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Guide on Business Continuity Planning for **COVID-19**

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Foreword

This document is a guide on business continuity planning for enterprises, especially for the small and medium sized enterprises in Singapore, to help them deal with the COVID-19 (Coronavirus Disease 2019) outbreak in China. It is guided by the Singapore Standard for Business Continuity Management System – Requirements (SS ISO 22301), and relevant advisories issued by MOH and other government agencies.

Please note that this guide is non-exhaustive and does not cover all situations and businesses. This guide should be read in conjunction with the latest relevant advisories issued by MOH and other government agencies. Where applicable, users of this guide are advised to seek business continuity planning professionals' help on specific information relevant to their particular circumstances.

Due to the evolving situation of the COVID-19, Enterprise Singapore reserves the right to make changes to this guide without notice to reflect new developments. Users are encouraged to access the latest version of this guide at www.enterprisesg.gov.sg/covid-19.

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Introduction

1. The objective of this guide is to help enterprises in their business continuity planning in response to the COVID-19. It covers the following key business operational risks.
 - a. Human resource management
 - b. Processes and business functions
 - c. Supplier and customer management
 - d. Communications, both internal and external

This guide helps companies with the following:

- a. Minimise health risk to employees
- b. Minimise the risk of premises becoming a node of transmission
- c. Ensure plans are in place should employees be on leave of absence, quarantined or infected
- d. Ensure alternative arrangements with suppliers and customers so that business operations can continue

What is the COVID-19?

2. The COVID-19 belongs to a family of viruses known as the Coronaviruses, which can cause illnesses ranging from the common cold to more severe diseases, such as the Severe Acute Respiratory Syndrome (SARS) and Middle East Respiratory Syndrome (MERS).¹ The COVID-19 infections started in China but confirmed infections have also been reported in Singapore and other parts of the world.
3. The symptoms of the COVID-19 are similar to that of regular pneumonia. Typical symptoms include fever, runny nose, sore throat, cough and shortness of breath.

Business Continuity Plans (BCP)

4. Enterprises are encouraged to plan and implement business continuity plans to minimise disruption to their operations and ensure that business remains viable during the virus outbreak. Enterprises can take the following steps to ensure adequate preparation for business continuity.

Human resource management

- a. A Business Continuity Manager should be appointed to ensure that employees are familiar with the business continuity plans and comply with them during this period. The roles and responsibilities of the Business Continuity Manager are given in **Annex 1**

¹ Source: World Health Organisation

- b. Develop a plan for the continuity of leadership in the event of absence of key decision makers and executives
- c. Consider flexible work arrangements for the high-risk employees, as well as employees who need to stay at home due to other reasons relating to the COVID-19, e.g. to take care of family members who have travelled to known affected countries or regions
- d. Review employee management policies such as leave of absence, absenteeism, sick leave, overseas travel, workplace closure and recall of non-critical employees and their families from affected countries
- e. Adhere to all travel and health advisories issued by MOH, MOM and other government agencies. For example, Singaporeans are to defer all travel to Hubei Province and all non-essential travel to Mainland China². Refer to MOH and MOM websites (www.moh.gov.sg/covid-19 & www.mom.gov.sg/2019-ncov) for the latest updates so that an informed decision can be made on whether to proceed with business travel plans
 - If business travel to known affected countries or areas is unavoidable and alternative options such as teleconferencing and video-conferencing are not possible, employers should arrange for their employees to consult a doctor for travel health advice prior to travel
 - For employees whose work is performed in known affected countries or areas, employers should ensure that employees are adequately protected or monitored in accordance to MOH guidelines
- f. Obtain a health and travel declaration from employees who have travelled to China recently, or who have any upcoming plans to travel to China³ during the virus outbreak
- g. Comply with all quarantine orders issued by MOH, MOM and other government agencies. These include all measures prescribed by MOH, MOM and other government agencies during the quarantine period. For example, all returning employees with Hubei travel history within 14 days prior to arrival in Singapore will be quarantined based on MOH advisory on 28 January 2020. Employees placed under quarantine must not leave their designated location for any reason. Refer to MOH, MOM and other government agencies' websites for more details
- h. Adhere to all leave of absence advisories issued by MOH, MOM and other government agencies. For example, employees who had been in China (excluding those with Hubei travel history) in the past 14 days will be placed on a 14-day Leave of Absence (LOA) from the day of their return to Singapore based on the MOH advisory issued on 1 February 2020. Refer to MOH and MOM website for more details
 - During the 14-day LOA, employers must ensure that employees stay away from the workplace but employers may adopt flexible work arrangements, such as telecommuting and teleconferencing, to allow employees to work from home.

² Health Advisory on MOH website as of 5 February 2020

³ MOM Advisory (www.mom.gov.sg/2019-ncov)

Please see special arrangements for employees in education, healthcare and eldercare sectors in the relevant advisories by MOH and other government agencies

- If telecommuting or remote working is not possible, employers may refer to MOM's advisory at www.mom.gov.sg/2019-ncov to better support employees' needs
- i. Include provision of accommodation in Singapore for foreign workers during the virus outbreak. Refer to MOM and other government agencies' websites for more details
- j. Check the MOH, MOM and other government agencies' websites (e.g. www.moh.gov.sg/covid-19 and www.mom.gov.sg/2019-ncov) for the latest advisories and requirements on travel, health, quarantine and LOA and accommodation of foreign workers, as the situation evolves
- k. Implement public health response measures, e.g. contact tracing and social distancing, as advised by the MOH
- l. Review health insurance policies for workers

