



GROUP CRISIS MANAGEMENT BRIEFING

C-19 SAFETY & ETHICS MOMENT

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Coronavirus COVID-19
Group CMT Briefing



*Boarding a Qatar Airways
flight from Sydney to Athens
during personal travel...*



- **The World Health Organization warned the coronavirus pandemic was likely to be "lengthy" after its emergency committee met to evaluate the crisis six months after sounding the alarm. The panel, comprising 18 members and 12 advisers, unanimously agreed that the pandemic still constituted a PHEIC.**
- **A number of vaccines are now in Phase 3 clinical trials and we all hope to have a number of effective vaccines that can help prevent people from infection, However, there's no silver bullet at the moment and there might never be.**
- **WHO warned of the risk of "response fatigue" given the socio-economic pressures on countries.**
- **Top WHO disease detective Dr Maria Van Kerkhove, who helps lead the WHO's pandemic response, warns against return to national lockdowns, said that 'localised' measures should instead be used to stem Covid-19.**
- **The pandemic is a once-in-a-century health crisis, the effects of which will be felt for decades to come.**
 - The panel urged the WHO to support countries in preparing for the rollout of proven therapeutics and vaccines. It also urged the agency to accelerate research into the remaining "critical unknowns" of the virus, such as the animal source and potential animal reservoirs.
 - We must all learn to live with the virus, and to take the steps necessary to live our lives, while protecting ourselves and others.
 - The case fatality ratio in people over the age of 60 is almost 15%, which is ten times higher than that of younger people. In many countries, more than 40% of COVID-19-related deaths have been linked to long-term care facilities, and up to 80% in some high-income countries. As a global community, we have not done enough on ageing and for older people. WHO has released a policy brief on preventing and managing COVID-19 in long-term care facilities.
 - Although older people are at a higher risk of severe disease, younger people are at risk too. One of the challenges we face is convincing younger people of this risk. Evidence suggests that spikes of cases in some countries are being driven in part by younger people letting down their guard during the northern hemisphere summer. We have said it before and we'll say it again: young people are not invincible. Young people can be infected; young people can die; and young people can transmit the virus to others.
 - WHO has created a Technical Advisory Group on Behavioural Insights and Sciences for Health. This broadens and deepens WHO's existing work on behavioural science, and will support our work to offer health advice that is not only stronger, but more effective. The technical advisory group consists of 22 outside experts from 16 countries, with expertise in areas including psychology, anthropology, health promotion, neuroscience, behavioural economics, social marketing and more.
 - The WHO Academy app provides health workers with mobile access to a wealth of COVID-19 knowledge resources, developed by WHO, that include up-to-the-minute guidance, tools, training, and virtual workshops that will help them care for COVID-19 patients and protect themselves.
 - The WHO Info app is aimed at the general public and gives millions of people real-time mobile access to the latest WHO initiatives, partnerships, and to up-to-date information on the race to find medicines and vaccines for fighting the disease.

GLOBAL STATUS REPORT

4 August 2020

Statistics

Confirmed Cases

18,446,766

+1,794,482 cases since 28 July

Deaths

697,222

=3.8% of all confirmed cases

Critical Condition

64,624

Mild Condition

6,007,197

Recovered & Discharged

11,677,723

Top 20 (out of 213 countries & territories affected)

Country	Confirmed	Deaths	Recovered	Critical
USA	4,862,174	158,929	2,446,798	18,725
Brazil	2,751,665	94,702	1,912,319	8,313
India	1,856,754	38,984	1,231,576	8,944
Russia	856,264	14,207	653,593	2,300
South Africa	516,862	8,539	358,037	539
Mexico	443,813	48,012	295,677	3,883
Peru	433,100	19,811	298,091	1,419
Chile	361,493	9,707	333,976	235
Spain	344,134	28,472	-	617
Colombia	327,850	11,017	173,727	1,493
Iran	312,035	17,405	270,228	4,104
United Kingdom	305,623	46,210	-	86
Pakistan	280,461	5,999	249,397	1,013
Saudi Arabia	280,093	2,949	242,055	2,017
Italy	248,229	35,166	200,589	41
Bangladesh	242,102	3,184	137,905	-
Turkey	233,851	5,747	217,497	580
Germany	212,320	9,232	194,700	270
Argentina	206,743	3,813	91,302	1,150
France	191,295	30,294	81,500	371

