



IOE Digital Conference: Back to Work Policies

Wednesday 6 May 2020, 13:30 - 15:00 Central European Time (CET)

*7:30 - 9:00am EST



A powerful
and balanced
voice for business



Agenda

13:30 – 13:35 Chair: **Mr Mthunzi Mdwaba, IOE Vice-President & ILO Vice-Chair**
Welcoming remarks: **Mr Erol Kiresepi, IOE President**

13:35 – 14:50 **Dr Tedros Adhanom Ghebreyesus, Director-General, WHO**
Mr Guy Ryder, Director-General, ILO
Q & A

Mr Johnny C. Taylor, Jr., President and CEO, SHRM
Mr Jacques van den Broek, CEO, Randstad
Ms Sharan Burrow, General Secretary, ITUC
Q & A

14:50 – 15:00 Launch *SHRM-IOE Guide on Return to Work*
Concluding remarks

World Health Organisation (WHO)

Dr. Tedros Adhanom Ghebreyesus, Director-General

WHO's primary role is to direct and coordinate international health within the UN system.

Main areas of work are health systems; health through the life-course; noncommunicable and communicable diseases; preparedness, surveillance and response; and corporate services.



International Labour Organization (ILO)

Mr. Guy Ryder, Director-General

The ILO promotes rights at work, encourages decent employment opportunities, enhances social protection and strengthens dialogue on work-related issues.

The unique tripartite structure of the ILO gives an equal voice to workers, employers and governments to ensure that the views of the social partners are closely reflected in labour standards and in shaping policies and programmes.



Society for Human Resource Management (SHRM)

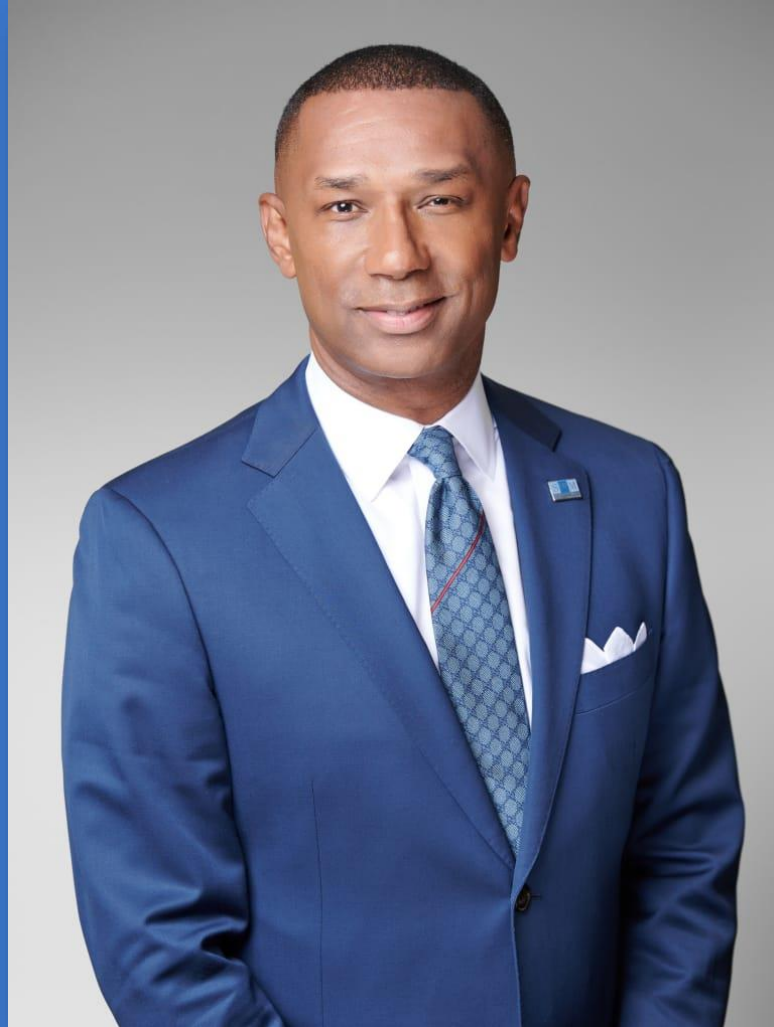
Mr. Johnny C. Taylor, Jr., President and CEO

SHRM creates better workplaces where employers and employees thrive together.

As the voice of all things work, workers and the workplace, SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces.

With 300,000+ HR and business executive members in 165 countries, SHRM impacts the lives of more than 115 million workers and families globally.





