

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 imperative of our time

Imperatives

1

Safeguard our lives

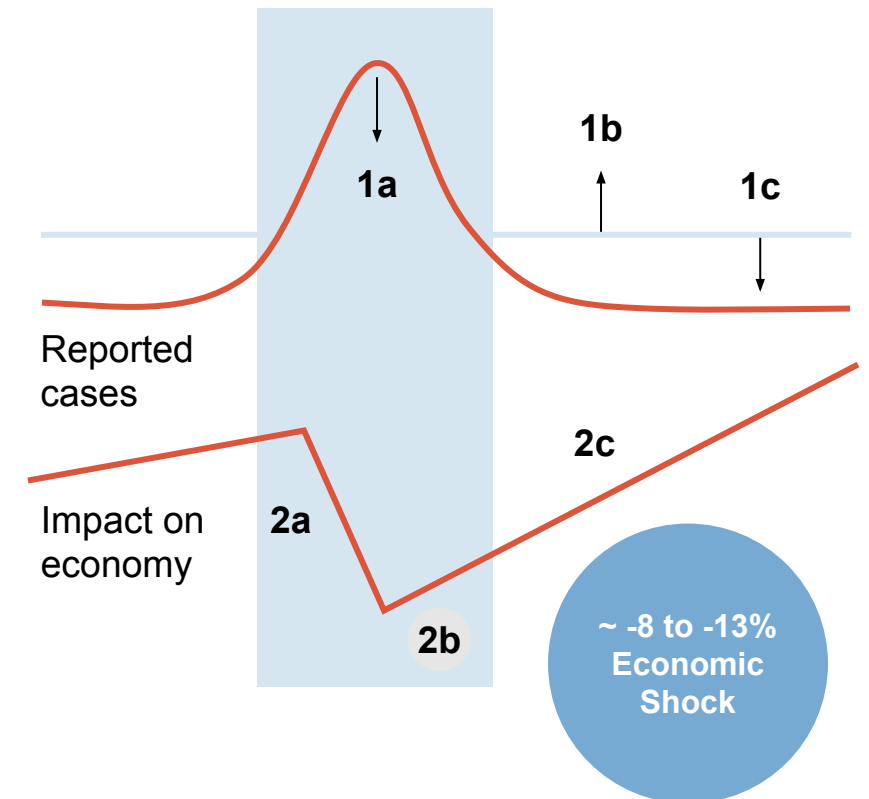
- 1a. **Contain the virus** as fast as possible
- 1b. **Expand treatment and testing capacity**
- 1c. **Find “cures”**; treatment, drugs, vaccines

2

Safeguard our livelihoods

- 2a. **Support people and businesses** affected by lockdowns
- 2b. **Prepare to get back to work safely** when the virus abates
- 2c. **Prepare to scale the recovery** away from a -8 to -13% trough

“Timeboxing” the Virus and the Economic Shock



Scenarios for the economic impact of the COVID-19 crisis

GDP Impact of COVID-19 Spread, Public Health Response, and Economic Policies

Scenario voted most likely¹

Virus Spread & Public Health Response

Effectiveness of the public health response in controlling the spread and human impact of COVID-19

