

# COVID -19 ROUNDTABLE CALL RECAP

Compare/share/learn - April 29, 2020

Les: Welcome to our weekly COVID Call, where we learn, share and compare with each other. Each week we try to bring speakers who will provide useful and actionable ideas that you can take back to your workplaces and communities.

As this crisis evolves, so do our speakers and content. Today's session is going to focus on easing our way back to work safely and effectively. We're all in this together and we need to get it right, because if we mess this up, it doesn't matter how well the rest of us "Unpause", because we'll all be back to square one. That's one of the reasons we've brought back Dr. Peter Nord, Chief Medical Officer from MedCan, who's going to dive a little deeper into his [Return to Work checklist](#).

Our first speaker will be Order of Canada recipient, Indira Samarasekera, board member for Scotiabank, Magna International and Canada's CEO of the Year Advisory Board, amongst others. Indira is going to share her perspective on how boards are dealing with this crisis and their plans for the economic impact on their businesses coming out of this. She'll also share her thoughts from a financial institution lens, being on the board of one the big banks.

Next, we'll hear from Quinn Wilson, CEO of North America of CNOOC, the Chinese state-owned energy company. He is going to share his thoughts on the global crisis through a couple of lenses - that of China and what's happened there and what we can learn from them, as well as some general thoughts on the energy sector in particular, as it's being hit extra hard due to the ongoing price war.

We'll also hear from Grace Palombo, EVP and CHRO from Great West Life/Canada Life, one of the world's largest insurance companies with operations in countries around the globe. As a member of a global company, she's going to share her perspective on how you can learn from other jurisdictions, but also how you should roll out your strategy in multiple regions, which may be at very different phases of return to work. And finally, if we have some time, we'll also hear from some of you on the line. So let's get started.

I'd like to begin with Indira Samarasekera. Indira, an extra special thanks for you joining us. As I understand that you have a grandchild on the way and are expecting a phone call imminently to let you know you're a new grandma. Congratulations, Indira. If you get that call and have to run, we understand. But in the meantime, if you do have a few minutes, you've had exposure to many different sectors and industries over your career as an academic, a university president and vice chancellor, and also a professional board member for some very large global companies being hit very hard by this crisis. Let's talk first about how this crisis is playing out in the virtual boardrooms you sit in. How are things going Indira?

Indira: Well, first of all, Les, thank you for inviting me and my thanks to all of you participating on the phone. I hope you and your families are well. I must say that I'm drinking a lot more wine with friends, hosting virtual happy hours - a new thing. I also would like to really thank the CEOs and teams, all of you out there, because this is a real challenge. In fact, when I asked one CEO how he slept at night, he said, like a baby, "I wake up every hour and I cry." A sobering thought.

Les asked me to speak to you about challenges facing large company boards due to the COVID-19 crisis. Now, I am by no means an authority on any of the subjects, so I'll have more questions than answers. But sometimes asking the right questions may help us all think a little bit about a lens for better solutions. Just a few quick words about COVID - invisible enemy, health, social-economic crisis. We've had contingency plans for natural disasters, for cyber incidents and economic downturns. But we have never faced an almost complete lockdown and never really planned for it. So however bad it looks, let me just remind us all that we had a very robust economy going in. Let's turn to the first signs of return to work and recovery - infection rates are slowing, enormous government relief programs on easing pain on Main Street and banks and central banks are buffering the financial shock. Wall Street is up 30 percent from the low on March 23rd, even though the outlook for economic growth and corporate profits may look negative right now.

So, boards, you're going to hear a lot more about the return to work from a medical standpoint but I think that with appropriate safeguards, the exponential spread can be mitigated and boards must help guide the back to work practices specific to each industry and of course, jurisdiction. I thought to provide some context for my remarks, I might just touch briefly on the four boards I serve on. Scotiabank - one of Canada's leading banks with assets of over a trillion dollars, 100,000+ employees, nearly 25 million customers, and a very strong presence in the Pacific Alliance countries, the Caribbean and the U.S. Second, Magna - a tier-1 automotive supplier with \$40 billion in revenue and 170,000 employees in 360 manufacturing locations in 28 countries, the largest such company in North America. Next, TC Energy - an energy delivery company with 100 billion in asset base, delivering 25 percent of the natural gas in North America, 20 percent of oil exports to the U.S., Midwest and the Gulf Coast, and power to five million homes. And the fourth company is Stelco - an integrated steel company producing 2.5 million tons of steel a year for the construction, automotive and energy industries in North America.

