



COVID-19: How are CHROs leading the shift from response to recovery?

Host: **Burt Rea**, managing director, Deloitte Consulting LLP

Guests: **Erica Volini**, Global human capital leader, Deloitte Consulting LLP

Fabienne Smolinski, SVP, chief people officer, Arbonne

Nigel Sullivan, chief people officer, Bupa

Melissa Werneck, global chief people officer, the Kraft Heinz Company

Burt: Welcome to the Capital H podcast, where we explore the topics and trends associated with work, the workforce, and the workplace. I'm your host, Burt Rea. As the COVID-19 pandemic challenges business leaders to rapidly refocus their workforce priorities and programs, CHROs are navigating through uncharted waters. How are leading CHROs responding to the

crisis and starting to pivot toward a path to recovery? How are they reengaging and redeploying workers to new ways of working? And how are they balancing immediate and future requirements for when, where, and how work gets done—and who does it? In the quest for answers to these questions, today's episode centers on a Deloitte Dbriefs webinar featuring my colleague Erica Volini,

as well as the CHROs from Arbonne, Bupa, and the Kraft Heinz Company. Together, they explore how their organizations are operating today, look forward to the next 12 to 24 months, and offer candid insight that can help all CHROs lead the shift from response to recovery.

Erica Volini (Erica): Thank you. Hello, everyone, good morning, good afternoon, good evening, depending on where you are in the world. We are thrilled to have you here for our Dbriefs webcast. By way of introduction, I'm Erica Volini, I'm Deloitte's global human capital leader, and I'm thrilled to be hosting today's Dbriefs, "COVID-19: How are CHROs leading the shift from response to recovery?" As I reflect on where we are in this moment that I know, frankly, none of us have ever experienced in our lifetimes before, it's amazing to me that all of us are collectively facing the same challenge. We may be facing it in different ways at different times with different emotions, but all of us are in the same situation, and I think there is something very powerful about that, and I feel as though in these types of moments, being able to hear stories and share stories about how each of us are dealing with this, helping our organizations to respond, and to shift into recovery in this moment is so incredibly powerful, and that's why I'm thrilled to be able to introduce three amazing CHROs who have generously volunteered their time to be on today's call and are willing to be so open and sharing their stories. So let me introduce our panelists for today's session.

First up, we have Fabienne Smolinski, joining us from Dana Point, California. Fabienne is the chief people officer at Arbonne, a direct selling organization focused on health, wellness, and beauty. With over 20 years of HR experience for several Fortune 100 organizations, Fabienne is currently responsible for the global human resources function, corporate social responsibility, and the Flourish Arbonne Foundation. Fabienne, welcome, and thank you so much for joining. Next, we have Nigel Sullivan, joining us from Barton, England. Nigel is the chief people officer at Bupa, one of the largest international health care companies providing health insurance, care, and specialty services. During Nigel's 30-year career, he has been awarded CHRO of the Year in 2016 and was included in HR magazine's Most Influential list in 2019, quite a significant accomplishment. Most recently, prior to his role at Bupa, Nigel was

the group human resources director for TalkTalk. Welcome to today's program, Nigel. We are thrilled to have you here. And finally, we have Melissa Werneck, joining us from Chicago. Melissa is the global chief people officer at the Kraft Heinz Company, the third largest food and beverage company in North America and the fifth largest in the world. Melissa is responsible for overseeing Kraft Heinz's global human resources function and joined Heinz in 2013 to implement the new performance management methodology and integrated management system. Melissa, welcome, and thank you for joining.

As a quick reminder before we get started, if you have any questions during the webcast, please submit them in the Q&A window in the webcast console, and we will absolutely do our best to respond to them throughout the presentation. Also, please note that you can download today's slides by clicking the Downloads and Links icons on the console, and if you'd like an audio recording on today's webcast, one will be available to download within the next 48 hours.

I'd like to get started talking about a framework that we have developed to guide our response to COVID-19 and to help our clients, who are obviously facing the same challenges as many of the other organizations. There are three phases to this framework I want to briefly talk about, and then I'm going to ask our guests to tell us where they think they are in the context of this framework.

The first is Respond. This is where organizations are dealing with the present situation and, frankly, just trying to maintain the continuity of operations to whatever degree possible. I think for most of us, we would find ourselves squarely in the Respond phase right now, although it feels like we're starting to see signs; I'm talking to many organizations in China, and there's a view that there's a shift toward the next phase, which is Recovery. We're starting to see some economies in Europe opening up. Angela Merkel announced the slow reopening in Germany. We've seen some of that in Italy as well, so it does feel like we're

shifting there, but I think most of our clients, most organizations, have been talking about the Respond phase. As we move out of Respond, we're going to move into a phase that we call Recovery, which is where organizations are learning and emerging stronger. To us, Recovery isn't necessarily about being in the new normal that many are calling it, but it's about the transition in, and we believe the Recovery phase will last somewhere between 12 to 18 months, highly dependent upon when we see a vaccine for COVID-19, but this is really a phase that sits in between Respond and the next phase, which is Thrive. And during Recovery, our view is that many organizations are going to be still having a hand in Respond while they're thinking about how they shift toward Thrive. And then the final phase, the phase I know we are all really wanting to get into, is Thrive, and that's what organizations are preparing for and shaping the next normal. So now that we've shared that framework, I want to turn over to our guests and start to talk about our first panel question. Where do you see your organizations on this continuum, and when do you think your organization will start to transition from Respond to Recovery? So let me start with you, Nigel. Let's get your views on that question.