Johnny C. Taylor, Jr.

SHRM-SCP

President & CEO

Society for Human Resource Management



COVID-19: Top Challenges for Employers

71% of employers are struggling to adjust to remote work.

65% of employers say maintaining employee morale has been a challenge.

More than **1/3** of employers are facing difficulties with:

- Company culture
- Employee productivity
- Leave regulations

Source: SHRM, April 2020



COVID-19: Impact on Business Practices

The coronavirus has prompted **40%** of employers to shut down certain aspects of the business and **83%** of employers to adjust business practices.

- **Half** are no longer hiring;
- **31%** have laid workers off, while **15%** have cut headcount with no intent to rehire;
- **38%** have decreased employee hours and **19%** have reduced pay;
- **14%** have hired more employees, while **10%** are considering it;
- **32%** are offering additional paid leave for employees, while another **18%** are considering it.

Source: SHRM, April 2020



6 Ways Coronavirus Will Change the World of Work



Remote work will become a widely accepted alternative.



Finding talent will become easier as new hires are available globally via remote work.



Virtual learning will expand dramatically so employees can develop their skills in less time.



Virtual reality will advance so employees can work more collaboratively through common viewing.



Telemedicine usage will spread as companies and employees recognize the value of distance care.



Employers will become more **fiscally conservative** than in the 2010s.



COVID-19 Impact: Key Considerations Moving Forward

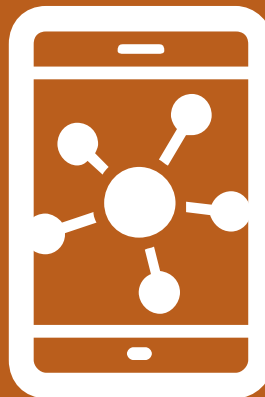
The challenges ahead are varied, including **potential long-term economic hardship and the ability to find capital.**

1

2

The newest clause of most business continuity plans will be **an infectious disease policy.**

Source: SHRM, April 2020



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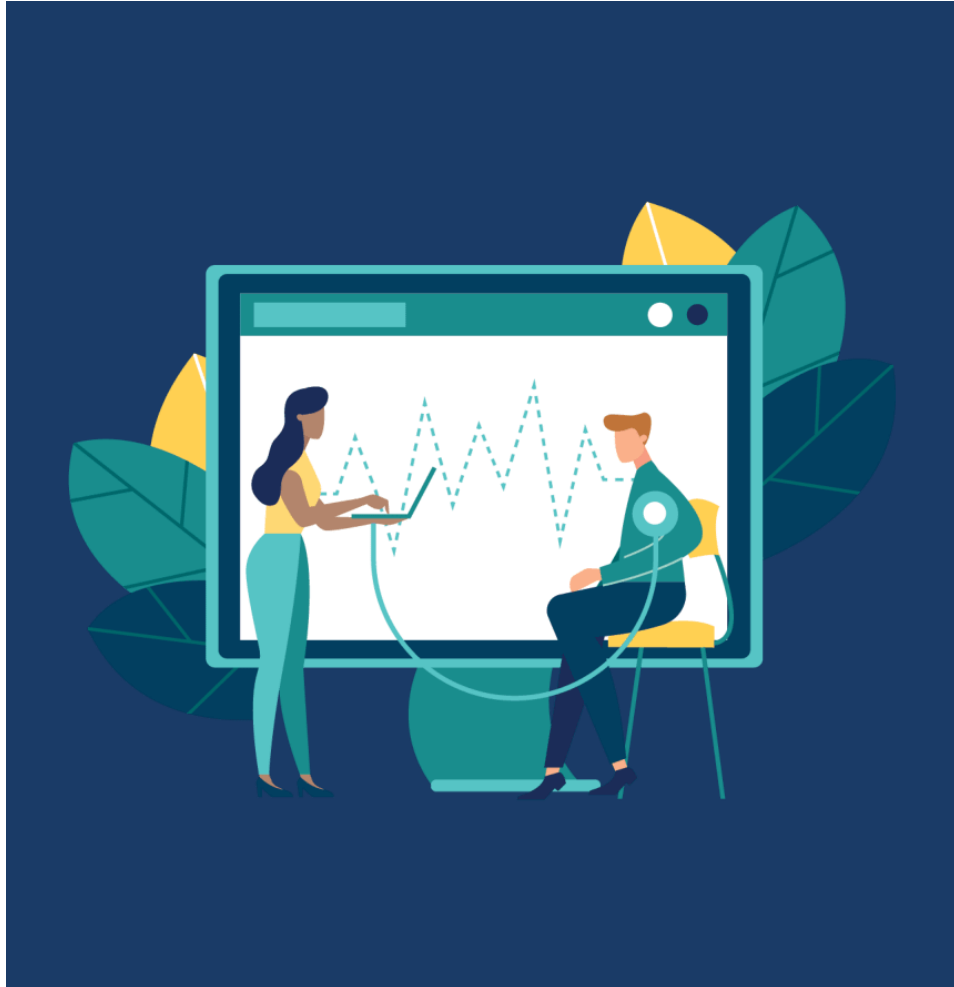
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Organizations and, specifically HR, will need to be stewards of **health, continuity, and wellness** as the crisis persists.

