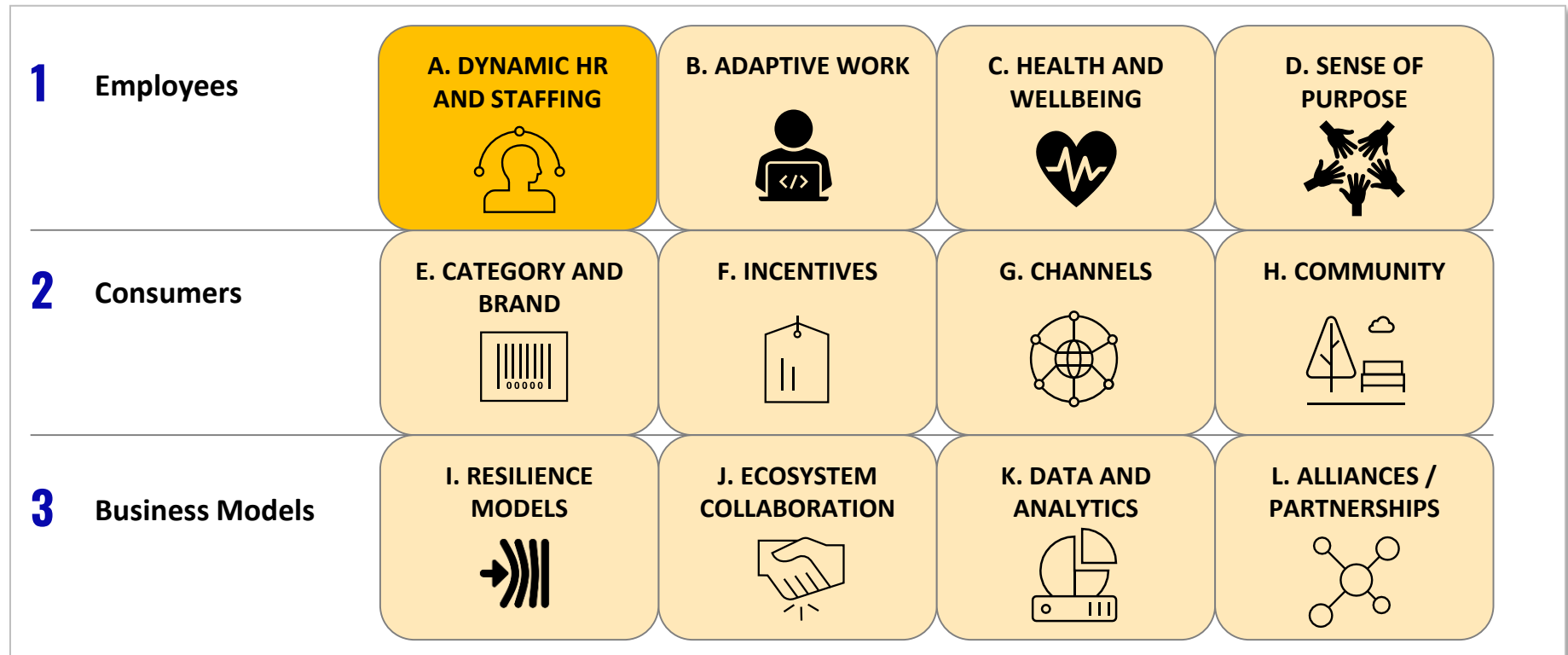
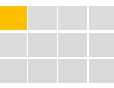


LEARNINGS & NEW NORMAL FRAMEWORK OVERVIEW



Looking for similar sections?

- Filter to any module in the “Covid-19 Framework” filter on the GLM for other module summaries
- Search “**Learnings**” in the GLM for all module learnings summaries
- Search “**New Normal**” in the GLM for all module new normal summaries



LEARNINGS SUMMARY OVERVIEW

A. DYNAMIC HR & STAFFING



Challenges/ trends

Maintaining Business Continuity (Short-term)

- Lack of health coverage and benefits
- Reduced staff availability / absenteeism
- Impacted employee jobs driving immediate cost fluctuations (e.g., additional shifts, work share programs, furloughs, layoffs)



Key learnings

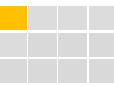
- Continue to communicate with, listen to, support, and reward employees that are working, and check in with those who are not working
- Realign employees to areas of increased demand as quickly as possible
- Slow ease of cost containment with priority to critical skills and functions
- Provide clear, factual, and sustainable messaging toward the employees about company position
- Look for opportunities to partner with other companies to temporarily lend employees based on demand shifts
- Develop short-term support mechanisms for employees and their families

Managing the Crisis (Medium-term)

