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

INTERIM ADVICE FOR IFC CLIENTS
What we have seen…
Managing Health Risks at the Workplace during COVID

**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

The companies with better governance seemed to have:

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

Share Price Decrease

Financial Early Covid
Crisis Crisis

Top 100  -37.78%  -10.52%
S&P 500 TRI  -47.53%  -19.60%
Bottom 100  -60.91%  -30.04%

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

Leadership and Culture

Fit for Purpose

Emergency succession planning

Management Crisis Team to address crisis impacts, incl. Liquidity Management

RESILIENCE

Business Continuity Planning (BCP)

Compliance function monitors BCP policies and procedures

Control functions health check

Crisis/Risk Management Committee tasked with overseeing impacts of the crisis
STRENGTHEN BOARD ENGAGEMENT

✓ Increased board meeting frequency
✓ Sharper focus on financials (NPLs, liquidity, capital adequacy, legal issues with collections in case of banks)
✓ Closer interaction with management

ALL HANDS ON DECK – CRISIS TEAM:

✓ Transport client set up a board-level ‘operations committee’
✓ Special/temporary powers to approve key management decisions related to expenditures, financing, and investment with the board
✓ More board involvement in corporate communication

ADAPT OR PERISH aka Strategic Repositioning:

✓ Retail Distribution client out of business overnight
✓ Board and management plan: outsourced staff to competitors and partners in the supply chain; changed the business model and shifted into new sales channels and products
Lessons for the Future: Relevance and Resilience

**EVLoved BOARDs**

*New approach to board role*

- 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

**EVLoved GOVERNANCE**

*New governance, new organizations*

- 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
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
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
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
drmirza.ahmed@leadhse.com

Please follow instructions given to Staff Members time to time
Access / Gate Control
COVID-19 Measures - Timeline

- **22nd Jan**: 1st Notification Issued by HSE Core Team to Alert on Increasing Risk
- **26th Jan**: 2nd notification issued to aware employees
- **1st Feb**: Develop a Committee under Director HSSE to oversee this issue
- **4th Feb**: Crisis Management Preparation Session
- **4th Feb**: Establishment of Health and Business Risk Committees
- **12th Feb**: Issued guideline and checklist to all sites
- **20th Feb**: Issued action list for Offices
- **1st March**: Advisory for compliance with Media Policy
- **2nd March**: Travel restrictions on business and personal travel
- **10th March**: Restriction on Face to Face meetings for visitors
- **15th March**: Additional travel and visit restrictions
- **16th March**: Work from home safety measure in corporate Offices
- **16th March**: Crisis Management Classification Triggers for COVID-19
- **17th March**: Development of In Country Coordination Sub committees
- **20th March**: Spokesperson Briefing Pack
- **21st March**: Coronavirus information booklet
- **26th March**: Extension of work from home till 15th April in offices
- **30th March**: Additional Control Measures for Operational Facilities (Housing, Cafeteria, Transport & other Risk Areas) on COVID-19
- **8th April**: COVID-19 Infection Form launched in Reporting System
- **15th April**: Guidelines for Management of COVID-19 Alert LEVEL 3
- **7th May**: COVID-19 Testing Service Contract In Place for an Country Level
- **14th May**: COVID-19 Lesson Learnt Series
- **21st May**: Revised Guidelines for Management and Control of COVID-19
- **30th May**: Guideline for Return to office (Phase 1)
- **2nd June**: Travel and visitor restrictions
- **9th June**: (COVID-19) - Return to Office Planning
- **21st June**: COVID-19 Test Support
- **28th June**: (COVID-19) - Return to Office
- **29th June**: Rising Up to Conquer Together
- **2nd July**: (COVID-19) Suspected Case Handling at Offices
- **23rd July**: Revised Covid-19 guideline and lockdown procedure for Tier 3 shared
- **7th September**: Lessons learnt prepared and shared among all the plants. Lockdown completely lifted
- **15th September**: Lessons learnt incorporated in revised revised guidelines and issued for implementation
- **10th October...**

---

Hydropower Developers' Working Group
Australian Aid

Creating Markets, Creating Opportunities

---

IFC International Finance Corporation
World Bank Group
COVID 19 Challenges Faced by Plants

**Late Jan / Early Feb**
- COVID 19 became a ‘Topic’ within the business/workplace
- Allocation of internal resources to begin assessing, establishing frameworks

**End of Feb – Mid March**
- Tiered response system established company-wide
- Creation of min staffing plans, heat maps, target stock levels (3 months), resources for site lockdown
- Travel restrictions
- Limitations of insurance

**Early April – Mid April**
- 6 months stock achieved all sites
- Daily monitoring continued
- Movement of assets into ‘lockdown state’ as/when required
- Online site inspection tool rolled out for assurance of proper HSE measures

**Mid Feb – End of Feb**
- Internal work groups established challenges across a international fleet
- Differing infection rates, testing, reporting, govt [in]actions, supply chain/technical needs
- Establishing initial BCM/HSE methods/processes risk areas within the business

