

A high-resolution image of the planet Mars, showing its reddish-orange surface, polar ice caps, and various craters and geological features. The image is taken from space, showing the curvature of the planet.

Responding to COVID-19

Human Capital Guidebook

Indonesia, May 2020

Responding to COVID –19: Our Point of View

The COVID-19 pandemic underscores the material value of the health and contributions *of people* to business success. Responding to and recovering from the crisis is just the start. True leadership will be defined by the actions we take to protect, preserve and sustain that human capital value.

This means revising operations, programs and policies. Begin by taking the best of what we rapidly introduced. Reimagine the rest for flexibility, resiliency and efficiency.

Beyond this crisis, we need to acknowledge the ongoing risk of *another pandemic* or global crisis. At minimum this means preparing our organizations to be agile and flexible to pivot to multiple short-term scenarios while simultaneously thriving in the long-term.

Three stages of actions to protect and preserve, regenerate, and sustain human capital value

1. Managing through crisis

2. Restoring stability

3. Operating post-crisis



Reimagine work and rewards for agility, virtual working, automation and reskilling



Lead with practicality, compassion, and transparency, and make work and culture safe and inclusive



Protect employees and **build resilience** across physical, emotional, financial, and social wellbeing



Build flexibility in cost and **actively manage financing** of health, retirement, pay, and career programs




Rethink governance and oversight of human capital metrics, emphasizing health, safety, and sustainability

Workforce principles developed by World Economic Forum and Willis Towers Watson


Principles can help guide organizations in shaping a responsible course of action that balances short-term pressures against medium- to longer-term needs

1




See this crisis as a **defining leadership moment** — and continue delivering the best possible outcomes for all stakeholders

2



Adopt an agile and continuous **learning mindset** to ensure response is (re)calibrated to the circumstances at hand

3




Understand the perspectives of and **engage** all stakeholders (e.g. employees, shareholders, customers, suppliers, health care providers, community) in decision making

4



Focus on the intersection of employee and company **wellbeing**

5



Make **decisions** and take **actions** that take into account medium-term needs and longer-term business objectives

Read the joint whitepaper: [Workforce Principles for the COVID-19 Pandemic: Stakeholder Capitalism in a Time of Crisis](#)

Three stages of actions to protect and preserve, regenerate, and sustain human capital value

1. Managing through crisis	2. Restoring stability	3. Operating post-crisis
Protect Human Capital Value	Regenerate Human Capital Value	Sustain Human Capital Value
Initial response and adaptation during rapidly changing conditions	Resetting and reimagining operations under new assumptions, protocols, focus areas, and pace	Achieving sustainable operations and business model, and redefining what <i>normal</i> means in the new world
<ul style="list-style-type: none">▪ Ensure employee safety and support▪ Manage workforce▪ Implement cash preservation and cost management protocols▪ Implement agile form of employee listening▪ Support managers to address concerns, drive engagement and productivity▪ Manage performance▪ Align rewards in line with business circumstances and performance <div>Indonesia Survey Results</div>	<ul style="list-style-type: none">▪ Model workforce plans and work redesign▪ Define new ways of working▪ Ensure visibility and enablement of leaders/ managers to lead through uncertainty, build trust▪ Recommit to purpose, and culture of safety, inclusion and wellbeing▪ Ensure safe work environment, protection and wellbeing▪ Introduce digital dialogue tools to complement agile listening▪ Model cost impact and evaluate cost management options. Assess Total Rewards alignment for the future▪ Consider options to add human capital and ESG metrics into reporting, and incentive frameworks	<ul style="list-style-type: none">▪ Implement new ways of working and reskilling▪ Inspire around vision for the future, and commit to culture, purpose, values, and principles▪ Build High Performance Employee Experience▪ Redesign Total Rewards strategy for the new future▪ Create flexible cost structure▪ Continue employee listening to ensure readiness to emerge strong▪ Implement strategic financing, cost/risk management strategies▪ Drive operational efficiencies with technology, automation, resource optimization▪ Strengthen governance, oversight of human capital metrics

Levers to Human Capital Value:

Work

Health

Wellbeing

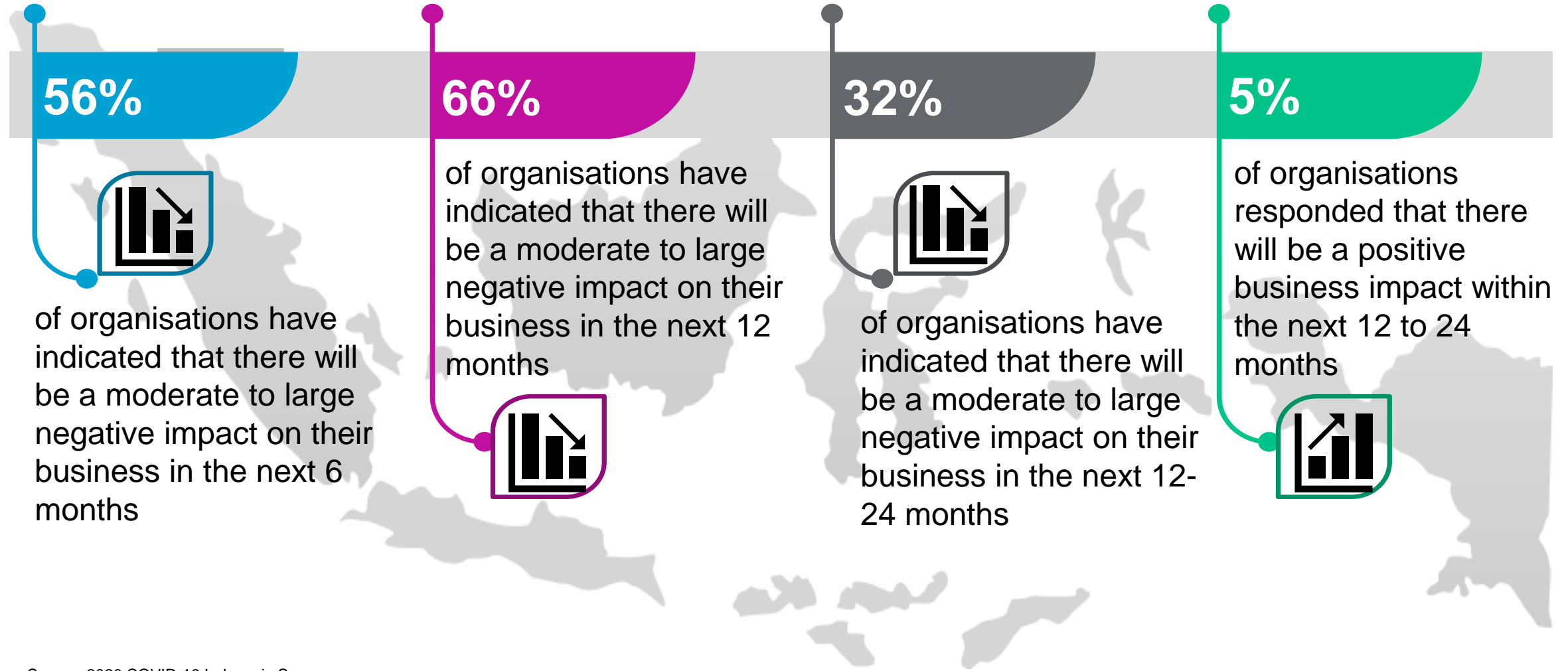
Pay

Retirement

Employee Experience & Culture

Indonesia Survey Results

Impact of COVID-19 on business



Source: 2020 COVID-19 Indonesia Survey

Indonesia Survey Results

Impact of COVID-19 and Managing Labour Costs



Hiring Plan

- 61% of organizations have taken actions to **delay hiring**
- 51% of organizations have taken actions to **reduce hiring**
- **Layoffs** and **workforce reduction** are yet not implemented (but not off-the-table)



Cost Control

- 26% of organizations reduce or delaying their **merit increases**
- 10% of organizations reduce **annual bonus** accruals
- Only 3% of organizations have **salary reduction**



