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# ► In the face of a pandemic: Ensuring Safety and Health at Work



**Safety and health at work  
► can save lives**



- ▶ **In the face of a pandemic:  
Ensuring Safety and  
Health at Work**

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Designed by Dina Alwani.



## Contents

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Introduction.....	6
The COVID-19 pandemic: How is the world of work affected? .....	8
Ensuring safety and health at work during a pandemic.....	10
Integrating emergency preparedness into OSH management systems.....	12
OSH risks and protective measures .....	14
<i>Controlling the risk of contagion</i> .....	14
<i>Addressing stress, psychosocial         risks and violence and harassment</i> .....	19
<i>Managing ergonomic, physical,         environmental and chemical OSH risks</i> .....	26
Acting together to ensure safe and healthy workplaces ...	28
Responding to the pandemic.....	29
Social dialogue on OSH in times of a pandemic.....	32
A particular role for OSH practitioners .....	34
Bibliography .....	35
Annex. A selection of relevant tools and resources to respond to the COVID-19 pandemic.....	38

# 01

## Introduction

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Over the course of the past two decades, the world has witnessed a number of infectious disease outbreaks, which have shown a high speed of transmission.

Currently, concern is growing over the continuing rise in COVID-19 infections in some parts of the world and the ability to sustain declining rates in others. Governments, employers, workers and their organizations face enormous challenges as they try to combat the COVID-19 pandemic and protect safety and health at work. Beyond the immediate crisis, there are also concerns about resuming activity in a manner that sustains progress made in suppressing transmission.

This report highlights the occupational safety and health (OSH) risks arising from the spread of COVID-19. It also explores measures to prevent and control the risk of contagion, psychosocial risks, ergonomic and other work-related safety and health risks associated with the pandemic.

**The ILO Centenary Declaration adopted in June 2019 declared that "safe and healthy working conditions are fundamental to decent work". This is even more significant today, as ensuring safety and health at work is indispensable in the management of the pandemic and the ability to resume work.**

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## ▶ Box 1 - Key information on COVID-19

In January 2020 the World Health Organization (WHO) declared the **outbreak of a new coronavirus disease** in Hubei Province, China to be a Public Health Emergency of International Concern.

**Two months later, on the 11th March 2020, the WHO declared the coronavirus COVID-19 outbreak as a pandemic.**

### What is a coronavirus?

Coronaviruses are a large family of viruses that are common in animals and may cause illness in animals or humans. Occasionally, people get infected with these viruses which may then spread to other people. In humans, several coronaviruses are known to cause respiratory infections ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). The most recently discovered coronavirus causes coronavirus disease COVID-19 (WHO, 2020d).

### What is COVID-19?

Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus known as the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The first human cases of COVID-19 were identified in Wuhan City, China in December 2019 (WHO, 2020d).

### How long is the incubation period for COVID-19?

Estimates of the incubation period for COVID-19 range from 1-14 days, most commonly around five days.

### How does COVID-19 spread?

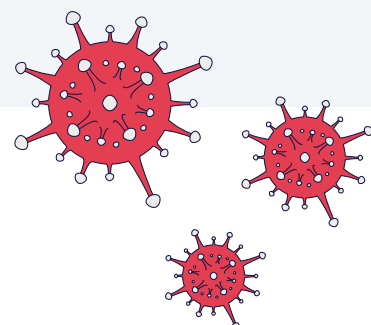
When someone who has COVID-19 coughs or exhales they release droplets of infected fluid. If people are standing within one meter of a person with COVID-19 they can catch it by breathing in droplets coughed out or exhaled by them. In addition, most of these droplets fall on nearby surfaces and objects such as desks, tables or telephones. People can catch COVID-19 by touching contaminated surfaces or objects – and then touching their eyes, nose or mouth. (WHO, 2020h).

### What are the symptoms of COVID-19?

The most common symptoms of COVID-19 are fever, tiredness, and dry cough. Some patients may have aches and pains, nasal congestion, runny nose, sore throat or diarrhea. These symptoms are usually mild and begin gradually. Some people become infected but do not develop any symptoms and do not feel unwell. However, according to current knowledge, around 1 in 6 cases of COVID-19 results in serious illness and the development of breathing difficulties (WHO, 2020d). Those who are more likely to develop a serious illness include older people and people with underlying medical problems.

For more information, consult WHO Q&A on coronaviruses (COVID-19) available at:

<https://www.who.int/news-room/q-a-detail/q-a-coronaviruses>



# 02

## The COVID-19 pandemic: How is the world of work affected?

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**The COVID-19 pandemic is an immediate health emergency. Measures to address the pandemic also have a direct impact on markets, supply (production of goods and services), demand (consumption and investment) and the world of work.**

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Lockdowns and related business disruptions, travel restrictions, school closures and other containment measures have had sudden and drastic impacts on workers and enterprises (ILO, 2020). Often the first to lose their jobs are those whose employment was already precarious – such as, for example sales clerks, waiters, kitchen staff, baggage handlers and cleaners. In a world where only one in five people are eligible for unemployment benefits, layoffs spell catastrophe for millions of families (ILO, 2017). Informal workers, who account for around 61% of the global workforce, are particularly vulnerable during a pandemic as they already face higher occupational safety and health (OSH) risks and lack sufficient protection. Working in the absence of protections such as sick leave or unemployment benefits, these workers may need to make a choice between health and income, which comes at a risk to both their health, the health of others and their economic wellbeing (ILO 2020g).



In addition to unemployment and underemployment; the crisis will also impact working conditions, wages and access to social protection, with particularly negative effects on specific groups that are more vulnerable to adverse labour market outcomes. (ILO, 2020a).

Pandemics can also have a disproportionate economic impact on certain segments of the population, which can worsen inequality affecting mostly some groups of workers such as:

- ▶ workers with underlying health conditions;
- ▶ young persons, who already face higher rates of unemployment and underemployment;
- ▶ older workers, who may face higher risk of developing serious health issues and may also suffer from economic vulnerabilities;
- ▶ women, who are overrepresented in occupations that are at the front line of dealing with the pandemic and who will bear a disproportionate burden in the care responsibilities, in the case of closure of schools or care systems;
- ▶ unprotected workers, including the self-employed, casual and gig workers who do not have access to paid or sick leave mechanisms; and
- ▶ migrant workers, who may be unable to access their places of work in destination countries and return to their families (ILO, 2020a).

Recent experiences with the severe acute respiratory syndrome (SARS), influenza A(H1N1), and Ebola virus outbreaks have highlighted the importance of focusing on workplaces not only to identify at-risk populations but also to understand mechanisms of disease propagation and to implement successful control and prevention measures. Workplaces are effective platforms where employers and workers, together, can disseminate information and sensitize on OSH, including for prevention and protection measures to reduce the spread of infectious diseases.



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## 03

## Ensuring safety and health at work during a pandemic

**Infectious pathogens vary significantly in severity, lethality, modality of transmission, diagnostics, treatment and management.**

By having a comprehensive emergency preparedness plan in the workplace crafted to address health crises and pandemics, workplaces may be better prepared to develop a quick, coordinated and effective response, while adapting the measures to the specific emergency situation that the enterprise is facing (ILO, 2020i).<sup>1</sup> A continuous monitoring of OSH conditions and appropriate risk assessment will be required to ensure that control measures related to the risk of contagion are adapted to the specific evolving processes, conditions of work and characteristics of the workforce during the critical period of contagion and afterwards, so that reoccurrences may be prevented.



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<sup>1</sup> For such a specific response, enterprises will need to monitor occupational health services, local public health authorities and other partners for information, materials and technical advice (ILO, 2020i).

► **Box 2 - Occupational Safety and Health Convention (No. 155) and Recommendation (No. 164): rights, roles and responsibilities**

A number of provisions in Convention No. 155 and its Recommendation offer prevention and protection measures to mitigate the negative safety and health effects of pandemics such as COVID-19 in the world of work. Following are some of these provisions:

Employers should be required to ensure, so far as is reasonably practicable, that the workplaces, machinery, equipment and processes under their control are safe and without risk to health and that the chemical, physical and biological substances and agents under their control are without risk to health when the appropriate measures of protection are taken. Employers should be required to provide, where necessary, adequate protective clothing and protective equipment to prevent, so far as is reasonably practicable, risk of accidents or of adverse effects on health (C. 155, Art. 16).

Such protective clothing and equipment should be provided, without any cost to the worker (R. 164, Para. 10(e)).

Employers should be required to provide, where necessary, for measures to deal with emergencies and accidents, including adequate first-aid arrangements (C. 155, Art. 18). Employers should also ensure that workers and their representatives are consulted, informed, and trained on OSH associated with their work (C. 155, Art. 19).

Workers and their representatives have the right to receive adequate information and training on OSH. They should also be enabled to enquire into – and to be consulted by the employer on – all aspects of OSH associated with their work. Workers have also the right to remove themselves from a work situation which they have reasonable justification to believe presents an imminent and serious danger to their life or health, without undue consequences (C. 155, Art.13). In such cases workers should report these situations to their immediate supervisor; until the employer has taken remedial action, if necessary, the employer cannot require workers to return to a work situation where there is continuing imminent and serious danger to life or health (C. 155, Art. 19(f)).

Workers and their representatives should co-operate with the employer in the field of OSH (C. 155, Art. 19). This should include: taking reasonable care for their own safety and that of other persons who may be affected by their acts or omissions at work; complying with instructions given for their own safety and health and those of others; using safety devices and protective equipment correctly and not rendering them inoperable; reporting forthwith to their immediate supervisor any situation which they have reason to believe could present a hazard and which they cannot themselves correct; reporting any accident or injury to health which arises in the course of or in connection with work (R. 164, Para.16).



