



BIO Business Continuity Plan Toolkit Infrastructure

Business continuity planning is a component of building business resilience in normal times and is especially critical in cases of large disasters. For businesses to survive, they must be able to adapt their operations to the new environment.

The Belgian Investment Company for Developing Countries S.A. (BIO) developed this toolkit¹ to support Infrastructure projects in developing their own business continuity plan while considering the diverse risks and following international best practice and guidance. This toolkit can serve as a guide for clients or future clients to develop their own Covid-19 prevention and response measures and plan(s). In the absence of such standalone plan, clients may also fill the toolkit and sign it as a company document. The toolkit provides guidance on several topics which may not be relevant as risks and challenges vary among countries, sectors and activities. In this case the absence of measures can be justified in writing.

This document does not constitute medical advice and is not a substitute for professional advice from international or national public health organisations, health authorities or governments. This guidance document is intentionally short and should be read in parallel with BIO Covid-19 ESG Guidance note for employers where resources are provided to public links for employers willing to access more detailed information. This document cannot cover all circumstances and companies, as risks and challenges vary among countries, sectors and activities.

¹ This toolkit partly derives from UNDRR: <https://www.undrr.org/publication/covid-19-small-business-continuity-and-recovery-planning-toolkit>

1. Crisis Management

Companies should look to have a management team overseeing the setup, review and monitoring of their business continuity plan. In the context of Covid this would for instance imply:

- ❖ Appoint a multidisciplinary Covid-19 crisis management team with clear functions for each member.
- ❖ Consider having a member of the board of directors as part of this team
- ❖ Establish frequent reporting on critical activities

Comments: please describe composition, main tasks, etc.:

2. Employee Health

The project company and contractors should look to minimise occupational health and safety risks to their workforce (employees, permanent and non-permanent labour) regarding their activities (duty to care). In the context of Covid-19 pandemic, adequate measures are required to prevent and respond to infections thereby minimising business disruption risk and taking part in the global effort to limit contagion.

- ❖ Reduce on site and camps occupation to the extent possible:
 - Implement flexible work hours (e.g. working in staggered shifts to reduce the number of workers at the same time).
 - Use minimum staffing requirements to support only essential services.
 - Organise virtual meetings (e.g. using teleconference or video) to the extent possible and postpone or carefully plan in-person meetings.

- ❖ Introduce physical distancing strategies:
 - Increasing physical space between employees/workers on site, canteens and dormitories to the extent possible.
 - duplicate and segregate staff and teams to the extent possible.

- ❖ Minimise exposure of vulnerable people: workers that are older and those with medical conditions (such as diabetes and a weak immune system).

- ❖ Minimise in-country and international travels, consult official websites and plan essential travel carefully, taking adequate prevention and response measures.

- ❖ Minimise community-site interactions (e.g. put non-essential staff from communities under paid leave and keep essential staff in site accommodation).

- ❖ Keep workplaces clean and hygienic and provide Personal Protective Equipment:
 - Have employees/workers practice proper hygiene behaviour: properly washing hands; coughing and sneezing into their elbow or tissues.
 - Put sanitising hand rub dispensers in prominent places around the workplace/site and provide access to places where staff and contractors can wash their hands with soap and water.

- Regularly clean and disinfect surfaces that are often touched, such as toilets, etc.
- Provide materials to support basic infection prevention measures. Ensure that face masks and/or paper tissues are available for those who develop a runny nose or cough at work – along with closed bins for hygienic disposal of them.

Comments: Please describe what measures have been taken by the project company and/or contractors

- ❖ Should a Covid-19 case be confirmed on a site, personnel and residents who are identified as having been in contact with the individual (“contacts”) should follow the procedures applied by the national authorities for contacts, for self-quarantine and/or monitoring. There should be mechanisms in place to ensure that personnel and residents in isolation are able to continue receiving essential services available on site. Follow national guidelines for reporting to the authorities.
- ❖ In the event of confirmed cases on site, prepare for enforced shutdown at short notice, ensure deep cleaning capacity, isolation of workplaces and dormitories, ensure access to adequate health services and sufficient access or storage of basic supplies.

Have there been any positive cases amongst staff, what measures did you take and what is their current health status? (N.B.: please report any future case to BIO under the serious incident reporting contractual obligations)

3. Communication with employees, workers and contractors

Communicate critical risk and information to workers and communities, and counter misinformation. Communication and training should be provided by the company where appropriate and where opportunity allows. In particular:

- ❖ Provide clear and unequivocal messages (whilst remaining sensitive to culturally appropriate forms of communication), focusing on what people can do to reduce risk or which actions to take if they think they may have Covid-19. Provide clear messages on the measures that are put in place and why they are put in place.
- ❖ Try to avoid instilling fear and suspicion among the population. Perceptions, rumours and feedback from camp residents and host communities should be monitored and responded to through trusted and culturally appropriate communication channels, especially to address negative behaviour and social stigma associated with any outbreak.
- ❖ Provide and/or cause the relevant contractor(s), as applicable, to provide public health materials on Covid-19 that includes information on physical / social distancing, hygiene practices such as proper hand washing, coughing and sneezing practices and symptoms of Covid-19.
- ❖ Inform and train and/or cause the relevant contractor(s), as applicable, to inform and train staff on what Covid-19 response plans are once these have been completed (e.g. sick-leave policies, changes on site to account for social / physical distancing etc).
- ❖ Keep and/or cause the relevant contractor(s), as applicable, to keep up to date contact information for all employees and workers.
- ❖ Maintain and/or cause the relevant contractor(s), as applicable, to maintain the privacy of employees/workers with confirmed or suspected Covid-19 infection.

How do you ensure regular communication to all stakeholders?

