

Tencent COVID-19 Response Handbook

The dramatic spread of COVID-19 has disrupted countless lives, communities, and businesses worldwide. Organizations around the world are coming together to find innovative ways to minimize the impact of workforce well-being and limit the disruption to their business operations. Tencent is no exception. As a leading technology company with headquarters in China and offices worldwide, Tencent sets the importance of ensuring that all of its employees' health and safety as the top priority. Since the first reported cases, Tencent has taken a proactive, employees-first approach to ensure that the spread of COVID-19 was mitigated and that disruption to business operations be kept at a minimum. Over the past several weeks, we have instituted a number of additional measures to protect the health of our teams both in China and worldwide.

In an effort to help decision-makers of our valuable partners to make meaningful relief, we summarized this document with experiences, lessons learnt and toolkits.

Together, we can be stronger after this!

Challenges when COVID-19 outbreak happened, both in China and worldwide

Facing such an unprecedented global pandemic, there is hardly any previous experience to pull from, Tencent rapidly formed a cross-functional responding team and turned into remote working mode. We strategically decided to use a phased return-to-work approach in China, while we are still facing enormous challenges – travel restrictions within China and worldwide, insufficient protective supplies, potential exposure risk of close contact in the office, lack of service workers, financial burden on the company, etc..

1. The outbreak happened at the beginning of the Chinese New Year and many of our China based employees have returned to their hometowns for celebration. When the COVID-19 peak passed in China, getting nearly 60,000 employees to return to their working cities while minimizing their risk exposure proved to be difficult, due to different travel restrictions, quarantine regulations and timeline of return-to-work.
2. During the outbreak in China, Tencent has donated large quantities of PPEs to the frontline medical professionals, which created a shortage of surgical masks and other necessary supplies to support our employees who were returning to their workplace.
3. Despite of all the thorough preventive measures in the office, we still face a potential risk of our workers getting infected due to close contact between each other, if that happens, the entire building will be shut down and all the workers will be sent back home, which creates a huge business disruption.
4. Due to the self-quarantine practices in China, it was also difficult to get a sufficient number of service workers such as janitorial, transportation, cafeteria and facility to

prepare offices for employees to return to work.

5. With the current volatile situation, one of the toughest challenges was how the business balances its business operations, financial performance, and employee welfare. Tencent took proactive measures to ensure our employees' safety, health and well-being, in despite of increased financial cost for the company.
6. With offices and employees spread out in 16 countries, it was critical for us to ensure that we complied with governmental regulations and met our employees' different needs. We needed to scale our policy and communication to support different geographies and cultures. Overseas offices have limited resources compared to Tencent Headquarters, thus monitoring regulations and measures in different countries have created new challenges.

Our guiding principles of responding to COVID-19 as a company

Principle One: Employees' well-being as the top priority.

No doubt having extended the Chinese New Year holiday reduced productivity and impacted business outcomes. Not only did Tencent follow requirements from government authorities, we went further and extended the period of working from home, preemptively and significantly changed our infrastructure set-up to support nearly 60,000 employees working from home at the same time which is unprecedented. Even when it was cleared by the Chinese government to have our workforce return to work, Tencent strategically and thoughtfully took a phased return-to-work approach to mitigate any potential exposure risks to our employees.

Principle Two: Business continuity with a brand new remote working norm.

Our customers need us even more than before during this crisis, Tencent products, such as Tencent Meeting and Tencent Docs, have tremendously helped schools, businesses and individuals to continue their important work. Remote working has created certain complexities, but with the focus of allocating technical solutions, we have enabled our customers and our employees to continue doing valuable work.

Principle Three: Provide transparency of all actions and activities.

Tencent values and promotes transparency throughout its business operations. During the initial phases of the COVID-19 outbreak, Tencent regularly and in great detail, provided its employees with up to date and accurate information as it was made available from a variety of sources. This level of transparency ensured that employees remained informed at all times and had adequate time to adjust plans with minimal disruption to both their professional and personal life.

Principle Four: Collaborate as a team globally.

Given the initial circumstances surrounding the outbreak, Tencent was able to effectively and efficiently collaborate contingency efforts between Headquarters and worldwide offices to ensure the wellbeing of Tencent employees worldwide. Various employees with varying levels of experience handling crises were able to provide valuable input and offer insights as to properly handle the COVID-19 pandemic. Due to the exceptional level of teamwork, diversity of thought and hardwork, Tencent teams were able to successfully ensure the wellbeing of its employees while ensuring business operations were properly maintained.