Rapid and effective control of virus spread

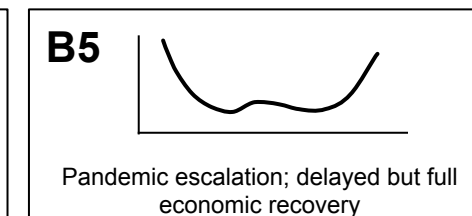
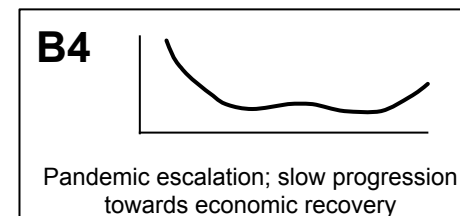
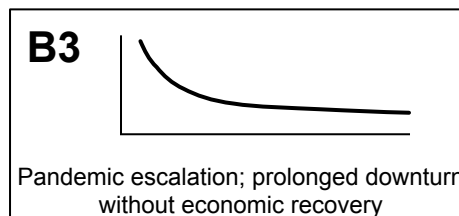
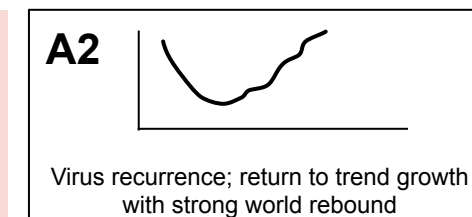
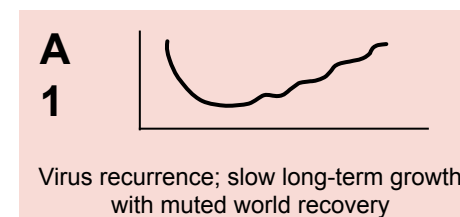
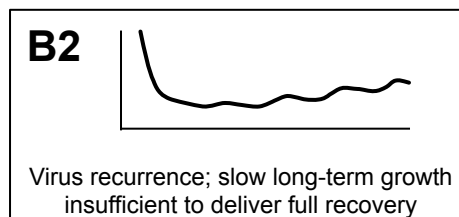
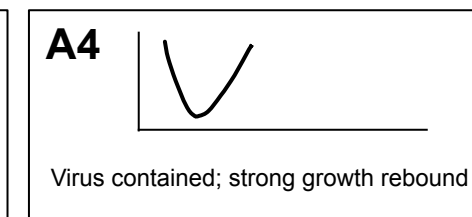
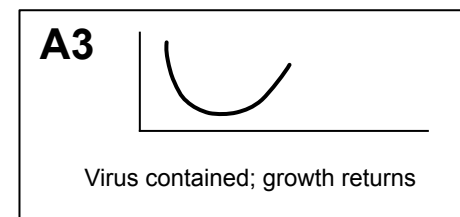
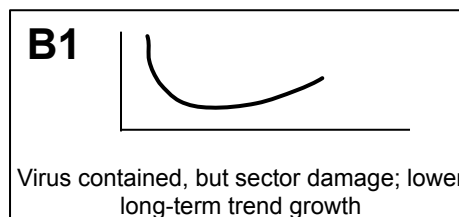
Strong public health response succeeds in controlling spread in each country within 2-3 months

Effective response, but (regional) virus recurrence

Initial response succeeds but is insufficient to prevent localized recurrences; local social distancing restrictions are periodically reintroduced

High stress on public health interventions

Public health response stretched to control the spread of the virus for an extended period of time (e.g., until vaccines are available)



Ineffective interventions

Self-reinforcing recession dynamics kick-in; widespread bankruptcies and credit defaults; potential banking crisis

Partially effective interventions

Policy responses partially offset economic damage; banking crisis is avoided; recovery levels muted

Highly effective interventions

Strong policy responses prevent structural damage; recovery to pre-crisis fundamentals and momentum