Let me first turn to banking. You asked me to speak about banking from my position as a board member. Banks have never been more important, serving as really the financial arteries for an economy that we know is in somewhat of a coma. Banks today are delivering the government aid, providing loans and mortgage relief for families and business, while most of their employees, of course, are working remotely. Fortunately, for those of us in Canada, Canadian banks were very strong going into the crisis. They had good capital ratios, strong balance sheets and solid growth. One of the things they did, which has been so important, is invested heavily in technology to accelerate a digital transformation. Banks have been able to step up virtually, in short order, to support customers. From my vantage point as a board member of Scotiabank, let me talk about the response that the bank has executed on four fronts.

First, responsibility to employees who deliver the financial services, helping 100,000+ employees to work from home has been nothing short of monumental and the feedback has been very positive. The bank has been very sensitive to employee circumstances, whether it is a need to care for children or elderly parents while ensuring access to technology, proper support for those working in call centers, PPEs and access to medical personnel while recognizing their efforts in this difficult time, to extra stipends. Communication has been constant through every channel and a very effective way to boost morale.

The second front, customers. The bank sees its role by providing liquidity, deferring mortgages and relieving financial stress for businesses and families who have climbed a wall of worry. The bank to date has provided tens of billions in loans and in bad mortgage deferrals. And let me say this, we will support customers through the storm. We believe that they are fundamental to the health of our recovery, supporting customers is absolutely paramount. This is a unique time as the banks see, it's not business as usual. The support of customers is going to be absolutely paramount.

Third, behind the scenes, the CEO and management have been working with all levels of government on relief progress - providing input to the federal government at the front end on the design and at the back, helping small businesses access that relief from how to sign up and how to get money to flow.

Fourth, the banks have also been called on to provide advice on how to return to work. Let me then turn to the role of boards. Having lived through the 2008 financial crisis on Scotiabank's board and now watching this crisis, I learned a few simple dos and don'ts from just superbly experienced board members. So here they are:

- Do scan the landscape and offer deep situational awareness of the big picture to help the company emerge more resilient.
- Do provide critical oversight and guidance for the here and now and remain engaged in reshaping how long-term plans evolve for the new normal.
- Don't jump in and make unreasonable demands on management's time as the CEO and team are fighting fires on all fronts.
- Do facilitate simpler processes, delegation of authority and remain a quick call away.
- Do reinforce the purpose of the organization and social obligations to the community.

Let me outline a few short and medium term actions as I see them unfold. The operational challenges are not only new, but they are gargantuan - liquidity concerns, strained supply chains, absent employees, remote working where possible, and so on.

One must have a clear line of sight into business continuity, mission critical work streams and viability. Manufacturing companies are especially vulnerable because of the disruption to production - company indebtedness, bank and bond financing, lines of credit, availability of revolvers, key covenant terms and the company's near-term liquidity needs are important areas for focus. While management has all hands-on deck solving operational and financial issues that threaten viability, the board must think ahead. We must monitor signposts and assess scenarios that might impact the strategy and business plans in the new normal. What might that look like?

Let me turn to some medium-and-longer term considerations. No question there's going to be winners and losers. Companies that emerge more resilient by seizing opportunities are going to be winners. And of course, we cannot let a bad crisis go to waste. Insight into lasting trends is going to become competitive intelligence.

I don't have any answers, but let me put some questions and some thoughts. First, I think climate change will be a lower priority, relative to employment and economic growth, so hard hit until a full recovery. Look at how quickly we've abandoned our reusable bags in favor of plastic bags. How will a low priority for climate change affect investment of scarce resources in ESG? What is going to happen to investor sentiment around this? How long will it take to recover?

