



## ANNUAL (VIRTUAL) CONFERENCE

### New Work and Better Ways:

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

**3 - 4 March, 2022**

#### Thursday, 3 March 2022

4:00 pm Welcome by Baba Zipkin (*Millrace Consulting*) - Chair of XBHR;  
Ulrich Bormann (*Evonik Industries*); Gerlind Wisskirchen (*CMS Germany*) - Co-Chairs; Mercedes Balado Bevilacqua (*MBB Abogados*); Jane Greenman (*National Executive Service Corps*); Andrea Schwartz (*Western Union*);  
Roselyn Sands (*RoselynSandsLaw*) - 2022 Conference Co-Chairs

4:10 pm **Brief individual introductions**

4:30 pm **Experiences and Best Practices for HR in  
Multinationals in a pandemic situation**

*Facilitated by: Stefanie Königschulte (BakerHughes), Filip Saelens (Loyens & Loeff), Franziska Hufnagl (JLL)*

- 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

5:30 pm

**Break**

5:45 pm

**New Ways of Working for Employees - what is changing?**

*Facilitated by: Andrea Schwarz (Western Union), Diana Styles (DSCG), Paula Wernecke (CMS Germany), Anders Etgen Reitz (Iuno)*

- 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)

6:50 pm

**Closing Remarks**

**Friday, 4 March 2022**

4:00 pm

**ESG - Part 1 with focus on “Environmental”**

*Facilitated by: Carolyn Knox (Ogletree Deakins), Susan Grover (Anaqua)*

- 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?

4:45 pm

### **Break**

5:00 pm

### **ESG - Part 2 with focus on “Social” and “Governance”**

*Facilitated by: Maureen Montgomery & Gunda Niehaus  
(Procter & Gamble), Els de Wind (Van Doorne)*

- 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

5:45 pm

### **Annual General Meeting of XBHR**

6:15 pm

### **Hot Topics and Trends**

6:50 pm

### **Closing Remarks**

7:00 pm

### **Virtual Cocktail Party and Conversation**