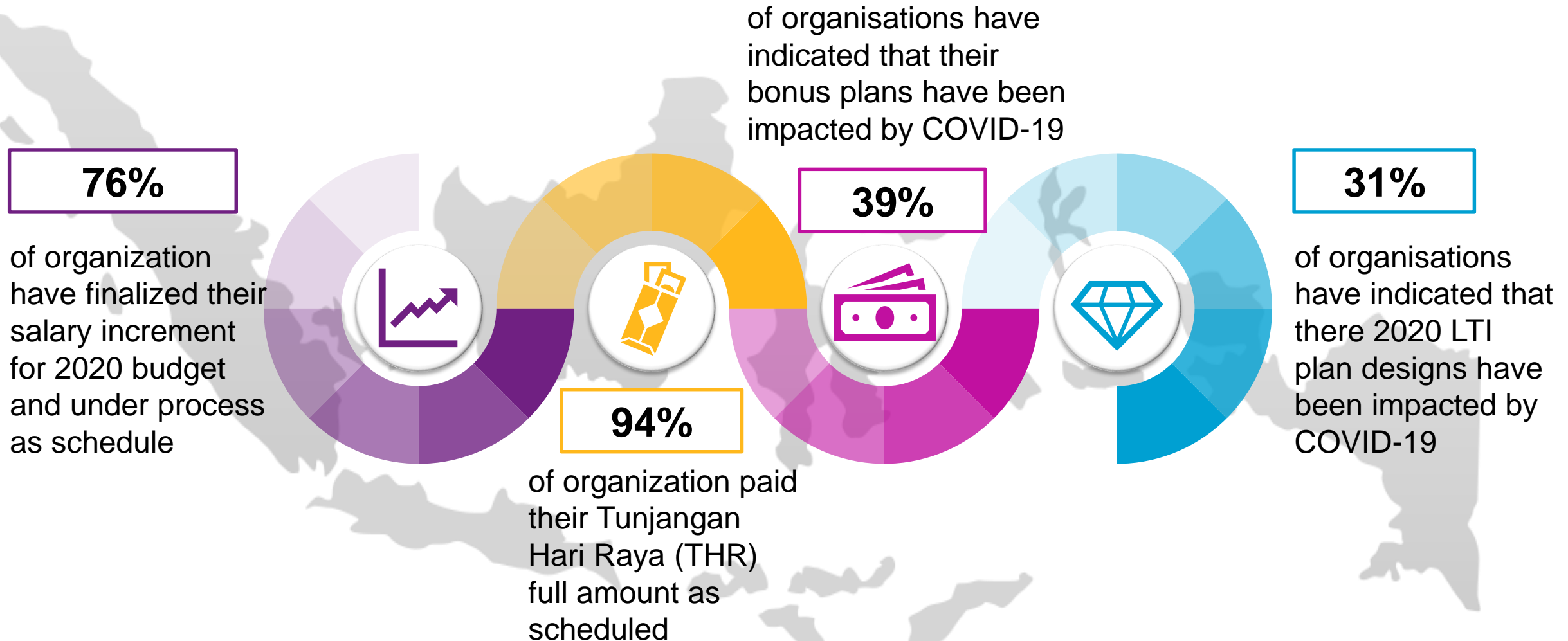
Leave

Most organizations **have not been using** unpaid leave of absences or alternative work arrangements yet, but many are considering these changes

Source: 2020 COVID-19 Indonesia Survey

Indonesia Survey Results

Impact of COVID-19 and Managing Labour Costs



Source: 2020 COVID-19 Indonesia Survey

Indonesia Survey Results

Impact of COVID-19 and New Ways of Managing Work

**84%**

of organisations have introduced virtual team engagement sessions via various web platforms

**100%**

of organisations communicate on a regular basis with employees via emails and messaging platforms

63%

of organisations have indicated that they conduct all-hands calls to address key challenges and problems faced by employees

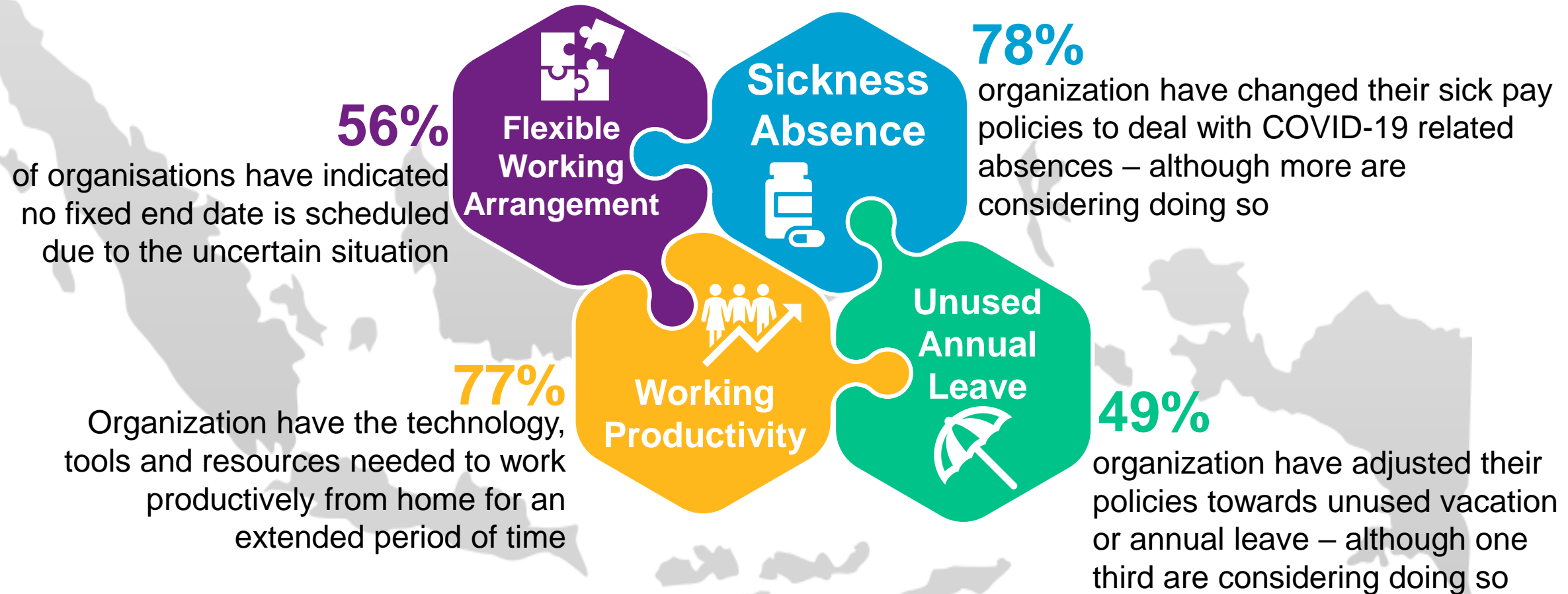
**86%**

of organisations conduct department / team meetings for work allocation and daily operations regularly.

Source: 2020 COVID-19 Indonesia Survey

Indonesia Survey Results

Impact of COVID-19 and Managing Talent



Source: 2020 COVID-19 Indonesia Survey

Human Capital Road Map – Stage 1: Managing through the crisis

The speed and scale of the spread of the COVID-19 pandemic took governments and companies by surprise. It also underscored the material value of the health and contributions of people to a company's success. While companies in different industries in different ways, a set of common characteristics and effective responses emerged. We present leadership actions to manage through this stage of the crisis as companies work to protect and preserve human capital value.

Stages of Action

1. Managing through the crisis

2. Restoring stability

3. Operating post-crisis



Work



Balance cost and performance objectives for **large incumbent** and **pivotal segments**; **retain critical talent** based on business outlook



Implement **safe work policies**: on site safety flexibility, remote working, technology support



Enable managers to manage work, teams, performance



Use the opportunity to **reskill/upskill** employees during downtime/furloughs



Health



Review coverage **adequacy/gaps**; negotiate/offer adapted coverage, specific products and **value-added services** such as telemedicine; support **at-risk populations**



Promote access and **help employees navigate** government and company-provided programs for COVID-19 related/non-related healthcare needs



Analyze **cost implications** and implement **cost management actions**; establish temporary claims mgmt./reimbursement reserves



Wellbeing



Address **specific needs** such as on-site safety/stress, working remotely, child/elderly parent care, financial hardships etc



Implement **agile employee listening strategies** to understand concerns/stress points



Repurpose current and **offer new** products/solutions (e.g. tele-wellbeing) to promote physical, emotional, social and financial wellbeing



Pay



Review/redesign **performance metrics** and **pay programs** (broad-based, sales and executive) against **business outlook**



Review/develop **retention/rewards program** for critical talent, essential workers including high **risk work pay premiums**



Consider **cash conservation strategies** (e.g. leave, furloughs, reduced work, bonus reductions) to protect jobs and fund **critical programs** (e.g. pay for high-risk work, additional health coverage)



Retirement



Review/address **administrative and compliance aspects of workforce actions** (reduced hours/furloughs) on retirement plans



Measure effect of crisis; evaluate all options to **preserve cash**; **model long-term cost implications** under multiple economic scenarios



Review options to **create flexibility** for employees facing financial hardships (e.g. withdrawals/loans); emphasize **education, information, independent advice and planning**



Employee Experience & Culture



Enable employees to **connect, collaborate, engage**



Implement **agile employee listening** strategy



Keep employees **informed** and feeling **supported** through regular and transparent communications and manager support



Promote culture of **agility, safety, wellbeing** and **inclusion**

Human Capital Road Map – Stage 2: Restoring stability

The pace and ways that companies reemerge from this crisis vary by industry, and generally is not linear. Unlike the first stage, leaders have the opportunity to prepare for this next stage of this fight. In this stage it is important to return to regenerate human capital value and productivity as quickly as possible while continuing to ensure the wellbeing of employees. It will be equally important for companies to plan for the *new normal* of doing business, as opposed to “coming back” to practices which no longer reflect reality.