Nigel Sullivan (Nigel): Thank you, Erica. Hello, everybody. The global nature of our business means that we are probably in all three buckets at once, depending on the different countries and the stage of the pandemic. So as you referenced, Erica, our businesses in Hong Kong and mainland China are now adjusting to the new normal. They are heading in toward Thrive, but we are extremely aware of the danger of a second wave. In Spain, we are just starting to come out of Respond, as a few other mainland European countries that you referred to are moving into the Recovery phase. We are starting to shape our future state. In the UK, we are definitely at peak, it's high-intensity, and in other places that we have business, it hasn't had quite the same impact because of how government and populations have responded. An example would be Australia. But we have benefited from our global footprint, learning from our

businesses in Hong Kong and more recently, particularly from Spain, and we've been able to share with businesses the different stages of pandemic learnings. Our rapid learning and collaboration have been hugely beneficial in withstanding the stresses of the crisis.

Erica: I think that's interesting, and it's a great point. I think as a global organization, you're in all these phases depending on what markets you're in. Fabienne and Melissa, Arbonne and Kraft Heinz are also global organizations. We would love to hear from both of you, your perspectives. Melissa, where would you see the Kraft Heinz company in terms of the Respond, Recover, and Thrive framework?

Melissa Werneck (Melissa): First, I would like to start by saying thank you for having me here. It's very nice to listen and learn from others' experiences as well. I think at Kraft Heinz, we're emphasizing a lot that no one knows exactly when recovery will take place. Recovery is a fluid concept right now. Although we do not have clarity on the timing of the recovery, we need to be planning for it now, building scenarios for it. Since Kraft Heinz is a global company, we're getting learnings from around the world, and each country is in a different stage, as Nigel said, but in our case, when the virus emerged in China, we knew right away that we had to set up a crisis management group, because we knew from experience that there was potential for it to affect the whole world. So we set up our crisis management group in mid-January, and that was key for us to be better prepared to respond. Despite the business that you are representing, our crisis committee was already starting to forecast and understand what would happen if the virus spread all over the world, and when it hit Europe and North America, we were able to take actions very, very fast. And now our approach to the Recovery phase is exactly the same. China is back to some level of normality, and we're learning a lot from them and from our other offices and factories around the world as well. Just an example: The president of our business in China had a webcast and recorded a video to our leaders explaining and telling them about

the learnings from this crisis and giving advice to everybody. Just to finalize, we don't know the exact date when the world will reopen, but we have to start planning now and building out all those different scenarios to be ready for.

Erica: I think that's incredibly helpful, and we're going to get to this question next with this idea of the crisis management committee. I think it's just a great example of how organizations are operating differently. I think that's fascinating. I also think this is a time where being global is about getting a sense of what that word means. The idea that we had a country in China that we're able to learn from and reflect upon those learnings and use them truly shows the power of being global. So fascinating to hear. Fabienne, Arbonne, where do you see yourself on this?

Fabienne Smolinski (Fabienne): First of all, thank you for having me. Appreciate spending time with everyone this morning, this afternoon, or this evening. So we are exactly in a similar phase as Nigel: We are in the Response phase moving into Recovery. We are part of a global parent company which is based out of France, so they had much more brick-and-mortar stores, where multilevel marketing was still able to work. But we do start with a very strong sense of responsibility to do what we can to continue to operationalize our business, because almost every single brand of our parent company is being impacted in one way or another, and I would say, from a global perspective, most of them are still in Respond and thinking about Recovering. Specifically, at Arbonne, we want to be much more proactive now. I feel like the crisis came upon us so quickly, we don't think we had as much preparation as Melissa in terms of COVID, and we had to respond much more aggressively than we would have thought. So as we move into Recovery, we are looking at building a task force now. We actually started talking about it this week, because we want to be more proactive, less reactive, and building strategies that we can return back to . . . I don't want to say "norm," because I think we've all learned so much from this, it's not going to be business as usual any longer,

but the framework you provided is exactly kind of on point. I mean, we are in Response, we are looking to Recover, so ideally, we could be Thriving in the near future for ourselves and our parent company.

Erica: That's great, and I think that's a perfect segue into our next question, and, Nigel, I may come back to you on this one. You just set it up really well, Fabienne, and there's going to be change in how organizations operate. In fact, I don't think there is anyone who is saying we can't wait to go back to how we operated before. I think there is this understanding that we're entering a different world and things are going to operate differently. I'd love to hear, Nigel, your view of the biggest changes you started to see and how your organization operates and how you're balancing the different priorities?

