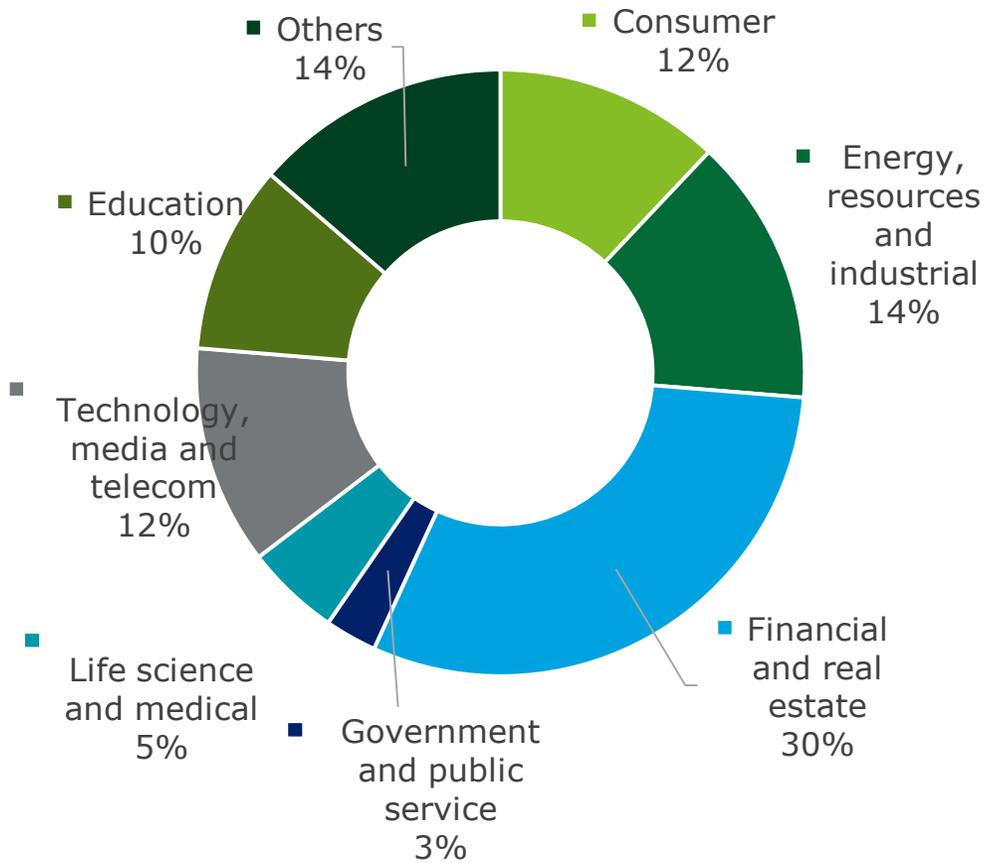




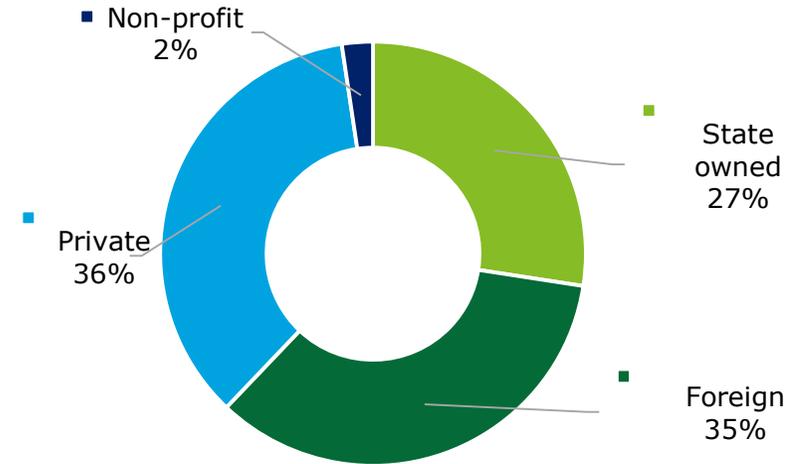
HR POLICIES RESEARCH REPORT UNDER THE NEW CORONAVIRUS OUTBREAK IN CHINA

Demographics

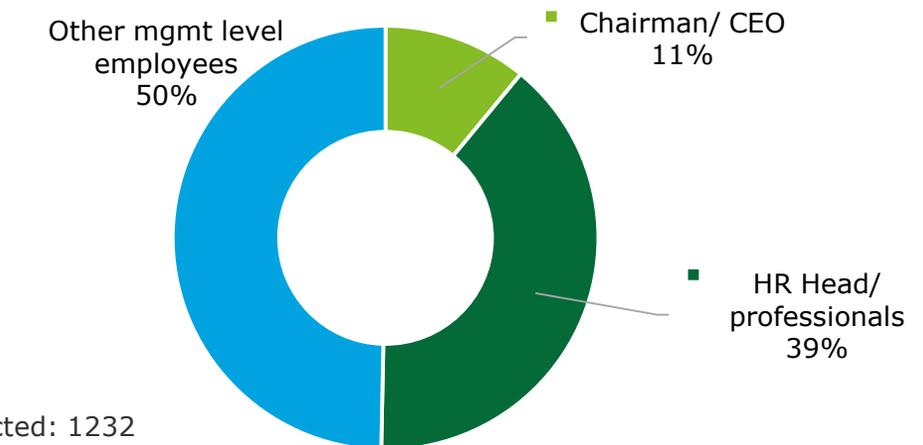
Respondents by industry



Respondents by enterprise types

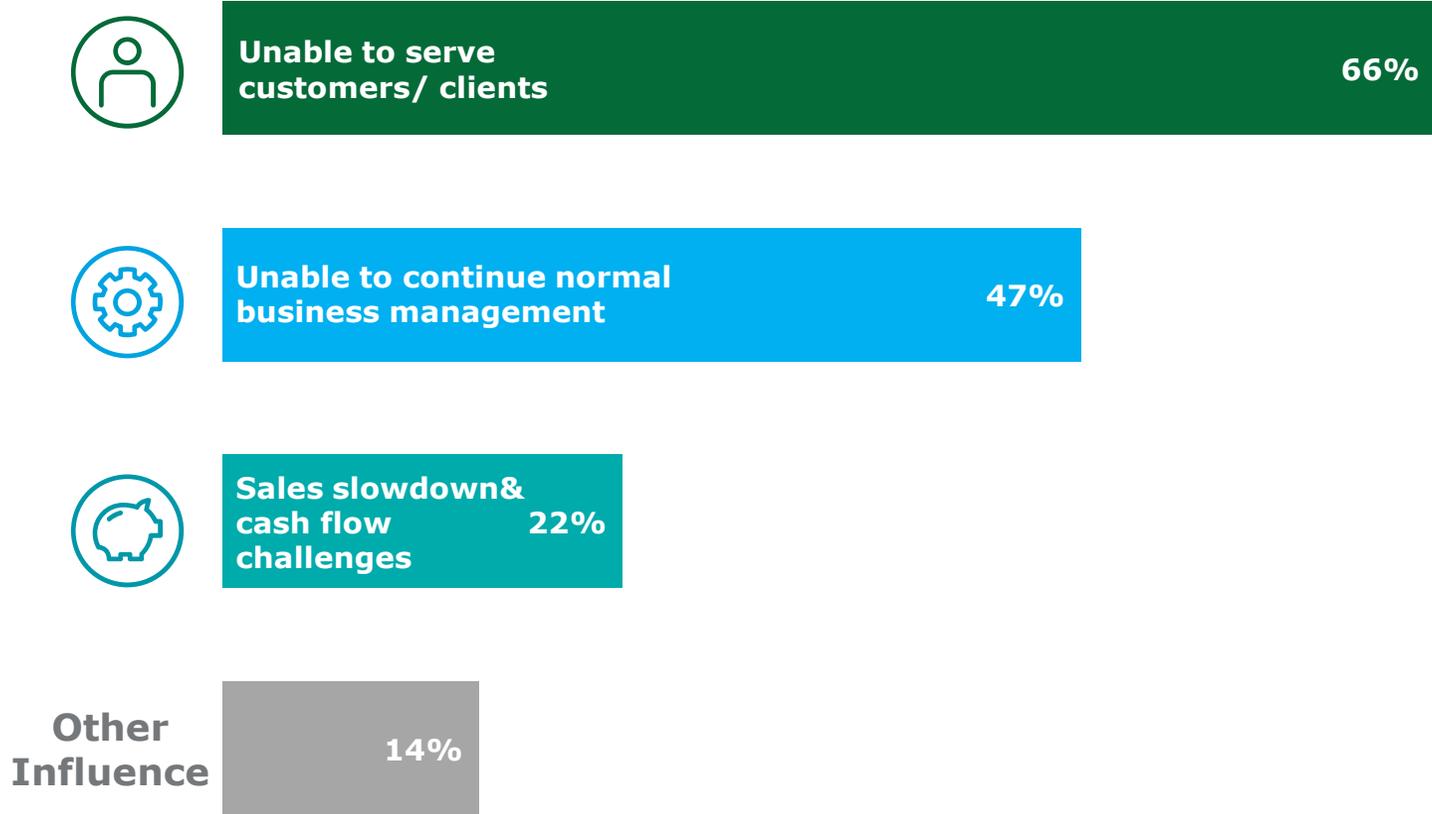


Respondents by roles



Number of valid surveys collected: 1232

What is the biggest impact that the epidemics will have on your company?



Observation

- While the influence may vary due to different types of enterprises, private companies are expecting sales slowdown as the biggest impact;
- The top 3 industries which chose “Unable to serve customers/ clients” are consumer, financial service & real estate, and education industry;
- Energy, resources and industrial companies believe their top challenge is that they cannot have normal business management;
- Other concerns included in the comments are:
 - The difficulty of employees’ traveling back after the holiday
 - The logistics issues of raw materials
 - Lack of systems or software for remote commuting
 - Inadequate crisis awareness from management-levels

What do you think are the most important solutions in terms of workforce management?