Stages of Action

1. Managing through the crisis

2. Restoring stability

3. Operating post-crisis



Work



Plan for and define **new ways of working** based on current conditions, future outlook and strategy, and capacity and capabilities



Make **work safe** for onsite and for remote workers, continue/formalize flexible programs as needed; foster inclusion



Implement **reskilling/upskilling** programs for new ways of working



Health



Continue **ongoing coverage** and **protection** of relevant short-term policies, and their utilization and effectiveness; **support non-COVID-19 related needs/claims**



Review/manage **vendors**, including review of transition procedures and implications, and changes to 2021 offerings



Conduct **financial modeling**, including analysis of claims during the crisis and **expected premium increase** and/or reserving for **spikes in elective surgeries and other deferred care**



Wellbeing



Implement **physical wellbeing policies** for workplace hygiene, social distancing, mobility travel



Promote **emotional wellbeing** via add-on EAPs, tele-wellbeing, peer-to-peer support/sharing



Address **financial wellbeing concerns**, and monitor/manage **suboptimal financial decisions** related to savings, loans, investments



Monitor/implement **emerging wellbeing solutions**



Pay



Review/redesign rewards and retention programs for **critical roles, talent, salesforce** and **executives**



Adjust **performance metrics, goals and rewards** for 2020/21 business expectations; review options to align with new ways of working



Evaluate implications of business performance on **STI/LTI payouts**, and options to **preserve cash**



Assess current rewards to align **with new ways of working**, and consider **principles-led approach to compensation governance**



Retirement



Communicate to **minimize suboptimal employee behaviors** related to participation, savings and investments



Execute short-term DB/DC pension **cash preservation**, and **DB asset/liability management strategies**



Model multi-year **cash/P&L/balance sheet outcomes** and develop **coordinated funding/financing/risk management strategy** to manage pension risks



Evaluate the effect of the crisis, and identify desired **program design, financing, employee engagement and governance options**



Employee Experience & Culture



Ensure people **feel supported** and can **engage productively and safely**



Build forums for **collaboration, inclusion and sharing of employee voice**



Listen to and involve employees to design new ways of working



Enable leaders and managers to **lead through change**, and foster a **culture of inclusion**



Recommit to **purpose** and **healthy company**

Human Capital Road Map – Stage 3: Operating post-crisis

The COVID-19 pandemic was not the first crisis that affected global economy, businesses, and the wellbeing of the world population. It certainly will not be the last crisis, either. What companies learn from it, how they change the way they operate and sustain the value of human capital will determine how successfully and quickly they will emerge from the COVID-19 crisis, as well as how well they will weather future storms and ensure long-term success.

Stages of Action

1. Managing through the crisis

2. Restoring stability

3. Operating post-crisis



Work



Implement **new ways of working based on work strategy**: virtual/flexible/agile; automation, technology; skill-based deployment, reskilling/upskilling



Make **work safe and engaging** for employees by recommitting to a culture of safety, inclusion and diversity



Strengthen governance and oversight of **human capital metrics** such as engagement, safety and resilience



Health



Discontinue/continue short-term coverage and value-added services (e.g. telemedicine) offered during the crisis



Review/redesign healthcare/risk benefits and select providers for services/solvency to **prepare for future events**, to support **new ways of working** and to align with **new/emerging employees needs/values**



Implement financing and active cost mgmt. measures reflecting the pandemic impact **on healthcare trends**, and evolving trends in **utilization/claims**



Wellbeing



Continue programs implemented during the pandemic for 12-24 months



Implement an **agile employee listening** strategy to assess and address concerns and stress points related to **safety and uncertainty**



Develop and implement an **integrated benefits and wellbeing strategy** to build resilience



Pay



Redesign **performance** metrics and management, and **rewards** programs in line with new ways of working



Optimize **flexibility of cost structure** of rewards and recognition programs to navigate future economic crises and performance volatility



Allocate total rewards spend with evolving employee needs, values and preference



Align **performance measures and incentives** with all stakeholders; with stronger **emphasis on ESG** metrics



Retirement



Design and implement strategies to **enable financial security** for employees and **cost flexibility** for the company to navigate future crises



Execute a **coordinated funding/financing/risk management strategy** to manage pension risks; monitor conditions for **opportunistic actions**



Consider incorporating **technology, behavioural science**, and workforce **segmentation** to help employees make **prudent financial decisions**



Employee Experience & Culture



Inspire around a **vision for the future**, and drive towards a **high-performance employee experience (HPEX)**



Personalize employee communications covering all aspects of work and total Rewards



Lead with purpose; demonstrate business impact through **CSR and ESG**



Enable leaders and managers to drive a **healthy company mindset**: dignity, safety, inclusion, wellbeing and innovation

Variations in challenges and actions by industry/companies/businesses

	Industry examples	Managing through the crisis		Restoring stability		Operating post-crisis
At-risk	<ul style="list-style-type: none"> Tourism and leisure Aviation 	<ul style="list-style-type: none"> Scale workforce down; retaining critical talent 	<ul style="list-style-type: none"> Ensure employee protection and support 	<ul style="list-style-type: none"> Plan for new ways of working Gradually scale up workforce, retain./engage critical talent 	<ul style="list-style-type: none"> Revisit short-term cost deferral/reduction actions Enable leaders/managers to lead through change 	<ul style="list-style-type: none"> Implement new ways of working Redesign reskilling and upskilling programs
Significant decline	<ul style="list-style-type: none"> Automotive Construction & real estate Manufacturing (non-essential) 	<ul style="list-style-type: none"> Maximize govt. relief Defer/reduce costs 	<ul style="list-style-type: none"> Communicate transparently Negotiate vendor payments Prepare for divestitures 	<ul style="list-style-type: none"> Uphold I&D commitments Continue to maximize govt. relief Make it safe for employees to return to work 	<ul style="list-style-type: none"> Communicate to build confidence in future Execute divestitures 	<ul style="list-style-type: none"> Implement agile employee listening strategy Implement high-performing employee experience
Stable -- moderate decline	<ul style="list-style-type: none"> Financial services Education Oil & gas 	<ul style="list-style-type: none"> Manage workforce, protect jobs, retain critical talent Consider govt. relief Implement flexible, safe work policies Review options to preserve cash, manage costs Ensure employee protection and support 	<ul style="list-style-type: none"> Understand/address employee concerns Promote benefits/wellbeing programs Communicate transparently Enable leaders and managers Negotiate value-added services from vendors 	<ul style="list-style-type: none"> Plan for new ways of working Engage/reward critical talent; uphold I&D commitments Enable leaders/managers to lead through change Keep work safe Continue to offer protection and support to employees 	<ul style="list-style-type: none"> Continue to monitor employee concerns Promote benefits/wellbeing programs Review total rewards alignment for future Model scenarios for labor costs mgmt. options 	<ul style="list-style-type: none"> Redesign career, performance management and rewards for the future Integrate work, pay, benefits, wellbeing strategies Recommit to I&D efforts and equality across key cohorts Create cost flexibility in programs Actively manage and budget total rewards costs and risks
Moderate growth	<ul style="list-style-type: none"> Agriculture E-commerce ICT 	<ul style="list-style-type: none"> Manage workforce and work to respond to demand Use innovative ways of working 	<ul style="list-style-type: none"> Celebrate success Manage long-term implications of decisions 	<ul style="list-style-type: none"> Plan for optimal level of staffing, inclusion/diversity focus Engage/reward critical talent; uphold I&D commitments 	<ul style="list-style-type: none"> Address rewards/recognition expectations Review 2020 and 2021 rewards strategy to align with performance 	<ul style="list-style-type: none"> Use technology and process automation for efficient operations Optimize internal and external resources
Rapid growth	<ul style="list-style-type: none"> Personal healthcare Food processing and essentials retail Medical supply services 	<ul style="list-style-type: none"> Revisit rewards/recognition programs Understand/address employee safety concerns 	<ul style="list-style-type: none"> Promote benefits and wellbeing programs Negotiate support/resources from vendors Remain committed to I&D 	<ul style="list-style-type: none"> Plan for new ways of working Continue to understand/address concerns and needs 	<ul style="list-style-type: none"> Continue to celebrate success Demonstrate connections to company purpose where applicable 	<ul style="list-style-type: none"> Strengthening governance and oversight of human capital metrics Commit to purpose as a driver of human capital value, healthy company and ESG

Thank you!

For more information and queries, please reach out to
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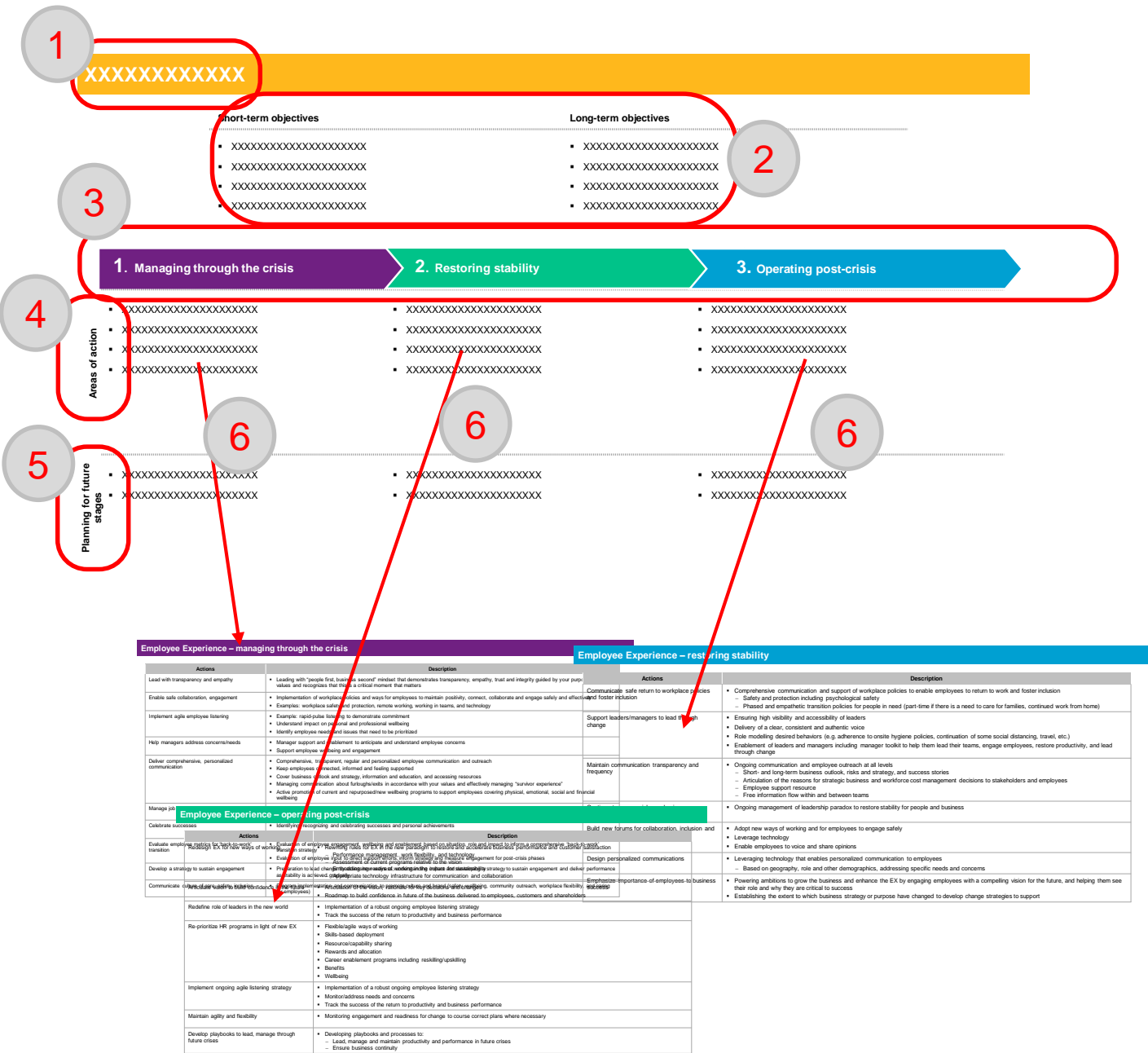
Appendix - Targeted perspectives *by* programs