I think this has been a struggle for a lot of organizations of how to balance business priorities with workforce priorities. I would love to get your thoughts on that—and there's a question that's already coming on chat that I thought you might address—when you talk about the biggest changes, if you could also hit upon what you've seen specifically in China as they started to return to work in your organization?

Nigel: Basically, what we do is health care and health insurance, broadly speaking. Supporting the public response to COVID-19 has been a big focus for us. Where we have hospitals, etc., we have converted them for COVID operations to support the public systems, as well as our own customers, and all throughout, our teams have been on a full-on activation mode. So we have patients in hospital and clinics that we are treating, and then we have a large aged-care population as well, across four countries—22,000 residents across our aged-care portfolio. So in our care homes, obviously, that's at a high degree of focused supporting. Our health insurance customers as well, who are calling in or dialing in for us. We have been very clear that focusing on the welfare of our people and trying to get the balance right is very, very important. We did that from the get-go. We've introduced

measures to support people—and unlike, I’m sure, the other panelists—enacting remote, working from home, for office-based people supporting them and their families. And one of the challenges we have had is that some areas of businesses, like the hospitals and the care homes, are extremely busy. Others, such as dental clinics across the world, over a thousand, are shut, apart from some which are open for emergency work. So balancing that has been a challenge. We have managed to redeploy people, keep them safe, and we have got about 96 percent of workforce still working by deploying a combination of those measures. As mentioned by different panelists, it happened very quickly—I’m sure the people on the WebEx have got the same experience—but the simple mantra of focusing on the welfare of our people, as well as welfare of our customers, has been our sort of watchword from the start.

Erica: I think that’s what every organization strives to do. That’s pretty amazing that you have that percentage of your workforce actively working right now. It does feel like it is an incredibly hard balance. Let me just ask one question before we go to polling, and that’s about China. You mentioned having operations there; can you give any perspective on what returning to work is looking like there?

Nigel: So what we found . . . We have got a couple of sales offices and a clinic in China, but probably Hong Kong is where we got more folks, we are more established for many years. What happened at Hong Kong is that we clearly learned about the COVID-19 situation, as we have got clinics in Hong Kong, as well as insurance business. So we deployed two teams: an A and B team. A team works for a week, and then they get relieved, and then the B team steps in, they swap over—that is how we have been able to keep things going in the clinics. And the insurance thing, it’s been mass working from home. A few weeks ago in Hong Kong, some of the measures got released, restaurants were opened again, karaoke bars were opened again, and people started to slowly return to normal. But then, as you probably know, there have been more infections, and we’ve actually had to very quickly reverse and put back in place our measures we had

when it was in lockdown completely. So China, Hong Kong, slowly getting back very cautiously. Very cautious. Second wave is a real possibility. And we believe that will be a challenge globally as we move forward in this new world.

Erica: Thank you, Nigel. I’m sorry for throwing it at you, but I actually think that’s incredibly valuable, as a lot of people have been asking that question. Let’s move to the first polling question: How prepared was your organization to respond to this crisis?

And while we’re looking for the polling question, Nigel, I’d be curious—and someone actually wrote this in the Q&A—how much of your business continuity plan were you able to leverage in preparation? I mean, was it “Hey, we’re going to start from scratch and just figure out how to respond?” You said you did get some early information in from China because of your operations that would allow you to be prepared, but was it start from scratch, or were you able to leverage some of the plans you had and thinking about how to respond?

Nigel: We’ve got a few things going on. We have had a crisis management team setup since January, actually, because of the Hong Kong situation. So we were sort of getting it on early radar—as Melissa was saying, you get information going a little bit earlier. I think for us, because we’re in health care, we see things very quickly because we are on the frontline of health care and because we are an insurance company as well. Risk management is a big part of that, so a combination of those things did set us up pretty well for that. You know, because we’ve got the sort of DNA: a chief medical officer, how we take risk, after SARS on our global risk register, we’ve had pandemic on there, but I don’t think anything prepared us for the speed and the scale that . . . We did not anticipate the speed and the scale of this thing, and we had to mobilize extremely quickly, as I am sure everybody can resonate with. It was much more acute than we had anticipated.

Erica: Yeah, that sounds about right, and looking at the polling results, I think that’s what we see reflected. The vast majority said

it is somewhere in the “somewhat prepared” and “somewhat unprepared,” and I think that’s probably a good reflection around how many organizations were feeling. Okay, great. Let’s move to the next panel question, and, Melissa, I would like to turn this one over to you—and, Nigel, hit upon it a little bit—which is caring for the workforce. Obviously hugely important right now, and I think a lot of organizations are grappling with the question of how do you make decisions on what, when, and how to communicate to your workforce, how transparent should you be when there is so much uncertainty and so much unknown. Can you give us a sense of how you’ve been approaching that question?

