

# PREVENTING AND MANAGING HEALTH RISKS OF COVID 19 AT THE WORKPLACE

INTERIM ADVICE FOR IFC CLIENTS



Bram Woltjer  
Health and Safety Specialist  
IFC

# What we have seen...



# Managing Health Risks at the Workplace during COVID

Version: April 6, 2020

## INTERIM ADVICE FOR IFC CLIENTS ON PREVENTING AND MANAGING HEALTH RISKS OF COVID-19 IN THE WORKPLACE

The COVID-19 pandemic is a human tragedy that presents many challenges to employers globally, including IFC clients, who provide key products and services in many countries as well as jobs and livelihoods for workers and their families. Preventing the spread of COVID-19 in the workplace and providing safe working conditions for those still working is of paramount importance for all companies and for society in general.

**OBJECTIVE**

The main objective of this Interim Advice document is to collate and provide publicly available advice from internationally recognized sources to help IFC clients rapidly identify measures for preventing and managing outbreaks of COVID-19 in the workplace and for responding to community COVID-19 infections. Sources for this document – and additional information – are listed in Annex 1.

This document is not intended to be exhaustive, and it provides generic rather than sector-specific advice. Companies in high-risk sectors should refer to sector-specific procedures and standards. See the full disclaimer at the end of the paper. This document should be read in conjunction with the following IFC COVID-19 advice documents:

- Interim Advice for IFC Clients on Supporting Workers in the Context of COVID-19, which provides advice on how to support workers during the COVID-19 crisis and how to consider options to reintroduction.
- Interim Advice for IFC Clients on developing a COVID-19 Emergency Preparedness & Response Plan, which is aimed at helping companies identify risks, allocate responsibilities, and plan to effectively respond to COVID-19-related challenges.

**PREVENTION AND RESPONSE**

Each company is advised to appoint a dedicated team with responsibilities to identify and implement actions that can mitigate the effects of COVID-19 on the company and community. Each section below suggests practical examples on actions the company should take.

Provide information on COVID-19<sup>1,2,3,4,5,6</sup>

Previous outbreaks of diseases have shown that information dissemination and training are an effective way to reduce the risk for both the company and the general public.

The company is advised to develop and provide information on good practices for preventing COVID-19 transmission, particularly observing recommendations on social distancing, and for training staff to recognize the symptoms of COVID-19 and understand their required response, following suggestions provided within this document.

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## INTERIM ADVICE FOR IFC CLIENTS ON SUPPORTING WORKERS IN THE CONTEXT OF COVID-19

COVID-19 presents many challenges to employers globally, including IFC clients, as providers of jobs and livelihoods for workers and their families. These challenges include providing safe working conditions for those still working, ensuring business continuity when workers are absent, supporting workers who cannot work due to sickness, safety, caring, or economic reasons throughout the crisis, and dealing with potential changes in labor regulations.

Many countries are modifying national laws and policies to respond to the challenges presented by COVID-19, and IFC clients should be aware of the changing legal landscape. IFC clients should continue to follow labor-related national laws and regulations, as well as IFC Performance Standard 2 (PS2) on Labor and Working Conditions. This Tip sheet sets out useful information to support decision making in response to the impacts of COVID-19 on workers and employment. It focuses on the following areas:

- Health and safety, including actions to prevent transmission;
- Job protection, including supporting workers during and after the immediate crisis;
- Responsible retrenchment as an option only if possible, once the situation has improved.

Each section provides a short overview of the relevant issue, suggested approaches, and practical tips to consider. Clients may share this internally and with contractors working on IFC-supported projects. Please see the disclaimer at the end of the paper.

**UNDERSTANDING THE IMPACTS & RISK OF COVID-19**

The speed of COVID-19's spread, and the nature of the virus, has given rise to concerns with respect to the safety of workers as well as that of members of the public, with whom workers may come into contact.

There are further risks to workers which businesses should carefully consider and plan for, including: worker temporary or longer-term loss of income, accommodating workers' needs to self-isolate or care for others, and the general insecurity and uncertainty experienced by the workforce.

To better understand physical and economic risks to workers, businesses should ensure that these considerations are properly integrated into their emergency response planning. For details see Interim Advice for IFC Clients on Developing a COVID-19 Emergency Preparedness & Response Plan (EPRP).

Risk management

Emergency response

Crisis management



# Infection risk management



Basic information and policy  
-Based on publicly available information from trusted resources.



6 focus points for infection prevention at the workplace



Special high-risk areas



# 6 Focus points for infection prevention

- Cough hygiene
- Hand sanitation
- Cleaning and disinfection
- Social distancing
- Air quality control
- PPE




