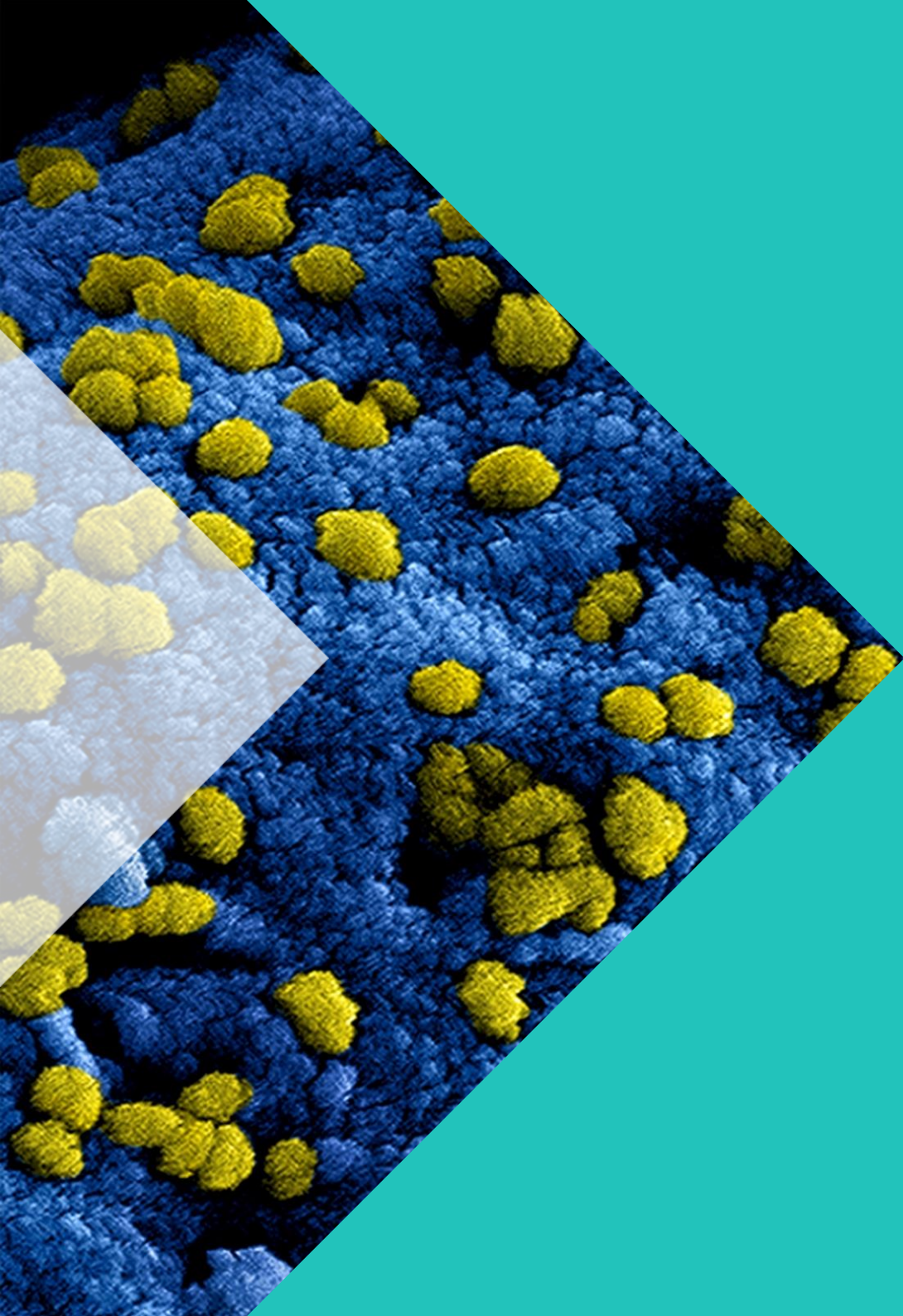


19 May 2020

EARCOS

Back to school: Managing the challenges of resumption



► Your speakers today



John Macpherson
Partner and Head of Crisis and
Resilience, APAC
Control Risks

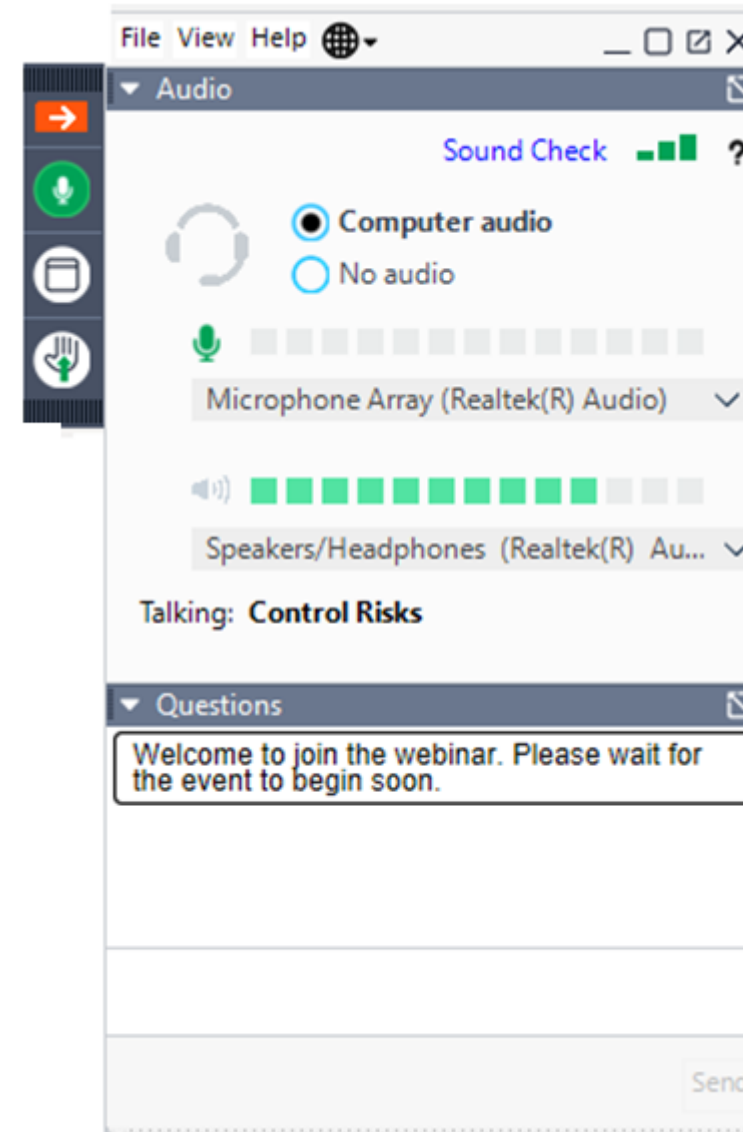


Olivia Soave
Senior Consultant
Crisis and Resilience
Control Risks



Ed Greene
Executive Director
EARCOS

