The unfolding COVID-19 crisis has exposed the deep risks in our global food system: across production, consumption and global and local supply chains. Around the world, disruption to availability of farm labor, transport, energy and supplies could lead to nutrition insecurity, food price spikes and food loss.

- **Immediate supply chain risks:** Our work with experts, members and partners has started with an analysis of the major risks to the global food system. Our *Rapid Response Platform* shares experience and is developing rapid, collective actions on how to tackle major, emerging risks caused or exacerbated by COVID-19, including disruptions to food supplies and access to affordability of nutritious food, particularly in South East Asia and Sub-Saharan Africa. Our *next steps workshop on Tuesday 19 May* will build on our analysis and map responsible business actions against defined priorities.

- **Tackling systemic vulnerabilities:** COVID-19 endangers food security for millions worldwide by exacerbating longstanding vulnerabilities such as inequality and poverty, particularly for rural economies. Our *Food System Recovery Blueprint* will address systemic food risks and support ambitious business solutions for a resilient recovery and a fairer food system. To guide the shift from crisis response to recovery in our food system, we will focus on improving risk management, resilience, innovation and accelerating digitalization. As part of next steps on 18 June, we will join up with Dr Roland Kupers, Advisor on Complexity, Resilience and Energy Transition for a webinar to gain insights on how to effectively manage uncertainty and build resilience in the face of resource stress and economic downturn.

- **Collective action coalition:** We will continue to convene an engaged coalition of leaders from companies and partners to raise our collective voice to shape the global policy environment for COVID-19 recovery plans and packages. We will build the narrative on immediate and long-term food system change required in response to COVID-19. To drive this change, we will focus on advocacy, thought leadership, media engagement and profiling of business leadership. During our *Collective Action Coalition Workshop* on 26 May, we will focus on defining the next steps to elevate public opinion and improve thought leaders’ perceptions on the role of business in driving food system recovery and building vital supply chains.
Return to New Normal - Business Recovery and Employee Health

The speed and impact of the COVID-19 pandemic across all geographies has resulted in many businesses being unable to function and has had unprecedented implications on employees, supply chains, cash flow and investor returns. All of this highlights the importance of effective and proportionate continuity planning for business resilience. As companies consider the return to a “new normal”, WBCSD’s Return to New Normal – Business Recovery and Employee Health project seeks to help members understand and improve their resilience against a second wave of COVID-19, and future global shocks.

We are working to explore and develop return to a new normal scenarios and recovery roadmaps. This includes:

1. Helping members future-proofing enterprise risk management by better understanding effective risk metrics and early risk identification. We are also highlighting good practice to support more effective risk screening.
2. Consolidating policy development related to sustainability and the COVID-19 response and developing consensus on the policy measures needed to ensure the sustainable considerations are at the heart of recovery plans amongst businesses and policy makers.
3. Understanding the changes facing the relationships between investors and companies in the wake of the pandemic. WBCSD participated in a joint webinar with the UN Principles for Responsible Investment to provide insights from debt issuers on how ESGs feature in their investor value proposition, debt issuance approach and the implications of COVID-19.
4. Collaborating with Baker McKenzie to deliver a series of webinars covering a range of considerations for employers to address when resuming operations such as workplace safety, health screening and managing employee concerns, as well a key issues on data and employee privacy as businesses begins to return to new 'normal'. For further information and registration to regional specific webinars click here.
5. Supporting boards as they reassess their priorities, oversight responsibilities, long-term strategic impacts and business model adaptation in light of the current crisis and to build future resilience. Decision-making resources will be launched on 20 May.
6. Developing a central repository of good returning to work practices related to employee health which we will share through our website in due course.