# Special high-risk areas

- Canteen
- Workers accommodation
- Homecare for patients with mild symptoms







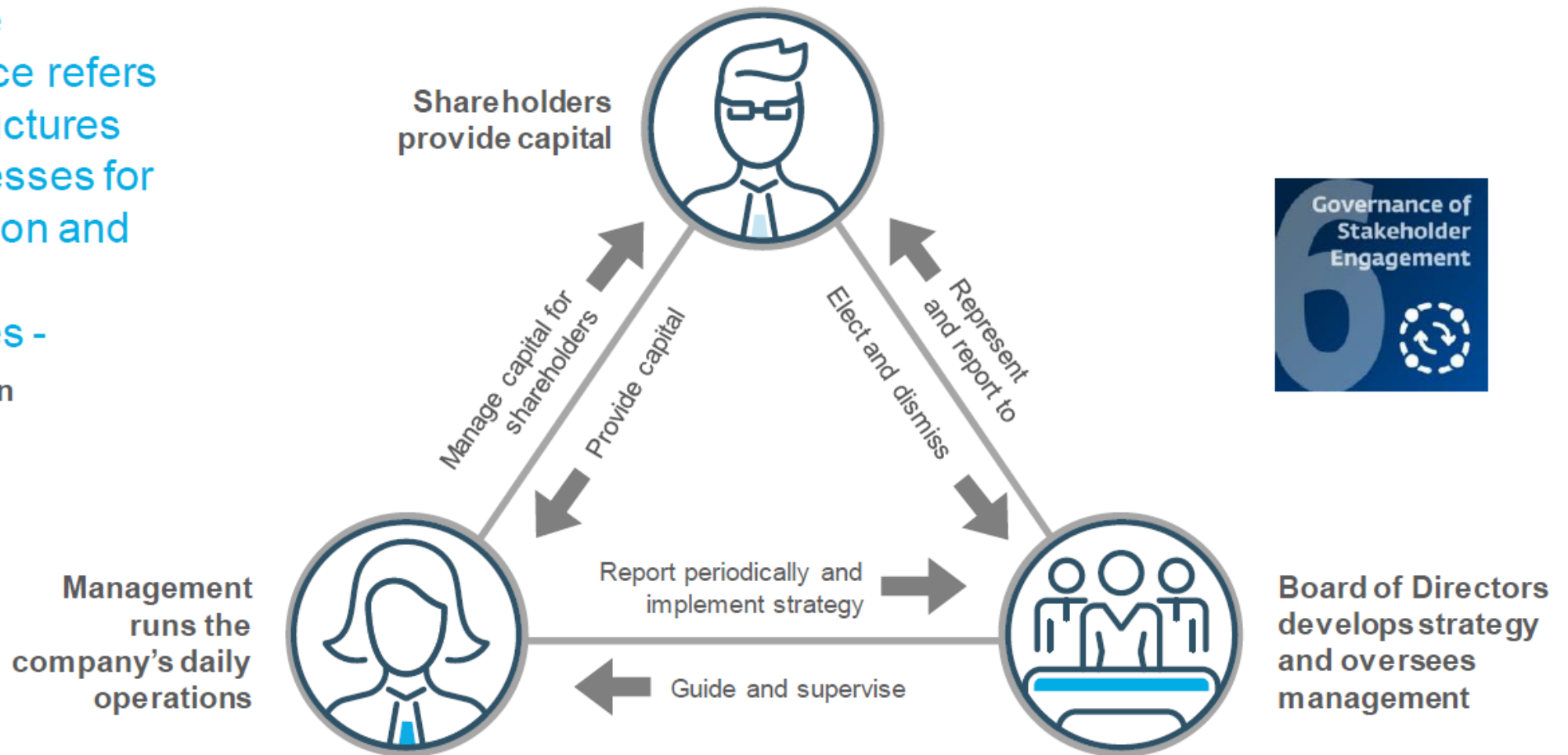
# IFC Webinar on COVID-19 Interim Guidance

Covid19 Related Responsibilities for  
Company Leadership

Lopa Rahman  
Corporate Governance Officer, IFC

# Who are the key players in any organization?

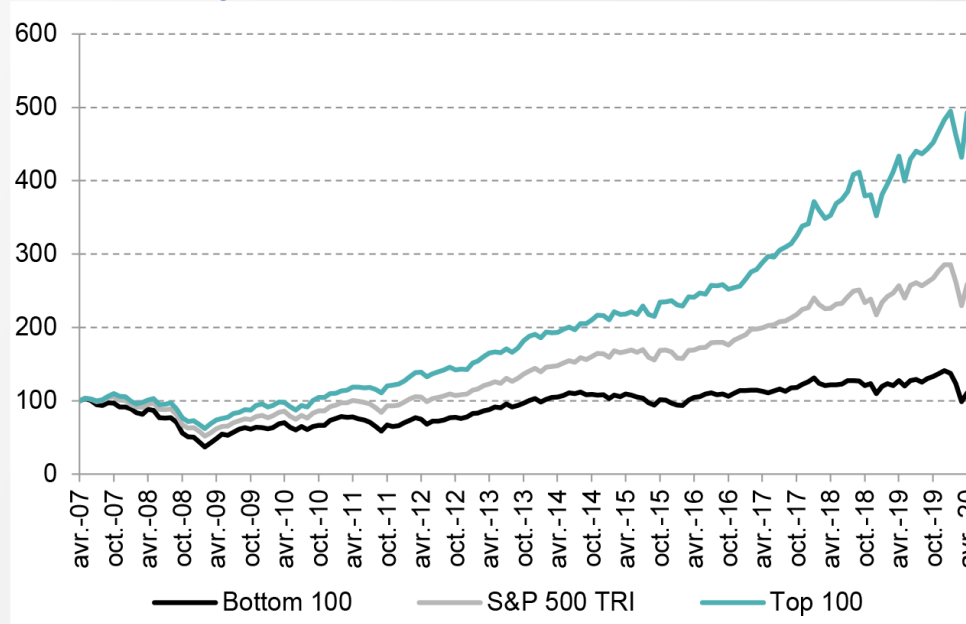
Corporate governance refers to the structures and processes for the direction and control of companies - IFC Definition