## Integrating emergency preparedness into OSH management systems

During the past decades, the OSH-Management System (OSH-MS) approach has been introduced in both industrialized and developing countries. Its application varies from legal requirements calling for its adoption at the workplace level to voluntary adoption. Experience shows that an OSH-MS is a logical and useful tool for the continual improvement of OSH performance at the organizational level (ILO, 2011).

The ILO Guidelines on Occupational Safety and Health Management Systems (ILO-OSH 2001) advocate that appropriate arrangements should be made for the establishment of an OSH-MS, which should contain the following key elements: policy, organizing planning and implementation, evaluation and action for improvement (ILO, 2001).

The OSH-MS approach ensures that:

- ▶ the implementation of preventive and protective measures is carried out in an efficient and coherent manner;
- ▶ pertinent policies are established;
- ▶ commitments are made;
- ▶ all the workplace elements to assess hazards and risks are considered; and
- ▶ management and workers are involved in the process at their level of responsibility (ILO, 2011).

In establishing measures on risk prevention and control, OSH-MS should also include clear procedures on emergency preparedness, planning responses for different scenarios, including a moderate outbreak or a severe pandemic. These procedures should be established in cooperation with external emergency services and other bodies where applicable (ILO, 2001), and:

- ▶ ensure that the necessary information, internal communication and coordination are provided to protect all people in the event of an emergency at the worksite;
- ▶ provide information to, and communication with, the relevant competent authorities, the neighbourhood and emergency response services;
- ▶ address first-aid and medical assistance, firefighting and evacuation of all people at the worksite; and
- ▶ provide relevant information and training to all members of the organization, at all levels, including regular exercises in emergency prevention, preparedness and response procedures (ILO, 2001).



© Air National Guard photo by Master Sgt. Matt Hecht

### ► Box 3 - Business continuity plans

A business continuity plan, developed with the full participation of workers, will help identify the risks that might affect a specific business or organization in times of crisis and devise strategies to reduce their impact (ILO, 2009).

Based on experience from developing countries, the plan should provide practical ways to reduce the risk of worker exposure to the disease in the workplace. This may include medical care, promotion of personal hygiene habits, and changing the work organization to minimize human-to-human contact (Kawakami, 2009).

In compliance with any existing national and/or local guidance from public authorities, the plan may incorporate recommendations on social distancing, work shifts, downsizing operations, telework and other exposure-reducing measures, as well as options for conducting essential operations with a reduced workforce (including cross-training workers across different jobs in order to continue operations or deliver surge services) (OSHA, 2020). The plan may also address the possible mental health and social consequences that an epidemic may have on workers (IOSH, 2020).

The plan should be communicated to all workers, contractors and suppliers. Everyone must be aware of what they should do – or not do – based on the plan, including their duties and responsibilities.

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## ▶ OSH risks and protective measures

### Controlling the risk of contagion

Infectious diseases in humans are caused by microorganisms that are pathogenic including bacteria, viruses, parasites and fungi (WHO, 2016). They can be transmitted via direct contact, droplets, vehicles (such as food, water and fomites), vectors and/or can be airborne. Disease transmission patterns are also relevant to those whose work brings them in contact with animals, putting them at risk for zoonotic infections<sup>2</sup> (Su et al. 2019).

In order to take appropriate measures to protect workers – so far as is reasonably practicable – from the occupational risks of contagion to the infectious disease, employers should carry out a risk assessment.

Generally, occupational risk is the combination of the probability of an occurrence of a hazardous event and the severity of injury or

damage to the health of people caused by this event (ILO, 2001).

The assessment of the risk of contagion at work will therefore consider:

- ▶ **Probability** of being exposed to contagion, taking into account the characteristic of the infectious disease (i.e., transmission patterns) and the possibility that workers may encounter infectious persons or may be exposed to contaminated environments or materials (e.g., laboratory samples, waste) in the course of their duties.
- ▶ **Severity** of the resulting health outcomes, taking into account individual affecting factors (including age, underlying diseases and health conditions), as well as the measures available to control the impact of the infection.

<sup>2</sup> Since 1970, more than 1,500 new pathogens have been discovered, of which 70% are 'zoonotic' (they are transmitted from animals to humans) (WHO, 2018).



#### ▶ Box 4 - ILO Prevention and Mitigation of COVID-19 at Work - Action Checklist

This tool offers a simple and collaborative approach to assess COVID-19 risks in order to take measures to protect the safety and health of workers. It addresses the following issues:

- ▶ **Physical distance.** For example: assessing the risk of interactions between workers, contractors, customers and visitors and implementing measures to mitigate these risks; organizing work in a way that allows for physical distancing between people; when feasible using phone calls, emails or virtual meetings rather than face to face meetings; and introducing working shifts to avoid large concentrations of workers in the facilities at any one time.
- ▶ **Hygiene.** For example: providing disinfectant and regularly disinfecting common areas; promoting a culture of handwashing; promoting good respiratory hygiene at the workplace (e.g., covering your mouth and nose with your bent elbow or tissue when you cough or sneeze).
- ▶ **Cleaning.** For example: promoting a culture of regularly cleaning the surfaces of desks and workstations, doorknobs, telephones, keyboards and working objects with disinfectant and should regularly disinfect common areas such as rest rooms.
- ▶ **Training and Communication.** For example: training management, workers and their representatives on the adopted measures to prevent risk of exposure to the virus and on how to act in case of COVID-19 infection; training on the correct use, maintenance and disposal of PPE; maintaining regular communication with workers to provide updates on the situation in the workplace, region or country; informing workers about their right to remove themselves from a work situation that poses an imminent and serious danger for life or health, in accordance with laid out procedures and immediately inform their immediate supervisor of the situation.
- ▶ **Personal protective equipment (PPE).** When necessary, providing adequate PPE along with closed bins for hygienically disposing of such materials.
- ▶ **Response.** For example: in line with the guidance of local authorities, encouraging workers with suspected symptoms of COVID-19 to not come to the workplace and expanding access to paid sick leave, sickness benefits, and parental/care leave and informing all workers; arranging for isolation of any person who develops COVID-19 symptoms at the work site, while awaiting transfer to an appropriate health facility; adequately disinfecting the work site; providing health surveillance of persons who have been in close contact with the infected worker (ILO, 2020i).

The full checklist is available at: [https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS\\_741813/lang--en/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_741813/lang--en/index.htm)

**The risk of transmission is higher for some workers, in particular those in the front-line response, workers providing essential services, or workers in highly concentrated workspaces. Risk control measures should be specifically adapted to the needs of these workers.**

## Emergency response workers



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**Health care workers.** During an outbreak, the risk is higher for different groups of workers who are in the front-line emergency response, like health care workers, and particularly those actively involved in the management of the outbreak (first responders from emergency medical teams, health-care workers in emergency units and specialized treatment units, transportation, and first aid). In the current COVID-19 pandemic, countries such as Italy and China have reported that health care workers account for about 20% of the total number of cases confirmed positive (The Lancet, 2020).

In the context of COVID-19, different types of measures can be implemented to reduce the risk of contagion among health care and emergency workers, such as:

- ▶ **Environmental and engineering controls** aiming at reducing the spread of pathogens and the contamination of surfaces and objects. They include providing adequate space to allow physical distance between patients and between patients and health care workers and ensuring the availability of well-ventilated isolation rooms for patients with suspected or confirmed COVID-19 (WHO, 2020f).

- ▶ **Administrative measures** aiming to prevent risky behaviours. They include adequate resources for infection prevention and control (IPC) measures, such as appropriate infrastructure, the development of clear IPC policies, facilitated access to laboratory testing, appropriate triage and placement of patients, adequate staff-to-patient ratios, and training of staff (WHO, 2020f). Another administrative measure that should be implemented relates to the health monitoring and surveillance of workers at risk in order to detect any unfavourable health effects of occupational hazards at an early stage when it is easier to treat the disease (e.g. by monitoring workers for fever or other early symptoms of infectious disease). Arrangements must be made to ensure that any exposed person can easily report any symptoms to a supervisor, who in turn will need to notify a medical officer (WHO and ILO, 2018).

- ▶ **Appropriate PPE.** This involves selecting proper PPE and being trained on how to put on, remove, and dispose of it (WHO, 2020f).

WHO has produced guidelines on the rights, roles and responsibilities of health workers during the COVID-19 outbreak (WHO, 2020l).<sup>3</sup>

**Laboratory personnel.** The use of bacteria, viruses, blood, tissue and/or bodily fluids in the laboratory may cause infections. Diseases carried by humans and animals used in research may also be transmitted by the team, who then may become carriers (WHO & ILO, 2018). The WHO Laboratory Biosafety Manual provides practical guidance on techniques and measures for use in laboratories at all levels, to prevent contagion.<sup>4</sup> In addition, specific guidance on COVID-19,<sup>5</sup> has also been developed, including recommendations addressing minimal/essential working conditions associated with specific manipulations in laboratory settings (WHO, 2020b).

**Death care workers.** Human remains may pose health risks in some cases of infectious diseases. Workers involved in the management of dead bodies including mortuary services, funerals, autopsies or burials may be at risk of acquiring infection, including in the

3 For the full WHO guidelines visit: [https://www.who.int/docs/default-source/coronaviruse/who-rights-roles-respon-hw-Covid-19.pdf?sfvrsn=bcabd401\\_0](https://www.who.int/docs/default-source/coronaviruse/who-rights-roles-respon-hw-Covid-19.pdf?sfvrsn=bcabd401_0)

4 Available at: [https://www.who.int/csr/resources/publications/biosafety/WHO\\_CDS\\_CSR\\_LYO\\_2004\\_11/en/](https://www.who.int/csr/resources/publications/biosafety/WHO_CDS_CSR_LYO_2004_11/en/)

5 Available at: <https://apps.who.int/iris/bitstream/handle/10665/331138/WHO-WPE-GIH-2020.1-eng.pdf>



case of COVID-19,<sup>6</sup> and must take proper precautions by practicing good hand hygiene, PPE, proper ventilation of work areas and cleaning of instruments (WHO, 2020g).