Given the asynchronous spread of the virus, manufacturing and construction in China has returned to normal. But it's a country with significant overcapacity in automobile and steel production. Are they going to just open the floodgates? What will that do to commodity prices? In the meantime, overleveraged steel companies in North America are shutting down production to conserve cash. The collapse in oil prices has been absolutely calamitous. 25 million barrels or more day of demand destruction. Who knows how long it will take for that to be restored but it's going to be critical for economic growth, not only for Canada, but, of course, for Alberta and western Canada hinges on oil demand and price. Will regulations be relaxed? Will permitting be made easier for oil and gas sector? Will there be more support for building pipelines to get oil and gas to new markets? The shale industry in the US is under duress and some producers will go bankrupt. What will this mean for natural gas prices? Will a strong oil and gas industry emerge from the ashes? Will cheap oil and gas delay penetration of renewable energy and electric vehicles that were just beginning to take off?

The automotive industry has seen devastating impacts because of the staggering proliferation of the virus and the globalization that led to complex supply chains consisting of thousands of suppliers with just-in-time requirements has now been disrupted and the disruption is not fully evident. Are we going from just-in-time to just in case in the future? Scenario planning, monitoring distressed suppliers and competitors would require more attention. And so the question is, will this give rise to a tectonic shift from globalization to localization for supply chains? And will this be accomplished by the acceleration of automation and robotics to offset the benefits of cheaper labor elsewhere? Good question. Automobiles and other vehicles are central to the freedom of movement of people and goods. So will the pandemic alter customer preferences? More shopping online, more demand for delivery type vehicles. Will there be a change in the mindset of consumers who use hailing and ride-sharing as a service? Will personal ownership of vehicles now become a bigger preference? What will happen to public transit usage? And will the development of autonomous vehicles be pushed up? These are some of the big trends that might be shifted.

So let me get to the closing comments. Bill Gates, who has been so prescient with respect to the pandemic, believes that the transition to digital and remote working has accelerated a decade in just a few months. Think about that, a decade, in a few months. How will companies take advantage of this? What happens to office space needs?

There are finally a few other areas that are on the immediate horizon for boards, I won't go into any detail and just throw them up: monitoring for activists; identifying opportunities for strategic acquisition and in due course (I don't think right now) executive compensation in the light of the effects of COVID on the markets, on profitability and share price. In closing, let me say, I'm an optimist but also a realist. I believe that businesses with strong balance sheets, exceptional management teams, great strategy and resilient business models will emerge winners. The role of boards right now is to help translate the rapidly changing circumstances into competitive guidance. I, for one, have faith in humanity that common sense will prevail and that decisions will be based on data and logic and not, hopefully on opinions and politics. Thank you, Les.

Les: Thank you. And what an incredible summary and overview. We appreciate it very much. Is your phone ringing? Do you have time for one or two quick questions?

Indira: Yes, I do.

Les: OK, great. In terms of evolution, as you mentioned, Bill Gates has said that we've advanced a decade in the last couple of months. In terms of the role of the board not being in the face of management during this very challenging time but at the same time trying to help organizations be strategic and take advantage of the long-term changes going on out there, how do you balance the need for long term strategic direction with the immediate requirement of management to deliver on the immediate day-to-day? How do you manage that?

Indira: First thing, it's really important for boards to be fully aware of what's going on, of all the operational challenges. Quick regular updates, as and when management thinks they need to provide it, is the way to go. But also use those opportunities to have a discussion, an in-camera discussion perhaps with the CEO, not to involve the whole team who are really very busy, on some quick thinking on what they're seeing around these shifts. It's very early days but many board members who maybe in our case and some of the board's people from other countries are in regions where people are going back to work. Germany, for example, is going back to work. It's very useful to have those board members offer some insight. It's that kind of balance of fairly short, at management's request, but also importantly, using board time very, very importantly.

Les: That's great. Thanks, Indira. One last quick question, what are some of the key metrics that you were measuring in this very short term? Have things changed in terms of what you're measuring? And if so, are they?

