

COVID-19 ROUNDTABLE CALL RECAP

Compare/share/learn - April 15, 2020

Les Gombik: We are on our 6th weekly COVID update call where we compare, share and learn from each other.

It's important that we add value to you and that's what we try to do every week. The reason many of you join these calls is because it's not a consultant talking at you about best practices – instead you've been able to hear and learn from each other, what we're all doing to respond to the issues facing us all.

Some of you have asked us to start shifting the theme of the call from how we are reacting to the immediate threat, to what strategies we are employing to get through this and, if possible, even thrive? In fact, yesterday the WHO introduced the 6 guidelines they recommend before we can relax the COVID-19 restrictions, and although many of the guidelines are outside the control of the people on this call, one thing in particular that is in our control - are the measures in workplaces and schools to prevent the virus in place. For many of the people I've spoken to, they've figured out how to effectively work from home where possible, but are still ironing out how we are going to ease our way back.

Those are just some of the things we're going to try to tackle today, so let's get started. We have 4 special guests this morning:

Our first guest is the direct result of a request from prior calls to have someone who is expert in pandemics and in finding a cure, so I'm pleased to have Dr. Mireille Vega, a scientist with deep understanding of pandemics, treatments and vaccine development on today. This should help us all understand a bit more what we're up against and how much longer we're going to be 'business unusual'.

Then we'll hear from Mark Edgar, former CHRO of RSA and now a Future Of Work advisor and founder of the Goat Rodeo Project, which is a template for how companies go through the four phases of a major train wreck like we're facing right now. He'll talk about the four R's in this transition, the react, the respond, the reconnect, and the reimagine phases.

Then we'll hear from a couple of progressive CHROs who will be weighing in, specifically Mark Porter from WestJet, who has first-hand experience in the emergency wage subsidy program and bringing back over 6,000 people to try and be ready for work, whatever that looks like, and Dan Markou, the CHRO from Shaw Communications, a company that made some pretty bold changes on the people front last year– well before the COVID crisis. Now Shaw's in a unique position because of what they do for a living – they have data, where they have line of sight into how much the world has shifted to working and staying at home, and what they're doing when they're there. He's going to share some of those stats and how they as a company are using this insight to plan their internal strategies for the next phase.

We want to hear what you're doing to prepare for the next phase of the pandemic. We want to hear your questions and your concerns.

AKCEA THERAPEUTICS

Dr. Mireille Vega – Medical Director, Medical Affairs

Les: Dr. Mireille Vega brings more than 20 years of experience in scientific affairs in a variety of settings, including academia, biotech, pharma and patient care. Dr. Vega, you and I had a very interesting conversation yesterday that I thought the group would love to hear.

Mireille: Since the pandemic was declared, we have been reviewing the basic biology, trying to make sense of the recommendations put in place – washing your hands, coughing in your elbow, mask or no mask, social distancing, quarantine, etc.

I'm convinced that we'll get through this pandemic by working together, and to do so, I think we need to understand why we are collectively making the efforts asked by our health authorities. The different levels of government have done a decent job, I think, of educating the population and our work force. We need to continue to do so and to educate particularly since most measures are to protect our healthcare system and a small portion of the population. For most, it's not to protect our own families. The confinement measures act similarly to a vaccine in a way, while we develop the vaccine against COVID-19, so the measures are put in place to protect our vulnerable population and ensure our healthcare system capacity is not maxed out.

To appreciate the measures, I'd like to take a step back and talk about viruses and how the immune system works to fight a virus. The basis of immunology or human biochemistry starts with the understanding of interceptors. The basic form of signaling in our cells – the real messaging that occurs in our entire body is based on receptors and ligands, and they come in many forms, but they all have one thing in common – they come in closely matched pairs, with a receptor recognizing just one (or a few) specific ligands, and a ligand binding to just one (or a few) target receptors.

Receptors are proteins associated with cells in our cell metabolism. Ligands also come in many forms, hormones for instance act as a signalling molecule. Other types of ligands are antigens. So we've heard about the antigens and the COVID antigen. For the coronavirus, the receptor of the virus is actually the antigen we're targeting.

Also – the immune system, again very basic immunology, our first line of defense is our skin and our gut. But, should invaders pass that first line of defense, then we have adaptive and innate immune systems.