Process and business functions

- a. Identify critical business functions (prioritised activities) and essential employees. Enterprises should consider the following:
 - Set up alternate teams of employees (e.g. Team A & Team B) who can be deployed at different work schedules (e.g. Team A working in the office at alternate weeks, while Team B telecommutes). The teams should be physically segregated to avoid the risk of infection between teams
 - Cross-train employees and establish covering arrangements to minimise disruptions
- b. Educate employees on infection control and good personal hygiene (see **Annex 2**)
- c. Develop plans related to visitor and employee screening and follow-up actions (see **Annex 3** on recommended procedures for screening visitors & employees)
- d. Develop a robust employee sickness surveillance process to identify and manage unwell employees
- e. Ensure adequate supply of appropriate Personal Protection Equipment (PPE) and medical equipment (e.g. thermometers, disposable gloves, surgical masks, N-95 masks and disinfectants) and undertake training to familiarise employees on their usage
- f. Clean and disinfect companies' premises exposed to suspected or confirmed case(s) of the COVID-19. Owners or operators can refer to the interim guidelines for environmental cleaning and disinfection released by NEA⁴

⁴ NEA Advisory (www.nea.gov.sg/our-services/public-cleanliness/guidelines-for-environmental-cleaning-and-disinfection)

Supplier and customer management

- a. Identify essential suppliers and service providers, and discuss and prepare business continuity measures. These include understanding the BCP of the suppliers and service providers
- b. Identify essential customers and ensure that plans are in place to meet customer needs
- c. Develop a plan on how and when to activate:
 - Alternative suppliers
 - Alternative delivery means to customers

Communications

- a. Begin by identifying a communications coordinator who will disseminate your communications plan in line with your business needs and business continuity plans
- b. Ensure that employees have a clear understanding of their roles and responsibilities before the virus outbreak occurs. For example, employees should be informed of the BCP measures that will impact them and be kept updated on the policies and progress on the measures to be implemented by the company in the event of a virus outbreak. Consider setting up a communication channel for employees to report their status and to make enquiries
- c. Identify the relevant stakeholders such as suppliers, service providers and customers, and key messages for each stakeholder group; and begin a dialogue with them on potential contingency measures during a virus outbreak

DORSCON

5. MOH has developed a colour-coded 'Disease Outbreak Response System Condition (DORSCON) framework that shows the nature of disease, impact on daily life and advice to public at different alert levels (see **Annex 5**). The current DORSCON alert level is found at <https://www.moh.gov.sg/covid-19>
6. The DORSCON alert levels should be used as a guide as to when enterprises will activate their business continuity measures and adopt infection control measures at their workplaces. As there may be a gradation of responses with each DORSCON phase and response measures may change during a virus outbreak, enterprises should build in buffer capacity and flexibility, where possible, in their existing BCP, so that measures can be ramped up or down, in-line with the advisories issued by MOH and other government agencies. Recommended measures for enterprises at various alert levels are given in **Annex 5**
7. As the virus outbreak subsides, enterprises should also develop procedures to restore and return to business as usual

Health advisories

8. Enterprises should refer to the latest health advisories issued by MOH, MOM and other government agencies as the situation evolves. Enterprises should implement appropriate measures in accordance with the latest advisories published by MOH, MOM and other government agencies

Annex 1

Roles and responsibilities of the Business Continuity Manager

1. Actively monitor development of the virus outbreak and work with management to disseminate messages to employees with clear instructions when measures need to be activated
2. Educate employees on the latest available information on the virus. Brief them on the need for infection control measures and the preventive procedures that have been set in place. Educate employees on the different types of thermometers, such as oral and ear thermometer, and the proper way of using them
3. Collate updated contact information of all employees, i.e. home address/home telephone number/ mobile phone number. Make sure all employees have contact numbers of Business Continuity Manager/Assistant Business Continuity Manager*. Employees are to contact the Business Continuity Manager if they are admitted to hospital with suspected infections for contact tracing purposes
4. Ensure that the company has appointed at least one designated Point of Contact (POC) (may be the Business Continuity Manager), who will be responsible for liaising with MOH during activation of contact tracing processes at the workplace
5. Check the following websites (www.moh.gov.sg/covid-19) daily for updated advisories (e.g. travel advisories) and update employees accordingly
6. Ensure that employees who have travelled to affected areas are quarantined for a sufficient number of days, as advised by the MOH. Check on employees' health by phone or email during his/her absence from work
7. Appoint employee to keep quarantined employees informed of events in office
8. Ensure that the workplace has adequate supplies of tissue paper/hand towels, disinfectants and masks
9. Brief employees on personal hygiene measures (refer to **Annex 2**)
10. Put up notices in washrooms on proper hand washing techniques
11. Ensure common areas e.g. pantries, washrooms, meeting rooms are disinfected daily. Liaise with cleaning employees/contractors on this
12. Designate a room/area in the office with nearby toilet facilities as the isolation room/area for the employee(s) with fever to use. Identify the isolation route (a route that is not commonly used by employees/visitors) that leads to an area where the employees with fever can be brought to the clinic/hospital

13. Identify hospital/clinics that employees with fever can be brought to
14. Where advised by MOH, carry out symptom or temperature monitoring of employees. If temperature monitoring is instituted, ensure employees measure their temperature twice daily (see **Annex 3G**: Temperature Monitoring Log). Once an employee is identified to have fever (38°C and above), follow instructions in **Annex 3B**: Procedures upon Detection of Unwell Employee.