Indira: It's so difficult to measure right now. For example, we do have a measure of what's happened with oil demand (that's an easy one to measure), but we don't have any measure of what's going to happen to automobile demand. That's going to determine what happens, in some respects, with cars - it's the same problem we're seeing with the steel industry. Difficult to measure right now, demand destruction, because the order books were already full for the quarter. So what we are trying to do is to figure out a dashboard of metrics that we are going to observe as a means of first signs of what the demand destruction looks like and what we might anticipate in terms of a renewal. And of course, we're looking at all the issues on the financial side in respect to everything I talked about - corporate bonds, government aid, how fast it's



going and so on. But again, very, very early. Think about it - we've been in lockdown for about four to five weeks and most companies are beginning to think about reporting second quarter results. So watching those, I think, is also going to be critical from the bank's standpoint. We've been looking very carefully, for example, at the results of our big banks south of the border - JP Morgan, Goldman Sachs - good ways of getting early warning of what these measures are going to look like.

Les: That's great, Indira. Thank you very much for joining us and sharing such great insights, especially when you're expecting this call about a new grandchild on the way, so we'll let you go now.

We're going to move on to Quinn Wilson, president and CEO of North America for CNOOC, the largest state-owned energy company in China. Quinn, life for all of us in North America on this call has changed dramatically over the last few months with you working for a Chinese state owned company, you've had exposure to this a little bit longer than the rest of us as China got it first. I guess the first question is, Quinn, how are you holding up?

Quinn: I'm holding up okay. I can't say my teenagers are holding up as well I am. To all of those of you on the call that have teenagers, I'm sure you're experiencing the same thing. It's probably as big a challenge as anything.

Les: I'm sure it is. Can you share with us some of the things that you've learned from how China has dealt with the crisis and what we can borrow over here and what we should avoid?

Quinn: Sure, happy to do that, maybe I'll just do a short bit of context upfront. First off, thanks for letting me join the call. For those of you who aren't familiar with CNOOC (Chinese National Offshore Oil Company) it acquired Nexen back in 2013. A bit of an overview of what's going on in our North American business, because there definitely are challenges beyond the global pandemic as Indira covered off.

We experienced it early on because China was impacted quite early in the year. We were watching through video conference as well as through all of our travel being stopped immediately with what was transpiring in China. Like everyone else, we were immediately thrust into the global pandemic and on top of that, in the oil and gas industry, we experienced a massive price collapse, arguably the worst in history with crude falling into negative pricing.

As well as being an essential service provider, it creates unique expectations and dilemmas for our industry and for the business. Continuing to provide those essential services and at the same time, make sure that our population is safe has been our top priority and our top driver in everything that we've done to this point.

Some of our biggest challenges from the start, obviously were about site safety from our perspective. We pushed everyone in the Calgary office into a work from home scenario very early on. But then you've got your site that continues to operate as an essential service. Since the outbreak, we immediately turned our minds to what to do to really look after our people who are working in closer contact with one another.

We immediately put a postponement of all major projects in place. We had three major projects totaling several billion dollars of spend and we put those on hold in order to implement significant safety protocols to reduce the risk of our staff working on site. All of our on-site support staff immediately moved to work from home and

only essential staff were allowed to come on the site. We quickly put temperature checking in place at the front gate, questionnaires needed to be completed prior to anyone's arrival to the site, our camp practices around spacing out of our employees - we went to about 20 percent usage of our camp in order to really be able to spread people out. We changed our cafeteria practices, cleaning is continual, etc. and we really insisted that all of our contractors needed to follow the exact same protocols if they were going to continue to have scaffolders or pipefitters, etc. to ensure that anyone that did come to our site was protected.

To this point, we're thankful that we haven't had any cases within our workforce up at site. At the same time, we're also dealing with the price collapse and moved our business to what we refer to as 'survival mode'. We are really looking at how to remain sustainable for the long term while also responding to extremely punishing negative pricing in the short term. I already mentioned the postponement of major capital projects that drastically reduced our cap-ex. We took a hard look at what could we do from an op-ex perspective, but never getting close to the line on safety. And unfortunately, we needed to make some challenging decisions around reducing costs by reducing our staffing levels across all of our Canadian and U.S. organizations. So that's kind of the context in the backdrop.