Summary and areas of action for each stage

How to use the guidebook?

This section includes guidebook by different programs. It is designed to facilitate a discussion specific to a one or more program types, and to organize the actions and priorities to navigate the crisis for each of the three stages.

- 1
- The document includes workbooks for: Employee Experience and Culture, Work & Rewards, Executive Compensation, Employee Health & Risk, Wellbeing, Retirement and Savings Plans
- 2
- This workbook section notes key objectives both in the short-term (as companies navigate the crisis) and the long-term objectives informed by the learnings from the crisis. These will be specific to companies and their unique circumstances.
- 3
- The three columns represent the three stages of the journey: (1) managing through the crisis, (2) restoring stability, and (3) operating post-crisis. The time that companies will spend in each of the stages could vary significantly for a variety of factors.
- 4
- The top row lists potential actions that companies ought to consider. These should be reviewed and edited, based on company needs and circumstances.
- 5
- The bottom row lists potential actions, such as planning and modelling, which companies ought to consider to prepare themselves for the future stages.
- 6
- For each bullet point on this page, there are additional details on the following pages which expand on each stage.



Short-term objectives

- Ensure employee safety and wellbeing
- Reach all employees and stakeholders
- Find new ways to maintain engagement and productivity
- Balance cost concerns with resilience and rebound

Long-term objectives

- Address mid- and long-term effects
- Understand employee attitudes and needs in key moments that matter
- Prepare employees to exist in new environment
- Make and communicate decisions aligned with purposes and values
- Optimize connections to purpose and meaning in work

1. Managing through the crisis

2. Restoring stability

3. Operating post-crisis

- Lead with transparency and compassion
- Enable safe collaboration, engagement
- Implement agile employee listening
- Help managers address concerns/needs
- Deliver comprehensive, personalized communication
- Promote culture of care, safety, agility, wellbeing, inclusion
- Manage safety vs. business sustainability
- Celebrate successes

- Collect/evaluate employee insights
- Develop a strategy to sustain engagement

- Communicate care and safety policies
- Foster a culture of safety, dignity, inclusion, and wellbeing
- Support leaders/managers to lead through change/uncertainty
- Maintain communication transparency and frequency
- Continue to manage jobs vs. business sustainability
- Build new forums for collaboration, inclusion and voice sharing

- Design personalized communications
- Emphasize importance of employees to business success

- Articulate vision to build confidence in the future
- Redesign EX for new ways of working
- Redefine role/enable leaders in the new world to build trust
- Re-prioritize HR programs in light of new EX
- Continue agile listening to ensure readiness to emerge strong
- Embed culture of dignity, safety, inclusion, and wellbeing
- Demonstrate commitment to purpose and meaning in work

- Develop playbooks to lead, manage through future crises

Employee Experience and Culture – Managing through the crisis (1/2)

Actions	Description
Lead with transparency and compassion	<ul style="list-style-type: none">▪ Leading with “people first, business second” mindset that demonstrates transparency, empathy, trust and integrity guided by your purpose and values and recognizes that this is a critical moment that matters
Enable safe collaboration, engagement	<ul style="list-style-type: none">▪ Psychological and physical safety for collaboration▪ Implementation of workplace policies and ways for employees to maintain positivity, connect, collaborate and engage safely and effectively▪ Examples: workplace safety and protection, remote working, working in teams, and technology
Implement agile employee listening	<ul style="list-style-type: none">▪ Example: rapid-pulse listening to demonstrate commitment▪ Understand impact on personal and professional wellbeing▪ Identify employee needs and issues that need to be prioritized
Help managers address concerns/needs	<ul style="list-style-type: none">▪ Manager support and enablement to anticipate and understand employee concerns▪ Support employee wellbeing and engagement
Deliver comprehensive, personalized communication	<ul style="list-style-type: none">▪ Comprehensive, transparent, regular and personalized employee communication and outreach▪ Keep employees connected, informed and feeling supported▪ Cover business outlook and strategy, information and education, and accessing resources▪ Managing communication about furloughs/exits in accordance with your values and effectively managing “survivor experience”▪ Active promotion of current and repurposed/new wellbeing programs to support employees covering physical, emotional, social and financial wellbeing
Promote culture of care, safety, agility, wellbeing, inclusion	<ul style="list-style-type: none">▪ Program implementation and communication to promote culture and brand▪ Focus on safety, agility, wellbeing, community outreach, workplace flexibility, and caring for employees
Manage safety vs. business sustainability	<ul style="list-style-type: none">▪ Manage the paradox of leadership to ensure sustainable business future▪ Balancing empathy for people and alignment with values and purpose
Celebrate successes	<ul style="list-style-type: none">▪ Individuals and teams▪ Identifying, recognizing and celebrating successes and personal achievements▪ Peer to peer communication/sharing▪ Promoting culture of dignity and inclusion

Actions	Description
Collect/evaluate employee insights	<ul style="list-style-type: none">▪ Deploying employee listening strategies to collect employee insights related to concerns, fears, anxiety relate to (examples):<ul style="list-style-type: none">– Physical safety concerns about returning to work; current and future ‘return to work/physical location’ environment– Concerns about meeting caregiving responsibilities– Physical, financial, emotional and social wellbeing needs and concern– Inclusion– Psychological safety related to anxiety, fear, concerns▪ Evaluation of employee engagement, wellbeing and enablement based on situation, role and impact to inform a comprehensive ‘back-to-work’ transition strategy▪ Evaluation of employee input to direct support efforts, inform strategy and measure engagement for post-crisis phases
Develop a strategy to sustain engagement	<ul style="list-style-type: none">▪ Preparation to lead change by assessing readiness, understanding impact and developing a strategy to sustain engagement and deliver performance as stability is achieved gradually

Employee Experience and Culture – Restoring stability (1/2)

Actions	Description
Communicate care and safety policies	<ul style="list-style-type: none">▪ Comprehensive communication and support of workplace policies to enable employees to return to the workplace<ul style="list-style-type: none">– Safety and protection including psychological safety– Phased and empathetic transition policies for people in need (part-time if there is a need to care for families, continued work from home)– Ongoing flexibility to meet needs (e.g. caregiving responsibilities)– Anti-stigma/discrimination policies
Foster a culture of dignity, inclusion, and wellbeing	<ul style="list-style-type: none">▪ Connecting new ways of working, new rules, and new assumptions to a culture of dignity, inclusion, wellbeing, agility and innovation through policies and procedures, guiding principles, leadership and management training, and communication▪ Mitigate stigma and discrimination across all cohorts▪ Foster cultures where employees feel a sense of respect, self-worth and value underpinned by inclusive and non-discriminatory views
Support leaders/managers to lead through change/uncertainty	<ul style="list-style-type: none">▪ Ensuring high visibility and accessibility of leaders▪ Delivery of a clear, consistent and authentic voice▪ Role modelling desired behaviors (e.g. adherence to onsite hygiene policies, continuation of some social distancing, travel, etc.)▪ Enablement of leaders and managers including manager toolkit to help them lead their teams, engage employees, restore productivity, and lead through change
Maintain communication transparency and frequency	<ul style="list-style-type: none">▪ Ongoing communication and employee outreach at all levels<ul style="list-style-type: none">– Short- and long-term business outlook, risks and strategy, and success stories– Articulation of the reasons for strategic business and workforce cost management decisions to stakeholders and employees– Employee support resource– Free information flow within and between teams
Continue to manage jobs vs. business sustainability	<ul style="list-style-type: none">▪ Ongoing management of leadership paradox to restore stability for people and business

