

Webinar Series: Managing the Business

Ensuring Organization's Future Success



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welcome to brighter

COVID-19: How long could this last and play out?

What you'd have to believe

Acute crisis over in 2 months Business back to usual, bump in the road

Western hygiene and healthcare cause a major slowdown in transition after hot spots emerge in early March

Catch a break with seasonality

Singapore's successful response (so far) is replicated across world

6 months to regain control No growth to brief recessions

Dramatic public health interventions across globe with major quarantines in Western countries

Aggressive containment (as was seen in China) is successful and allows countries to recover 3-4 months after first outbreaks

Infections approaching millions

12-18+ month pandemic Deep global recession

Virus spreads widely due to asymptomatic transition preventing containment

Only population immunity and future vaccine are able to break the cycle

Infections in the tens to hundreds of millions (or more)

Business Impacts

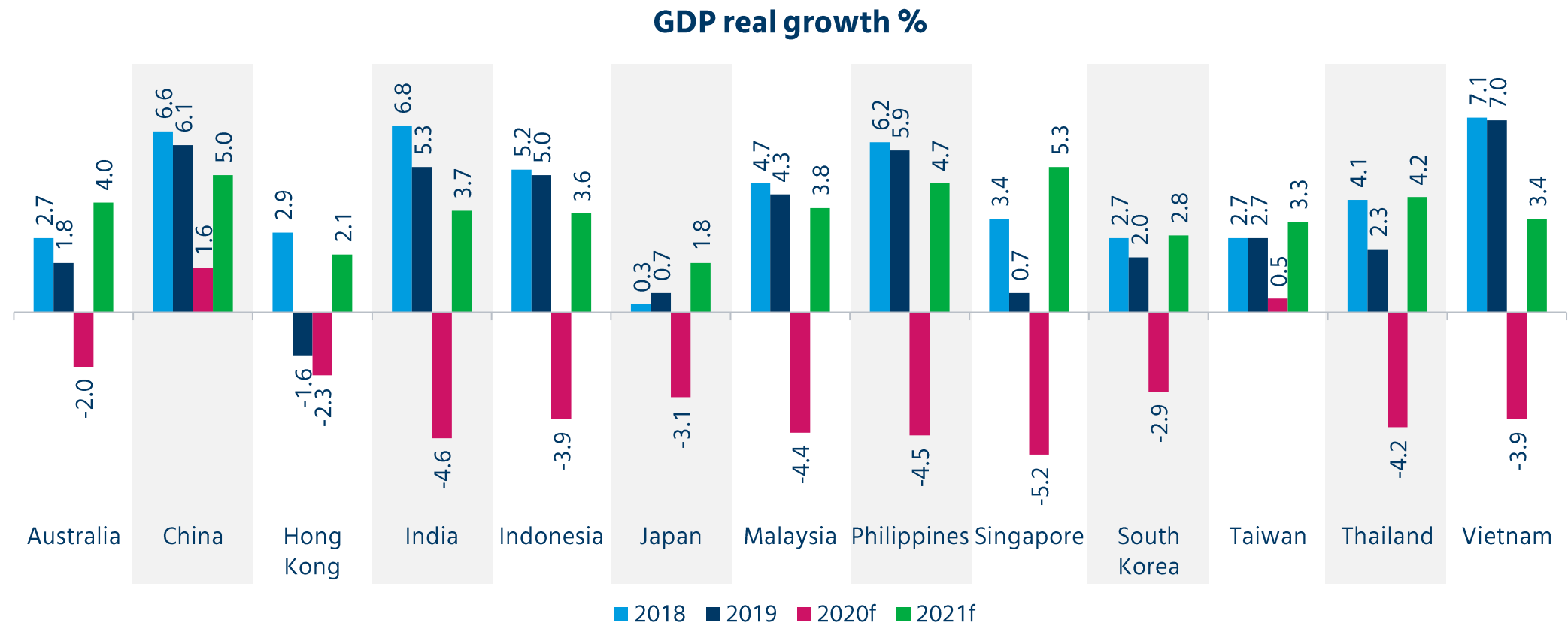
- Q2 Earnings dented, but swift recovery keeps companies and markets solvent
- Minimum of layoffs keeps employment levels high allowing for cash flow to remain
- Targeted government stimulus for most affected companies
- Recessions avoided

- Growth slows in most countries
- Vulnerable industries (e.g. Aviation) see a wave of bankruptcies culling the weaker competitors
- Government stimulus to bolster consumer sentiment, perhaps on the scale of TARP
- Growth starts to return in Q4 2020 leading into 2021

- Precipitous drops in demand (consumer confidence, access to supply, part-time/ gig economy workers with less discretionary income) cause growth to stagnate
- Energy and travel industry failures trigger a broader corporate debt crisis that central banks struggle to contain
- Depths of recession in 2021