**Emergency transport workers.** During an outbreak, there may be a need to transport patients (by ambulances as well as by dedicated flights, trains and ships), exposing these workers to risk of contagion. Those transporting the bodies of persons who have died from highly infectious diseases are also at risk. Cleaning and disinfecting the vehicle also poses a risk of infection (WHO and ILO, 2018).

**Cleaners and waste management workers in health-care and emergency facilities.** The risk of infection with COVID-19 for these workers can arise from contact with potentially contaminated

materials, surfaces and environments (WHO & UNICEF, 2020). For workers who are managing the disinfection and waste management of these facilities, appropriate hand hygiene, PPE and proper disinfection methods must be used.<sup>7</sup>

In addition, in crisis situations such as the COVID-19 pandemic, **police officers, civil protection personnel, military personnel, fire fighters** may be called to the front-line to support in the emergency response. Depending on the tasks to which they may be assigned, they may be exposed to people, patients and co-workers who have been infected (detected and unsuspected), as well as to contaminated environments. These workers must receive adequate training and information on how to perform these tasks safely in the context of the pandemic, such as the use of PPE and other precautions.

6 More guidance on safe management available from WHO at: [https://apps.who.int/iris/bitstream/handle/10665/331538/WHO-COVID-19-IPC\\_DBMgmt-2020.1-eng.pdf](https://apps.who.int/iris/bitstream/handle/10665/331538/WHO-COVID-19-IPC_DBMgmt-2020.1-eng.pdf)

7 WHO and UNICEF have developed technical guidelines on Water, sanitation, hygiene and waste management for COVID-19 (available at: <https://www.who.int/publications-detail/water-sanitation-hygiene-and-waste-management-for-Covid-19>)



## Essential services and workers in high-density workspaces

Due to the transmission patterns of COVID-19, **workers who interact with potentially infectious individuals** are also at risk of contagion (e.g., workers in shops and supermarkets, banks, schools, delivery services, restaurants, sports and tourist facilities, etc.), as well as those in **high-density work**, given the proximity with other workers in semiconfined settings (e.g., factories, call centers, open space offices, etc.) (OSHA, 2020).

To face this exceptional situation, many governments around the world have decided to impose mandatory quarantine measures on the population alongside closing factories, services and businesses to limit contagion. A list of "essential services" (sometimes referred to as essential businesses or essential work activities) is normally adopted by governments – in consultation with social partners – and determines which services and industries may continue to operate during the outbreak.



### Grocery store workers requesting increased protective measures during COVID-19

Workers in essential services have requested adequate health and safety measures, sick leave and support from their employers.

For example, workers at Whole Foods, a grocery subsidiary of Amazon, organized collective action after workers were testing positive with COVID-19. Workers organized to call in sick on March 31st, 2020 and demanded sick leave for workers, free coronavirus testing and hazard pay of double the hourly wage during the pandemic (Gurley, 2020).

## Informal workers

Many workers, especially in developing countries, who work informally, simply must work, despite restrictions on movement and social interaction, as the alternative would be starvation. These informal workers may not be able to comply with the precautions mandated by health authorities, such as physical distancing, hand washing or self-isolation, hence increasing the risk of contagion if not provided with adequate support.

Measures to protect these workers should include - among others - education and training on safe and healthy work practices, free provision of PPE as needed, access to public health services and livelihood alternatives.

## Addressing stress, psychosocial risks and violence and harassment

**In emergencies, people may react to stress in different ways. Psychological changes may include increased anxiety, low mood, low motivation and anxious or depressive thoughts.**

During an outbreak such as COVID-19, the entire population is subjected to increased stress levels that can have serious effects on mental health, especially in cases where mandatory isolation at home is imposed. Workers can be affected by the psychosocial hazards arising from the present and future uncertainty of the work situation or from changes in work processes and arrangements.

### The fear of losing your job or business

During the COVID-19 global outbreak – in particular where confinement at home or temporary closure of businesses are imposed – a large proportion of workers, entrepreneurs and self-employed persons may be forced out of work, losing their only opportunity for income.

The stress associated with uncertainty can have negative consequences on workers' well-being and mental health, such as depression, burnout and anxiety (Kim & von dem Knesebeck, 2015).



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Furthermore, a number of factors endured by many workers during a pandemic can induce stress, and these include:

- ▶ fear for one's own well-being or that of family members and co-workers who might contract the disease;
- ▶ lack of safety equipment for personal protection;
- ▶ lack of social support or social networks;
- ▶ tension between established safety protocols and the desire to care for or support individuals (e.g. ensuring safe burial practices, isolation and implementing no-touch policies); and
- ▶ difficulty in maintaining self-care activities such as exercise, good eating habits and getting enough rest (WHO & ILO, 2018).

During outbreaks such as that of COVID-19, emergency response workers may face increased levels of stress as a result of strict OSH measures and procedures to prevent the contagion, for example, the physical strain of heavy PPE, physical isolation etc. (IASC, 2020).

In addition, the workload of emergency response workers increases dramatically, with the aggravator of a probable reduction in staff, as several of these workers may fall ill or be placed in quarantine. Many of these workers are in jobs that are already considered to carry relatively high levels of stress. During an outbreak, they are often required to work longer and consecutive shifts than the typical 40-hour work week (WHO and ILO, 2018). Increased workload and reduced rest periods may concern also other workers, such as those involved in the production of essential goods, in delivery and transportation, or in ensuring the security and safety of the population. Generally, heavy workload and reduced rest periods can increase fatigue and stress level and negatively impact work life balance, all of which have harmful consequences on the mental health of those workers. Fatigue and stress may also increase the risk of work injuries and accidents (ILO, 2016).



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## Experience shows that violence and harassment (both physical and psychological) can rise during an outbreak, in addition to an increase in social stigma and discrimination.

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People may be labelled, stereotyped, discriminated against and/or experience loss of status because of a perceived link with a disease. During the current COVID-19 outbreak, social stigma and discriminatory behaviours were found against people of certain ethnic backgrounds and nationalities and anyone perceived to have been in contact with the virus (WHO, UNICEF & IFRC, 2020). People working in areas and jobs with a high level of risk of infection may be stigmatized and discriminated against,

leading to exclusion from the community and increased exposure to violence and harassment (WHO and ILO, 2018).

The high mortality rate associated with some epidemics, the distress coupled with uncertainty about symptoms, the unavailability of test kits and the absence of vaccines and treatments, can lead to acts of violence against healthcare professionals and others who directly care for patients and their families (WHO and ILO, 2018).



### Incidents during the Ebola Outbreak in DRC

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In April 2019, health care workers and scientists working amidst the Ebola outbreak in the Democratic Republic of the Congo (DRC) were injured during an attack on Butembo University Hospital. One of the workers, an epidemiologist deployed by WHO, was killed in the attack (Jasarevic, 2019). This attack was one of many repeated attacks on health facilities and responders during the outbreak. These attacks were motivated by an erroneous belief that foreigners had brought the disease to the DRC (Newey, 2019).

Restrictive measures against citizens' mobility, together with the shortage of necessary items, can result in backlash against staff assigned to enforce these measures (i.e., police officers) or staff involved in the sale and transport of essential goods. Enforcement of safety and health legislation, namely work stoppages in case of serious and imminent danger to the health of workers determined by labour inspectors, can also expose them to violence.



### Violence and harassment against grocery workers

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In Pakistan, a grocery store shop owner and three of his workers were beaten with sticks by a large group of men due to a customer's anger over the shortage of flour at the store (The Express Tribune, 2020). In Australia, a man purposefully coughed on a grocery worker during an argument (NZ Herald, 2020). A worker in a grocery store in New Zealand described that customers had thrown things at her and her colleagues, spit on them and were verbally abusive on multiple occasions (Radio New Zealand, 2020).

## OSH measures should be implemented to prevent and reduce psychosocial risks, including violence and harassment, and promote mental health and well-being, in addition to preventing the risk of long-term repercussions on workers' wellbeing.

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A manual for protecting health workers and responders, produced by the WHO and the ILO (2018), lists several measures to be implemented to prevent work-related stress among these workers. These are also relevant to other workers on the frontlines of the pandemic. These measures include:

- ▶ Good communication and up-to-date information to enable workers to feel informed and to give them a sense of control;
- ▶ A venue for workers to express concerns and ask questions about the health risks to themselves and colleagues;
- ▶ Multidisciplinary sessions to identify concerns, including around the well-being of staff, and to work together on strategies to solve problems;
- ▶ Reviewing the organizational culture and sensitivity to others, as families of local staff may be affected by the outbreak;
- ▶ A checklist to assess and understand personal strengths, weaknesses and limitations, including recognizing signs of stress and burnout in themselves and in others;
- ▶ A buddy system to provide psychological support and monitor stress and burnout;
- ▶ Regulated rest periods for taking sufficient rest breaks during the work day;
- ▶ Opportunities to promote physical health, including exercise, and encouraging workers to maintain healthy eating habits;
- ▶ Psychological support for workers to share fears and worries confidentially;
- ▶ Role-modelling where managers are role models for staff under their supervision and conduct themselves in ways that show how to mitigate stress;
- ▶ Campaigns to reduce stigma, addressing the exclusion of health-care workers resulting from the public's potentially excessive fear of contagion or contamination, and encouraging the public to value the role of the men and women on the frontlines, so that workers feel proud of what they are doing; and
- ▶ Use of humour and participatory techniques which can promote dialogue, innovative solutions and positive changes in attitude.