# The Resilience Case for Corporate Governance

Share Price Index - S&P 500



	Share Price Decrease Financial Crisis	Share Price Decrease Early Covid Crisis
<b>Top 100</b>	-37.78%	-10.52%
<b>S&amp;P 500 TRI</b>	-47.53%	-19.60%
<b>Bottom 100</b>	-60.91%	-30.04%

The companies with better governance seemed to have:

- ✓ **Better shock absorption**
- ✓ **Faster recovery**
- ✓ **Higher long-term performance potential**
- ✓ **E&S Practices**

Source: IMD, The Good Governance Crash Test: Covid 19, Cossin, Botteron, Lu, June 2020

# Company Leadership at the time of COVID 19

- Demonstrate leadership and culture
- Oversee crisis management
- Ensure preparedness and robust response to crisis
- Build trust through communication
- Maintain investor relations in absence of usual in-person shareholder meeting
- Support the company's sustainability

Be transparent and communicate!

<https://www.ifc.org>

[Corporate Governance](#)>>[Publications](#)  
Guidelines, Reviews and Case Studies



# Governing through a Crisis: Guiding Principles

## IFC's COVID-19 Tip Sheet for Company Leadership







# Lessons for the Future: Relevance and Resilience

## EVOLVED BOARDS

*New approach to board role*



## EVOLVED GOVERNANCE

*New governance, new organizations*

Short-term changes (NACD Guidance):

- + Shift to short monthly meetings
- + Meet virtually the evening before board meetings (regaining social interaction)
- + Stay out of management's way of running the firm IF business continuity protocols are working
- + Offer shareholders, proxy advisors, and credit-rating agencies digital access to the board

Long-term changes:

- + **New expertise:** digital transformation, crisis management, alternative business models, BCP
- + Diversity more important than ever

- + Stakeholder co-creation governance model
- + Resilience to business disruption
- + Strategy rethink
- + Organizational rethink

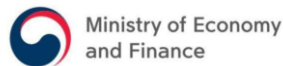
+ **Business continuity planning:**

- + Resources needed to conduct/oversee BCP
- + Emergency succession plans for key people
- + Powers and delegation protocols
- + Agility to plan on short cycles
- + Control functions and risk management well-resourced, focus on prevention & mitigation

# COVID-19 Interim Guidance focused on Supporting Workers and Preventing and Managing Health Risks in the workplace



*Creating Markets, Creating Opportunities*



**Dr. Mirza Munir Ahmed**



*Creating Markets, Creating Opportunities*



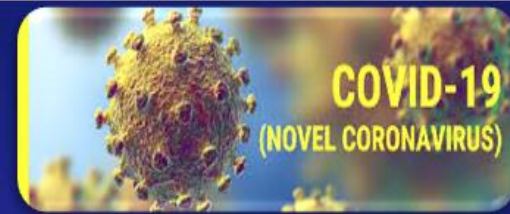


**DR. MIRZA MUNIR AHMED**

*Health, Safety and Environment Consultant*

Dr. Mirza Munir Ahmed holds a PhD with majors in Health Safety & Environment 9 years ago from Universiti Teknologi PETRONAS (UTP), Malaysia. He is an Industry Professional with 19 years of Professional Experience in Managing Health Safety & Environment aspects in various International reputed organizations around the globe. He played vital role during COVID 19 pandemic for smooth operation and construction of power plants. He developed and practically implemented COVID 19 guidelines, procedures and work instructions during plants construction and operation phase. His expertise includes Incident Investigations, Development of Health, Safety and Environment (HSE) Manuals & Standard Operating Procedures (SOP's), Environmental Audits, Hazard Operability (HAZOP) Studies, and Process Safety Management (PSM) Audits, Fire & Safety Audits, compliance with NFPA codes, and assistance for International Standards Organization (ISO) Certifications.





We stayed at work so  
you can stay home

#stayhome



Creating Markets, Creating Opportunities

# Examples / Case Study on Prevention and Management Practices at Workplace





## No Face to Face Meeting – 100% Online

All Meeting among staff members, visitors, guests, contractors and EPC are via Bluejeans, Microsoft Teams, Mobile or etc. No face to face contact

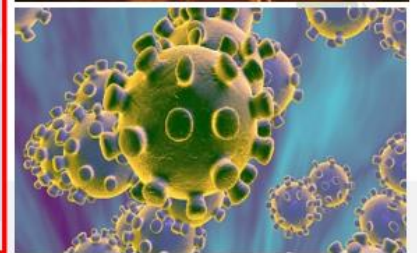
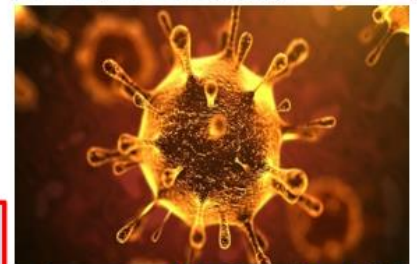
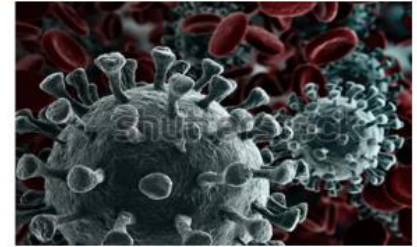


# Development of Isolation Room



# Plant Corona Virus "Isolation Room"

Spread  
Awareness, Not  
The Virus!



