

Covid-19 Reset Navigating The “New Normal” And Workplace Re-entry

April 2020

What's Included:

To Answer What's On Your Mind...

- **A quick Point of View on the phases of this crisis**
(pgs. 3-8)
- **6 considerations for returning to workplaces**
(pgs. 9-21)

- What do the next 90 days look like?
- How will we navigate re-opening?
- How will we engage employees and support their mental health?
- What safety precautions will we need to put in place?
- How will our business change as a result of this crisis?

Covid-19 Is An Urgent Global Crisis

Loss Of Life

Globally, about **3.4% of reported COVID-19 cases have been fatal**. By comparison, seasonal flu generally kills far fewer than 1% of those infected

Social Disruption

Studies reported **negative psychological effects** including post-traumatic stress symptoms, confusion, and anger as communities manage through social distancing

Unemployment

The economic and labor crisis created by the COVID-19 pandemic could **increase global unemployment by almost 25 million**

Economic Impact

The U.S. economy is projected to **contract by 14% in the second quarter, after experiencing a 4% contraction in the first quarter...** Euro area GDP will suffer an even deeper contraction, with **double-digit declines of 15% and 22% in the first and second quarters**

With The Full Impact Not Yet Understood

Employees are at the heart of this crisis

1. **Employee pride is high:** most workers give very high grades to their employers' response to the crisis; approx. 80% are proud to work for their employer
2. **Communication matters:** for employees who have been receiving frequent updates from their company, they are more likely to believe their employer puts their safety above profits (by 46pts) and that the company's response is exactly what it should be (by 57pts)
3. **However, this doesn't convert into trust:** only 6% of workers say they will feel safe when their employer says it is safe. The majority trust the CDC but trust has declined.
4. **What you do for employees matters to consumers:** 80% agree that in the future they will prefer to buy from companies that treated their employees well during the coronavirus pandemic.

Source: KRC COVID-19 Consumer Poll, April 21, 2020

COVID-19

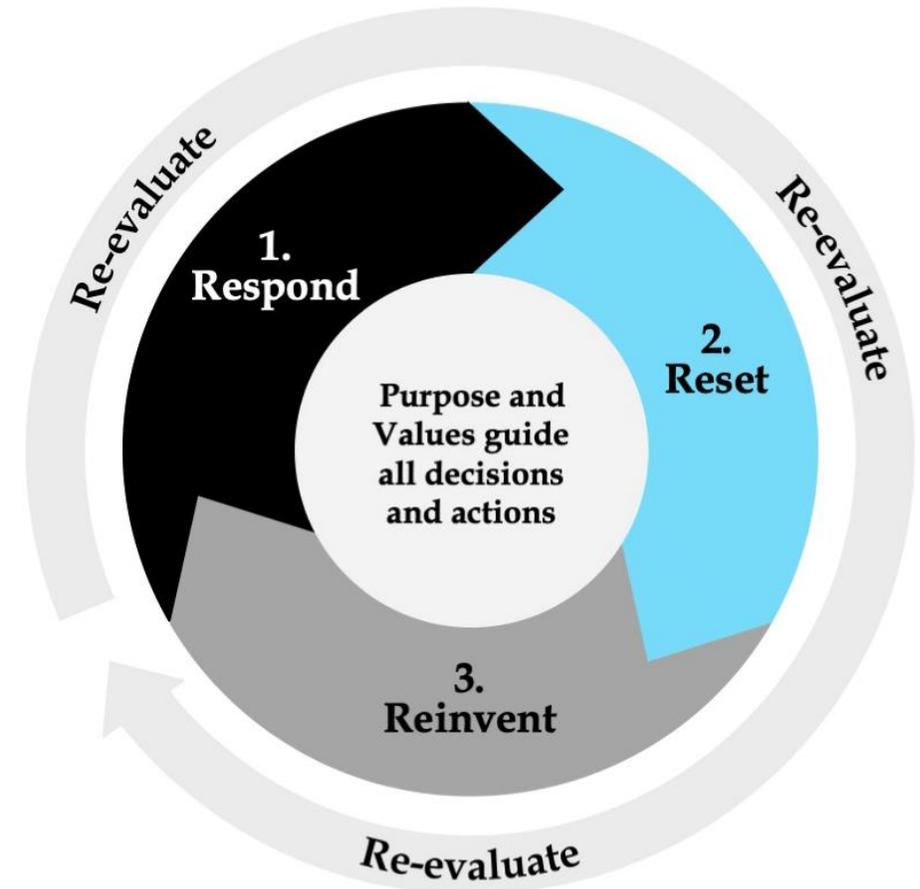
The People Imperative: Putting Employees First

Now more than ever we are seeing leaders, employees and organizations rise to the occasion.

