



# Purposeful Leadership in a Time of Crisis

*A global landscape review of corporate response to the COVID-19 crisis  
by GlobeScan Incorporated*

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# Introduction



## Context

- The World Health Organization has declared the novel Coronavirus, or COVID-19 epidemic, to be a global health emergency, acknowledging the need for a coordinated international response.
- The virus, which is suspected to have originated in Wuhan in the Hubei province of China, has seen varied scale and speed of both government and corporate response to contain its spread.
- Corporate response across the board, which started off as a short-term emergency response, now gradually needs to move to a long-term strategy.
- Organizations leading with intent during this time of crisis would be the ones best placed to rebuild and restart in a business environment taken for granted as the “new normal.”

## Objective and Methodology

- This Landscape Review is intended to present the best practices of global corporate response to enable organizations learn and adapt to a new normal, and exhibit purposeful leadership to protect the interests of their stakeholders.
- This review covers initiatives from nearly 200 corporate, NGO, and philanthropic organizations globally via publicly available information with a cut-off date of 30<sup>th</sup> March 2020.

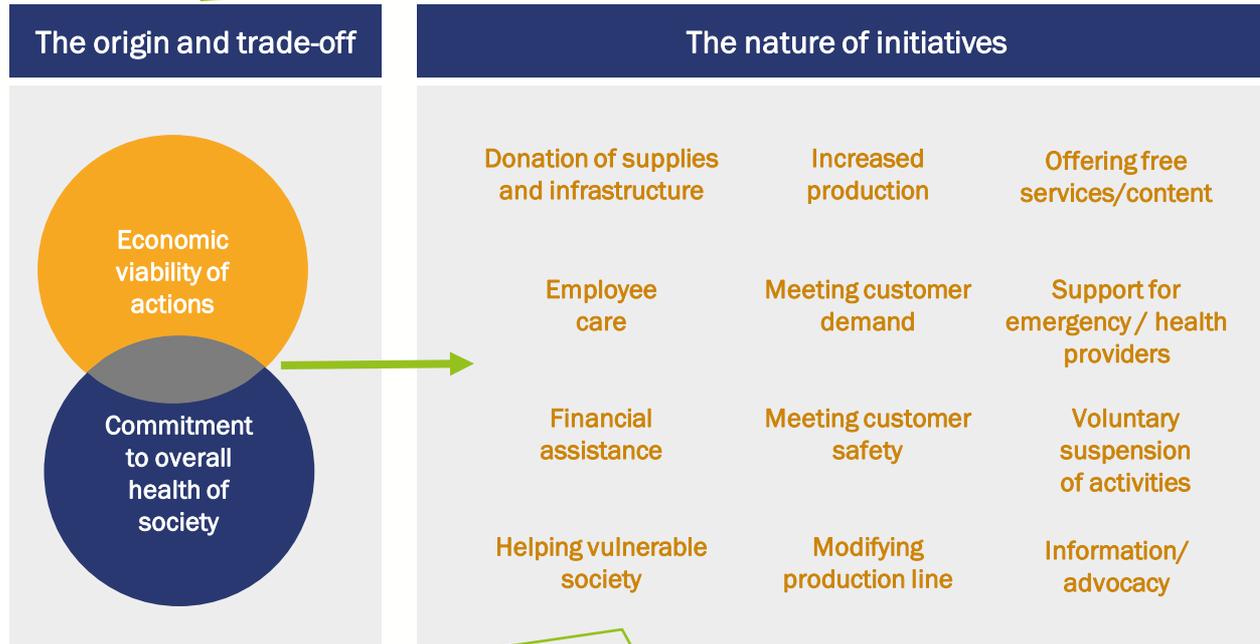


## Landscape Review

# Insights from Corporate Response to the COVID-19 Crisis

# Corporate Response – The Trend

Actions of governments and corporates face the underlying challenge of trade-off between economic well-being and the overall health of society. Corporates have strived to strike the right balance while responding through their initiatives.

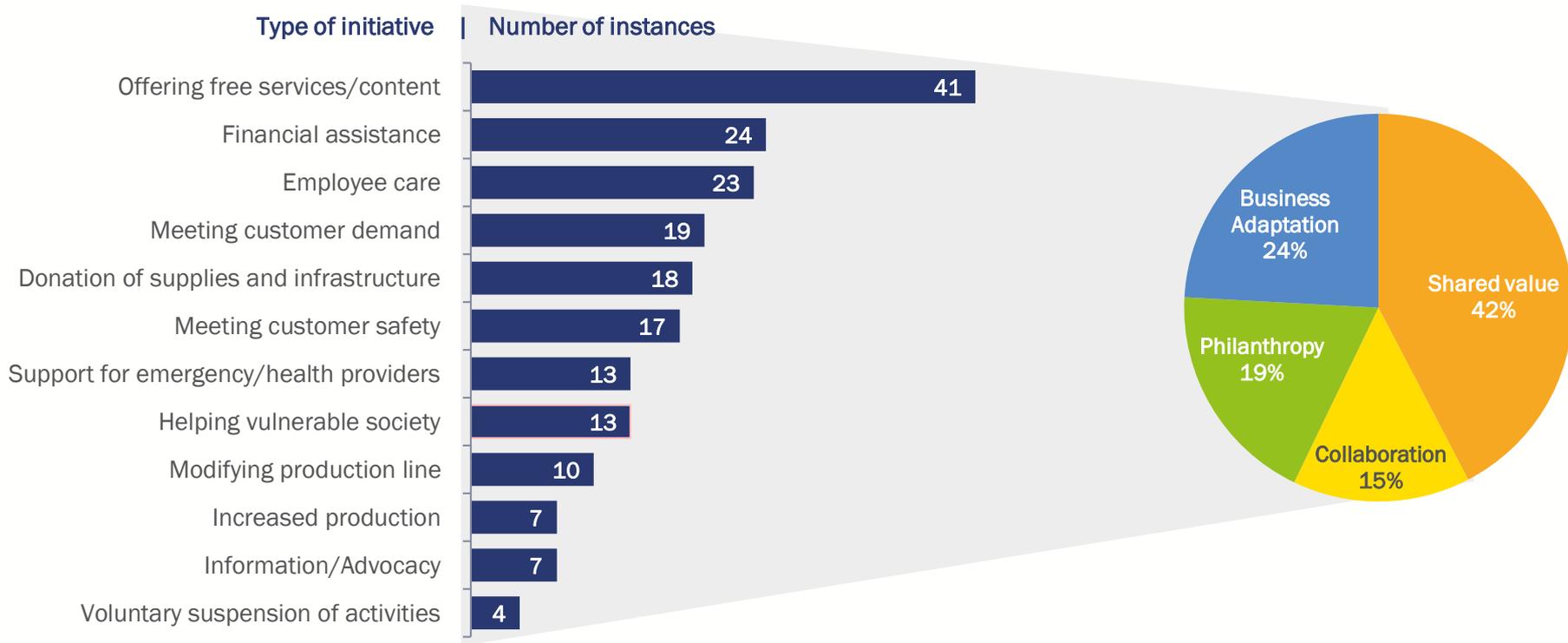


An analysis of the initiatives across the globe reveals a recurring trend of the nature of the response, which can be classified into 12 major focus areas.

The 12 categories of initiatives can be grouped under 4 categories of corporate response which reflect the agility, ethos, and purpose of the organizations.



# Corporate Response – Overall Snapshot



## Macro trends

- \*Rise of convergence through trust in science and health
- \*Speeding up of collaboration (among companies, foundations, governments, and NGOs)
- \*Boost of digital platforms and solutions

# War Time Response – Modifying Production Lines

One significant trend, similar to what companies did during previous global conflicts, is to repurpose production and R&D capabilities to manufacture critical supplies and machinery to fight this pandemic. Here are some examples of initiatives and organizations:

## The different levels of repurposing in manufacturing

	Level of complexity	Est. required time <sup>1</sup>	Required collaboration	Potential outputs
Level 1	Low	½ - 2 weeks		
Level 2	Medium	2 - 4 weeks		
Level 3	High	4 - 8 weeks		

Company internal   Suppliers   Regulatory authorities   Cross-companies

1. Depends on speed of regulatory authorities



Indicative, but not exhaustive list of corporates who are repurposing

### Other repurposing examples:

- Hospitality industry** – Providing space for quarantine centers
- Large retailers** – Use of parking spaces for temporary virus screening centers and shelters

# Evolution of Corporate Response to the Crisis

Corporate response to help contain the spread of the virus has evolved since the early warning signs emerged, in line with the national guidelines.

The following are the most prevalent measures adopted by companies globally.