Melissa: Look, I’m very passionate about this topic, and I believe there is no such thing as overcommunication in a crisis. There is an incredible, constant need for information, and we have an obligation to communicate as quickly and comprehensively as we can. I would put our COVID-19 communication into three buckets. First, transparency, where you tell people what is happening and where, as soon as you know. So transparency is key, because with that, you build trust, and your employees will know that if you are aware of something, you will share with them. Second, education and information, where you tell people how to protect themselves, their coworkers, their families. Also, you tell them where to get resources and how. The organizations, they play a different role in this topic right now. And lastly, engagement: keeping everyone together despite our very different circumstances. In our case, we are a food company, so some employees are working from home, others in sales, and the factories are very much on the front lines of this crisis. Transparency and education, in my point—although it’s the bare minimum on communication—you have to do it consistently, frequently, and in a way that all employees trust you on what you are saying. Engagement is the truly differential point. For so many of us, we are working from home, far apart from work, and we have so many different priorities. And considering the percentage of people that live alone in their homes, sometimes very small apartments, I think the role that the organizations have right now on enhancing mental health is huge. We have begun rituals and routines

on engagement so that every day of the work week, employees can hear from us in authentic ways. We have established virtual townhalls of more than 10,000 people that happen every other week. I was just in one of those townhalls right before joining this meeting. And we put that in place in record time. We did that in less than 10 days. We have a weekly speaker series, featuring external speakers and thought leaders talking about leadership during crisis, resilience, inspiration, among other topics. Our CEO is very active in this whole crisis and once a week attends the plant manager's daily calls, just to thank them for everything they're doing. That has been extremely helpful. We are prioritizing virtual education through our "Learn Like an Owner" platform, having more than 1,000 employees committing to one of our learning challenges. We are focusing on health and wellness with our LiveWell program, including our new pillar that we call LiveWell at Home, and a huge internal campaign behind it. We are leveraging our internal app—by the way, it's called KetchApp for a reason—to further connect people and amplify all campaigns that we have in place. Our tagline, #WeGotYouAmerica, was created by a factory employee, who is being portrayed by the *Wall Street Journal*. That's beautiful, came from the factory. And each day of the week, we have something to engage employees during this stressful and turbulent time, in a way that they are always all looking for what will happen next. We say our employees are heroes too—they're feeding the world—and we're constantly looking at ways to support and protect them. I couldn't be more proud of them and the whole communication process and chain that we put in place to keep everybody together.

Erica: I think that is amazing. I have some questions and thoughts on what you're saying, but I want to address those while we're hitting the next polling question. So if we can move to the next polling question, we want to ask about leadership, and, Melissa, you hit on this a little bit in your response. Leadership plays such an important role in setting the tone at the top in terms of how the response is going to be happening, and we're curious to understand your views on how clearly your leadership has

communicated about how the organization is adapting to working differently in response to COVID-19.

Melissa, while those results are coming in, I'm curious . . . I mean, you talked about so many different initiatives. How involved is the leadership team in these biweekly calls? Are you seeing your executive team getting engaged directly in the communication process?

Melissa: 100 percent, all our leaders. It has been really good for everybody. And look, the leaders, they're having a list, and they put aside one hour in their calendars every day to call people randomly. So we prepared the list for them, and they call people just to ask, "How you are doing? How is your family doing? How are you coping with the crisis?" It has been really, really beautiful how everybody came together and thinking together on what we can do better to guarantee that we are timely and that we show the support and appreciation for everybody.

Erica: That's good. It seems like that's something that is consistent around the organizations that we have on this call, which is great to see. We have 79 percent of respondents, an overwhelming majority, saying they pretty much agree that their leadership has communicated clearly, which I think is great. I think we're seeing tremendous amounts of leadership in this—we call it resilient leadership—and I think we are seeing resilient leadership around the world. If we move to the next panel question, Melissa, I am going to stay with you for this one, but I think it perfectly blends into what we talked about. We're seeing great leadership, and I think we're also seeing some really positive changes in terms of how the executive teams at organizations are working differently. And this is interesting for me because, back in 2018, we published our annual Global Human Capital Trends report, and we talked about something that we called the symphonic C-suite, and it was about the fact that at that time in our survey, we found that majority of our respondents said their C-suite leaders rarely, if ever, worked together. And when we looked at what's going on, just with the

future of work in general, we said, "That can't work," because in order to tackle these big challenges that are in front of organizations today, C-suite leaders need to work together in an integrated or a symphonic way and need to take off their functional hats, if you will. And I'm curious: In the context of the pandemic, have you seen the executive team working differently, and if so, how?

Melissa: In our case, it helped adapt to the COVID-19 crisis. We all sat next to each other, so we already knew each other really well. We sit together in a common area in the company, but it also made everything harder to us, as we miss each other. Currently, we open each day with a senior leadership call that helps us to tackle priorities, to strategize, and also talk about open topics. In terms of working differently, everyone has an extended role. No one works in their own original scope anymore. We are closer than ever before. We make decisions on each other's behalf. We are incredible, we are agile, jumping on calls at a moment's notice to solve whatever issue has come up. Our CEO says we have never been so far away and so close at the same time, and I completely agree with that, and I think that answers your question about the symphonic leadership and the way we are operating.