Nearly **15% of organizations** have already stated their intent to **permanently implement** new realities of operations in their future.



Coronavirus and COVID-19



SHRM.org has the latest research, news and updates, as well as critical member-only tools and resources, to help you to manage through and after the pandemic.

<http://shrm.org/backtowork>

Randstad

Mr Jacques van den Broek, CEO


Randstad is a global HR services company. By serving as a trusted human partner in today's technology-driven world of talent, Randstad supports people and organisations in realising their true potential.

Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands.



Safely back to work in the new normal

Alliance Overview
April 2020

 randstad


THE ADECCO GROUP


ManpowerGroup

Enabling workers to return to work safely

The COVID-19 health crisis and continued lockdown in many markets is posing **unparalleled challenges** to people and economies around the world

To limit the economic downturn and impact on people's ability to earn a living, the labor market and all its stakeholders must **quickly adjust** to a new reality

Physical distancing and other strict health & safety measures will be an integral part of all workplace processes for a **considerable time to come**

The HR services industry **pledges to** apply their collective experience, fostering connection between the various stakeholder groups and supporting the sharing of best practices



The HR services industry is uniquely positioned to help



Active across nations and sectors, work for both large enterprises and SMEs, and can thus leverage best practices of countries that are ahead of the curve and sectors that remained open



In-depth knowledge of labor market processes in various sectors and companies



Intermediaries between employers and employees – as such, they understand the problems/challenges faced by each and serve both interest



Seasoned advisors in flexible workforce management – crucial in the context of having to implement and comply with physical distancing requirements

Key facts: HR services industry¹

In 2018, 160,000 agencies in the organized HR services industry placed approx. 58 million people in jobs across a great variety of sectors

Yearly placements totaled 16.8 million in the US, 11 million in Europe, and 3.8 million in Japan

Around 40% of individuals are either unemployed or inactive prior to starting out in agency work

74% of agency workers are still employed 12 months after their initial assignment (in a variety of contracts)

More than 50% of agency workers are younger than 30 and the share of women is often also higher than the average employed population

1. Figures based on global averages

Health and safety protocols will need to be updated to reflect the new reality of the physical distancing economy (2/2)



Protocols need to be in place and clearly communicated before workers can safely return to the physical workplace



Unparalleled **collaboration and coordination** by diverse stakeholder groups is needed to prepare for the new normal and in doing to prepare, approve and apply protocols



To provide the greatest measure of certainty, it is critical that **best practices are shared across countries and industries**, and that new channels are created to scale effective protocols at speed