The innate system kicks in first – this system deals with small trouble in a matter of minutes. For instance - when you break your skin, to prevent infections, the innate system will send macrophages to destroy rapidly the few invaders. The innate system with its receptors is great at recognizing common pathogens and also those uncommon ones. But it's not great at dealing with many of them. To deal with substantive pathogens, which describe our viruses, it calls on the adaptive immune system.

The adaptive immune system also uses receptors, but these receptors are specific to antigens. Antigens are a toxin or foreign substance that induces an immune response in the body, especially the production of antibodies.

Antibodies act as receptors and are very specific to an antigen – once it has been exposed to an antigen, it's active in your system and will then be able to flag it for destruction very rapidly. It can do that with many different types of antigen, but needs to build a sufficient response when it's first been exposed to an antigen. That is what vaccines really do - they expose the adaptive immune system to a safer version of a new antigen – in this case COVID-19.

Viruses are microbes that depend on other living cells – they are not living cells, but they depend on other specific cells, such as the cells of animals, of plants, of bacteria in order to multiply. Although they are called microorganisms, they're not considered living because they don't have internal machinery to reproduce - they use the invaded cells to do so. Viruses are very small infective microorganisms made of nucleic acid or ribonucleic acid and a protein coat. Some of them, that's all they have, others also have an envelope with protein. In a nutshell, this is how the immune system works – basic immunology and virology.

How we develop vaccines: right now we're listening to the media, trying to understand what's going on and how quickly – especially in order for people to plan what we're going to do in our teams, and how quickly can we come up to solution.

There are two options when we're exposed to a new disease – treatment and vaccine. In terms of treatment, there are many different initiatives. I'm convinced that we will come to a safer and more organized treatment rapidly. We will dissolve our procurement issues within a few months. We should have secured enough materials for everyone to safeguard our healthcare system. We're gaining experience worldwide, we're interacting with different groups, and we're using drugs that already exist so the development of those drugs is actually happening quite fast.

In terms of vaccine development, we have very little knowledge worldwide on the coronavirus, so it's still more tricky. Vaccine development in general is different than the development of other drugs, because you need a lot of healthy subjects in order to test your vaccine. The regular development of any drugs including vaccines and other treatments starts with the preclinical investigation - you have to find the right molecule. For a vaccine, it's necessary to select the appropriate antigen – the section of the virus that will trigger an immune response, but that won't cause COVID in the patient. The overall global knowledge was not great to start with; most of the knowledge we have or had internationally was in Asia, where they had some sequencing already done because of SARS. They were able to provide a sequence back in January, which allowed us to bypass the normal efforts. We're still working on preclinical, but there are already some candidates that have started phase 1.

In terms of clinical development of treatment and vaccine, there's always three phases – the first phase for vaccine needs 20-80 subjects, it's done relatively quickly, but it looks at the safety of the vaccine. Is it going to enhance a disease in a safe patients.

Phase 2 takes a bit more time and requires between 200 and 800 patients for vaccine development. This phase looks at the safety but also the efficacy of the vaccine. Will it trigger an immune response, and will it be sustained? How long would that immune response take, because some vaccines may have a response, but after 6 months the response is no longer valid, rendering it infeasible. To test that, you need time.

Phase 3's clinical trials really guarantee that the vaccine is efficacious. It needs between 3,000 and 10,000 patients - a lot of patients – which are also probably easy to find.

It usually takes between 4 and 8 years and half a billion to a billion dollars to develop a vaccine. Right now with all the efforts that are in place, there are signs that we may have something ready by 2021. That is a year from now, which is fast-tracked, and previously unseen in terms of speed of development. We are hoping that those who are in trials right now will make it to phase 2 - that will be a good indicator of whether we'll have a vaccine in Q2 of 2020. If not, realistically, we're looking at another year and a half. But let's be optimistic and hope that within a year we have a vaccine.

In the meantime, what do we do? That year will buy us time to make sure that we have procurement, we have all the materials to treat, we have some treatments, and we have time to develop a vaccine. I think that wearing a mask is a bit like getting vaccinated - you wear your mask to protect others. If everyone wears their mask, we should protect everyone and give time to the scientists to develop a vaccine that's safe for everyone.

Les: That's great, and it's surprising to me how the thinking on masks has evolved from the first day to this day. It was only last week that we heard about the use of masks more broadly, and today it sounds like common sense to allow everyone to wear a mask, because it's a form of vaccine and so quarantine is a form of vaccine until we get the formal vaccines approved.