Moreover, they are re-envisioning the future.

Approaching COVID-19 in three phases

- 1 RESPOND**
The onset of the crisis, marked by rapid change, short news cycles and significant tension. Leaders must safeguard the wellbeing of their employees and the health of the business.
- 2 RESET**
The moment when curves flatten and leaders prepare to scale operations back up, still facing uncertainty without a vaccine and widespread immunity. Leaders must shift from reactionary measures and begin to make medium-to-long-term changes to how, when and where work gets done.
- 3 REINVENT**
The resolution of the current crisis, marked by cautious optimism and energy to build anew. Leaders must re-evaluate their organization and make more significant long-term changes to drive performance and resiliency.



A closer look at RESET...



Disrupted **Workplaces**

The curve is starting to flatten, but we will live with the social and economic implications of this virus for months to come.

Two things are clear:

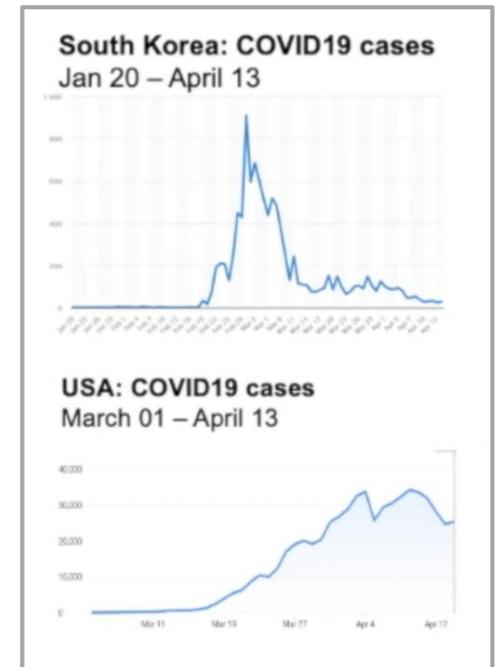
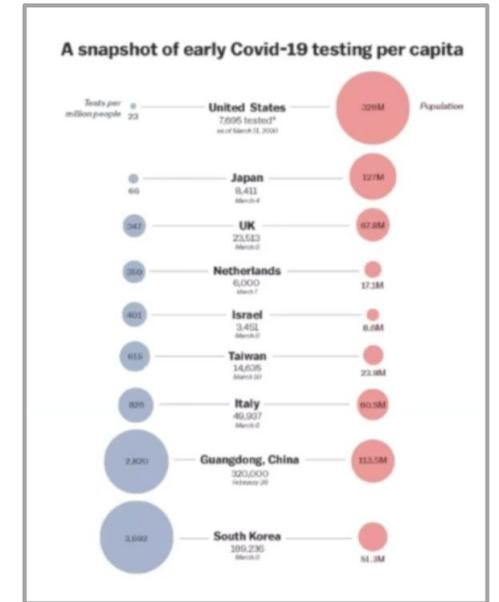
- We will not return to the workplace as it was pre-COVID-19
- Now, with an abundance of patience and compassion, is the time to prepare

CONSIDERATION 1

The transition will be different for each community

A Tale of Two Countries Why Testing is Critical

- Identify **Positive Cases**
- Isolate **Contacts**
- Immobilize **"Superspreaders"**
- Integrate **Back Into Work Force**



What Can We Expect?