Knock-on Effects & Economic Policy Response

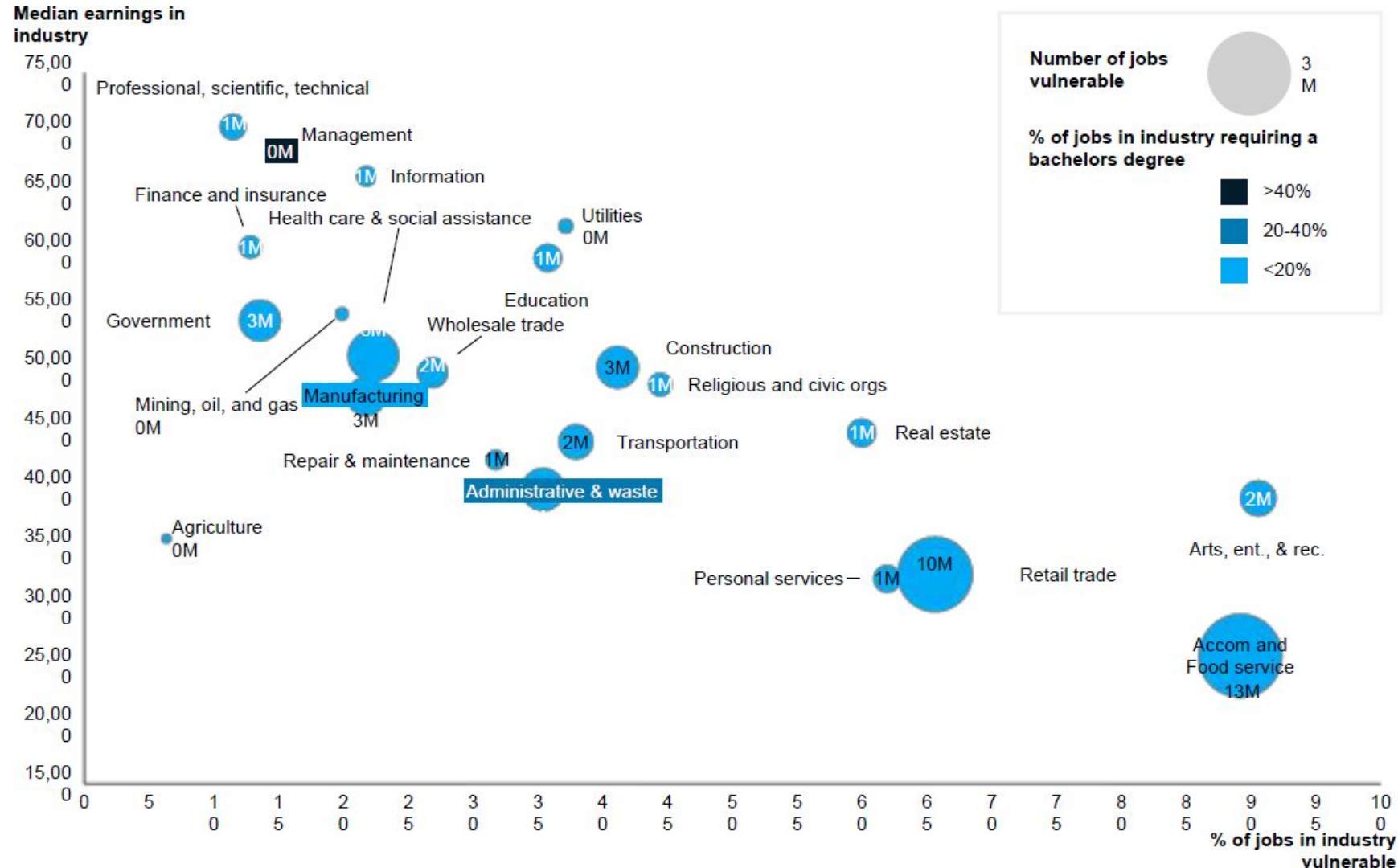
Speed and strength of recovery depends on whether policy moves can mitigate self-reinforcing recessionary dynamics (e.g., corporate defaults, credit crunch)

1. Survey of 2,079 global executives (481 in North America); 31% of respondents voted for scenario A1 to be most likely (38% of US based respondents, 37% Europe based respondents)

Source "In the tunnel: Executive expectations about the shape of the coronavirus crisis"; available online at <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/in-the-tunnel-executive-expectations-about-the-shape-of-the-coronavirus-crisis>; McKinsey survey of global executives, April 2–April 10, 2020, N=2,079

Example of labor market impact: lower paying jobs are hit hardest in the US

US analysis, impact of COVID-19 on the job market



Key learnings

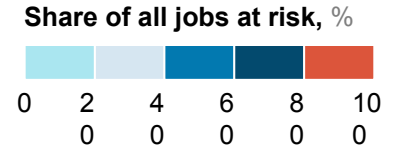
- Industries with the highest share of vulnerable jobs **typically pay lower wages** and employ workforces with low educational attainment
- 40% of the vulnerable jobs in the private sector are in **businesses employing fewer than 100 people**
- At the same time, the US labor market has open positions: up to **3 million workers could find short-term employment** in other sectors (e.g., warehouse logistics)

Note: Vulnerable jobs are those predicted to be furloughed, laid-off, or otherwise unproductive (e.g., kept on payroll but not working) during periods of high social distancing

Source: Lives and livelihoods: Assessing the near-term impact of COVID-19 on US workers, McKinsey & Company April 2020