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## Protecting the mental health of people working from home

During the COVID-19 pandemic, many workers are required to work from home on a temporary basis.<sup>8</sup>

A recent study implemented in 15 countries<sup>9</sup> by Eurofound and the ILO (2017) discovered that 41% of persons who worked from home considered themselves highly stressed, compared to only 25% of those who worked only on-site.

Working from home can result in feeling isolated, working longer hours and blurring the lines between work and family life. If isolation can facilitate concentration, having no social interaction can become a strong stressor. Flexible work hours can become excessive working hours, without breaks and can continue through the night, resulting in associated risks of insomnia.



### The impact of quarantine on mental health

The Lancet has published a review on the psychological impact of quarantine. Most reviewed studies reported negative psychological effects including post-traumatic stress symptoms, confusion, and anger. Stressors included longer quarantine duration, infection fears, frustration, boredom, inadequate supplies, inadequate information, financial loss and stigma. Some researchers have suggested long-lasting effects (Brooks et al. 2020).

<sup>8</sup> Many enterprises had introduced for the first time arrangements for working from home, in order to reduce the risk of contagion to COVID-19.

<sup>9</sup> US, UK, Japan, India, Brazil, Argentina, Belgium, Finland, France, Germany, Hungary, Italy, the Netherlands, Spain and Sweden.

Setting boundaries between paid work and personal life can be particularly difficult when working from home. Especially for women who continue to bear the primary responsibilities for unpaid work in the households, including both the provision of care to family members and domestic tasks (ILO, 2019).

#### ► Box 5 - The double burden of working parents

During situations of imposed isolation during a pandemic such as COVID-19, many schools and day care facilities are closed (UNESCO, 2020). This creates a **huge burden on working parents** who will need to take up the roles of teachers and caretakers in addition to their working duties.

**It is therefore important that employers and workers discuss these issues.**

It may be possible, for example, to allow some adjustments in performance targets, adaptation or reduction of working time or specific leave arrangements for those teleworkers with care and home-schooling responsibilities. Aid that may be available in ordinary times (relatives, neighbours or paid aid) for both the childcare and household chores, may no longer be available during the COVID-19 pandemic for instance, due to the isolation measures.

Healthy parents find themselves having, for example, to take care of grocery shopping under pandemic situations (limited shop opening hours, protection preparedness possibly with PPE, time consuming process of disinfecting purchased products etc.); they may also need to take care of grocery shopping for the elderly relatives who reside isolated due to COVID-19 (WHO, 2020i).

These are all independent full-time jobs that consume endless hours of the day, including cooking, feeding, cleaning, schooling, organizing indoor activities and working full time from home, ensuring full day activities for the kids in the confinement of often very small homes.

This is even more evident for single parents who will solely have to assume the multiple roles. These parents also have to cope with many unprecedented, stressful decisions during the outbreak. They have to juggle regular, day to day decisions about their children and work with decisions impacting the safety and health of their family and others (Lufkin, 2020).

The large majority of single parents worldwide are women and the burden on working mothers has never been more blatant than during public health threats and emergencies like COVID-19.





To reduce these risks and protect the mental health and well-being of these workers, various OSH measures can be adopted.

Management commitment and support (from top management to frontline supervisors) is crucial to ensure that such measures are implemented and applied. Given the real risk of social isolation that is associated with full-time teleworking, every effort should be made to help teleworkers stay connected with supervisors, colleagues and the organization as a whole (ILO, 2020f).

All parties need clear expectations about the results that workers are expected to achieve, their tasks, their conditions of employment, hours of contactability and how to monitor and discuss progress (without overly burdensome reporting requirements). For example, it is essential to set clear ground rules about when workers are or are not available for work – and then respect those rules (ILO, 2020f).

Even if expectations are clear, it is still essential for workers to create their own personal strategies for effective management of the boundary between paid work and personal life. This should include a dedicated workspace free from disruptions, and the ability to disconnect from work at specified times reserved for rest and personal life (ILO, 2020f).

Workers should have access to appropriate equipment (e.g., laptops, apps for teleworking, adequate IT support) and training (ILO, 2020f).<sup>10</sup>

Telework can offer workers the flexibility to do their work at the times that are most convenient for them, while remaining contactable during the normal business hours of the organization. This flexibility is essential for making telework effective because it allows teleworkers to schedule their paid work around their personal responsibilities, such as caring for children, elderly parents, and sick family members (ILO, 2020f).



### Chile approves a law on remote work and teleworking.

The law,<sup>11</sup> adopted in March 2020, recognizes the right to disconnect for at least 12 continuous hours in a 24-hour period for remote workers. Employers may not require the worker to respond to communications, orders or other requirements in the period of disconnection, as well as on days of rest, permits or worker annual holidays.

In addition, the employer must inform remote workers about the occupational risks associated with their work, as well as the preventive measures and the procedures of work. The employer must also train workers on the OSH measures related to their tasks.

It is also important to put in place a good system of communication to ensure that workers' safety, health and wellbeing is not compromised. Employers may provide workers with emergency contact numbers and arrange regular updates about the health situation via phone, web or email (HSA, 2020). In addition, a point of contact can be provided to workers to discuss their concerns, and access to support services, including employee assistance programs (SWA, 2020).

<sup>10</sup> Telework arrangements should be accessible to persons with disabilities. They should also have appropriate adjustments at home, as they should have in their regular workplace.

<sup>11</sup> Law no. 21,220 (Ley núm. 21.220 Modifica el Código del Trabajo en materia de trabajo a distancia). Available at: <https://www.leychile.cl/Navegar?idNorma=1143741>

**► Box 6 - Preventing domestic violence during COVID-19 containment**

As distancing and confinement measures are put in place and people are encouraged to stay at home and, when possible, work from home, the risk of domestic violence, particularly against women and children, is likely to increase. Evidence from epidemics (e.g., Ebola and Zika) shows that violence against women tends to rise in situations where movement has been restricted. As women in abusive relationships spend more time in close contact with violent family members and families cope with additional stress and potential economic or job losses, the likelihood that they are exposed to domestic violence increases. According to the ILO Violence and Harassment Convention, 2019 (No. 190), Member States should take appropriate measures to recognize the effects of domestic violence and, so far as is reasonably practicable, mitigate its impact in the world of work (Article 10(f)).

During the COVID-19 mandatory containment in Spain, the Spanish government launched an information campaign on stopping gender based and domestic violence including through sharing resources and information for victims, with the ability for victims to go out onto the street to seek out help without sanction (Europa Press, 2020).

## Managing ergonomic, physical, environmental and chemical OSH risks

Ergonomic problems from handling bodies and loads may increase among workers involved in health care and in the epidemic response. Manual handling of loads – i.e. patients – often associated with awkward postures, can cause acute musculoskeletal injuries, diminishing work capacity and reduced ability to adhere to strict work practices thus increasing absenteeism (WHO & ILO, 2018).

Health care workers may also face risks arising from the use of heavy PPE, such as physical marking on faces, heat stress and dehydration. In fact, the use of PPE covering the entire body (or a large part of it) may trap heat and sweat, limiting the body's protective mechanism of evaporative cooling. Heat stress can result in occupational diseases and can increase the risk of injuries in workers (e.g. due to dizziness) (WHO & ILO, 2018). In order to reduce the risk of heat stress and dehydration, workers should be provided with clean drinking water. They should be trained on how to reduce heat stress and encouraged to self-monitor for symptoms (CDC, 2018).

Workers in essential services who already face physically demanding work may face increased working time, higher work load and high-pressure due to higher levels of absent



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workers (OSHA, 2020). These issues may increase the risk of musculoskeletal disorders for workers who need to keep up with the workload on operation lines. Also, the stress and fatigue arising from these situations may increase the risk of accident and injuries.

People working from home may also face some risks related to the home setting which often does not meet the same health and safety standards as those available at the official worksites. The desk, chair and other accessories may not be of a comparable (equal) quality to that in the office. In addition, the physical environment (such as heat, cold, lighting, electrical safety, home hygiene and home renovations) may not be adequate (CCOHS, 2019).

Workers should receive adequate information on issues associated with the work to be undertaken at home, for example:

- ▶ varying work tasks to ensure that workers are not working in the same position for long periods of time;
- ▶ review where the screen is located e.g. situated away from window so as not to cause glare;
- ▶ placing equipment so as to minimize twisting or overreaching;
- ▶ having enough work space for the equipment and any other materials needed to carry out the work; and
- ▶ encouraging workers to take regular breaks and to stand and move for one minute every hour (HSA, 2020).

In addition, cleaning and disinfection with chemicals often become key elements in curbing contagion. In all workplaces, especially in key essential services, such as health care, transportation, grocery stores, emergency personnel and other sectors of the workforce, workers may find themselves frequently

working in the presence of chemicals and disinfectants to protect themselves, their colleagues and the members of the public they have contact with from transmission of the infection. Due to a likely global increase in demand for many of these disinfectants, people working in the chemical industry may also work with increasing volumes of these compounds. Some of the chemicals frequently used to disinfect against COVID 19, such as quaternary ammonium compounds (commonly found in disinfectant wipes, sprays and other household cleaners), may negatively impact sperm count and ovulation processes, increase the risk of Chronic obstructive pulmonary disease (COPD) and affect asthma symptoms (Dumas et al, 2019; Fair, 2020; Melin et al, 2014; Melin et al, 2016). It is important that workers are properly trained on the correct and safe use of these chemicals and briefed on their risks and exposure levels, especially if they are not chemicals previously used or used less frequently in that workplace. Workers who telework may also come into contact with chemicals while cleaning and disinfecting their households.