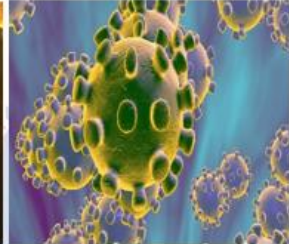
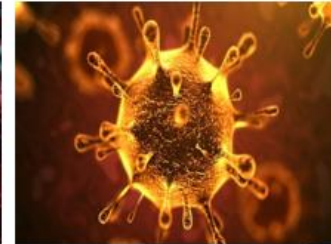
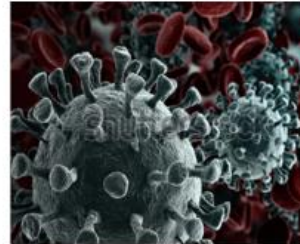
 Wash your hands & avoid touching your face	 Avoid crowded areas	 Learn when & how to use a mask	 Clean & sanitize constantly	 Avoid handshakes & maintain personal space	 Food hygiene, from production to consumption
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## Emergency Procedure to Report a Suspected Case of nCoV-2019 and Emergency Contact Numbers

Ensure that all involved entities are aware of all the procedures and communication protocols, and these are clearly informed and applied according with local Ministry of Health (MOH) requirements and indications.

Report any suspected case of nCoV-2019 immediately to Control Room through any of the following :

- Plant Emergency Contact Number - **5555**
- Direct Phone Call: **00968 – 90152117**
- Email: [drmirza.munir@dirhse.com](mailto:drmirza.munir@dirhse.com)  
[drmirza.ahmed@leadhse.com](mailto:drmirza.ahmed@leadhse.com)