Type your questions here



▶ Hello and welcome...

- ▶ Overview – where are we going and when will this end?
- ▶ Scenarios for 2020 and beyond
- ▶ Uncharted waters – new risk scenarios
- ▶ What to do now, next and later
- ▶ Questions

► Global snapshot

318,303
Total deaths

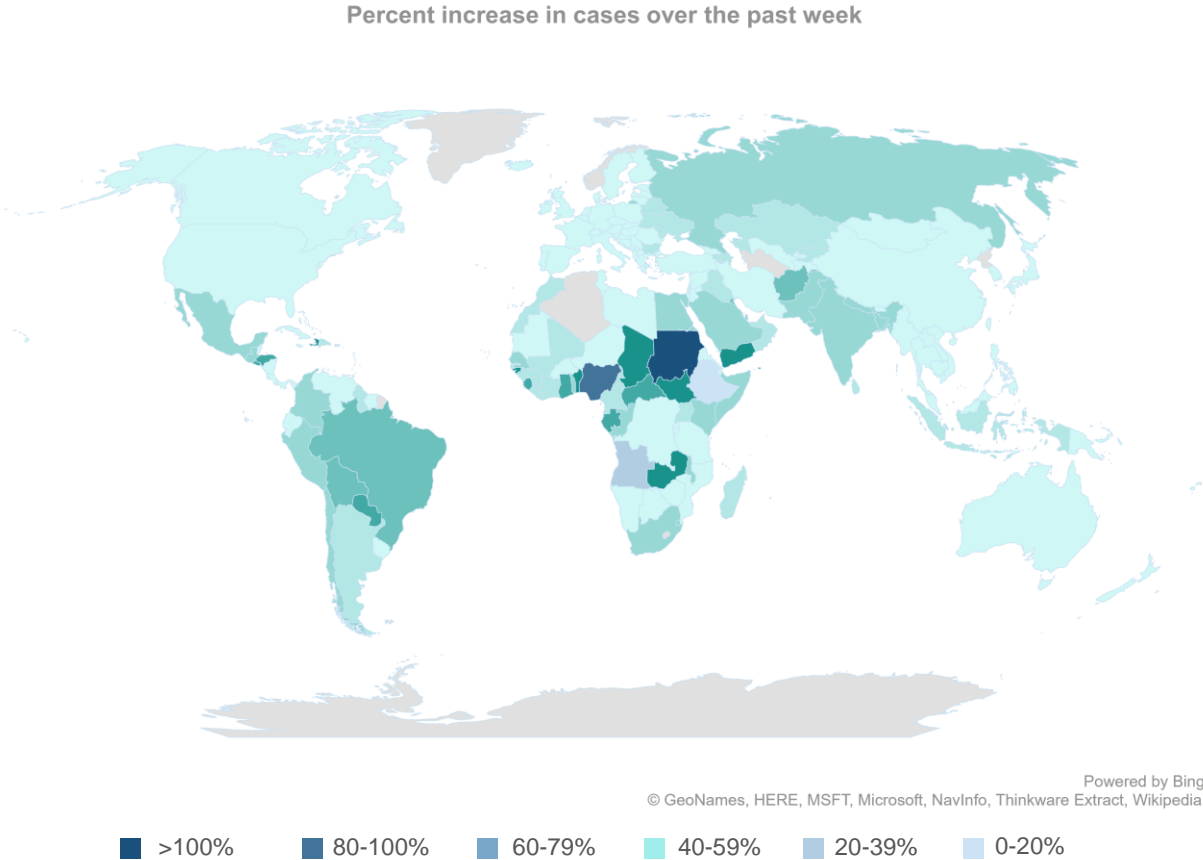
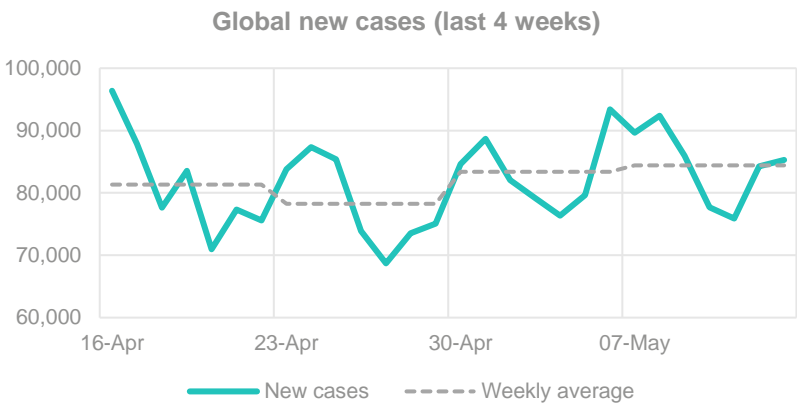
4,798,594
Total confirmed cases