Increased number and frequency of initiatives

- Regularly sharing updates and guidance with all employees, informed by expert advice

- Encouraging work from home for non-critical functions
- Use of virtual solutions in place of in-person meetings
- Providing masks to employees
- Advising to employees to limit non-essential business travel

- Funding and fast-track production for vaccine research
- Hiring more staff to meet demand / provide jobs to people who have been laid off
- Increase in frequency of sanitization in stores
- Implementing reduced capacity seating to help social distancing
- Maximize employees working from home
- Waiving commission fees and delivery charges
- Offering unlimited paid sick leave to any employees showing symptoms
- Offering contactless deliveries

- Dedicated shopping hours for elderly and vulnerable people
- Adapting production lines
- Creating a fund for affected employees/citizens
- Free/discounted food and supplies to hospital workers
- Keep paying hourly workers even in the case of a shutdown
- CXO-level pay cut in anticipation of a slowdown
- Offering care packages and basic groceries baskets to elderly and people with disabilities
- Temporary wage hike for workers in retail stores
- Working around the clock to keep shelves restocked / items delivered to meet demand
- Supporting small vendors



**Corporate response**



**Government response**

Awareness creation

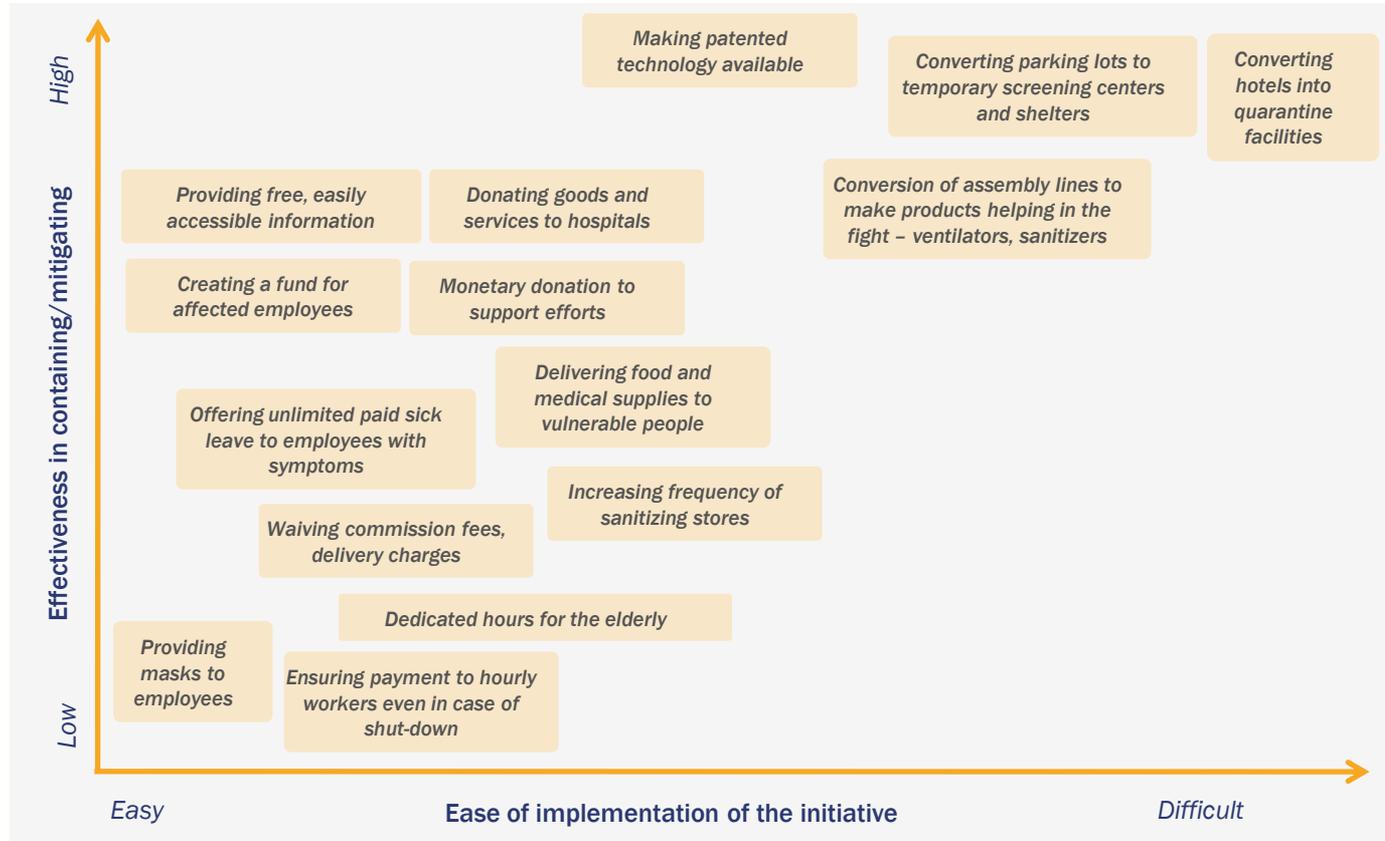
Contact tracing

Social distancing

Complete lockdown

# The Other Trade-off: Ease vs Effectiveness

As the spread of the virus increases with rapid pace, corporations in countries that have not yet been deeply impacted have had a chance to take proactive steps based on learning from the situation in the countries that are grappling with significant cases.



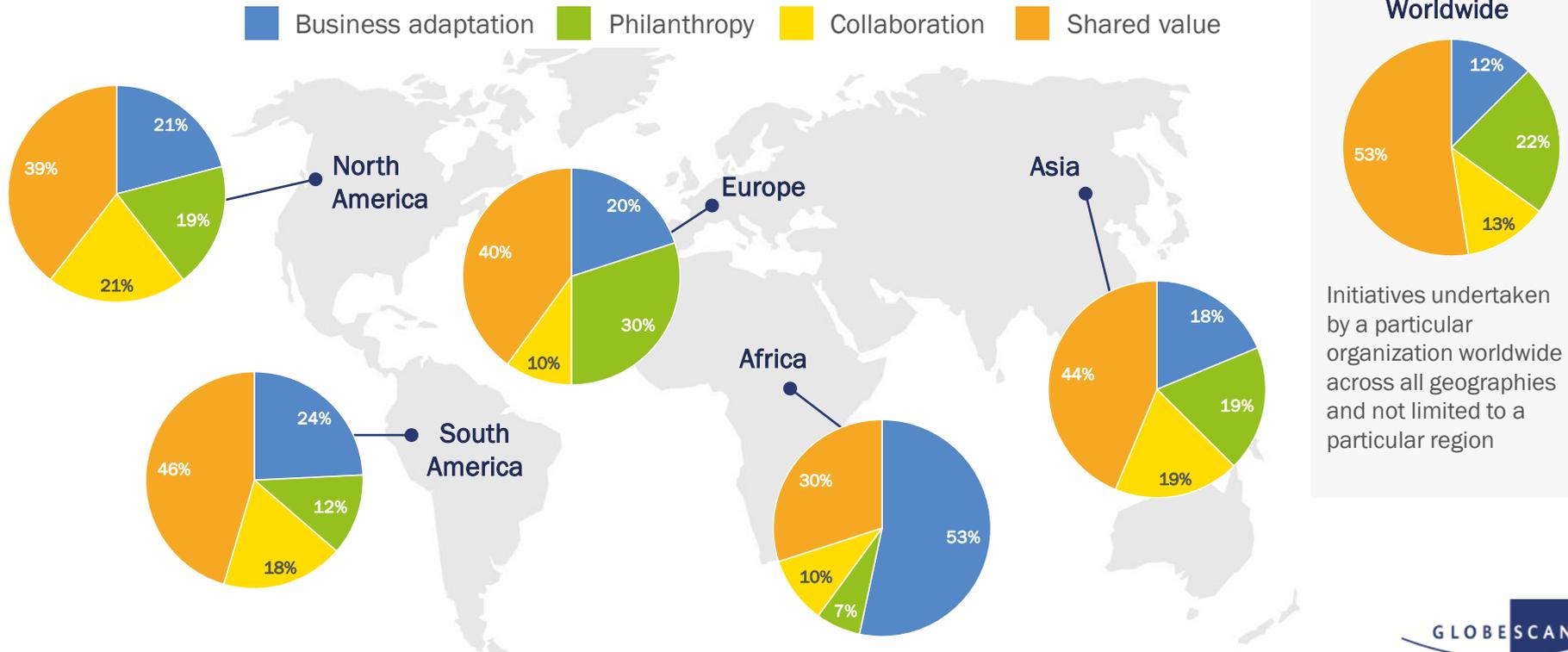
This representation shows initiatives mapped based on the ease of implementation and effectiveness in containing/mitigating the spread, an important trade-off that companies have had to choose in order to make timely decisions.

(Considering the size of the organizations, its geographical spread, and stage of pandemic in the host country)

# Corporate Response: Regional Trends

Corporate response has largely been a factor in the extent of the spread of the virus within their host country / country of operations and has evolved based on learnings from other regions that have been severely impacted.

The initiatives are just about to pick up full steam in South America and Africa, while other regions have had initiatives across all four categories almost evenly.



# Corporate Response – Sector Spread

The following sectors had the maximum number of response initiatives globally. This could be due to the nature of the business being consumer-facing as well as the host country being in an advanced stage of the pandemic.

