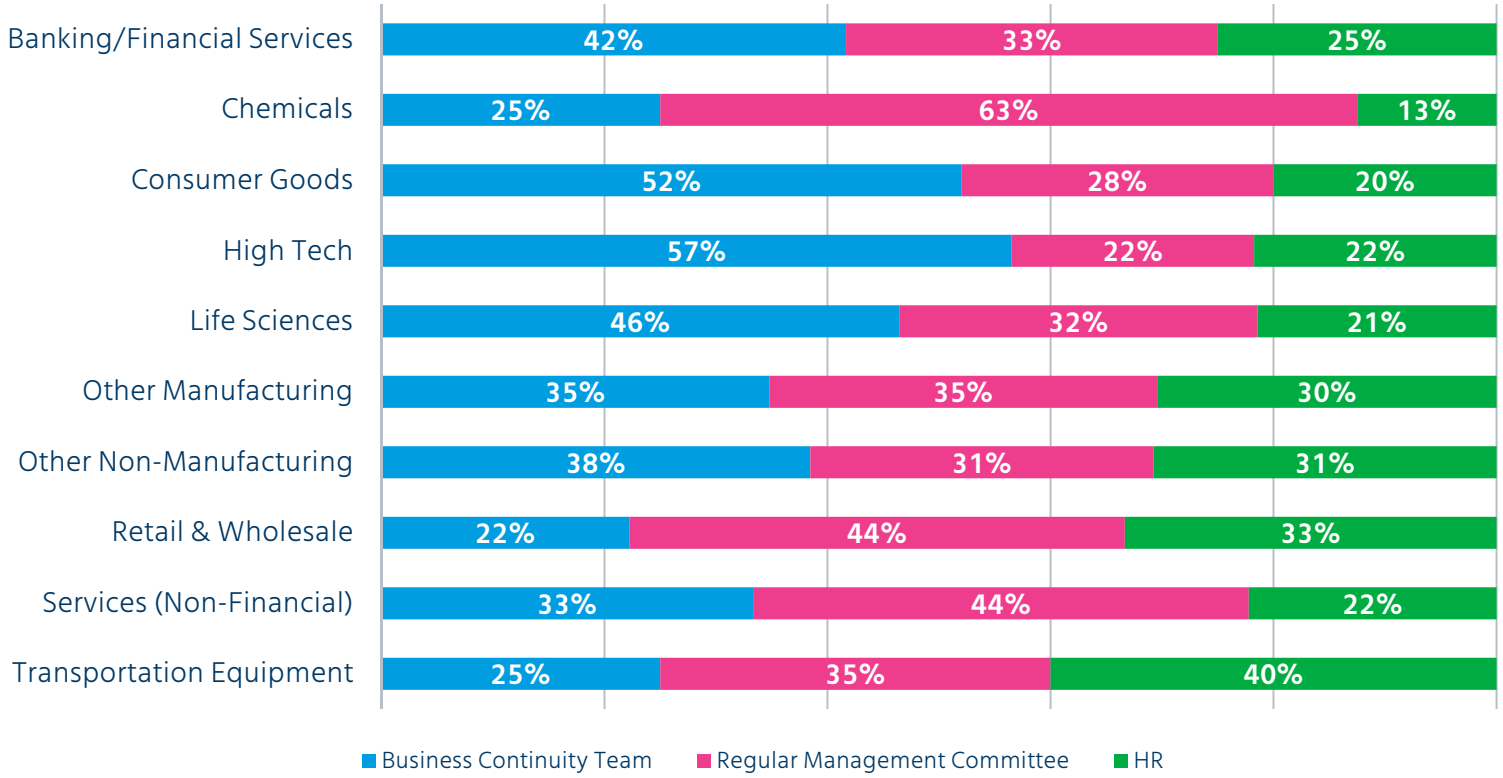
Regular management committee members call for special meeting and decision making

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



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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.

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Will you consider to adjust the target (sales target, KPI, etc.) of frontline employees in 2020?