185
Countries and territories affected

Last week +33,642 (13%)

+596,508 (16%)

+0



Top 10 accelerating countries

Qatar	185
Kuwait	105
Bahrain	82
Chile	25
Oman	15
Singapore	14
UAE	12
Brazil	11
Russia	10
Saudi Arabia	10

Top 10 decelerating countries

Ireland	-23
UK	-16
US	-12
Serbia	-11
France	-8
Italy	-7
Eq. Guinea	-7
Netherlands	-5
Panama	-5
Switzerland	-5

Weekly change in new cases per million pop.

► Scenarios: most likely, best case, worst case

BASE

Prolonged disruption (6-9 months)

- Economic recession
- Cycles of restrictions
- Ongoing regional outbreaks (mostly contained)
- Short term uncertainty but longer-term confidence

UPSIDE

Regional recovery and uneven global rebound

- Rebound in Q3/4 with sharp recovery in some sectors
- Travel restrictions lifted in controlled manner
- Geo-political and security issues isolated
- Reduction in employee anxiety and illness

DOWNSIDE

Ongoing pandemic with 2nd/3rd waves into 2021

- Global economy in protracted depression into 2021
- Restrictions on movements on a rolling basis
- Prolonged closure of business and downturn in consumer spending
- Increase in fatalities, anxiety, illness

► Outlook for 2020

HEIGHTENED DISRUPTION

Pace of recovery will be
VERY uneven between
regions

Test, trace and isolation
will determine success

Cycles of restrictions and
disruption will become
the norm

Governments feeling
the pressure of de-
escalation, at risk of
increasing infection



UNEVEN REBOUND

Developed versus
developing markets

Geo-political and security
challenges on the horizon

Inconsistent relaxation
of restrictions



Global economy in
recession, with some
recovery likely in Q4

There is no return to “normal”

► What does this mean for the education sector?

1

Long term view
(you will be managing this for a long time)

2

Don't discount worst case scenarios...

3

Governments don't have (all) the answers...

4

Resumption needs to be planned and purposeful

► Impact analysis



Continued regional and global disruption



Emerging risks



Fighting the “info-demic”