GOAT RODEO PROJECT

Mark Edgar – Founder

Les: I'd like to call on Mark Edgar from the Goat Rodeo Project and a former CHRO himself, who's going to share a little bit of the 4 Rs of transition that we're going through right now.

Mark – As a former CHRO, I think it's important to acknowledge just how appreciative I am of the work I've seen colleagues doing across the country at this difficult time. Speaking with them has provided unique insight about what I see – the four phases to the work that's going on. We've hit a couple of those phases, and then hopefully we'll start to move on through them.

It's obviously clear the health crisis has impacted the ways we live and work, in ways that none of us have experienced before. The economic repercussions are also well-documented and - with record unemployment - it's clear that few economists are willing to predict when we'll return to the next normal. For me the phases started with reacting. Regardless of your organization and your readiness, this required clear speed to action – something that HR teams have been criticized for not having. The timing of that initial lockdown presented some challenges - some colleagues were already on March break - making coordination difficult, but the key focus of this phase was safety and ensuring people were set up to work remotely. Strong communication and decisive action were the orders of the day, followed by clarity, where possible, to provide reassurance.

It was then clear that information started to become more available, dependent on your sector or situation, you started to move into more what I call the respond phase. You start to ensure that those working from home – in many cases for the first time – were set up appropriately to be productive. I heard that assessments were on the rise, and many people were asking for additional equipment to improve their home office effectiveness. Processes needed to change, particularly those that were paper-heavy, and resources needed to be shifted to the areas of most need, which in many cases meant that it's all hands to the pump. It's clear that this will accelerate the creation of a digital employee experience, a new way of communicating and a new way of learning via zoom. It's clear that leaders also have to adapt. Isolation and anxiety will be impacting people's mental health, making regular connection more important than ever. It will be important for leaders to continue to build trust, and I think it's important that they continue to check in while they check up.

It also became apparent last week that decisions had to be made around things like paid leave, how to deal with child care, and how to deal with future incentive programs for persons that have been impacted by this once in a lifetime event. Many organizations are also beginning to implement cost-savings initiatives, increasingly making difficult decisions about layoffs to maintain liquidity. New federal stimulus programs were launched, and it's clear that many HR professionals have become experts in those programs and supporting their businesses with their knowledge. I think it's fair to say that we'll be in this respond phase for several more weeks. It's going to be long days, as we adapt to a fluid and evolving environment. The emphasis on communication and engagement continues - I've heard about many a virtual happy hour, and also virtual yoga classes being organized, in addition to transparent state of the nation updates being delivered empathetically by your senior leaders in the comfort of their homes.

Through this period, I think it's important to continue to check the sentiment of your people. Regular pulse checks are a great way of staying connected - see how people are feeling and whether you're responding in the right way.

The next phase for me is really important - it will be when we have the opportunity to reconnect, and that means physically. I think this presents new challenges and some old ones as well. I think it's fair to say that people will be anxious. The working reference will likely have to change, and many may not be ready or willing to come back to the physical workplace. There could be feelings of guilt, feelings of loss, if colleagues have been laid off, or perhaps even more severely impacted directly by the virus. There'll also be new questions to answer - how will you manage your employees' return to work? How will you treat people who are more vulnerable differently to others? And also, how will it vary from sector to sector? Amongst the opportunity, it's important to think carefully about how you welcome back the team, or as I would like to say - welcome them forward. The shared experience you've been through needs to be acknowledged and questions addressed. What did you learn from this experience? How did your culture hold up? How did your leaders respond? Perhaps more importantly, what would you do next time, because we know there will be a next time.

The final phase is really important as you think about long-term sustainable success. As we continue to face more disruption we need to think about how we reimagine how we work and get things done for sustainable success. There are clearly opportunities presented by technology, but it must be effectively leveraged, and there will be risks that need to be mitigated. I think people will want more purpose to their work and their lives, and they will be re-evaluating their relationship with their employer, and the benefits that it provides. As the HR department, I'd encourage you to think about the insights you received on what really matters to people and what is perhaps just fluff. I would encourage you to Kondo your cluttered HR departments in the same way perhaps you've taken time to declutter your cupboards and your drawers during this period of isolation.

Your profile would have been tested as an employer. It's important to think about how you stood up to that. How did you turn up? If there were failures to your response, now's the time to think about those and take more human approaches as the economy starts to recover.