*Note: Depending on the employee strength of your company and the size of your company's premises, an assistant Business Continuity Manager should be appointed as a backup to cover the duties of the Business Continuity Manager. If applicable, a Response Team should be set up to support the execution of incident response measures

Annex 2A

Good personal hygiene

1. Adopt the following precautions at all times:
 - a. Avoid contact with live animals including poultry and birds, and consumption of raw and undercooked meats
 - b. Avoid crowded places and close contact with people who are unwell or showing symptoms of illness
 - c. Observe good personal hygiene
 - d. Practise frequent hand washing with soap (e.g. before handling food or eating, after going to the toilet, or when hands are dirtied by respiratory secretions after coughing or sneezing)
 - e. Wear a mask if you have respiratory symptoms such as a cough or runny nose
 - f. Cover your mouth with a tissue paper when coughing or sneezing, and dispose the soiled tissue paper in the rubbish bin immediately; and
 - g. Seek medical attention promptly if you are feeling unwell
 - h. Wash hands
 - i. Regularly and thoroughly with soap and water
 - ii. Before and after preparing food
 - iii. After going to the toilet
 - iv. Before and after eating
 - v. After coughing and sneezing
 - vi. After removing personal protective equipment like mask and disposable gloves
 - i. Maintain good indoor ventilation
 - j. Avoid sharing food, cutlery, crockery, utensils and other personal hygiene items
 - k. Avoid physical contact such as shaking hands and avoid touching your face or rubbing your eyes
2. Maintain good personal hygiene, including hand washing with soap and water, or the use of alcohol-based hand rubs
3. Proper hand washing requires soap and water. The constant rubbing action helps soap break down the grease and dirt that carry most germs. Washing your hands for at least 15 to 30 seconds with soap and water does not just make your hands smell fresh but also reduces germ count by up to 99%

4. Follow these 8 simple steps to keep your hands clean:



Source: Ministry of Health

How to wear a surgical mask

HOW TO WEAR A MASK?



It should **COVER YOUR MOUTH, NOSE AND CHIN**, with the coloured side facing outwards.



PINCH THE METAL EDGE OF THE MASK so that it presses gently on your nose bridge.



Remove a used mask by **HOLDING ONLY THE EAR LOOPS.**



DO NOT WEAR A MASK IF YOU ARE WELL

There are sufficient masks in the warehouses and government stockpiles, if they are used responsibly.

WEAR A MASK ONLY IF



- You have a **FEVER, COUGH OR RUNNY NOSE**
- You are **RECOVERING FROM ILLNESS**

Note:

- To be effective, change your mask regularly or if soiled or wet
- Wash your hands with soap and water after disposing the soiled mask properly into a bin

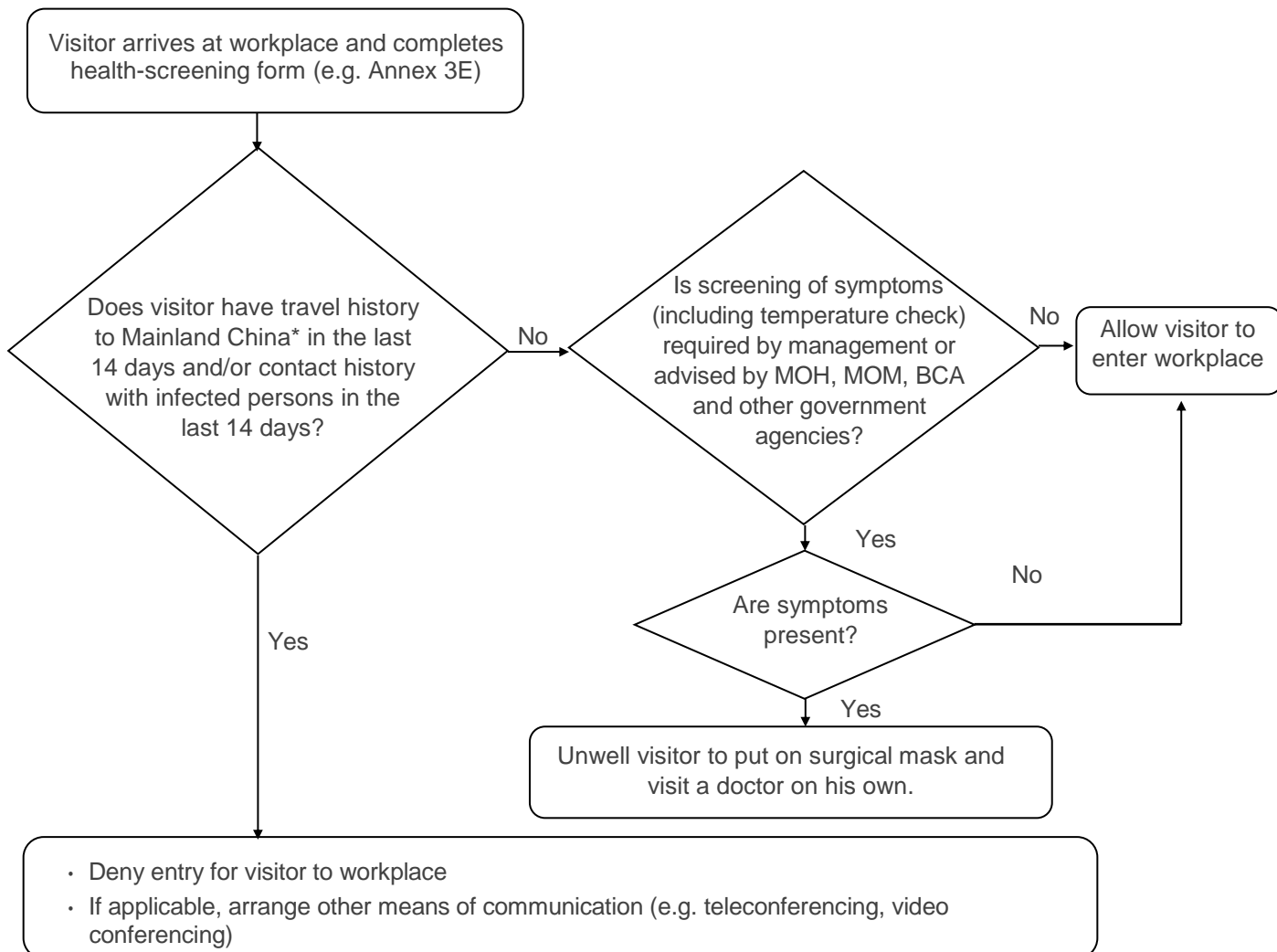
Source: Ministry of Health

Annex 3A

Screening procedures of visitors and employees

SOP #1: Example of a workflow for visitor screening at the workplace

Enterprises should establish a procedure to manage the flow of visitors in their premises