Resumption planning

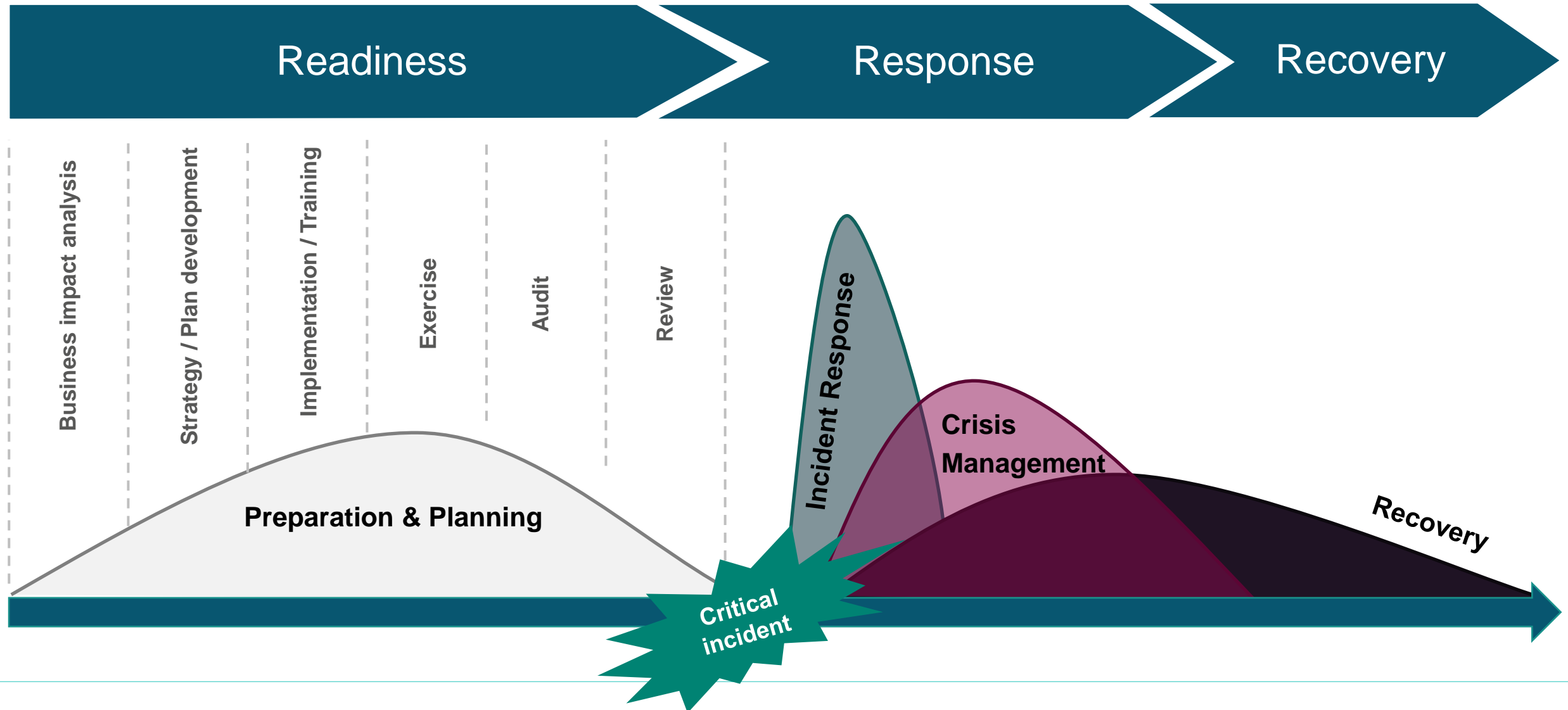


Welfare and communications

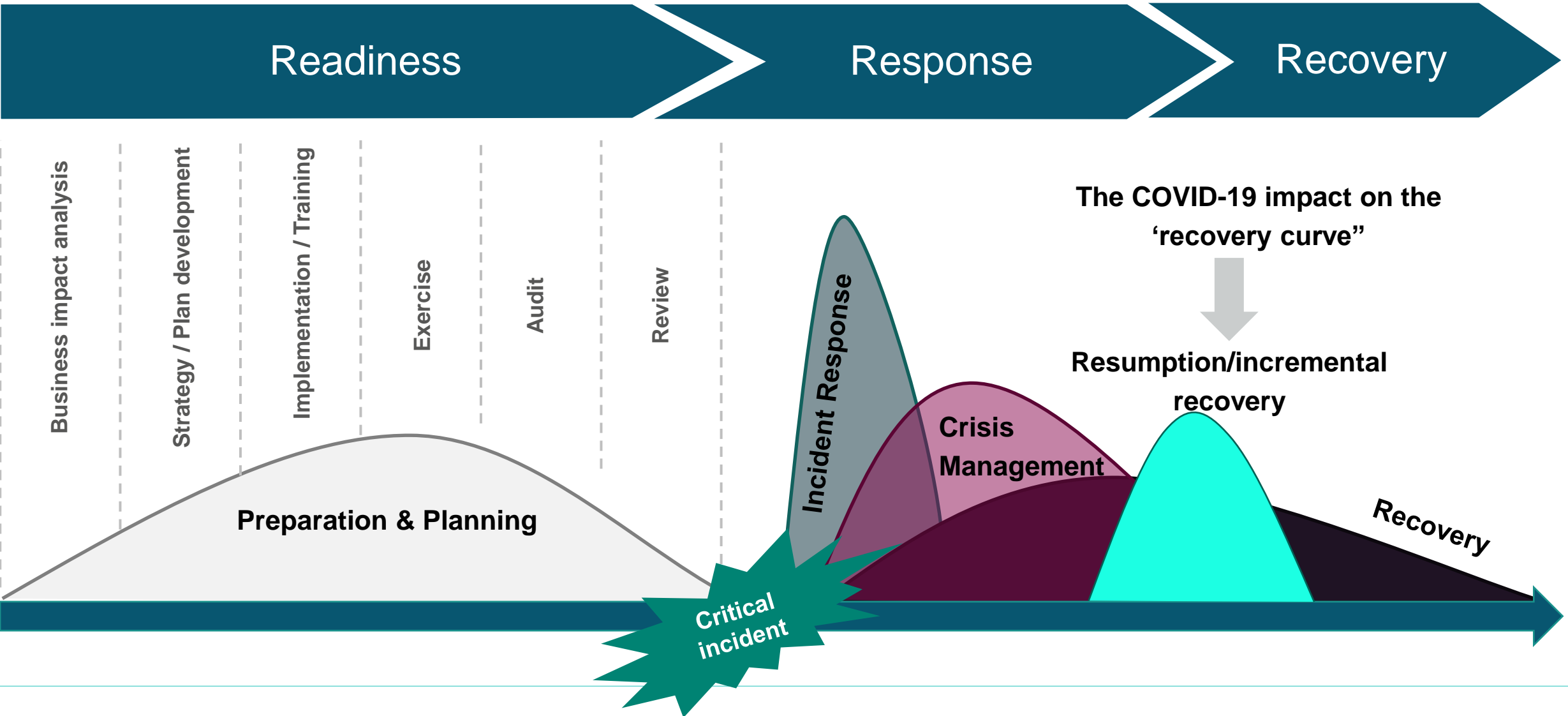


Decision fatigue and delegation