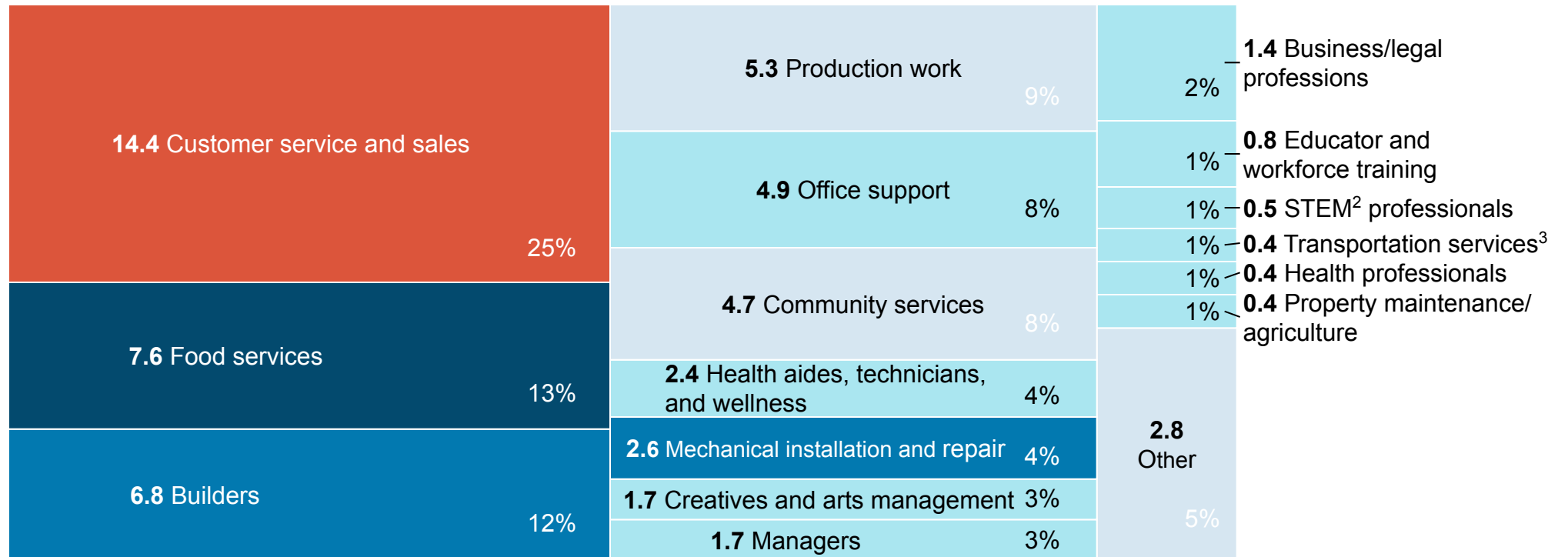
Fifty percent of all jobs at risk in Europe fall into customer service and sales, food service and building

European jobs potentially at risk, by occupation category,¹ mn, percentage share



58.8
million jobs
at risk in
Europe...

...or a
26%
share of total
employment



Note: Analysis determines jobs at risk as related to physical-distancing policies and their immediate knock-on economic consequences; assumes level of physical distancing (defined by shelter-in-place policy) based on state policies.

Figures may not sum to 100% because of rounding.
Based on the job-cluster framework defined by the McKinsey Global Institute

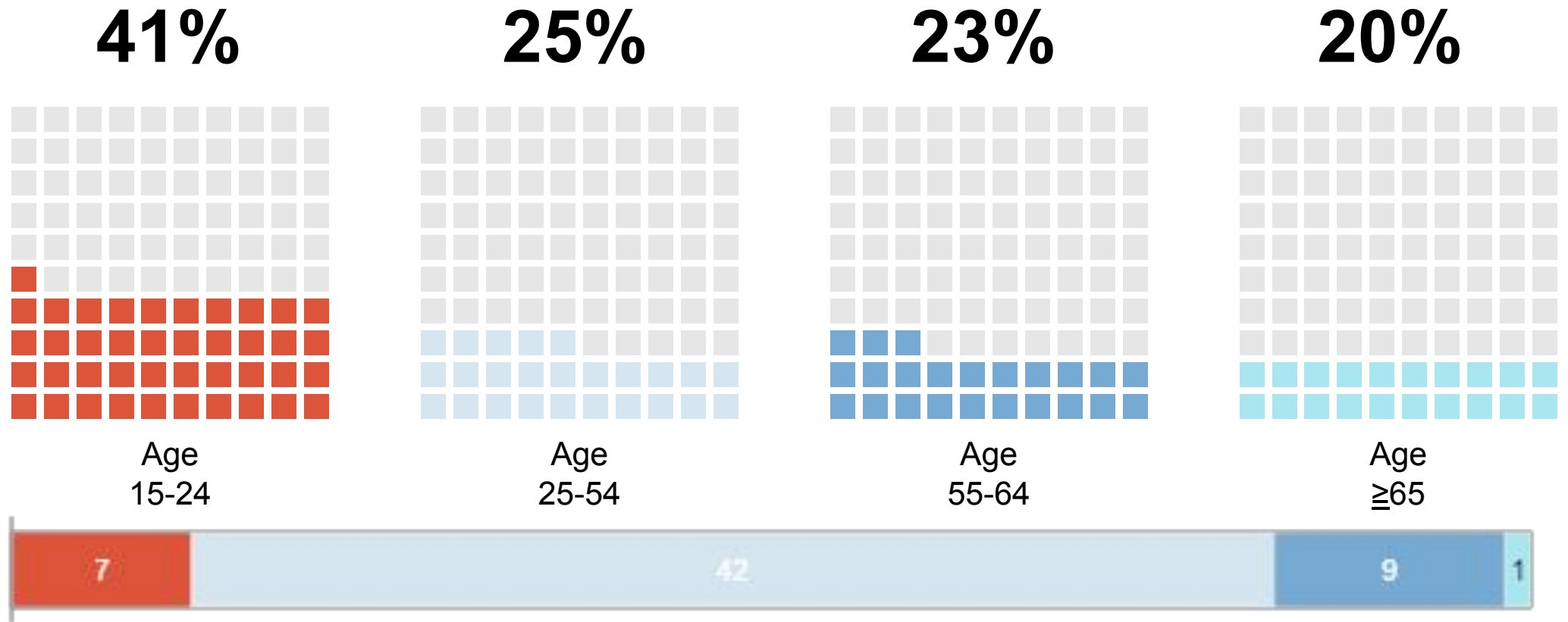
1. Science, technology, engineering and math

