

# Maximising Recovery from the COVID-19 Pandemic

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# Today's Panel



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# Risk Management Webcast Series

1

**Managing Employers' Liability During a Crisis**

[\[Replay Available\]](#)

2

**COVID-19 Property Risk Profile Changes**

[\[Replay Available\]](#)

3

**Risk Profile Changes in the New World**

[\[Replay Available\]](#)

4

**Maximising Recovery from the COVID-19 Pandemic**

[\[01/05 – 12PM\]](#)



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Next week we are hosting a special COVID-19 claims webcast

5

**COVID-19 - First Party Claims Considerations**

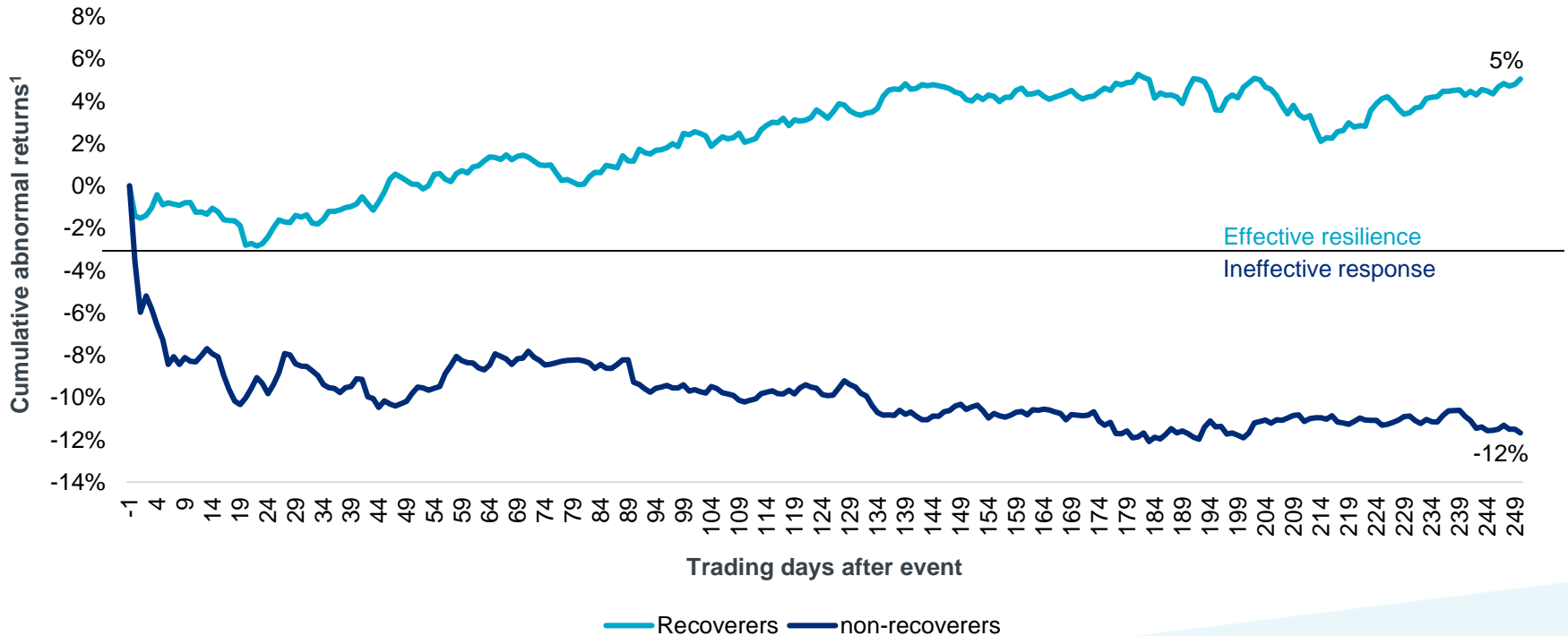
[\[05/05 – 1PM\]](#)

# Q&A

Audience members can submit questions by typing them into the Q&A window at the bottom of your computer screen.

