Considerations for managing the impact of COVID-19 on your business

**Crisis Management**
- Establish a crisis management structure with the ability to make fast decisions
- Review existing policies, procedures and response plans
- Determine trigger points or severity levels to activate appropriate organisational plans
- Identify critical business functions that may be impacted and develop recovery strategies
- Determine and evaluate your organisation’s exposure level and execute appropriate response plans (e.g. critical supplies, activities in affected areas, etc.)
- Have an agile and responsive communications function that includes social media response plans

**Staff**
- Track staff on business travel (e.g. via travel desk or Call Tree activation)
- Appoint a contact person or person-in-charge for staff enquiries
- Look at ways to maintain or improve staff morale
- Impose self-quarantine for staff who have been to high risk countries, had contact with anyone from those countries, or are showing symptoms
- Impose business travel restrictions to high risk countries
- Develop contact tracing procedures to identify those who have been in contact with suspected/infected staff
- Check staff insurance coverage for COVID-19 related illnesses
- Provide awareness or educate staff about COVID-19
- Have an internal communications plan in place for COVID-19 (e.g. what, when and how to communicate to staff) to manage anxiety and reduce panic
- Consider tax position, residency permits, etc. of staff who need to be evacuated to other countries

**Alternate Work Arrangements**
- Consider split operations (location or shifts) and activate back-up sites to house the split teams
- Enable working from home options, including equipping staff sufficiently to work from home (e.g. laptops, VPN access) - ensure company’s IT infrastructure can accommodate large scale remote access
- Opt for virtual meetings with customers and suppliers
Considerations for managing the impact of COVID-19 on your business

**Facilities Management**
- Carry out frequent sanitisation of common areas (e.g. lift buttons, door handles, etc.)
- Provide infection control supplies such as hand soap/sanitisers and face masks
- Monitor and track visitors present at the premises (e.g. temperature taking, travel to high risk countries, etc.)
- Have response procedures in place to evacuate staff and sterilise the infected areas in the event of a confirmed case

**Supply Chain**
- Identify your critical Tier 1 and Tier 2 suppliers (especially for single-sourced suppliers) and check if they are based in high risk countries as well as their readiness to respond
- Determine current inventory levels and devise contingency plans in the event of an inventory shortage
- Identify back-up or alternate suppliers, if your primary supplier is unable to support you
- Check contractual terms for any breach of Service Level Agreements (SLAs) and other impacts to your business
- Review insurance policies to ensure coverage for breaches of contract relating to delivery delays

**Stakeholders**
- Have active conversations with suppliers and customers to manage potential disruptions or challenges in service delivery
- Inform suppliers and customers on response plans or activities to manage anxiety and maintain stakeholder confidence
- Coordinate with local authorities or the regulator on coordinated response and preparedness plans
- Consider tax and other incentives announced by Government
## How can we help you tackle the challenges you face in responding to COVID-19?

<table>
<thead>
<tr>
<th>Crisis response and management</th>
<th>Operations and supply chain</th>
<th>Workforce</th>
<th>Focus on data</th>
<th>Head office functions</th>
<th>Communications strategy</th>
<th>Customers and revenue</th>
<th>Earnings, liquidity &amp; working capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish a crisis response structure with established workstreams, clear responsibilities and accountabilities. • Develop likely and reasonable worst case scenarios and their potential impact to support crisis and response planning.</td>
<td>• Perform an operational risk assessment and consider and plan for the impact of disruption on critical business functions. • Understand your COVID-19 supply chain risks and impacts, including third party suppliers.</td>
<td>• Assess potential impact and develop options to support, move or evacuate, using employee location/profile and emerging intelligence data. • Adjust HR policies to align with local regulations (e.g. entitlements during quarantine, working from home policies, etc.).</td>
<td>• Identify data needs and develop protocols for data extraction, preparation and analysis. • Model the impact of scenarios on industry sector or business-level commercial performance, and stress test commercial revenues against downside economic scenarios.</td>
<td>• Legal, IT, Commercial and Insurance: review existing insurance coverage, IT infrastructure and resilience, force majeure, contract clauses. • Finance, Treasury and Tax: financing, restructuring and cash-flow. • Investor Relations: market disclosure.</td>
<td>• Develop a rapid communications plan and approach to build and maintain trust and reputation during the crisis for key stakeholders. • Tailor best practice templates and communications materials such as emails, FAQs and intranet.</td>
<td>• Revise your sales strategy to deal with the evolving customer behaviours and competitive environment (risks and opportunities). • Prioritise actions to protect customer relationships and commercial interests. • Model customer behavioural change.</td>
<td>• Assess earnings and liquidity impacts. • Model multiple scenarios and develop implementation plans to use as required. • Understand and manage potential liquidity, debt &amp; capital implications.</td>
</tr>
</tbody>
</table>