Actions	Description
Build new forums for collaboration, inclusion and voice sharing	<ul style="list-style-type: none">▪ Adopting new ways of working and for employees to engage safely▪ Use digital dialogue tools▪ Leverage technology, such as Virtual Focus Groups▪ Enable employees to voice and share opinions
Design personalized communications	<ul style="list-style-type: none">▪ Create digital hub for all COVID communications▪ Leveraging technology that enables personalized communication to employees<ul style="list-style-type: none">– Based on geography, role and other demographics, addressing specific needs and concerns
Emphasize importance of employees to business success	<ul style="list-style-type: none">▪ Powering ambitions to grow the business and enhance the EX by engaging employees with a compelling vision for the future, and helping them see their role and why they are critical to success▪ Establishing the extent to which business strategy or purpose have changed to develop change strategies to support

Actions	Description
Articulate vision to build confidence in the future	<ul style="list-style-type: none">▪ Articulation of the vision, rationale for key decisions and changes▪ Roadmap to build confidence in future of the business delivered to employees, customers and shareholders
Redesign EX for new ways of working	<ul style="list-style-type: none">▪ Rewriting rules for EX in the new paradigm to restore and accelerate business performance and customer satisfaction<ul style="list-style-type: none">– Performance management, work flexibility, and technology– Assessment of current programs relative to the vision– Embedding new ways of working in the culture for sustainability– Appropriate technology infrastructure for communication and collaboration
Redefine role/enable leaders in the new world	<ul style="list-style-type: none">▪ Enablement of leaders to support a new ways of working and innovation▪ Implementation of a robust ongoing employee listening strategy▪ Tracking/monitoring success of the return to productivity and business performance
Re-prioritize HR programs in light of new EX	<ul style="list-style-type: none">▪ Flexible/agile ways of working▪ Skills-based deployment▪ Resource/capability sharing▪ Rewards and allocation▪ Career enablement programs including reskilling/upskilling▪ Benefits▪ Wellbeing
Embed culture of dignity, safety, inclusion, and wellbeing	<ul style="list-style-type: none">▪ Continued execution and support of culture of dignity, inclusion, wellbeing, agility and innovation through leadership and management training, and communication

Actions	Description
Continue ongoing agile listening strategy to ensure readiness to emerge strong	<ul style="list-style-type: none">▪ Continue ongoing employee listening strategy, pivoting focus to ability to emerge strong▪ Monitoring/addressing employee needs and concerns▪ Monitoring engagement and readiness for change to course correct plans where necessary▪ Track the success of the return to productivity and business performance
Embed culture of dignity, safety, inclusion, and wellbeing	<ul style="list-style-type: none">▪ Messaging around a culture of dignity, inclusion, wellbeing, agility and innovation through updated policies and procedures, leadership and management training, and communication▪ Monitor and address stigma and discrimination across all cohorts through leadership action▪ Institutionalize mindset, behaviors, and programs that support a sense of respect, self-worth and value underpinned by inclusive and non-discriminatory views
Demonstrate commitment to purpose and meaning in work	<ul style="list-style-type: none">▪ Articulation of company purpose, its connection to social impact, correlation to individual purpose and employee meaning in work▪ Commitment of this purpose by organization as a guiding principle
Develop playbooks to lead, manage through future crises	<ul style="list-style-type: none">▪ Developing playbooks and processes to:<ul style="list-style-type: none">– Lead, manage and maintain productivity and performance in future crises– Ensure business continuity

Short-term objectives

- Ensure employee protection
- Solve work challenges based on risk, cost, performance needs
- Recognize and reward
- Share and apply insights

Long-term objectives

- Identify business focus and work acceleration/ deceleration areas
- Review work and reward strategy
- Understand what employees value in the new environment.
- Optimize spend on reward

1. Managing through the crisis

2. Restoring stability

3. Operating post-crisis

Areas of action

- Model costs for work demand
- Manage workforce by segments
- Enable safe collaboration and engagement
- Enable/redesign critical roles
- Protect/support for engagement, productivity
- Support managers to implement policies
- Review rewards for special circumstances (risky work)
- Balance costs with job protection, engagement
- Communicate business conditions/policies

- Design new ways of working
- Design reskilling/upskilling programs
- Implement safe return-to-workplace, inclusion policies
- Assess 2020 incentive goals and metrics
- Develop retention program for critical talent
- Maintain communication frequency

- Implement new work strategies and ways of working
- Differentiate rewards to reflect work and skills
- Build cost flexibility in rewards structure
- Optimize total rewards
- Use technology to push personalized communications
- Implement governance/oversight protocols for HC, ESG metrics

Planning for future stages

- Evaluate out/co-source options for BAU activities
- Model workforce/talent needs and rewards
- Assess/model agile/virtual working experience

- Review current compensation schemes
- Conduct workforce planning to support strategy

- Develop playbooks and processes to lead, manage through future crises

Actions	Description
Model costs for work demand	<ul style="list-style-type: none"> ▪ Scenario planning and cost modelling for work demand and costs ▪ Option for forthcoming pay reviews ▪ Consider adjustments to sales compensation
Manage workforce by segments	<ul style="list-style-type: none"> ▪ Scaling of workforce cohorts/segments down/up based on short-term circumstances and strategy <ul style="list-style-type: none"> – Reduced work hours, leave policies, furloughs – Redeployed work – Temporary and permanent lay offs – Management of contingent workforce
Enable safe collaboration and engagement	<ul style="list-style-type: none"> ▪ Implementation of workplace policies and ways for employees to maintain positivity, connect, collaborate and engage safely and effectively ▪ Remote working, flexible schedules, leave policies, and use of technology for collaboration
Enable/redesign critical roles	<ul style="list-style-type: none"> ▪ Identify critical roles and talent, and work areas where alternatives will further enable performance and business continuity ▪ Ensure work support ▪ Align short-term rewards and recognition to engage
Protect/support for engagement and productivity	<ul style="list-style-type: none"> ▪ Protection and support for employees and contingent talent (onsite and remote working) for continued engagement and productivity
Support managers to implement policies	<ul style="list-style-type: none"> ▪ Manager support and enablement to manage performance, flexible work arrangements, resources and virtual teams ▪ Manage onsite safety concerns to ensure wellbeing
Review rewards for special circumstances (risky work)	<ul style="list-style-type: none"> ▪ Review of allowances, spot bonuses, other recognitions and T&Cs ▪ Examples: employees working in emergencies or doing non-routine work, going above and beyond, contingent workers
Balance costs with job protection, engagement	<ul style="list-style-type: none"> ▪ Balancing cost management actions with job protection, talent engagement and recognition including sales compensation plans
Communicate business conditions/policies	<ul style="list-style-type: none"> ▪ Comprehensive and transparent communications ▪ Cover business conditions, outlook and strategy, short- and long-term actions, work policies, and rationales for decisions etc.
Evaluate out/co-sourcing options for BAU activities	<ul style="list-style-type: none"> ▪ Evaluation of automation, out/co-sourcing options for BAU activities ▪ Example: market analysis for pay reviews
Model workforce/talent needs and rewards	<ul style="list-style-type: none"> ▪ Model business performance and outlook under various scenarios ▪ Review of current year and next year workforce and critical talent ▪ Review incentive and retention plans, including sales compensation based on business performance scenarios
Assess/model agile/virtual working experience	<ul style="list-style-type: none"> ▪ Review of how remote/agile working has worked, and the challenges and opportunities for improvement ▪ Develop models for the future

Actions	Description
Design new ways of working	<ul style="list-style-type: none">▪ Redesign of jobs including new ways of working e.g. automation, non-traditional talent, and work portability; work location shifting, flexible work and schedules; talent borrowing/lending practices▪ Update performance goals to reflect current conditions and future outlook
Design reskilling/upskilling programs	<ul style="list-style-type: none">▪ Identification of skills needed for new ways of working▪ Gap analysis▪ Designing needs-based programs
Implement safe return-to-workplace, inclusion policies	<ul style="list-style-type: none">▪ Implementation of workplace policies to enable employees to return to work safely▪ Onsite hygiene, social distancing▪ Ongoing remote working, flexible schedules, and alternating schedules to gradually return to work▪ Address needs of certain cohorts (at-risk, pregnant women, chronic conditions etc.) to foster inclusion▪ Psychological safety▪ Anti-stigma, anti-harassment/bullying, anti-discrimination
Assess 2020 incentive goals and metrics	<ul style="list-style-type: none">▪ Assess 2020 short-term incentive goals, sales compensation and performance metrics in the context of economic conditions and business performance
Develop retention program for critical talent	<ul style="list-style-type: none">▪ Understand concerns/needs/burnout issues etc. for critical talent▪ Develop a retention program for critical talent, if needed, covering rewards, recognition awards, extra paid leave/short sabbatical, etc.
Maintain communication frequency	<ul style="list-style-type: none">▪ Ongoing communication and employee outreach at all levels covering business outlook, risks and strategy, and workplace policies▪ Promote employee support and resources
Review current compensation schemes	<ul style="list-style-type: none">▪ Review recent short-term compensation actions for appropriateness▪ Evaluate design options to revisit compensation strategy by segment
Conduct workforce planning to support strategy	<ul style="list-style-type: none">▪ Mid-term and long-term business strategy▪ modeling workforce surplus/gaps based on demand, business outlooks, new ways of working; impact of health and economic crisis▪ Workforce planning and scaling short-term▪ Talent reconfiguration, development and acquisition to support long-term strategy