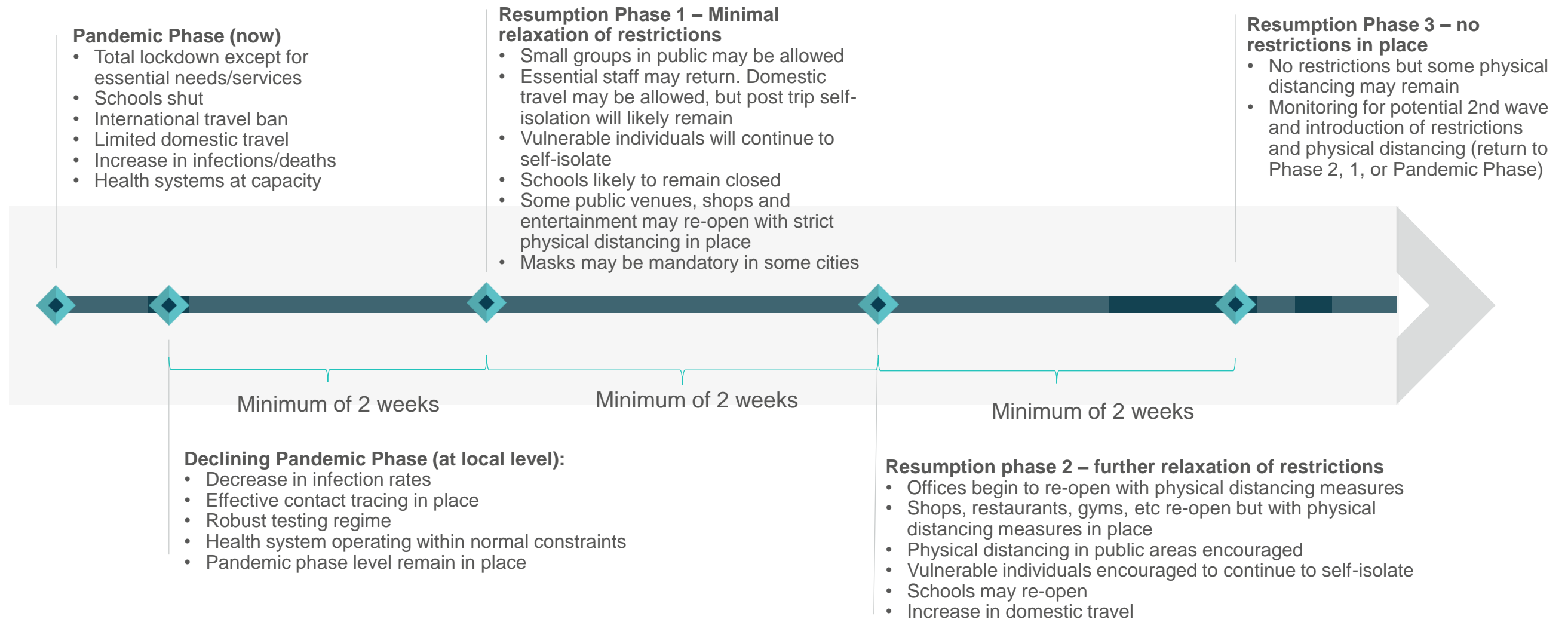
► The recovery challenge



► The recovery challenge



► Likely return to work scenarios



► What are your objectives?