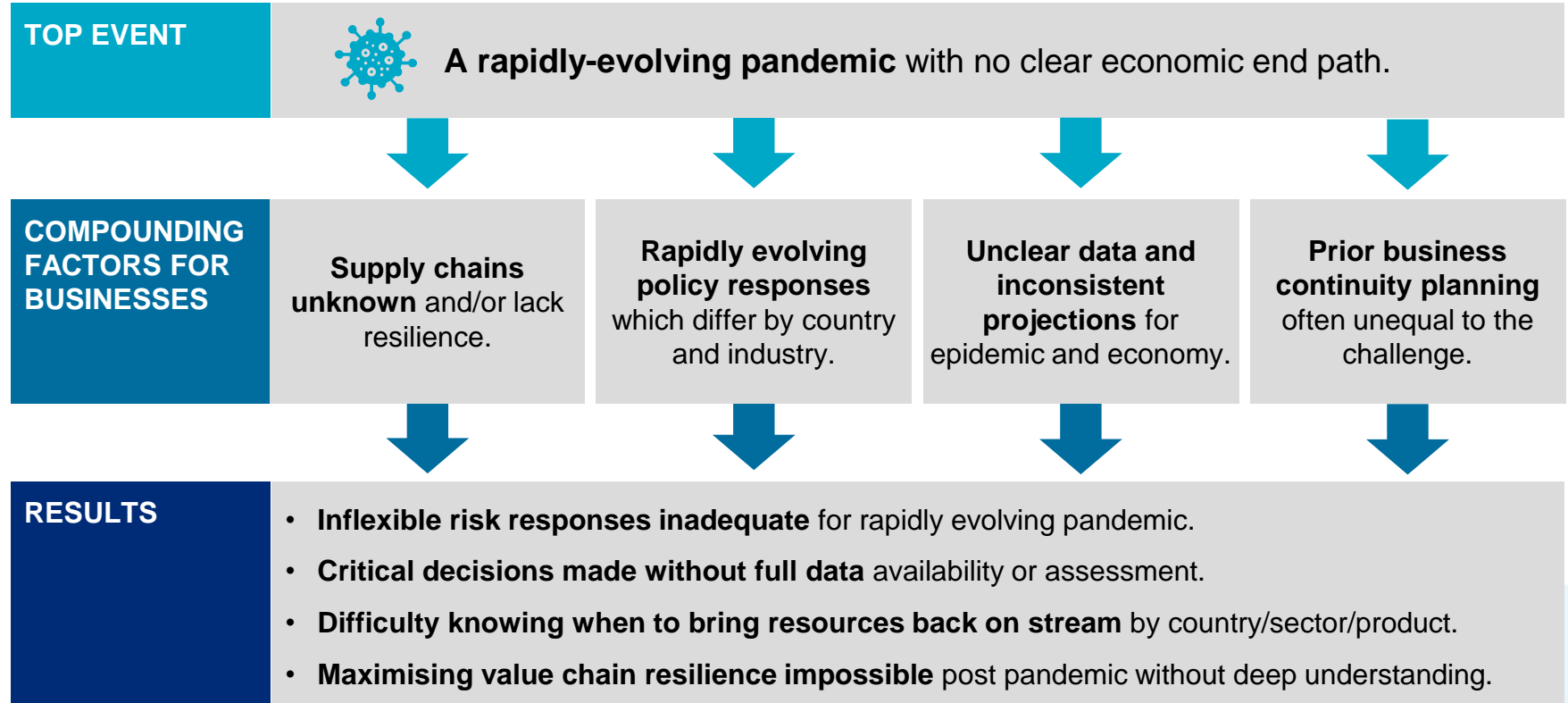
If a question is not answered during today's programme, someone from Marsh will respond as soon as possible.

# Crisis response has a long-term impact on share price: A positive response early on will have an ongoing positive impact



<sup>1</sup>The sum of the differences between the expected returns on a stock (using the market model) and the actual return of a stock

The coronavirus pandemic global crisis is unlike any other: No organisation was fully prepared for it, and the outcome is far from clear or uniform



# Every organisation is asking urgent questions about the pandemic and recovery: The answers will be unique to the value chain and operating model of the company

“How does this **affect our strategy?**”

“How can we **react strategically to all this volatility**, and communicate **effectively** with our investors?”