Actions	Description
Implement new work strategies and ways of working	<ul style="list-style-type: none">▪ Set and implement a work strategy addressing automation, non-traditional talent, work portability; work location shifting, flexible work schedules; talent borrowing/lending practices▪ Skills-based approach▪ Reskilling and upskilling programs
Differentiate rewards to reflect work and skills	<ul style="list-style-type: none">▪ Alignment of current rewards to skills▪ Consider changes to rewards to reflect evolving work and skills▪ Allocation of base vs. discretionary pay to build skills, deploy skills and drive performance
Build cost flexibility in rewards structure	<ul style="list-style-type: none">▪ Allocation of costs between fixed and variable pay▪ Use of recognition programs
Optimize total rewards	<ul style="list-style-type: none">▪ Inventory of total rewards programs▪ Evaluating current allocation of total rewards spend▪ Evaluation of current utilization▪ Assessing employee needs, values and preferences▪ Allocation of total rewards spend to balance cost, utilisation and values/preferences
Use technology to push personalized communications	<ul style="list-style-type: none">▪ Technology to push personalized communications to employees, addressing all aspects of work and rewards, understand their options and make informed choices▪ Automate and digitise reward processes
Implement governance/oversight protocols for HC, ESG metrics	<ul style="list-style-type: none">▪ Developing human capital management metrics such as engagement, performance, safety, inclusion & diversity, and wellbeing/resilience▪ Board oversight regarding Human Capital Governance as part of Compensation Committees' remit
Develop playbooks and processes to lead, manage through future crises	<ul style="list-style-type: none">▪ Documentation of learnings and actions taken re work and rewards programs▪ Development of scenarios for future crises▪ Documenting options, considerations, and implications

Short-term objectives

- Align with shareholders, employees and other stakeholders
- Maintain accountability for achieving mission critical goals
- Balance affordability with profitability, cash flow, share price performance
- Focus on retention and engagement of key talent

Long-term objectives

- Maintain focus on purpose, mission, business strategy and direction
- Expand oversight and management of human capital, and environmental, social, governance (ESG) elements
- Engage management team through effective incentives and fair pay

1. Managing through the crisis

2. Restoring stability

3. Operating post-crisis

Areas of action

- Evaluate options to preserve cash
- Assess impact of conditions and business circumstances
- Communicate/engage with stakeholders to manage optics
- Monitor COVID-19 specific guidance from major investors and proxy advisors

- Review current short- and long-term incentive plans
- Review incentive design for next year and onwards per outlook
- Develop retention program for critical talent
- Determine target LTI award if depressed share price
- Continue to monitor COVID-19 specific guidance from major investors and proxy advisors
- Communicate/implement HC metrics in governance, rewards

- Evaluate results of cash preservation initiatives
- Review cash deferrals, true-up base salary reductions
- Consider COVID-19 specific guidance to determine appropriate pay out of incentive plans
- Implement underwater stock option solution and share-ownership plans
- Add HC metrics to incentive plans and/or governance oversight

Planning for future stages

- Consider adding human capital metrics (HC) into governance and rewards

- Evaluate solutions to address underwater stock options
- Promote/implement share-ownership plans as cash deferral alternatives (e.g. Management Stock Purchase Plan (MSPP))

- Evaluate progress/performance of HC management metrics
- Document learnings, adjustment to executive compensation

Actions	Description
Evaluate options to preserve cash	<ul style="list-style-type: none">▪ Consider all potential options to preserve cash, capital and talent<ul style="list-style-type: none">– Reduce Executive base salaries or Board cash retainers– Defer cash compensation (base salary and/or bonus)– Convert cash compensation into equity (if issuing new or using treasury shares)– Defer Executive merit increases
Assess impact of conditions and business circumstances	<ul style="list-style-type: none">▪ Assess potential impact of the following events on Executive rewards:<ul style="list-style-type: none">– Economic downturn– Business performance and outlook– Potential corporate transactions▪ Review severance provisions to understand cost implications of potential headcount reduction proposals▪ Review change-in-control provisions in light of potential increase in takeover activity due to depressed stock prices
Communicate and engage with stakeholders to manage optics	<ul style="list-style-type: none">▪ Proactively and effectively communicate and engage with all stakeholders to manage perspectives of Executive rewards<ul style="list-style-type: none">– Shareholders/investors– Employees– Regulatory bodies– Labor groups/representatives– Media/Community
Monitor COVID-19 specific guidance from major investors and proxy advisors	<ul style="list-style-type: none">▪ Continue shareholder engagements, including an update on impact of the pandemic on the business and workforce, and any actions considered/taken▪ Given depressed share-prices, monitor number of equity units to be granted to deliver desired compensation value, and ensure dilution and burn-rates are within expected limits▪ Ensure that compensation program decisions take into account proxy advisor guidance
Consider adding human capital metrics into governance and rewards	<ul style="list-style-type: none">▪ Develop an ESG framework to identify priorities that aligned with:<ul style="list-style-type: none">– Business strategy– Human capital strategy and commitments▪ Consider adding appropriate human capital management metrics to incentive plans and/or governance oversight process

Executive Compensation – restoring stability

Actions	Description
Review current short- and long-term incentive plans	<ul style="list-style-type: none"> ▪ Monitor economic situation and business performance relative to goals of in-cycle incentive plans ▪ Consider bifurcating short-term incentives with newly aligned goals for second half of the year ▪ Model expected pay-out on in-cycle long-term incentive plans
Review incentive design for next year and onwards per outlook	<ul style="list-style-type: none"> ▪ Forecast business performance in light of impact of crisis and recovery ▪ Determine if short-term incentive plan design requires changes (e.g. metric selection) ▪ Determine if long-term incentive plan design requires changes (e.g. grant practices, equity mix, impact on share dilution) ▪ Review and ensure Executive Compensation framework is aligned with new ways of working
Develop retention program for critical talent	<ul style="list-style-type: none"> ▪ Identify critical talent ▪ Review current rewards and recognition programs to understand existing retention value ▪ Develop/implement talent retention strategy
Determine target LTI award if depressed share price	<ul style="list-style-type: none"> ▪ Consider alternate approaches of LTI awards process if using the number of shares approach (e.g. bifurcating grants, taking average stock price over a longer period, capping number of shares based on past three year’s average, adjust grant value to prevent windfall gains, etc.) ▪ Consider alternate approaches to determine number of shares if using fixed dollar value approach (e.g. bifurcating grants)
Continue to monitor COVID-19 specific guidance from major investors and proxy advisors	<ul style="list-style-type: none"> ▪ Continue shareholder engagements and update shareholders on the impact of COVID-19 on the business ▪ Ensure that compensation program decisions take into account proxy advisor guidance
Communicate/implement HC metrics in governance, rewards	<ul style="list-style-type: none"> ▪ Develop communication strategy and materials to introduce selected human capital metrics ▪ Monitor progress and effectiveness of human capital metrics in driving change
Evaluate solutions to address underwater stock options	<ul style="list-style-type: none"> ▪ As necessary ▪ Assess impact of underwater stock options <ul style="list-style-type: none"> – Impacted population – Foregone equity value and impact on retention value – Probability and timing of share price recovery relative to vesting and expiration dates ▪ Consider if adjustments to LTI program to balance foregone equity value (e.g. changing equity mix or frequency of grants) ▪ Evaluate financial cost impact and appetite of shareholders
Promote/implement share-ownership plans as cash deferral alternatives (e.g. MSPP)	<ul style="list-style-type: none"> ▪ Determine plan design (e.g. voluntary/involuntary, eligibility, deferral choices, match rate) ▪ Ensure proper documentation and vendors are in place

Actions	Description
Evaluate results of cash preservation initiatives	<ul style="list-style-type: none">▪ Assess cash flow and determine whether cash preservation initiatives are still needed▪ Plan approach for returning to “normal”
Review cash deferrals, true-up base salary reductions	<ul style="list-style-type: none">▪ If cash preservation initiatives have served their purpose, then review whether additional cash deferrals are still relevant or not. Review mix between annual cash and deferrals/equity aligned with individual cash flow requirements and company’s Executive Compensation philosophy▪ Where base salary reductions were implemented in past year, consider whether to revert back to base salary levels similar to those prior to crisis. Consider whether there should be any top-ups or one-off awards in lieu of foregone base salary
Consider COVID-19 specific guidance to determine appropriate pay out of incentive plans	<ul style="list-style-type: none">▪ Consider the perspectives of various stakeholders when making compensation decisions, especially relative to any workforce actions taken▪ Continue shareholder engagements and update shareholders on the business recovery and compensation decisions made relative to workforce actions taken▪ Ensure that compensation program decisions take into account investor and proxy advisor guidance
Implement underwater stock option solution and share-ownership plans	<ul style="list-style-type: none">▪ Develop communications strategy and employee communication materials▪ Prepare disclosure requirements for shareholder approval
Add HC management metrics to incentive plans and/or governance oversight	<ul style="list-style-type: none">▪ Develop an ESG framework to identify priorities that aligned with business strategy and human capital strategy and commitment▪ Consider adding appropriate human capital management metrics to incentive plans and/or governance oversight process
Evaluate progress/performance of HC management metrics	<ul style="list-style-type: none">▪ Measure performance of human capital related metrics and their impact on incentive plans and/or the governance oversight process▪ Metrics could include both conventional people-related measures (e.g. retention rates, engagement, succession planning) as well as leading indicators linked to long-term sustainability (e.g. employee re-skilling, wellbeing, new ways of working)
Document and analyse learnings from pandemic outcomes	<ul style="list-style-type: none">▪ Reflect on whether adjustments to the existing executive compensation program are required to build resilience▪ Consider providing rationale behind executive compensation actions in the next proxy disclosure▪ Implement any changes to Executive Compensation framework aligned with new ways of working