What did we learn from our Beijing counterparts? That's where our head office is located. We definitely observed them being ultra supportive from the outset and they shared a number of lessons learned as they were responding to it in real time in China. We started planning around PPE for all of our regions, whether it be temperature checking devices, thermometers, face masks, gloves, etc. They definitely were ahead of the curve on that. We put in place global travel bans in mid to late January and safety protocols at site and office. A lot of the ones that I referenced, we took from their experiences, meeting protocols, everything virtual as much as possible. If people are going to be in conference rooms, they're wearing masks, they're spaced out two to three meters, etc. We took a lot of that learning early and made contact with other members in our industry to share our learnings. If anyone wants examples of our protocols, we are happy to send them out. This is the time to share information and definitely not the time to think about this from a competitive perspective, not at all.

Re-entry strategies would be another one that we've been benefiting from our parent company. Some key lessons that we've picked up from them are that pace is critical. You don't want to try to bring everyone back at one time. You do want to stagger it, a graduated approach, possibly pulsating the number of folks in each function that come in for a couple of days just to reduce the risk, reduce the numbers - even if you do think you're on the decline of the curve.

Second definitely would be around leadership, they need to be seen as leading. They need to help minimize the anxiety, but at the same time be very patient and definitely not rush a quick return to work. Use of technology - as mentioned temperature scanning equipment, we've got that in place for all of our locations. When we come back to the office, we certainly don't have plans at this point in time but over the next 30, 60 days, I'm sure we'll start to consider it.

Office considerations around configurations, the open plan versus closed offices. Our Calgary office is predominantly closed office, not open plan. We're looking at what to do with our marketing staff, who are in more of an open configuration. What would we want to modify there? Work from home policies and optionality for our staff? We've

been looking at what to offer our staff in the way of work from home arrangements after the pandemic has come and gone. We're definitely learning from this whole experience and some of our staff most definitely can perform their roles from home. And if they choose to do that in the future, we'll probably be making that available to them. The other one that we've talked about that's more North American-centric is around resetting our own safety culture as a leadership team. We've always encouraged people to work from home if they're not feeling well, but there seems to be this strange North American perspective that even if you've got a cold, you still try to come in and do a day's work. That definitely won't be our mode going forward. We've already started conversations with our population that if you're feeling off at all in the future, we don't want to see you. We're happy to talk to you but we don't want to see you.

We've been looking at the silver linings behind all of this – looking for the opportunities we can take in a situation like this. We're definitely dealing with some unprecedented times but we are looking for what we can do to maintain the morale of our staff and also improve our business in a very low-price environment. We've definitely pulled forward our turnaround for some of the things that we've looked at. We've had a turnaround plan for later this summer; we've moved that forward to kick off May 1st. We're shifting maintenance work around to take advantage of the low-price environment and catch up on any of those wanted items, not the needed items.

Remote work, understanding that it's possible and could potentially be an option for a good portion of our population and what will that mean to the way that we work? What policies would we need to put in place? How would we support them better in a work from home situation than we did in the current environment where it was more of a rushed exit. Then a second look at all of our major projects. I have no doubt they will continue, however, are there ways that we could better optimize them? Is there more process safety management? Given all of this time, we can really take a deeper look at how we improve our business in the long term and look for greater efficiencies? Those are some of the things that we're looking at and some of the lessons that we've taken from our Beijing parent.

Les: Great – thanks, Quinn. We're going to switch over now to Grace Palombo, executive vice president and CHRO of Great West Life/Canada Life to weigh in. Grace, your organization is a very large insurance company, even on global standards. And you've seen how some countries are returning to work and even some regions within those countries coming back to work and other parts of those countries not. Not unlike what we're seeing here in North America with certain states and provinces and even municipalities. Please give us an overview of your organization's footprint and things that you've seen and learned from around the world.

Grace: Thank you Les. I'm happy to and thank you for the invitation to join. You know, sessions like this have been incredibly useful over the last six weeks with the wonderful sharing that's gone on and just bringing everyone together to try to tackle a common issue where there's no proven roadmap.