83%

85%

80%

87%

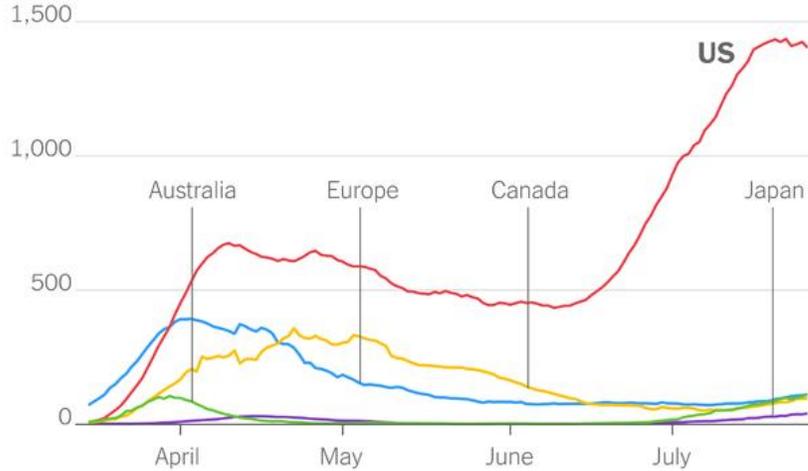


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RECENT INSIGHTS...

1. Not all spikes are the same...

New weekly coronavirus cases, per million residents.



Totals each day for the previous 7 days. Europe comprises the 45 countries that are not shared by another continent.

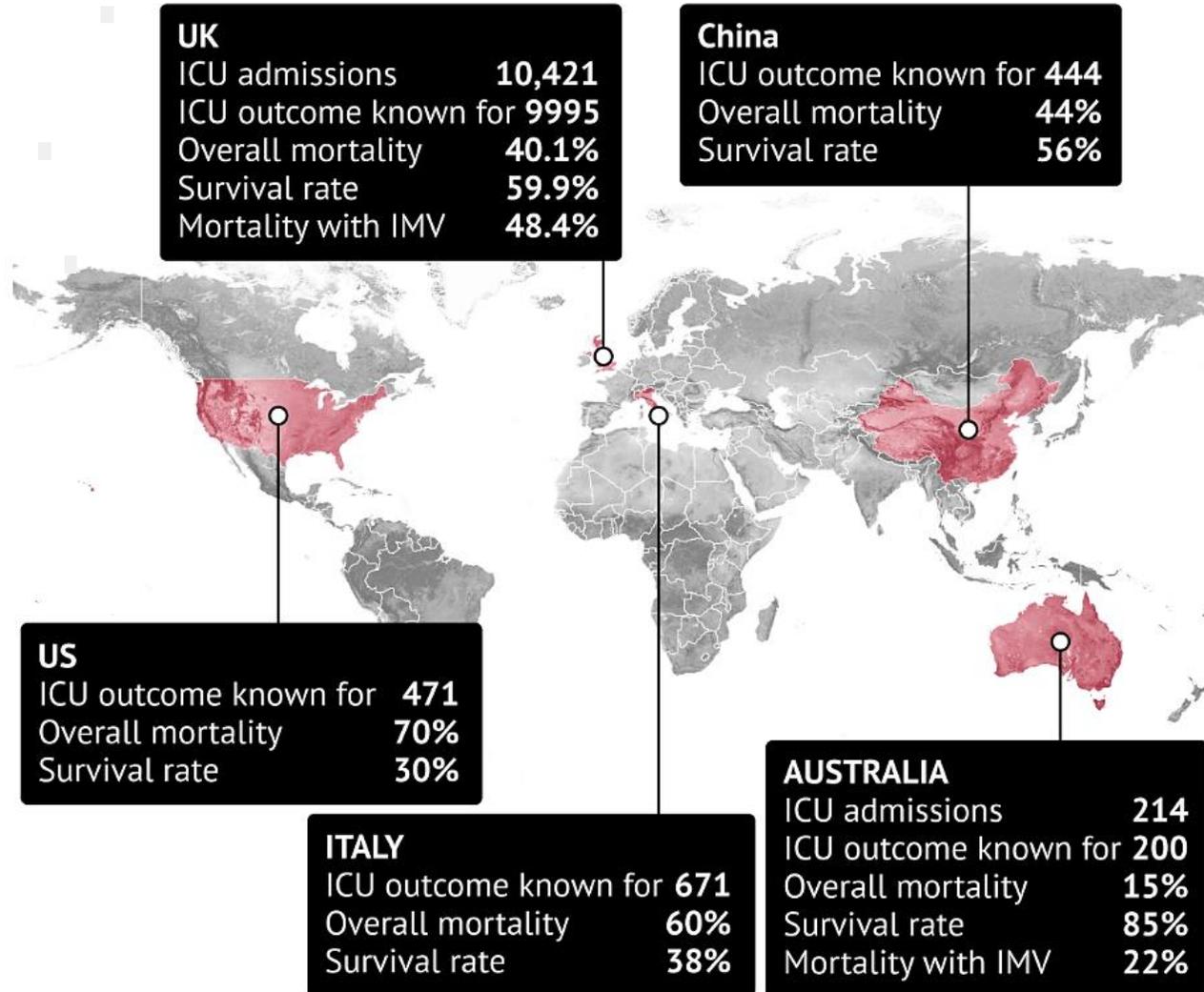
By The New York Times | Source: Johns Hopkins University