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# 04

## Acting together to ensure safe and healthy workplaces

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**The COVID-19 pandemic shows once again the crucial role of OSH for Decent Work. Ensuring that workplaces are safe and healthy is crucial to contain the spread of the virus, protecting the health of workers and the larger population.**

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In the face of the COVID-19 crisis, effective occupational preventive and control measures have a positive effect on business continuity and employment, as they assist to prevent or avoid further outbreaks, which could lead to additional economic and social disruption. In order to reactivate and continue production, enterprises will need to manage OSH risks and comply with legal requirements. This may call for special engineering and administrative arrangements (for example, to ensure physical distancing). New workplace outbreaks could lead to additional disruptions with serious effects on the economy and employment. During a pandemic such as the current COVID-19, cooperation is essential, at the international and national level.

All international agencies, each one in its specific specialized field, play an important role in ensuring cooperation between countries. In particular, the WHO and the ILO provide international guidance on the protection of workers' safety and health to identify sustainable short, medium- and long-term solutions for individuals, workers, communities and nations. International organizations and forums can also support in identifying and adopting gender responsive measures to address the health, economic, employment and social impact of the pandemic for workers in all sectors including for the self-employed, casual and informal workers, especially those in small and medium enterprises (SMEs), in both urban and rural areas.

A pandemic forces governments to make difficult choices, which can have strong repercussions not only on the health sector but also on the economy and labour sectors. Consultation with the social partners is crucial to allow for feasible and realistic implementation of the decisions taken. In addition, governments should consult and coordinate with the technical authorities and experts, including the scientific community at the national and international level.

## Responding to the pandemic

To mitigate the effects of a crisis such as the one we are currently experiencing with the spread of COVID-19, government responses need to focus on health protection and economic measures.

### ▶ Box 7 - Key pillars in responding to the COVID-19 crisis

The ILO has organized its key policy messages along four pillars:

1. Stimulating the economy and employment, through active fiscal policy, accommodative monetary policy, lending and financial support to specific sectors, including the health sector.
2. Supporting enterprises, jobs and incomes, by extending social protection for all, implementing employment retention measures, providing financial/tax and other relief for enterprises.
3. Protecting workers in the workplace, by strengthening OSH measures, adapting work arrangements (e.g. teleworking), preventing discrimination and exclusion, providing health access for all and expanding access to paid leave.
4. Relying on social dialogue for solutions, by strengthening the capacity and resilience of employers' and workers' organizations, strengthening the capacity of governments, strengthening social dialogue, collective bargaining and labour relations institutions and processes.

According to the ILO Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), a crisis response should promote safe and decent working conditions, including the provision of personal protective equipment and medical assistance for all workers, comprising those engaged in rescue and rehabilitation activities (Para. 9(d)). In fact, it would be ethically unjustifiable to request health care workers to care for infected patients without adequate OSH measures, including suitable PPE (ILO, 2004). However, specific OSH policies and guidelines should be developed not only for health care and emergency workers, but also for other groups of workers, such as those in essential services (WHO, 2017).



### Adopting a gender-responsive approach in crisis prevention policies and strategies

The ILO Employment and Decent Work for Peace and Resilience Recommendation (No. 205), recognizing that crises affect women and men differently, calls on Member States to apply a gender perspective in all crisis prevention and response design, implementation, monitoring and evaluation activities, as part of coherent and comprehensive strategies for promoting peace, preventing crises, enabling recovery and building resilience (para. 8(g)). A crisis response in the immediate aftermath of a conflict or disaster should include a coordinated and inclusive needs assessment with a clear gender perspective (para. 9(a)).

The UN Women has developed a Checklist for a COVID-19 response, in order to promote the inclusion of a gender perspective in current decisions and policies, which is available in English, Spanish and French at: <https://www.unwomen.org/en/news/stories/2020/3/news-checklist-for-Covid-19-response-by-ded-regner>

Recommendation No. 205, advises that in recovering from crisis situations, governments, in consultation with social partners should review, establish, re-establish or reinforce labour legislation, if necessary, including provisions on labour protection and OSH.<sup>12</sup> Legislation should also protect workers against dismissal from work during an outbreak if they are sick or if they are following officially authorized public health recommendations (i.e., quarantine) (ILO, 2004).



### Labour inspectors in Uruguay and Spain adapt to the context of COVID-19

During an epidemic, labour inspectors may be requested to intensify their efforts to promote compliance with OSH regulations.

In the context of the COVID-19, in March 2020 the **Uruguayan labour inspection body** established a system of teleworking and on-call schedule for inspectors. During on-call, inspectors prioritize addressing complaints related with imminent danger to life, serious and fatal accidents, lifting of preventive closures (for actions in progress) and work stoppage. In addition, inspections take place in grocery stores to verify the existence of a response protocol to the current public health situation (elaborated with the participation of the bipartite OSH committee and/or the occupational health service, as appropriate). The inspection aims to verify the provision of information to workers; the signposting of preventive measures in visible areas in the workplace and the availability of personal protection and hygiene equipment. During these visits, inspectors make use of appropriate masks and latex gloves and commute by official vehicle, in order to avoid the risk of contagion in public transport.

The **Spanish Labour Inspection** has created a specific Management Unit to deal with the impact of COVID-19 in the world of work. The Unit aims at strengthening preventative actions, protecting individual and collective rights of workers that may be ignored or limited in times of a pandemic; this is in addition to coordinating and unifying criteria in the inspection reports based on temporary employment regulation proceedings.<sup>13</sup> It also issued an operational criterion on measures and actions of the Labour and Social Security Inspectorate regarding situations arising from the new Coronavirus (SARS-CoV-2).<sup>14</sup>

<sup>12</sup> Such provisions should be consistent with the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up (1998) and applicable international labour standards (Recommendation No. 205, Para 23).

<sup>13</sup> La Inspección de Trabajo y Seguridad Social crea una Unidad de Gestión específica para afrontar la incidencia del COVID-19 en el ámbito laboral, available at: <http://prensa.mtramiss.gob.es/WebPrensa/noticias/laboral/detalle/3753>

<sup>14</sup> Criterio Operativo nº 102/2020. Available at: [https://ceoe-statics.s3-eu-west-1.amazonaws.com/CEOE/var/pool/pdf/criterio\\_itss\\_covid.pdf](https://ceoe-statics.s3-eu-west-1.amazonaws.com/CEOE/var/pool/pdf/criterio_itss_covid.pdf)

## The interrelation between OSH and public health

In order to mitigate the impact of epidemics, protect the health of the workforce and ensure continuity of health services during and after epidemics, strong health systems are needed. Epidemics and pandemics put these systems under great pressure and stress. People, efforts, and medical supplies all shift to respond to the emergency. This often leads to basic and regular essential health services being neglected. Furthermore, health care settings, and especially emergency rooms, can become hubs of transmission. Many people may

be infected in these settings if prevention and control measures are not properly implemented. Health care workers, at the frontline of the response may themselves become infected and die (WHO, 2018).

Public health services also play a vital role within the prevention and mitigation measures for the general population. For workers in the informal economy and in small and micro-enterprises – usually out of reach by OSH services – public health services may be the only services reaching these groups.

## Coordinated Information sharing

Information is essential: if people are not clearly informed about the mode of transmission and ways of avoiding spread of a disease, and sensitized about the risks and the measures to be adopted, they cannot effectively protect themselves and others (WHO, 2018).

Governments need to ensure that adequate information is provided to the different beneficiary groups, namely:

- ▶ **The general public:** information on symptoms; ways to prevent the infection and reduce transmission of the disease; the reason for and timing of quarantine and isolation measures, if needed; up to date status of the outbreak; possible financial support and job-protection etc.
- ▶ **Those in a position of responsibility:** guidelines to advise on clinical management, infection control, public health policy, legislation and means of enforcement, OSH measures and social protection to ensure that the national response to the epidemic is well coordinated;
- ▶ **Employers and managers:** information about how to implement the national laws, policies and guidelines that are relevant to their organization and their responsibility in relation to OSH recommendations; and
- ▶ **Workers:** information on the practical use of equipment and procedures for preventing and combating the infection, as well their responsibility to adhere to practical OSH recommendations (WHO, 2018).

Systems of rapid communication are needed to disseminate information quickly, these include: websites, television, radio, newspapers and magazines, advertisements, newsletters, telephone help-lines, among others.

### Avoiding an “infodemic”

Often during an epidemic, there is a rapid spread of information of all kinds, from multiple sources, including rumours, gossip and unreliable information, which may create panic in the general population. This phenomenon is often defined as an “infodemic”. Risk communication is one of the key pillars of response to outbreaks. It refers to the real-time exchange of information, advice and opinions between health experts or officials and people who face a threat (hazard) to their survival, health or economic or social well-being (WHO, 2018).

Outbreak risk communication involves three main elements that must work together:

1. **Talk.** Authorities, experts and response teams must quickly relay information on the nature of the event and the protective measures that people should take.
2. **Listen.** Responders, experts and authorities must quickly assess and understand the fears, concerns, perceptions and views of those affected; and tailor their interventions and messages to address such concerns.
3. **Manage rumours.** Responders need to have ways to detect such misinformation and correct it (WHO, 2018).



## Social dialogue on OSH in times of a pandemic

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**Effective social dialogue at all levels is essential for sustainable action, that protects the physical and mental health of all workers, and mitigates the economic and labour impact of the pandemic.**

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In responding to crises, governments should, in consultation with the most representative employers' and workers' organizations, ensure that all measures provided are developed or promoted through gender-inclusive social dialogue. This suggestion – included in the ILO Recommendation No.205 – is essential in a pandemic context to ensure that emergency measures taken by governments are effective and applicable. Governments may find themselves forced to take serious – but indispensable – measures to stem contagion or slow the spread. Such exceptional measures can only be effectively applied if the social partners are involved from the outset in the decisions to be made and are committed in their application.