There are so many unanswered questions and many of the answers we have keep changing, so it's difficult to even put a stake in the ground. And different countries and regions are in different places of this journey. I am with Great West Life, a group benefits, retirement plan, savings plan, asset manager, personal insurance on health and life insurance provider. We are across Canada, in Europe, in multiple countries and also in the US. 30,000 in total between employees and advisors.



I won't talk too much about what I call the pre-pandemic period or moving to work from home. Other than to say that we probably had a population that was 80 percent in the office and about 20 percent on formal work from home arrangements. We were on a journey of modernizing technology and the workplace, but we were not at the end of the job. When this struck, we were really in this position where we did not have the muscle of moving to a work from home quickly and we had to figure out how to tackle this. Part of your question is how do you manage through this from a global perspective when you have businesses at different stages of this journey? Well, one thing we did, which I think really helped upfront is to immediately put together what we call an MIP committee, a major incident protocol committee. It was the CEO, all the country leaders, HR, legal, risk and technology. We put together a working group with representatives from across the business and that was probably the best thing we did. We had daily meetings. We tried to get all the issues on the table. We had roles and responsibilities, a bit of a divide and conquer with each of us tackling different parts of it.

What we established at the parent-company level upfront was a set of criteria. We said regardless of what country you're in or what stage you're at in this journey, we want to have a set of first principles that will guide us through quick decision making, will give us the flexibility moving forward and also give local autonomy and flexibility that they can make decisions quickly. We didn't want to get caught up in decision chains and moving things up the ladder.

Our first principles were really around our values, and we said first and foremost, we're putting employees and customers first. Safety has to be the governing decision making on everything we do. Secondly, we are going to do our best to ensure business continuity and service provision. The nature of our business is people count on us for checks, for payments, for reimbursements, and we needed to find ways to continue on with that. And then we also included a dimension around community support and community involvement that we will participate from a community perspective.

In the insurance industry, in particular in Canada, we have come together. So there are regular conversations amongst the CEOs with the regulators about our position in this journey and about a phase-in of return to the office so as to not put more pressure on the system. So that was very helpful and it governed us into moving very quickly to move almost 26,000 employees to work from home over three days, making very quick decisions around VPN, licensing new laptops, and how much we would provide to employees so they can set up home offices. We were able to move and right now we have about 96 percent of all our work is being done from home, including some very manual paper-driven processes, including some payroll.

So that period for us was crisis, moved to work from home, business continuity, support employees through this period and I'd say the last two or three weeks have felt like we have shifted into current state. Now we're focused on how we operate during this period and how we start to plan for a return to the office, and we're doing it simultaneously.

During this period, one of our first principles was around employee support and employee safety and we asked ourselves the question of could we possibly guarantee no job loss as a result of COVID? And the financial impact of doing that, knowing that we have some areas very quickly running out of work. We made a decision not in all our businesses, but in most of our businesses, Canada Life in Canada being one,

where we provided that guarantee to employees. We have spent an inordinate amount of time on communication and Indira talked about that as well - being as transparent as possible, as supportive as possible, as connected as possible. Social isolation is very difficult. I mean, we have employees in a corner of the basement set up on a folding table trying to do their work with three kids somewhere in the house trying to do online learning and a partner who also is trying to work from home - we understand all the challenges that are there. We have really focused on employee support from a financial perspective, a physical and mental well-being perspective, and support for our leaders in helping them lead during this time and making suggestions around - having coffee chats in the morning, how to utilize the team's site so there's more video conferencing, make sure you're checking in with employees to see how they're doing.

I have to admit, in the last two weeks, I've heard cracks in people's voices. I've seen shifts in behavior. This is really starting to take a toll on people from a personal perspective. The other thing we've done is try to keep the momentum on growth initiatives that we have. Recognizing a decline in earnings, recognizing an expense reduction and budget adjustments that have to happen. But we also had really great transformation projects and initiatives. We are looking at redeployment of people pulling forward some of those initiatives in a way that we can move them forward. Once we are back into a full work mode, we are better prepared and that is working well. But I have to admit, I don't know how long this is sustainable.

The other piece of work that we're doing is around return to the office. We were calling it return to work initially and then realized, no, we are working. The feedback that we're getting from our business leaders has actually been very positive. They are telling us that they feel we are on par with performance levels pre-COVID and in some cases many are thinking actually productivity has gone up. That has been very, very helpful.

