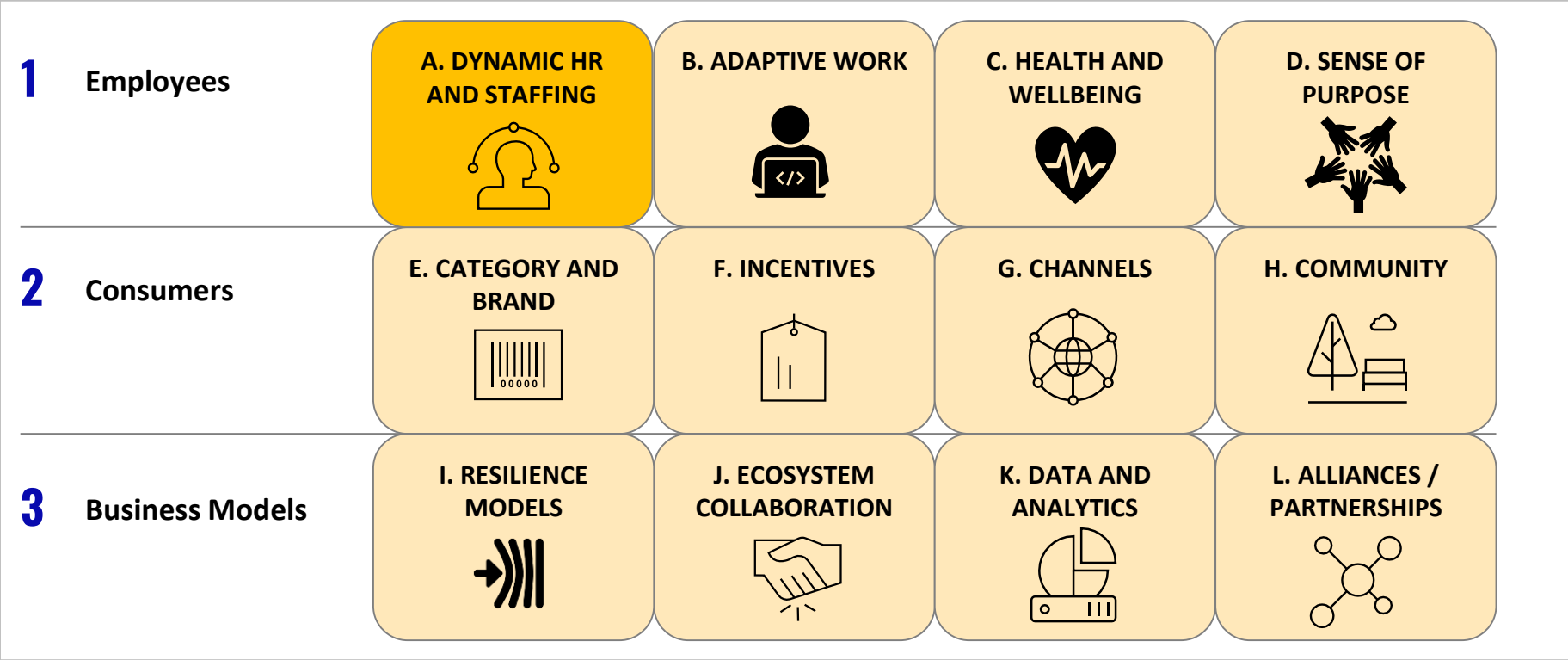
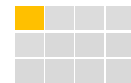


LEARNINGS & NEW NORMAL FRAMEWORK OVERVIEW



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



Maintaining Business Continuity (Short-term)

Managing the Crisis (Medium-term)

Challenges/ trends

- 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)

- 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

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

- 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

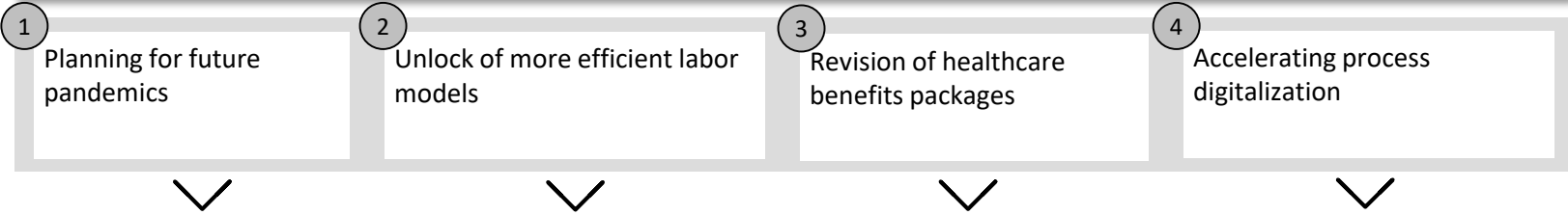


NEW NORMAL HIGHLIGHTED INSIGHTS



Adapting to the New Normal (Long-term)

Emerging Issues



Strategic implications

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none"> A. Develop a crisis management plan and team to weather future issues B. Structure bottom-up review with staff for main learnings from crisis in terms of efficiency, teamwork, and relationships among departments, and apply them to the “new normal” (e.g., deleted / on-hold processes, direct contact between departments, different sharing of responsibility, faster response time to changes) | <ul style="list-style-type: none"> A. Labor models shown to be efficient may become permanently adopted B. Enhance labor models through COVID-19 learnings, including staff required, flexibility, staffing roles, new contracts, and automation C. Reinvent jobs, operational and talent programs, and processes to drive operational effectiveness D. Encourage ongoing dynamic management - rapid reaction readiness needed to manage potential new waves E. Transform recruitment process from position-centric to talent-centric | <ul style="list-style-type: none"> A. Address long-term planning of increased healthcare benefits and sick leave for workers B. Revise policies and expectations for staying home when sick C. Be thoughtful and proactive, and remember not all financials are created equal D. Get creative when it comes to carrier credits E. Innovate and consider disruptive strategies F. Assess mission and resourcing of occupational health functions | <ul style="list-style-type: none"> A. Long-term adoption of digitalization & automation has been accelerated B. With stakeholders, retroactively examine benefits of (or lack thereof) process digitalization in COVID-19 response C. Retailers & manufacturers will need to evaluate processes and areas of opportunity for process digitalization and work with stakeholders to adopt and implement D. Impacts of 100% digital work (meetings, procedures, and processes) on mental health / fatigue |
|--|--|---|--|



HIGHLIGHTED CASE STUDIES

Case Study (CS)	(E) Employees	(D) Digital and online
Module Legend:	(S) In store	(C) In communities

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

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