### **The Italian Joint Protocol for regulating the measures designed to combat and contain the spreading of COVID-19 in workplaces**

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The Protocol<sup>15</sup> – signed on the 14th March 2020 by employers' organizations and trade unions upon the request of the President of the Council of Ministers - aims at providing guidelines to increase the effectiveness of the precautionary measures for combating the spreading of COVID-19 in non-healthcare environments. A priority goal is to combine the continuation of production activities with the guarantee of healthy and safe working conditions and environments. To this end, the Protocol calls for the adoption of different OSH measures, including OSH information, procedures on access to company premises, cleaning and sanitization, hygiene measures, PPE, work organization, management of asymptomatic people in the company, health surveillance, etc.

**Employers and their organizations** should observe advice provided by national and local authorities, including on work arrangements, and communicate critical information to workers. They should assess the potential risks of business disruption; review or draw up a business continuity plan that is consistent with guidelines given by national and local authorities to enhance business resilience and support workers and their families. Employers should identify and mitigate risks to workers and other persons connected to the workplace arising from the outbreak and promote workplace hygiene. They should also assess business liability for workers' compensation, particularly in high-risk sectors; and seek advice and support from employer and business membership organizations who can channel concerns to the government and shape policy measures that are conducive for business resilience and sustainability.

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<sup>15</sup> The Protocol is available in English at: [https://www.ituc-csi.org/IMG/pdf/protocollo\\_covid\\_19.pdf](https://www.ituc-csi.org/IMG/pdf/protocollo_covid_19.pdf)



**Workers and their organizations** should also play an important role in participating in decision-making and policy responses to epidemics. At the workplace level, workers and their representatives should actively cooperate with employers in the implementation of the preventive and protective measures. They should strictly follow the workplace hygiene practices and adopt responsible behaviours. Workers organizations should contribute to the prevention and protection of workers by giving updated information. They should promote solidarity and non-discrimination/stigmatization of workers and sick persons.

► **Box 8 - A Joint Statement on COVID-19 by the International Organisation of Employers (IOE) and the International Trade Union Confederation (ITUC)**

The IOE and ITUC call for urgent action in key areas, such as business continuity, income security and solidarity to prevent the spread and protect lives and livelihoods and build resilient economies and societies; policy coordination and coherence; and strong and functioning health systems to combatting a pandemic.

They recognize that the 2019 ILO Centenary Declaration for the Future of Work contains critical elements that are key to any long-lasting and sustainable response to pandemics including the COVID-19.

The IOE and ITUC are committed and prepared to support policy makers in their efforts to help workers and companies to go through the crisis, to keep workers in their jobs, to protect from unemployment and loss of income, and to alleviate financial devastation.

The joint statement is available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---actrav/documents/genericdocument/wcms\\_739522.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---actrav/documents/genericdocument/wcms_739522.pdf)

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## A particular role for OSH practitioners

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During an outbreak, OSH practitioners are key actors to facilitate access to reliable information for workers and the management to promote understanding of the disease and its symptoms and the personal preventative measures (e.g., respiratory etiquette, hand washing, self-isolation if sick, etc.) (Ivanov, 2020). They should support employers in the risk assessment process (i.e. identification of infectious and non-infectious hazards and assessment of associated risks; adoption of preventive and control measures; monitoring and review); as well as in the development or revision of plans for

prevention, containment, mitigation and recovery (Ivanov, 2020).

A critical challenge OSH practitioners face is related to the variety of working situations that would need specific guidance, including health-care and emergency response workers, those in essential activities (e.g., food supply and retail, utilities, communications, transport and delivery, etc.), unorganized workers (including informal economy, gig economy, domestic workers, etc.) and alternative work arrangements (working from home) (Ivanov, 2020).

**A challenge such as that posed by the COVID-19 pandemic can only be overcome if there is a global and coordinated response that sees strong social dialogue and cooperation, as never before, among governments, social partners, associations, international organizations, economic and financial institutions at all levels. Many aspects need to come together to mitigate the impact of this health crisis on the world of work, and occupational safety and health remains a key investment case to protect workers' health and ensure business continuity.**

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## ► Annex. A selection of relevant tools and resources to respond to the COVID-19 pandemic

### ► ILO tools and resources

TITLE	DESCRIPTION	LINK
<b>TOOLS AND RESOURCES DEVELOPED TO RESPOND TO THE COVID-19 CRISIS</b>		
<b>An employer's guide on managing your workplace during COVID-19</b>	This guide was developed by the ilo bureau for employers' activities (ilo-act/emp) and provides guidance on how to manage the workplace and protect workers, including occupational safety and health.	<a href="https://www.ilo.org/actemp/publications/WCMS_740212/lang--en/index.htm">https://www.ilo.org/actemp/publications/WCMS_740212/lang--en/index.htm</a>
<b>COVID-19 and the world of work</b>	This web portal provides up to date news, information on what employers and workers can do, practical advice for the world of work and other media resources	<a href="https://www.ilo.org/global/topics/coronavirus/lang--en/index.htm">https://www.ilo.org/global/topics/coronavirus/lang--en/index.htm</a>
<b>COVID-19 and workers' organizations</b>	This web page from the ilo bureau for workers' activities (actrav) provides regular updates on COVID-19 and workers' organizations.	<a href="https://www.ilo.org/actrav/lang--en/index.htm">https://www.ilo.org/actrav/lang--en/index.htm</a>
<b>COVID-19 and world of work: impacts and responses</b>	This note assesses impacts of the COVID-19 situation on the world of work and proposes policy options to mitigate these impacts and prepare for an effective recovery	<a href="https://www.ilo.org/wcmsp5/groups/public/--dgreports/--dcomm/documents/briefingnote/wcms_738753.pdf">https://www.ilo.org/wcmsp5/groups/public/--dgreports/--dcomm/documents/briefingnote/wcms_738753.pdf</a>
<b>Disability inclusion in COVID-19 responses in the world of work</b>	This free, archived webinar looks at good practices for the inclusion of people with disabilities in the COVID-19 responses related to the world of work.	<a href="https://www.ilo.org/global/topics/disability-and-work/WCMS_739022/lang--en/index.htm">https://www.ilo.org/global/topics/disability-and-work/WCMS_739022/lang--en/index.htm</a>
<b>ILO standards and COVID-19 (coronavirus)</b>	Key provisions of international labour standards relevant to the evolving COVID-19 outbreak	<a href="https://www.ilo.org/global/standards/WCMS_739937/lang--en/index.htm">https://www.ilo.org/global/standards/WCMS_739937/lang--en/index.htm</a>
<b>Keys for effective teleworking during the COVID-19 pandemic</b>	This resource describes ways to effectively implement teleworking during the pandemic.	<a href="https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_739879/lang--en/index.htm">https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_739879/lang--en/index.htm</a>
<b>Prevention and mitigation of COVID-19 at work. Action checklist</b>	This checklist includes 30 action points that can be used by workplaces to plan and implement actions that can mitigate the spread of COVID-19.	<a href="https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_741813/lang--en/index.htm">https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_741813/lang--en/index.htm</a>
<b>The six-step COVID-19 business continuity plan</b>	This plan was developed by the ilo bureau for employers' activities (ilo-act/emp) and can be used as a tool to assess the risk profile of an enterprise and its vulnerability to COVID-19 on various aspects of business.	<a href="https://www.ilo.org/actemp/publications/WCMS_740375/lang--en/index.htm">https://www.ilo.org/actemp/publications/WCMS_740375/lang--en/index.htm</a>

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**TOOLS AND RESOURCES FOR HEALTH CARE AND EMERGENCY RESPONSE WORKERS**


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<b>HealthWISE - Work Improvement in Health Services</b>	This quality improvement tool for health facilities includes an action manual and a trainers' guide with eight modules that address occupational safety and health, personnel management and environmental health.	<a href="https://www.ilo.org/sector/Resources/training-materials/WCMS_250540/lang--en/index.htm">https://www.ilo.org/sector/Resources/training-materials/WCMS_250540/lang--en/index.htm</a>
<b>Guidelines on decent work in public emergency services</b>	These guidelines were adopted during the Meeting of Experts to adopt Guidelines on Decent Work in Public Emergency Services in Geneva on April 16 to 20th, 2018. They include a section on occupational safety and health in public emergency services.	<a href="https://www.ilo.org/sector/activities/sectoral-meetings/WCMS_626551/lang--en/index.htm">https://www.ilo.org/sector/activities/sectoral-meetings/WCMS_626551/lang--en/index.htm</a>
<b>Occupational safety and health in the health services sector</b>	This resource list includes relevant International labour standards, Codes of practice, guidelines, training materials, working papers and briefing notes on OSH in the health services sector.	<a href="https://www.ilo.org/global/topics/safety-and-health-at-work/industries-sectors/WCMS_219020/lang--en/index.htm">https://www.ilo.org/global/topics/safety-and-health-at-work/industries-sectors/WCMS_219020/lang--en/index.htm</a>
<b>Occupational safety and health in public health emergencies: A manual for protecting health workers and responders</b>	This manual provides an overview of occupational safety and health risks that emergency responders and health workers face during disease outbreaks and other emergencies.	<a href="https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_633233/lang--en/index.htm">https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_633233/lang--en/index.htm</a>

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**OTHER RELEVANT TOOLS AND RESOURCES**