Principle Five: Keep calm and show confidence.

With conflicting information and feelings of anxiety, it is important for the responding team to keep their eyes and ears open while monitoring enormous amounts of information to make the informed decisions, from government, medical professionals, other companies to employees' feedback with speedy actions. Our communications need to be clear and articulate sound reasoning so employees can understand the policy and rationale behind it.

Six key measures to ensure a safe workplace

Despite of the challenges mentioned above, our preemptive coping measures since the very beginning of the pandemic allowed us to be ahead of the situation and ensured an effective return-to-work implementation. Here are our 6 key measures along with templates, toolkits and instructions for your inspiration.

Measure One: Phased Return-To-Work approach

To minimize the potential risks and to practice social distancing, we remain vigilant when employees are allowed to return to work with a phased return-to-work approach.

1. During outbreak:

- All staff are required to work from home, any request to enter the office needs to be approved by senior leadership team. It is the first time in Tencent's history to have such large teams working remotely all at the same time. To support the drastic WFH demand, tremendous IT measures were put in place to ensure enough capacity to hold the load, make equipment compatible for home office and leverage Tencent tools (E.g. Tencent Meeting, Tencent Docs, WeChat Work) in order to enhance team collaboration.
- Encourage employees to gradually return to the work city by avoiding peak hours and social interactions where travel restrictions permit
- All non-essential business trips and meetings are being suspended.
- Shuttle bus services are being suspended.

2. Post the peak: Large efforts are put to assign each and every employee a specific date to return to work within the 3-week period

- Phase I – first 3 days as a trial: 30% of staff who have passed all self-quarantine requirements return to work
- Phase II – the following 2 weeks: Staff who have passed all self-quarantine requirements are divided into 2 groups, 50% each, and take different shifts to be present in the office.
- Phase III: All staff return to work

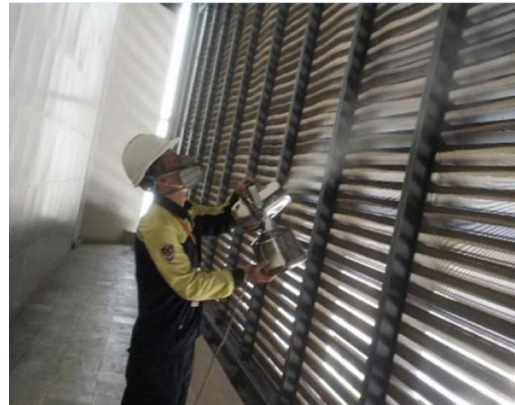
Measure Two: Comprehensive quarantine policy and enforcement

To mitigate any potential risks, we designed a comprehensive list of scenarios where a mandatory 14 days self-quarantine needs to take place before returning to work with a confirmed ok health condition, see more details in the appendix.

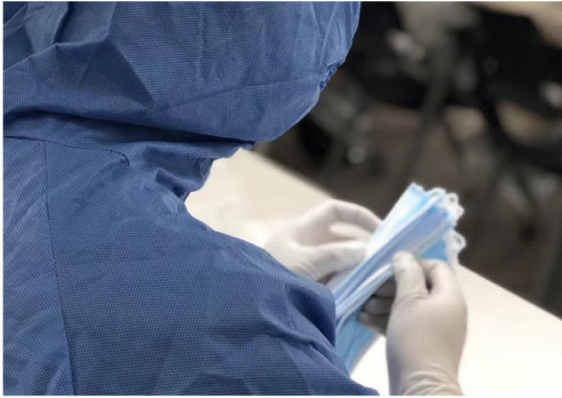
Measure Three: Practicing Precautionary Measures

We focused on every detail to minimize any chance for cross infection

1. Disinfecting public areas at least on a daily basis, not just the areas that were seen such as shuttle buses, elevators, micro kitchens, restrooms; the team also focused on all the places behind the scenes (e.g. air conditioner filters, building ventilation systems, package delivery areas, mother's room, etc.), even small things such as a marker pen in a conference room. Providing hand sanitation points near doorways and elevators