Obviously engaging your people in this process is important, because that's going to impact the benefit you receive. In conclusion, I think it's fair to say that this crisis has tested our resilience and the limits. The HR teams that I've seen are recognizing that 2008 was a CFO event, this is really a moment for CHROs, and I've seen many people stand up to the challenge very significantly. As you start to think about the lessons to be taken from this experience, there's the opportunity to adapt, and adapting the right way will give you the opportunity to become stronger than ever to face the next situation, whatever that will be.

WESTJET

Mark Porter, Executive Vice President People & Culture

Les: Mark, can you comment a little on what's been going on with you lately – we've certainly seen you in the press a fair bit.

Mark: We've had to ramp up very quickly in trying to understand the legislation. The government have been working overtime in trying to help organizations, and the challenge with that is that sometimes it comes out in pieces and can be hard to understand. I'll talk through a little bit about how we've approached it and then I'll also talk a little bit about some of the challenges we're working on overcoming.

From our point of view, obviously with less than 5% of guests flying now, liquidity is a key issue, so we're certainly open to any help that the government can give. We felt the wage subsidy program would be beneficial to our WestJetters who are on a leave of absence or temporary leave. We see it as benefitting them approximately \$300 a week. And, the added advantage is that they're on the company payroll and therefore have access to company systems including our weekly All-Westjetter webinar, which last week had approximately 3,000 people join. It's a great opportunity for them to stay in touch and hear what's going on.

The advantage from the government's point of view quite simply is that instead of cutting 7,000 EI or CRB checks, they cut one check to us, at least that's the theory in all of this. We felt it was the right thing to do, given there is some money there. One of the initial challenges was understanding the requirement to top up the extra 25%. From our point of view, we are not topping up the extra 25%, so effectively what we're doing is bringing people back onto payroll, but back in an inactive status, so they will get up to either 75% of current earnings or the \$847 a week. That'll depend on the individuals.

They will also get what we're calling a mini benefit program - they'll still be on benefits, which bring some cost to the company, but we felt it's the right thing to do. What we mean by mini benefits is that we're not taking premiums from them or from the company for either dental or vision. Given that in all provinces no one can see a dentist or get eye care done unless it's an emergency, we've removed that coverage, reducing their premiums and ours a bit. We're also making that retroactive to the day that we let the people go, so basically we'll be tearing up their ROEs and they'll be staying on the payroll.

The only time that we will top people up is if we're actually asking them to come back to work. So, these people will be inactive, not working, but will be getting the wage subsidy. We do have a small number (in the 100s) of employees for whom it's actually more beneficial to collect the Canadian Emergency Response Benefit (the short term replacement for EI). They make the choice between whether they come back on that or not. The advantages of coming back on the wage subsidy program are that they will continue to accrue vacation, whereas if they're on the leave of absence or response benefits, they won't.

There are some nuances there, based on each individual and their circumstances. We're in the process of bringing everyone back on payroll in an inactive status now. There is a process where if people want the individuals to come back to work as leaders, there's a formal process through the people team that they have to go through, just to make sure we're not abusing the system by paying people the subsidy program and then not topping them up.

The challenge is also that the program runs until June 6, although I'm sure you've all seen in the legislation that the government have given themselves some leeway to extend it to September 30. Our sense is that they probably will extend, but I expect that it will be extended on a month by month basis, depending on how bad the crisis gets.

SHAW COMMUNICATIONS

Dan Markou, Executive Vice President & Chief People and Culture Officer

Les – Dan Markou from Shaw has some pretty interesting insights, because probably like many of you, I am certainly spending a lot of time using Shaw bandwidth.

Dan – Just as you had mentioned, we at Shaw had undertaken a fairly significant transformation initiative back in 2018, and I'll talk about how that's really benefitted us through this pandemic. A big part of that was our recommitment and focus on putting our people first, and really I'd say our values and our culture have guided us in how we've led through this pandemic. We believe that we can emerge even stronger, and that if you take care of your people, they'll take care of your customers, so I'll talk a little bit about the impact on customers and businesses.

Our products and services are being used now more than ever before. Everything is literally virtual, so through work from home, virtual learning, and people accessing the internet, our networks have been utilized at record levels. When we talk about network, if we talk about our broadband network, we've seen increases of up to 50% traffic throughout most of the day. In the past we'd only see it in peak times in the evening, and now we're seeing it throughout the day, every day, seven days a week - that's been a significant change. On our wireless network, our voice traffic is also up about 25%, as people are taking more calls. We've seen a reduction in our wireless data traffic, as people are staying home and it's been offloaded to their home Wi-Fi. So far throughout the investments we've done over the last number of years, our network has performed exceptionally well, we've had no congestion issues, so we're very fortunate in that regard. We also have our Wi-Fi hotspots – we're not seeing a lot of traffic there, as people aren't out and about, but there is some capacity there that's been helpful for people.