2. Does not include any form of commercial transportation jobs, such as heavy trucking and lorry driving (which is included in the "production work" job cluster)

The short-term job risk for employees aged 15 to 24 years is higher than for those in other age groups

European jobs potentially at risk, by age group¹

Jobs at risk, percentage of total jobs



Note: Analysis determines jobs at risk as related to physical-distancing policies and their immediate knock-on economic consequences; assumes level of physical distancing (defined by shelter-in-place policy) based on state policies. Figures may not sum to 100%, because of rounding

1. Age groups as provided in employment statistics by Eurostat; further differentiation not possible because of data limitations

Source: Eurostat; LaborCube; McKinsey analysis

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)

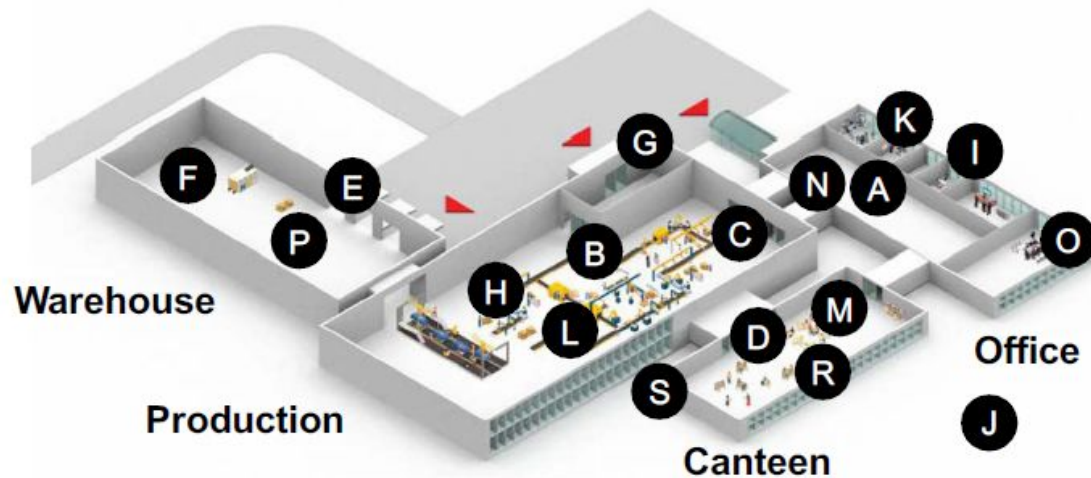
More than 50% of agency workers are younger than 30 and the share of women is often also higher than the average employed population

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 (1/2)

Examples of measures to address workers' safety and confidence in-and-around the workplace

- A Re-modelling/Re-tooling the workspace
- B Upgraded PPE for Viral Protection
- C Improved Air Filtration and Ventilation
- D More Touch-free Handles/Interfaces
- E Temperature Measurement Upon Entry
- F Contact Tracing
- G Controlled Entry to Production Floor
- H Hygiene Zones with Checkpoints Between
- I Health ID and Employee Risk Categorization
- J Work From Home Kit
- K Visual Social-Distancing/Sanitization Cues
- L Worker Proximity Sensors
- M Hotspot Surfaces Marked with Colour
- N Clean Working Kits
- O Highly Visible Workspace Cleaning
- P Designated Team Guard
- Q Staggered Shifts and Lunch Times
- R Canteen Tables Spaced and Food Served Portioned in Re-usable Boxes



