



## Virtual Conversation with HR Leaders in the Dairy Industry

Webex Meeting

Friday, April 10 | 2:00 – 3:00 p.m. ET

### Meeting Notes

#### I. Welcome and Introductions

Heather Soubra and Michael Dykes welcomed and thanked participants for their engagement in the conversation. The following were in attendance:

**Silvio Amorosino**, *NORAM Head of HR*, Danone North America

**Shawn Athay**, *Vice President of Human Capital*, Agropur U.S. Operations

**Renee Bilyeu**, *VP, Human Resources*, Himar Cheese Company, Inc.

**Sandra Biss**, *Director of Human Resources & Diversity*, Turkey Hill Dairy, Inc.

**Dave Coble**, *Vice President, Human Resources*, Schreiber Foods, Inc.

**Steven Cooper**, *President/General Manager, Dairy Manufacturing Operations*, Continental Dairy Facilities, LLC

**Denise Devereaux**, *Senior Vice President*, Saputo Cheese USA Inc.

**Todd Finley**, Plains Dairy, LLC

**Diana Gurwicz**, *CHRO*, Maryland and Virginia Milk Producers

**Loren Heeringa**, *Senior Vice President and Chief Human Resource Officer*, Land O'Lakes, Inc.

**James Holder**, *Director, Learning and Talent Development*, Hershey Creamery Company

**Corey Jackson**, *Senior Director*, HP Hood LLC

**Mara Kamat**, *Vice President of Human Resources*, Great Lakes Cheese Co., Inc.

**Karissa Karels**, *Human Resources Manager*, Valley Queen Cheese Factory, Inc.

**Kelly Kerrigan**, *HR Director*, Michigan Milk Producers Association

**Claire Ko**, *Chief People Officer*, Schuman Cheese

**Sandra Lamartine**, *SVP, HR*, Glanbia Nutritionals

**Rhonda Lander**, *Director, Human Resources*, O-AT-KA Milk Products Cooperative, Inc.

**Serina Pak**, Danone North America

**Marie-Claude Milot**, *Head of Human Resources*, Darigold, Inc.

**Shelley Roth**, *President*, Pierre's Ice Cream Company

**Gina Softly**, *Director, Human Resources*, Vitalus Nutrition Inc.

**Gail Sullivan**, *HR Director*, Pierre's Ice Cream Company

**Frank Zgrablich**, *Chief HR Officer*, Upstate Niagara Cooperative, Inc.

*Egon Zehnder*

Sebastien D'Incau

Andrea Kilpatrick

### *IDFA Staff*

John Allan  
Tracy Boyle  
Michael Dykes  
Matt Herrick  
Neil Moran  
Danielle Quist  
Joe Scimeca  
Heather Soubra  
Josie Wagler

Sebastien D’Incau and Andrea Kilpatrick explained the purpose of the call is an open discussion about best practices companies are during this crisis. Sebastien began the call by explaining that the discussion would be centered around a few broad themes.

## II. Communication

- CEOs were holding phone calls on a regular basis with employees to stay connected and ensure operations were running smoothly.
- Postcards sent to thank employees for the work that they were doing, and also to thank their spouses.
- Communicating and staying connected is extremely important. Managers are keeping in touch daily with their team. CEO also checks in via Teams 3x per week. Weekly and bi-weekly trainings (wellness in terms of emotions/mental health) to work through emotions. Keep people feeling safe and effective communication is key.
- Enhanced the company’s social media presence with things like a “Dear Darigold Diary” campaign. Virtual townhalls with HR, along with Q and A’s, were also instituted to keep in contact. Calls with managers on the operations side of the business.
- Introduced a program where managers could provide feedback which provided a method to track feedback on what people are working on. Also instituted a product giveaway for employees and are taking advantage of monitors and TVs to keep employees informed of different programs and company news.
- Translation to different languages when countries presents a challenge. Every state/municipality is handling this situation differently. Struggling with a “one size fits all” communication plan.
- Collecting feedback from employees about leadership levels and the company’s approach and in dealing with COVID-19, as well as the working from home policy. Feedback was very positive. The survey will be distributed to the group so that others can view the questions and maybe implement something similar.

### III. Compensation/Funding

- Instituted loan program for their employees to purchase essential items for their family. An HR panel decides how emergency funds are awarded but the employees are not required to pay it back
- Implementation of appreciation pay or increased pay. One participant shared they are looking into it but are torn. They are currently investing in their employees by bringing food in 2-3x per week. The hope is to help the employee see that their efforts are appreciated. The goal is to show appreciation now, with monetary recognition once this crisis has subsided.
- Bonus money put in reserve to be awarded based on number of hours worked. Only applies to hourly workers. Union is receptive of this and employees received it well also.
- Benchmarking and monitoring supplemental pay to recognize hourly employees and frontline supervisors. Looking to extend to plant managers. They are also looking to deliver in tax effective way. This is in place until the end of May. Employees were very thankful. Some are instituting a lump sum payment in lieu of hourly others are doing a weekly bonus for those working on plants who are struggling more than others.
- Some have chosen not to offer payment incentive. Instead, they have initiated a challenge between teams to make contribution to food banks and embracing the IDFA #essential campaign by making videos about why they are donating to food banks. Employees feel good about their contributions.

### IV. Employee Health and Wellness

- Mandatory temperature checks in place before entering facility and working well for those that have implemented them. It has been very effective in keeping people out of facilities who are not healthy and appreciated by the employees. They appreciate their safety being taken into consideration and are grateful for the precautions being put in place Created a contingency plan using corporate resources to ensure continued operations if any sites/operations went down.
- Ensured separation of plant employees and office staff by using separate lunchrooms, break rooms, washrooms, etc.
- Using temperature checks internationally, but not yet in US. It has been difficult to decide, considering many individuals can be asymptomatic. They are continuing to push self-accountability and leave it up to the individual to stay home if they are not feeling well. It is important to keep others safe.
- Participants who have implemented temperature checks are using 100.4 per the CDC recommendation. If the individual reads 99.9, they are to be checked with 3 other thermometers before taking any action. 3<sup>rd</sup> party occupational health company hired to do the temperature checks to take HR out of the role, which has been very helpful.

- Recruiting seasonal and part time staff to help in plants in case they experience any disruptions (if employees needed to be quarantined, it helps that others are trained to step in). Pulling from the millions of Americans that are currently unemployed.
- All guests prohibited from entering company facilities. Sanitation measures have been put in place and required of any suppliers entering facility.
- Current practices on wearing masks in production areas. Some are using mask beneath their N95 mask to permit extended use. Others have ordered masks to wear in production areas, but some are encountering shortages. Some are acquiring masks through uniforms suppliers.