Target Adjustment

Overall

56% no

No, and remain the same target

32% uncertain

Highly uncertain at this point

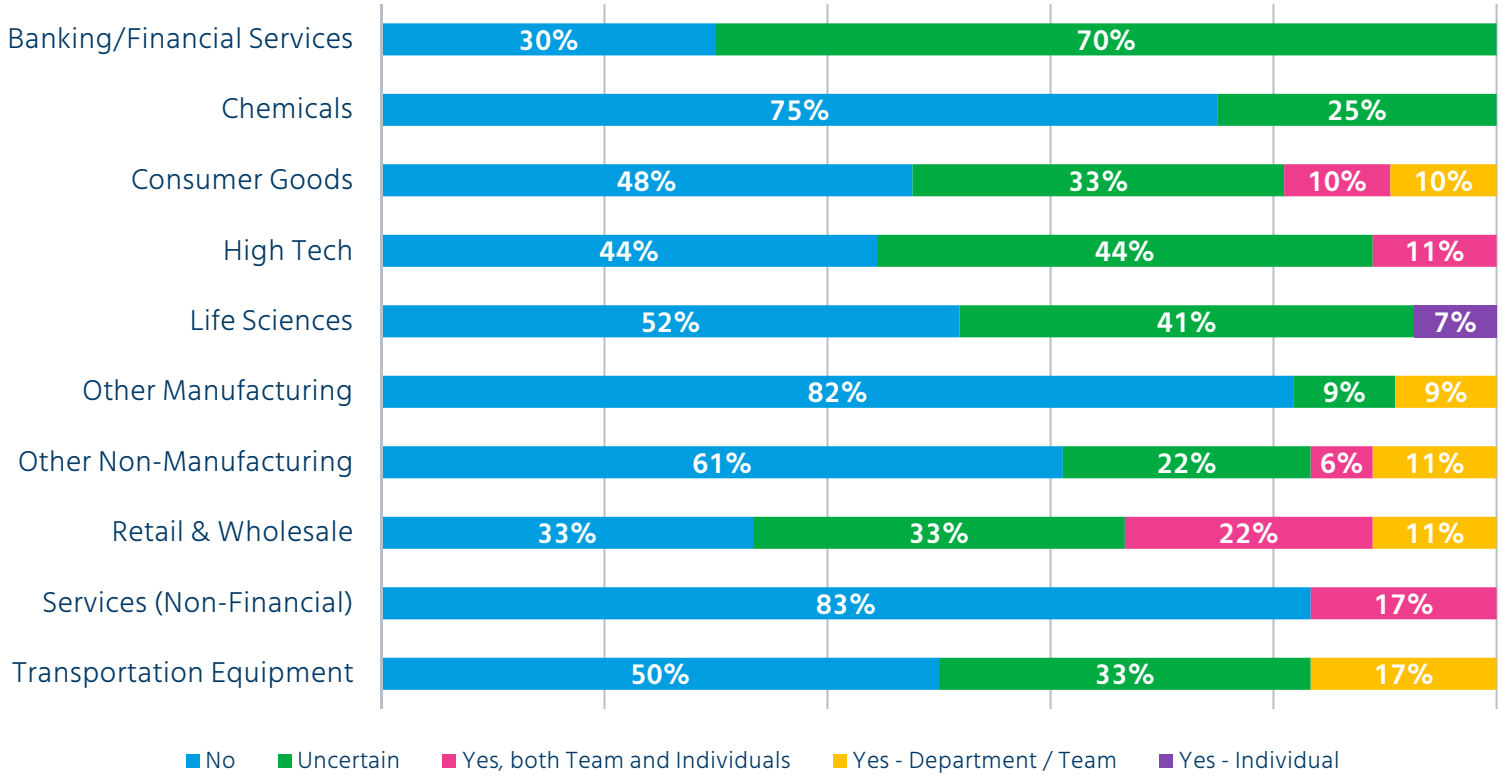
12% yes

Yes, and likely to reduce ...

- **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



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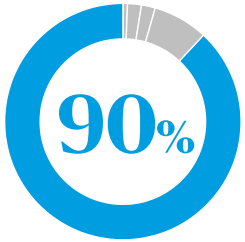
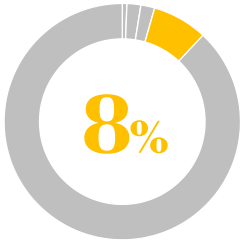
What kind(s) of monetary support has/have been provided for frontline employees?

Monetary Support for Frontline Employees



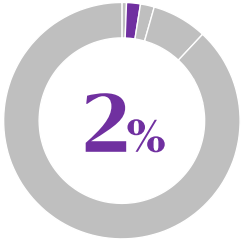
No additional compensation



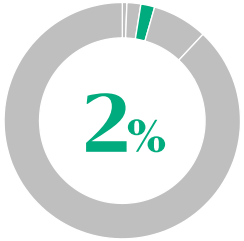
Payout of sales incentive/commission based on achievement against adjusted target

Other Monetary Support for Frontline Employees

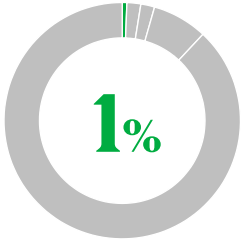
- Special one-off allowance for frontline employees
- Income protection plan for individual
- Pay incentive as per the adjusted target for affected employees only
- No direction has been made yet



Provide additional allowance for those who come to work



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



Full payout of sales incentive/commission regardless of target achievement during this period of time

Based on responses from 150 organizations. Some organizations indicated more than one responses, therefore total may exceed 100%.