	Sector	Most prevalent responses
	<b>Retail</b>	Focus on helping elderly; Increased hiring; Ensuring payments in spite of shutdowns; Increased hygiene at stores, arresting panic buying; Training and safety measures for employees; Offering contactless deliveries
	<b>Technology</b>	Work from home measures for employees; Free offer of products and services to customers, especially focused on education; Funding technology research for arresting the spread of the pandemic; Financial assistance
	<b>Telecom</b>	Ensuring availability of bandwidth; Offering extended services for free especially focused on education; Work-from-home measures
	<b>Finance</b>	Delaying payments for small vendors; Financial assistance to vulnerable community; Increased hygiene at bank branches and offices; Offering leeway for mortgage payments
	<b>Food &amp; Beverage</b>	Waiving delivery fees; Offering contactless deliveries; Repurposing production lines to produce sanitizers; Donating food to frontline workers; Increased hygiene; Financial assistance
	<b>Manufacturing</b>	Repurposing production lines to produce health supplies and critical medical equipment; Financial assistance; Ramping up production to meet consumer demand
	<b>Media &amp; Ent*</b>	Offering free content and services during the lockdown; Airing educational and awareness programs; Focus on kids
	<b>Hospitality</b>	Conversion of hotels to quarantine centers; Conversion of restaurant kitchens to community kitchens; Free access to educators and healthcare professionals
	<b>Lifestyle</b>	Donation of critical supplies including masks and scrubs; Financial assistance; Funding research

# Case Study – Multifaceted Response

GSK has been one of the few organizations globally to really step up its effort in response to the pandemic by investing and initiating efforts across the four categories and thereby dealing with the short- and long-term implications.

## Shared value

- Prioritizing actions in its supply chain to deliver more consumer products that are in high demand due to COVID-19. This includes increasing production for pain relief brands.

### Focus areas

Meeting customer safety/demand

## Collaborative

- Will make its established pandemic vaccine adjuvant platform technology available to enhance the development of an effective vaccine against COVID-19
- Announced partnership with five partner companies and research groups across the world for vaccine development

### Focus areas

Offering free services/content

Meeting customer safety/demand

## Philanthropy

- Donating \$10 million to WHO and the UN Foundation's COVID-19 Solidarity Response Fund to support WHO and partners to prevent, detect, and manage the pandemic
- Donating surplus reagents to support diagnostic testing to several countries and is preparing to do the same for surplus PPE

### Focus areas

Financial assistance

Support for emergency/health providers

Donation of supplies and infrastructure

## Business adaptation

- Initiated new volunteering processes for people working at the company, to enable those with medical expertise to provide support to frontline health workers

### Focus areas

Meeting customer safety/demand

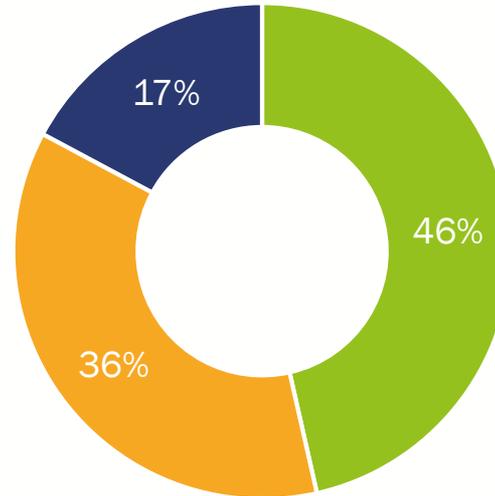


# Participants' Perceptions of How Business Has Performed

Q: Overall, how well do you think business has performed in responding to the needs of society in the fight against the COVID-19 pandemic?

Before the webinar took place, we asked participants to rate the current business response to COVID-19. From 99 responses, we found sentiment to be positive, with almost half saying businesses have responded well.

■ Well / very well   ■ Average   ■ Poor / very poor

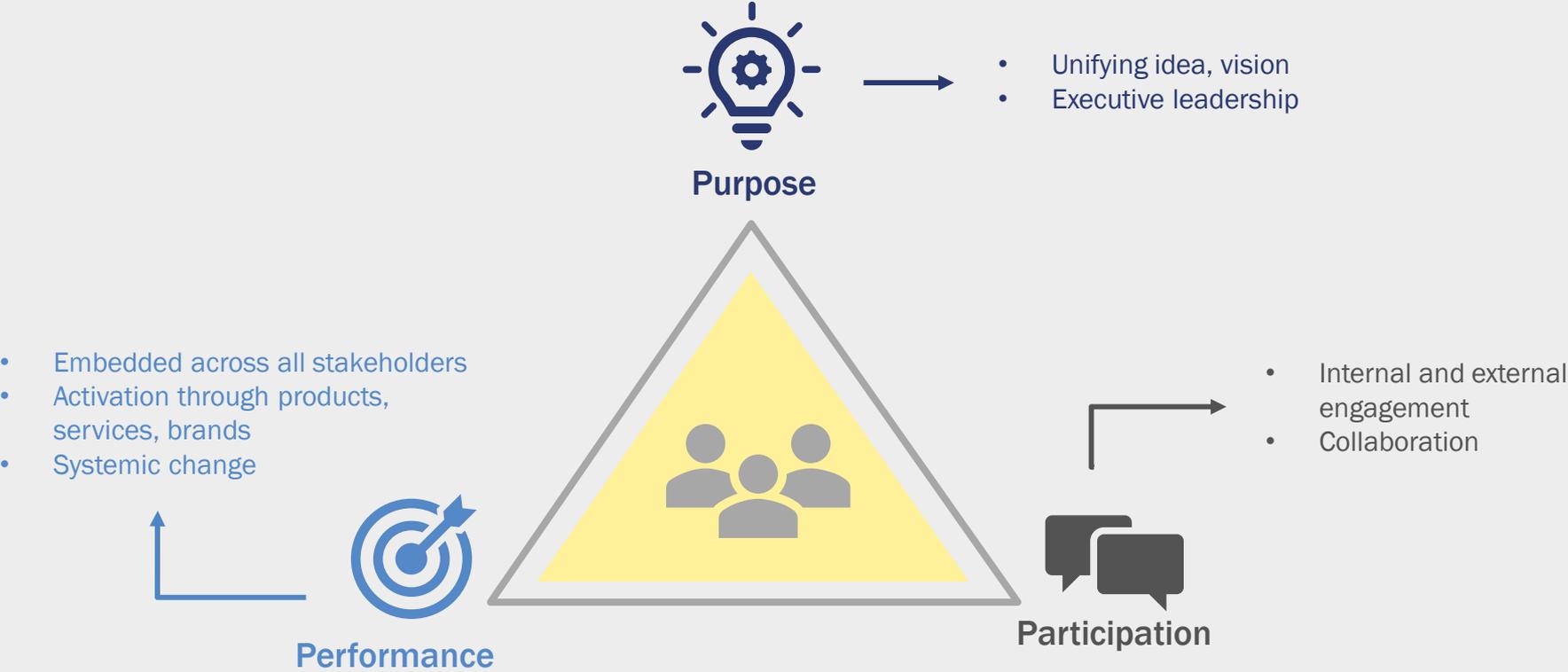




# Purposeful Leadership

## A Framework

# GlobeScan's Trusted Leadership Framework: Purpose, Performance, and Participation



# Trusted Leadership: Purpose

Driven by the purpose to “help people do more, feel better, live longer,” **GSK** put into action a comprehensive set of initiatives from donations to open innovation to vaccine development and increased production.

Driven by the vision “to create a better everyday life for the many people,” **IKEA** has developed a comprehensive range of initiatives: co-workers, suppliers and tenants, customers, community, and wider society

**Unilever** donated €100 million worth of hygiene products to support efforts around the world and launched hand-washing education programmes to help change people’s behaviour in countries across Africa and Asia. Unilever provided €500 million of cash flow relief to support small- and medium-sized suppliers.

Purpose	
Unifying idea, vision	A response aligned to company purpose / strategy
Executive leadership	Senior leadership being active and vocal both internally and externally



CEO Galen Weston of **Loblaws** issued an open letter to shoppers assuring them that grocery stores will remain open, shelves will be stocked, prices would not go up, and there will be priority times for vulnerable customers. They followed up with concrete actions to meet customer demands and safety.

Chairman Anand Mahindra of the **Mahindra Group** has been proactive in offering help of the group to fight the pandemic in India ranging from producing ventilators on their auto production line to conversion of their holiday resorts to quarantine centres.

More than 1,500 chief executives around the country (USA) signed a pledge to **#stopthespread** of the coronavirus with a focus on supporting frontline workers, small business vendors, and the local community.

# Trusted Leadership: Performance

Employees (receive pay for hours they were scheduled to work even though shops are closed, also access to Global Pay Relief plan), Customers (continuing with online deliveries, keeping them informed on **Lululemon** website), Community (providing free content on yoga/meditation/workouts).

**HP** is ensuring continued income for employees (including those on hourly contracts); mobilizing suppliers and customer support teams to ensure demand is met and customers have access to support; working with partners to increase 3D printing of healthcare equipment and sharing designs for replication.

**PepsiCo** is ensuring social distancing at facilities and offering 100% pay for employees unable to work; partnering with NGOs across the globe to donate money, food, and essential goods for those most in need.

Performance	
Embedded across all stakeholders	Action addressing all key groups – employees, supply chain, customers, community, etc.
Systemic change	Long-term adaptation
Activation through products, services, brands	Utilizing company outputs and processes to assist during time of need



**MYbank** maintained and expanded its efforts to change the SME lending sector during the pandemic with the creation of a "Non-contact Loan Micro-assistance Plan" to provide specialist loans, funds, and information.

By replacing its product advertisements on primetime TV to say "every person matters" **Natura & Co** are pioneering spreading a messaging that it is time to overcome the polarization in Brazil.

**Standard Bank** is offering SMEs in South Africa a 90-day loan repayment holiday to limit financial impact of the crisis.