Erica: It does feel, Melissa—if I could just ask you one more question that came in on Q&A that I was also curious—is this level of agility and flexibility in how people work . . . Is that a natural part of the Kraft Heinz culture, or is this something that has emerged?

Melissa: Yes, it is, but we have become even more agile. Now our speed has been, interestingly, even more—and I would say that it's the topic, one of how we react to this crisis—it is impressive.

Erica: Let us move to the next question, because HR is—I've seen so many articles of late, now I've been working in HR for over two decades—so for me, HR are always the heroes. They do amazing work, HR organizations, but I feel like lately it has become clearer, even externally, how important the role of HR and the CHRO in particular has been to . . . really helping to drive this response to the crisis, because so

much is about the work and the workforce and how to bring that all together. So I'd love to hear from each of you what role you personally and the HR organization has played in response to the crisis—and, Fabienne, let me start with you—can you give us a view of what has your role and the role of HR been at Arbonne as you have been thinking about this crisis?

Fabienne: Sure. Well, I'd say it's making sure employees feel cared for, and related to. When I first met with HR team, one of the things that we really need to focus on is, I use the analogy of a flight attendant—you know, when you're in a turbulent time, you look to the attendant and you say, "If they look nervous and scared then it makes everyone on the plane nervous and scared." So for me and our team, it wasn't primarily just making people feel like they are going to be cared for and we will get through this; we have always been a very people-first culture, but even more so now, as we look to support our employees with their physical and mental well-being—that really was kind of a key priority for us. And we've taken a lead role in business and people continuity, so it's not only about business continuity. It truly is about the people as well. Designing a playbook which is agile, we are kind of having to create it as we go. Every day, we had new learnings, and we had to keep shifting things, and we're always just one step ahead or one step behind. And it's important that we are right there, side by side with our leaders, in making these decisions and how to keep operations going for the good of our people, and of course there is this delicate balance of making sure that we're still profitable and that we can take care of our customers, but for us, it was more important that we provide a livelihood for our people. So every day, our team is just striving really hard to make sure that we can sustain the business so that we can provide that livelihood for our folks, you know, as a purpose-driven . . . We are a certified B corp, which means we care about people, planet, and process. And so, in anything that we do and in any strategy that we create, we're always looking to that as our compass. What has been, I think, a priority for the team is having to think how to keep our people safe, engaged, and to Melissa's

point earlier, to keep operations going, the paycheck going, so we decided we really wanted to lead in our care for people. I can say it is our tagline that we are doing in the response time. And as we look to our future and recovery, it really is a chance for us to reimagine how we work. We had to get our customer service team—within 48 hours—all remote. We've never done that before. So it is a good chance for us to think differently by all these different learnings that we are . . . Possibly in the future, maybe we can have more remote workforce folks so that we can have new opportunities for working moms and bringing people out of the shelter. There is a team that is just thinking all across the board, I would say, from a leadership perspective, with our leaders. It is helping them do business differently, implementing the social distancing, and all of our leaders are looking to HR, as they are cautious and they don't really know how to specifically look outside of their function, and how do we continue to look at people, as well as operations, and keep everything humming along? So now really is, I think, HR's chance to rise and shine, to not only reimagine the future, but how to lead in a global crisis like this. And I think now is the time, really, for the HR team to be proactive and be there, side by side with their leaders, and help as we get to the next recovery phase.

Erica: It is amazing, as I listen to you and think about everything you just said—be a leader, be a coach, be a mentor, be a manager; planning ahead and looking behind and bringing everyone together—it's unbelievable to think about how many different hats HR needs to play right now. Nigel, can you build upon what Fabienne has talked about in terms of how you see your role and the role of HR in this time?

Nigel: My team has had a leading role and has continued to do so. We agreed on six enterprise guiding principles for employment when we started. We'd exercise our duties with care, we'd stay consistent and clear with our values and communicate effectively to key stakeholders, etc., and we have tried to stick to that along the way. In very practical terms, what we've done is really segmented the workforce in terms

of different employment types, whether it be front-line people, self-employed, and as people's jobs intensified, we've got a bit of a heat map going, where we're looking at vulnerable employment types, people who we need to pay attention to. So we look at workforce capacity, those employment types, their needs. Any external themes that are coming in, what other people are doing, who can we learn from, well-being, and a big focus on mental health.

Erica: That's great. Before, Melissa, we get to you, let us actually bring up the polling question, because I'd love to understand, as we're hearing from you, how others see the role of HR. What has the role of your HR been in responding to the crisis?

While that polling question is coming up, Melissa, anything else you would add, and I'd love to understand not just how HR is responding now, but what are the roles that you see HR being able to take on as that shift to recovery is happening?

