INTERNATIONAL SOS

SWISS INDUSTRIES

ROUNDTABLE

RETURNING TO OPERATIONS IN THE NEW NORMAL

SURVEY ANALYSIS: KEY FINDINGS

JUNE 2020

with the participation of resilience experts from multinational companies, of various industries:

luxury	building	financial	digital	tobacco	food
watchmaking	materials	& banking	technologies	& nicotine	& beverages

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EXECUTIVE SUMMARY

International SOS organised the exclusive Swiss Multi-Industry roundtable "Returning to Operations in the New Normal" on the 25th of June 2020.

Multi-industry resilience experts from *ABB, Firmenich, LafargeHolcim, Patek Philippe, Philip Morris, and Pictet*, joined medical and security specialists from **International SOS** to share their understanding and vision of the current situation and its possible developments according to their respective industries and cultural corporate DNA.

The roundtable was structured based on a survey that participants and silent listeners took ahead of the event.

This survey, collecting answers from relevant experts working for 67 Swiss-based organisations across multiple industries, respectively, was created for the purpose of understanding to what extent the coronavirus disease (COVID-19) has impacted organisations across Switzerland, and in what ways.

The survey also sought to find out whether organisations had a viable response plan in place, how they re-imagine the future, and what they need to reform.

KEY FINDINGS/RESULTS

Restart
• Uncertainty surrounding the pandemic remains high: agile strategies must be implemented, considering 2nd and 3rd order COVID-19 effects.

Re-imagine
• More global health security threats in the future may be expected. The infodemic can be fought thanks to a trusted partner, and organisations must prepare for ever-increasing digitalisation.

Reform
• Reform is imperative. Assumptions must be continually challenged, and After Action Reviews (AAR) conducted in parallel to the crisis.

SURVEY DEMOGRAPHICS

67 SWISS-BASED ORGANISATIONS

13,697 AVERAGE TOTAL WORKFORCE SIZE

95 KEY OPERATING COUNTRIES

1,004 INTERNATIONAL ASSIGNEES

5,038 INTERNATIONAL TRAVELLERS

VIRTUAL ROUNDTABLE PARTICIPANTS

KEYNOTE SPEAKERS

Cedrick MORIGGI
Global Head of Security and Resilience
LafargeHolcim

Richard GOULD
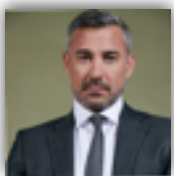Global Head of Security & Market Safety
Philip Morris

PARTICIPANTS

Marc VINK
Head of Security (CSO)
ABB

Rob NEWMAN
VP Global Security & Chief Security Officer
Secretary Corporate Crisis Management Team
Firmenich

John DEMPSEY
Group Head of Business Continuity Management
Pictet

Marco CORELLI
Head of Security
Patek Philippe

EXPERTS / MODERATORS

Gautier POROT
Security Director, International SOS
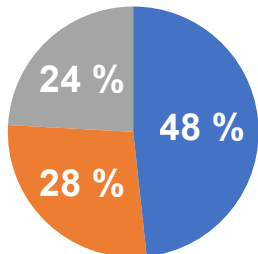Crisis Management Trainer,
IMD Business School

Dr Anthony RENSHAW
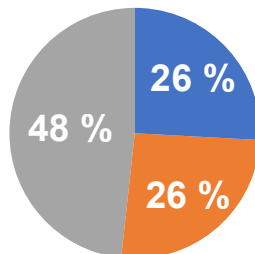Medical Director, Health Consulting – Europe
International SOS

RESTART

KEY FIGURES:
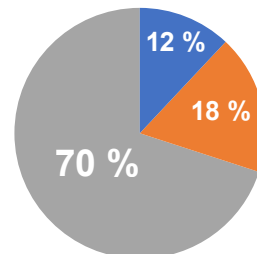
When do you plan to resume national travel?

- Immediately — 48 %
- In the next month — 28 %
- In the next 3 months — 24 %

When do you plan to resume continental travel?

- Immediately — 26 %
- In the next month — 26 %
- In the next 3 months — 48 %

When do you plan to resume intercontinental travel?

- In the next 6 months — 12 %
- In the next 9 months — 18 %
- In the next 12 months — 70 %

62% expect **employee anxiety / emotional support** to be a critical factor during the restart.

55% do not have an audit process in place to assess **return-to-work and travel** guidelines.

49% will not define guidelines and identify resources about **onsite testing**.

52% currently do not have a viable and effective travel restriction overview tool in place.

THE MEDICAL AND SECURITY EXPERTS SAY:

The COVID-19 crisis makes D. Eisenhower's words «Planning is everything. The plan is nothing», ever more relevant today. While many organisations had a pandemic plan in place, the reality of this crisis rendered such plans, in some cases, difficult to implement. Uncertainty, doubts, and unknowns continue to hold businesses back. Crisis management processes should be agile and flexible: the long-haul should be the focus, and assumptions being challenged should be expected and prepared for. Companies must be aware of 2nd and 3rd order COVID-19 consequences that will impact businesses and operations globally. Approaches towards chronic health issues such as mental health, for example, will be a key success factor for the long-term recovery of your business and your return to market. This is a human crisis, so communication requires an authentic and holistic approach. Communicate weekly to employees; twice a week to management and daily when needed.