Provide flexible working schedule

82%



Address employee psychological stress

46%



Ensure employment & compensation package

44%



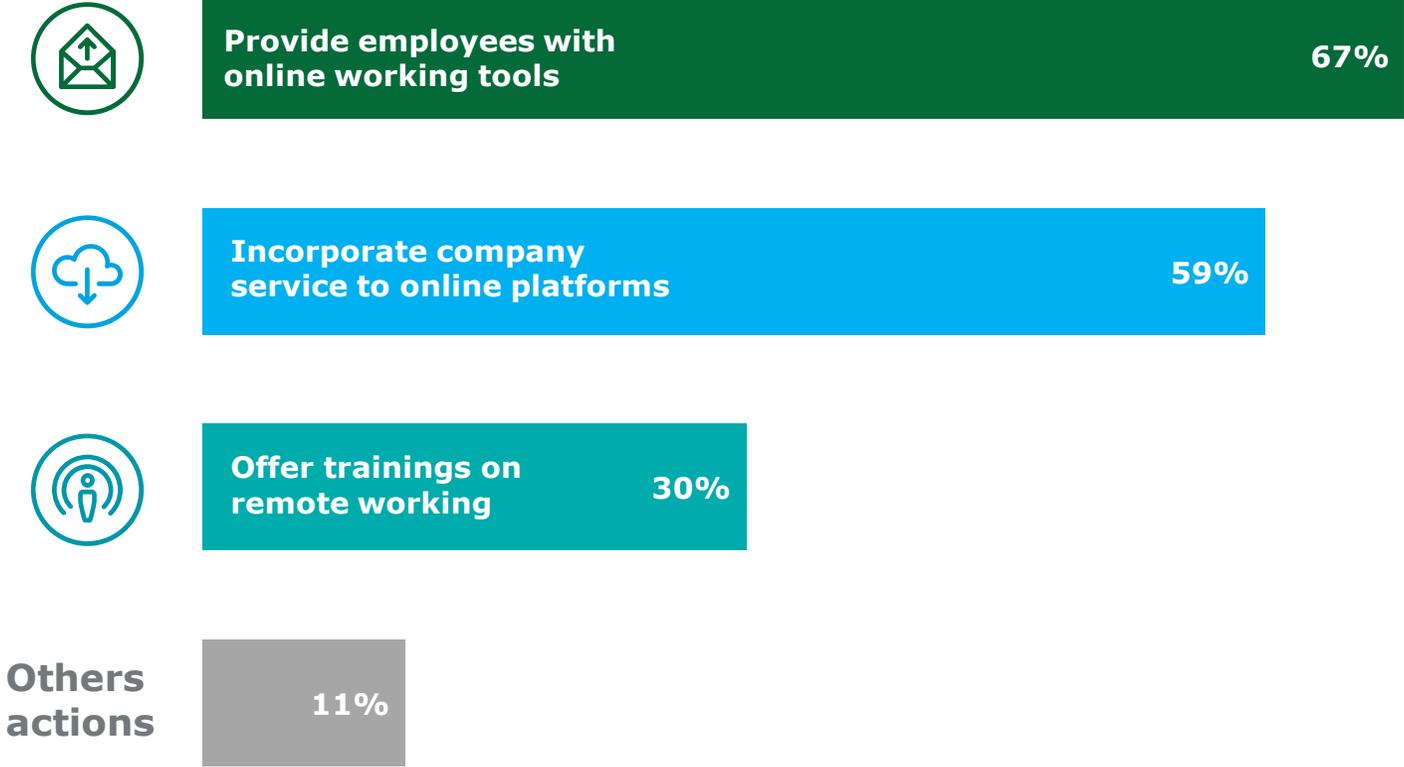
Offer emergency assistance and additional insurance coverage

39%

Observation

- Energy, resources & industrial companies who participated the survey encountered the biggest constraints in offering flexible working and remote commuting solutions, and their management currently focus on providing epidemics protection to ensure sanitation requirements and the safety of workplace environment;
- 90% of the MNCs believe it is urgent to provide their employees with flexible working schedule;
- More than half of government and public service entities focus on addressing employees psychological stress at current state;

What are the most needed actions in supporting workforce at current state?



Observation

- Companies, who have already implement its online commuting system, have to keep optimizing their online working process and keep strengthening their capabilities;
- Meanwhile, some companies who participated the survey believe that it is recommended to establish new customer service model and to form new approaches in customer/ client communication;

Any plans on extending the CNY holiday?



In accordance with the policy from national and local government

73%



In addition to the national policy, employees could apply annual leave or sick leave