Please follow instructions given to Staff Members time to time



**Together we will  
Make the Difference**



# Access / Gate Control

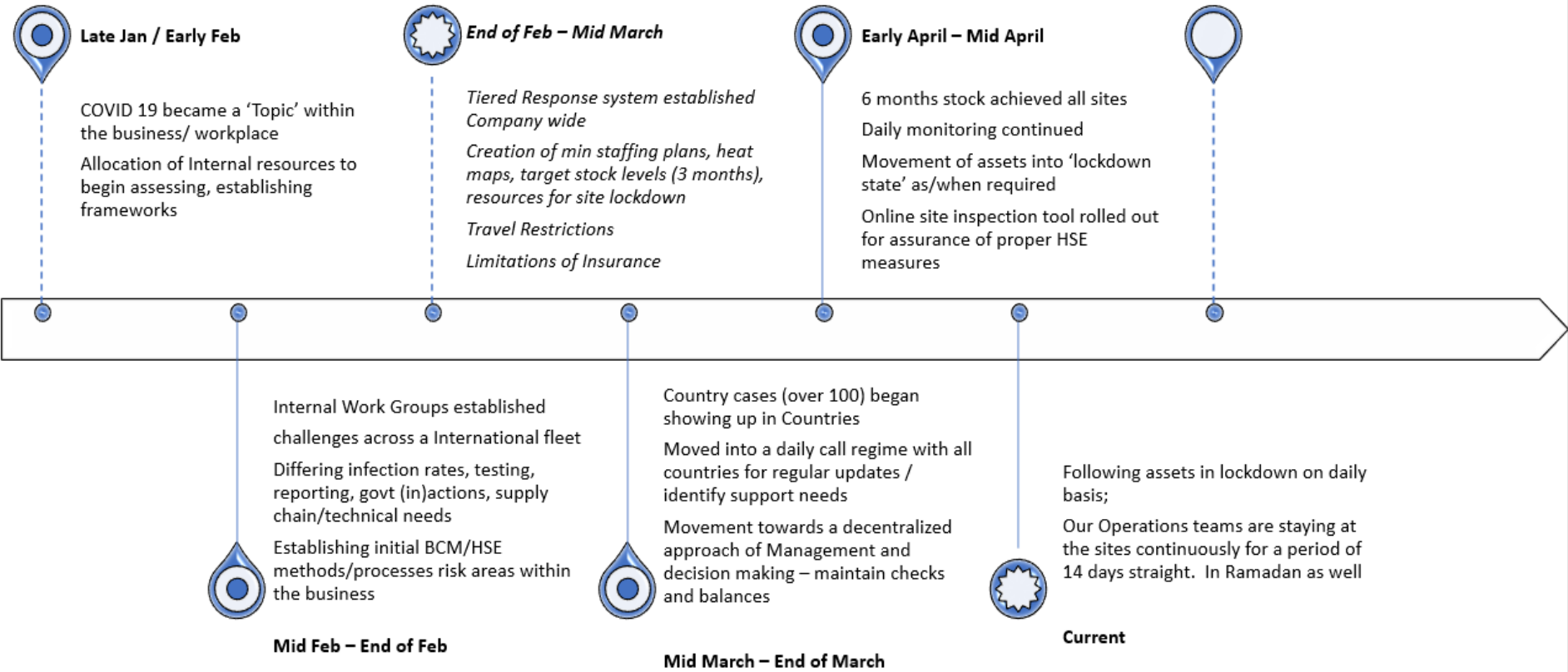




# COVID-19 Measures -Timeline



# COVID 19 Challenges Faced by Plants



# HSE Highlights – Very Important

## Development and Implemented

**Tools, spare and staff planning for 6 months**

COVID-19 Inspection Checklist 13 Elements in Reporting System

Issued action list for Offices

Travel restrictions on business and personal Travel

Coronavirus information Booklet

COVID-19 Operational Actions

Specific Biohazard PPE's placed in different location

Awareness for general hygiene and social distancing practices applied

Issued Guideline and checklist to all sites

## Development and Implemented

**Plan Plant Outages Carefully – Be Planned and execute**

Building stock of PPEs (mask, gloves etc.), Food and etc for 6 months - stock

Work from home safety measure in corporate Offices

Two drills per month for each plant

Disinfection of transportation vehicles conducted daily

Temperature monitoring and recording (at the entrance)

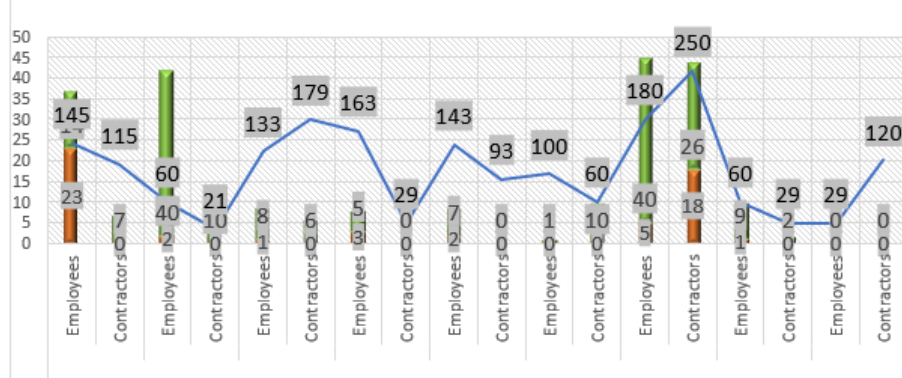
Restriction on Face to Face meetings for visitors

Limited access to the control room

Sanitization & disinfected program

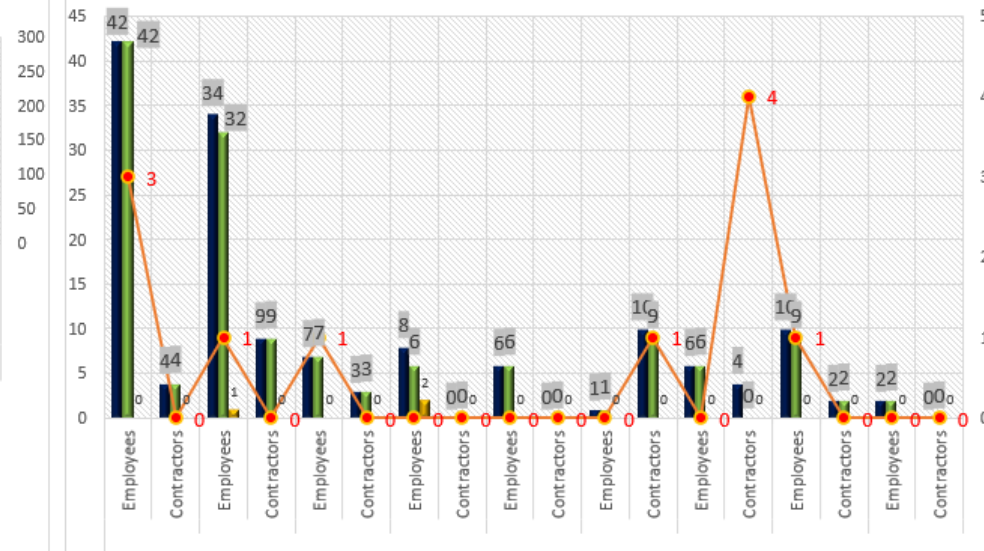
# COVID-19 : Dashboard

### Quarantine Status - Plant Wise



- Number of Persons completed Quarantine Period for 14 days
- Number of Persons Currently in Quarantine for 14 days
- Total man power

### Cases Status- Plant Wise



- Number of COVID-19 Test conducted
- Number of Test Results Negative
- Number of Test Results Awaited
- Number of Positive Cases (Total)



# COVID-19 : Dashboard

No. of Person Currently in  
Quarantine for 14 Days

49

No. of Person completed  
Quarantine for 14 Days

213

No. of Suspected Cases sent to Hospital  
and Test **Negative/Cleared By Doctor**