Illustrative examples



More Touch-free Handles/Interfaces



Visual Social-Distancing/Sanitization Cues



Health ID and Employee Risk Categorization

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	2 - 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:	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**



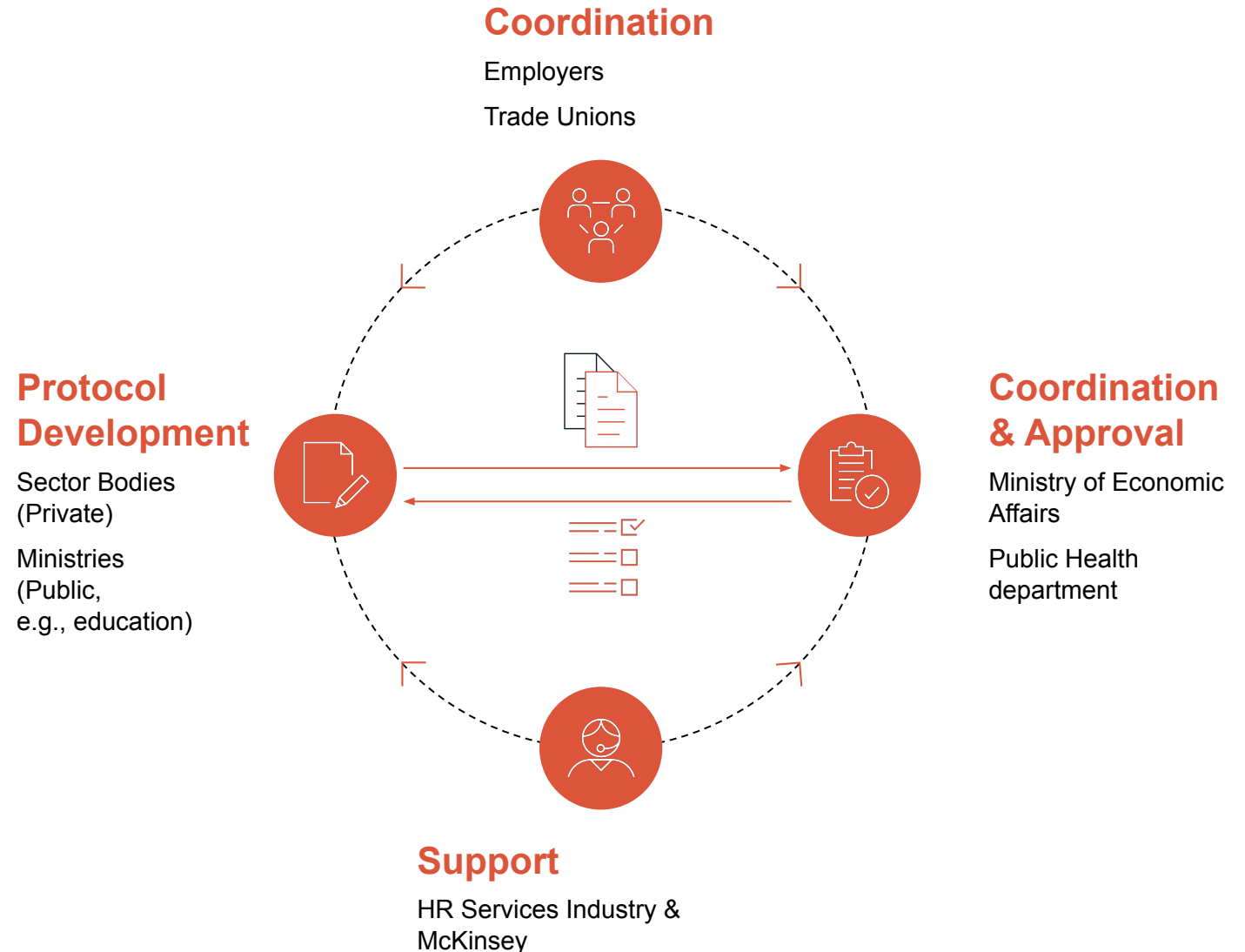
Netherlands case example: protocol development

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



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

**We are calling
on other
stakeholders to
join forces to
enable workers
to return to
work safely
and quickly**

This HR Services industry movement is dedicated to **supporting a safe return to work** in the new normal

