Email questions for presenters to IMA@IMA-Net.org
This document does not represent legal, regulatory or medical advice or recommendations on how to address the COVID-19 situation for your specific business or employees. Each business is responsible for seeking appropriate and up-to-date guidance and following the guidelines issued by federal, state, and local authorities before implementation of any measures. Employee privacy and other potential issues should be referred to corporate counsel.
Leaders from around the world trust the experts of the Strategic Communications segment of FTI Consulting to help address their most complex, business-critical issues. We deliver a unique combination of deep subject matter expertise, practical experience, and a purposeful approach to advising organizations on how to manage change, mitigate risk, and enhance their market positions.

**Complex Issues Expertise**
- Reputation Advocacy
- Litigation & Arbitration
- Government Investigations
- Regulatory & Legislative Change
- Operational Incidents
- Environmental Issues
- Bankruptcy & Restructuring
- ESG
- Governance & Activism
- Cybersecurity
- Mergers & Acquisitions
- Business Transformation
- IPOs & Spin-Offs

**Global Capabilities**

**Industries**
- Energy & Natural Resources
- Industrials
- Healthcare & Life Sciences
- Financial Services
- Retail & Consumer
- TMT

**Recognized Leadership**
- America’s Best Management Consulting Firms
- Best Firms to Work For
- Top Service Provider in the Legal Industry
  - Corporate Counsel (2016 – 2019)
- #1 Crisis Management Firm
  - The Deal (2017 – 2018)

**A Culture That Delivers**
- Practical
  - in our communication and approach to outcomes
- Judicious
  - in complex, multi-party situations
- Collaborative
  - with clients and colleagues
- Professional
  - in our commitment to work with the highest caliber

**Key Figures**
- 700+ Employees
- 27 Countries
- 82 Cities
- 120+ Senior Managing Directors
Employees are focusing on how their employers are handling all aspects of their business during the COVID-19 pandemic

<table>
<thead>
<tr>
<th>Topic</th>
<th>Much more than usual</th>
<th>Somewhat more than usual</th>
<th>No more than usual</th>
</tr>
</thead>
<tbody>
<tr>
<td>How companies care for their employees’ safety and well-being</td>
<td>49%</td>
<td>37%</td>
<td>14%</td>
</tr>
<tr>
<td>How companies treat their customers</td>
<td>46%</td>
<td>39%</td>
<td>15%</td>
</tr>
<tr>
<td>Leaders/CEOs stepping up to help others in need</td>
<td>41%</td>
<td>38%</td>
<td>21%</td>
</tr>
<tr>
<td>How companies are paying or retaining their employees</td>
<td>39%</td>
<td>42%</td>
<td>20%</td>
</tr>
<tr>
<td>How companies are providing sick leave benefits to their employees</td>
<td>41%</td>
<td>39%</td>
<td>20%</td>
</tr>
<tr>
<td>How companies apply or take government loans or grants</td>
<td>40%</td>
<td>32%</td>
<td>27%</td>
</tr>
<tr>
<td>How and where companies source their products/supply chains</td>
<td>35%</td>
<td>38%</td>
<td>27%</td>
</tr>
</tbody>
</table>

Survey Details:
- Conducted May 12-14, 2020
- Audience size: 351
- Age 18+
- Weighted to represent population
- Respondents either personally or has a family member who works in one of the following industries:
  - Agriculture and Food
  - Airlines and Aviation
  - Automotive
  - Chemicals and Materials
  - Construction
  - Manufacturing
  - National Defense
  - Trucking
Employees have viewed the communications of their employers relatively positively since the beginning of the COVID-19 pandemic.

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<table>
<thead>
<tr>
<th>Concern for your health and safety</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>44%</td>
<td>32%</td>
<td>15%</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The future of the company you work for</td>
<td>40%</td>
<td>33%</td>
<td>14%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Your working options</td>
<td>37%</td>
<td>33%</td>
<td>16%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Your personal job security</td>
<td>34%</td>
<td>34%</td>
<td>18%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Potential furloughs or staff reductions</td>
<td>30%</td>
<td>24%</td>
<td>21%</td>
<td>13%</td>
<td></td>
</tr>
</tbody>
</table>
Safety & Reopening Guide
Resources

• Federal Guidelines and Resources
  • OSHA Guidance on Preparing Workplaces for COVID-19
  • CDC Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19)
  • CDC Public Health Recommendations for Community-Related Exposure

• State Guidelines and Resources
  • Illinois Department of Commerce & Economic Opportunity
  • Governor Pritzker’s “Restore Illinois” Safety Reopening Plan
  • State of Illinois Coronavirus (COVID-19) Response
  • Public Health District Directory
Workplace Disinfection