Economic implications of the crisis are still not fully known

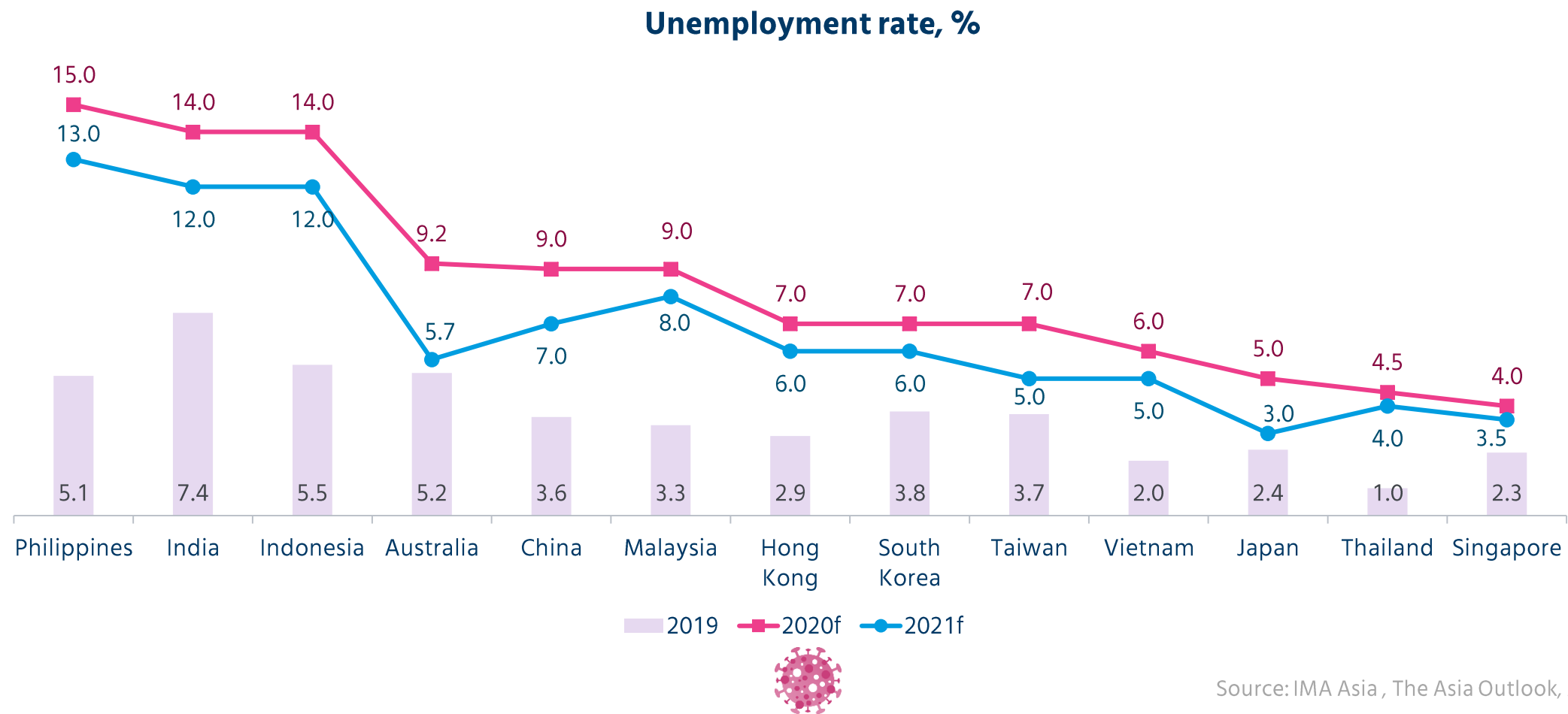
Markets across the region would be impacted



Source: IMA Asia , The Asia Outlook, April

The crisis will have far-reaching impact on the world of work

Unemployment is set to increase across the region



Its imperative that companies are thinking and planning ahead

A balance of empathy and economics will ultimately win

During these uncertain times, some companies might need measures to manage current costs; but businesses should not be short-sighted as they will need employees when business starts picking up again



It is critical to **balance economic decisions and empathy** with a **longer-term look** toward what's the next right thing your company needs to do to succeed and build a better, brighter tomorrow

At times like this, we can't succeed without our people



Team,

The response to COVID-19 has touched the lives of so many in the Apple family, and I want to thank everyone for their dedication, empathy, understanding, and care. Today, we more than doubled our donation to support the historic and global health response.

Our paramount concern is with the people who make up Apple's community of employees, partners, customers, and suppliers in China. I also want to recognize the many people across our teams who have been working around the clock to manage Apple's global COVID-19 response with diligence and thoughtfulness...