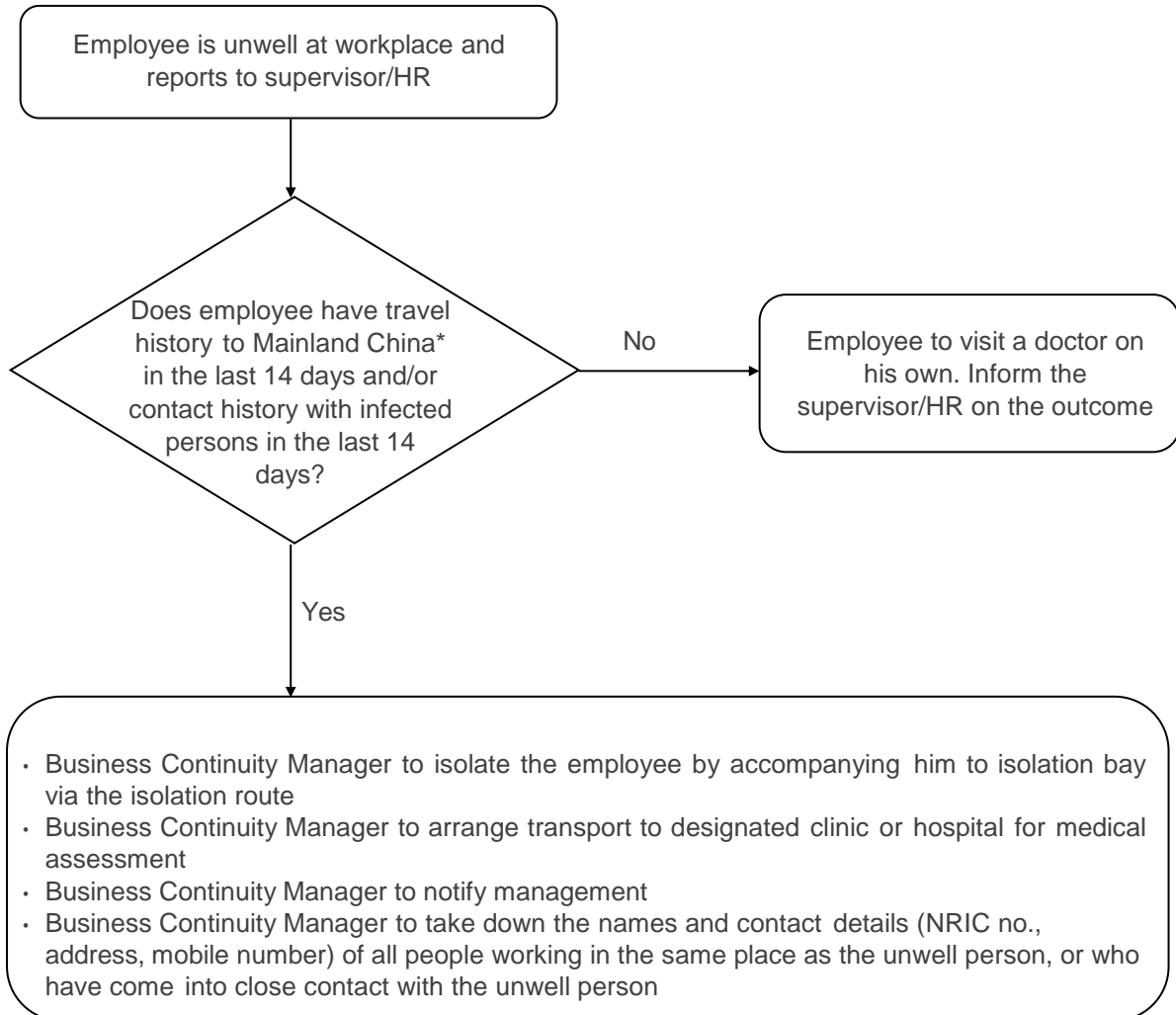


Additional Note:

- *Please refer to affected countries and areas as advised by MOH
- Additional procedures and measures may be required if advised by MOH and other government agencies
- PPE (e.g. masks and gloves) to be made available at the counter for employees and visitors