As countries are taking steps toward more normal functioning, reopening schools, workplaces and restaurants. They will often spark new outbreaks, which in turn will require more tests, quarantines and even limited lockdowns.

All of these increases are worrisome reminders that crushing the virus is not a one-time event, at least not until a vaccine is available. It involves constant vigilance.

2. ICU outcomes vary by country...

IMV = Invasive Mechanical Ventilation



IN THE NEWS...

- Families file first wave of COVID-19 lawsuits against companies over worker deaths. Coronavirus victims and their families allege workplaces failed to protect them, including Safeway, Walmart and Tyson; employers said they took appropriate steps to combat the virus. The cases are part of an unfolding liability threat facing U.S. companies as many look to resume operations.
- Sanofi and GlaxoSmithKline will receive \$2.1 billion to supply the U.S. government with 100 million doses of an experimental coronavirus vaccine.
- Head of CDC: “I do hope that the Chinese and the Russians are actually testing the vaccine before they are administering the vaccine to anyone”
- The US economy contracted at a 32.9% annual rate from April through June, its worst drop on record, the Bureau of Economic Analysis
- The European Union entered its worst recession on record in the second quarter, with gross domestic product plummeting 12.1% from the first quarter.
- If you are considering travel this year this new interactive tool might help evaluate your risk.

United States & Canada

- The coronavirus recession is the deepest on record since the Great Depression, but so far, it's short-lived. The Great Recession and Great Depression were painful because they dragged on for years.
- Covid-19 has strained Canada's relations with America
- Tens of millions of jobless Americans are losing a benefit that helped keep them afloat.
- A key coronavirus model now projects there will be more than 230,000 US deaths from Covid-19 by November — up 11,000 from its previous forecast.
- California's summer outbreak makes it the first state with half a million cases.
- Florida, already reeling from the virus, faces a new threat from Hurricane Isaias.
- Contact tracing, a process critical for managing the virus, falters from testing shortages and backlogs.
- A large outbreak at a Georgia summer camp adds to the evidence that children are susceptible to the virus.
- New York City is currently planning to reopen its schools on a hybrid model starting Sept. 10,
- In New Jersey, the average daily case count has jumped by 28 percent from two weeks ago
- More than 30 states and many U.S. cities have put in place mask requirements, but enforcement has been an uphill battle.
- United Airlines warned its pilots on Thursday that it might need to expand planned furloughs if demand for flights remained deeply depressed
- Canada is cracking down on those traveling through the country to get to Alaska. .
- Florida is averaging more than 10,000 new cases a day and has set death records three days in a row, hitting its latest, 253, on Thursday.
- Public schools in Washington, D.C., will adopt remote learning until at least Nov. 6, the mayor has announced.
- The eight counties with the largest populations of Native Americans have case rates that are nearly double the national average, a Times analysis found.
- Patterns of hospitalization and death in the U.S. indicate that some young people are taking the virus into their homes, infecting older family members.
- A new U.S. federal report urged 21 “red zone” states to impose more restrictions.