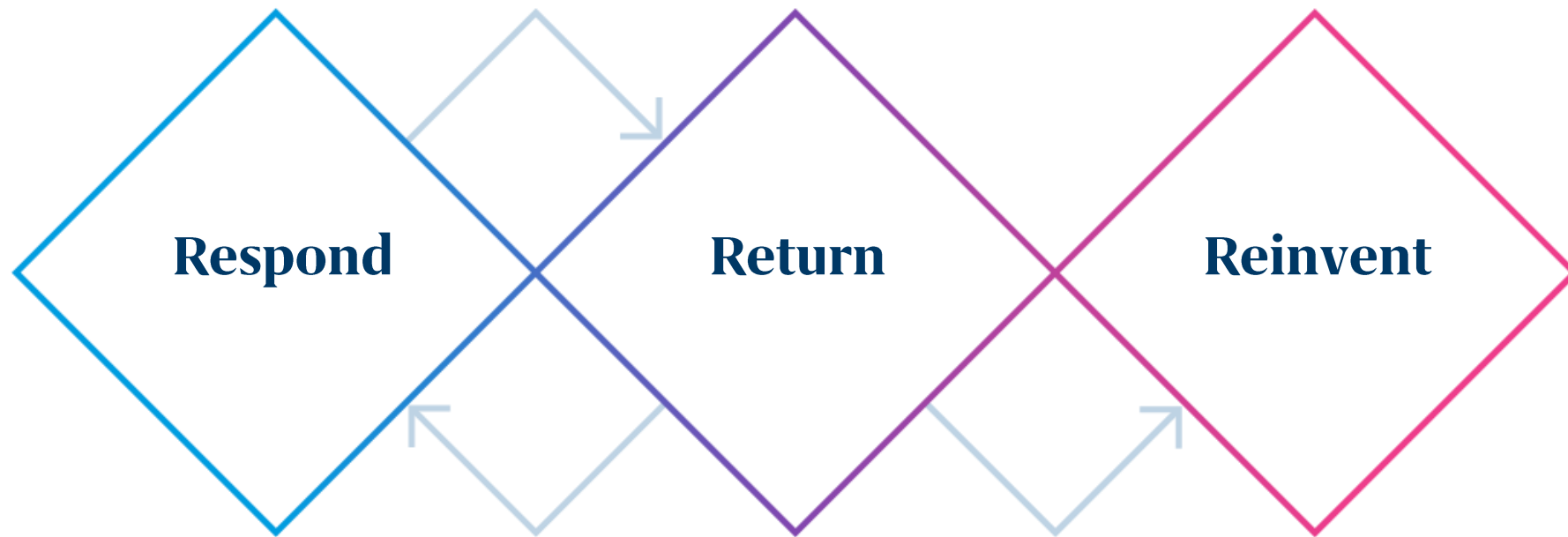
...Our first priority – now and always – is the health and safety of our employees, supply chain partners, customers, and the communities in which we operate. Our profound gratitude is with those on the front lines of confronting this public health emergency.”



- Tim Cook, Apple,
February 2020

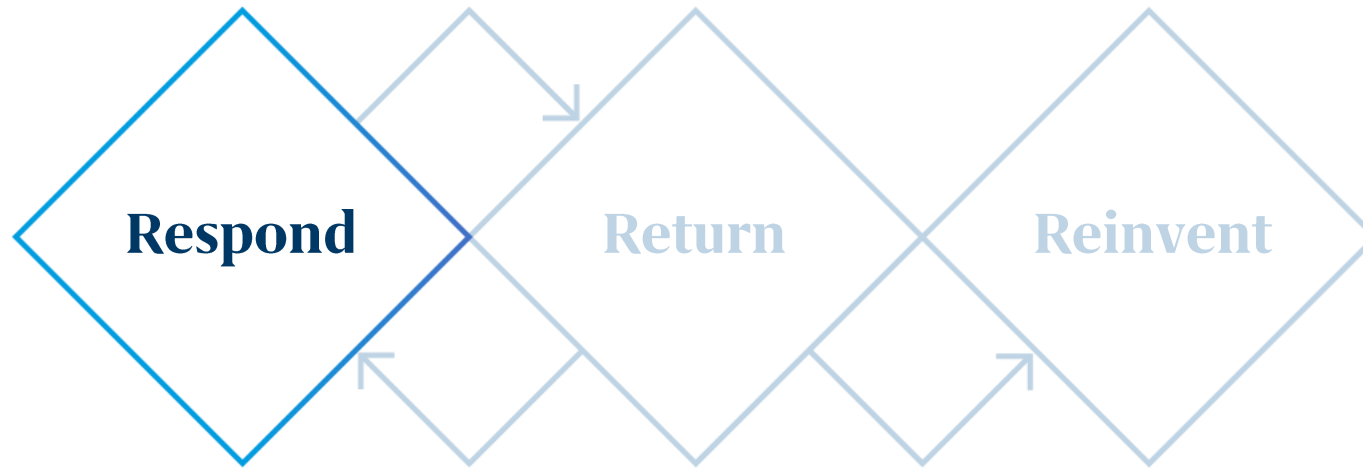
The Three R's: A framework for recovery

The COVID-19 pandemic has changed the way we work and these changes are permeating far beyond the peak of the contagion. As we navigate these uncharted waters we find ourselves dealing simultaneously with a health crises, a digital crises and an economic crises.



What we are finding is that companies are alternating between the phases depending on the course of the pandemic, government responses and the resilience of their industry & business.

What do you need to think about at the “respond” stage?



- Colleague health and safety
- Emergency response
- Cost containment and cash flow protection
- Business continuity plans
- Governance of retirement plans
- Communication and welfare



The need to connect and be real

Do you know what your employees are concerned about?

14%

only 14% employers have conducted internal survey, interview or focus groups to understand what employees are thinking and feeling

Now is a critical time to listen to your workforce. Taking an empathic approach—one that starts with your workforces' immediate challenges and concerns—can help you support your employees and solve emerging organizational problems.