**3M** increased production of PPE and medical supplies and donating them where necessary.

**H&M** is using its production line to make masks and logistics to deliver them.

# Trusted Leadership: Participation

**Google** ensured good internal communications on the developing situation and company response, acknowledging the difficult time and encouraging people to be positive and continue to fulfil company mission. Also sharing information and support on its website.

**Mercado Livre** changed iconic logo from “shaking hands” to touching elbows. It is monitoring prices and the sale of alcohol gels and masks on its platform, with the possibility of canceling offers with a disproportionate increase in prices. Will not charge commissions paid by sellers who sell essential products in its marketplace.

**Nike** launched a worldwide campaign called “Play inside, play for the world” encouraging people to stay indoors, remain active, and give sense of community.

<b>Participation</b>	
<b>Internal and external engagement</b>	Communicating openly and honestly
<b>Collaboration</b>	Proactively work with others to create more impact at greater scale and pace

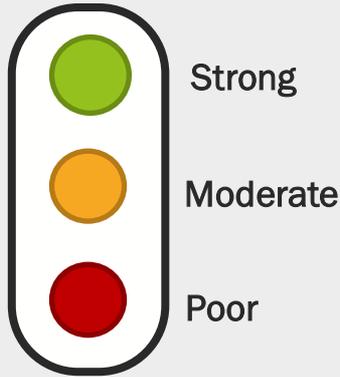


After the racing season was suspended, UK based **F1 teams** have started to work with government and health authorities to increase the supply of ventilators during the coronavirus crisis. The Pit-lane Project is aiming to work out ways to use their engineering facilities to boost production.

Retailer **Hema** in China worked with 30 local restaurants that were closed to hire 2,000 staff to help meet surging demand for deliveries and groceries.

Hospitals and other medical facilities run by South African mining companies, which have expertise in screening for and treating tuberculosis, are being examined for use to treat coronavirus patients. The hospitals could be made available to both industry employees and the wider public by the **Minerals Council**.

# Trusted Leadership: Purpose, Performance, and Participation



*Rating the collective response of corporates on the frequency of displaying the said attributes within the initiatives covered in the Landscape Review.*

## Purpose

- Unifying idea/vision
- Executive leadership

## Performance

- Embedded across all stakeholders
- Activation through products, services, brands
- Systemic change

## Participation

- Internal and external engagement
- Collaboration

# What Participants Think Leadership Companies Should Do



Q: Looking ahead, what is the one thing you would expect leadership companies to do to make a significant contribution to society in the fight against COVID-19?

These suggestions stem from the most frequent responses given by participants to the survey which was distributed before the webinar took place:

1. Extended care for employees and communities – income, jobs, health, anxiety
2. Be human – empathy, transparency
3. Scale collaboration
4. Start long-term planning and adaptation – build resilience
5. Retain the best bits of behaviour change – low carbon, hygiene, caring, connected

# Going Forward through TBL Crises (Health, Economic, Climate)



- 1** Sustain and expand collaboration
- 2** Provide a more visible and compassionate voice of business
- 3** Extend impacts to more stakeholders
- 4** Facilitate behaviour changes
- 5** Prepare for sustainable growth policies that allow for inclusive economy

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# APPENDIX



## Best Practices

# Corporate Response to the COVID-19 Crisis

1

Business adaptation



2

Philanthropy



3

Collaborative



4

Shared value



HKTVMall sets records as Hongkongers move online during coronavirus crisis

Adobe to provide free 'At Home' access to students and educators who currently use Creative Cloud apps

One global company's steps to navigate COVID-19 in China - and the lessons learned

Carnival Cruises operation suspend global after Princess ver coronavirus outbreak

Carrefour Mounts Shields For French Cashiers In Coronavirus Crisis

Google internal emails reveal how execs are prepping employees for coronavirus response

Salmones Austral aumenta medidas de prevención por COVID-19

Sobeys installs Plexiglas shields, other measures, to fight spread of COVID-19

Shopify is giving employees a \$1,000 stipend to buy supplies while they work from home during coronavirus pandemic

1

## Business Adaptation



Adapting business to the new normal to address short-term challenges and minimize impact on internal and external stakeholders



# Business Adaptation

## Meeting customer safety

Company	Sector	Country	Region	Initiative
Absa	Finance	South Africa	Africa	Additional sanitizer dispensers installed in all sites
Capitec	Finance	South Africa	Africa	Issuing alcohol wipes to all branches and areas that use fingerprint biometrics. Capitec Bank is known for its use of biometrics in-branch to conduct banking services.
Clicks group	Retail	South Africa	Africa	Training staff about the coronavirus and the precautionary hygiene principles to adhere to in order to limit its spread. Cleaning stores more frequently.
FNB	Finance	South Africa	Africa	Increased the frequency of cleaning, deep-cleaning and ensuring availability of hand sanitizers
GSK	Pharmaceuticals	UK	Europe	Initiated new volunteering processes for people working at the company, to enable those with medical expertise to provide support to frontline health workers
Orizon	Food	Chile	South America	Taking temperature at the entrance to plants, distancing between people in plants, shuttle buses and workplaces, to reduce risks of contagion. The sanitation of interior and exterior common spaces that were not considered in the regular cleaning protocols now incorporated. 5-minute talks implemented to collaborators to reinforce the knowledge and evolution of the coronavirus, its implications and measures to be adopted by them and their close network. The personnel transfer mobiles (buses, taxi buses, vans, etc.) sanitized prior to each trip and the number of buses increased to maintain the distance between the collaborators
Personal	Telecom	Argentina	South America	Working hours reduced for general public. Increase in hygiene practices (cleaning and hand sanitizers).
Salmones Austral	Food	Chile	South America	Temperature checks to all its collaborators at the entrance of its two processing plants, both to internal personnel, as well as to subcontractor companies, as well as to all the people who carry out administrative work in offices, or who may arrive at their own locomotion. This measure will also be implemented in all its farming centers
Shoprite	Retail	South Africa	Africa	Store employees continuously educated and informed about the importance of strict hygiene and hand-washing procedures, as well as the clean-as-you-go principle
Sobeys	Retail	Canada	North America	Plexiglas shielding installed at stores to fight spread of COVID-19
Sun International	Hospitality	South Africa	Africa	Improved hygiene. Hand sanitizers everywhere, activity reduced, making sure there is no crowd buildup, that people are not in too close contact with each other
Tranvías	Transportation	Spain	Europe	Intensifying the disinfection of the bars, work area and other common contact surfaces inside the bus. Increased frequency of comprehensive disinfection of buses by spraying biocides
Woolworths	Retail	South Africa	Africa	Increased the amount of hand sanitizers in store for both our customers and employees



# Business Adaptation

## Employee care

Company	Sector	Country	Region	Initiative
Absa	Finance	South Africa	Africa	Travel advisory, travel to high risk areas prohibited
Albert Heijn	Retail	Netherlands	Europe	Cashiers behind plastic screen to provide protection for employees and customers
Altron	Technology	South Africa	Africa	Work from Home measures. 15 days of additional sick leave to cater for extended periods of self-isolation and quarantine
Anglo American	Mining	Global	Global	For offices where remote working is not possible, implementing strict segregation rotas. At mining operations, social distancing measures are in place for team meetings, accommodations and canteen areas. Work-related international travel has been restricted, as well as non-essential visits to operating sites
Carrefour	Retail	France and Brazil	Europe	To open 5,000 new jobs in Brazil; started mounting translucent shields made of Plexiglas and other materials to protect cashiers who are exposed to customers
Cisco	Technology	Brazil	South America	70,000 employees working from home
FNB	Finance	South Africa	Africa	Flexible working arrangements in most areas of its businesses. Adoption of remote working arrangements
Google	Technology	Global	Global	Good internal communications on the developing situation and company response. Sympathy when it was discovered one infected in the Zurich office. Acknowledged difficult time, what they were doing internally and encouraged people to be positive and continue to fulfill company mission as many rely on them
Lloyds Bank	Finance	UK	Europe	Suspended 780 planned job cuts across its bank branches, amid a surge in demand and uncertainty over how many staff may need to self-isolate
MTN South Africa	Telecom	South Africa	Africa	Installation of thermal scanners at MTN offices as an early detection method. It has also introduced enhanced hygiene measures, including hand sanitizers, in all its offices. Work-from-home measures for employees across the country
Nedbank	Finance	South Africa	Africa	Providing cleaning and disinfecting supplies to all offices and branches and will also restrict travel

## Financial assistance

Hyundai	Automotive	USA	North America	Will make up to six months of payments for new owners who lose their jobs and have purchased or leased their vehicle between March 14 to April 30, 2020. Additionally, for select new purchases through April 30 financed by Hyundai Capital, Hyundai is deferring payments for 90 days at the customer's request.
Various Canadian Banks	Finance	Canada	North America	Committed to help customers with their mortgages in a "case-by-case" basis, providing flexible solutions e.g., up to 6-month payment deferral for mortgages



