

## Closed Schools and Salary Continuation Benchmark

The mass closures of schools and public institutions throughout Europe and the U.S. marks a new and urgent stage in the coronavirus pandemic. By request of a member we sent this brief survey on 14 March, with the intention of helping members stay in front of these latest developments. Replies collected between March 14-17.

Companies who participated include:

- American Express
- Anglo American
- AXA
- Baker Hughes
- BASF
- BNY Mellon
- BP
- Cargill
- Dow
- Enbridge
- ENI
- Henkel
- KPMG
- Legal and General
- Lendlease
- Mars
- Novartis
- nVent
- Roche
- SC Johnson

The questions below relate specifically to employees who are unable to work remotely (due to the nature of their jobs) and unable to come to work (work closure or personal constraints). Many respondents indicated that because the situation is so dynamic, their actions may change this week.

### Survey Questions:

1. Have you implemented or are you considering salary continuation measures? If so, what have you committed to?
2. Are individual countries' unique (and changing) paid leave regulations affecting your decisions? If so, how?
3. Do you have or are you considering a global policy related to paid parental support for employees (who cannot work remotely and cannot come to work) during school closures?

Salary continuation measures	Regulations affecting approaches	Paid parental support – global?
Yes. Specific to the U.S. - We are allowing employees to utilize their sick banks and vacation time. They can also borrow against them for the 2020 bank that they have not yet "earned."	Yes. We will be following local laws and practices. When we closed our plant in China, we continued to pay the hourly workers. We are now back up and running and in the process of submitting for the 60% reimbursement of that pay from the government. Depending on the country, we will have similar practices and programs.	Not on a global scale as the pay practices vary by country. We will take a regional or country approach based on local laws and practices.

<p>For the moment in all countries where we had to quarantine people or to send them home from the office we have ensured salary continuation. But important to say that our production sites be it in China, Iran or Italy have not stopped. When I had to quarantine people from production due to risk of contamination I continued to pay but it has so far been very limited numbers (less than 50)</p>	<p>So far not but it will happen especially with US where we have hourly workers. We are in the process of evaluating right now what we should do. No decision taken</p>	<p>We do not have a global policy for these kind of exceptional circumstances. When it comes to people in home office, if they have children at home for the moment we tell them that they have maximum flexibility in terms of when they work. As long as they keep their boss informed on when they can work and when not. We start to have questions on "what if I can absolutely not work with my kids at home, or only work part time?" We plan to offer in that case that they take holidays or unpaid leave or go on part time if that is more convenient for them.</p>
<p>We have decided to implement full smart working (paid) for all our HQs and Staff in the Operations Area; all of them can work remotely. Operations people are working following strict procedures ( 1 meter far from each other, use mask if it is less, using our Hygienic Always, don't go by elevator etc..). Plus, we have to manage a rotation of them. We are not in full capacity, paying also who is in the off period.</p>	<p>Same approach for all of our countries</p>	<p>Not other than what I provided in question 1.</p>
<p>We have done a business continuity plan and assessed that the entire organization can work from home and some targeted people must work on site. We also provided them equipment to enable this. We will protect them if required but have not communicated anything.</p>	<p>Not relevant at present</p>	<p>We are considering a global parental leave program, but discussions were prior to this event.</p>
<p>Yes, we are offering up to 14 days of paid time off for COVID-19 related absences at manager's discretion if paid leave is not available through government programs or other existing company benefits (such as those covering illnesses). We are considering the following situations to be eligible:</p> <ul style="list-style-type: none"> <li>• Self-quarantines due to international travel (including cruises)</li> <li>• Government-issued self-quarantines</li> <li>• Self-quarantines with signs of illness</li> <li>• Self-quarantines due to exposure</li> <li>• Office or plant closures</li> </ul>	<p>Not yet</p>	<p>We are including childcare as one of the eligible situations for our pay continuation.</p>