Ensuring your employees stay engaged and productive while working remotely



Resources, collaboration and technology

Equip employees with the tools they need to get their job done:

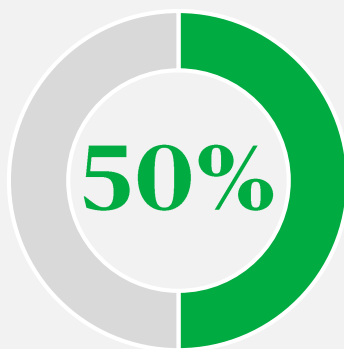
- **Ensure access to tools**, technology and training to be productive
- **Monitor cross-functional collaboration** and take corrective action as needed
- **Encourage innovation** around how work gets done virtually

Support holistic needs

Recognize the unique circumstances of the work environment

- **Embrace flexible schedules** given competing priorities with school closures
- **Equip managers** with resources for managing in uncertain times
- **Foster a sense of community** and connection through virtual engagement

Supporting employees dealing with health issues



of the companies in APAC have **considerably loosened** their **existing sick leave policies** to handle employees infected with COVID-19, compared to **60%** globally

Additional actions you can take



Assess digital health resources

- **Inventory available digital health services**, including telemedicine, meditation & resiliency, sleep support, well-being, remote monitoring for chronic conditions and digital coaching / therapy
- **Fill the gaps** by exploring new partnerships
- **Communicate to employees**, so they know what resources are available to them and how to access



Assess benefits coverage

- Support your employees with **easily accessible, up to date information on coverage for testing and care** related to COVID-19



Consider alternative benefits

- For employees not covered in your health plan, such as part-time employees or for employees who have costs not otherwise covered by the health plan, consider alternative arrangements such as **emergency relief funds** to support employees with health care costs

It's important to not overlook the mental and financial wellbeing needs of your employees



Keeping employees mentally resilient

Epidemics are historically associated with a rise in depression and anxiety. Companies can support their employees by:

- **Keeping team connected:** 3 out of 4 companies in APAC have implemented additional measures to keep employees connected to each other*
- **Communicating information:** Provide employees with trusted sources of information, such as local Ministry of Health websites and reputable news sources
- **Providing mental health support** for your employees e.g. employee assistance programs, mental health apps, virtual yoga sessions etc.

1 in 3 employees feel that their team mates are supporting them the most during this outbreak**



Supporting employees' financial wellbeing

The volatility of the financial markets and the associated falls in asset values are affecting people's retirement savings and other investments. Companies can support their employees by:

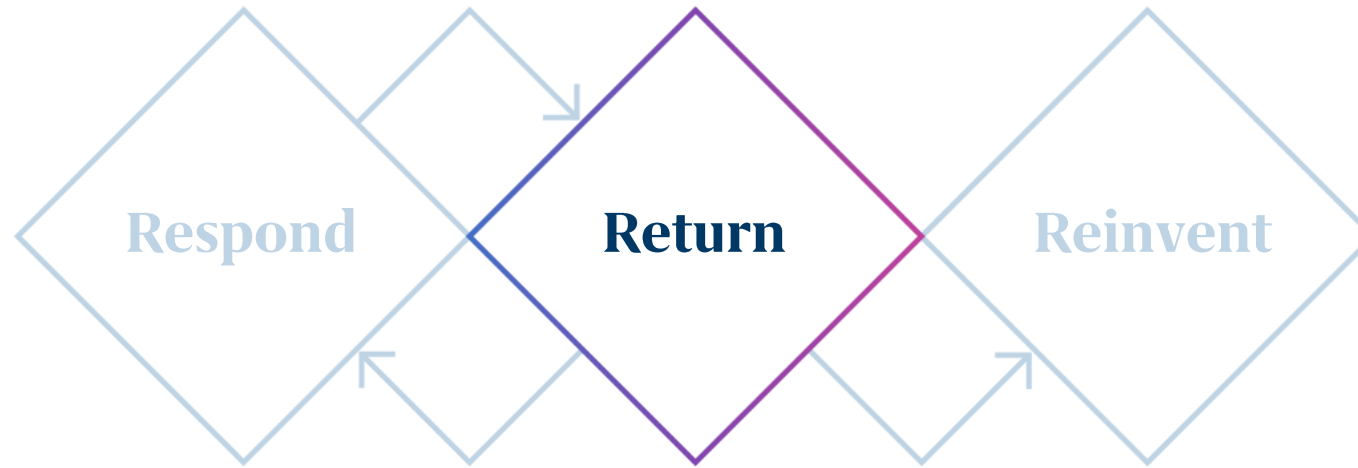
- **Providing financial wellness resources and tools** to employees for guidance
- **Communicating support** like EAP/financial coaching, short-term loans etc.

1 in 2 employees are concerned about the potential impact of the outbreak on their salary**

How we care is how we win



What do you need to think about at the “return” stage?



- Scenario plans and triggers and how this impacts people strategies
- Return-to-work protocols, safety policies and business continuity plans
- Alternative work plans, unpaid leave and job redesign, as well as discontinuity

- Digitize work practices
- Continued financial management
- Employee experience revisions
- Telemedicine and other work enablers
- Productivity and metric realignment



COVID-19 an opportunity to Creatively deploy workforce

2 potential scenarios: Shortage or Excess Manpower



Shortage of Manpower



- Augment labour pool with contingent workforce
- Identify new or untapped labour pools (e.g. retirees with the right skills)



- Increase and movement in contract manpower



- Reskilling



- Identify jobs with fungible skillsets, borrow and loan



Excess of Manpower



- Flexible Work Schedule: flexible work arrangements, a shorter workweek



- Identify jobs with fungible skillsets, borrow and loan across industries for those jobs
- Decrease contract manpower

BUILD

Develop talent from inside the organisation

BORROW

Borrow or rent talent through contracting with agencies, and across industries

BIND

Retain existing talent through improvements in the employee value proposition.