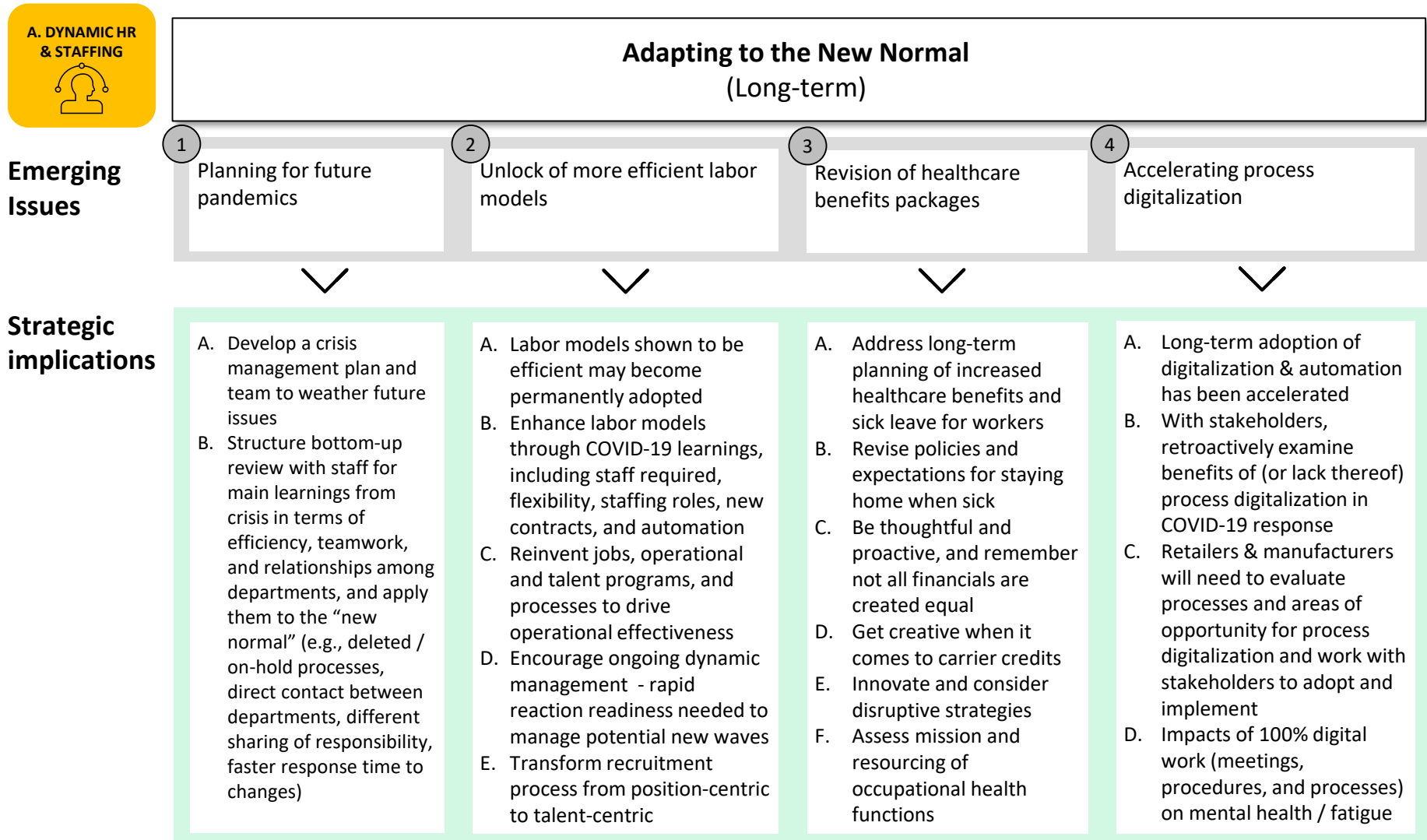
- Need for additional staff and frontline workers (e.g., drivers, distribution centres) to meet increased demand
- Short-term support needed for employees and their families (i.e., telehealth, online courses, online fitness)
- Continued focus on cost containment



- Empower employees to ensure decisions are taken within general guidelines from management
- Consider rewards for those working during the crisis beyond pay – examples include well-being support (assistance for essential expenses, childcare, vacation days) and flexible schedules (compressed work week), alternative work schedules, or results-based schedules
- Use manager or HR capacity to revise personnel marketing concepts and rethink company talent position
- If applicable, collaborate and share employees effectively within your company (and potentially with other companies)
- Reinforce operations with additional staff, better staff management, and staff re-alignment
- Ensuring employee learning and development goals are heard and met



NEW NORMAL HIGHLIGHTED INSIGHTS





HIGHLIGHTED CASE STUDIES

Case Study (CS)
Module Legend:



Employees



Digital and online



In store



In communities

Logo	Name/Region	CS Module	Overview	Contact
	Jerónimo Martins 		<div><div>E</div><div>D</div><div>S</div><div>C</div></div> <p>At risk employees sent home with 100% payment, rotating shift regime, medical department in support of employees</p>	Carlos Santos, Corporate Quality Director
	General Mills 		<div><div>E</div><div>D</div><div>S</div><div>C</div></div> <p>Opportunity for corporate employees to work at manufacturing plants; enhanced benefits for front line employees</p>	Courtney Bidney, Director, Global Scientific and Regulatory Affairs and Bell Institute of Health and Nutrition
 	HDE & EHI Institute 		<div><div>E</div><div>D</div><div>S</div><div>C</div></div> <p>Staff placement platform allowing temporarily unemployed people to find work in food retail, logistics, and other sectors needing support</p>	German Retail Federation and EHI Retail Institute Link or contact Sharon Bligh at The Consumer Goods Forum
	Sodexo 		<div><div>E</div><div>D</div><div>S</div><div>C</div></div> <p>Partnered with Amazon, Kroger, PepsiCo to help its employees find work and stay working, or support them if they are out of work; moves employees to hospitals & homecare</p>	Contact Sharon Bligh at The Consumer Goods Forum
	Aldi and McDonald's 		<div><div>E</div><div>D</div><div>S</div><div>C</div></div> <p>McDonald's employees temporarily work for Aldi until reopening</p>	Altavia Watch Article Link or contact Sharon Bligh at The Consumer Goods Forum
	Lala 		<div><div>E</div><div>D</div><div>S</div><div>C</div></div> <p>Installed emergency committee that meets daily virtually to analyze the situation and define the actions that the company should implement</p>	Alvaro Suarez, Team Leader

Please view numerous additional case studies, submitted by CGF members, in the Case Study Library