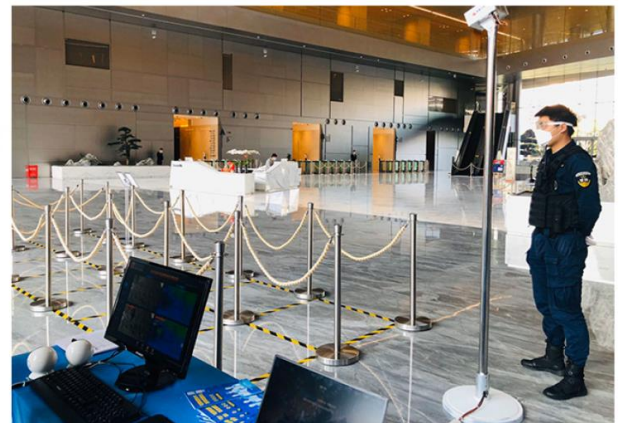
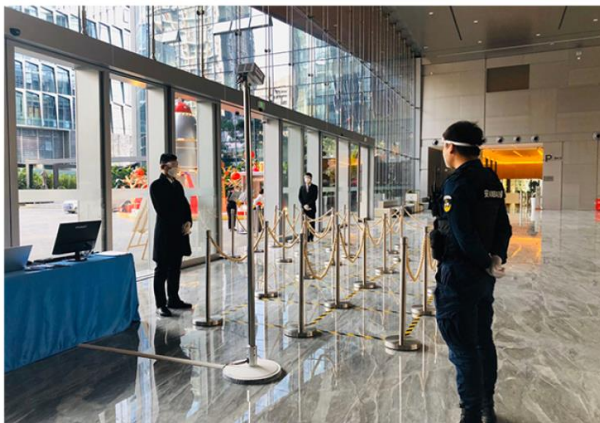
2. Providing employees with masks on a weekly basis with 10 each week.



3. Placing hand-sanitizers throughout the company



4. Measuring temperature before entering the office, those with fever are sent to doctor check-up



5. Closing cafeterias and catering food to individual in bento boxes with an internal ordering system, bento boxes are distributed from the designated places with being sanitized.



6. Encouraging staff to avoid public transportations and promote using company shuttles, conduct disinfection twice a day and require wearing masks all the way.



Measure Four: Promoting Social Distancing

With a strong culture of team collaboration, employees are very keen to meet and socialize in groups. Therefore, suspending employee bonding activities were the first things we did to ensure social distancing in the offices.

1. Require employees to wear masks all the time when in the office.
2. Enforce a practice of keeping at least 1-meter social distance. Encourage using stairs for low-level floors.
3. Suspend operations of gym and common workout areas.
4. Moving in-person meetings to online and suspending employee bonding activities. This is not only for internal meetings, but for external meetings in order to take responsibility for the larger community. When an in-person meeting is a must, all attendees need to wear a mask and keep 1 meter distance.
5. A creative and effective way we implemented is to ensure social distancing when using

elevator is to segment it in 9 squares, 6 squares or 4 squares depending on the size of the elevator, that way limited the number of people allowed to enter at one time.



Measure Five: Health Check-in

To monitor our employees' health situation, we utilized our internal technology and built a regular check-in survey, combined with auto notifications and manual reminders so the company could grasp every employees' situation timely and accurately. The survey submission will also generate a pass that allows employees to enter the office in China if their health condition being claimed ok. If a person is exhibiting symptoms or potential symptoms, a required quarantine will kick in. We also leveraged Admins/HR/Business Partners as an extended arm to do periodic check-ins with team leaders and to ensure that any COVID-19 messages were conveyed clearly at the business level. To protect employees' privacy, we carefully reviewed applicable local health regulations and data privacy laws to ensure that the balance between public health and employee privacy was achieved. More details in the appendix.

Measure Six: Continuous COVID-19 Education & Reminders

1. We launched online compulsory course for all staff to ensure everyone is aware of Covid-19 policies and guidelines, employees need to pass a quiz to be certified as a completion of the course.
2. We shared information with our employees from relevant health authorities on how to prevent the spread of COVID-19. Reminders and posters were commonly seen in our office buildings.
3. When everything moved to WFH, with the use of our internal learning platform, articles, learning materials and online training regarding COVID-19 and its preventive measures were shared to all employees globally and updated periodically.

