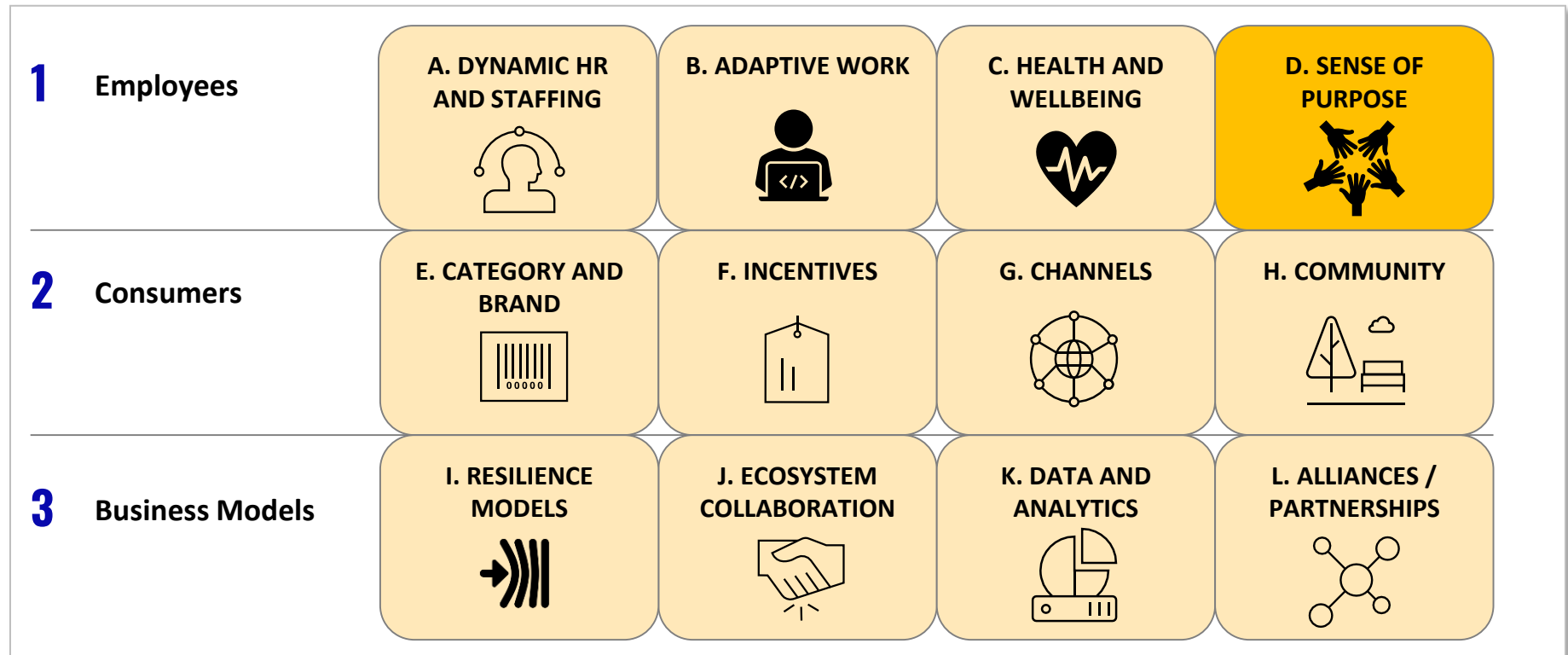
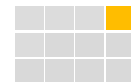


# LEARNINGS & NEW NORMAL FRAMEWORK OVERVIEW



*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

## D. SENSE OF PURPOSE



### Challenges/ trends

#### Maintaining Business Continuity (Short-term)

- Public organizations are labelling certain jobs as essential or non-essential, indicating what roles are able to work in person or what businesses are able to operate
- Grocery store, distribution, and delivery workers are becoming more important to improving public health
- Many workers furloughed or uncertain about job security



### Key learnings

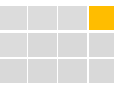
- Persistently demonstrate commitment to employees through words and actions to earn trust and loyalty
- Create new jobs with no resume or previous work experience required to help furloughed workers
  - “Social distancing ambassadors” responsible for monitoring shopper flow and enforcing limits
  - Warehouse operations, delivery network jobs, or other critical supply chain roles
- Shift current employee roles to be more relevant in response to the crisis
- Pause non-essential item delivery to prioritize distribution of essential items
- Consider rewarding employees who will be in continuous contact with other employees and / or the public