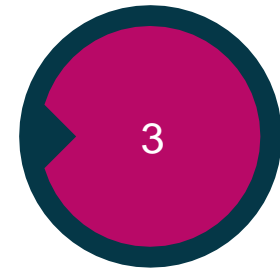
To provide a safe learning environment for all your students

- Compliance ++
- Social distancing
- Contact tracing
- Isolation
- Set your community expectations and mutual obligations



To secure the ongoing trust and support of your community

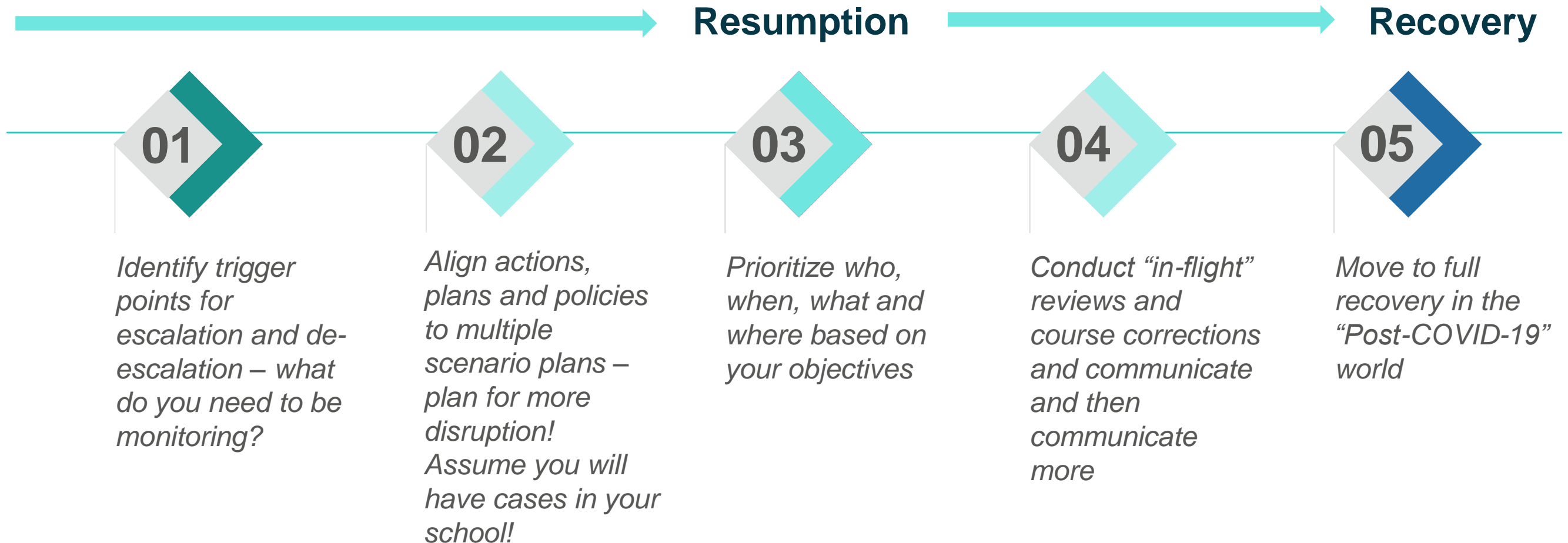
- Be the trusted sources of information for your key stakeholders
 - ◆ Students and staff
 - ◆ Parents
 - ◆ Governments
- Manage anxiety - Channel communications and grievances
- Tend to over, not under communicate
- Don't let others fill the void!