Above and Beyond

1. Mitigate all possible exposure risks

- Sup a new virtual onboarding process with necessary equipment being shipped to new hires. New hires are also required to take the mandatory COVID-19 guidance course before being allowed to come to offices.
- Eliminate external visitors during the outbreak; rigorously verify visitor's health condition and travel history after the peak has passed.

2. Setting Our People Up to Combat Uncertainties

- Flex benefits offerings, strengthen Employee Assistance Program (EAP), assisting emotional and physical well-being: It's important to maintain some flexibility to meet different employee needs. With generous sick leave and vacation policies, our request was for managers to respect and provide support for different situations that employees face including caring for their kids or elderly at home. With the current employee assistance program in place, we ensured that service providers were ready to respond to our employees' needs. We were able to offer the following:
 - 24/7 online counselors to support emotional needs for our employees.
 - Send emotional well-being management tips to help ease out anxiety.
 - Ensured health insurance will cover any COVID-19 testing, diagnosis or treatment costs, and lower the potential number of employees' out of pocket expenses.
 - Provided timely training to employees on how to make good use of healthcare resources and how to get the medical attention as needed.
- Identify contingency plans for people facing immigration challenges due to travel ban and consulates shut down: For those who work as nonimmigrant workers in a foreign country, there is a huge delay and impact to get a work visa renewed or approved. Tencent partnered with our external immigration firms and provided customized workarounds to meet the different needs of our employees.
- Keep the Talent Pipeline Moving: For HR teams, to ensure all people-facing services are in place does require a lot of creativity. First, we moved all campus recruitment activities and job interviews online to avoid personal contact. For new hire onboarding, while the whole process was online, we deliberately adopted an online, instructor-led orientation instead of video learning, to ensure that the experience maintained a human touch.

3. Build a Sense of Cohesion & Support during WFH for Employee Engagement

- It was a mixture of emotions when the COVID-19 situation evolved rapidly from "wait & see" to WFH and finally to "shelter-in-place" as ordered by state governors. To keep our teams engaged during this uneasy and unprecedented time, we launched a series of

culture campaigns, e.g. sharing WFH moments, doing exercises together online, creating online forums to discuss the most frustrating WFH moments, stories of how different product teams responded to COVID-19 etc. This bonded our teams emotionally and at the same time built a sense of community and support to fight the battle together.

- Being interactive builds a sense of community, being informative builds a sense of trust. A series of WFH tips targeting different audience groups was developed. Some topics were WFH with kids, shoulder & neck exercises, How to Manage a WFH team and How to Prepare a 30-Minute Meal. These were to ensure employees from different walks of life would receive our attention.

4. Taking our Hubei employees back to Shenzhen – city of Tencent’s HQ

Transportation access became a challenge as different offices in China began to resume on site work. To ease these issues, we provided door to door transportation assistance services and arranged designated trains & buses for our teams in different parts of Hubei province to return safely to Shenzhen Headquarters. We value our employees as a family. Not only did we support our employees with designated transportation which allowed our employees to return back to their work cities, but we also included their families as well.

5. Sending supplies, sending love

When our employees in Wuhan and Hubei faced daily supply shortages, not only did the company proactively offer to send packages to support their fellow colleagues, their fellow employees did the same.

Closure and Reflections

Every day we face new challenges and conflicting factors when making decisions. When we go down the rabbit hole, we always remind ourselves of our principles - our employees are our most valuable assets and we place their well-being as our first priority.

Working from home doesn’t mean things will slow down and be suspended. When employees are involved to help the community, schools, other businesses and the whole world, they are motivated and even more committed to our core company values - “Value for Users, Tech for Good”. Countless people are working nonstop searching for medical supplies, expanding Cloud bandwidth, organizing little but meaningful logistical details to ensure our employees' well-being.

Operating a business in harmony is easy but reacting to a crisis like this can truly test an organization’s agility. As a company with over 60,000 employees worldwide (not to mention our partners and extended workforce) and a set of internal decision-making processes, many decisions have been made in a more agile way. Employees rely on leaders and managers at all

levels to take actions and set the tone. Our core leadership team, including our founders, C-suite executives and key business leaders, all lead by example and work tirelessly to do the right thing for our company, our employees and our communities. During these trying times, it is important that we remain optimistic and resilient while relying on our guiding principles to ensure the highest levels of success and employee wellbeing.

While there are still a lot of unknowns ahead of us, we are confident that together, we can be stronger after this!