Annex 3B

SOP #2: Example of a workflow for managing an unwell employee at workplace

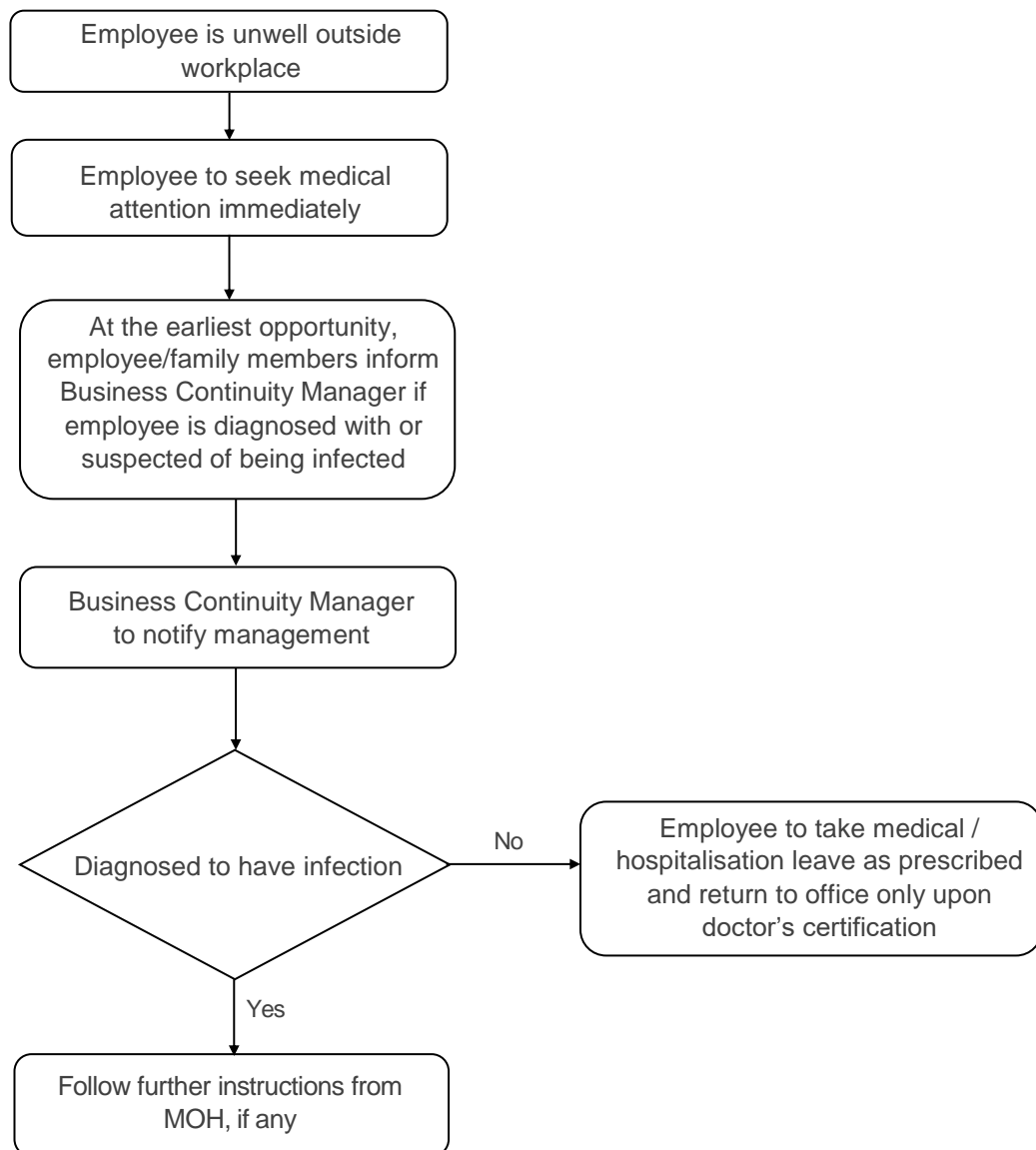


Additional Note:

- *Please refer to affected countries and areas as advised by MOH
- Additional procedures and measures may be required if advised by MOH and other government agencies
- PPE (e.g. masks and gloves) to be made available at the counter for employees and visitors