We invite HR services industry players, employers, trade unions, governments, NGOs and others to collaborate with us and **support, stimulate and endorse this movement**

Get in touch with us to join

To join the alliance

Randstad NV

Robbin Brugman

robbin.brugman@randstad.com

Adecco Group

Stephan Howeg

Stephan.Howeg@adecgroup.com

ManpowerGroup

Tomas Chamorro Premuzic

tomas.chamorroremuzic@manpowergroup.com

For Public Affairs

Randstad NV

Annemarie Muntz

annemarie.muntz@randstad.com

Adecco Group

Bettina Schaller

bettina.schaller@adecgroup.com

ManpowerGroup

Hans Leentjes

hans.leentjes@manpowergroup.com

For press and media inquiries

Randstad NV

corporate.communications@randstad.com

Adecco Group

media@adecgroup.com

ManpowerGroup

emma.almond@manpowergroup.com

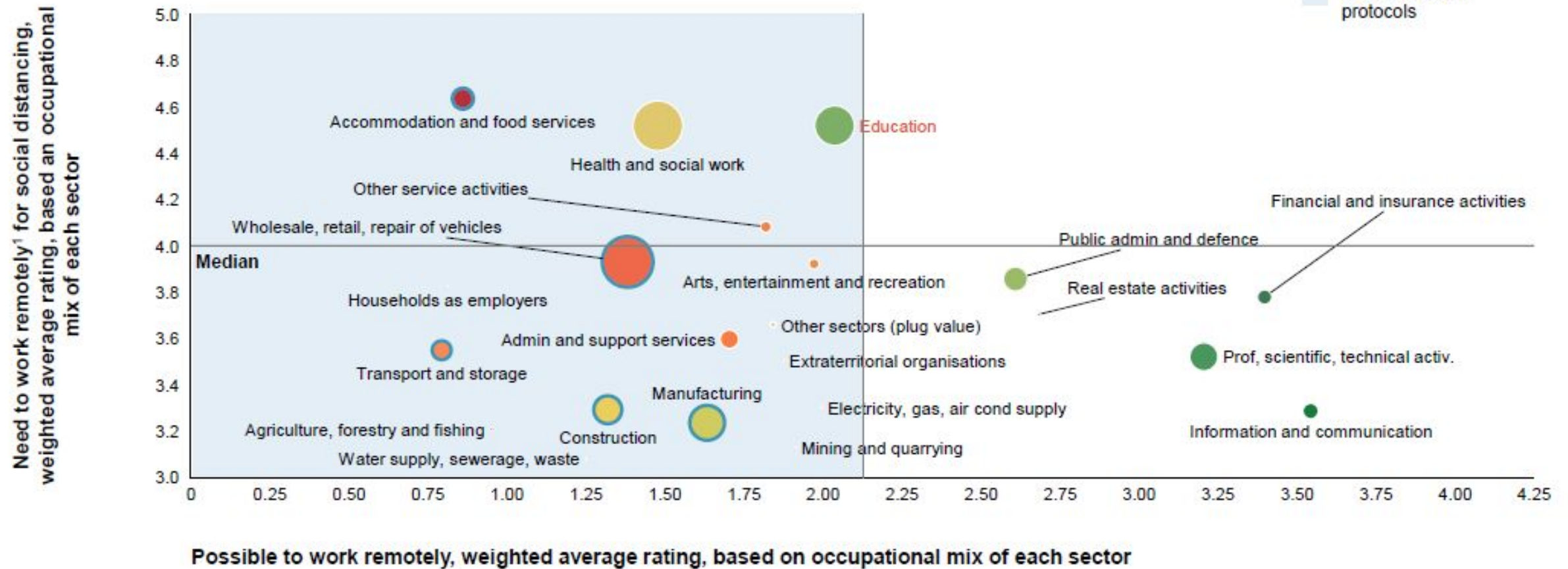
Backup

Most jobs in scope for #SafelyBackToWork do not allow for remote work

UK job market analysis

Bubble size and number = total employees in 2016/17, thousands;

Bubble color = Weighted average median hourly wage: **dark red** = £9.5; **dark green** = £19.5



1. Based on whether occupation requires face-to-face interactions with a large number of people or whether normal place of work typically has a high density

China example: Containment measures can be adapted based on assessed readiness for reactivation