IN THE NEWS...

Australia & New Zealand

- Melbourne placed under stage 4 coronavirus lockdown, stage 3 for rest of Victoria as state of disaster declared. All Victorians will need to wear masks or face coverings. ADF door knocking finds COVID-19 patients are still going to work while infected. People who breach can be fined \$1,652, referred to Police.
- 760 "mystery cases," where "we cannot trace back the source of that person's infection."
- Australia's government said it would send a specialist medical team usually deployed to disaster zones to help manage an outbreak in the state of Victoria.
- New cases of coronavirus are confirmed in NSW as Premier warned "no border is impenetrable"; issues 'strong recommendation' for masks
- Queensland Adds Greater Sydney to List of COVID-19 Hotspots
- NT declares Brisbane, Ipswich and Logan coronavirus hotspots with strict controls
- AstraZeneca reported a 26 percent rise in earnings for its first half as sales of new drugs beat forecasts

UK & Europe

- France, Spain, Portugal and Italy all reported huge contractions in their economies for the April-June quarter, while Europe as a whole saw gross domestic product fall by 12.1 percent. Spanish economy enters recession after historic Q2 fall. French economy shrinks 13.8% in Q2, as coronavirus lockdown hits.
- Britain postponed re-openings, added new regional restrictions and made masks mandatory in more places after an uptick in cases and deaths.
- New restrictions issued in Northern England after rise in coronavirus cases
- Volkswagen said on Thursday it fell into the red during the first six months of 2020 after sales plunged 23 percent compared with a year earlier. But the company, the world's largest carmaker, said vehicle sales, which were down by more than half in May, had begun to recover.
- Germany has recorded more than 3,000 cases over the past week. People have been urged to wear masks if social distancing cannot be maintained.
- Airbus reported a big loss for the first half and vowed to conserve cash.
- Italy, one of the first European countries to be hit by the virus, has extended its state of emergency until October 15.
- The UK is expected to extend the self-isolation period for people showing symptoms from seven to 10 days as concerns grow over a second wave.
- Daily case numbers in Switzerland have crept up again in recent weeks, while Norway recorded its first virus death in two weeks.
- Russia has set a target date of September to roll out its own medicine.
- British Airways pilots overwhelmingly voted to accept a deal cutting wages by 20 percent, with 270 jobs lost

Latin America

- Although many Latin American countries have begun relaxing stay-at-home measures, the virus is still spreading quickly across much of the region.
- Brazil's President Jair Bolsonaro said on Thursday that he felt weak and might have "mold in the lung" after catching Covid-19.
- Mexico overtook Britain to become the third hardest hit country in virus deaths
- Latin America's biggest airline, the Brazilian-Chilean group LATAM, said it would lay off least 2,700 crew

IN THE NEWS...

Middle East

- Last year, 2.5 million Muslims went on the hajj. This year, Saudi Arabia said it would allow only 1,000 pilgrims from within the kingdom.
- The Middle East is grappling with a heatwave during Eid and as [coronavirus cases rise](#) in a number of countries.
- Kuwait bans flights to coronavirus 'high risk' countries
- Government data [leaked to the BBC](#) suggests Iran is covering up the true toll of the virus. Nearly 42,000 people there have died, three times the announced total.

