

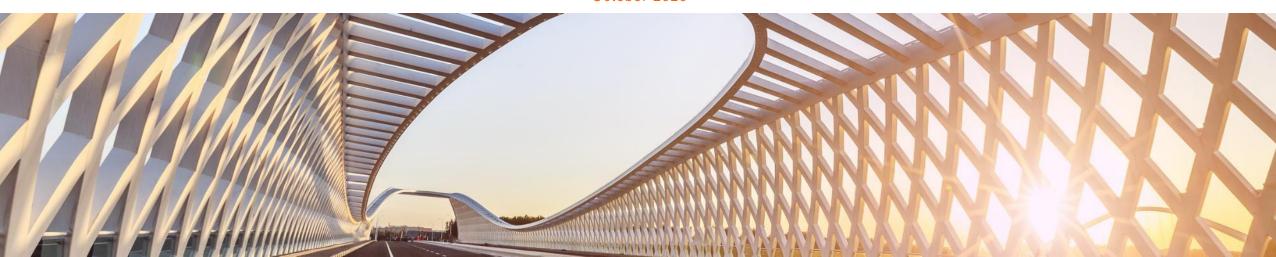
COVID19 CRISIS FIRST LESSONS LEARNT

Crisis organization, anticipation, decision making

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CRISIS MANAGEMENT & BUSISNESS CONTINUITY Main key points

1. Preparation and anticipation

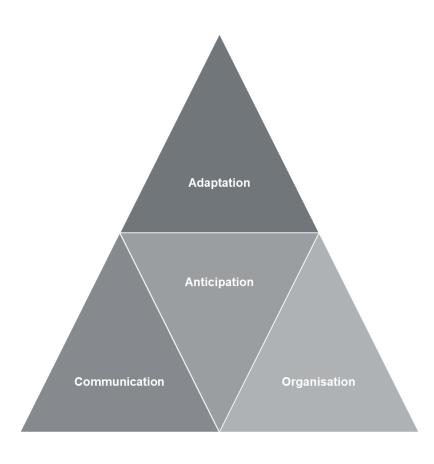
- ✓ Early Warning System
- ✓ Crisis management drills worldwide

2. Crisis management

- ✓ Pyramidal management to establish strategy
- ✓ Agile and flexible organization to assess the situation and react
- ✓ Early and strong coordination with business lines and regions

3. Business continuity

- ✓ Simple and flexible BCP methodology
- ✓ Communicating efficiently
- ✓ Smooth switch to work from home and IT systems remained operational



A POWERFUL NETWORK WITH THE BUSINESS CONTINUITY LEADERS

ANTICIPATION : EARLY WARNING SYSTEM & ALERT

- Contributing to the monitoring and warning system
- Update the list of vital activities and the crisis teams mapping

NETWORK ANIMATION

- Share good practices
- Contact or support others BCP Leader if needed

CRISIS & BUSINESS CONTINUITY MANAGEMENT

- Promote animation and training on its perimeter
- Represent your Region / Business line in case of crisis (Situation reports & coordination meetings)
- Facilitating the Region's / business line's contribution to resolving crisis situations

COVID-19 – MAIN STEPS 11th 29th 13h WHO qualifies COVID 19 as 3 billion people Reconfinement in few 21th Start of a **pandemic WORLDWIDE** countries in Europe and Asia confined in the Wuhan world (Germany, China...) lockdown Most of flights are cancelled worldwide 13th First case out of China Relaxation of containment Relaxation of containment (Taiwan) measures in China measures in Europe 22nd May The epidemic is 19th March Europe 12th April North America The epidemic is mainly becomes the new mainly centered in South & becomes the new centered in China North America + India epicenter of the virus epicenter of the virus Confirmed 10 000 1 million 100 000 5 millions 9 millions cases **April** May February March June January LATAM + India **CHINA EUROPE – EURASIE - AMIP** Business Continuity management **Strategic steering (EC)** RENAULT **Business Continuity Coordination Supply Chain Restart conditions & PPE Renault Italy People** 176 Crisis teams **Business lines** Crisis mobilized wordlwide China **RCI Italy** Regions D2P / BE / July 2020 **GROUPE RENAULT** Renault Confidential C

Main lessons learnt

Main activities	Positive/Good Points with Current scheme	Negative Points / New Issues
Early warning system & Alert	 Specific monitoring for China First signals detected at the end of 2019 Newsletters 	 New virus – No information about it Worldwide scope – Large volume of information
Crisis Management	 Crisis organization - Crisis drills Established worldwide crisis network Quick mobilization of crisis teams 	1) Difficulty to understand the scope covered by all crisis teams due to cross organization
Business Continuity	 Weekly EC Steering BCP Leaders network at the top level Positive contribution of all 	 Some time the list of vital activities was established in emergency mode
Business travelers & Expatriates	 Good anticipation allowed safe returns when required Good coordination with Medical, HR, travel team &Nissan Efficient tools and organization Strong links with countries' Authorities 	 Difficulties maintaining updated information (Country restrictions) Difficulties updating travel risk map

TOPICS WE COULD WORK ON TOGETHER

- How to maintain a high level of mobilization for the coming months?
- How to progress in managing crises and business continuity from home?
- What if we add an internet failure?
- How to capitalize on this experience for the next crisis?

THANK YOU