Example of stages of reactivation China's regions went through

		Readiness to reactivate economy			
		Stage 1	Stage 2	Stage 3	Stage 4
Geography	Hubei	No restrictions, but remote working is recommended and households must ensure they follow health and safety measures	Each household to keep only one entrance and exit point open. Allowed limited number of entrances and exits per day	Curfew in place with nighttime outdoor access prohibited; each household is allowed limited numbers of entrances and exits	Mandatory to stay home in isolation with outdoor access prohibited
	Other provinces	No restrictions, but remote working is recommended and households must ensure they follow health and safety measures	Limited restrictions but highly encourage residents to work from home across multiple provinces	Curfew in place with certain restrictions on time of day, day of week, and other limitations that differ by province	Most provinces shut down with residents required to stay at home
Essential sectors		All sectors are allowed to operate and key supply chains operate on market basis	Government begins to prepare the management of key supply chains in partnership with the private sector	Government partially manages essential supply chains	Government ensures management of essential supply chains and infrastructure (ie. medical supplies, building of temporary hospitals)
Non-essential sectors		All sectors are allowed to operate while being cautious of health and safety measures	Most sectors are allowed to operate but must comply with specific physical distancing and health protocols (e.g., in restaurants)	Few sectors are allowed to operate after they have received approval and comply with physical distancing and safety protocols (e.g., manufacturing factories)	Issued order to shutdown all non-essential companies, where only those that can operate online are allowed
Transport	Hubei	Lockdown lifted, all transportation resumes in all Hubei cities including Wuhan. Residents who travel have to show "green" health code. People from other provinces can travel in and out of Hubei with green code	Easing of inter-province movement with Hubei. Transportation in Hubei cities apart from Wuhan resume. Residents must show "green code" and strict screening continues	Removed all traffic control points except for exits of Hubei province and at entrances/exits to Wuhan city. Hubei residents who travel within the province have to show "green code"	Locked down transport in and out of Hubei province, amongst cities in Hubei and within all Hubei cities including Wuhan
	Other provinces	All transportation within city, inter-city and inter-province resumes. People who travel have to show "green code"	Inter-province movement restricted	Limited inter-city movements with strict screening at traffic control points	Intra-city movement restricted
Assembly		Large events and gatherings that draw crowds are banned (e.g., concerts, tourist events)	Gathering limited to medium-sized groups. Workplace events encouraged to be cancelled or postponed.	Gatherings limited to small groups in private and public places	Remain within circle of household members in residential spaces

China example: Protocols specifically tailored by sector can also help lower transmission

Examples of protocols in manufacturing sector in China

Factory worker safety

Staggered working shifts, arrival times and lunch breaks; temperature screening and sanitizers; physical distancing seating arrangements; worker space decontamination; required to issue personal protective equipment to all workers; wear masks at all times

Maximize worker availability

Cover costs for travel/relocation for dislocated workers returning to work (with 14-day quarantine for those returning from high risk provinces); flexible work hours; proactive assessment of worker health codes (green/yellow/red)

Inbound supply

Suppliers, manufacturers, and customers have shared resources proactively, given mutual dependence including PPE (masks, disinfectants), idle transportation asset, and personnel; manufacturers have simplified offerings to high running items, shifting focus to locally supplied SKUs, and key input suppliers are more closely tracked

Logistics

Change in operating model, including running multiple drivers per truck asset with staggered timings to fully utilize asset; segregation of drivers, transfer points, and rest/cleaning checkpoints; drivers wearing full protective equipment; ensure distribution center safety measures

Non- manufacturing function

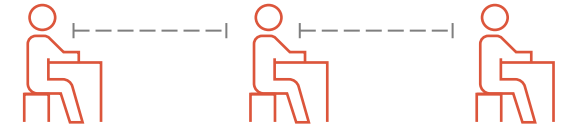
Implemented work-from-home accommodations to roles that are able to; flexible work schedules and teleworking; staggered work times to ensure availability of research spaces while maintaining physical distancing

Large Electronic Manufacturer

A large electronics manufacturer has introduced frequent temperature testing and plans to give tens of thousands of coronavirus tests to workers along with an equally large number of chest x-rays. Workers with elevated temperature are immediately taken to a hospital, and those around them are closely watched.

Car manufacturer

After shutdown was lifted, a car manufacturing facility gradually resumed operations and has now returned to full activities. Among other measures, employees are also prohibited from sharing apartments and provided isolated accommodations instead.



Workers sit spaced out and facing the same direction during lunch to reduce risk of infection

Some precautionary measures include:



Body temperature checks at arrival



Regular factory disinfection



Workers having lunch in isolation



Having a mask disinfection cabinet every 200m.