Asia

- The outlook is bleak in Asia, where India and the Philippines reported record increases in new daily infections.
- Philippines ordered Manila and its suburbs [to re-enter lockdown for two weeks](#) after 5,032 new cases were reported.
- Hong Kong 'on verge of large-scale coronavirus outbreak', Carrie Lam bans gatherings of more than two people
- [South Korea arrests the leader of a church where the virus spread rapidly.](#)
- Vietnam went nearly 100 days with no new cases. Then, it reported its highest single-day spike
- Tokyo [recorded 367 new cases](#) on Thursday, another single-day high, prompting its governor to request karaoke venues as well as bars and restaurants that serve alcohol to close by 10 p.m. for most of August.
- The world's largest vaccine maker, the Serum Institute, which is controlled by a small and very rich Indian family, has teamed up with scientists from the University of Oxford, who are developing a promising coronavirus vaccine.
- A quarter of Bangladesh is now under water, whilst grappling with COVID-19 at the same time.
- [Japan](#) recorded more than 1,000 new cases on Wednesday — its biggest daily spike since the pandemic began. Japan's Okinawa declared a state of emergency after a record jump in cases on the islands — many linked to US military forces stationed there.
- [China](#) recorded more than 100 Covid-19 cases for the second straight day on Wednesday. Most new cases are in the western province of Xinjiang.
- More than half of India's Mumbai slum residents may have been infected with Covid-19, [a new study suggests.](#)
- Call for joint military drills to be cancelled as Covid-19 cases linked to US troops in South Korea
- Hong Kong's economy shrinks by 9 percent

Africa

- Morocco sees highest daily jump in Covid-19 cases.
- Cases in African countries are much higher than official numbers suggest due to a lack of data caused by factors including testing capacity and stigma, [the International Rescue Committee said.](#)
- South Africa is by far the hardest hit country in Africa, accounting for more than half of diagnosed infections. Health authorities had been expecting a surge in cases after the gradual loosening of a strict lockdown that was imposed at the end of March.
- Nigeria on Saturday also announced it would ease a lockdown in the commercial capital Lagos, allowing churches and mosques to reopen next week.

NOT WEARING MASKS: IT'S EASY TO JUMP TO CONCLUSIONS...

Some people “really can’t wear a mask”...

- As wearing a mask in public becomes more common, either because it's mandatory where you live or because you choose to wear one, it might be tempting to assume people who don't wear masks are irresponsible, misguided or selfish.
- In the United States and United Kingdom there have been reports of people with disabilities being challenged, threatened with arrest, or excluded from retail and food outlets for not wearing a mask. Conversely, there have been incidents in which anti-mask activists have feigned disability to avoid having to wear a mask in public.
- A number of people are legitimately not able to wear masks so please don't make the assumption that they are simply stubborn. There will be people with medical, behavioural, psychological reasons. In some situations, wearing a face covering may worsen a physical or mental health condition, lead to a medical emergency, or be a significant safety concern.
- We need to consider these factors in our daily discussions with colleagues:
 - **autism** — some people with autism spectrum disorders find covering the nose and mouth with fabric can cause sensory overload, feelings of panic, and extreme anxiety.
 - **disability** — some people with a disability can find wearing a mask difficult if they cannot remove one from their face without help. For example, someone with cerebral palsy may not be able to tie the strings or put the elastic loops of a face mask over the ears, due to limited mobility.
 - **post-traumatic stress disorder, severe anxiety or claustrophobia** — people with these conditions can find wearing a mask terrifying and may not be able to stay calm or function while wearing one
 - **hearing impairment** — people who are deaf or hard of hearing, or those who care for or interact with someone who is hearing-impaired, rely on lipreading to communicate. So wearing a face mask can be a challenge.
 - **facial deformities or physical trauma** — may be incompatible with wearing a mask.

