



Reopening with Resilience: Key Takeaways

Operational Solutions to Mitigate Risk

“Create a hierarchy of controls”

– Dr. Glorian Sorensen, PhD, MPH – Harvard

Key Takeaways:

- Develop a tiered system of response – Engineering controls (I.e. building ventilation optimizations); Organizational controls (I.e. staggered schedules to decluster employees); Environmental controls (I.e. employee mental health).
- As we return to work, remember that the virus isn’t gone. Infection control must become central to our operational planning.
- All companies should create a one-stop-shop for employee communications to maintain transparency and trust among their workforce.

Company Policy and Employee Engagement

“Good health is smart business”

– Cathryn Gunther – Merck

Key Takeaways:

- This pandemic has really turned up the volume on mental and emotional health, which has emerged as a central issue in maintaining a healthy workforce.
- The business case for investing in health and wellness is well-documented but hasn’t been widely shared or well understood. Good workforce health results in:
 - Growth in top line revenue
 - Reputational benefits
 - Employee attraction and retention
 - Future savings in healthcare costs
- Remember that your employees are a critical stakeholder. Provide them with multiple feedback mechanisms, such as 1:1 sessions, in larger group settings, peer-only, or anonymous methods.

Key Considerations in Creating Organizational Resilience

“Meet the moment, build the future”

– Laura Gitman – Business for Social Responsibility

Key Takeaways:

- Companies must now engage in future thinking and scenario planning to consider the elements of business that will be forever changed: Conferences, trade shows, business travel, employee engagement and more must be totally re-examined.
- Organizations are beginning to realize that we must make big changes in the way that we have functioned – we need to be more just, more inclusive and more coordinated. We are all interconnected, and gaps in inclusivity are bad for business.
- The knowledge that we can stop the world on a dime is astounding. This has had innumerable negative repercussions, but if done in a more planned, proactive manner, could contribute to major positive changes in our world.