#### Managing the Crisis (Medium-term)

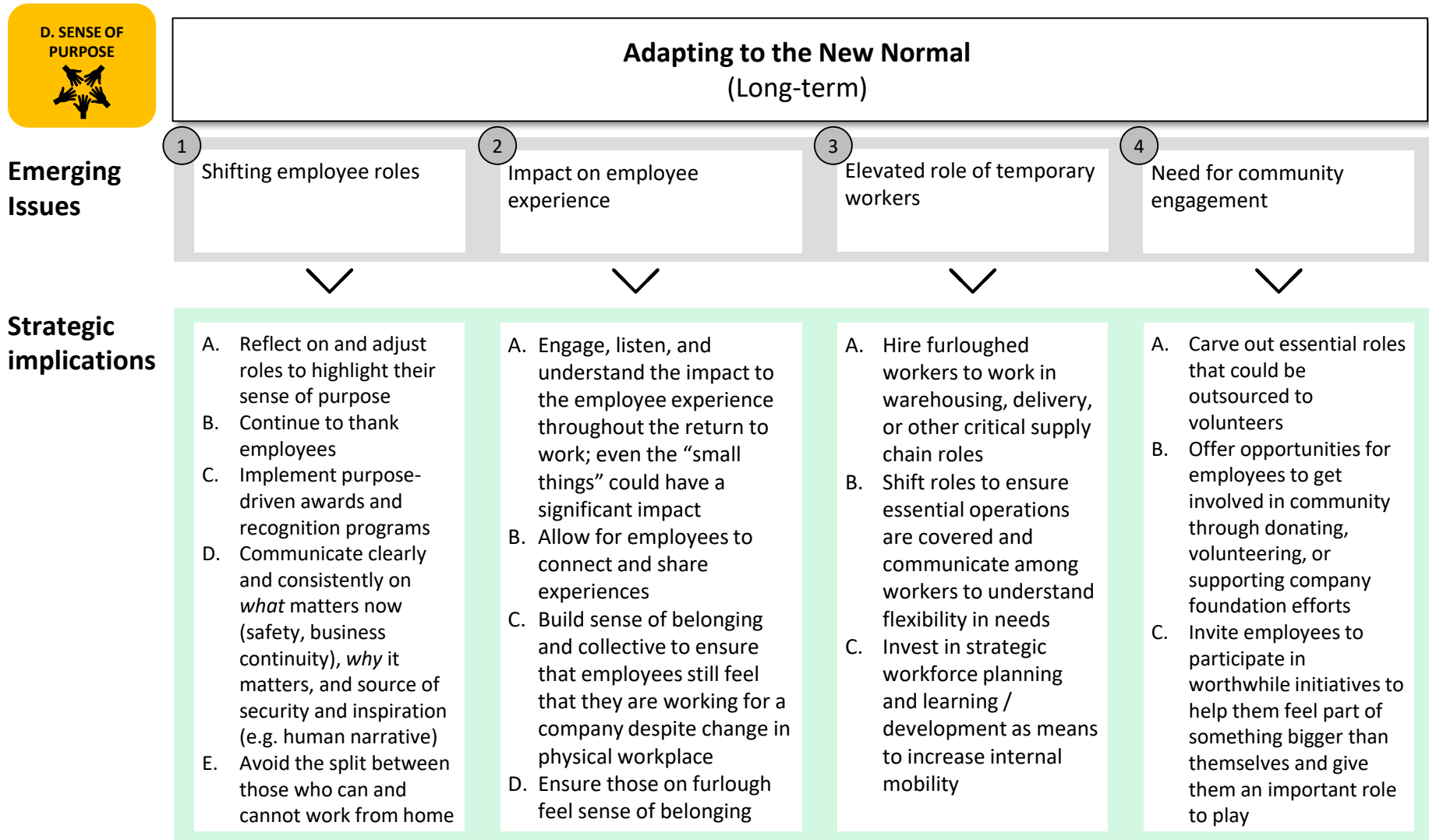
- Food supply chains, from growers, to truck drivers, to retail grocery and delivery workers, are essential
- Retailers and manufacturers remaining operational begin to gather greater sense of purpose and increase desire for social impact in the community



- Listen to employee perspective and communicate employer perspective (demand shift implications and impacts of social distancing)
- Maintain productivity and motivate front line through feedback loops and offer ways to participate in decision making / crowd-sourcing suggestions
- Provide role flexibility for employees to ensure they understand their sense of purpose throughout the crisis
- Consistently remind employees of their role and importance to the company, whether working now or furloughed
- Invite employee participation to co-create an organizational purpose that can become a call-to-arms for the organization

















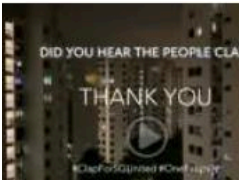






# NEW NORMAL HIGHLIGHTED INSIGHTS





# 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
	<b>Johnson &amp; Johnson</b> 	 E D S C	Employees who are medically trained can take a global minimum paid leave of up to 14 weeks to serve community for COVID-19	<b>Donna Padovano</b> , Sr. Director Global Retail Health Innovation
	<b>Unilever</b> 	 E D S C	Courage is Beautiful campaign showing faces of healthcare workers marked by the protective gear they've been wearing	<b>Thea Koning</b> , Corporate Affairs, Foods and Refreshment
	<b>Coca-Cola</b> 	 E D S C	Encouraging employees to use two days of solidarity leave to participate in #JeVeuxAider platform	<b>Wouter Vermeulen</b> , Senior Director, Public Policy
	<b>General Mills</b> 	 E D S C	Paid community service program for Minnesota based employees to redirect work hours to serving hunger relief non profits	<b>Claudine Galloway</b> , Corporate Communications
	<b>Fairprice Group</b> 	 E D S C	Care package for daily commuting employees affected by travel restrictions; email messages from CEO & videos to thank employees	<b>Grace Chua</b> , Chief Strategy Officer and Deputy Head, Products Division
	<b>Albertson's</b> 	 E D S C	Partnered with UFCW in a national drive to get grocery workers classified as emergency first responders during COVID-19	<a href="#">Supermarket News Article Link</a> , or contact Sharon Bligh at The Consumer Goods Forum
	<b>Reckitt Benckiser</b> 	 E D S C	Launched robust internal program to keep teams aware of progress, motivated and connected to our senior leaders through virtual sofa chat	Contact Sharon Bligh at The Consumer Goods Forum

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