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<b>Business continuity planning: Guidelines for small and medium-sized enterprises</b>	This document provides guidelines for small and medium-sized enterprises on business continuity planning to prevent, prepare for and recover from epidemics.	<a href="https://www.ilo.org/asia/publications/WCMS_142747/lang--en/index.htm">https://www.ilo.org/asia/publications/WCMS_142747/lang--en/index.htm</a>
<b>Protecting your employees and business from pandemic human influenza: Action manual for small and medium-sized enterprises</b>	This training manual promotes safe practices for protecting workers in small and medium-sized enterprises during pandemics.	<a href="https://www.ilo.org/asia/publications/WCMS_101422/lang--en/index.htm">https://www.ilo.org/asia/publications/WCMS_101422/lang--en/index.htm</a>
<b>Protecting your health and business from animal influenza: Action manual for farmers and workers</b>	This training manual promotes safe practices and includes an action checklist of various prevention measures with explanations and descriptions.	<a href="https://www.ilo.org/asia/publications/WCMS_125853/lang--en/index.htm">https://www.ilo.org/asia/publications/WCMS_125853/lang--en/index.htm</a>
<b>Stress Prevention at Work Checkpoints. Practical improvements for stress prevention in the workplace</b>	This resource looks at checkpoints for identifying risks for stress in the workplace and how to mitigate these risks.	<a href="https://www.ilo.org/global/publications/books/WCMS_168053/lang--en/index.htm">https://www.ilo.org/global/publications/books/WCMS_168053/lang--en/index.htm</a>
<b>WASH@Work: a Self-Training Handbook</b>	This self-training handbook includes four modules on safe water, sanitation and hygiene (WASH) in the workplace.	<a href="https://www.ilo.org/tokyo/about-ilo/director-general/WCMS_535058/lang--en/index.htm">https://www.ilo.org/tokyo/about-ilo/director-general/WCMS_535058/lang--en/index.htm</a>

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► Selected tools and resources developed by other international organizations

**TOOLS AND RESOURCES DEVELOPED TO RESPOND TO THE COVID-19 CRISIS**

<i>International Civil Aviation Organization (ICAO)</i>	<b>Aviation and COVID-19</b>	This website has frequently asked questions regarding air travel and COVID-19 for member states, aircraft operators, airport operators and the general public.	<a href="https://www.icao.int/Security/COVID-19/Pages/default.aspx">https://www.icao.int/Security/COVID-19/Pages/default.aspx</a>
<i>International Maritime Organization (IMO)</i>	<b>Coronavirus disease (COVID-19): Advice for IMO Member States, seafarers and shipping</b>	This web portal provides links to circular letters issued by the IMO focused on COVID-19 and provides further links with information on COVID-19 and seafarers and shipping.	<a href="http://www.imo.org/en/MediaCentre/HotTopics/Pages/Coronavirus.aspx">http://www.imo.org/en/MediaCentre/HotTopics/Pages/Coronavirus.aspx</a>
<i>World Health Organization (WHO)</i>	<b>Coronavirus disease (COVID-19) outbreak</b>	This web portal provides the latest updates from WHO, frequently asked questions, travel advice, situation reports, media resources and informational videos	<a href="https://www.who.int/emergencies/diseases/novel-coronavirus-2019">https://www.who.int/emergencies/diseases/novel-coronavirus-2019</a>
<i>World Health Organization (WHO)</i>	<b>Getting your workplace ready for COVID 19</b>	This report outlines how COVID-19 spreads and measures that can be implemented in the workplace to prevent the spread of infections	<a href="https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf?sfvrsn=359a81e7_6">https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf?sfvrsn=359a81e7_6</a>
<i>World Health Organization (WHO)</i>	<b>Mental Health and Psychosocial Considerations During COVID-19 Outbreak</b>	This report outlines ways that the general population, healthcare workers, health facility leaders, childcare providers, older adults and people with underlying health conditions, and people in isolation can support mental and psychosocial well-being.	<a href="https://www.who.int/docs/default-source/coronaviruse/mental-health-considerations.pdf?sfvrsn=6d3578af_8">https://www.who.int/docs/default-source/coronaviruse/mental-health-considerations.pdf?sfvrsn=6d3578af_8</a>
<i>United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), United Nations Children's Fund (UNICEF), International Labour Organization (ILO)</i>	<b>Family-Friendly Policies and other Good Workplace Practices in the Context of COVID-19: Key Steps Employers can take</b>	This document provides employers with key, specific steps they can take regarding flexible work arrangements, childcare support options, occupational safety and health (OSH) measures, OSH training, encouraging workers to seek appropriate medical care, supporting workers coping with stress and supporting government social protection measures	<a href="https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/family-friendly-policies-and-other-good-workplace-practices-in-the-context-of-covid-19-en.pdf?la=en&amp;vs=4828">https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/family-friendly-policies-and-other-good-workplace-practices-in-the-context-of-covid-19-en.pdf?la=en&amp;vs=4828</a>



<i>United Nations Entity for Gender Equality and the Empowerment of Women (UN women)</i>	<b>Checklist for COVID-19 Response</b>	This checklist includes ten areas that decision makers should consider where COVID-19 has specific impacts on the lives and health of women.	<a href="https://www.unwomen.org/en/news/stories/2020/3/news-checklist-for-covid-19-response-by-ded-regner">https://www.unwomen.org/en/news/stories/2020/3/news-checklist-for-covid-19-response-by-ded-regner</a>
<i>World Tourism Organization (UNWTO)</i>	<b>Tourism and COVID-19</b>	This web portal includes information on COVID-19 and the tourism sector around the world including how the tourism sector will respond, responsible travel and other guidelines and recommendations.	<a href="https://www.unwto.org/tourism-covid-19-coronavirus">https://www.unwto.org/tourism-covid-19-coronavirus</a>

### TOOLS AND RESOURCES FOR HEALTH CARE AND EMERGENCY RESPONSE WORKERS

<i>International Ergonomics Association (IEA)</i>	<b>Ergonomic Checkpoints in Health Care Work</b>	This manual provides checkpoints on improving ergonomics in health care settings.	<a href="https://iea.cc/wp-content/uploads/2014/10/Ergonomic-Checkpoints-in-Health-Care-Work.pdf">https://iea.cc/wp-content/uploads/2014/10/Ergonomic-Checkpoints-in-Health-Care-Work.pdf</a>
<i>World Health Organization (WHO)</i>	<b>Coronavirus Disease (COVID-19) Outbreak: Rights, Roles and Responsibilities of Health Workers, Including Key Considerations for Occupational Safety and Health</b>	This document looks at the rights, roles and responsibilities of healthcare workers during the coronavirus disease (COVID-19) outbreak.	<a href="https://www.who.int/docs/default-source/coronaviruse/who-rights-roles-respon-hw-covid-19.pdf?sfvrsn=bcabd401_0">https://www.who.int/docs/default-source/coronaviruse/who-rights-roles-respon-hw-covid-19.pdf?sfvrsn=bcabd401_0</a>
<i>World Health Organization (WHO)</i>	<b>The COVID-19 risk communication package for healthcare facilities</b>	This package includes information, tools and procedures for healthcare workers and healthcare management for working safe and effectively during the COVID-19 outbreak.	<a href="https://iris.wpro.who.int/handle/10665.1/14482">https://iris.wpro.who.int/handle/10665.1/14482</a>
<i>World Health Organization (WHO)</i>	<b>ePROTECT Respiratory Infections (EN)</b>	This free, online course includes four modules consisting of videos and presentations that outline best practices for personnel responding to outbreaks of Acute Respiratory Infections (ARIs). The modules include: 1) Acute Respiratory Infection (ARIs) of public health concern - Introduction; 2) How to protect yourself against Acute Respiratory Infections (ARIs); 3) Basic hygiene measures; and 4) Wearing a medical mask.	<a href="https://openwho.org/courses/eprotect-acute-respiratory-infections">https://openwho.org/courses/eprotect-acute-respiratory-infections</a>

► Selected tools and resources developed by governments, OSH and health authorities and institutions