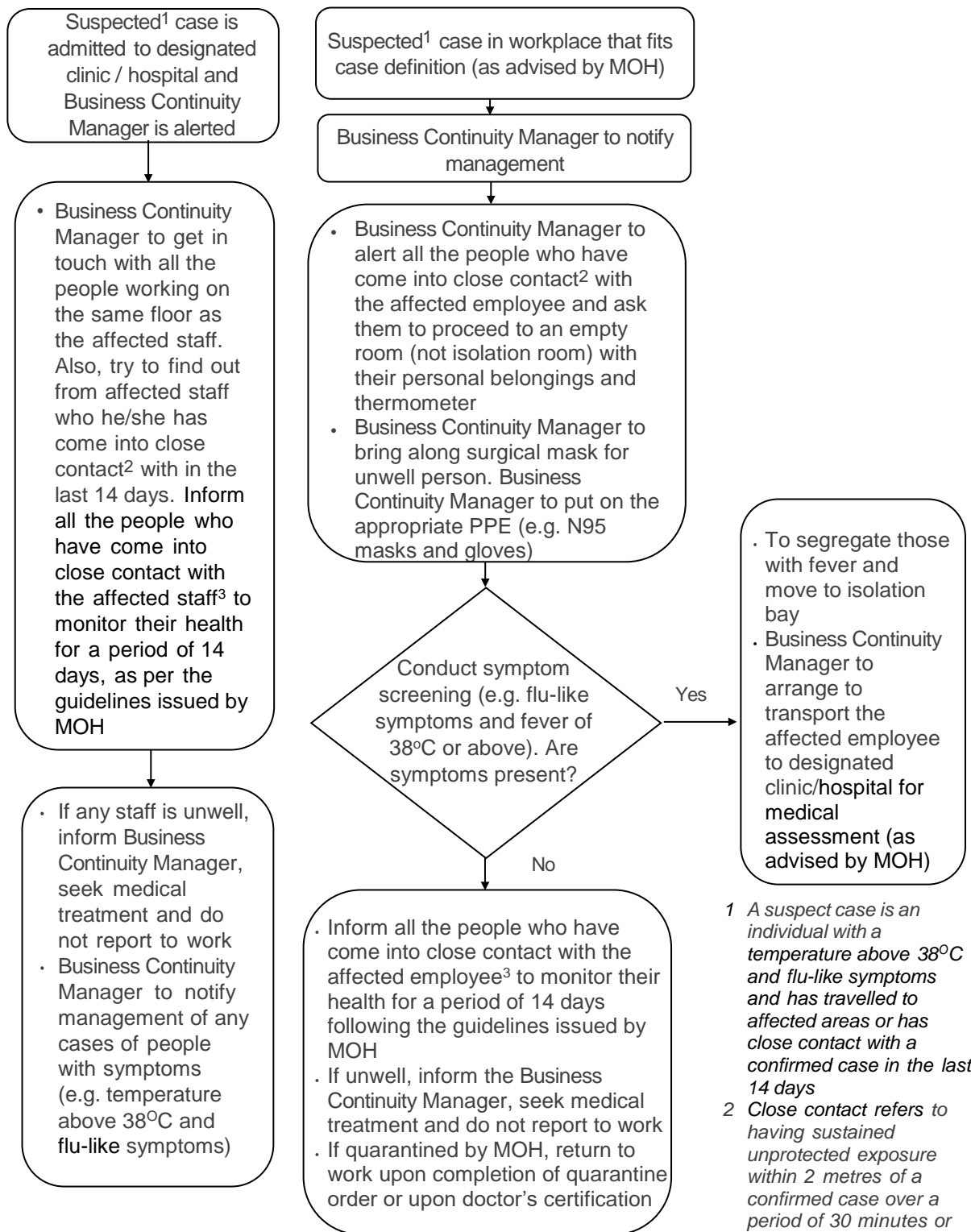
Annex 3C

SOP #3: Example of a workflow for managing employee unwell outside workplace



Annex 3D

SOP #4: Example of a workflow for contact tracing



1 A suspect case is an individual with a temperature above 38°C and flu-like symptoms and has travelled to affected areas or has close contact with a confirmed case in the last 14 days

2 Close contact refers to having sustained unprotected exposure within 2 metres of a confirmed case over a period of 30 minutes or more

3 As a precaution, staff may be advised to work from home or remotely

Annex 3E

Example of Health Screening Form for Visitors

Dear Sir / Madam

To prevent the spread of COVID-19 in our community and reduce the risk of exposure to our staff and visitors, we are conducting a simple screening questionnaire. Your participation is important to help us take precautionary measures to protect you and everyone in this building. Thank you for your time.

Visitor's name:	Personal contact number (Mobile number/Home):
NRIC / Passport no*.::	Nationality:
Organisation of visitor (If applicable):	
Meeting venue / level / department to visit:	Name of host:
Temperature reading of visitor:	Recorded by staff (name):

Self-declaration by visitor	
1	<input type="checkbox"/> No symptom If you have the following symptom(s), please tick the relevant box(es) <input type="checkbox"/> Fever <input type="checkbox"/> Dry cough <input type="checkbox"/> Body aches <input type="checkbox"/> Headaches <input type="checkbox"/> Sore throat <input type="checkbox"/> Runny nose <input type="checkbox"/> Tiredness <input type="checkbox"/> Shortness of breath <input type="checkbox"/> Others _____
2	Have you been in contact with a confirmed COVID-19 patient in the past 14 days? <input type="checkbox"/> Yes <input type="checkbox"/> No
3	Have you been to Mainland China or affected countries or area(s) in the past 14 days? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please indicate the affected country(s) or area(s) : _____

Signature (visitor): _____

Date: _____

*Note: Information captured is used for contact tracing if required

Annex 3F

Example of Notification Form for Employees

Suspected infection case at work

Details of affected employee

Name:	Department/worksite:	Location of isolation:
Job title:	Nationality:	NRIC / Passport no*.::
Address:		
Contact number: _____ (W) _____ (H) _____ (M)		
Symptoms: <input type="checkbox"/> Fever <input type="checkbox"/> Body aches <input type="checkbox"/> Shortness of breath <input type="checkbox"/> Sore throat <input type="checkbox"/> Tiredness <input type="checkbox"/> Dry cough <input type="checkbox"/> Headache <input type="checkbox"/> Runny nose <input type="checkbox"/> Others Details: _____		
Date & time of fever onset:		
Date & time of isolation:		
Travel history over the last 14 days		
Countries visited:		
Flights taken:		

Details of recording employee

Name:		
Job title:		
Address:		
Contact no: _____ (W) _____ (H) _____ (M)		
Date & time of recording:		

*Note: Information captured is used for contact tracing if required

Annex 4

Tips on Temperature Taking

When to take your temperature:

1. Wait for 20 to 30 minutes after smoking, eating, or drinking a hot or cold liquid
2. Wait at least 1 hour after heavy exercise or a hot bath before measuring body temperature

How to take your temperature:

3. There are different ways of temperature taking for the different types of thermometers available

Glass thermometer

4. Wash the thermometer bulb with soap and water before use
5. Shake the thermometer a few times to bring the level of liquid in the thermometer below 35°C
6. Temperatures can be taken from the armpit or mouth

Armpit reading

7. Place the thermometer bulb under your armpit. Press arm against body to hold the thermometer in place. Remove the thermometer and read the temperature after 5 minutes

Oral reading

8. Place the thermometer bulb under your tongue. Close your mouth and do not talk or bite the thermometer. Remove the thermometer and read the temperature after 3 minutes
9. Wash the bulb of the thermometer with soap and water after use

Note: Do not use a mercury thermometer for children under six in case of breakage leading to mercury poisoning.