38%



Employees living in epidemic areas could apply for non-paid leave

30%

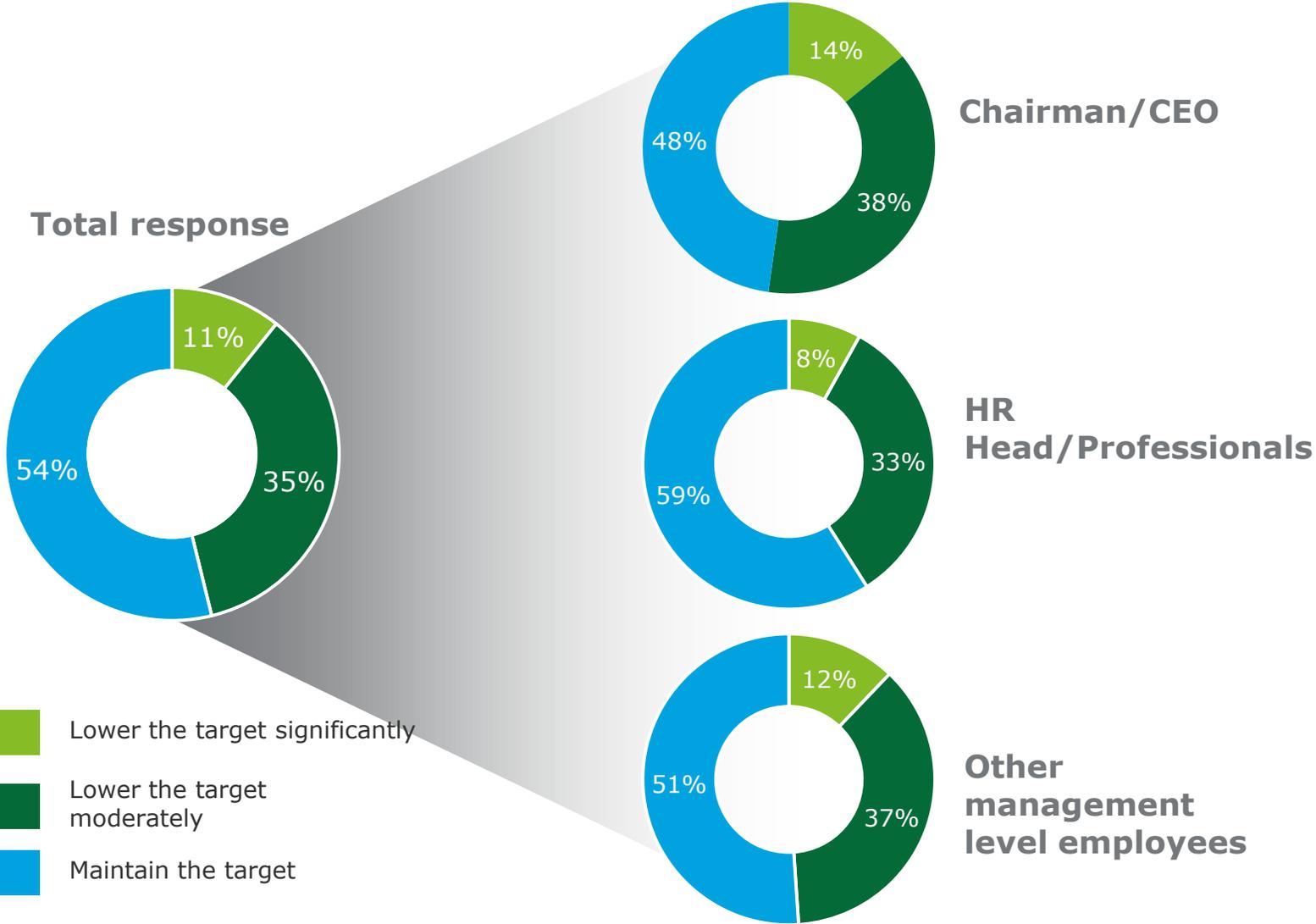
Other plans

13%

Observation

- The policies for going back for work: according to *Contagious Diseases Prevention Law*, the local government could restrict or totally stop mass gathering, business and classes and the policies are compulsive. If there is conflict between national and local policies, the local policies prevail;
- The salary paid during quarantine: if the employees are required to be quarantined, according to term 41 in *Contagious Disease Prevention Law*, the companies which the employees working for cannot stop paying the salary during employees' quarantine.

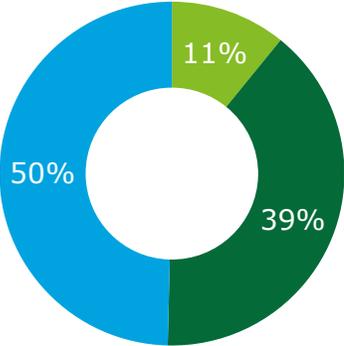
Is there any plan on adjusting business performance target in 2020?(1/2)



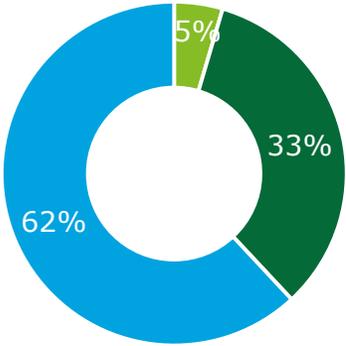
Observation

- 46% participants plan to lower the 2020 performance target;
- 14% of MNCs plan to greatly lower the target, higher than state-owned companies(9%) and private companies(11%);
- Chairman/CEO have highest percentage on expecting to lower the target significantly.