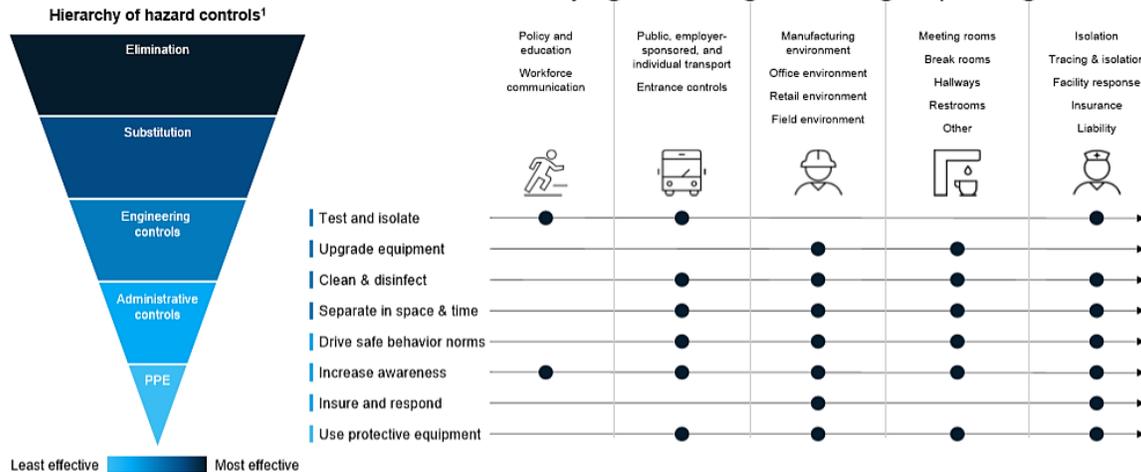


The goal of the public wearing a mask is to reduce the risk of community transmission.

We can do that without jumping to conclusions about people who genuinely can't wear masks or need a bit of extra support to do so.

REOPENING WORKPLACES: WORKFORCE-PROTECTION INTERVENTIONS

[Link to the article](#)



Prework:

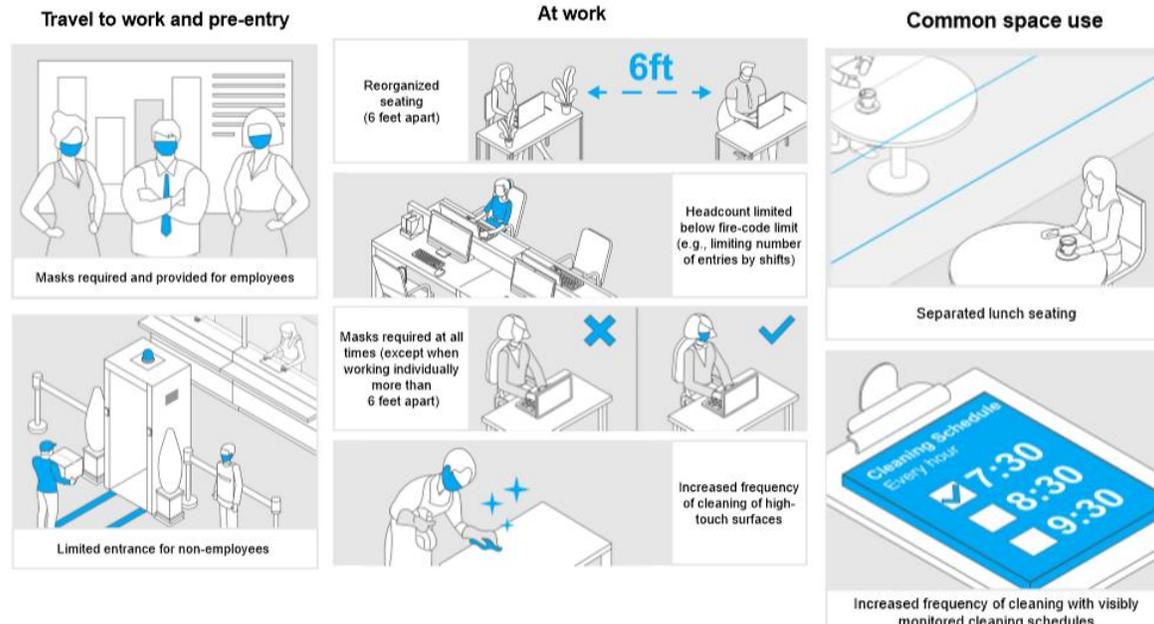
- Completing periodic health-risk categorization through at-home surveys
- Training employees on what to expect when returning to the workplace
- Establishing two-way communication channels as employees prepare to return
- Ensuring employees have completed all return-to-work trainings prior to entry
- Educating employees on safe commute, work, and personal wellness practices
- Support employees' behavioral health