Digital thermometer

10. Wash the area of the thermometer bulb with soap and water before use
11. Switch on the thermometer and wait until it is ready to register a reading
12. Temperatures can be taken from the armpit or mouth

Armpit reading

13. Place the thermometer bulb under your armpit. Press arm against body to hold the thermometer in place. The thermometer will beep to signal that the temperature display is ready for reading. Remove the thermometer and read the temperature

Oral reading

14. Place the thermometer bulb under your tongue. Close your mouth and do not talk or bite the thermometer. The thermometer will beep to signal that the temperature display is ready for reading. Remove the thermometer and read the temperature
15. Wash the area of the thermometer bulb with soap and water after use

Ear (tympanic) thermometer

16. To keep the probe clean, use a disposable probe cover. Use a new cover each time you take an ear temperature
17. Switch on the thermometer
18. Pull the ear backwards and upwards to straighten the ear canal when the thermometer is ready to register a reading
19. Center the probe tip in the ear, and push gently inward towards the eardrum. Do not force it in.
20. Press the activation button and hold until a reading appears (some models may beep when it is ready for a reading)
21. Remove the thermometer and read the temperature
22. Discard cap after use (use a new cap for every temperature taking)

Non-contact infrared forehead thermometer

23. Non-contact infrared forehead thermometers are held 3 cm to 5 cm from the person and typically measure temperature on the forehead or temple
24. If the temperature reading is $>37.4^{\circ}\text{C}$, you may have fever
25. Person's head to hold still and to hold the thermometer steady for 2-3 seconds during the measurement. Movement will impact the temperature reading
26. For best results, the person should be indoors and away from direct sunlight for at least 30 minutes before taking temperature
27. Remove any hair from forehead before measuring temperature. Clean any sweat or dirt or cosmetic away from forehead to improve accuracy

Remember:

- **It is important to read the manufacturer's instructions on the proper use of the thermometer**
- When washing glass or digital thermometers, wash only the area in contact with the mouth/skin as the thermometer may not be waterproof
- Do not talk when taking an oral temperature or move about when taking an armpit temperature

Do you know:

- Temperatures taken at different parts of the body present different readings – those taken from the armpit are lower than readings from the mouth and ear

- For adults: if the armpit temperature is 37.0°C and above, the oral temperature is 37.3°C and above, or the ear temperature is 37.7°C and above, you have a fever
- Children (below 12 years) have a fever if the armpit temperature is over 37.2°C, the oral temperature is over 37.5°C or the ear temperature is over 37.9°C
- The normal temperature for healthy adults and children ranges from 36.2°C to 37.2°C and the average normal temperature is taken as 37.0°C
- Children tend to have higher body temperatures due to higher metabolic rates
- Women who are ovulating may have temperatures that are 0.6°C higher due to hormonal changes in their bodies
- Adults over 65 years of age may have temperatures that are 0.3°C lower because of lower metabolic rates

Sources:

- HealthHub
<https://www.healthhub.sg/a-z/diseases-and-conditions/693/common-childhood-conditions-fever>
- Singapore Medical Association
https://www.sma.org.sg/sma_news/3603/personally_cyc_11.pdf
- MedlinePlus [a service of U.S. National Library of Medicine (NLM)]
<https://medlineplus.gov/ency/article/001982.htm>
- National Center for Biotechnology Information
<https://www.ncbi.nlm.nih.gov/books/NBK331/>

Annex 5

Disease Outbreak Response System Condition (DORSCON) Framework

The 'Disease Outbreak Response System Condition', or DORSCON⁵ (see Table below), is a colour-coded framework that shows you the current disease situation. It also demonstrates what needs to be done to prevent and reduce the impact of infections

DORSCON takes into account both disease severity and spread to predict the impact on the community. Our risk assessment for DORSCON includes:

- The current disease situation overseas
- How transmissible the disease is
- How likely it is to arrive in Singapore
- What impact it may have on the local community

Colour	Nature of Disease	Impact on Daily Life	Advice to Public
Green	Disease is mild OR Disease is severe but does not spread easily from person to person (e.g. MERS, H7N9)	Minimal disruption e.g. border screening, travel advice	<ul style="list-style-type: none"> • Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories
Yellow	Disease is severe and spreads easily from person to person but is occurring outside Singapore OR Disease is spreading in Singapore but is (a) typically mild i.e. only slightly more severe than seasonal influenza. Could be severe in vulnerable groups (e.g. H1N1 pandemic) OR (b) being contained	Minimal disruption e.g. additional measures at border and/or healthcare settings expected, higher work and school absenteeism likely	<ul style="list-style-type: none"> • Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories
Orange	Disease is severe AND spreads easily from person to person, but disease has not spread widely in Singapore and is being contained (e.g. SARS experience in Singapore)	Moderate disruption e.g. quarantine, temperature screening, visitor restrictions at hospitals	<ul style="list-style-type: none"> • Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories • Comply with control measures
Red	Disease is severe AND is spreading widely	Major disruption e.g. school closures, work from home orders, significant number of deaths	<ul style="list-style-type: none"> • Be socially responsible; if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories • Comply with control measures • Practise social distancing; avoid crowded areas

⁵ <https://www.moh.gov.sg/diseases-updates/being-prepared-for-a-pandemic>

Recommended measures to be taken at various DORSCON level are given in the table below. Enterprises should refer to the latest advisories issued by MOH, MOM and other government agencies to guide them in their business continuity planning

		DORSCON			
		Green	Yellow	Orange	Red
Human Resource Management	Overseas travel	<ul style="list-style-type: none"> Review employee management policies on overseas travel (e.g. avoid non-critical travel to affected countries or areas and leave of absence after returning to Singapore from affected countries or areas) 	<ul style="list-style-type: none"> Defer travel to affected countries or areas and recall of employees from affected countries or areas (if travel advisory is issued by MOH) Adhere to advisories issued by MOH, MOM and other government agencies on affected employees after they returned to Singapore from affected countries and areas (e.g. quarantine, leave of absence and housing) 	<ul style="list-style-type: none"> Defer travel to affected countries and areas Adhere to advisories issued 	<ul style="list-style-type: none"> Defer travel to affected countries and areas Adhere to advisories issued
	Working arrangement of employees	<ul style="list-style-type: none"> Update details of employees Conduct briefing/training/exercise to familiarise employees on the company's response plan Plan to group essential employees into two or more teams to minimise disruption to business operations Identify high-risk employees (e.g. elderly employee and pregnant women) 	<ul style="list-style-type: none"> Update employees regularly on health advisories issued by the MOH and other agencies Conduct exercise (e.g. on-site simulation) Adhere to health advisories issued by MOH and other government agencies Update the grouping of essential employees and list of high-risk employees 	<ul style="list-style-type: none"> Update employees regularly on health advisories Adhere to health advisories Deploy essential employees into two or more teams Deploy high-risk employees to work from home 	<ul style="list-style-type: none"> Update employees regularly on health advisories Adhere to health advisories Maintain deployment of essential employees into two or more teams Deploy all non-essential employees (including high-risk employees) to work from home and focus HR resources on critical areas
Process and business functions	Personal Protection Equipment (PPE)	<ul style="list-style-type: none"> Plan and prepare adequate quantity of PPE (e.g. surgical masks and gloves) and undertake training to familiarise employees with their usage 	<ul style="list-style-type: none"> Issue appropriate PPE, as advised by MOH and other agencies 	<ul style="list-style-type: none"> Put on appropriate PPE 	<ul style="list-style-type: none"> Put on appropriate PPE