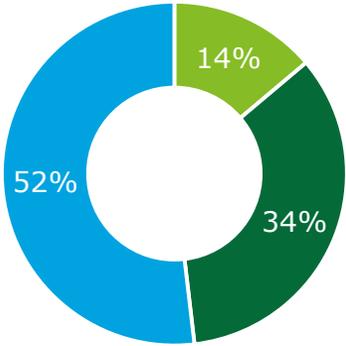
Is there any plan on adjusting business performance target in 2020?(2/2)



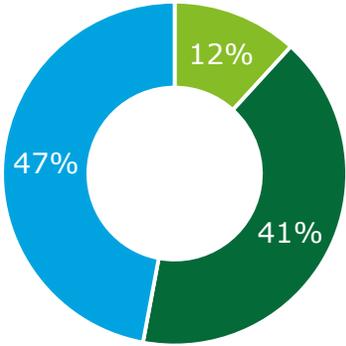
Consumer



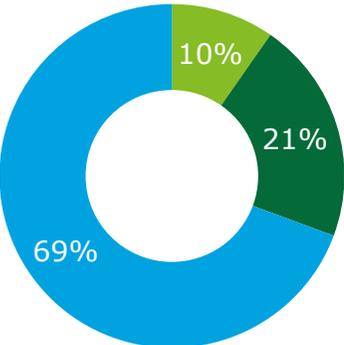
Energy, resources and industrial



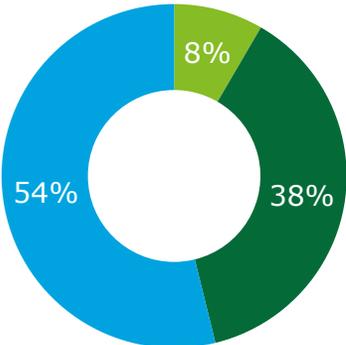
Financial and real estate



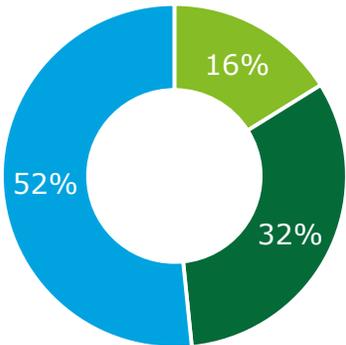
Government and public services



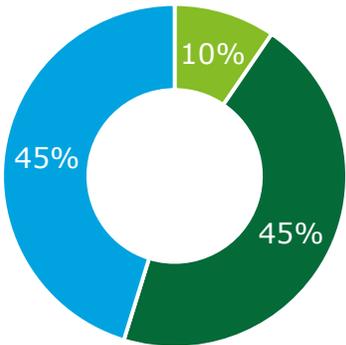
Life science and medical



Technology, media and telecom



Education



Others

■ Lower the target significantly
 ■ Lower the target moderately
 ■ Maintain the target

Observation

- Different industries are impacted differently by the epidemic. Life science and Medical industry is the one which is impacted the lightest compared to other industries, while the Government and Public Services industry is impacted the greatest;
- Nearly 60% of private companies expect to maintain the performance target in 2020.

What crisis management measures have been taken?



Observation

- MNCs are the quickest in making comprehensive policies, in time communication and psychological counselling and material assistance;
- State-owned companies are the fastest in tracking employee status and setting up special committees for the epidemic;
- Some companies purchase medical equipment such as thermometer, track employees' healthy and release epidemic warnings;
- Companies should keep frequent communication with employees. The communication includes epidemic notification, prevention, psychological assistance and so on. It will greatly enhance employees' trust towards companies and also get prepared for the following work arrangement.



德勤



If you would like to know more detailed information about specific industries, please contact Deloitte.



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