The other area we took a look at is whether we had an increase in disability claims and what's happening with attendance and overall, on a week by week basis has been declining. Incidences of short term disability claims and longer term disability claims have been declining and that is both from our employee perspective and from a group benefits provider, across the countries. Also, absenteeism has gone down. And I think Quinn addressed it as well, I would expect employees are most likely to call in for a sick day when they are working from home.

Another thing that has been helpful is that we were doing engagement surveys with employees in the early days. We wanted to have a sense of their engagement levels while they were working from home, but we also wanted feedback on what we could do to help them be more effective while they're working from home. Feedback was all over the place - from improved bandwidth to a standing desk to better technology - but it was very helpful in the next wave of information. A more recent survey we did included questions about returning to the office and what their preferences might be. We've talked about a phased approach that absolutely will not be open the doors and everybody comes back. We asked for their feedback on whether they would like to return earlier versus later, how they would like to return, and would they like to return to their prior arrangement or would they like more working from home? And that was incredibly enlightening and we had about 70 percent of employees elect either a full time work from home arrangement, a part-time work from home arrangement or the last phase of returning to work. I suspect a lot of that is also influenced by childcare and government guidance around when schools and daycare will be open and also physical safety concerns. Not sure I want to go back into a workplace as long as there's going to be a health risk associated with that.

In return to the office, we're looking at the same things everybody else is around how you ensure physical distancing, sanitation and meeting government guidance. We recognize that on our return to the office, it will be driven by local government guidance, local markets, local business, so we have left the decision-making to the local businesses. However, we all agreed we are going to be governed by a set of first principles, general guidance and our values and we will not compromise any employee safety or customer service because there's a financial impact to that.

The other piece we talked about as first principles was our role in the community. We are operating quite well working from home. It would be better if we had the office available and people were going in for a variety of reasons, however we can continue to operate. So one additional piece we talked about yesterday was actually taking a position that we will be slower in returning to the office in order to allow those businesses that are customer facing, that need to get into restaurants, medical offices, retail environments, so we don't put additional pressure on the system. There is additional pressure on transit systems, on health care and actually contributing to a possible second wave or a relapse.

Les: Well, Grace, thank you very much. Very insightful and I loved the specifics around not the return to work, but return to the office/workplace because I think a lot of us would say that we're working just as hard, if not harder than ever trying to juggle all those other distractions that you mentioned.

I'd like to welcome back Dr. Peter Nord, Chief Medical Officer of MedCan, who was with us last week and shared a high-level framework for returning to work. Peter, now that many countries and states and provinces are in the process of unpausing, can you give us that specific checklist that we talked about last week to help us all get back to our workplaces? I know the challenging part of this checklist is that it can't work for all industries on the call because different checklists for different companies but can you share some guidelines we can all use, please?

Dr. Nord: Yes, for sure. I want to drill down a little bit and become just a little more granular than we were talking about last week. And then certainly moving from our speakers, from a more strategic business continuity planning towards a level below that. And as you said, there's no perfect game plan because every industry is different, every region is different.

As we heard, pacing is critically important - not going too fast;balancing the health of the population with the health of the economy. I think everybody recognizes that. I thought I would spend a couple of minutes and fly through some of the suggestions, some of the big boxes that really just need to be checked. As we move through each of the boxes, they are obviously hit lines and there's lots of work that can happen under each of these.

We're in a unique position in North America just about now, where we are stable in terms of offsite and onsite work. We have to start thinking (and literally in the next two weeks), how we start to move people back to the office gradually and what our eventual plan is going to look like. So, that's the first box that needs to be checked. We need to assess the end state, the optimal balance between onsite and actual work for every functional area of the enterprise. Many of our organizations are large and complex and you can't take a one size fits all approach. Every functional area needs to have its own sub-strategic plan on how to do this. You need to reassess your value proposition, to reassess client segmentation, supply chain stability and even the strategic plan that you may have already doubled down on that now needs to be revised or at least refreshed. And again, it may need to be dropped down more to the functional area as opposed to the global overarching plan, which is sort of high level in many cases.