“How deep will the recession go?”

CEO



“How **significantly will my teams be affected by sickness**, and by when?”

“How and when do we start to **bring our colleagues back on-site safely?**”

CHRO



“What will our **financial statements look like compared to plan?**”

“Where should we be **saving costs vs. investing in the recovery?**”

“How exposed are we to **credit risk?**”

CFO



“When will our **key suppliers come back on line?** What will their ramp up be?”

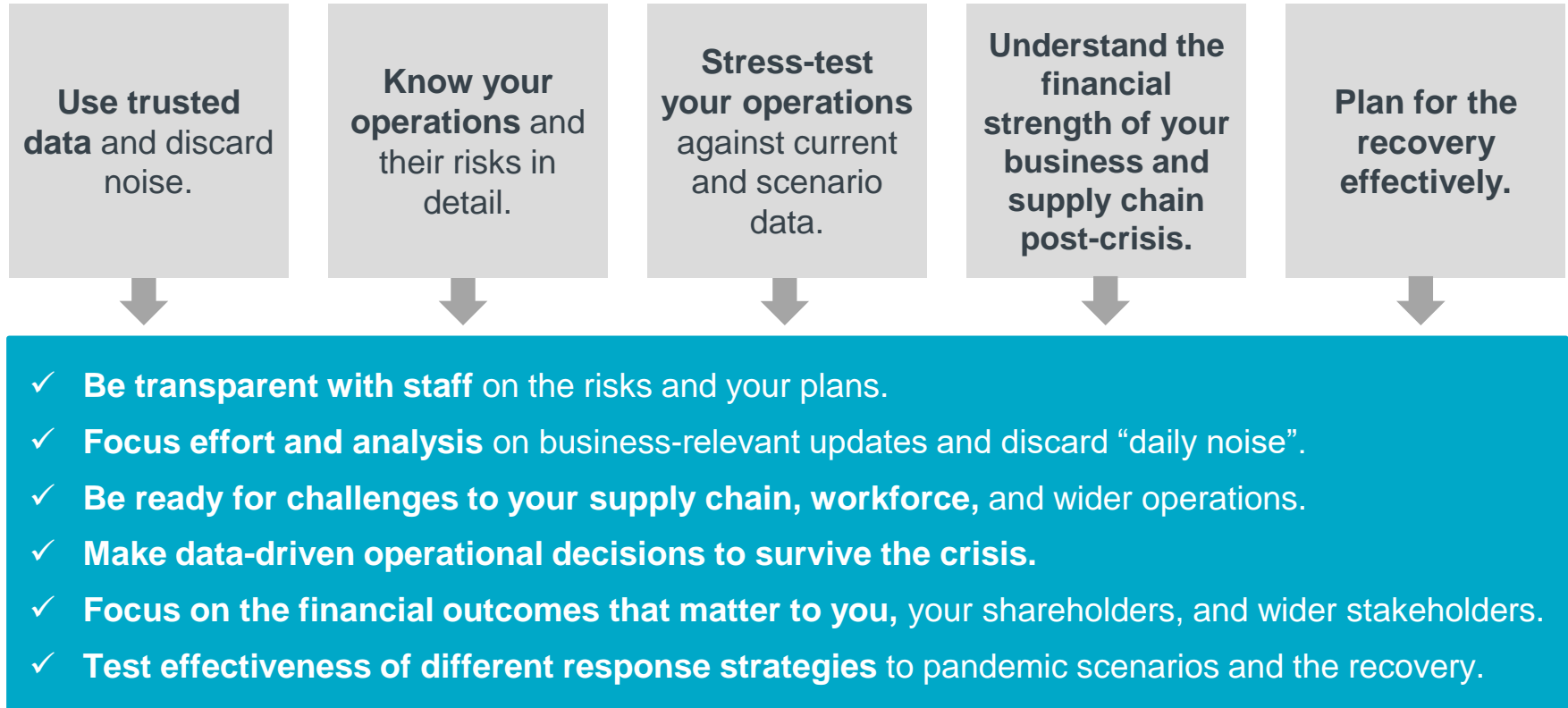
“When do we **restart assets?**”

“Should we **replan our supply chain now** to reduce key supplier risk?”