Short-term objectives

- Understand impact of pandemic progression and needs
- Ensure adequate risk and medical coverage
- Communicate and promote programs including wellbeing

Long-term objectives

- Manage business impact
- Review core provisions/wellbeing
- Manage impact on costs

1. Managing through the crisis

2. Restoring stability

3. Operating post-crisis

Areas of action

- Review risk and medical coverage
- Negotiate supplemental coverage, telemedicine
- Communication (support & promote programs)
- Wellbeing & navigation of healthcare system
- Manage vendors

- Create safe working conditions
- Implement travel policies and protection
- Continue short-term cover
- Communicate work safety policies
- Continue to promote relevant programs

- Execute benefits strategy for new normal
- Implement active cost mgmt. measures
- Implement holistic communications
- Monitor insurer solvency

Planning for future stages

- Assess cost management options and claims
- Promote new products/solutions for wellbeing

- Assess/plan for 2021 coverage gaps
- Evaluate insurance/financing strategy

- Comprehensive wellbeing strategy
- Prepare for future events

Actions	Description
Review risk and medical coverage	<ul style="list-style-type: none">▪ Review of risk and medical coverage for the pandemic▪ Review coverage for specific classes such as at-risk, furloughed, temporary hires, lay-offs, at work and stranded employees such as: leave provisions, initiating disability benefits or return to work, and mid-term coverage for furloughs/lay offs▪ Ensure support for non-COVID related health and risk benefits
Negotiate supplemental coverage, telemedicine	<ul style="list-style-type: none">▪ Negotiations with insurers for supplemental coverage▪ Remove barriers (e.g. adjusting limits on refills at pharmacy)▪ Negotiate value-added services such as telemedicine, enhanced communications, call centre, navigation tools
Communication (support & promote programs)	<ul style="list-style-type: none">▪ COVID-19 symptoms, quarantine policies, testing centres▪ Work policies, pandemic education, coverage, additional benefits coverage etc.▪ Promotion of existing EAP, temporary counselling, wellbeing programs, leave, legal support, voluntary benefits,▪ Physical and emotional wellbeing education, information and support
Wellbeing & navigation of healthcare system	<ul style="list-style-type: none">▪ Online education, information, awareness, benefits offered including voluntary benefits, and newly negotiated services▪ Call centre/navigation support to help employees/families access/use COVID-19 benefits▪ Call centre/navigation support to help employees/families access all other non-COVID-19 related benefits.
Manage vendors	<ul style="list-style-type: none">▪ Vendor management for additional coverage and services▪ Costs of additional coverage/services▪ Performance measures▪ Terms and conditions for additional support
Assess cost management options and claims	<ul style="list-style-type: none">▪ Modelling of future claims due to the pandemic and deferred treatments▪ Evaluation of potential future medical and disability claims emerging from COVID-19 infections▪ Inventory of all future cost management options
Promote new products/solutions for wellbeing	<ul style="list-style-type: none">▪ Promotion of new products and easy to implement solutions▪ Physical, emotional, social, and financial wellbeing programs and support to navigate through the crisis▪ Manager training on stress related issues, peer-to-peer support, and sharing of success stories

Actions	Description
Create safe working conditions	<ul style="list-style-type: none">▪ Making it safe for employees to return to work▪ Continuation of relevant short-term policies of remote working▪ Alternate onsite schedules to manage short-term risks of reemergence▪ Onsite hygiene and social distancing policies▪ Self-assessment, on-site health checks, etc.
Implement travel policies and protection	<ul style="list-style-type: none">▪ Restrictions▪ Insurance coverage▪ Safety/precautions▪ Destination support
Continue short-term cover	<ul style="list-style-type: none">▪ Continuation of short-term cover and protection▪ Utilization and effectiveness of alternative care, eligibility provisions▪ Protection for certain classes of employees such as high-risk, chronic conditions, pregnant, etc.
Communicate work safety policies	<ul style="list-style-type: none">▪ Transition communication and support▪ Safety and travel policies listed above
Continue to promote relevant programs	<ul style="list-style-type: none">▪ Short-term changes to existing benefits▪ Existing EAP support▪ Temporary counselling▪ Wellbeing programs
Assess/plan for 2021 coverage gaps	<ul style="list-style-type: none">▪ 2021 planning to assess coverage gaps▪ Develop roadmap▪ Include core protection and voluntary benefits, flexibility, telemedicine,▪ Related vendor negotiations
Evaluate insurance/financing strategy	<ul style="list-style-type: none">▪ Evaluation of cost-risk budgets▪ Development of insurance/financing strategy covering stop loss, global plans/underwriting.

Actions	Description
Execute benefits strategy for new normal	<ul style="list-style-type: none">▪ Execution of 2021 strategy (benefits offered, Wellbeing programs, employee support)▪ Redesigning strategy based on workforce changes/projections and priorities, changes in public policies, evolution of health care delivery system capabilities, resource availability.<ul style="list-style-type: none">– Personalization of core protection benefits for coverage/costs– Voluntary benefits including wellbeing support based on employee needs/new preferences– Update to financing and active cost management post-crisis– Holistic approach to employee experience and support to use programs effectively– Optimization of resources to operate and govern benefits– Monitoring costs, claims experience, utilization, and understanding employee values and preferences– Review of exclusions/negotiations for future coverage, value-add services to support employees
Implement active cost mgmt. measures	<ul style="list-style-type: none">▪ modeling pandemic impact of healthcare trends▪ Scenario modeling▪ Implementing active cost mgmt. measures▪ Implementing active claims mgmt. and financing strategies.
Implement holistic communications	<ul style="list-style-type: none">▪ Enable employees to make informed choices and decisions regarding coverage▪ Educate and inform employees▪ Promote all related programs such as wellbeing programs
Monitor insurer solvency	<ul style="list-style-type: none">▪ Review and understand impact on plan of potential insolvency▪ Track and monitor potential insurer issues and create plan for alternative vendor options
Comprehensive wellbeing strategy	<ul style="list-style-type: none">▪ Comprehensive wellbeing strategy▪ Implementing preventative measures to manage/prevent chronic conditions, increase immunity, and improve mental resilience
Prep for future events	<ul style="list-style-type: none">▪ Preparation for future events, including telemedicine, remote working training, HR business continuity planning, etc▪ Review of exclusions/negotiations for future coverage

Short-term objectives

- Ensure physical and emotional support
- Help employees cope
- Maintain productivity and engagement
- Address financial wellbeing
- Emphasize culture of care, safety and inclusion

Long-term objectives

- Help transition into post-crisis phases
- Ensure rapid return to engagement and productivity
- Assess work policies, benefits & wellbeing programs to build resilience

1. Managing through the crisis

2. Restoring stability

3. Operating post-crisis

Areas of action

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| <ul style="list-style-type: none">▪ Address immediate protection and needs by segment▪ Repurpose current programs to prioritize relevant services▪ Understand needs, concerns, and stress points▪ Communicate for empathy and promotion of programs▪ Enable managers to support wellbeing▪ Negotiate relevant and value-added vendor services | <ul style="list-style-type: none">▪ Support return to work and/or rehabilitation▪ Implement return to work policies▪ Continue communication and promotion of programs▪ Continue to support managers | <ul style="list-style-type: none">▪ Continue focus on wellbeing and support for 12-24 months▪ Implement an integrated wellbeing strategy to build resilience▪ Implement agile employee listening strategy▪ Enable managers formally to support wellbeing, build resilience▪ Personalize programs and communications to needs and values▪ Optimize vendor model and programs |
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Planning for future stages

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| <ul style="list-style-type: none">▪ Use agile employee listening strategy▪ Assess return-to-work safety and wellbeing needs | <ul style="list-style-type: none">▪ Review programs to adjust pricing▪ Inventory programs and assess utilization▪ Document learnings to build human capital resiliency | <ul style="list-style-type: none">▪ Align wellbeing strategy with philosophy and culture▪ Ensure strategic and operational collaboration across functions |
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Actions	Description
Address immediate protection and needs by segment	<ul style="list-style-type: none"> ▪ Addressing immediate protection and wellbeing needs of specific cohorts ▪ Examples: on-site employees, at-risk employees (e.g. pregnant women), furloughs, temporary lay offs, etc. ▪ Support employees facing financial hardships: segments/causes, education and information, access to independent financial advisors where possible
Repurpose current programs to prioritize relevant services	<ul style="list-style-type: none"> ▪ Review of existing programs for relevance ▪ Determination of wellbeing priorities by segment ▪ Repurposing/redirect current wellbeing programs for prioritization of relevant services
Understand needs, concerns and stress points	<ul style="list-style-type: none"> ▪ Implementation of agile employee listening strategy ▪ Understand/address current and emerging concerns and stress points ▪ Enable managers for empathy and listening
Communicate for empathy and promotion of programs	<ul style="list-style-type: none"> ▪ Comprehensive communications and employee outreach ▪ Help employees understand the importance of being well ▪ Increase awareness of all available resources and programs
Enable managers to support wellbeing	<ul style="list-style-type: none"> ▪ Education ▪ Empathy training ▪ Wellbeing toolkit
Negotiate relevant and value-added vendor services	<ul style="list-style-type: none"> ▪ Review of current vendors and services for effectiveness and relevance ▪ Renegotiation of current contracts for value-added and relevant services
Use agile employee listening strategy	<ul style="list-style-type: none"> ▪ Use of active and agile employee listening strategy ▪ Understand needs and concerns about returning to work to design next phase of wellbeing ▪ Measure engagement and productivity and wellbeing to understand mid-term impact on business performance
Assess return-to-work safety and wellbeing needs	<ul style="list-style-type: none"> ▪ Document return-to-work needs/concerns ▪ Communications ▪ Short-term wellbeing policies, outreach, and support