Travel to work:

- Increasing safety protocol for company-sponsored travel
- Encouraging employees to use private transport where possible
- Closing off parking lots and parking spaces to limit customer capacity
- Staggering entry for employees and customers
- Increasing controls at entry and exit points
- Setting up temperature-testing stations at entry
- Communicating safety protocols clearly at entry
- Restricting non-employee entry
- Encouraging or mandate appropriate PPE gear

At work:

- Staggering work shifts among employees
- Reducing operating hours to accommodate additional cleaning
- Promoting healthy personal habits with high-visibility signage
- Highlighting new workplace safety processes and policies on prominent displays
- Using decals and other markings to encourage physical distancing practices
- Grouping employees into critical function teams, operating pods, or work shifts
- Ensuring physical separation within the office space and common areas
- Making contactless thermometers visibly available onsite
- Minimizing person-to-person contact for material distribution
- Limiting equipment sharing between employees
- Alternating equipment and cleaning between customer or employee use
- Limiting larger gatherings and employee meetings
- Moving in-person processes to digital
- Ensuring appropriate deep-cleaning of surfaces and spaces
- Improving air filtration and ventilation to remove aerial antigens
- Reducing or replacing communal and self-serve options in food service



A POST-COVID COMMERCIAL-RECOVERY STRATEGY FOR B2B COMPANIES

A recent survey provides insights about the strategies that can help B2B companies recover quickly from the crisis.

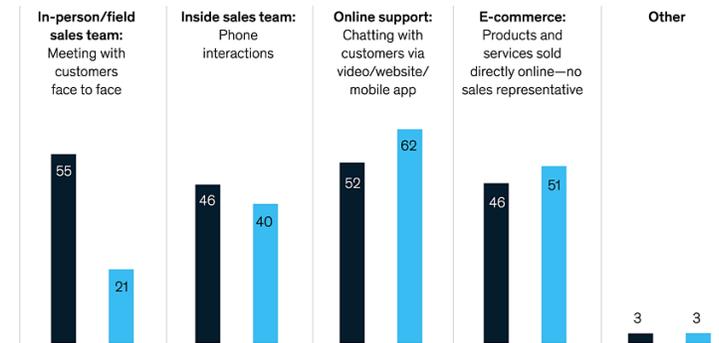
Although B2B companies may believe that focus on liquidity and other short-term concerns is justified, it could be costly.

Research suggests that companies are more likely to thrive if they act aggressively to capture market share during downturns rather than wait for the recovery to begin.

Focus on value and support, makes first movers stronger in the next normal.

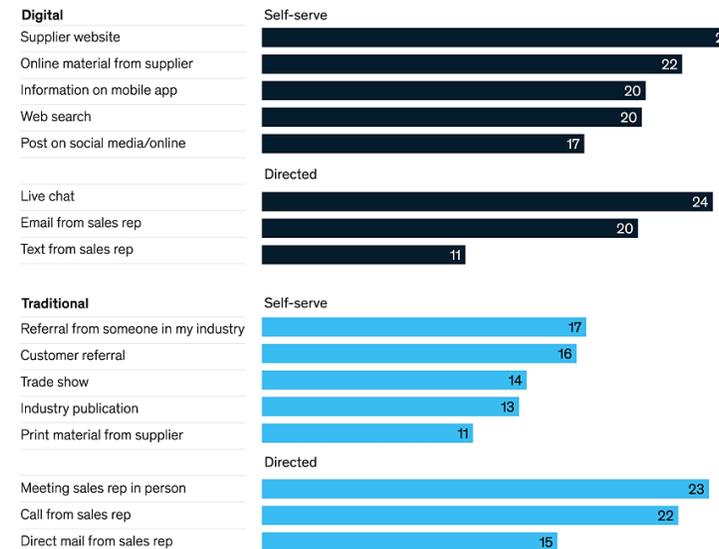
- **Identifying specific growth pockets:** B2B companies should evaluate information on competitors and leading indicators; create different scenarios to show how demand might evolve, looking at products, customer segments, and region.
- **Reshaping the go-to-market approach for the next normal:** Remote sales interactions will be the norm for the foreseeable future as physical-distancing requirements and travel restrictions persist.
- **Adapting prices to suit customer needs:** With price adjustments becoming more common, B2B companies should maintain discipline in processes and performance management.
- **Rapidly introducing new products—or reengineering current ones:** experience shows that companies win by investing in innovation in times of crisis. During past downturns, such companies typically achieved total returns to shareholders 10 percent higher than those of their peers and also outperformed the market by more than 30 percent during the recovery years.