THE NEXT 90 DAYS (MAY - JULY)

More of the same

- Testing slowly becoming more available
- Still exploring treatments and vaccine candidates
- Containment measures most effective at preventing cases
- Some expansion of “essential” workers returning with multi-layered protective measures in place
- Potentially witness resurgence in other markets (e.g. Asia)

90+ DAYS (AUG - DEC)

A delicate balance

- More likely to have mass testing available
- Reliable treatments may have emerged
- Could witness resurgence with the flu season, and if schools are re-opened
- Likely some expansion of returning people to workplaces where multi-layered protective measures are possible (e.g. no dine-in restaurants)

2021

A new normal

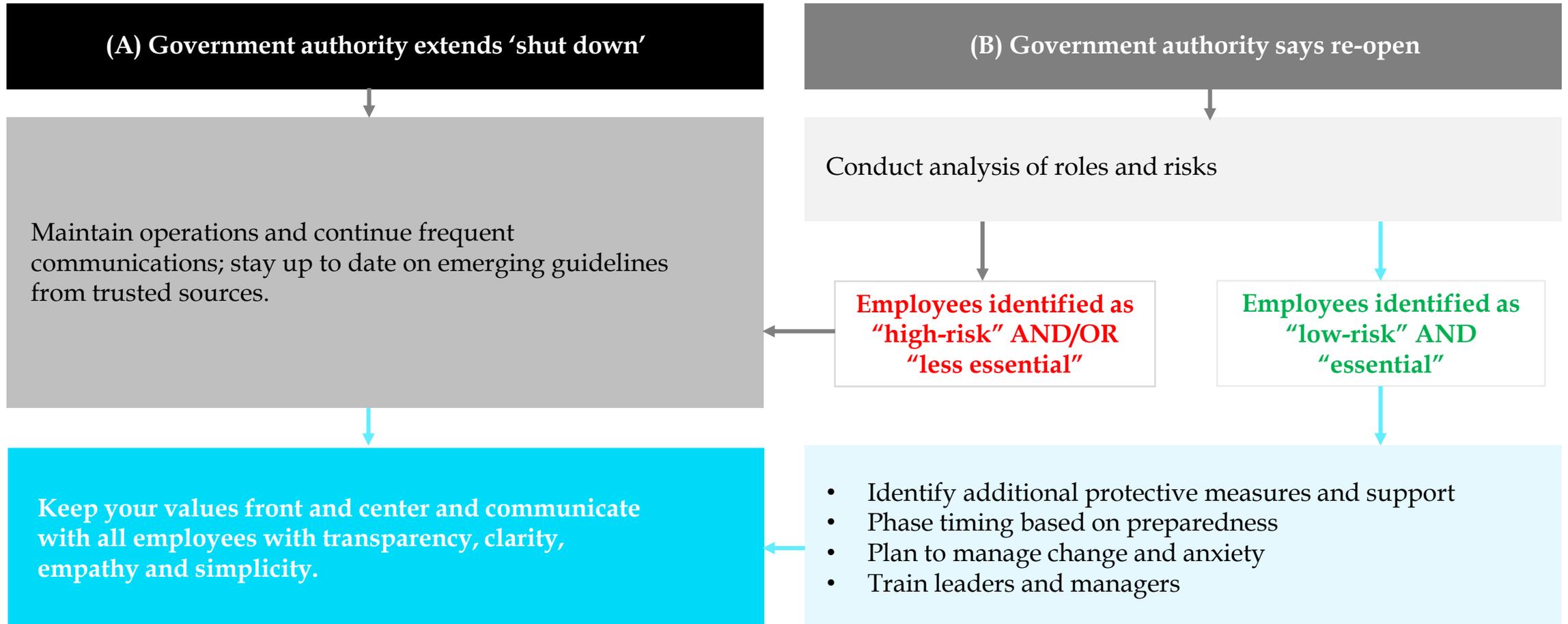
- With expanded testing, treatments and digitally-enabled contact tracing in place, more workers could return to workplaces with lower risks
- Vaccines may be available, but distribution will likely be staggered (e.g. healthcare workers first, then elderly)

CONSIDERATION 2

Segment and stagger your workforce

- + **Consider the latest public health data and guidance**, local infrastructure changes (e.g., reopening of public transportation), prevalence of local testing, and availability of community support (e.g., reopening public and private childcare).
- + **Determine your re-opening strategy**: staggered re-opening on a regional basis vs. delay and re-open all areas together; consider inputs from HR, Legal, Operations etc.
- + **Provide visible leadership**, frequent communication and enforcement of processes.
- + **Be transparent, clear, and empathetic** in your ongoing internal and external communications.

Re-entry Decision Map



CONSIDERATION 3

Being open doesn't mean staying open - learn, adapt and keep communicating

many to define the next steps that will appropriately prioritize health concerns while, at the same time, take thoughtful and measured steps to serve our communities.