The travel industry has wholly suffered as a result of this global pandemic. Now, with lockdown regulations being eased worldwide, business travel is on the rise, but the complexities of travel restrictions remain a common "pain in the neck" for all companies. Organisations must approach the return to travel with caution: if business travellers are on the move, your travel monitoring system and process need updating on a daily basis; a COVID-19 adapted internal booking process which enforces quality & control needs to be ensured; and, in the absence of a COVID-19 internationally-aligned health criteria, your own must be set. While national travel has seen a restart and continental travel has seen some resumption, not much intercontinental travel is expected to take place before 2021. Travelling within cluster "bubbles" is the priority.

RE-IMAGINE

KEY FIGURES:

78%

will integrate **digital and online crisis management** as a primary component of their emergency organisation concept and training.

40%

believe **top and middle management** will have to go through **mandatory crisis management training** in the future.

88%

believe the possible reform of **face-to-face** dynamics will contribute to risk exposure reduction.

49%

do not believe **biometry** to be the future of **touchless travelling**.

THE MEDICAL AND SECURITY EXPERTS SAY:

Crisis management and decision-making processes must be understood at all levels and crisis team members tested. More global health security threats should be expected in the future – organisations should be wary of not letting COVID-19 planning go to waste.

While a serious incident, the pandemic is in many places not the crisis, rather it is the follow on effects (un-employment, collapsing economies) that will threaten organisations and their employees. One example of such a negative consequence is the widespread publication of false information, the complexity of identifying correct information, and the difficulty of discerning between the two.

The COVID-19 infodemic, and its profound business impact, has led to a pressing need for companies to harness health expertise. Having a trusted and reliable partner that can help filter the noise, as well as provide quick, concise answers to questions is now more important than ever.

One thing this pandemic has not negatively impacted, or even slowed, is the advent of digitalisation – in fact, the contrary has happened. Digital health and telemedicine is fast becoming the new norm and employers should adapt. Digital crisis management is no longer a nice-to-have, but a must-have. This crisis has created a real need for touchless dynamics, and biometry has gained new supporters (and new opponents). On one hand, this new digital working area will contribute to employees' risk exposure mitigation; on the other, it may also generate new problems. Organisations must have a robust data protection strategy in place to continue operating worldwide.

RE-IMAGINE

KEY FIGURES:

Top 4 Challenges in Managing the COVID-19 Crisis:

1. **The evaluation of different travel restrictions:**..........**48%**
2. **Access to reliable information:**.................**29%**
3. **Appropriate communication to staff:**........................**27%**
4. **Provision of emotional support to staff:**...................**27%**

50% estimate that their **corporate and occupational health guidelines and documentation** needs improvement.

46% estimate that their **pandemic plan** needs improvement.

17% rate the efficiency of their **intelligence gathering / situational awareness** as "unsatisfactory", or as "poor: needs improvement".

19% rate the efficiency of their **medical and security responses** as "unsatisfactory", or as "poor: needs improvement".

THE MEDICAL AND SECURITY EXPERTS SAY:

Surveyed organisations recognised that they were not necessarily well prepared, but they maintained that they learned and adapted. Reform, indeed, is imperative.

100% of decisions are being made based on 50% of the evidence: this 50% must be properly validated, and assumptions must be continually challenged. *After Action Reviews* (AAR) should be conducted in parallel to the crisis, including all stakeholders.

The Intelligence Cycle "Planning – Collection – Processing – Analysis – Dissemination" should be understood and applied to the business process and how it influences crisis planning. Changing all policies may be a mistake - instead, make an appendix: it eases the process of executing changes and of obtaining corporate validation.

With many pandemics, one can observe a typical cycle of hysteria and inertia among senior leaders. Roles within the risk, HSE or security space can be leveraged to gain upfront buy-in power for the next major crisis event.

SWISS INDUSTRIES ROUNDTABLE

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HOW INTERNATIONAL SOS CAN HELP

VISIT OUR INTERNATIONAL SOS PANDEMIC WEBSITE FOR ALL UP TO DATE INFORMATION
› Pandemic.internationalsos.com/2019-ncov

DOWNLOAD INTERNATIONAL SOS APP FOR TRAVEL ALERTS AND ADVISORIES

SIGN UP FOR EMAIL TRAVEL ALERTS
› Log in to your International SOS Member Portal and register for email subscriptions using your membership ID.

TELEHEALTH SERVICES
› Virtual access to our Assistance Centre medical teams and local teleconsultation network providers, to minimize exposure risks while delivering integrated, end to end care.

REMOTE COUNSELING SERVICES AVAILABLE GLOBALLY 24/7
› Emotional Support services can be delivered by a certified counselor via phone or online video-chat, even to those under quarantine.

DOWNLOAD COVID-19 POCKET GUIDE

DOWNLOAD COVID-19 - WHAT YOU NEED TO KNOW FACT SHEET

To learn more please contact switzerland@internationalsos.com