4. Business operation with absent employees, labour conditions and retrenchment

There can be many consequences of the Covid-19 crisis on labour conditions. Employees/workers may be more absent from the business due to increases in sickness, the need to care for sick family members and those who must stay home to watch their children if childcare or schools are closing. Exceptional day or night working hours can be necessary in essential sectors (e.g. healthcare, food, energy) or for companies where a large amount of workforce is on sick leave.

- ❖ Identify and/or cause the relevant contractor(s), as applicable, to identify back-up personnel for key business operations if staff fall ill and/or are unable to perform their responsibilities. Specifically, identify back-up personnel that can be authorised to make decisions in case of absenteeism.
- ❖ Cross-train and/or cause the relevant contractor(s), as applicable, to cross-train employees/workers to perform essential functions so the workplace/site can operate even if key employees/workers are absent.
- ❖ Consider and/or cause the relevant contractor(s), as applicable, to consider adapting labour and compensation policies to cover these extenuating circumstances. These include but are not limited to sick leave, extended paid leave, leave for caretaking responsibilities, contractor payment terms, flexible working and overtime compensation.
- ❖ Ensure and/or cause the relevant contractor(s), as applicable, to ensure decisions are equitable and fair. Communicate to avoid fear, resentment or protests amongst workers.
- ❖ Ensure and/or cause the relevant contractor(s), as applicable, to ensure measures comply with labour law and Covid-19 amendments or requirements from authorities.

Businesses that are facing significantly reduced revenues, should identify cost reduction and job protection measures first before retrenchment is considered. Retrenchment results in loss of skills and experience valuable to the company and may result in a slower business recovery. If retrenchment is unavoidable, a responsible retrenchment plan should be developed in a way that achieves the commercial aims of the process while minimising the impact of job losses on workers (including casual workers and contract workers) and communities.

- ❖ Reduce and/or cause the relevant contractor(s), as applicable, to reduce number of job losses (e.g. redeploy workers to other areas, reduce working hours and salaries (job sharing arrangements), temporary layoffs or combine paid and unpaid leave, rotate furloughs).
- ❖ Reduce and/or cause the relevant contractor(s), as applicable, to reduce impact on individuals, groups and communities, e.g. if partial wage payment is not possible, consider providing small food allowances, authorising use of canteen or dormitories, or connecting workers to other temporary jobs.
- ❖ Consult and/or cause the relevant contractor(s), as applicable, to consult workers and unions on the plan and integrate feedback in line with national regulations.
- ❖ Develop and document and/or cause the relevant contractor(s), as applicable, to develop and document fair and transparent selection criteria that avoid discrimination (selection criteria involve one or a combination of the following work-related factors: length of service, performance record, disciplinary record, absence record, skills, knowledge).
- ❖ Develop or communicate and/or cause the relevant contractor(s), as applicable, to develop or communicate the existence of an appeal and grievance procedure.
- ❖ Communicate and/or cause the relevant contractor(s), as applicable, to communicate transparently about the process to workers, in line with national regulations and collective agreements signed by the company.

How did you adapt your labour or compensation practices?

Have you implemented job protection measures? Even so, do you foresee any retrenchment related to Covid-19? If so, how many workers will be affected? Please share your job protection measures or retrenchment plan.

5. Supply chain

- ❖ Identify and talk and/or cause the relevant contractor(s), as applicable, to identify and talk to critical suppliers, discuss with them the risks to the supply chain and ask if the supplier has any preparedness plans.
 - Delivery of goods and services from other areas (severely) affected by Covid-19 may be delayed or cancelled with or without notice (including due to longer than usual customs clearance process). This could greatly affect the own ability of the project or the contractor(s) to construct/operate as initially planned, even if it is located in an area that is not affected by Covid-19.

- ❖ Identify and/or cause the relevant contractor(s), as applicable, to identify alternate supply chains for critical goods and services and, in particular, find alternatives to those currently relied on from only a single supplier.

What is being done to evaluate, prepare and react to the supply chain impact from the outbreak of the Covid-19

6. Assistance and support from the local authorities

- ❖ Many governments put in place economic stimulus packages, including fiscal and non-fiscal benefits, and direct financial assistance to businesses or employees to assist them and reduce the impact of Covid-19 on people's livelihoods.
- ❖ Check with the local authorities / offtaker to what extent the deadlines initially agreed upon for reaching certain project milestones under the project contracts (PPA, concession agreement, etc.) can be postponed as a result of the Covid-outbreak and by how much time.

Have such measures been taken or considered ?

7. Financial Impact:

Assess the (expected) impact of the outbreak of Covid-19 on the project's financial model assumptions and, as a result, on the project's (projected) financial statements and financial ratios:

- ❖ Expected impact on Capex/project costs: assess the risk of increased cost of equipment and material (and their shipment costs) and other construction/EPC costs, cost of insurances during construction, customs duties and storage costs, etc.;
- ❖ Expected impact on Opex: assess the risk of increased O&M fees, cost of insurances during operations, etc.;
- ❖ Expected impact on revenue: assess the risk of (partial) payment defaults and / or delayed payment by the offtaker (for example due to the offtaker's own reduced capacity to collect revenue from customers, curtailment risks, late payment, renegotiation of the tariff, etc.)
- ❖ Assess the expected impact of all the above on the (projected) financial statements and the financial ratios of the project and consider running different stress-tests to test the robustness of the model.

Assess the (expected) impact of the outbreak of the Covid-19 on the quality of the guarantees and/or credits enhancement instruments, if any, related to the investment.

Please explain what impact you expect the outbreak of Covid-19 to have on the project's parameters mentioned above.

Signatures

CFO

CEO