# Business Adaptation

## Employee care

Company	Sector	Country	Region	Initiative
Orizon	Food	Chile	South America	Staff over 65, pregnant women or risk groups have been referred to their homes as a preventive measure. Implementation of telework for all personnel whose work can be carried out outside plants. Suspension of all types of work that are not essential for the operation, avoiding floating population in the premises
Personal	Telecom	Argentina	South America	30% to 50% of employees' presence in work locations to ensure social distancing
Shopify	Retail	Canada	North America	Giving employees \$1000 to buy office supplies while they work from home
Shoprite	Retail	South Africa	Africa	Providing to all personnel access to a 24-hour Helpline, named Health24/7, which is a benefit offered to employees and their immediate families offering guidance and information on health and well-being matters, including trauma
Telkom	Telecom	South Africa	Africa	Limited non-essential travel, physical contact and gatherings; introduced screening at Telkom premises and testing for Telkom employees; and made early salary payments to enable preparedness for possible lockdown
Tranvías	Transportation	Spain	Europe	Imminent delivery of hydro alcoholic gel available to all drivers during their daily work. Provision is being prioritized in places of great need, such as in those Autonomous Communities most affected or in hospital centers. To start the measures as soon as possible and grant temporary protection until the gel is supplied, other sanitizing products will be made available to drivers for their personal use and reinforcement for their work area
Vodacom	Telecom	South Africa	Africa	Ensuring increased ability for Vodacom employees to work remotely without disruption

## Meeting customer demand

Braskem	Petrochemical	Brazil	South America	Braskem will make available to its customers in Brazil, starting in April, a new expansion of credit lines. For all defaulting customers and with credit already approved, an additional line of R \$1 billion at the cost of 100% of the CDI can be used to purchase plastic resins (PE, PP, PVC), caustic soda, solvents and chemical specialties
GPA, Carrefour & others	Retail	Brazil	South America	Limiting the number of items per customer, especially in more essential categories
HKTVMall	Retail	Hong Kong	Asia	Increases end-to-end delivery service to alleviate waiting time and added 25 more O2O pick-up points to meet the rising demand of online shopping
Hyundai	Automotive	USA	North America	Hyundai relaunched its Assurance Job Loss Protection, covering 6 months of payments for people who purchase or lease a Hyundai between March 14 and April 30, 2020 if they lose their job due to COVID-19 this year
IKEA	Retail	Global	Global	Adapting for customers (improving ecommerce, new drive-thru click and collect, contactless deliveries)
JD.com	Retail	China	Asia	Delivering food and medical supplies through drones in China (Hubei)
Lululemon	Retail	Global	Global	Helping customers (continuing with online deliveries, keeping informed on website)
Purolator	Courier Services	USA, Canada	North America	Releasing packages without a signature. Increasing frequency of cleaning practices and sanitation efforts. Recommending alternate and digital options for picking up and dropping off packages



# Business Adaptation

## Modifying production line

Company	Sector	Country	Region	Initiative
BBC	Media and Entertainment	UK	Europe	More focus on education, fitness, religion and recipes for those stuck at home. A new player experience specifically for children launched. Regional radio stations to provide support to local communities. BBC Radio 5 Live to host regular Coronavirus phone-ins. Dedicated coronavirus podcast will be released daily

## Offering free services/content

Clicks group	Retail	South Africa	Africa	Offering free flu vaccinations for all store staff to help build their immunity
Hurtigruten	Hospitality	Norway	Europe	For all those travelers with reservations until September 30, 2020, the company offers the possibility of making a change for free, thanks to the "Hurtigruten Future Cruise" voucher, to travel from July 1 to December 31, 2021. for any tour of Hurtigruten, be it an expedition trip or the Norwegian coast, with a 10% discount

## Suspension of activities

Carnival Corp	Hospitality	Global	Global	Princess Cruises line announced it was immediately suspending all operations for two months. Princess said it will compensate affected customers with credit for a free cruise with "an additional generous future cruise credit benefit" that they can apply toward another cruise. Customers can also request a cash refund online
Cómicos de la Legua, El Foro de la Fábrica & Other theaters	Art and Culture	Mexico	North America	Suspension of activities shows, presentation, etc. until further notice
NBA	Sports	USA	North America	Suspension of games until further notice
Starbucks	Retail	China	Asia	Thousands of Starbucks stores in China shut their doors, including the iconic Shanghai Reserve Roastery

## Increased production

3M	Manufacturing	USA	North America	Ramping up production at global manufacturing facilities, including hiring workers, adding shifts and activating more production lines
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Tim Cook Says Apple Is Sourcing 10 Million Masks From Italy

Dolce & Gabbana teams up with university to support coronavirus research

**Brands from Heinz to Netflix are donating to COVID-19 relief. How you can join them**

The Gates Foundation promises \$100 million to fight the coronavirus outbreak

Putting healthcare workers first during coronavirus outbreak

Swedish IKEA store finds 50,000 forgotten face masks, gives them to local hospital

How brands are positioning their messages during COVID-19

**HP's CEO: Help now, plan for the future**

Kering Donates 2 Million to COVID-19 Fight

**JD.COM STEPS UP TO HELP THE CORONAVIRUS OUTBREAK**

Family behind Ferrari donates €10m and 150 ventilators to help fight coronavirus in Italy

2

# Philanthropy



Corporate foundations and influential leaders pledging monetary and resource support toward supplies and infrastructure to fight the spread of the virus in the most impacted and vulnerable nations



# Philanthropy

## Donation of supplies and infrastructure

Company	Sector	Country	Region	Initiative
3M	Manufacturing	USA	North America	Donated PPE and medical supplies, including respirators, surgical masks and hand sanitizer, in affected areas in China
Agnelli family (control Ferrari, FIAT Chrysler, and Juventus FC)	Automotive	Italy	Europe	Sourced and purchased a total of 150 ventilators, alongside other medical equipment from various overseas suppliers, and Preparing for their immediate air transport to Italy to help ease the burden on the health services.
Agnelli family (control Ferrari, FIAT Chrysler, and Juventus FC)	Automotive	Italy	Europe	Provided the Italian Red Cross and ANPAS (the Italian National Association for Public Assistance) with a fleet of vehicles for the distribution of food and medicine to the sick, the elderly and people in need of assistance across Italy
Ambev	Beverages	Brazil	South America	Altered production line to make sanitizers. They will be donated to public hospitals in the states of São Paulo, Rio de Janeiro and Brasília.
Apple	Technology	USA	North America	Used its supply chain to procure and donate 10 million N95 protective masks to combat the Coronavirus
BASF	Manufacturing	Germany	Europe	Providing hospitals in the German Rhine-Neckar metropolitan region with free hand sanitizer
IKEA	Retail	Global	Global	Helping community and wider society (€26m of in-kind donations, focus on providing beds, bedding, food and toys to hospitals, medical centers and shelters).
IKEA	Retail	Sweden	Europe	Found 50,000 unused masks from previous health epidemic and donated them to Gothenburg hospital
Jack Ma Foundation and Alibaba Foundation	Retail	China	Asia	Donated 500,000 test kits and 1 million face masks to the US, Donated 1.8million face masks and 100,000 Coronavirus test kits to Europe. To each of the 54 African countries, donated 20,000 test kits, 100,000 masks and 1,000 medical use protective suits and face shields
LVMH	Lifestyle	France	Europe	Altered perfume production line to make sanitizers. The gel will go to French hospitals free
Unilever	Retail	UK	Global	Donating €100 million worth of products to support efforts around the world



# Philanthropy

## Financial assistance

Company	Sector	Country	Region	Initiative
Agnelli family (control Ferrari, FIAT Chrysler, and Juventus FC)	Automotive	Italy	Europe	€10 Million to the Italian Civil Protection Department, and a social assistance organization called Specchio dei Tempi/La Stampa, to help deal with the health and social needs in the city of Turin and the region of Piedmont
Apple	Technology	Global	Global	\$15 Million worldwide donations to the global COVID-19 response. Matching employee donations two-to-one to support COVID-19 response efforts locally, nationally and internationally
Dolce and Gabbana	Lifestyle	Italy	Europe	Donation to Humanitas University for a research project hoping to help with the fight against coronavirus.
Gates Foundation	Charity	Global	Global	Pledged a \$100 Million donation to virus research
Gift of the Givers	Charity	South Africa	Africa	Along with Backabuddy combined to set up a fundraising campaign to increase capacity to intervene at more facilities should the volume of critically ill patients increase
GSK	Pharmaceuticals	UK	Europe	Donating \$10 million to WHO and the UN Foundation's COVID-19 Solidarity Response Fund to support WHO and partners prevent, detect, and manage the pandemic, particularly where the needs are the greatest
Kering	Lifestyle	France & Italy	Europe	€ 2 million donation supporting the fight against the coronavirus outbreak. The donation will benefit several health-care institutions across Lombardy, Veneto, Tuscany and Lazio
KFC	Food	USA	North America	Donating \$400,000 to go directly to providing prepackaged meals for school children
Kraft-Heinz	Food	USA	Global	Donating \$12 million in support of communities impacted by the COVID-19 outbreak. This includes a cash component and donation in the form of Kraft-Heinz products to food banks (2 million boxes of mac and cheese and more than 666,000 frozen dinners in USA alone)
Marco Bizzarri (Gucci's president and CEO)	Lifestyle	Italy	Europe	Personal donation of €100,000 to the Ausl IRCCS of Reggio Emilia, the entity gathering a range of eight hospitals in the Emilia Romagna region, to fight the coronavirus outbreak
Netflix	Media and Entertainment	USA	Global	Established a \$100 million relief fund, which includes \$15 million for donations to organizations already working to support out-of-work production employees
Tata Group	Manufacturing	India	Asia	INR 1500 Crore (USD 200 Million) support towards COVID 19 and related activities
Wal-Mart and Wal-Mart Foundation	Charity	Global	Global	\$25 Million commitment to support organizations on the frontlines responding to COVID-19. The money will be distributed in a series of grants, each furthering the capacity of organizations to help communities