Another big thing we've found over the last few years is that through our partnership with comcast and our video platform, we've been able to move to a completely touchless customer self installation model. At the start of the year, about 60% of our installations were self installed - we would mail the packages and the products to our customers' homes and they would do it themselves. At this point we're now 100% touchless, no technicians involved. If customers do need support, they can call or facetime a technician. But at this point we have nobody entering into customers' homes. We've really accelerated that modernization, which has allowed us to continue to operate.

In the early days in terms of our focus on business continuity, there were four key areas. The first was the safety of our people, so we quickly mobilized and suspended a lot of our international non-essential domestic travel at the end of February, as things were starting to ramp up. The next phase was really trying to get as many people working from home as possible. We really didn't have the capacity, as the vast majority of our employees are either out in the field, in retail stores, technicians, working in facilities or in our call centers. This was a massive undertaking to get everyone at home, and make sure our internal networks were capable with VPN. We were able to get about 8,000 of those who could work from home done in under 10 days, which was quite remarkable. Today we have all of our call center employees working from home answering customer calls, and we've got all the tools and monitoring processes in place for that. Another big focus was communication – video applications and safe working practices. We were tracking where we had employees in self isolation, where people were returning, the deep cleaning of our facilities, and making sure that all of those who were out in the field had access to personal protective gear as supplies were running low.

Next we moved into focusing on health and wellbeing. One of the things that we were able to implement very quickly - in under a week - was a virtual healthcare application. As people are at home and not able to access medical services, through an extension of the provider we already had, all employees are now able to schedule a nurse or be referred to a specialist or a doctor, get their assessment and actually have medication prescribed and delivered to their home, so that's been very well received.

We've also turned on a number of different fitness applications where people can join online classes or have access to a library of classes to keep people physically active. And we've done a lot of sharing of best practices on how you can do an ergonomic setup and we can do a virtual ergo-assessment for those that need it in their homes. There's a variety of different things to assist people adjusting to their new normal.

Third area was about financial wellbeing. In the first couple of weeks, as with all of you, it was about trying to figure out what we do. We were very flexible with people's schedules if they had a health or childcare issue. We had a group of about 5,000 employees primarily in our retail stores or in our in-home door to door sales who, when everything got locked down, really couldn't perform their job, so we agreed to pay them until April 15th.

For those required to be public and perform work (20 of our retail stores have reopened, some of our technicians, some of our warehouse people) we implemented a pay premium or hero pay for those that are in greater risk - maybe 1500 people. And then a variety of different things around education about pension volatility in the market - people were concerned about their pension plan, so a number of different communications and access to SunLife and some other providers that help people through that.

And then lastly, this has all been a big adjustment, so we've had a series of virtual town hall sessions with leaders, a lot of communications to really help people work through this. Through our digital learning platforms, we've been able to create different webinars and seminars on how people can work remotely, how you lead remote teams, and how you lead through change. Through all of those feedback mechanisms, we're actually developing new employee and leadership development tools that help people work through this. This has been more business continuity planning; we are now starting to focus our efforts on the business resumption plan - what that looks like and how we prepare ourselves for it. How do we do it in an orderly fashion. We're in the early stages of that.

Despite our best efforts in trying to redeploy people in areas where there was need, we do have a shortage of work - primarily in our retail teams and in our door to door. Unfortunately, yesterday we announced a temporary layoff of about 10% of our workforce. As everyone knows under Canada labor code you can't really do a temporary layoff, so we've provided those employees an option to accept a permanent termination/cessation of work or accept a temporary layoff. We will recall them when work resumes, and during that period of time they will continue to have access to their benefits, pension contributions, and we will fund a top-up to their employment insurance. The top-up rates really depend on their earnings. We're not really eligible for any government programs and we wanted to support our employees, so put the top-up program in place. Hopefully we can recall these teams - they are teams we expect we will bring back as things start to come back. We're pleased so far in the response of people in that they are willing to take the temporary layoff and not end employment with Shaw - hopefully we can get them back very quickly.