Actions	Description
Support return to work and/or rehabilitation	<ul style="list-style-type: none">▪ Design and implementation processes for return to work for employees concerned about individual and family safety; support vocational rehabilitation for employees not able to return to previous occupation▪ Creation of an inclusive environment
Implement return to work policies	<ul style="list-style-type: none">▪ Continuation of relevant short-term policies of remote working▪ Alternate onsite schedules to manage short-term risks/concerns of re-emergence▪ Onsite hygiene and social distancing policies▪ Self-assessment, on-site health checks▪ EAP and temporary counselling support▪ Flexible work arrangements for those with care-giving requirements
Continue communication and promotion of programs	<ul style="list-style-type: none">▪ Ongoing communication and employee outreach▪ Maintain awareness of risks▪ Promotion of current policies, wellbeing programs, and benefit programs, for employee support
Continue to support managers	<ul style="list-style-type: none">▪ Continued emphasis on managers' role▪ Support and education, empathy training▪ Enablement for return to productivity
Review programs to adjust pricing	
Inventory programs and assess utilization	<ul style="list-style-type: none">▪ Inventory of existing programs & practices across wellbeing pillars: physical, emotional, financial and social (by geography/country)▪ Analysis of utilization trends before and during the pandemic
Document learnings to build human capital resiliency	<ul style="list-style-type: none">▪ Inventory of learnings regarding wellbeing concerns and needs during crisis▪ Evaluation of options to build and measure human capital resiliency

Actions	Description
Continue focus on wellbeing and support for 12-24 months	<ul style="list-style-type: none">▪ Evaluation to continue wellbeing programs and support already in place▪ Building resilience and rapid return to high levels of engagement and productivity▪ Continuation of wellbeing focus by cohorts requiring high-level of support (e.g. pregnancy, facing financial hardships, rehires, etc.)
Implement an integrated wellbeing strategy to build resilience	<ul style="list-style-type: none">▪ Holistic view of physical, emotional, social and financial wellbeing to build resilience and drive engagement/productivity▪ Evaluation of work, pay, benefits and career programs in the context of wellbeing and potential adjustments to policies▪ Integrated employee experience covering total rewards programs pay, careers, benefits and wellbeing▪ Focus on inclusion and diversity
Implement agile employee listening strategy	<ul style="list-style-type: none">▪ Implementation of a robust employee listening strategy▪ Understanding points of stress, needs and concerns by employee segments▪ Optimal alignment of wellbeing programs and spend with employee needs
Enable managers formally to support wellbeing, build resilience	<ul style="list-style-type: none">▪ Formal and ongoing manager training▪ Manager toolkit▪ Reporting against wellbeing metric▪ Potential inclusion of wellbeing metrics in manager performance
Personalize programs and communications to needs and values	<ul style="list-style-type: none">▪ Understand needs, values, preferences by segment/cohorts/personas across geographies, businesses, etc.▪ Inventory relevance of current programs and related communications▪ Analyze utilization before and during crisis▪ Redesign programs to improve alignment and support for ongoing and during crisis
Optimize vendor model and programs	<ul style="list-style-type: none">▪ Evaluate vendors, services and programs relative to needs/values and strategy▪ Select/deselect vendors▪ Negotiate services
Align wellbeing strategy with philosophy and culture	<ul style="list-style-type: none">▪ Development of long-term wellbeing strategy including organization philosophy and culture alignment▪ Promote a culture of safety, inclusion, and diversity
Ensure strategic and operational collaboration across functions	<ul style="list-style-type: none">▪ Enablement of strategic and operational collaboration across teams responsible for C&B, work and safety policies, talent management/development, corporate social responsibility, and I&D to enable wellbeing.

Short-term objectives

- Manage operational implications of workforce changes
- Mitigate suboptimal response to economic downturn
- Support financially affected segments

Long-term objectives

- Improve program efficiency to support financial security and wellbeing
- Address impact financial and emotional wellbeing
- Improve long-term resiliency of plans

1. Managing through the crisis

2. Restoring stability

3. Operating post-crisis

Areas of action

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| <ul style="list-style-type: none">▪ Evaluate cash preservation options▪ Review options to address flexibility/access to cash▪ Communicate/educate to manage suboptimal decisions▪ Comply with regulatory and governance requirements▪ Negotiate relevant and value-added vendor services | <ul style="list-style-type: none">▪ Model financial impact of employee utilization and actions▪ Take actions to address employee financial concerns▪ Continue to communicate to manage suboptimal decisions▪ Review vendor performance and fees | <ul style="list-style-type: none">▪ Continue communication campaign and employee support▪ Incorporate technology, behavioral science, segmentation▪ Develop an integrated retirement and financial wellbeing strategy |
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Planning for future stages

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| <ul style="list-style-type: none">▪ Implement agile listening strategies▪ Monitor participant/member behaviors▪ Monitor impact of govt. actions | <ul style="list-style-type: none">▪ Evaluate the effect of the crisis to review programs▪ Assess options to improve operations and governance▪ Reassess changes made in response to crisis | <ul style="list-style-type: none">▪ Develop playbooks to lead and manage through future crises |
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Actions	Description
Evaluate cash preservation options	<ul style="list-style-type: none">▪ Evaluation of options for cash preservation (if needed) such as delay or suspension of employer contributions to defined contribution plans▪ Variations on restrictions by country▪ Potential labor/works council considerations in certain countries
Review options to address flexibility/access to cash	<ul style="list-style-type: none">▪ Review options to address concerns and enable flexibility▪ Example: hardship withdrawals for those facing financial challenges▪ Support specific cohorts of employees affected by workforce actions such as furloughs, reduced hours, and lay-offs
Communicate/educate to manage suboptimal decisions	<ul style="list-style-type: none">▪ Clear and concise employee communications▪ Education on economic volatility, long-term views; risks of saving less or changing investment strategy▪ Planning support and savings▪ Being mindful of varying population segments
Comply with regulatory and governance requirements	<ul style="list-style-type: none">▪ Regulatory compliance▪ Reporting requirements▪ Governance of decisions to make short-term changes▪ Collaboration with labor representatives
Negotiate relevant and value-added vendor services	<ul style="list-style-type: none">▪ Enhanced communications, planning support, call centers▪ Education and information▪ Independent financial advice where available/applicable▪ Administrative changes for plan changes (e.g. suspended contributions), furloughs and short-term lay offs, etc.▪ Costs and terms/conditions
Implement agile listening strategies	<ul style="list-style-type: none">▪ Assess financial concerns▪ Stress re future safety and financial wellbeing
Monitor participant/member behaviors	<ul style="list-style-type: none">▪ Participation and savings rates▪ Changes to investment strategy▪ Withdrawals/loans
Monitor impact of govt. actions	<ul style="list-style-type: none">▪ Proposed and implemented regulatory changes▪ Impact on plan design, costs, and administration

Actions	Description
Model financial impact of employee utilization and actions	<ul style="list-style-type: none">▪ Assessing/modeling impact on account balances of<ul style="list-style-type: none">– Market condition– Participation and savings rates– Loans and withdrawals– Reactionary investment decisions▪ Evaluate implications for those ready to retire/close to retirement
Take actions to address employee financial concerns	<ul style="list-style-type: none">▪ Targeted and integrated communication/education▪ Planning tools and support▪ Independent financial advice▪ Promotion of existing financial wellbeing programs
Continue to communicate to manage suboptimal decisions	
Review vendor performance and fees	<ul style="list-style-type: none">▪ Review of vendor/partner performance▪ Responsiveness▪ Services and support provided to employees▪ Market competitiveness of fees
Evaluate the effect of the crisis to review programs	<ul style="list-style-type: none">▪ High-level assessment of learnings from the human capital and economic crisis▪ Options to improve plan resilience (e.g. investment options/fund line up, diversification)▪ Incorporating technology, behavioural science, and workforce segmentation to help employees make prudent financial decisions▪ Review of current plan management and governance protocols for improving oversight and enable retirement security▪ Co-sourcing/outourcing fiduciary mgmt. options or master trusts
Assess options to improve operations and governance	
Reassess changes made in response to crisis	<ul style="list-style-type: none">▪ Evaluate timeframe for continuation of short-term actions such as suspension of contributions▪ Review timeframe for suspending short-term support/services negotiated from vendors

Actions	Description
Continue communication campaign and employee support	<ul style="list-style-type: none">▪ Continuation of communication campaign informed by employee behaviour analysis by segment and market conditions
Incorporate technology, behavioral science and segmentation	<ul style="list-style-type: none">▪ In-depth assessment and execution of changes to plan management covering design, investment products, vendor capabilities, employee engagement, and governance options▪ Incorporating technology, behavioural science, and workforce segmentation to help employees make prudent financial decisions▪ Creating of an engaging experiences▪ Financial planning tools
Develop an integrated retirement and financial wellbeing strategy	<ul style="list-style-type: none">▪ Review of current programs▪ Development of tactical actions to promote financial wellbeing▪ Improving financing efficiency of retirement programs▪ Integrated communication strategy
Develop playbooks to lead and manage through future crises	<ul style="list-style-type: none">▪ Documenting learnings and short-term actions considered including long-term implications for navigate through future crisis