# Philanthropy

## Helping vulnerable society

Company	Sector	Country	Region	Initiative
Alpargatas	Footwear manufacturer	Brazil	South America	Launched a chain of goods for the initial donation of 100,000 kits of essential products to vulnerable communities affected by the coronavirus crisis.
Chef José Andrés (Michelin-starred)	Hospitality	USA	North America	Turned 8 restaurants into community kitchens, selling meals for \$7 or giving away for free
Lyft	Transportation	USA	North America	Network to be used to bring life-sustaining medical supplies and test kits to the elderly, those with chronic diseases, and other vulnerable populations. Supporting delivery of meals for kids and seniors in need. Facilitating necessary medical transportation, especially for low-income individuals
PepsiCo Foundation (with USDA, Baylor and Feed Westchester)	Charity	USA	North America	Investing \$11M to make food available to those in need and to accelerate testing - delivering meals to homes of students in rural America and hardest hit communities in New York
Ypê	Detergent manufacturer	Brazil	South America	Will donate 21 tons of bar soap to residents of the Paraisópolis favela, in São Paulo. The volume, equivalent to 100 k product bars, is enough to serve all families in the community, for two months

## Offering free services/content

Barbara Bush Foundation for Family Literacy	Education	USA	North America	Created a toolkit of high-quality online resources that can be used anytime, anywhere, helping parents navigate the vast amount of available options
Google	Technology	USA	Global	US\$25 million donation of ad credits to WHO and government agencies
HP	Technology	USA	Global	Deploying HP BioPrinters and associated supply cassettes, free of charge, to NGOs, government agencies, and pharmaceutical companies to accelerate drug and vaccine research to combat COVID-19
National Trust	Art and Culture	UK	Europe	Opening up its parks and gardens for free to allow people access to outdoor space while social distancing

## Support for emergency, health providers

Costa Coffee	Beverages	UK	Europe	Delivering one million cans of ready-to-drink coffee to healthcare workers in who are battling the COVID-19 crisis
Gift of the Givers	Charity	South Africa	Africa	Providing protective equipment for high risk medical personnel in the front line dealing with the virus, and purchasing ventilators, intubation sets and general medical supplies required for the management process. Will make available all its emergency medical equipment and ambulances to support the public health services
JD.com	Retail	China	Asia	Donating and delivering air purifiers to hospitals
Keen	Lifestyle	USA	North America	100,000 pairs of shoes to be donated to those in need, in particular front-line workers
McDonald's	Food	Brazil	South America	Distributed more than 80 combos with snacks, drinks and complete accompaniments to health professionals in two hospitals in the state of São Paulo. In each combo, the employees who prepared the packages left notes of thanks to the doctors and nurses who work on the front lines of combating and treating the disease.

CEPI and GSK announce collaboration to strengthen the global effort to develop a vaccine for the 2019-nCoV virus

AT&T, Comcast, Verizon and others agree not to overcharge consumers during coronavirus

Embraer to collaborate on technologies and solutions to combat COVID-19

**It's Time for the Business Community to Step In**

JPMorgan, Bank of America, Citigroup and other major banks suspend stock buybacks due to

100 Chinese Banks Sign up for MYbank's "Non-contact" Micro-Loan Plan to Help Mitigate Coronavirus Impacts

Hema to hire idle restaurant staff as delivery demand surges

3

## Collaborative



Like-minded businesses and stakeholders coming together for the greater good of creating solutions or spreading key information to help contain/mitigate the spread of the virus. This ranges from pooling resources, sharing patents, and taking collective decisions.



# Collaborative

## Support for emergency, health providers

Company	Sector	Country	Region	Initiative
Embraer and its supply chain	Aerospace	Brazil	South America	Will develop jointly with its supply chain, manufacturing of parts for the ventilator and respirator industry, the replacement of imported components for ventilators and high-efficiency filtration systems for transforming regular hospital beds into intensive care beds
Hospitals & Mining companies	Health	South Africa	Africa	Hospitals and other medical facilities which have expertise in screening for and treating tuberculosis, are being examined for use to treat coronavirus patients. The hospitals made available to industry employees and public
Hurtigruten	Shipping	Norway	Europe	Take all but two of its vessels out of service, which have been offered to the government for the transport of supplies and goods to local communities along the Norwegian coast
Novartis, Bill & Melinda Gates Foundation, Wellcome, and Mastercard	Pharmaceuticals	Global	Global	R&D efforts- Supported COVID-19 Therapeutics Accelerator and a partnership with the Innovative Medicines Initiative (IMI)
Several US prisons	Public Safety	USA	North America	New York, LA and Cleveland are releasing "vulnerable" prisoners. Several states from New York to California have banned in-person visitors
Tesla & GM	Automotive	USA	North America	Offering to manufacture hospital ventilators to meet the shortage
UK Engineering, automotive and aerospace companies	Manufacturing	UK	Europe	Vauxhall and Airbus to 3D-print parts to make 20,000 ventilators in two weeks. Rolls Royce, Jaguar Land Rover also in consideration
Vale	Mining	Brazil	South America	Will provide up to USD 1 million, in collaboration with Hospital Israelita Albert Einstein and the Mater Dei Health Network, to scale solutions to combat COVID-19
Various Newspapers	Media and Entertainment	Argentina and Brazil	South America	on March 19th main newspapers in Argentina printed same covers to combat the virus. It was an action coordinated by the National Association of Newspapers (Adepa); Brazilian association (ANJ) replicated
Various US retailers with parking space	Retail	USA	North America	Target, Walgreens, CVS and Wal-Mart to offer drive-through Coronavirus testing
Stop the Spread.org and 1500 CEOs on behalf of their companies	Think tank	USA	North America	More than 1,500 chief executives around the country (USA) signed a pledge to #stopthespread of the coronavirus



# Collaborative

## Meeting customer safety

Company	Sector	Country	Region	Initiative
ITC Hotels, Mirage hotels	Hospitality	India	Asia	Conversion of hotels into quarantine facilities for patients willing to pay. Tariff to be lower than their usual rates
Oi, Claro, Tim and Vivo	Telecom	Brazil	South America	The largest telecommunications companies in Brazil have launched a campaign together to ensure that work, people's study and leisure time continue even at a distance, as long as there is orientation of social isolation

## Donation of supplies and infrastructure

Ambev, Gerdau and Albert Einstein Hospital	Manufacturing	Brazil	South America	Cervejaria Ambev, together with the São Paulo City Hall, Gerdau and the Albert Einstein Hospital, are joining forces to build a hospital with 100 new beds in 40 days
Natura &Co	Cosmetics	Brazil	South America	Partnered with Avon and São Martinho Group to process and ship 15,000 kilos of sanitizer and 150,000 liters of alcohol in 70% solution that will be donated to the São Paulo State Health Department

## Financial assistance

IRS - CRA	Government	USA, Canada	North America	Extension of deadline for filing taxes: up to July 15 in the US and up to June 15 for Canada
MYBank and the All China Federation of Industry and Commerce (and 105 Chinese banks)	Finance	China	Asia	Launched the "Non-contact Loan Micro-assistance Plan" to provide financial support to around 10 million micro-and-small enterprises (MSE's) around China in the resumption of work and production. Services include specialist loans, interest free loans, special funding, helping offline business get online etc.
South African Health Department & other businesses	Government	South Africa	Africa	Help in cash or kind and said the team is now coordinating the offers.
The Seattle Foundation, United Way, Microsoft, Amazon and Starbucks & King County, City of Seattle	Various	USA	North America	Launched a regional COVID-19 Response Fund (CRF) to address the emerging community needs of COVID-19. . Microsoft is making an initial \$1 million anchor donation to help launch this effort immediately.

## Offering free services/content

GSK, CEPI	Pharmaceuticals	UK, Norway	Europe	GSK will make its established pandemic vaccine adjuvant platform technology available to enhance the development of an effective vaccine against the corona virus
South African Health Department & other businesses	Health	South Africa	Africa	Help in cash or kind. Application (app) that helps with the tracking and tracing of contacts as each person who tests positive



# Collaborative

## Increased production

Company	Sector	Country	Region	Initiative
Ford, 3M, GE, United Auto Workers union(UAW)	Manufacturing	USA	North America	Ford is collaborating with 3M to manufacture "Powered Air-Purifying Respirators." Ford is trying to expand GE Healthcare's production of their current ventilator. Ford and its workers will make more than 100,000 plastic face shields weekly. The company will also use its 3D printing machinery to make disposable respirators
Formula 1 (F1) teams	Automotive	Global	Global	Working with government and health authorities to increase the supply of ventilators. The majority of F1 teams are aiming to work out ways to use their engineering facilities to boost production.
UK Engineering, automotive and aerospace companies	Manufacturing	UK	Europe	Produce medical ventilators from current assembly line

## Meeting customer demand

Hema and multiple restaurants	Food	China	Asia	Hiring nearly 2,000 employees from more than 30 restaurant chains
Various banks of USA	Finance	USA	North America	Bank of America, Goldman Sachs, Bank of New York Mellon, Citigroup, JP Morgan Chase, Morgan Stanley, State Street, and Wells Fargo have stopped all stock buybacks for the 2nd quarter in order to maintain their solvency and liquidity for customers during the outbreak
Various network providers of USA	Telecom	USA	North America	Comcast, Charter, Verizon, Google, T-Mobile and Sprint have signed a pledge to keep Americans internet-connected for the next 60 days, even if people cannot afford to pay