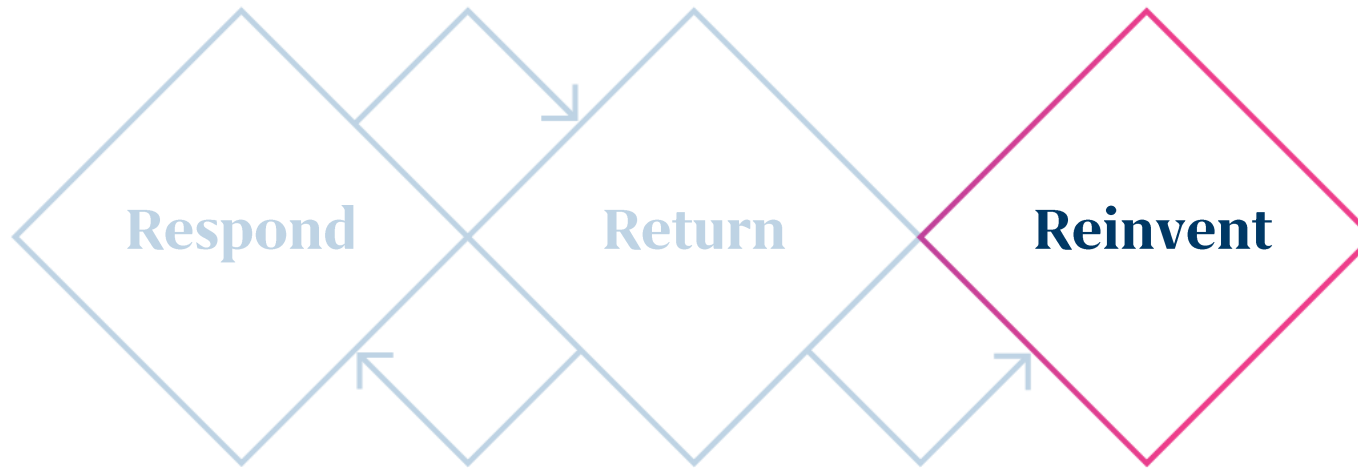
BALANCE

Re-structure the workforce to align for gaps and/or excesses

BOT

Use technology, a different way to organise work, and automate where possible

What do you need to think about at the “reinvent” stage?



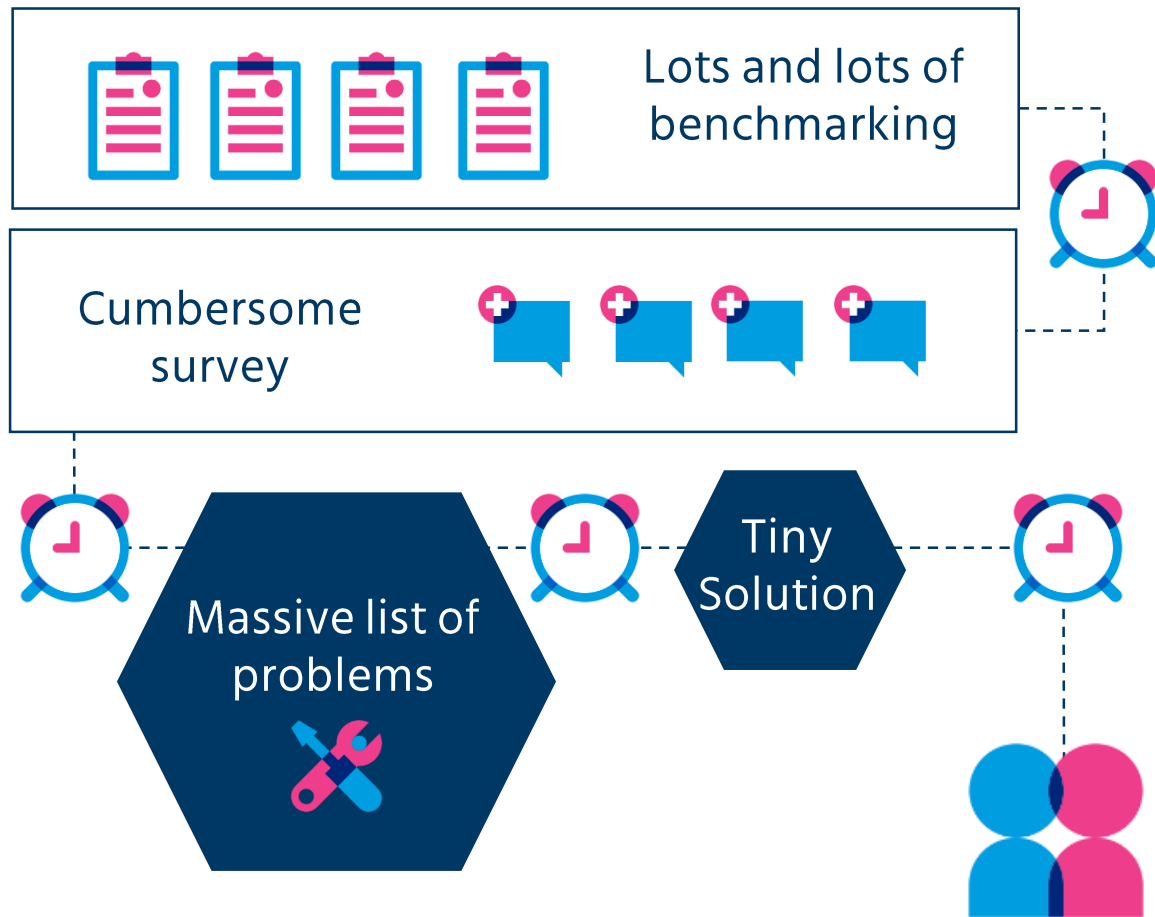
- Investment and governance strategy
- Business and organisational redesign
- Talent acquisition and EVP alignment around “employer of choice” for re-hiring
- Redesign of incentives programs to align with new growth drivers
- Health & benefits supply chains that can deliver in the next crisis



