



ANNUAL CONFERENCE

New Work and Better Ways:

- the evolving nature of work and the workplace; and,
- the opportunities and challenges in embracing ESG.

2 - 4 March, 2022

Hotel AMANO Grand Central

Heidestraße 62, 10557 Berlin, Germany



Wednesday, 2 March 2022

6:30 pm - 9:00 pm **Welcome Drinks and Networking** at Hotel AMANO Grand Central, Apartment (Rooftop) Bar

Thursday, 3 March 2022

8:00 am **Registration Opens: Informal Networking Breakfast**

- 9:00 am Welcome by Baba Zipkin (*Millrace Consulting*) - Chair of XBHR;
Ulrich Bormann (*Evonik Industries*); Gerlind Wisskirchen (*CMS Germany*) - Co-Chairs;
Mercedes Balado Bevilacqua (*MBB Lawyers*); Jane Greenman (*National Executive Service Corps*); Andrea Schwartz (*Western Union*);
Roselyn Sands (*RoselynSandsLaw*) - 2022 Conference Co-Chairs
- 9:10 am Brief individual introductions
- 9:35 am **Experiences and Best Practices for HR in Multinationals in a pandemic situation**
[Facilitators to be determined]
- What were the key challenges for employer and employee, and how were they handled?
 - What went well?
 - What did not go well?
 - Were viable solutions found? If so, are resulting changes temporary or permanent?
 - How did the applicable legal framework impact HR's decisions and the outcome?
 - What were the key learnings?
 - What are the challenges going forward? For example:
 - How to deal with vaccination status
 - Problems regarding equal treatment
 - Labor shortages
- 10:45 am Break
- 11:00 am **ESG – Part 1 with focus on “Environmental”**
[Facilitators to be determined]
- Sustainability Efforts: what are companies doing to support sustainability goals?
 - Changing work patterns (remote work, in-office practices)
 - Office modifications and natural resource use
 - Carbon footprint of international travel
 - Other corporate activities
 - What are employees' focus and expectations on environmental topics?
 - Transparency,
 - Communication
 - Expected change of working conditions

- What is HR's role in driving environmental sustainability?
- How can customers, businesses and consumers support companies' efforts, and how do those actions impact employees?
- There are industries to which ESG appears at first glance to have limited applicability, such as fast food, weapons, or tobacco. Do they really have no role, or do similar actions involving employment issues apply to them?

12:30 pm

Annual General Meeting of XBHR

1:00 pm

Lunch

1:45 pm

ESG – Part 2 with focus on “Social” and “Governance”

[Facilitators to be determined]

- Social – what are the key issues and what do employees expect from their employers?
 - Importance of Diversity and Equality in the workplace? Areas impacted include Gender Equality, LGBTQ+, Age Diversity, Neurodiversity, and Vaccination mandates
 - Human Capital Management and fair working conditions?
 - Health and Safety; especially in light of Covid-19?
 - Human Rights and Social Activity?
- Governance – will there be significant changes in how companies are run?
 - Importance of Compliance, Risk Management and Transparency?
 - New trends in whistleblower protection?
 - Importance of Business Ethics, beyond just “complying with the law”?
 - Executive Pay

3:15 pm

Break

3:30 pm

New Ways of Working for Employees – what is changing?

[Facilitators to be determined]

- What are we seeing and what are the intended and unintended impacts
 - New initiatives
 - New company structures
 - Agile work and flexibility in time and place
 - Working time
 - Working from everywhere
 - Self-employed persons
 - Pay trends
 - Monitoring employees (performance)

5:00 pm **Closing Remarks**

6:30 pm **Drinks Reception and Gala Dinner at [...]**

Friday, 4 March 2022

8:00 am **Informal Networking Breakfast**

9:00 am **Age and the Workplace**
[Facilitators to be determined]

- Has Covid had an impact on how employers think about older workers?
 - Have older workers done well in the ultra-digital working environment required by remote work (despite the stereotypes)?
 - Has corporate history and the traditional loyalty of older workers been important in keeping “the ship” stable during this time?
 - How have younger workers / new workers managed?
- Evolving “end of work” and retirement practices and rules:
 - What’s new around the world?
 - Directionally - how are things moving?
 - Are companies doing a good job at performance-managing older workers?
 - Are we actually seeing age discrimination? Litigation? Does anyone care?
- Focus on law firm practices
 - What are we seeing?
 - What do we think?

10:30 am **Break**

10:45 am **How do Millennials View the Current Work Environment**
[Facilitators to be determined]

- What are millennials’ expectations related to employment and employers in the following areas:
 - Global/international career opportunities
 - Personal development
 - Double career for couples
 - Work/life integration
 - Digital productivity tools (like Ignite etc.)
 - Change in skill/degree requirements, learning on the job
 - Purpose, mission, values
 - Job changes vs. retention policy
 - Segmentation depending on job level: employees’ expectations vary depending on education and job level

- Changes due to the pandemic experience
- LBGQT+ and fluid - do millennials care?

12:30 pm

Lunch

1:30 pm

Global Mobility and Immigration: Critical Issues for Companies with Cross-Border Employees

[Facilitators to be determined]

- How has the pandemic impacted global mobility, travel and immigration programs?
- Have employee expectations changed?
- Regional immigration standards, and local country immigration regulations often diverge.
 - How are companies dealing with the constant shift in regulations?
 - Is a single mobility program enough for overall compliance?
 - Who delivers these programs: in-house or external suppliers?
- Do tax requirements determine mobility plans?
- Are multi-company arrangements (i.e., reciprocal social security and multilateral mobility treaties) used as planning tools?
- Has the use of short-term business travelers changed? If so, why and how?
- Virtual expats? What a concept!

3:15pm

Closing Remarks

4:00 pm

Business Meeting of XBHR Management Committee