Our Employees

128

Contractors

38

No. of Suspected Cases sent to Hospital  
and **Test Positive**

Our Employees

19

Contractors

13

Average No. of Checks on daily basis  
(Like Temperature, Fever, Flue )

1441

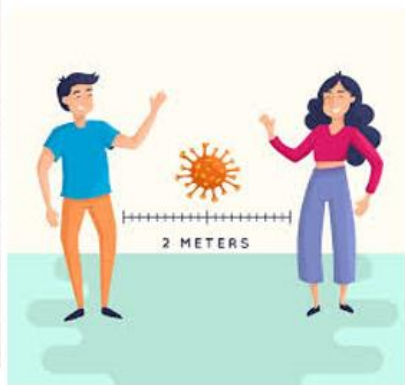
No. of Awareness Sessions  
conducted on COVID-19

234

No. of COVID-19 Drills

76

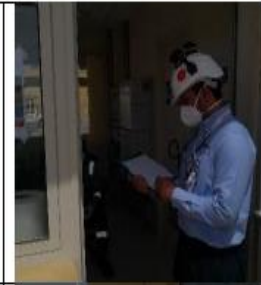
# Social Distancing / Work From Home



# Organized Successfully Emergency Drills

## Emergency Drill - March 11, 2020

Appropriate PPEs ( Medical mask, FFP2 respirator, Tyvek suit, face shield, Goggles protective and gloves ) have been provided in the PPE room located at the plant entrance.



## Emergency Drill March 16, 2020



# Organized Successfully Emergency Drills



Started the disinfection of all collective transport buses by specialized company in Ouarzazate once per day.