As we have experienced in China, we are now transitioning to a new phase that can best be described as “monitor and adapt.” This means every community will continue to monitor the COVID-19 situation and people and businesses in that community will begin to adapt. Gradually, more schools and businesses will open.

What does this mean for Starbucks? As was the case in China, this means we will gradually expand and shift the customer experiences we enable in our stores. For example, some Starbucks stores will continue as drive-thru only, others may utilize the mobile ordering experience for contactless pickup and delivery and others may reopen for “to-go” ordering. As we experienced in China, this will be a journey and we are thoughtfully preparing for this next phase as we adapt in the U.S.



CONSIDERATION 4

Embrace new ways of working

- + **Be flexible, adaptive, and accommodating** towards the personal and professional needs of your people

- + **Consider which ways of working necessitated by COVID-19 should remain:**
 - Expanding adoption of shift-based work;
 - Increase or extend multi-layers of protection (masks, glasses, temperature scanning, frequent cleaning and sanitizing);
 - Incentivizing and/or loosening restrictions on telecommuting;
 - Adopting a hybrid remote-physical workplace to help reduce crowding and accommodate flexible schedules; and/or
 - Re-thinking travel and in-person meetings vs. videoconference or remote meeting technologies.

CONSIDERATION 5

Build resilience and lead with compassion

- + **Acknowledge and address employee concerns** with empathy, understanding and patience.
- + **Continue to refer to trusted sources** of public health guidance and data, so employees trust your actions.
- + **Be prepared to demonstrate your values**, and recognize they may be tested in unexpected ways
- + **Prioritize diversity, equity and inclusion** efforts to ensure existing biases and new divides do not become further entrenched.
- + **Carefully consider longer-term measures** such as leader and manager training and extending (or expanding) new benefits such as hazard pay and extended sick leave.
- + **Build in real-time feedback loops** for employees.

5 Key Drivers For Instilling Confidence In Employees

1

The infrastructure around my workplace is safe and supportive (e.g. schools/childcare open, transport available)

2

I believe my organization is putting my health and wellbeing ahead of commercial interest

3

I see my organization implementing up-to-date measures recommended by trusted authorities

4

I feel supported by my leaders and am able to perform my job (or take leave if I need it)

5

I feel connected to my company and am proud of the work we're doing

Confidence And Resilience Starts With Your Leaders

Ensure your senior executives and people leaders are prepared to support their teams throughout ongoing uncertainty and stress:

Managing Yourself

Dealing with Ambiguity

Developing Emotional Intelligence

Managing Your Team

Managing a Virtual Team

Supporting Personal Resiliency

Managing the Business

Preparing for the Return to Work

Having Difficult Conversations

CONSIDERATION 6

Don't just recover, reinvent

- + **Reflect on lessons learned** and consider how actions have altered organizational culture
- + **Recalibrate 2020 strategic priorities**, scorecards, programs and related resources
- + **Rethink past practices** and extend measures that consider the best interests of both the business and its people, supporting a more resilient and sustainable business going forward.

Final thoughts



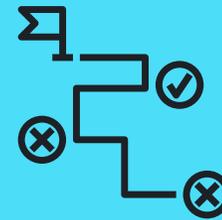
**Survey Your
Employees**



**Constantly
Communicate**



**Live Your Purpose
And Values**



**Double Down
On Contingency
Planning**



**Follow The Guidance
Of Trusted,
Scientific Sources**

White Paper: The People Imperative

Risk Alert: Preparing for Workplace Reintroduction

Additional Reference Materials:

unitedminds
a Weber Shandwick consultancy

The People Imperative: Putting Employees First Through the COVID-19 Crisis and Beyond

Now is the time not only to respond and reset but to reinvent the employee experience

The COVID-19 pandemic has taken a seismic toll on public health and economic well-being, leaving no geography or industry untouched in its wake. With the ultimate impacts unknown, much of society is living day-by-day and moment-to-moment beleaguered with worry and fear.

For all of the troubling storylines, however, it's worth reminding ourselves of the good that has come, and will continue to come, from this chapter. Like other challenging moments in our history, it has been a reminder of the resiliency of the human spirit which has inspired the type of compassion, generosity and ingenuity that only a crisis can produce.