## Information/advocacy

Celebrities and influencers	Entertainment	Global	Global	Celebrities worldwide using #StayAtHome to share videos and posts to encourage people to stay indoors and maintain social distancing practices, making them aware of how grave the situation is
Microsoft	Technology	Global	Global	Released a live map that tracks Coronavirus cases worldwide, showing updated data by country, including the total number of infected, the number of recovered and deaths, among other information. The tracker uses data from sources such as the World Health Organization (WHO), the United States Center for Disease Control and Prevention (CDC) and the European Center for the Prevention and Control of Diseases (ECDC)
WhatsApp, WHO, UNICEF, UNDP	Technology	Global	Global	Creation of WhatsApp Coronavirus Information Hub, a messaging hotline to offer simple, actionable guidance, general tips and resources for users around the world to be better informed about the disease

How business is responding to COVID-19

Google Announces A  
Coronavirus Incentive  
For H&M comes t  
S' supplier

New  
Amazon To Hire 100,000 Workers To  
Meet 'Surge In Demand'

St  
College Students: U-Haul Offers 30 Days Free  
Self-Storage amid Coronavirus Outbreak

How UK banks are offering coronavirus  
support to customers

IKEA grants  
health and livelihoods of  
communities, co-workers,  
and consumers impacted

World-famous cultural institutions  
closed due to coronavirus are  
welcoming virtual visitors

CP lends helping hand by  
building face mask factory

Europe's companies retool prod  
coronavirus fallout  
Coronavirus: Robots use light  
beams to zap hospital viruses

Smart Announces Special Cash Bonus and  
Early Payment of Q1 Bonuses Totaling Nearly  
\$550 Million for Hourly Associates

4 Shared value 

Businesses playing to their key strength and expertise to ensure customers (the community as a whole), employees, and their supply chains are not impacted economically and socially, in addition to basic steps like increasing production, hygiene levels, and putting profit in the back seat.



# Shared value

## Offering free services/content

Company	Sector	Country	Region	Initiative
Adobe	Technology	Global	Global	Giving higher education and K-12 institutional customers of their Creative Cloud apps the ability to request temporary “at-home” access for their students and educators. This is being granted through May 31, 2020 at no additional cost
BBC	Media and Entertainment	UK	Europe	Delayed their planned TV Licence Fee charge for the over-75s
Brompton Bicycles	Lifestyle	UK	Europe	The folding bicycle maker is providing 200 bikes to hire, free of charge, to NHS key workers
Business Wire	Media and Entertainment	Canada	North America	Providing complimentary release to companies and organizations specifically donating money, shelter, services, etc. to assist in the effort to contain the spread and repercussions brought on by the virus. They are not going to comp releases for those looking to sell or market products related to the COVID-19 pandemic
CANAL+ (Vivendi)	Media and Entertainment	France	Europe	Offered free plans for two weeks during the country’s lockdown due to the coronavirus outbreak
Cisco	Technology	Brazil	South America	Free offer of its collaboration and communication platform for companies worldwide
Claro	Telecom	Brazil	South America	The speed of fixed broadband services gradually increased for all subscribers, at no additional cost. The company is also investing in the opening of signal channels and content in pay-tv services
Consolide	Consultancy	Brazil	South America	Free and online consultancies to micro and small business owners who need to answer questions related to the Coronavirus. The package includes issues such as vacation anticipation, postponement of FGTS payment and home office hours
Envision Solar	Utilities	USA	North America	Providing standalone solar-electricity units for emergency facilities that cannot get grid access for fossil-electricity
Facebook	Technology	Global	Global	Grant unlimited free ad credits to the World Health Organization to promote accurate information about the crisis. Remove false claims and conspiracy theories that have been flagged by leading global health organizations and will block people from running ads that try to exploit the situation, such as by falsely advertising a cure
Google	Technology	USA	North America	Made their video conferencing service, Hangouts Meet, available for all G-suite customers until July 1
Headspace	Hospitality	US, UK, Canada, AUS	Global	Free access for educators and health professionals
Lindsay Wesner - Coach	Education	South Africa	Africa	Education across the globe and, following COVID-19, she has been strategizing to put things in place for remote learning in the SA context
LinkedIn (Microsoft)	Technology	Global	Global	Opening up 16 of its learning courses for free. Courses that provide tips on how to stay productive, build relationships when you’re not face-to-face, use virtual meeting tools and balance family and work dynamics in a healthy way



# Shared value

## Offering free services/content

Company	Sector	Country	Region	Initiative
Lululemon	Retail	Global	Global	Services for the community (providing yoga/meditation/workout free content online)
McDonald's	Food	Brazil	South America	The chain decided to support micro and small companies in the food sector in Brazil, opening free and online training classes for professionals working in this segment. The courses will have a grid divided into three main pillars: Food Safety, Hygiene and Sustainable Development
Mercado Livre - Mercado Libre	Ecommerce	Brazil & Argentina	South America	Will not charge commissions paid by sellers who sell essential products in its marketplace
Microsoft	Technology	Global	Global	Created a chatbot aimed at helping to answer people's questions about the virus, adding to the company's existing efforts, which include a COVID-19 tracking tool with Bing
Pornhub	Media and Entertainment	Italy, Spain, France	Europe	Free access to premium content
Safaricom	Telecom	South Africa	Africa	All person-to-person transactions below KSh1,000 (\$10) shall be free for the next 90 days
Salesforce	Technology	USA	North America	Through Health Cloud, Salesforce is offering free access for qualified emergency response teams, call centers and care management teams for health systems affected by Coronavirus
Service Now	Technology	USA	Global	Rolled out 4 emergency response apps to our customers and government agencies free of charge
Telkom	Telecom	South Africa	Africa	Zero-rated government websites that provide information on the coronavirus and zero-rated access to higher education websites to allow learning to continue online
Telstra	Telecom	Australia	Oceania	Giving all of its home broadband customers unlimited data until the end of April
The New York Times	Media and Entertainment	USA	North America	Providing free access to the most important news and useful guidance on the Coronavirus outbreak to help readers understand the pandemic
Three Hong Kong (+ 3 NGOs)	Telecom	Hong Kong	Asia	Helping underprivileged students with remote learning, such as buying Zoom service and providing 30 GB mobile data for free
Verizon	Telecom	USA	North America	Providing a range of free and discounted services such as 15GB of high-speed data for wireless consumer and small business customers from March 25 through April 30, 2020. Two months of waived internet and voice service charges for current Lifeline customers and a new affordable internet option for low-income households. Unlimited domestic calling to customers on limited-minute plans. Free international calling to countries identified by the U.S. Centers for Disease Control as level 3 impacted by the Coronavirus effective March 18 through the end of April



# Shared value

## Offering free services/content

Company	Sector	Country	Region	Initiative
Twinkl Educational Publishing	Education	UK	Europe	Providing free access to its educational resources for parents, carers and teachers so children can continue to learn at home
UberEats	Food	USA	North America	Waived Delivery Fee for more than 100,000 independent restaurants across US & Canada. Launched daily dedicated, targeted marketing campaigns, both in-app and via email, to promote delivery from local restaurants
U-Haul	Transportation	USA, Canada	North America	Extending 30 days of free self-storage at U-Haul-owned and -operated facilities to help college students impacted by unforeseen schedule changes at their universities
Various cultural institutions	Art and Culture	Global	Global	Opera companies and orchestras including New York's Met Opera and the Berlin Philharmonic have been live-streaming concerts to audiences around the world The Louvre and the Uffizi are among famous museums and galleries offering virtual tours Google's Arts & Culture platform has partnered with 1,200 leading museums and archives to show their exhibits online and offer Street View tours
Virgin	Telecom	UK	Europe	Will hand more than 2.7 million Pay Monthly customers unlimited minutes to landlines and mobile numbers, plus a 10GB data boost – at no extra cost. This helpful incentive will last for a month
Vodacom	Telecom	South Africa	Africa	Vodacom e-school: Through the e-school, Grade 8-12 high school learners who are Vodacom subscribers are now able to access classroom content, across all major subjects for free, as the African mobile communications company has zero-rated browsing on the site for its customers
Zoom	Technology	Global	Global	Remotely sign up schools to free accounts of his videoconferencing software. Video chat service available for free in some regions and has removed time-limit caps in others, particularly for schools from K-12

## Donation of supplies and infrastructure

Grupo Modelo	Beverages	Mexico	North America	Converted the alcohol from Corona Cero Beer into 300 k bottles of antibacterial gel
BP	Energy	UK	Europe	BP will supply free fuel to the UK's emergency services vehicles during the current crisis
Listoke Distillery and Gin School	Beverages	Ireland	Europe	Selling newly made hand sanitizer at cost price and donating to charities, emergency services and hospitals
Ypê	Detergent manufacturer	Brazil	South America	Producing alcohol gel in its Amparo factory, in the interior of São Paulo. The product, which is not part of its portfolio, will be delivered to employees and health entities in the region