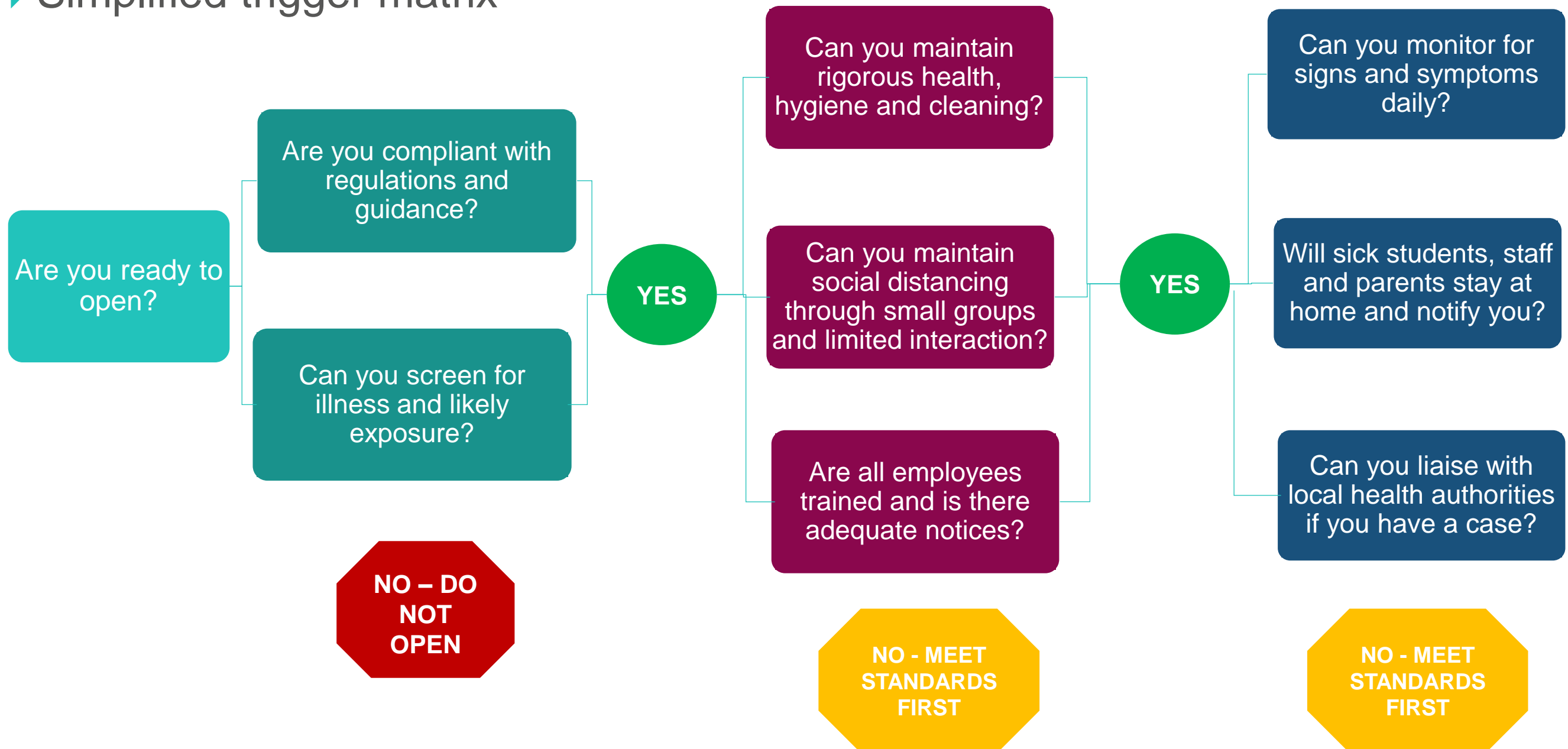
To achieve a steady state of operations amidst heightened disruption

- Hybrid models
- Rapid response
- Prioritize what's important and what is not

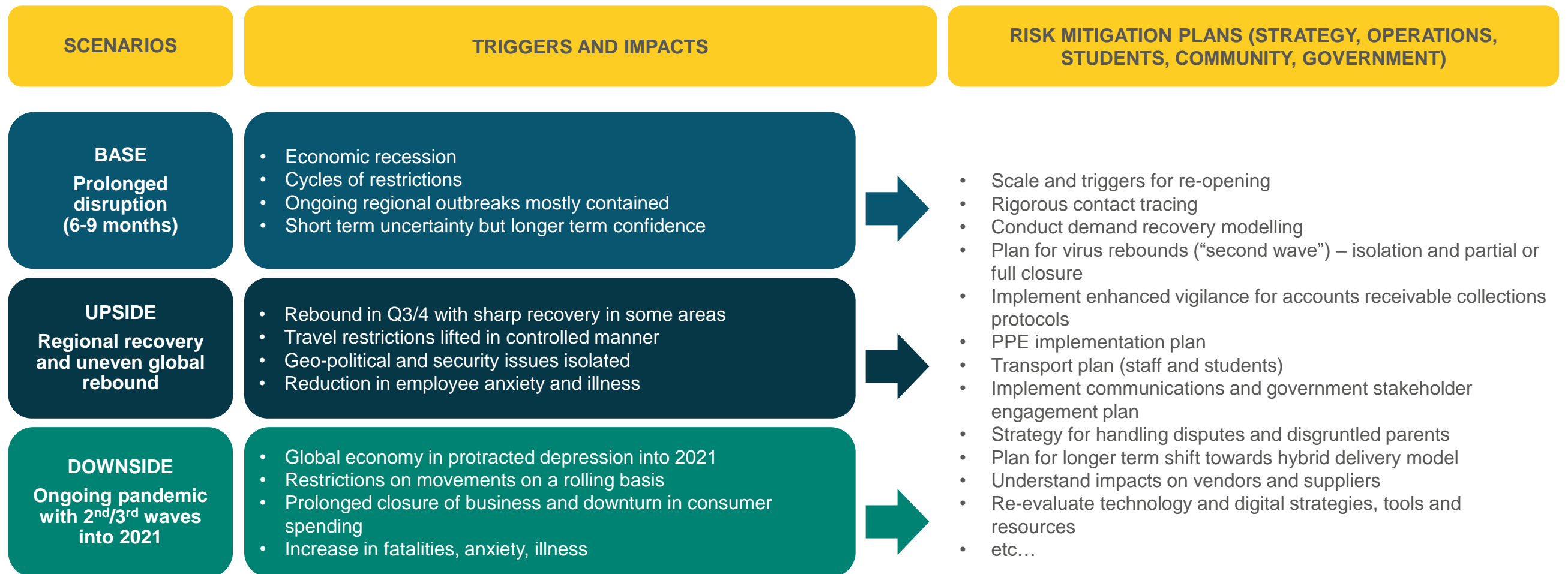
► Resumption is not a light switch...