Q&A

Les - great summary Dan, and congrats on all the things you've done to this point. Maybe I'll jump into some of the Q&A now - a lot of the questions we've received are about what people are doing to get ready for back to work. That could be broad general terms around healthy workplaces and programs for insuring the health of frontline staff, etc. Are we at that point yet where you're implementing any of those plans yet because depending on the region you're operating in you may be seeing some of that.

Dan: We're in an industry that is affected differently than others, so I think our focus right now is to continue to make sure all of our customers are connected - that focus is first and foremost. We are focusing on how we can really adjust to this new situation with employee and leadership development, particularly around productivity, level of efficiency, and improved communication to be able to continue to do this for a period of time. I will say that business resumption planning is underway. In terms of what that looks like, we understand things won't go back to normal, so we want to continue to be flexible and agile and respond in real time, depending on how things unfold. That's a big part of our thinking - being flexible and prepared for any outcome.

Mark: For us, it's actually looking commercially at what the world will look like in the future, particularly if there won't be a vaccine for this until this time next year. What does that look like for social isolation, what does that look like for travel, so we have one project team looking at that. Second one on the modern workplace. Our belief is that people will not be as open to working in as dense a workplace, so we're looking at how to manage that. Obviously this has forced many of us to work from home - very successfully - so how do we continue to build on that? We already had all of our call center reservation agents at home, which has been a real godsend in terms of being able to manage the workforce. We now have all of our corporate workforces, with the exception of our operation control center, all now operating remotely. That works really well and it links into a much more digital focus as we move forward with our people. The final thing is looking at what does leadership look like, which is different if you're not seeing people every day. The focus we've had is particularly on communication and how we make sure that there is visibility of the tools and the mechanisms to do that. We've found that using a variety of tools instead of just one can be very helpful, and making sure that there are multiple touchpoints with people who are at home, especially during these times when the media can sometimes spiral people up around messaging - it's important that they're hearing news directly. We have a weekly webcast that the senior team does to all employees. We also expect our leaders to do a weekly webcast to all of their teams - both those on leave of absence and those who are actually working and performing.

In terms of are we there yet? Absolutely not - we believe we're still in the first phase on reacting and responding.

TRIMAC TRANSPORTATION

Matt Faure, President & Chief Executive Officer

Les -We're starting to hear about some supply chain breakdowns to get our products to us or goods to market. We have the CEO of Trimac Transportation - Matt Faure. Matt, as you run one of the largest trucking companies in North America, would you mind weighing in for a couple minutes?

Matt: You can't have a big shock like this without having a big impact on supply chains. Supply chains over the years have become longer and more complex, and all of a sudden you shut it down overnight - it's going to be choppy. It's been choppy all across North America and, as much as we're an essential service and will continue to run, we are still seeing shortages everywhere, and there's going to be shortage expected. You have the manufacturers of the world in Asia that shut down for a few weeks and months. That stopped the supply chain in Asia and depleted the supply chain in North America, so what we're seeing is trying to catch up to this.

We've been very busy trying to reposition inventory and products. We have a geographically diverse workforce, with thousands of vehicles all across North America, and still it's been a challenge to have the products delivered. At the beginning, we saw a lot of doors closed to our drivers - restrooms, restaurants, hotels and the like. Now we're seeing a lot more positive messaging and publicity, so it has been easier for us to operate. Still challenging, because everybody is scared, but we're making some progress here and seeing some parts of the supply chain open.

We're expecting that it's going to continue to be choppy for the next few months, as products come back to north America. We're one of the largest chemical carriers in North America and we've seen that a lot of chemical companies have shifted from manufacturing industrial chemicals to hand sanitizer and things like this. There have been some changes and there will be more long-term changes that will be challenging. We will continue helping, but there's shortage to be expected.

Les -We're nearing the end of the call and there are a lot of questions. What I'd ask is that if there's anyone you want to connect with after the call, send me a note and we'll make an introduction. If you have any general questions, we'll be sure to add them into the future calls.

What I've heard today is this is real, it's going to last far longer than we like, and it's going to change things indefinitely and forever. How they change and what we do to deliver on that change is really up to us. So we're quite excited for next week's speakers as well - we have a woman who recently penned an article on the Future of Work - she just wrote an article in Forbes on how coronavirus is going to change the Future of Work and if you haven't had the chance to read the article, we'll send you a link.

There's lots of research and conversation around what we're going to do to get through this effectively and maybe even thrive. So we hope that you find these calls valuable to learn some tidbits and get connected with others who are going through the same things you are.



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