# Shared value

## Helping vulnerable society

Company	Sector	Country	Region	Initiative
Amazon	Retail	USA	North America	Created a \$5M dollar fund to help affected small businesses in Seattle
Boomeria	Recycling	Brazil	South America	Boomeria and Avina are helping cooperatives of recycled material in this moment of restriction to social contact. These environmental agents depend on the daily collection and sorting work that has been restricted at the present time
Burger King	Food	USA	North America	Free food to children impacted by the Coronavirus outbreak. The fast-food chain is giving away two kids meals with any purchase made via the Burger King app
Disneyland Resort and Walt Disney World Resort	Hospitality	USA	North America	Donating excess food to food bank during closure
GPA, Carrefour & others	Retail	Brazil	South America	Reserving specific hours exclusively for elderly consumers
Guinness	Beverages	Ireland	Europe	A €1.5 million fund to help support bar staff and the elderly - €1.2 million will be provided to bar staff unable to work following the Government recommendation all pubs across the country close. €300,000 will be used to support elderly people during the unprecedented health crisis, through a partnership with Alone, a charity for the elderly
Pick n Pay	Retail	South Africa	Africa	Special opening stores schedule: The retailer will open all its supermarkets and hypermarkets an hour earlier every Wednesday for elderly customers to shop for their groceries and essentials
Various Dutch Banks (e.g. ING Groep & ABN Amro)	Finance	Netherlands	North America	Agreed to give small businesses a six-month delay in payments on loans

## Employee care

AIA Group	Insurance	Hong Kong and Macau	Asia	Offering frontline cleaning workers free insurance cover until 30 April 2020 of a Lump Sum Benefit of HK\$/MOP15,000 if they're diagnosed with the novel Coronavirus, and a further HK\$/MOP15,000 Death Benefit in the unfortunate event of death due to the virus with no pre-registration or insurance purchase required
H&M	Retail	Global	Global	Assured its garment suppliers of taking shipment of goods that have already been manufactured, much to the relief of some Bangladeshi exporters.
IKEA	Retail	Global	Global	Helping co-workers (income stability, additional parental leave, flexible working), and suppliers and tenants (cash flow relief and rent and service charge free)
Lululemon	Retail	Global	Global	Helping employees (Pay for all hours scheduled to work while shops are closed and access to Global Pay Relief plan)
Wal-Mart	Retail	USA	North America	Special Cash Bonus and Early Payment of Q1 Bonuses Totaling Nearly \$550 Million for Hourly Associates. Plans to hire more than 150,000 hourly associates in the U.S



# Shared value

## Financial assistance

Company	Sector	Country	Region	Initiative
Bank Original (FinTech)	Finance	Brazil	South America	Packages that include features such as zero rate of payment on credit card; interest reduction for voluntary credit card installments; and a period of 60 days to pay off the first installment of a personal loan, pay the debt renegotiation installment and install the current contract balance
Banks of UK	Finance	UK	Europe	Barclays, HSBC and Lloyds are waiving interest on overdrafts, giving 90-day payment holidays on mortgage payments
CcHub	Technology	South Africa	Africa	Will offer funding and engineering support to Technology projects aimed at curbing COVID-19 and its social and economic impact. CcHub will provide \$5000 to \$100,000 funding blocks to companies with COVID-19 related projects covering last mile communication, support for the infected and the most vulnerable, production of essential medical supplies and support for disrupted food supply-chains.
Facebook for Business	Technology	Global	Global	Facebook Small Business Grants Program: offering \$100M in cash grants and ad credits to help during this challenging time
Novartis	Pharmaceuticals	Global	Global	Created USD 20 million global fund to support impacted communities
WhatsApp	Technology	Global	Global	Donating \$1 million to the Poynter Institute's International Fact-Checking Network (IFCN). The \$1 million grant will help in fact-checking for the #CoronaVirusFacts Alliance, which spans more than 100 local organizations in at least 45 countries

## Information/advocacy

Loblaws	Retail	Canada	North America	CEO Galen Weston has issued an open letter to shoppers assuring them that grocery stores will remain open, shelves will be stocked, prices won't go up and there will be priority times for vulnerable customers
Magazine Luiza	Retail	Brazil	South America	The owner, Luiza Trajano, is opposed to mass layoffs and calls for caution to businesspeople at this time
Marriott International	Hospitality	Global	Global	CEO Arne Sorenson speech to reassure employees clearly articulating the problems affecting their business and what is/will be done, including CEO pay cut
Natura &Co	Cosmetics	Brazil	South America	Increase education and training of consultants and staff to become advocates and educated on how to help fight the spreading of COVID-19, including proper sanitization with soap + water regularly.

## Increased production

Multiple local companies	Manufacturing	Hong Kong	Asia	Launched their own face mask production line to lighten domestic pressure
Natura &Co	Cosmetics	Brazil	South America	Manufacture of product instrumental for stopping the spread. Taken immediate steps to significantly increase capacity across all businesses
New World Development	Real Estate	Hong Kong	Asia	Invested HK\$10m (around US\$ 1.3m) to set up its own face mask factory



# Shared value

## Meeting customer demand

Company	Sector	Country	Region	Initiative
Danone	Retail	France	Global	Supporting parents and parents-to-be on supply concerns due to stockpiling and offers seven tips to protect your baby, as part of its Aptamil Aptaclub
DuPont	Manufacturing	USA	North America	Increasing capacity of protective garments during this time of high demand. Tyvek® manufacturing operations run 24 hours a day and the nine global manufacturing facilities that produce garments are also working overtime to increase capacity
GSK	Pharmaceuticals	UK	Europe	GSK Consumer Healthcare is prioritizing actions in its supply chain to deliver more consumer products that are in high demand, due to COVID-19
HSBC	Finance	UK	Europe	Will help ventilator manufacturers by offering fast-track loan applications, cheaper interest rates and extended repayment terms
Mercado Livre - Mercado Libre	Ecommerce	Brazil & Argentina	South America	Monitoring prices and the sale of alcohol gels and masks on its platform, with the possibility of canceling offers with a disproportionate increase in prices. Changed iconic logo from “shaking hands” to touching elbows
Novartis	Pharmaceuticals	Global	Global	Commitments built on Sandoz pledge to maintain price stability of essential medicines and strong support of patients and healthcare systems
Pick n Pay	Retail	South Africa	Africa	All Smart Shoppers over the age of 60 will also earn double points in-store every Wednesday
The Charoen Pokphand (CP)	Manufacturing	Thailand	Asia	Building a new factory to produce face masks to help combat Covid-19

## Meeting customer safety

Discovery Health	Insurance	South Africa	Africa	DHMS WHO Global Outbreak Benefit: Immediately accessible to members, provides funding in full, from the scheme’s risk pools, to cover the tests and treatment in the case of a confirmed COVID-19 diagnosis. Discovery has created a regularly updated Information Hub, accessible to the public on its website, to encourage understanding of facts
Meituan Dianping	Retail	China	Asia	Providing a paper shield for customers ordering food takeaway so they can “eat privately” in office and avoid risk from others nearby

## Support to small business vendors

Standard Bank	Finance	South Africa	Africa	90-day loan repayment holiday for South Africa small and medium-sized businesses in a bid to soften the economic impact of the coronavirus
Unilever	Retail	UK	Global	To provide €500 million of cash flow relief to support small and medium sized suppliers and small-scale retailers whose businesses rely on Unilever



# Shared value

## Modifying production line

Company	Sector	Country	Region	Initiative
Ambev	Beverages	Brazil	South America	Use the lines of its brewery in Piraí, to produce 500,000 units of hand sanitizer. The brewery will be responsible to produce the bottles and for the logistics for delivery
Brewdog	Beverages	UK	Europe	Making hand sanitiser in its distillery by repurposing the production line
GAP	Lifestyle	USA	North America	Pivot resources so factory partners can make masks, gowns & scrubs for healthcare workers on the front lines
H&M	Retail	Global	Global	Making and distributing facemasks and other PPE for healthcare workers
HP	Technology	USA	Global	Mobilizing their 3D printing team, digital network partners and technology to design & produce essential medical parts like ventilator valves, breathing filters & face mask clasps, and deploying BioPrinters & cassettes free of charge for drug & vaccine research
Listoke Distillery and Gin School	Beverages	Ireland	Europe	Stopped gin production to make hand sanitiser
Mahindra Ltd	Automotive	India	Asia	Repurposing its production line to manufacture simple and complex ventilators
Nivea	Retail	Germany	Europe	Started production of medical-grade disinfectants to support the fight against the pandemic in Europe, offering to deliver 500 tonnes to medical facilities and public services
Zara (Inditex)	Lifestyle	Global	Europe	Use its global network to produce items such as surgical masks and hospital gowns. It had already donated 10,000 masks and a further 300,000 were due to be sent by the end of the week (20 Mar)

## Support for emergency, health providers

Colab & Epitrack	Technology	Brazil	South America	Startups Colab and Epitrack launched an application capable of monitoring the risks of Coronavirus infection in Brazil. From a detailed questionnaire, which must be answered by users, the citizenship platform and healthtech hope to generate heat maps that show the risks of infection by COVID-19 in the country. All data generated on the platform will be shared free of charge with public managers and researchers
UVD Robots	Technology	China & Italy	Global	Production of robot designed to reduce the likelihood of hospital-acquired infections (HAIs) has been accelerated and it now takes less than a day to make one robot at their facility in Odense, Denmark



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