Melissa: I think HR is doing a much broader role now, and it's not only dealing with our workforce implications, but it's just starting to reimagine work, as Fabienne said, and understand what the future of relationships is. What will be the way that people will interact with each other? You will have countries, the culture of the country is being very close, it is hugging, kissing—what will happen next? And the ranking on what is important . . . that thing has changed. Our consumer behaviors will change, so I think that is the important piece for us, to try to understand what will happen next and how it will transform the human beings' relationship.

Erica: I think that is so incredibly important. First of all, let's just look at the polling results. This is what I would have expected, and I think it's great: Over half say that HR has been very involved. That's absolutely what I would have expected to see. And what's actually really interesting to me is that 13 percent say they're not as involved as I would have expected them, and I think that's an important wake-up call for HR, because—Fabienne, you used the phrase "rise and

shine”—this is the time for HR, and I couldn't agree more. I love, Melissa, what you said, which is, the role of HR is not just about helping to respond right now, but it's about really stepping into the lead on reimagining what work is going to look like for the future, and that is a tremendous opportunity that we see out there. I'm so glad to hear you guys hit upon that. I want to go back to a topic, and, Fabienne, I know you're very passionate about this, and you talked about the role of Arbonne being a B corp. I think well-being is obviously front and center, and a lot of people are asking about the well-being policies and practices. Can you talk about some of the key changes that you've made with regard to your well-being policies and practices, and what do you think the approach is going to be to support well-being moving forward, as you shift from respond to recovery?

Fabienne: Yes, you are right. It's something we are passionate about, because it's such an important topic in society, but just for us, our mission is to provide healthy, sustainable living so people can flourish. So it's very mission-aligned. So in anything that we're doing, we are thinking about ways to enhance people's lives and their families' lives. What we did is we launched, or we basically secured, a prescription app that is called Calm, so everyone globally has this premium subscription to the Calm app. It's like meditation—there's sleep sounds, a positivity section, there's an area for kids, there's a music section—many people really love that, and they really appreciated the investment that we were able to make to bring it to them. There are other ways. We have our Zoom calls with our CEO. He's very much the heart of the company. He sets the tone. So we have done Zoom focused-mind sessions. Our focus is on mind, body, and skin, so we have done meditation. It's amazing how it really impacts and kind of soothes the mind. We have done Zoom yoga, again to keep people healthy. So we have done a lot of things from that perspective. We've done fun things like virtual wine-tasting across Zoom calls, the global calls. We've had employees share recipes using our own nutritional products. It keeps people connected and engaged,

but also builds a sense of community, which happens to be one of our core values. So in a time where people are losing their jobs and companies are forced to lay off and furlough, I feel extremely fortunate and blessed that we've actually been able to give back and invest in our people. We are actually even giving them time off, which seems somewhat amazing, considering already working from home, but we've instituted “no-Zoom lunches,” so people can actually just nourish themselves and check out from being in front of the screen constantly. Also—this is a huge investment—every Friday, we've instituted what we are calling “rejuvenate time,” and all employees across the globe—and this includes our distribution center and our manufacturing folks—half-day Fridays. We felt it was super important that they check out to connect with family, connect with nature, and it gives them the time to rejuvenate. I can just go on and on and on, but I think all of these things just really illustrate how important . . . We want our employees to feel cared for, but also their mental well-being and physical well-being is a priority, and I think the things that we've done have really shown them that we truly care. We only have one person that's actually on a furlough and a couple that are out for high-risk, but we are able to maintain 99.9 percent of our people working, and we want them to feel obviously that we value and care for them.

Erica: I think that's fabulous, and we are weeks away from launching our 2020 Global Human Capital Trends report, and I think one of the biggest prizes in the report for me, and based on the survey, was how important well-being has become. It was absolutely at the top of the priority and our survey went out pre-COVID-19, and in the context of the pandemic, I think we're going to see this increased emphasis on well-being. And what I loved, Fabienne, about these stories you shared is, it is not just well-being as a series of programs, but you're talking about well-being integrated into the work itself—the work schedule, the work day, so that it really connects to the individual—and I think that's incredibly powerful. I'd love to hear . . . Great, we moved to the next polling question. That's where I was going to go, the

next polling question. Do you believe your organization has supported your well-being during COVID-19?

While we're doing the polling, Nigel, let me just ask, from your standpoint, your perspective on well-being, have you seen this take on a greater priority? Fabienne talked about mental well-being. Obviously, I think that's a huge focus area right now and, frankly, was even before COVID-19. How do you see the well-being policies at Bupa evolving?