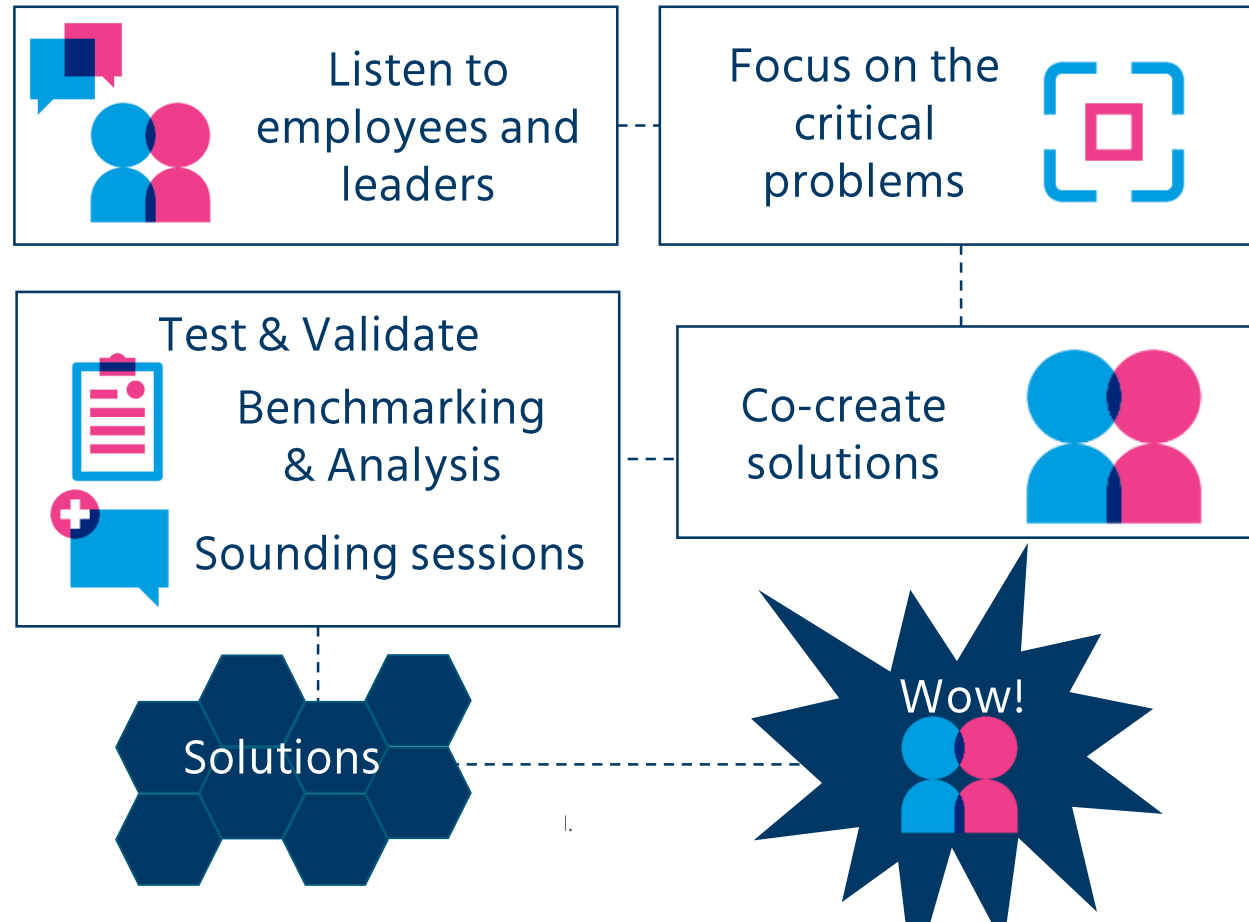
What's different about how we design solutions in the era of experience?