Cleaning and disinfection			
<ul style="list-style-type: none"> Prepare/update cleaning and disinfection guidelines for work places 	<ul style="list-style-type: none"> Clean and disinfect common areas within the workplace (including cleaning of the air-conditioning system, if required) Clean and disinfect areas used by suspected or confirmed cases of infection 	<ul style="list-style-type: none"> Increase frequency of cleaning and disinfecting common areas within the workplace Clean and disinfect areas used by suspected or confirmed cases of infection 	<ul style="list-style-type: none"> Increase frequency of cleaning and disinfecting common areas within the workplace Clean and disinfect areas used by suspected or confirmed cases of infection
Screening for employees and visitors			
<ul style="list-style-type: none"> Prepare screening procedures (e.g. temperature and travel history) for employees and visitors Prepare isolation room(s) and routes from workplace/ reception area to the isolation room(s) 	<ul style="list-style-type: none"> Activate screening procedures if required and ensure adequate screening equipment Activate isolation room(s) if required 	<ul style="list-style-type: none"> Activate screening procedures and isolation room(s) Prevent visitors with flu-like symptoms from entering workplaces Assist MOH with contact tracing if required 	<ul style="list-style-type: none"> Maintain screening procedures and isolation room(s) Visitors are not encouraged Maintain assistance to MOH with contact tracing if required
Remote working			
<ul style="list-style-type: none"> Plan and prepare remote communications access among employees working from home/off-site/affected areas Plan for alternate site(s) 	<ul style="list-style-type: none"> Activate remote communications access among employees working from home/off-site/affected areas Plan to support remote communications access for employees to interact with suppliers and key customers Prepare and set up alternate site(s) 	<ul style="list-style-type: none"> Maintain remote communications access among employees Activate remote communications access for employees to interact with suppliers and key customers Activate alternate site(s) 	<ul style="list-style-type: none"> Maintain remote communications access among employees and their interactions with suppliers and key customers Maintain alternate site(s)

	Supply and delivery			
	<ul style="list-style-type: none"> Prepare/update contact information of suppliers and key customers Identify single source suppliers and plan for alternative suppliers and deliveries (e.g. pre-qualify alternative suppliers if required) Identify and plan alternative delivery means to key customers (e.g. border closures) 	<ul style="list-style-type: none"> Prepare for alternative suppliers and deliveries (e.g. if no alternative supplier is available, increase inventory levels) Prepare for alternative delivery means to key customers Monitor inventory level 	<ul style="list-style-type: none"> Activate alternative suppliers and alternative deliveries for suppliers and key customers Manage inventory level 	<ul style="list-style-type: none"> Maintain alternative suppliers and alternative deliveries for suppliers and key customers Manage inventory level
Supplier and customer management	Internal stakeholders			
	<ul style="list-style-type: none"> Develop a communication plan for internal stakeholders Create general awareness of the company's response plan for virus outbreak (e.g. remote working) Monitor government advisories 	<ul style="list-style-type: none"> Activate communication plan (e.g. update employees and other internal stakeholders on the company's response plan at various DORSCON level) Monitor and disseminate government advisories Plan counselling for employees if required 	<ul style="list-style-type: none"> Update employees regularly Initiate counselling if required 	<ul style="list-style-type: none"> Update employees regularly Maintain counselling if required
	External stakeholders			
Communications	<ul style="list-style-type: none"> Develop a communication plan for external stakeholders (e.g. suppliers and customers) 	<ul style="list-style-type: none"> Activate communication plan (e.g. inform suppliers and customers on how the company should receive its supplies and deliver its products and services) Prepare for cancellation of planned mass gathering events 	<ul style="list-style-type: none"> Inform suppliers on alternative procedures for pickup/deliveries Update customers on service levels and/or alternative procedures for pickup/deliveries for business continuity, if required Inform suppliers and customers on restricting visits to company's premises to essential visits Cancel mass gathering events, if advised by MOH 	<ul style="list-style-type: none"> Update external stakeholders regularly Cancel mass gathering events

Annex 6



Information on Advisories

Information on local advisories

<p>Ministry of Health www.moh.gov.sg/covid-19</p>	
<p>Ministry of Manpower www.mom.gov.sg/2019-ncov</p>	
<p>National Environment Agency www.nea.gov.sg</p>	
<p>Building and Construction Authority www.bca.gov.sg</p>	
<p>Singapore Tourism Board www.stb.gov.sg</p>	

<p>Early Childhood Development Agency www.ecda.gov.sg</p>	
<p>Advisories for Various Sectors https://www.gov.sg/article/covid-19-sector-specific-advisories</p>	

Information on international advisories

<p>World Health Organisation www.who.int</p>	
<p>Centers for Disease Control and Prevention www.cdc.gov</p>	

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