Nigel: I mean, lots of resonance with the other panelists here. Clearly, we are a health and care company, so we sell this to people as a benefit, and it's absolutely what you said: It has dialed right up, and it's always been a priority for us. It's kind of in our DNA, but we've had to dial it up even more, particularly in remote working, and we've really tried to recognize there are multiple stresses on the workforce right now. So we have sort of segmented things: What is everybody going through in terms of this crisis, are there specific things for people if they're working from home, and specific things for people and provision? So we've really tried to provide comprehensive advice to people and their leaders, similar sort of stuff, virtual sessions with psychologists, mindfulness experts, a parental help line. And on the physical side—that's important too, in terms of fitness, nutrition, and sleep—we've sort of refreshed our leadership imperatives, leadership competencies, and priorities, and “lead with energy” is one of them, and helping our leaders to be resilient and adaptable, being positive, equipping them with the tools to help lead their teams. We think it's really important not just to get to the people, but their leaders as well.

Erica: Yeah, absolutely. I think we're going to continue to come back to the topic of . . . Leadership is important, and leaders' role modeling the behaviors that we want the teams to have, I think, is absolutely critical. The next panel question, as we have about 15 minutes left, we're going to now take a future-forward view and ask ourselves, as we look to the next 12 to 24 months, what are the critical priorities

that you're focused on to position your organization to thrive? Now, we talked about Respond, we're heading into Recovery, but now that we look ahead to Thrive, what do you see as the most critical priorities? And, Nigel, since we were just talking to you, let's continue. I'd love to start with your thoughts on that question.

Nigel: Yes. I mean, we have started looking at . . . I call it sort of "horizon-scanning" for the new normal, what's coming up next. We have tried to document as we go as well, document the learnings, starting now to think about coming through those different phases that you started at the top of the show. Ironically, one of the things we talk about these days, we have got this sort of weaponized Bupa going on around, as you know, so we have probably all gone through the biggest leadership development process ever invented, but some of the things we're looking at—and we touched on it in the last segment—is health and well-being. I absolutely believe this is going to and is already taking a whole new character within organizations, and I think the focus on mental health specifically will be very, very important. Even though we have been working on digital health care, we are finding that innovation and technology usage has increased exponentially in some countries in a few weeks, like from a thousand people to 2 million in two weeks. We've seen things like . . . Our learning management system, between February and March, we have about 60,000 people worldwide on this thing. We have seen the hours of learning go up between two months by 88 percent. So we think more and more digital people solutions being really important, but also things like office design, we are getting our heads right on that as well. We have to change the office design and what we do there. Also, business travel is going to be a challenge. We may not travel as much as before. So it is definitely stretching the brain to think about a new normal—the world's going through a right-angle turn here. This isn't going to be the same.

Erica: Yeah, it's interesting, on a couple a couple of the topics that you talked about, seeing a lot of discussions on, are we going

to move back? We just moved to these open-floor spaces. Are we going to start putting up cubicles, start putting up doors? I think that's a really interesting question that organizations are starting to think about as they bring their employees back. You talked about digital transformation. This feels like the ultimate accelerator to digital. If you had put in those digital tools, most organizations who did have been much better prepared than those that were slower on their digital transformation and as this became an accelerator for those organizations. Melissa, let me turn to you. Any additional priorities beyond what Nigel talked about that you see Kraft Heinz Company focused on over the next 12 to 24 months?

Melissa: I think, first, I would like to reinforce the recovery piece that we discussed previously. We are not ready for that. I think no one is ready for that, and we have already said that I think we are ready to adapt our working environment, and the question that you asked, "Will we move back to cubicles?" and things like that, those are the questions on the table. Organizations will need to be much more flexible than they were before. And I think, in our case, here the company needs to laser-focus on understanding how consumer behavior is changing and will continue to change. Even when restaurants are open, things will not be the same. Maybe your service will be wearing masks and gloves. Maybe menus will be disposable. Maybe people won't go to restaurants anymore. So many consumer habits will change, and we have to be ready for it. Our focus now is really trying to predict what the consumer will do in the future better than anyone else.

Erica: And obviously, that's very difficult to figure out how to make those decisions in this uncertain environment, but I do like your point around focusing on understanding how the consumer trends are going to change and how that's going to impact the organization. Let's move to the next polling question, and, Fabienne, I'll ask for your perspective as well. I believe this is the final polling question, which is: What is your organization's biggest priority in the shift from Response to Recovery?

Looking at these, I would guess most of you would say all of these are priorities, but in the world of COVID-19, it feels like we all have to prioritize within the priorities these days, so it'll be interesting to see which one of these is really rising to the top. And, Fabienne, while these answers are coming in, let me turn to you. As you're looking at this list, what would you say the top priority is for your organization?

Fabienne: You have done a really good job with this question, because it really does . . . I mean, "all of the above" seems to kind of resonate, because everything is important. It has to be, because we will never be the same after what we've just experienced and are still going through, but if we don't take a moment to look at things differently and what we can do and kind of reimagine things, I think we'd be doing this whole pandemic a disservice, as there is definitely learnings here. So beyond business and how wonderful I think it's been to see a sense of community from people across the globe and giving and the positive environmental impact that it's made—unfortunately, people are working from home, and that has been detrimental—but if you look at the impact on air pollution and reduced traffic and clear water channels in Italy, there's so many lessons to be learned in business and at home. And I think, right now, all this really just intersects, so in my mind, there really is no "home" and "work." It's all one, because we've never seen a time like right now. We realize and can see that intersection. So as much as I think at this point, I can't even really pick one, because I think they're all extremely important, equally, in my opinion.