Avoid the pitfalls of a traditional approach

Traditional Approach



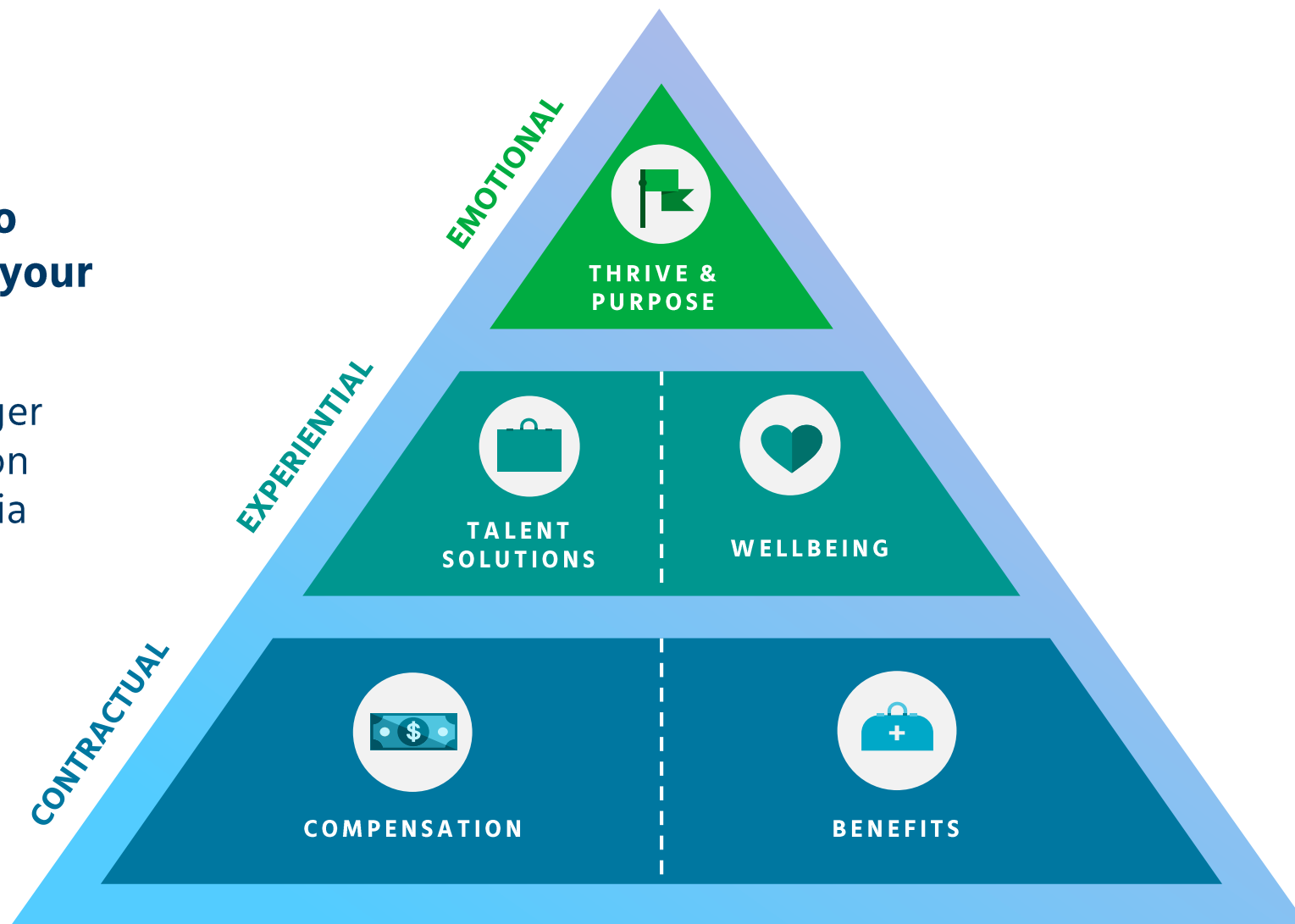
Experience Driven Approach



Thriving in an age of disruption – Retain your talent to rebound to growth

Reward and personalize to differentiate your TVP

Building stronger social protection across Indonesia



Rebuild with Data: Things will improve and it is time to rebuild rewards

You will need:

- **The latest industry data**
- **Expert insights & recommendations**
- **Frameworks to compare & benchmark key market indicators**



Continue to manage employee cost that may impact your business

What are the key skills of the future?

Mentimeter



RECENT CEO FORUM

30

Total remuneration survey (TRS)

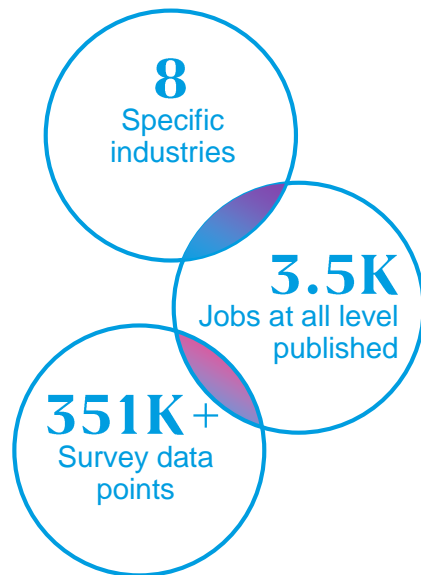
Indonesia TRS overview

2019 Total Remuneration Survey Industries

by % of participating organizations (2019)

17%	16%	10%	10%	4%	3%	2%	38%
High - Tech	Consumer Goods	Life Sciences	Chemicals	Mining & Mining Services	Automotive	Financial Services	Others