• Clean and sanitize surfaces
• Consult outside cleaning experts
• Secure an inventory of supplies
• Provide basic cleaning materials to employees
• Limit shared materials
Social Distancing

- Reduce contact between individuals
- Provide visual markers
- Stagger schedules and locations
- Restrict movement
- Conduct phone/video meetings
- Adjust workplace distance
- Offer a variety of leave options
Personal Protection

- Develop in-person or virtual trainings
- Educate and train employees on handwashing
- Explain how to correctly use hand sanitizer
- Provide employees with appropriate PPE
Signage & Cleaning Logs

• Post internal signage to remind employees
• Develop business continuity plans
• Post external signs to alert visitors of rules
• Clearly post cleaning logs
• Ensure accessibility to signage
Travel Policies

- Clearly define your policies
- Prohibit nonessential business travel
- Determine mandatory quarantine requirements post-travel
Customer Interactions

• Offer contactless delivery
• Pre-schedule any visits
• Limit crossover of customer visits
• Conduct virtual sales calls
Supplier & Contractor Interactions

- Encourage contactless delivery
- Prohibit non-essential visits
- Utilize different common areas
- Request health assessments and travel logs
Health Screenings

- Encourage self-screening
- Require temperature and symptom checks
- Ensure screeners have appropriate PPE
- Thoroughly disinfect testing areas
- Create a master schedule to track content
Employee Privacy

- Follow ADA guidance on employee confidentiality
- Require employees to disclose positive tests
- Disclose positive tests to other employees
- Do not disclose employee identities
- Ask for assistance creating a contact tracing list
DISTANCING AND SANITIZING CHECKLIST

- Implement new meeting/training protocols and involve your employees in the development of the plan as appropriate
- Take the plan through a training exercise or focused discussion to identify gaps
- Share the plan with employees and explain what human resource policies, workplace and leave flexibilities, and pay and benefits will be available to them
- Solicit and accept input from employees on possible improvements to your plan
- Prepare screening policies and procedures for employees and visitors
- Revise delivery protocols and provide for isolation of vendor personnel
- Install barriers and screens to separate workstations as possible
- Adjust building entry procedures (e.g., different entrances for each shift) as possible
- Reconfigure layout for production lines and install distancing signage
- Adjust work schedules and stagger shift plans
- Change seating in common areas (e.g., cafeterias)
- Post signage on proper handwashing/disinfecting protocol
- Increase rigor and frequency of facility cleaning
- Prepare appropriate materials to clean high-touch areas frequently
- Install contactless items wherever possible (e.g., time clocks, trash cans)
- Make available appropriate PPE (e.g., washable masks) for employees
- Provide cleaning employees with PPE

SCENARIO PLANNING SHOULD COVID-19 IMPACT FACILITY OPERATIONS

Employee tests positive or exhibits symptoms of COVID-19

- Immediately send employee home to self-quarantine
- Close off all workspaces used by sick employee
- Utilize logs to determine which employees came into contact with sick employee up to two days prior to symptoms
- Inform those employees of potential exposure; maintain sick employee confidentiality
- Inform potentially exposed employees how to proceed based on CDC Public Health Recommendations for Community-Related Exposure
- Clean and disinfect all workspaces used by sick employee
- Closely monitor potentially exposed employees for any symptoms
Communications Best Practices

Clear communications with internal and external stakeholders have never been more important, as the public is closely following actions that companies are taking to aide the economic recovery.

**Internal Stakeholders**

- Leadership is key
- Empower employees
- Use a variety of channels
- Ensure employees understand their role

**External Stakeholders**

- Be open and honest
- Everyone is watching
- Communities expect businesses to play a role in response efforts

**Media Protocols**

- Review media policies
- Identify a designated media spokesperson
- Monitor media coverage and subsequent public response
- Be prepared to share protocols and response in the event of an outbreak
Shifting Expectations

Employer response to COVID-19 has increased employee trust in their leaders, but there is a growing divide between those who can work from home and those who have to work on site.

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**Employees**

- **64%** Increased trust in their employer
  - **39%** Significantly Increased

**Employees**

- **62%** See fundamental unfairness
  - **39%** Concerned about negative feelings
Many companies won’t focus on culture during the recovery.

Those that do will be better positioned to adapt and thrive.

Build resilience

Foster new ways of working and collaborating

Innovate and evolve the business model
Key Questions for Shaping Culture Post COVID-19

- Are we weathering the storm or preparing to thrive?

- How do process changes affect locations or behaviors?
  - Individual impact
  - Collaboration

- What unique value do we offer in a world in which everything has changed?

- What does success look like?

- How are teams really motivated? What do they value?
Questions

Email ima@ima-net.org
IMA Recommended
COVID-19
Online Resources at:

https://ima-net.org/covid-19/

BOLDLY MOVING MAKERS FORWARD