Erica: Well, it sounds like you're in line with most of our respondents: almost 40 percent saying all the above. That makes perfect sense. I think the No. 1 and No. 2, reengaging the workforce and then rethinking the work itself, I think is going to be huge, and again, I see that as a tremendous opportunity for the organizations moving forward, a huge opportunity for HR to lead. As we think about reflect, recommit, reengage, rethink, and reboot—this is actually a part of our point of view on recovery that's coming out

on Monday, because as we see organizations heading here, we've heard a lot of people just need a road map—what are the steps that we need to take? And so it's good to see that all of these are resonating with our guests today. Let's move to the final question. We have five minutes left, and we're going to do this kind of rapid-fire. What is the one thing you want our audience to take away from today's discussion as organizations begin to emerge from the crisis? Nigel, let's start with you.

Nigel: I call it inclusive leadership, but what I find . . . really, genuinely, being clear with people on expectations, targets, and deadlines. Giving people focus and direction, showing your true self in this. How I'm feeling, my vulnerabilities and humanity, as well as strengths and weaknesses. And for me, inverting the management triangle—there's a lot of leaders on this call today—how as a leader can you support your people function so they can be at their best? That is my thing.

Erica: Love it. Leadership and let's support everyone. Melissa, over to you.

Melissa: I think the one thing is that society will be different. People are going to be marked by this crisis. No one will go back to the exact behaviors that they had built before COVID-19. That, for me, is the main takeaway.

Erica: And Fabienne, wrap us up.

Fabienne: I would say keep the focus on the people. I mean, the crisis mode has caused us to, as Nigel said, dial it up. There's no reason why we can't continue to dial it up as we get into our new norm. So

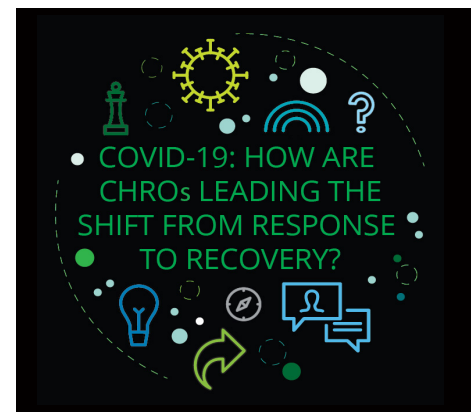
continue to focus on health and well-being, communication, caring for people. Because the more you invest in them, the more they are going to be loyal to you.

Erica: The one thing I want everyone to take away here is, I think we have seen amazing actions come out of this situation that we're all in. It's a moment of crisis, and sometimes in a moment of crisis, you get to see the best of humanity. I think we're seeing the best of our workers right now. As they respond, they are adaptable, they are flexible, they are innovating, they are ideating, they are working collaboratively, all the behaviors that we really want our workers and our workplaces to embody, and that's amazing. But I think the question as we shift from Respond to Recovery is, how do we sustain those behaviors? In a moment of crisis, it feels like you can almost do anything. I myself am a new mom. I have an 18-month-old, and I reflect upon . . . People always say, you know, if your child is stuck under a car, any mother could lift the car in that moment, because you have these superhuman powers, and I think in a moment of crisis, people will do almost anything to care for one another, but the sustainment of those behaviors, that's the opportunity ahead of us. And as we think about the shift toward Recovery, the question is, how are we going to take the best of those behaviors, reflect and figure out what's really working, and how are we going to embody those in our culture, in the way we work, our work practices—our leaders, Nigel, as you mentioned—moving forward? I think it's a great opportunity and challenge that we probably will never have again, given the scope of the pandemic. And I'm looking forward to seeing how organizations truly thrive as we exit out of this. With that said, I want to thank every one




of our guests for sharing so transparently their feedback. I want to thank everyone for listening intently. I truly hope this was helpful, so I think it is phenomenal to hear a global perspective on this issue.

Burt: Thank you for listening today, and additional thanks to our own Erica Volini and to Fabienne Smolinski of Arbonne, Nigel Sullivan of Bupa, and Melissa Werneck of the Kraft Heinz Company for their insights.

Join us next time on the Capital H podcast as we explore more topics and trends focused on putting humans at the center of work.



Learn more

-  Visit the Capital H podcast library deloitte.com/us/capital-h-podcast
-  Explore our blog for additional insights capitalhblog.deloitte.com
-  Join the conversation on Twitter [@DeloitteHC](https://twitter.com/DeloitteHC)

This podcast is produced by Deloitte. The views and opinions expressed by podcast speakers and guests are solely their own and do not reflect the opinions of Deloitte. This podcast provides general information only and is not intended to constitute advice or services of any kind. For additional information about Deloitte, go to deloitte.com/about.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States, and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.