<ul style="list-style-type: none"> <li>• Childcare or school closings</li> <li>• High-risk health concerns for yourself or someone living with you (e.g., compromised immune system)</li> </ul>		
<p>Where people cannot work remotely (eg construction workers, gardeners, bus drivers) and we force an office/site closure, we are planning for employees to take paid leave where possible, but may also pay some employees to stay home for up to 2 weeks. This is true for our casual workers in Australia who we were concerned may come to work if unwell as they don't have any paid leave and are only paid for time worked ordinarily. We don't want them coming to work and infecting others, so in a rare case, we may pay them to stay home.</p>	<p>We have a global minimum standard for travel restrictions, paid leave and additional questionnaires of recruitment candidates and new hires. There are then country specific "extras" based on what is permissible according to legislation. Eg in the UK, we require employees who take sick leave due to COVID-19 to select that as a leave reason so we can report on the data. Employees who can work remotely may do so for the foreseeable future.</p>	<p>We would apply the same paid leave arrangements as above where employees use their own leave first, we have not considered anything specifically for parents of school aged children at this time.</p>
<p>Our CEO has committed that we will continue to pay our people</p>	<p>No. See previous answer</p>	<p>We will pay people in these circumstances, too.</p>
<p>So far, we committed that employees and contractors that have to self-isolate for whatever reason would see no reduction in their pay and benefits for a period of up to 14 days, globally. This applies to those who cannot work from home. Beyond 14 days, if an individual is diagnosed with Covid-19 our country specific sick leave and pay policies kick in. We have not yet established an approach to longer self-isolation period to care for family members.</p>	<p>See previous answer</p>	<p>Under consideration. This will most likely be dealt with on a local basis.</p>
<p>Not at this time</p>	<p>We have implemented an extended leave policy in the U.S. Not sure about other countries at this time.</p>	<p>Yes.</p>
<p>Yes, we have started to implement salary continuation measures, while they are not all fully released as of March 15.</p>	<p>Yes. We have asked each country's HR and legal team to confirm if they are able to follow the global standards provided above, and note any differences. We have also asked them to continue to monitor this quickly evolving situation.</p>	<p>We have not created a paid parental support policy. We have provided guidance for extenuating personal circumstances which would include employees needing to take care of dependents as a result of school or daycare closures.</p>

<p>Have not implemented any formal measures yet.</p>	<p>No. Adhering to government regulations as a minimum</p>	<p>Not at this time</p>
<p>Where employees can work from home they are expected to do so for 30 days starting Monday. All employees who cannot work from home are expected to come to work. For pay: Yes, in BASF Americas we are offering 2 weeks paid leave for illness, exposure to illness by family members in same home, unexpected childcare needs, underlying conditions and/or other concerns about coming to work.</p>	<p>No. The decision to provide 2 weeks paid leave is intended to encourage people to stay home if at risk or need to do so for other related issues. This was not heavily influenced by pay policies in other countries.</p>	<p>We have deliberately steered clear from global policies. We will rely on country and local decisions with global transparency. With that said, in the US we under our normal benefits offer 80 days of paid back up care through bright horizons. This is now at risk since bright horizons is not available in all communities and will most likely close as well. We are scrambling to find an alternative approach i.e per diem payment etc.</p>
<p>Yes - Each country has different rules but in the UK we are extending 2 weeks paid 'emergency leave' for those who are unable to work. Beyond that, they are able to also take sick leave if needed.</p>	<p>Not so much as we plan to do more than the requirements anyway.</p>	<p>No global policy yet.</p>
<p>Nothing currently beyond our regular PTO measures. We have a three-day paid disaster leave for all employees (implemented primarily for weather related incidents) and then their normal PTO.</p>	<p>US is particularly challenging, because of the lack of regulation or government support like some countries in Europe.</p>	<p>We do not have. Currently ongoing discussions on what we can afford and the consistency of that application.</p>
<p>We are continuing salary for all our people who are now working from home or need to care for their children where schools have closed.</p>	<p>We have a global task force that keeps all of our sites across the world connected, but our local sites have the power to determine what makes most sense for colleagues given the local circumstances and government decisions.</p>	<p>We are advising people not to leave their children with grandparents that could be at greater risk if they contract COVID-19. Therefore, we are supporting salary continuation. For those that must for business critical operations continue to come onsite, we have instituted measures that include, where feasible, our onsite day care centers to provide child care for those employees specifically or other financial benefits to enable them to have child care in place.</p>
<p>We have committed to 14 days paid leave at this point. People are also encouraged to use vacation.</p>	<p>Not significantly</p>	<p>We have a compassionate care policy that we are going to retrofit for this purpose. It will provide an additional 7 days of paid leave.</p>