**Mid March – End of March**
- Country cases (over 100) began showing up in countries
- Moved into a daily call regime with all countries for regular updates / identify support needs
- Movement towards a decentralized approach of management and decision making – maintain checks and balances

**Current**
- Following assets in lockdown on daily basis;
- Our operations teams are staying at the sites continuously for a period of 14 days straight. In Ramadan as well
# HSE Highlights – Very Important

## Development and Implemented

<table>
<thead>
<tr>
<th>Tools, spare and staff planning for 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>COVID-19 Inspection Checklist 13 Elements in Reporting System</td>
</tr>
<tr>
<td>Issued action list for Offices</td>
</tr>
<tr>
<td>Travel restrictions on business and personal Travel</td>
</tr>
<tr>
<td>Coronavirus information Booklet</td>
</tr>
<tr>
<td>COVID-19 Operational Actions</td>
</tr>
<tr>
<td>Specific Biohazard PPE’s placed in different location</td>
</tr>
<tr>
<td>Awareness for general hygiene and social distancing practices applied</td>
</tr>
<tr>
<td>Issued Guideline and checklist to all sites</td>
</tr>
</tbody>
</table>

## Development and Implemented

<table>
<thead>
<tr>
<th>Plan Plant Outages Carefully – Be Planned and execute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building stock of PPEs (mask, gloves etc.), Food and etc for 6 months - stock</td>
</tr>
<tr>
<td>Work from home safety measure in corporate Offices</td>
</tr>
<tr>
<td>Two drills per month for each plant</td>
</tr>
<tr>
<td>Disinfection of transportation vehicles conducted daily</td>
</tr>
<tr>
<td>Temperature monitoring and recording (at the entrance)</td>
</tr>
<tr>
<td>Restriction on Face to Face meetings for visitors</td>
</tr>
<tr>
<td>Limited access to the control room</td>
</tr>
<tr>
<td>Sanitization &amp; disinfected program</td>
</tr>
</tbody>
</table>
COVID-19 : Dashboard

Quarantine Status - Plant Wise

- Green: Number of Persons completed Quarantine Period for 14 days
- Orange: Number of Persons Currently in Quarantine for 14 days
- Blue: Total man power

Cases Status - Plant Wise

- Blue: Number of COVID-19 Test conducted
- Green: Number of Test Results Negative
- Yellow: Number of Test Results Awaited
- Orange: Number of Positive Cases (Total)
## COVID-19 : Dashboard

<table>
<thead>
<tr>
<th>Category</th>
<th>Count (Our Employees)</th>
<th>Count (Contractors)</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Person Currently in Quarantine for 14 Days</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td>No. of Person completed Quarantine for 14 Days</td>
<td>213</td>
<td></td>
</tr>
<tr>
<td>No. of Suspected Cases sent to Hospital and Test Negative/Cleared By Doctor</td>
<td>128</td>
<td>38</td>
</tr>
<tr>
<td>No. of Suspected Cases sent to Hospital and Test Positive</td>
<td>19</td>
<td>13</td>
</tr>
<tr>
<td>Average No. of Checks on daily basis (Like Temperature, Fever, Flue  )</td>
<td>1441</td>
<td></td>
</tr>
<tr>
<td>No. of Awareness Sessions conducted on COVID-19</td>
<td>234</td>
<td></td>
</tr>
<tr>
<td>No. of COVID-19 Drills</td>
<td>76</td>
<td></td>
</tr>
</tbody>
</table>
Social Distancing / Work From Home
Organized Successfully Emergency Drills

Emergency Drill - March 11, 2020

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

![Graph showing average number of persons screened, number of drills, and number of awareness sessions on COVID-19.]

<table>
<thead>
<tr>
<th></th>
<th>260</th>
<th>64</th>
<th>215</th>
<th>142</th>
<th>150</th>
<th>95</th>
<th>410</th>
<th>30</th>
<th>60</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of persons screened (Temp, Flu etc.) on daily basis</td>
<td>7</td>
<td>8</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>8</td>
<td>11</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Number of drills</td>
<td>37</td>
<td>14</td>
<td>19</td>
<td>15</td>
<td>48</td>
<td>42</td>
<td>16</td>
<td>4</td>
<td>32</td>
</tr>
<tr>
<td>Number of awareness sessions on COVID-19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

[Images of separate praying mats and staff members]
Disinfection – Too Difficult to Manage

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

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

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

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 COVID-19 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.
GUIDELINES FOR THE COMPONENT 2 – DISTRIBUTED SOLAR UNDER SINDH SOLAR ENERGY PROJECT

MONITORING CHECKLIST FOR THE IMPLEMENTATION OF THE COVID-19
GUIDELINES/SOPs UNDER SINDH SOLAR ENERGY PROJECT
Additional Documents Prepared by Considering Site Conditions and fulfill the local Legislative Requirements;
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

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

COVID-19

Creating Markets, Creating Opportunities
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

Hydropower Developers' Working Group
Australian Aid

Creating Markets, Creating Opportunities
COVID-19 Awareness & Eid Habits

STAY HOME. SAVE LIVES

COVID-19 Awareness & EID Habits

Guide to Eid al-Fitr during the COVID-19 Outbreak

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 due 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
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