COO

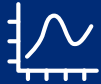


# Preparing now by embedding decision-making agility is the only way to identify and win the recovery





# Marsh Risk Consulting's crisis recovery solution is helping corporates navigate uncertainty using data-driven insights and deep risk expertise



## Workforce impact and return-to-work forecasting

Estimate workforce availability and when teams/locations can return to work using our proprietary model.



## Return-to-work plan development

Know and meet your obligations to employees, regulators, and insurers as your workforce returns.



## Business restoration plan development

Understand your value chain's counterparty risks and where to focus restoration efforts for maximum effect.



## Business impact forecasting

Project the operational and financial impact on your business: P&L, balance sheet, cash flow, healthcare costs, workforce availability, and supply chain across consequent economic scenarios.

**Oscillating lockdowns, variability by geography, and supplier readiness will complicate recovery**

# Companies should plan for how their return to work policies will vary



## 1. When, Who, and How to Return Staff

- **Communication** is key.
- **Phasing** of employees returning to the office – essential staff first (*e.g. IT change control*).
- **Separation for critical teams/roles**, possibly with rotation.
- Management of visitors/employee travel.
- Legal implications and liability for staff getting ill.



## 2. Management of People Risks

- **No immediate pressure** on employees to return.
- Identification of **vulnerable employees** (*demographics, health status, rare skills*).
- Consideration for carers and employees with vulnerable family members.
- Alternative work rotations and extended work from home (WFH) for populations at higher health risk.
- Destruction of sensitive data records.



## 3. Physical Work Space Safety

- Temperature checks and personal protective equipment (PPE).
- Floor redesigns, **increased desk spacing**, and foot traffic guidance to maintain 2 meter distance.
- Bans on in-person meetings.
- **Enhanced (and visible) cleaning** with regular deep cleans.



## 4. Monitoring and Intervention

- Updated playbooks for employees testing positive.
- Enhanced health screening and employee assistance support.
- Contingency plans for opening/closing/relocating operations based on evolving local risk.
- Maintain **regulatory compliance** regimes.



## 5. Employee Support

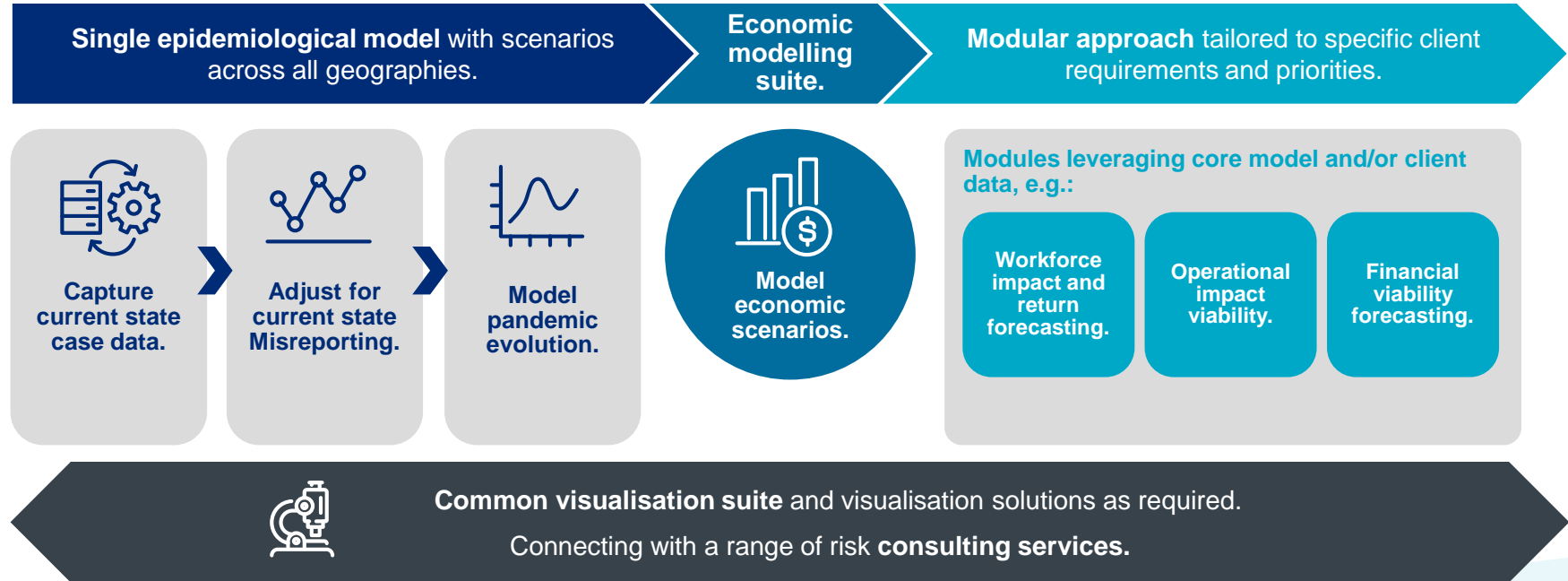
- **Transport assistance** (*e.g. avoid public transport*).
- **Mental wellbeing coaching**, accessible resources.
- Productivity training for remote collaboration.
- Policy and technology provision for extended work-from-home for large portions of workforce.
- Child care assistance for remote workers.