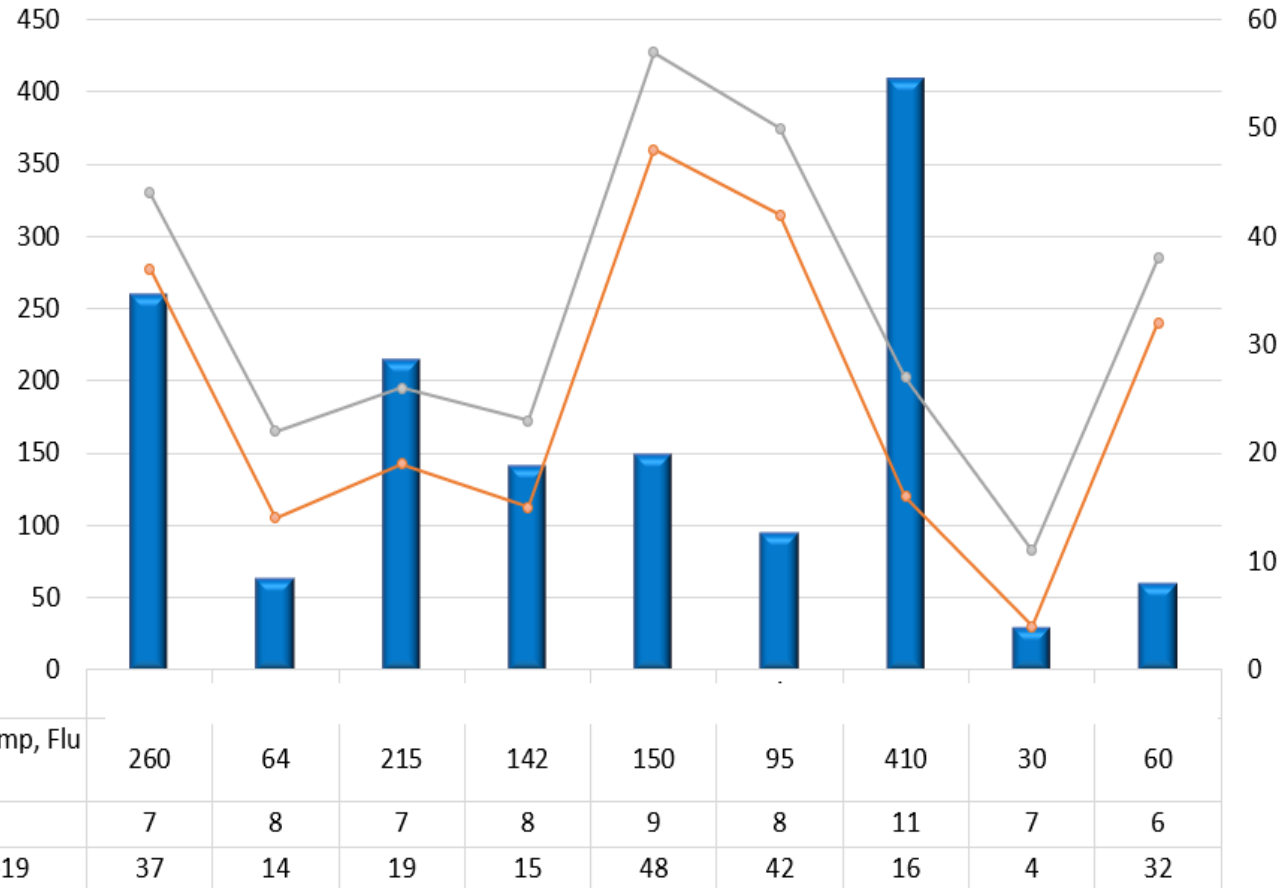


# Organized Successfully Emergency Drills





# Screened / Drills / Awareness Sessions - Plant Wise



# One Table One Person Policy



Disinfect your Table and Chair after food. Keep it ready for next



# No Touch to Food Initiative




# For the Time Being – Individual Pray

Separate Prayers  
Mat's provided for  
staff members



# Disinfection – Too Difficult to Manage



3	HDB-4A		<p>Cordless and portable fogger machine  Machine box capacity: 4L  Spray volume: 0-980ML/MIN  Droplet Size: 0-50 microns(adjustables)  Static wind range: 0-11 meters  working hours: 1-4hours  Rated voltage: 48V  Power:480W  Net weight: 3.5KG(including battery)  Step-less speed regulation: Static wind range  Spray nozzle: 3 nozzle (Large,Middle,Small)</p>
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# COVID-19 Workers Camp Inspection



## COVID-19 Camp Inspection

Is there a checkpoint allocated for temperature monitoring of all workers in the housing/camp upon entry and exit ?

\* Evaluation

-- Not selected --

Not evaluated

Safe

At risk



Are Security guards available to monitor entry and exit of personnel?

\* Evaluation

-- Not selected --

Not evaluated

Safe

At risk



Do you monitor cases of high fever or respiratory symptoms and suspected of being infected COVID-19?

\* Evaluation

- HR & Admin will co-ordinate with manpower responsible person at Plant Site and schedule the Workers Camp Inspection with HSE Department.
- Monitoring by Corporate Top Management as one of elements for COVID19 control.

# Visit of Ministry of Health Doctors to the Plant



Ministry of Health (MOH) appreciated efforts and preparations to deal with Covid – 19.





# Various Documents Referred for assistance time to time such as



Version: April 6, 2020

# INTERIM ADVICE FOR IFC CLIENTS ON PREVENTING AND MANAGING HEALTH RISKS OF COVID-19 IN THE WORKPLACE

CORPORATE GOVERNANCE | TIP-SHEET FOR COMPANY LEADERSHIP ON CRISIS RESPONSE

## FACING THE COVID-19 PANDEMIC

CORPORATE GOVERNANCE | TIP-SHEET

## DISCLOSURE AND TRANSPARENCY DURING COVID-19

Increasing Resilience and Building Trust During and After the Pandemic



*Version: April 6, 2020*

## INTERIM ADVICE FOR IFC CLIENTS ON SUPPORTING WORKERS IN THE CONTEXT OF COVID-19

*May 15, 2020*

## INTERIM ADVICE FOR IFC CLIENTS ON **SAFE** STAKEHOLDER ENGAGEMENT IN THE CONTEXT OF COVID-19

*May 12, 2020*

## INTERIM ADVICE FOR IFC CLIENTS ON DEVELOPING A **COVID-19 EMERGENCY PREPAREDNESS AND RESPONSE PLAN (EPRP)**





TIP SHEET FOR IFC CLIENTS: PREVENTING REPRISALS DURING COVID-19 PANDEMIC

# ADDRESSING INCREASED REPRISALS RISK IN THE CONTEXT OF COVID-19

July 8, 2020

## INTERIM ADVICE FOR IFC AND EBRD CLIENTS ON MIGRANT WORKERS AND COVID-19

### Living in the times of **COVID-19**

#### Handy Handbook For **non-health** professionals

Released Wednesday, 1 April 2020  
Mobile Version 1.0

If you have been advised by a healthcare professional, are waiting for COVID19 test results or cannot get to the hospital- the guideline helps you to take the necessary precautions and manage while at home and not spread virus to those around you.



Creating Markets, Creating Opportunities



GOVERNMENT OF SINDH  
ENERGY DEPARTMENT  
Office of the Project Director  
Sindh Solar Energy Project(SSEP)

Guidelines for the Component 2 – Distributed Solar under Sindh Solar  
Energy Project



No: SSEP/ESDO/12/2020  
GOVERNMENT OF SINDH  
ENERGY DEPARTMENT  
OFFICE OF THE PROJECT DIRECTOR  
SINDH SOLAR ENERGY PROJECT

MONITORING CHECKLIST FOR THE IMPLMENTAITON OF THE COVID-19  
GUIDELINES/SOPs UNDER SINDH SOLAR ENERGY PROJECT



nCoVirus Clinical Care & Prevention GoP Guidelines, 1<sup>st</sup> Feb 2020



nCoVirus Clinical Care & Prevention GoP  
Guidelines

1 February 2020

F. No 4-107/2020 DDP - 1.  
Ministry of National Health Services, Regulation and Coordination  
3rd Floor, Kohsar Block, Pak- Secretariat