Go-to-market sales model during COVID-19,¹ % of respondents

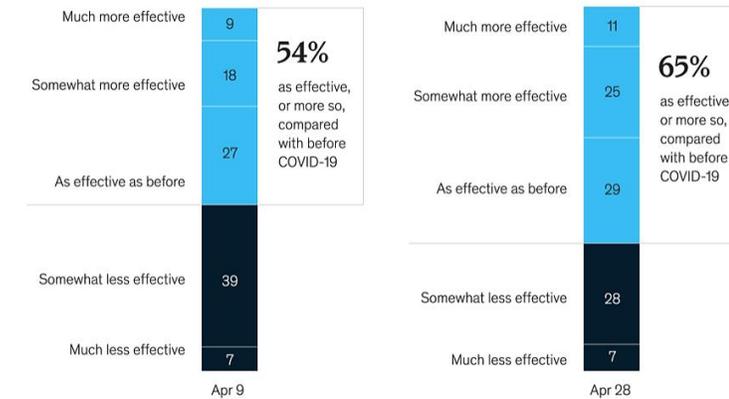


¹Question: In what ways was your company's product or service sold before COVID-19? Question: Now today, in what ways is your company's product or service sold during COVID-19? Source: McKinsey COVID-19 B2B Decision-Maker Pulse #2, 4/20–4/28/2020 (n = 3,756)

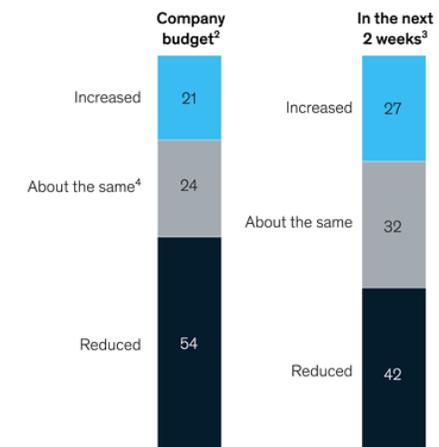
Most beneficial supplier interactions for researching/considering suppliers,¹ % of respondents ranking in top 3



Effectiveness of new sales model in reaching and serving customers,¹ % of respondents



Global spending shifts as a result of COVID-19,¹ % of spend changes (as of Apr 28)



ADDITIONAL READING...

The following additional reading may be of interest:

1. [BCG: The COVID-19 Investor Pulse Check #8](#)
2. [WSJ: What Buildings Will Look Like After the Covid Crisis](#)
3. [IMF: Corruption and COVID-19](#)
4. [McKinsey & Co.: Podcast: Five priorities for rapid revenue recovery during COVID-19](#)
5. [McKinsey & Co.: Interview: How Asia's largest pharma is leveraging its values to navigate the COVID-19 crisis](#)
6. [McKinsey & Co.: And now win the peace': Ten lessons from history for the next normal](#)
7. [McKinsey & Co.: Reimagining marketing in the next normal](#)
8. [The Economist: Air travel's sudden collapse will reshape a trillion-dollar industry](#)
9. [The Economist: The inside story of Britain's fight against covid-19](#)
10. [The Economist: Curbing the covid-19 comeback in Europe](#)

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HOW WE ARE MANAGING THE COVID-19 CRISIS
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