TRS is the key to designing competitive pay packages around the world



569

Companies that we collect and provide data

Total remuneration – the full picture

Total Direct Compensation

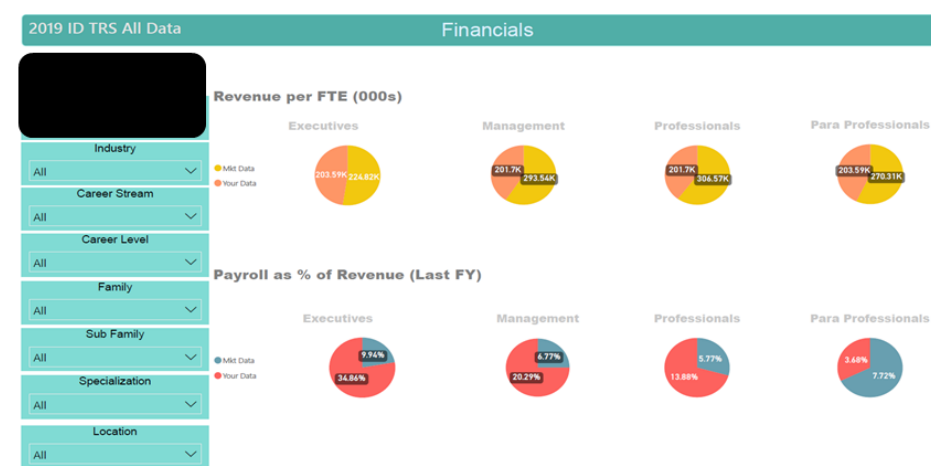
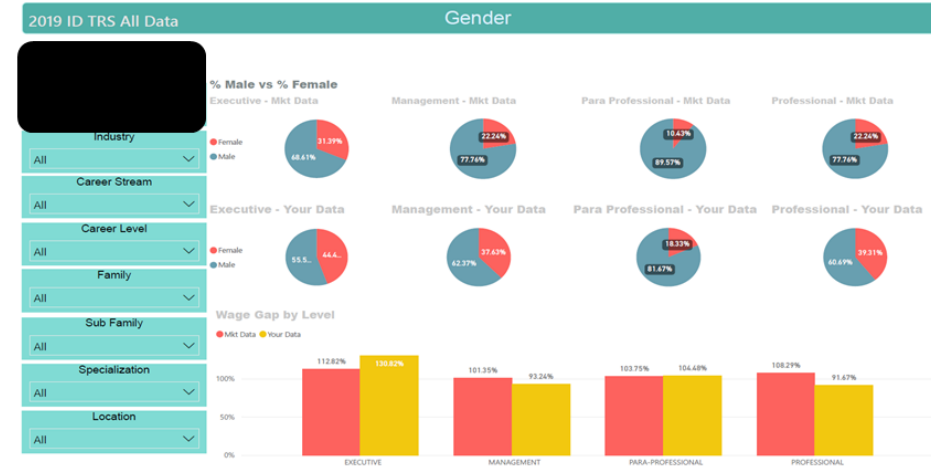
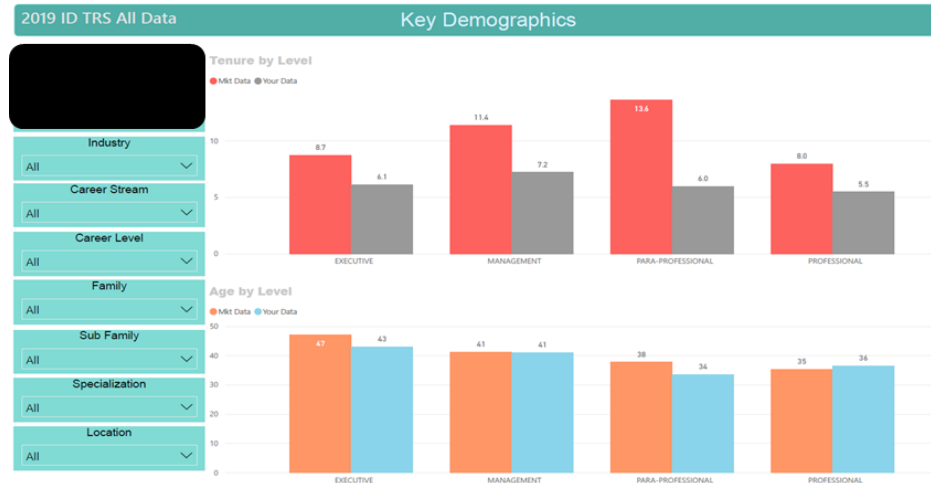
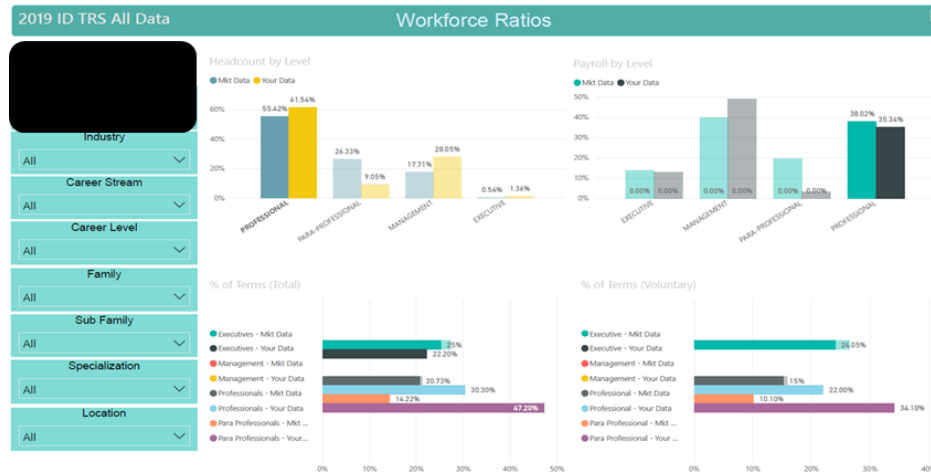
Annual Total Cash Comp.

Total Guaranteed Cash Comp.

Annual Base Salary

Total remuneration survey (TRS)

Indonesia TRS overview



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Please scan the QR Code or
go to the link to fill in a 4-minute
short feedback for our webinar!

THANK YOU!



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