Secondly, assess the varied and unique workspaces, the actual environments across the organization. You're going to have to start to have an inventory of what's going on across the different types of work sites. Obviously retail, food service, hospitality, manufacturing, all of these are different, but the common need is to really do a detailed assessment as we start to think about the basics or first principles of what the future is going to look like.

Third thing, match the workspace ecosystem to support the end state, optimal balance between onsite and at home. There's your first big decision, what is that eventually going to look like? If we could look out to the horizon, what is the balance between onsite and actual work? We have to anticipate one or more COVID-19 waves where the shift may revert back in keeping with changing public health regulations. So not only are we looking at the horizon, but there may be a wave or two that gets in between us and that horizon. Our tactics need to be able to revert back very quickly to where we are today and then very quickly move again forward, a very dynamic situation.

Probably one of the most important aspects of the shift to onsite work is demonstrating and maintaining the highest degree of employee and client safety. I'm the fourth speaker to say that today. I think we all get that, but what does this really mean? It means strict adherence to physical distancing, hand hygiene, personal protective equipment, screening methodologies and a footnote here that education incentives and ultimately enforcement are all less effective than forced function approaches. So the example on public transit, people will generally be these days keeping some distance from each other. Well, how? What if you're actually designing public transport? You're going to block off two out of every three seats that people cannot sit in those seats even if they wanted to.

Communication strategy is critical during all phases for returns on site to manage expectations of all parties. You cannot over communicate - frequent repetitive communication is needed on an ongoing basis. Look at this as an opportunity for engagement with all of our key stakeholders, most importantly, those employees as our key stakeholders. Legal issues need to be considered. Sometimes in the middle of the fray, we can lose track of the fact that there will be legal ramifications to almost everything we do, and especially around things like accommodation. Certainly unionized environments may be more susceptible to post-hoc legal issues and that's something we're all going to have to deal with. Thinking about that now, will save some pain later on.

Screening procedures will need to be decided upon prior to any returns onsite. Privacy issues are significant here. Security issues are important here. Are you going to be doing temperature screening or not? What do you do with employees who test positive on screen? What about immunity testing? We've heard a lot about that in the media just recently. Workspace modifications, building in physical distancing. We tend to think about the traditional sort of office setting. What about lunchrooms? How do you manage with elevators - with only two people on the elevator? What about public transportation to and from work? Are we actually placing employees in an unsafe work environment by asking them to take public transport? The implications on that versus driving an automobile. And finally, even schools. So we're slowly getting back to some sort of school re-openings in different regions, which is great and responds to the local needs, but what's the impact on our employee's ability to work onsite if their child is either at school or not at school?

So, this is a quick checklist, high level. These are the kind of things that I think about when I'm thinking about the granularity of what it's going to take to get from safe at work to safe at home and then back and forth as we need and get that balance just right, and then get the balance right over time. I'll be leaving this with Les. We're also going to make available a quick link that can go into more detail about the kind of work that we're doing in terms of safe at work.

Les: Thanks, Peter. And while I can't believe how quickly an hour goes by, we try every week to end on the hour. So I'm just going to give the closing remarks. I'm very sorry, but we don't have any time for further questions, however, I'm happy to provide your questions directly to any of the panelists if you want send me an email. I'll provide a link because that's really the whole intention of these calls is to create community and introductions.

Next week, we have a great lineup already confirmed. We have a food security and supply guru who's going to weigh in on all the meat packing and poultry plant closings and whether we have anything to be concerned about there. We also have the CEO of a large industrial company who has a personal passion for mental health. He's been asked to lead and form a provincial leadership roundtable designed to push mental health support and healing further into the corporate world, and as we heard from some of the speakers today, people are starting to crack a little bit.

As mentioned, we're all in this together. We have to get this right as a group or none of us can succeed. If you have any counterparts who you feel would benefit from this call or any other companies who you feel should listen to this, please let them know that they can listen to it on our website.

On behalf of my colleagues and myself here at Caldwell, thank you. Until next week, stay safe and stay healthy, everybody. Thank you.





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