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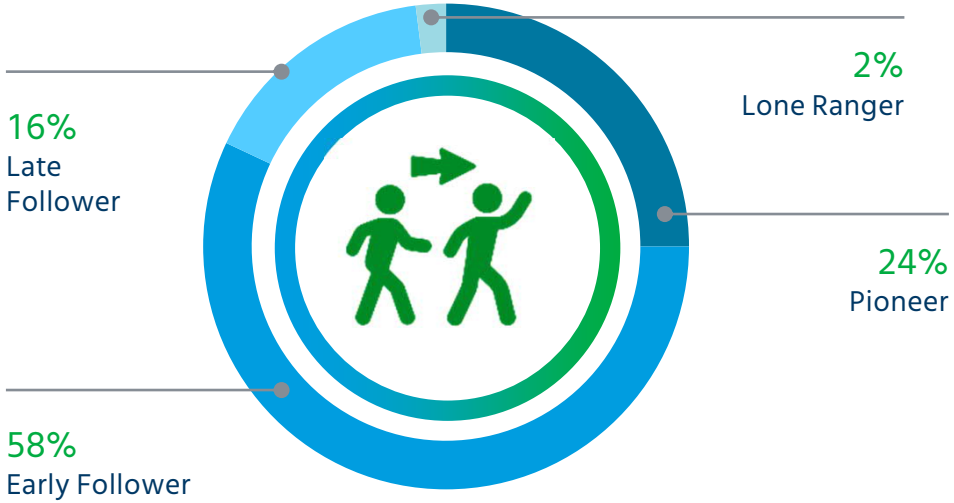
Which of the below best described your company's reaction during this coronavirus outbreak?

Company's Reaction Towards the Coronavirus Outbreak



Definition

Pioneer

Always acts proactively and make timely decision to address the situation ahead of time.

Early Follower

Actively collects external information and react promptly with little to no ambiguity for the employees.

Late Follower

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

Lone Ranger

Imposes very little change and procrastinate to react in most situation.

Based on responses from 194 organizations.

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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

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.

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.

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

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Participant List by Industry

- Gojek
- Greenline Synergy Co., Ltd.
- Hewlett Packard Enterprise Thailand Limited
- Homag Asia (Thailand) Co., Ltd.
- Kulicke & Soffa (Thailand) Limited
- LINE Company (Thailand) Limited
- National Instruments (Thailand) Co., Ltd.
- NXP Manufacturing (Thailand) Limited
- ON Semiconductor (Thailand) Company Limited
- Oracle Corporation (Thailand) Co., Ltd.
- SAS Software (Thailand) Co., Ltd.
- Tomtom Navigation (Thailand) Co., Ltd.
- VMware, Inc.

Life Science

- Abbott Laboratories (Thailand) Limited
- Align Technology (Thailand) Company Limited
- Astellas Pharma (Thailand) Co., Ltd.
- Astrazeneca (Thailand) Co., Ltd.
- Bausch & Lomb (Thailand) Limited
- Bayer Thai Co., Ltd.
- Carl Zeiss Co., Ltd.
- DKSH (Thailand) Limited
- East-West Seed International Limited
- Edwards Lifesciences (Thailand) Limited
- Eisai (Thailand) Marketing Co., Ltd.
- Ferring Pharmaceuticals (Thailand) Co., Ltd.
- Getinge (Thailand) Co., Ltd.
- GlaxoSmithKline Consumer Healthcare (Thailand) Limited
- Kyowa Kirin (Thailand) Co., Ltd.
- LEO Pharma Thailand
- Lonza (Thailand) Co., Ltd.
- Medtronic (Thailand) Limited
- Novartis (Thailand) Co., Ltd.
- Ortho Clinical Diagnostics
- Pfizer (Thailand) Co., Ltd.
- Roche (Thailand) Limited
- Sanofi Aventis (Thailand) Limited & Sanofi Pasteur Limited
- Servier (Thailand) Limited
- Teva Pharma (Thailand) Co., Ltd.
- Zuellig Pharma Limited

Other Non-Manufacturing

- Aberdeen Standard Asset Management (Thailand) Limited
- Adecco (Thailand) Limited
- Alfa Laval (Thailand) Limited
- CEC Services (Thailand) Limited
- Central Pattana Public Company Limited
- EFCO (Thailand) Limited
- Frasers Property (Thailand) Public Company Limited
- Geodis (Thailand) Limited
- HM.Clause (Thailand) Co., Ltd.
- KDDI Thailand Limited
- Kitz (Thailand) Limited
- Mandarin Oriental, Bangkok
- Manulife Insurance (Thailand) Public Company Limited
- Mercer (Thailand) Limited
- Mitsubishi Company (Thailand) Limited (Thai - MC Company Limited)
- Muang Thai Life Assurance Public Company Limited
- Raimon Land Public Company Limited
- Sankyo Tateyama (Thailand) Co., Ltd.
- Schenker (Thailand) Limited
- SSS (Thailand) Co., Ltd.
- Thai Ahresty Engineering Co., Ltd.
- Thai Murata Electronics Trading Limited
- Thai Takenaka International Limited

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Appendix
Participant List by Industry

- Tokio Marine Life Insurance (Thailand) Public Company Limited
- Toshiba Machine (Thailand) Co., Ltd.
- Total Access Communication Public Company Limited

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
- SIG Combibloc (Thailand) Limited
- Suretex Limited
- Swarovski Gemstones (Thailand) Limited
- Thai Acrylic Fibre Co., Ltd.
- Thai Nisshin Seifun Co., Ltd.
- TIPCO Asphalt Public 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.
- Isuzu Motors Asia (Thailand) Co.,Ltd.
- Montara Management Co., Ltd.
- Rentokil Initial (Thailand) Limited
- St. Andrews International School

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.

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Participant List by Industry

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

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