## 6. Functional/Workflow Redesigns

- **Workflow redesign** to reduce hand-offs, complexity, and intensity of rare skills.
- Automation of critical processes and processes with higher personnel risks.

**Methodology:** We use a single, common-use, end-to-end modelling, and consulting approach across a variety of clients and use cases



## Laying the foundations for recovery



**Engage and maintain contact with your communities, suppliers and staff.**



**Modelling COVID-19 scenarios to understand business impacts.**



**Develop your return to work and business restoration plan**

# Q&A

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# Recap: Marsh Risk Consulting's crisis recovery solution is helping corporates navigate uncertainty using data-driven insights and deep risk expertise

## Workforce impact and return-to-work forecasting



- **Structured analysis** of workforce profile against range of latest economic and policy models.
- **Granular view of probable return-to-work phasing** by team, function, location.
- **Understanding of likely distancing measures** and potential impact on full on-site ramp up.
- **Understanding of your staff's concerns** over returning via survey and plan to address.

## Return-to-work plan development



- **Bespoke report on your existing approach and action plan** for focus areas (e.g., regulatory compliance, insurance contract compliance, employment law).
- **Understanding of effective and compliant distancing measures** relevant to your business.
- **Holistic view of operational restoration** including health and safety, property, insurance claims.

## Business restoration plan development



- **Recovery supply chain mapping** including key supplier and counterparty risks; risks to delivery.
- **Demand analysis** to focus short/medium term resources effectively.
- **Ramp up effectively** and get back on track for your strategic goals by optimising team/product prioritisation.

## Business impact forecasting



- **Test effectiveness of different response strategies** to pandemic scenarios and the recovery.
- **Develop operational resilience** to projections of e.g. workforce availability, supply chain risks.
- **Understand how key financials** might evolve (P&L, balance sheet, cash flow, healthcare costs).

Oscillating lockdowns, variability by geography, and supplier readiness will complicate recovery

# Managing COVID-19 Risks



## CORONAVIRUS

Protect your people, operations and revenue from its impacts

Coronavirus (COVID-19) is affecting the entire world, from local businesses to global enterprises. We offer insights, guidance and information to help you keep on top of what this worldwide outbreak means for your organisation.

The time to take action is now. Organisations must move from planning to response.

It is important to take a People-First approach by listening to employees' concerns to ease anxiety and preparing to amend policies and plans based on evolving advice from governments and health officials.

**On this page:**

- [People](#)
- [Business Implications](#)
- [Insurance](#)
- [Risk Management](#)

- For the latest from Marsh and other Marsh & McLennan businesses, visit: <https://www.marsh.com/uk/campaigns/coronavirus-stay-informed.html>
- To register for our upcoming Risk Management Webcast Series, visit: <https://www.marsh.com/uk/insights/events/mitigating-impacts-maximising-recovery-covid-19-webcast.html>



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