Example of what role the alliance partners can play

Examples of protocols developed by Alliance Partners

1. Measure categorization				2. Measure description					Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work Instructions	Infrastructural requirements	
Personal	All	All	1 - Govern-ment policy: keep physical distance (1.5 m, 2 m or 6 ft)	Screens	Install protective screens for staff exposed to customers / visitors	Customers	Install Plexiglas screens where employees need to face visitors or customers to protect them (mandatory)	Creation and acquisition	
Personal	Life Sciences	All	4 - Government policy: maintain hygiene at high level	Provide PPE	Provide PPE in high risk areas	High risk environments	Provide and make employees use gown, mask (surgical or FFP2 if available), gloves, anti-splash eye protection, soap and water (or hand sanitizer). Always ensure the existence of sufficient stocks.	Gown, mask (surgical or FFP2 if available), gloves, anti-splash eye protection, soap and water (or hand sanitizer).	Relevant for Food and Life Sciences
Personal	All and specifically construction	UK	7 - Other policies set by sector/business	Mental health	Free online mental health seminars for employees in need	Mental health	Promote seminars & helpline numbers to employees	Promotion	
Inter-relational	All	All	1 - Government policy: keep physical distance (1.5 m, 2 m or 6 ft)	Meals and breaks	Do not allow face to face lunch, and limit lunch time to 20 minutes	Breaks	Provide easy and clear instruction about meals and breaks (e.g., where employees should sit and for how long they can take a break)	Posters in canteens	
Inter-relational	All	All	7 - Other policies set by sector/ business	Communication	Send COVID newsletter with protocols to all employees and place banners/signs	All employees	The business communicates all Corona protocol updates in a newsletter to all employees and externals working at the site. The Inhouse team communicates to the flex employees. Everyone needs to know about the rules and regulations. Furthermore at every entrance the information letters and banners should give guidance.	Newsletter, banners, signs	
Organizational	All	All	1 - Government policy: keep physical distance (1.5 m, 2 m or 6 ft)	Onboarding & training	Online course COVID-19	COVID briefing	Online course with instructions on the main characteristics of the virus and its associated disease, including: Transmission of the virus	Computer and internet connection and online training modules	
1. Measure categorization				2. Measure description					Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work Instructions	Infrastructural requirements	
Organizational	Food	All	1 - Government policy: keep physical distance (1.5 m, 2 m or 6 ft)	Distance clothing	Supply all employees with a vest	Warehouse or shop floor	Let employees wear a vest with text: "Please keep a distance of 1.5m"	Vests with text: "Please keep a distance of 1.5m"	
Organizational	Life Sciences	All	3 - Government policy: prevent spread when symptoms or when in risk category	Test suspected infected	Conduct COVID test in suspicious cases	High risk environments	When a suspected case is discovered, perform a covid test to minimize risk in production	COVID test kits	
Organizational	All	All	4 - Government policy: maintain hygiene at high level	Meals and breaks	Install separators in the canteen and lunch rooms	Breaks	Create and install temporary disposable cardboard or plastic separator in lunch rooms and common areas	Creation and acquisition	
Organizational	Food	All	4 - Government policy: maintain hygiene at high level	Extra packaging	Put food products in extra layer of packing	Food products that are packaged (in boxes)	Food products need to be put in an extra plastic bag before put in the boxes	Plastic bags	
Organizational	Food	Nordics	7 - Other policies set by sector/ business	Food safety	Use of protective gloves; hand hygiene; closure of commercial restaurants; ban to come to work if symptoms, special instructions for work space cleaning	Protection	Protective clothing and masks; closure of commercial restaurants (take away and delivery to home/office instead)	Training	set by the FI Food Authority
Organizational	All	All	4 - Government policy: maintain hygiene at high level	Sanitary	Provide hand cleaning opportunities at workplace	Washing hands	All companies should propose a way for employees to easily wash their hand at work and instruct how often employees should do this	Additional cleaners & pop-up handwashing stations across construction sites.	
Organizational	All	United States	7 - Other policies set by sector/ business	Communication	Communicate as frequently as necessary on purpose and changes of measures in effect	All	Communicate as frequently as necessary on purpose and changes of measures in effect		



The alliance partners **collected measures** in their markets



These measures **can help to complement** country and sector specific protocols



Industry bodies, unions, employers, governments, healthcare authorities and others **can help shaping these protocols**

Focus on helping industries to restart their businesses

The alliance of HR services industry players, launched by Randstad NV, the Adecco Group and ManpowerGroup **is reaching out to all relevant stakeholders** and asking them to play their part

Together we aim to **help coalesce the sector's combined knowledge** and expertise. We can learn from what works to help other businesses adapt to the new normal

Other HR Services industry players, Employers, trade unions, and NGOs are **invited to collaborate**. At the same time, the alliance reaches out to governments to support, stimulate and endorse these efforts

The initial focus will be on companies in **five sectors and fifteen countries/regions**. The alliance is currently ramping up activities on a country-by-country basis

Sectors

Transport & Logistics
Automotive
Manufacturing & Life Sciences
Construction
Food

Countries/regions

	Belgium		Poland
	Canada		Spain
	France		Switzerland
	Germany		United Kingdom
	India		United States
	Italy		
	Japan		
	Netherlands		
	New Zealand / Australia		
	Nordics; Norway, Sweden, Finland and Denmark		