Indeed, now more than ever, we are seeing leaders, employees and organizations rise to the occasion, responding to COVID-19 with a steadfast commitment to placing the safety and well-being of their people first. They are living their values; evolving quickly to meet emerging needs; creating new solutions for employees and delivering on their commitments to society and the world. Moreover, they are **re-envisioning the future**.

In a period where traditional rules no longer apply and norms are being negotiated daily, now is the time to consciously define what that new world look likes and the role of employees within it. Those who do not just recover but take this moment in time to actively get ahead, will come back stronger than ever.

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**People, culture and change leaders:
Critical to charting the path forward**

No matter where in the organization you sit, if you have responsibility for people, culture and change, you have been at the heart of the corporate response to COVID-19. From leading a nearly overnight transition to a largely remote workforce, to implementing measures to ensure frontline worker safety, to sponsoring quick-turn policy changes such as paid sick leave, you have no doubt been a non-stop advocate for your people and a critical advisor to your organization.

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a Weber Shandwick consultancy

APRIL 20, 2020

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RISK ALERT:

PREPARING FOR WORKPLACE REINTRODUCTION IN THE ERA OF COVID-19

The rapid spread of COVID-19 demanded an abrupt transition of business operations around the world, with large swaths of the economy shifting rapidly to remote work and, in many cases, stopping work completely. In the United States, unemployment is estimated to have reached levels not seen since the Great Depression.¹ Economic stasis is unsustainable; we will need to get back to work. But the question is not only when, but how?

We are starting to see the curve flatten, with increased testing (Germany, Hong Kong, South Korea) and protective sequestration (as in the U.S., where more than 40 states have issued "shelter in place" or "stay at home" orders) showing promise. But we will live with the social and economic implications of this virus for months to come while we build capacity to identify the segments of the population that are immune or inoculated, and until we are confident that the medical system is equipped to manage its lingering effects.

Two things are clear. We will not return to the workplace as it was pre-COVID. And now, with an abundance of patience and compassion, is the time to prepare.

QUESTIONS AND CONSIDERATIONS FOR LEADERS:

- + **WHAT WILL THE TRANSITION BACK TO WORK LOOK LIKE?**
The short answer is: it will be different for each community. As we've seen, both the timeline and the severity of the outbreak have varied by location, dependent on factors such as population density and supportive policy. Similarly, as the designation of "essential" and "non-essential" workers underscores, there are varying degrees to which people have to be physically present in order to be effective at their jobs. Many people will likely be hesitant to return and concerned about continued risks to their health and the health of loved ones. Unknowns will persist – the lack of widespread testing and existence of asymptomatic carriers make it impossible to determine who could be infected, and we can't say for sure if recovery confers immunity. Planning for a phased approach will likely be the most realistic option, bringing a variety of complexities.
- + **HOW WILL YOU DETERMINE WHEN IT IS SAFE AND APPROPRIATE FOR YOUR NON-ESSENTIAL WORKERS TO GO BACK TO THE WORKPLACE?**
While we will have some guidance from governments and regional authorities on this topic, it will be important to provide clarity and confidence to your people by defining in advance the criteria by which you will determine when it is prudent to reopen workplaces. Be transparent in your ongoing internal and external communications about how you are considering this critical question as it will have a huge impact on your people and the communities in which they live.
Inputs might include the latest public health data, local infrastructure changes (e.g. reopening of public transportation), prevalence of local testing and availability of community support (e.g. reopening public and private education and childcare) and guidance from public health authorities. With this in mind, you will need to decide whether you slowly reopen workplaces in different locations at different times, or delay until all areas of your operations are deemed safe and can reopen together. When the time comes, visible leadership, frequent communication, enforcement of processes and clear contingency plans will help alleviate anxiety.

1 <https://www.pewresearch.org/july-2020/unemployment/>

We are United Minds.

**A consultancy dedicated to
organizational transformation.**

Our Integrated Team

unitedminds
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Our management consultants, business strategists, communicators and HR professionals know how to harness the power of your people to solve your most critical business challenges through COVID-19 and beyond.

supported by



Our PR roots allow us to break through the noise with creative, digital and social solutions that incite employees to recommit, engage and advocate on your behalf.



KRC Research is our full service global public opinion research consultancy with quantitative and qualitative market research solutions to inform strategic decisions and optimize your strategy.