

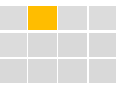
LEARNINGS & NEW NORMAL FRAMEWORK OVERVIEW



1 Employees	A. DYNAMIC HR AND STAFFING 	B. ADAPTIVE WORK 	C. HEALTH AND WELLBEING 	D. SENSE OF PURPOSE
2 Consumers	E. CATEGORY AND BRAND 	F. INCENTIVES 	G. CHANNELS 	H. COMMUNITY
3 Business Models	I. RESILIENCE MODELS 	J. ECOSYSTEM COLLABORATION 	K. DATA AND ANALYTICS 	L. ALLIANCES / PARTNERSHIPS

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- Search “**New Normal**” in the GLM for all module new normal summaries



LEARNINGS SUMMARY OVERVIEW

B. ADAPTIVE WORK



Maintaining Business Continuity (Short-term)

Managing the Crisis (Medium-term)

Challenges/ trends

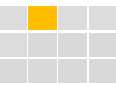
- HR steps up to “its crisis”
- Stay-at-home orders from local governments
- Work-from-home and remote working requirements
- Focus on cost / headcount management
- Government job retention schemes in many countries

- Limited return to worksite, with continued impact to jobs for those not returning; prolonged childcare concerns
- Continued anxiety & fear of exposure to disease can make returning to work unpredictable and unsafe for some
- Share of jobs that can be performed at home during social distancing inputs in predicting economy performance

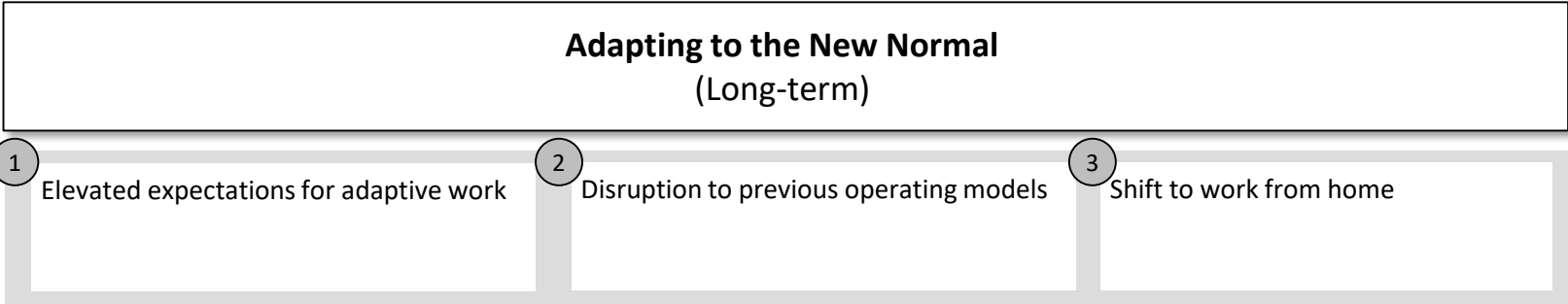
Key learnings

- HR organises and leads the response to the crisis
- As fast as possible, reorganize employee tasks to focus on high-need areas, within safety guidelines
- Adjust workplace configurations to enforce safety as quickly as possible (remote or enforcing social distancing)
- Share best practices for both remote work and on-site work (e.g., providing frontline employees with PPE)
- Enforce limit on business travel, especially to areas most affected by the virus; employees stay home when sick
- Additional support for employee physical and mental wellbeing and prevent exposure as much as possible
- Rebase leadership and management interactions with staff (focus on purpose, less on task management)
- Review workforce size and shape in view of needs including furloughs, reduced hours, etc.

- Strategize flexible working models – consider the ‘how, when, where, what, and who’ dimensions of a job
- Implement any models that are win-win for employers and employees (cost / time saving, more productive, healthier)
- Increase employee engagement and communication
- Encourage employees to support various functions given adaptive mindset as the crisis evolves
- Invest in workforce development as much as possible, by flexing employees to areas of demand and training to deal with social distancing to avoid violence incidents
- Support designing protocols through employee lens (e.g., “Day in the Life” or “moments that matter”)
- Prepare for greater flexibility of schedules given childcare and anxiety concerns
- Encourage employees to stay home if sick or at high risk, but allow those who feel vulnerable or challenged at home to return



NEW NORMAL HIGHLIGHTED INSIGHTS



Emerging Issues

Strategic implications


























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| <ul style="list-style-type: none"> A. Challenge current policies to include greater flexible working opportunities for mutually beneficial changes B. Define new workforce plans including flexibility to manage headcount C. Define the new employee experience / employee value proposition around future workforce segments D. Think about creative flexibility dimensions – varying shift work, job sharing, elastic workforce, cross-training, etc. E. Consider upstream and downstream impacts of making the job flexible, with legal impacts F. Ensure clear communication and formalization of new adaptive work policies so that employees understand impacts of job G. Create an experience that allows employees to live & work “in flow” | <ul style="list-style-type: none"> A. Reorganize / reconfirm business as usual op model based on “New Normal” – temporary vs. permanent changes (e.g., process changes, roles, decision-rights) B. Rethink the organisation of people C. Define new leadership style & develop capabilities (delegated and semi-autonomous teams, “unbossed” style) D. Identify talent sources and acquisition processes; transform HR E. Reinforce new ways of working to sustain productivity (e.g., refreshed performance enablement) F. Provide ongoing “connective tissue” between leadership and frontline (e.g., new feedback processes, sense of belonging, impact on management and leadership styles) G. Co-create new ways of working with frontline employee input | <ul style="list-style-type: none"> A. Need to evolve HR policies based on bottom-up feedback for WFH / office balance to incorporate flexible work policies in the long-run and their impact on performance and reward management B. Plan for more video conferencing moving forward and ensure best practices for flexible working are communicated across organization (focus groups, feedback loops) C. Equip employees with what is needed for remote or virtual responsibilities D. Highlight complementarities between jobs that can be done at home and those that cannot E. When crisis subsides, ensure support to offer a balanced transition back to work |
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HIGHLIGHTED CASE STUDIES

Case Study (CS) Module Legend:

- (E) Employees
- (D) Digital and online
- (S) In store
- (C) In communities

Name / Region	Logo
MIGROS TICARET A.Ş.  	 Migros Ticaret 
 (E) (D) (S) (C) Rotating work in and out of office, one day closed office to be disinfected in detail; online trainings and videos	Ahu Baskut Alyanak, Corporate Comm. Director Demir Aytac, Business Alliance Executive
SPAR  	 SPAR 
 (E) (D) (S) (C) Staff rotation, online training on crisis management	SPAR COVID-19 Link or contact Sharon Bligh at The Consumer Goods Forum
DANONE  	 Danone 
 (E) (D) (S) (C) Regular townhalls with leaders, manager's tips to lead a team from home, in-depth employee campaigns on empowerment and support	Isabelle Grosmaître, Alimentation Initiative Catalyst
Ahold Delhaize  	 Ahold Delhaize 
 (E) (D) (S) (C) Called on every employee to work on where need was high, HQ working in stores or distribution centers, associates are organizing webinars & classes	Imke Van Gasselt, Director of Health
Carrefour  	 Carrefour 
 (E) (D) (S) (C) Created training videos to communicate employee responsibilities and expectations during the epidemic; offered prevention and coping strategies	Jing Ren, National Quality and Food Safety Director

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