<p>Yes, we have committed to continuing to pay salaries if associates need to stay home due to a workplace requested quarantine.</p> <p>As a general principle we are promoting home office and flexible work options for office-based staff in countries affected by the Coronavirus. We are also planning a full global stop of any international relocations/ assignments until June/ July to give our teams and vendors relief to deal with incoming queries / issues of people already in transit.</p>	<p>We refer to local leave regulations but have committed to a minimum period globally of 2 weeks in case schools close or people have to take care of dependent relatives. It is hard to get equal treatment across the company that's why we have opted for a global minimum and let the rest be handled locally depending on the situation or local regulations.</p>	<p>Minimum of two weeks as a global policy. Our principle is that employees should not face personal hardship for example by having to take unpaid leave. But what the best solution is will depend on the situation in a country/ location and the local regulations.</p>
<p>We have scenarios (i.e. confirmed; not confirmed but self-isolated; school closing; can't work at home) for paying colleagues regular base pay through a combination of existing sick time, PTO &amp; if those are exhausted, we will still pay. If the colleague is not equipped to work from home, colleague can be paid by using applicable leave policies, including PTO. For example, in the U.S., the Sick Days Policy allows colleagues to use paid sick time when schools are closed because of a public health emergency. Other markets provide for various leave options, some of which may be mandated by government response to the virus. If the colleague exhausts their available leave and has no childcare alternatives while school is still closed, they should speak to their leader.</p>	<p>We are looking to be consistent in the country and to a lesser extent globally consistent given each govt has different mandates, stage of Covid-19 exposures, and health plans.</p> <p>Where a country falls below a standard we deem to low, we will supplement.</p>	<p>See answer in first column.</p>
<p>We're asking all office-based associates to work from home, at least through the month of April.</p>		<p>We have not yet developed any positions/policies to govern those associates who are no longer able to work full-time due to childcare responsibilities, etc. I suspect it will be something we will announce in the next few days.</p>
<p>Where possible we will use our existing policy framework and guidance (e.g. sick pay, flexible working), however these are exceptional circumstances, which are rapidly changing, and we need to be flexible and adapt guidance and policy accordingly and will</p>	<p>Per the above, wherever we need to adopt a position on pay in light of the Covid-19 pandemic, we will first follow any local authority directive on pay, prior any decision to enhance such provision or otherwise.</p>	<p>We recognise that schools and day-care provision may close as a result of coronavirus. Where possible, existing policies should be utilised and follow any local authority directive on pay. Employees with dependent care responsibilities that are able to perform their duties from home should do so. Employees</p>

<p>continue to communicate our guidance to employees.</p> <p>Where an employee is required to observe a 14-calendar day period of time away from a workplace and recommended isolation, they will continue to be paid during that time. Employees working shifts or who are on rotation will be paid their allowances as if they were at work. If employees can work from home during this time, they should do so.</p> <p>If an employee is travelling for personal reasons and, due to the coronavirus outbreak, are not able to return to their home location they should speak with their manager at the first opportunity. Provided reasonable attempts have been made to return they will be paid for 14-calendar days but will not be compensated for any additional costs incurred. If they are not able to return within 14-calendar days, they may elect to take additional annual leave or may be granted unpaid time off until they are able to travel.</p>		<p>that are performing safety, operational or business critical role and have child-care responsibilities should consider what arrangements they may be able to put in place, and if they have specific concerns should speak to their line manager or HR Advisor.</p>
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