► Simplified trigger matrix



► Aligning scenarios, strategy and risk management (high level example)



► What are others doing?



Coronavirus: Social distancing in schools 'doesn't exist', head says



Students eat their lunch on desks with plastic partitions as a preventive measure to curb the spread of COVID-19 at Dajia Elementary School, in Taipei, on April 29, 2020. Getty Images



Students in Hangzhou www.shanghailist.com



Schoolchildren stand on smiley faces to maintain social distancing in the courtyard of a primary school during its reopening in Paris, May 14, 2020. Reuters



Rebekka Hjorth holds a music lesson outdoors with her class at the Korshoejskolen school, after it reopened following the lockdown to control the spread of COVID-19, in Randers, Denmark, April 15, 2020.



All pre-school staff to take Covid-19 swab test before centres reopen



Primary school pupils attend class wearing protective visor caps made by the city council in La Grand-Croix, near Saint-Etienne, central France, two days after lockdown measures were eased, May 12, 2020. Getty Images

► New risk register



Identify the new threats to your school after COVID-19

- Our competition has both the right protocols and tone for new demands
- Cyber crime is on the rise – are we ready?
- Are we financially sound – can we withstand withdrawals, demands for refunds?

Where are you most vulnerable in the new environment?

- Our remote learning platforms were not nimble enough – should we invest more?
- Can we be more effective in managing our stakeholders – government, faculty, families?
- What is the new compliance environment?

What are the key risks you will have to manage after COVID-19?

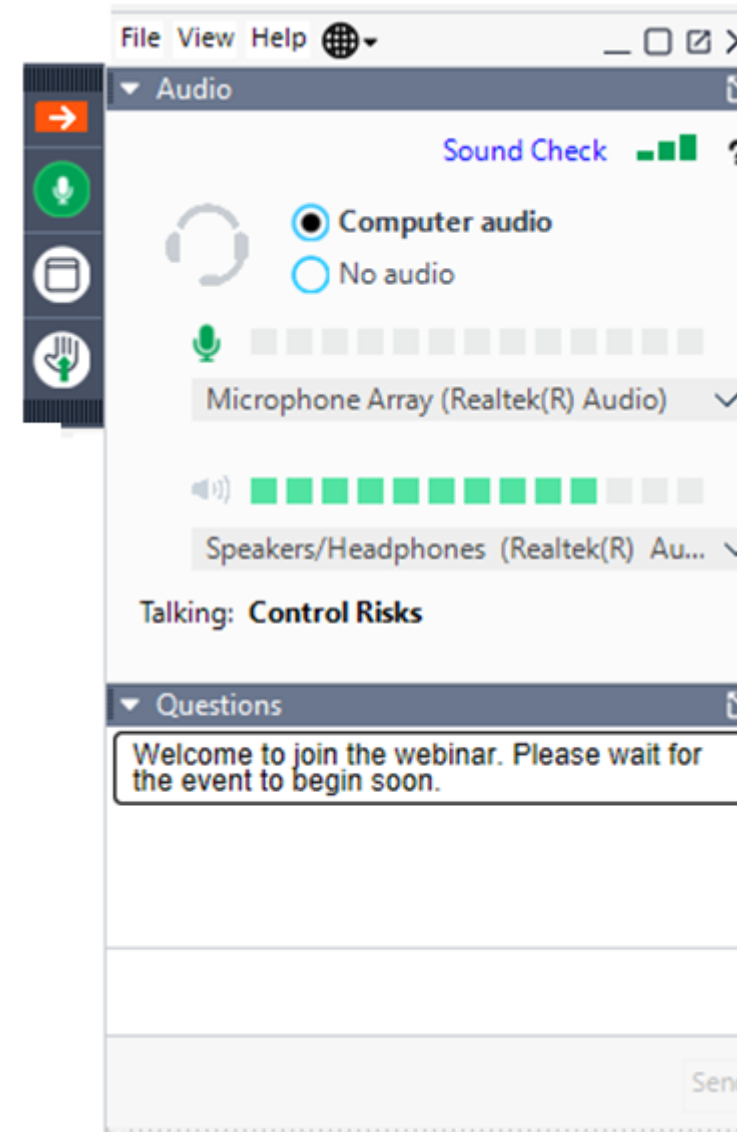
- What can you do now to mitigate those risks?

How do your plans need to be updated?

- Response plans, crisis management
- Operational continuity

Do you have a solid pandemic plan – global, regional and local?

Type your questions here





More resources: www.controlrisks.com/covid-19

Contact us: coronavirus@controlrisks.com