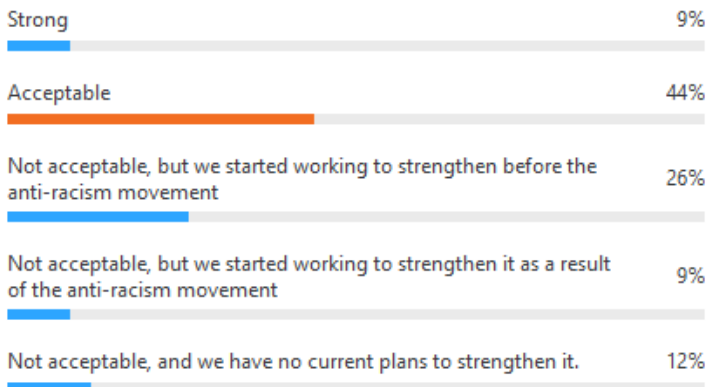


LEADERSHIP ROUNDTABLE SERIES

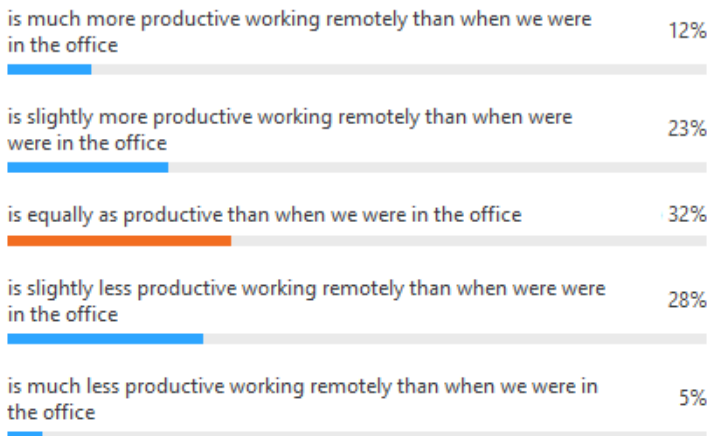


LEADERSHIP ROUNDTABLE SESSION #15 – POLLING RESULTS + Q&A

1. Our board has a diversity & inclusion program that is:



1. I believe our workforce:



COVID-19 ROUNDTABLE CALL #15 – Q&A

For Bruce Bowser

Q: Would love to know the name of the app that Bruce mentioned re using closed restaurants for meetings.

A: <https://www.flexday.com/>

Q: Bruce, thank you for your insights on building great teams in non-traditional ways. If we are going to start working virtually, what is going to happen to the downtown which is often the spine of cities and the culture.

A: I really think the downtown cores are going to have deal with the challenges presented by people not wanting to work in these high-density locations. Even prior to COVID, I believe people were becoming frustrated with exceptionally long commutes and the traditional office space environments. Many of the large law firms for example have archaic board rooms and wasted space that I don't believe will be a part of what future workspace will look like. Companies like Oxford and Brookfield have a lot of bright people who will figure it out.

Q: How do other organizations measure "productivity" as indicated in the session?

A: There are lots of productivity measurements software platforms out there that can help companies measure current output of employees as well as manage virtual work being done without coming across like an employer constantly looking over your shoulder. For many jobs, output productivity is really what we are trying to achieve and as such it can be easily outlined and agreed to (almost like a contract between employer and employee).

Q: I have a question for Bruce. I completely agree with you that many firms are now going to expect or at least support their employees to work more remotely. My question is that pre-COVID there were always natural collisions that occur in the workplace that result in informal mentoring and coaching of employees. How does AMJ deal with that if you are working almost fully remotely?

A: I strongly believe that collaboration will always be a key component to a healthy and productive work environment. We have seen this work very well through virtual venues like Zoom, Team and other platforms, but I also think that regular scheduled in person meetings are important. With the money that can be saved on renting excessive office space, companies can invest in great offsite meetings that may include engaging speakers, team building exercises etc. if we look at some of the most successful companies of the last 15 years (i.e. Google), you can see this flexibility and creativity and how well it works at attracting and retaining top producing employees.

For Matthew Pegg

Q: Was a complete shutdown of the economy the only way to manage this pandemic? The economic and social impact of shutting our economy down for three months has been devastating to millions of people and its negative effects will last for years to come. And in some ways, like people losing their jobs and losing their homes, the worst is still to come.

A: Unfortunately, the reality of COVID-19 was that the transmission rate of the virus, which is the number of people becoming infected by one infected person, was very high with ratios worse than 3:1.

Because this is a new virus, there is no available vaccine nor treatment options. As such, the best medical advice was to do all that could be done to limit the spread of the virus and as such, cut off the transmission rates. We, of course, took that advice and implemented the measures that ultimately lead to thousands of lives being saved.

While this has been devastating for so many, the alternative would have been an exponentially longer and more protracted pandemic event, with thousands more lives being lost.