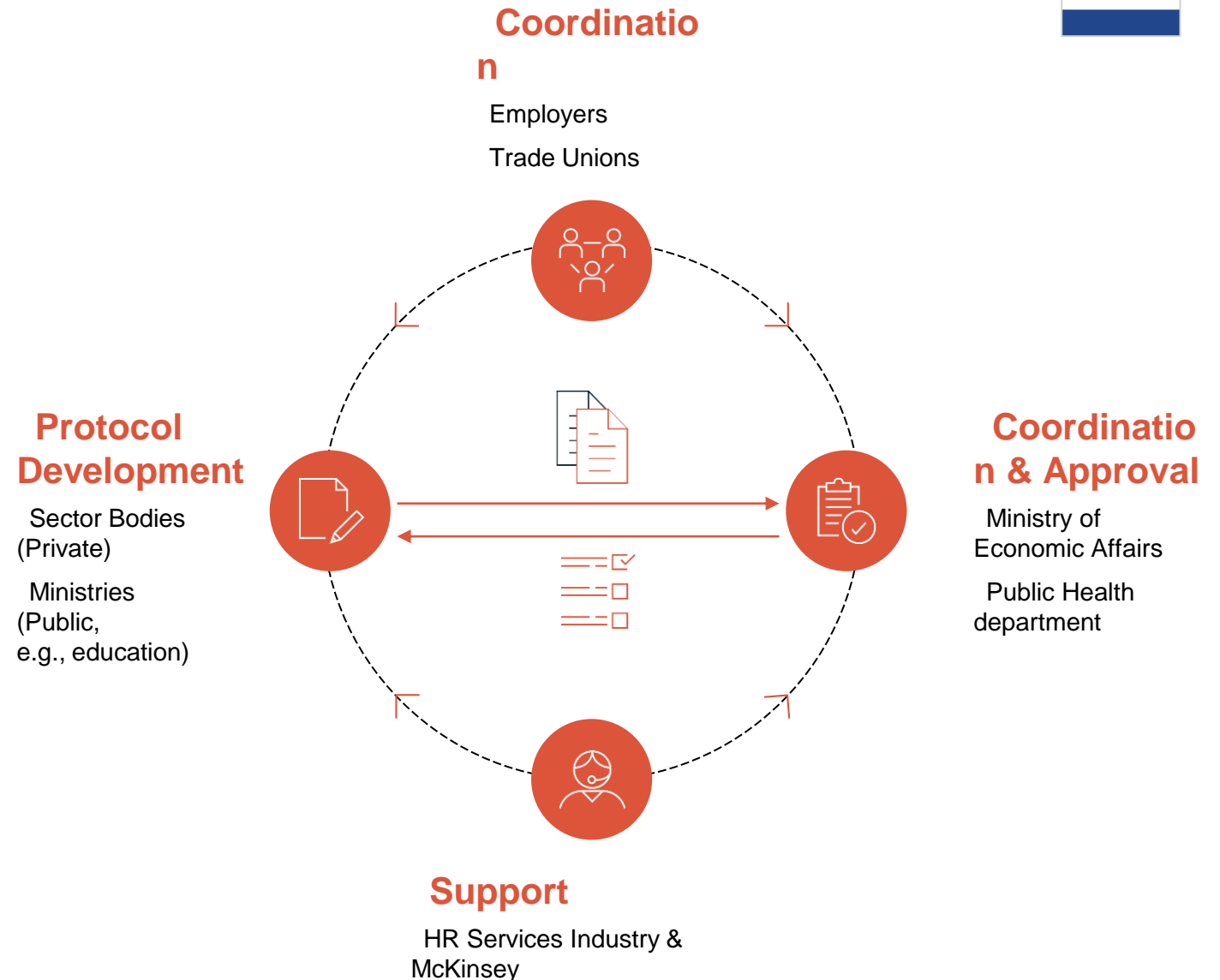
Netherlands case example: protocol development

50 sector protocols have been developed in the Netherlands to date

Sectors themselves developed the protocols, **coordinated and approved by the Ministry of Economic Affairs** with guidance of the Public Health Department

The HR Services Industry (Randstad) **supported and advised** on protocol development and coordination

Employers and trade-unions **brought parties together and provided support** to sectors



Get in touch with us to join

To join the alliance

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International Trade Union Confederation (ITUC)

Ms Sharan Burrow, General Secretary

ITUC's primary mission is the promotion and defence of workers' rights and interests through international cooperation between trade unions, global campaigning and advocacy within the major international institutions.



SHRM-IOE Guide on Return to Work

Core elements

- **The decision** to return to work
- **Implementation and execution** of return to work
- Coping with **after effects**
- Sustaining the **right culture** post-Covid-19
- Embracing the **new realities of work**
- Support and guidance from **Employer Organisations**



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