# Additional Documents Prepared by Considering Site Conditions and fulfill the local Legislative Requirements;



**COVID 19 Management  
(Operational Plants)**

**COVID-19: Precautions  
for HR, Admin and PRO's**

**COVID 19 Isolation / Lockdown (Tier 3) for  
Operational Plants**

**HSSE Management System  
Guideline for the Control and Management of COVID 19.  
Construction Projects**

**HSSE Management System – COVID 19  
Guidelines for Return to office**

# HSE & Business Continuity Measures

## HEALTH & BUSINESS RISK COMMITTEES Sub-Working Groups (HR, Legal, Supply Chain, Finance)

### HSE

- *Travel Restrictions*
- *Gatherings/Meetings*
- *Awareness & Drills*
- *Hygiene and Medical Practices*
- *Access Control & Security*
- *Social Distancing*
- *PPE*
- *Management of Suspected/Positive Cases*

COVID-19

### Asset / Personnel / Stakeholder

- *Critical Supplies & Suppliers*
- *Minimum Stocks of 180 days*
- *Essential Maintenance Activities*
- *Safe Shut-down and Conservation Procedures*
- *Communication (Hotline – Satellite phones)*
- *Engagement with Stakeholders / Force Majeure*

# Lockdown Evaluation Survey

## In Progress in all Plants including HO

Lockdown Conditions Evaluation Survey

7

Responses

03:39

Average time to complete

Active

Status

...



# Lockdown Preparedness



# Preparation of Gym Facility at Site



While using Gym strictly follow COVID 19 precautions

# Return to the Office Preparations

Conducted in 2 phases with a rotational approach:

- Thermal scanning
- Assigned Desk space
- Partitions implemented between the desks
- Sanitizer Station (including Mask and gloves dispenser) installed at the reception area for use
- Reception shield
- Heavy duty coffee machine





# Dedicated Toilets and Automatic Water Taps

Automatic Water Saver Tap



Please Don't  
Take Key to  
Home



**OCCUPATIONAL  
HEALTH &  
SAFETY**

# COVID 19 Awareness & Eid Habits



## COVID-19 Awareness & EID Habits



We aim to Excel in Everything We do





# Plants Conservation Initiative



# Feedback



## Positive Impact



- Working effectively from Home without any delay
- Hiring, Exit, Audits, etc were conducted effectively during lockdowns
- Payroll processing did not get effected due to Covid 19 lockdown – In time processing
- Effective online communication since Covid 19 lockdown (meetings, training, etc)
- Paperless office worked effectively during this time– Good for Global warming
- Built trust between staff members – No controlling.
- Lower cost of running physical office
- Site Operations staff worked in 2 weeks shift to avoid infection-worked effectively
- Focus on health and mental stability
- Freedom to organize your day better
- HSE /HR worked as one team and prepared the office as per issued guideline to face this Pandemic
- Significant cost saving dur to travel restrictions
- We learnt how to work more effectively
- Increased Family time

## Negative Impact



- Work around the clock, no office hours– more workload
- No personal interaction with team members
- Created ambiguity of the job future and job stability
- Some staff face depression due to instability
- Miss Face to face training – On Job Training (OJT) value
- Unavailability of staff due to gradual peak of infection rate
- Having minimum services strategy readily available for implementation as well as stringent guidelines to managing cases (not prepared)
- Too much junk food – Health Effects
- So many staff members medical conditions came to know by HR
- Home sickness – travel restrictions..
- Eyestrain issues





# Most Recently Published Document...

PUBLICLY  
AVAILABLE  
SPECIFICATION

PD ISO/PAS 45005:2020

**ISO/PAS  
45005**

First edition  
2020-12

**PD ISO/PAS 45005:2020**

**Occupational health and safety  
management — General guidelines  
for safe working during the COVID-19  
pandemic**



**BSI Standards Publication**



Reference number  
ISO/PAS 45005:2020(E)

© ISO 2020



# Life Continues..

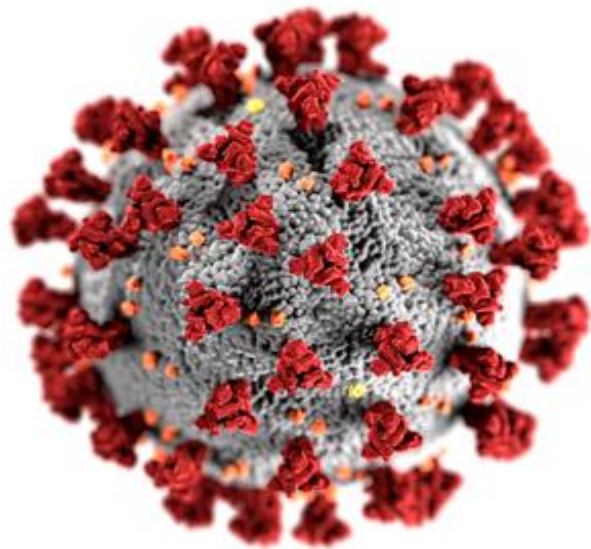
Life goes on, but to reach safety,  
We will have to follow some directions  
to facilitate **Life After Corona.**

# A Brief Introduction to Covid-19 Vaccines





# A Global Pandemic Requires a Global Response



**TOGETHER WE  
WILL STOP ITS  
SPREAD!**

**Keeping  
2m apart  
saves lives**



# Thank You.



**We put SAFETY first! We are committed to protecting the well-being of our employees, partners, plants and the communities in which we operate. We find sustainable solutions for our business to protect the ENVIRONMENT for generations to come.**

**Changing Organization Culture Requires a Movement, Not a Mandate**