INSTITUTION	TITLE	DESCRIPTION	LINK
<i>American Psychiatric Association (APA), United States</i>	<b>Coronavirus Resources</b>	This information hub includes up to date resources for psychiatrists, healthcare workers, families, community leaders and the general public. Sections of the web portal address mental health and COVID-19, telehealth and other resources.	<a href="https://www.psychiatry.org/psychiatrists/covid-19-coronavirus">https://www.psychiatry.org/psychiatrists/covid-19-coronavirus</a>
<i>Canadian Centre for Occupational Health and Safety (CCOHS), Canada</i>	<b>Coronavirus Fact Sheet</b>	This fact sheet lists workplace best practices for preventing infections.	<a href="https://www.ccohs.ca/oshanswers/diseases/coronavirus.html">https://www.ccohs.ca/oshanswers/diseases/coronavirus.html</a>
<i>Center for the Study of Traumatic Stress (CSTS), United States</i>	<b>COVID-19 Pandemic Response Resources</b>	This web page includes numerous resources for workers, individuals and leaders on COVID-19.	<a href="https://www.cstsonline.org/resources/resource-master-list/coronavirus-and-emerging-infectious-disease-outbreaks-response">https://www.cstsonline.org/resources/resource-master-list/coronavirus-and-emerging-infectious-disease-outbreaks-response</a>
<i>Center for Workplace Mental Health, United States</i>	<b>Working Remotely During COVID-19: Your Mental Health and Well-being</b>	This web page provides practical tips for maintaining personal health and wellness while teleworking. It also discusses what employers can do to support workers.	<a href="http://workplacementalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19">http://workplacementalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19</a>
<i>Centers for Disease Control and Prevention (CDC), United States</i>	<b>Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19)</b>	This web page provides guidelines on preparing workplaces for COVID-19, reducing transmission among workers, maintaining healthy business operations and maintaining a healthy work environment.	<a href="https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fspecific-groups%2Fguidance-business-response.html">https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fspecific-groups%2Fguidance-business-response.html</a>
<i>Centers for Disease Control and Prevention (CDC), United States</i>	<b>Updated Interim Guidance for Airlines and Airline Crew: Coronavirus Disease 2019 (COVID-19)</b>	This web page provides guidelines for airlines and airline crew on the identification of ill travelers during flight as well as the cleaning of aircraft after flights.	<a href="https://www.cdc.gov/quarantine/air/managing-sick-travelers/ncov-airlines.html">https://www.cdc.gov/quarantine/air/managing-sick-travelers/ncov-airlines.html</a>
<i>Centers for Disease Control and Prevention (CDC), United States</i>	<b>Interim Guidance for Ships on Managing Suspected Coronavirus Disease 2019</b>	This web page provides guidelines for detection, prevention and control of COVID-19 on ships.	<a href="https://www.cdc.gov/quarantine/maritime/recommendations-for-ships.html">https://www.cdc.gov/quarantine/maritime/recommendations-for-ships.html</a>
<i>Centers for Disease Control and Prevention (CDC), United States</i>	<b>Manage Anxiety and Stress</b>	This web page provides key ways people can support managing anxiety and stress for themselves and others during the COVID-19 outbreak. It includes specific sections for responders, people who have been quarantined, parents and people in general.	<a href="https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/managing-stress-anxiety.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fprepare%2Fmanaging-stress-anxiety.html">https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/managing-stress-anxiety.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fprepare%2Fmanaging-stress-anxiety.html</a>
<i>EU OSHA, European Union</i>	<b>COVID-19: guidance for the workplace</b>	This web portal provides resources to prepare non-healthcare workplaces for COVID-19, including preventative measures and responses.	<a href="https://osha.europa.eu/it/highlights/covid-19-guidance-workplace">https://osha.europa.eu/it/highlights/covid-19-guidance-workplace</a>

<i>Eurofound, European Union</i>	<b>COVID-19</b>	This web page includes general information on COVID-19, workplace considerations and information on the European Union response.	<a href="https://www.eurofound.europa.eu/de/topic/covid-19">https://www.eurofound.europa.eu/de/topic/covid-19</a>
<i>Federal Public Service Employment, Labour and Social Dialogue, Belgium</i>	<b>Coronavirus : mesures de prévention et conséquences sur le plan du droit du travail (Coronavirus: preventive measures and labour law consequences)</b>	This resource outlines which companies must implement teleworking, what a worker can do if their employer does not comply with the COVID-19 measures, what is the situation of an employer who, because of coronavirus, is facing a temporary lack of work and what is the situation of a worker who is prevented from returning to working because he is quarantined. <i>Available only in French.</i>	<a href="https://emploi.belgique.be/fr/actualites/update-coronavirus-mesures-de-prevention-et- consequences-sur-le-plan-du-droit-du-travail">https://emploi.belgique.be/fr/actualites/update-coronavirus-mesures-de-prevention-et- consequences-sur-le-plan-du-droit-du-travail</a>
<i>Finnish Institute of Occupational Health (FIOH), Finland</i>	<b>Guidelines for Workplaces to Prevent Coronavirus Infection</b>	These guidelines contain recommendations for employers and workers in various sectors on measures for prevention, hygiene, travel, quarantine, teleworking and occupational safety.	<a href="https://www.ttl.fi/en/fioh-coronavirus-instructions/">https://www.ttl.fi/en/fioh-coronavirus-instructions/</a>
<i>Government of Australia</i>	<b>Quarantine and isolation</b>	This web page provides information on home quarantine and home isolation for people who are well, people who are awaiting test results and people who have confirmed COVID-19.	<a href="https://www.covid19.act.gov.au/protecting-yourself-and-others/quarantine-and-isolation">https://www.covid19.act.gov.au/protecting-yourself-and-others/quarantine-and-isolation</a>
<i>Government of Australia</i>	<b>Coronavirus (COVID 19) Information for Employers</b>	This document provides brief, general guidelines for employers regarding COVID-19, including precautions that should be taken and links to other resources.	<a href="https://www.health.gov.au/resources/publications/coronavirus-covid-19-information-for-employers">https://www.health.gov.au/resources/publications/coronavirus-covid-19-information-for-employers</a>
<i>Government of Canada</i>	<b>Coronavirus disease (COVID-19): Being prepared (for workplaces)</b>	This webpage includes information on how workplaces can prevent the spread of COVID-19 including general advice, hygiene, flexible work arrangements and sick leave. The webpage also includes “risk-informed decision-making guidelines for workplaces and businesses during the COVID-19 pandemic”.	<a href="https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/being-prepared.html#a5">https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/being-prepared.html#a5</a>
<i>Government of Mexico</i>	<b>Coronavirus (COVID-19)</b>	In addition to information and guidelines on COVID-19, this web page also includes: training materials for prevention; emerging viruses and COVID-19; an action plan for homes during COVID-19; scientific articles and several videos on strategies for mental health care during COVID-19. <i>Available only in Spanish</i>	<a href="https://coronavirus.gob.mx">https://coronavirus.gob.mx</a>
<i>Government of the United Kingdom</i>	<b>Coronavirus (COVID-19): Guidance</b>	This web portal includes links to guidance for various sectors on COVID-19 including the following: the public, non-healthcare settings, death care workers, education, food businesses, hostel or day centres for people without homes, prisons, residential care, maritime shipping, transport, freight and healthcare workers.	<a href="https://www.gov.uk/government/collections/coronavirus-covid-19-list-of-guidance?utm_source=6afb01f3-932e-4440-93b6-9eee2513a005&amp;utm_medium=email&amp;utm_campaign=govuk-notifications&amp;utm_content=immediate">https://www.gov.uk/government/collections/coronavirus-covid-19-list-of-guidance?utm_source=6afb01f3-932e-4440-93b6-9eee2513a005&amp;utm_medium=email&amp;utm_campaign=govuk-notifications&amp;utm_content=immediate</a>

<i>Health and Safety Authority (HSA), Ireland</i>	<b>Coronavirus (COVID 19) Advice for Employers</b>	This webpage includes information about COVID-19 for employers, informational posters for a variety of sectors and related links.	<a href="https://www.hsa.ie/eng/news_events_media/news/news_and_articles/coronavirus.html">https://www.hsa.ie/eng/news_events_media/news/news_and_articles/coronavirus.html</a>
<i>Health and Safety Executive (HSE), United Kingdom</i>	<b>COVID-19: guidance for employees, employers and businesses</b>	This webpage includes guidance and advice for workers, employers and workplaces about COVID-19.	<a href="https://www.gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19">https://www.gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19</a>
<i>Institution of Occupational Safety and Health (IOSH), United Kingdom</i>	<b>Coronavirus</b>	This webpage includes information about COVID-19 and specific information for healthcare workers and remote workers.	<a href="https://www.iosh.com/resources-and-research/our-resources/communicable-diseases/coronavirus/">https://www.iosh.com/resources-and-research/our-resources/communicable-diseases/coronavirus/</a>
<i>Ministry of Labour, France</i>	<b>Coronavirus-COVID-19. Fiches conseils métiers pour les salariés et les employeurs (Coronavirus-COVID-19. Advise sheets for workers and employers by occupation)</b>	These factsheets provide employers and workers with guidance on protection against the risk of COVID-19 contamination. The occupations include drivers and delivery drivers, workers at checkouts, workers in bakeries, workers in garages, agricultural workers, workers in retail, workers in yards or green spaces, workers in the livestock industry and workers in the horse-riding sector. <i>Available only in French.</i>	<a href="https://travail-emploi.gouv.fr/actualites/l-actualite-du-ministere/article/coronavirus-covid-19-fiches-conseils-metiers-pour-les-salaries-et-les">https://travail-emploi.gouv.fr/actualites/l-actualite-du-ministere/article/coronavirus-covid-19-fiches-conseils-metiers-pour-les-salaries-et-les</a>
<i>Ministry of Health, Colombia</i>	<b>Coronavirus (COVID-19)</b>	The web site provides information and resources on COVID-19, including guidelines, recommendations on PPE for health care personnel, several videos, Q&As, and documents, including a biosecurity manual for health service workers. <i>Available only in Spanish.</i>	<a href="https://d2jsqrio60m94k.cloudfront.net/">https://d2jsqrio60m94k.cloudfront.net/</a>
<i>Ministry of Health, Peru</i>	<b>Plataforma digital única del Estado Peruano (Unique digital platform of the Peruvian State)</b>	This digital platform includes recommendations for workers and employers and including recommendations for teleworking arrangements. <i>Available only in Spanish.</i>	<a href="https://www.gob.pe/8737-ministerio-de-salud-coronavirus-medidas-de-prevencion-en-el-trabajo">https://www.gob.pe/8737-ministerio-de-salud-coronavirus-medidas-de-prevencion-en-el-trabajo</a>
<i>Ministry of Health, Spain</i>	<b>Procedimiento de actuación para los servicios de prevención de riesgos laborales frente a la exposición al SARS-Cov-2 (Action procedure for labour risks prevention services against exposure to SARS - CoV -2)</b>	This document, jointly produced by the government, unions, entrepreneurs and associations, includes a chapter on the nature of activities and assessment of exposure risks. <i>Available only in Spanish.</i>	<a href="https://www.mscbs.gob.es/profesionales/saludPublica/ccayes/alertasActual/nCov-China/documentos/Procedimiento_servicios_prevencion_riesgos_laborales_COVID-19.pdf">https://www.mscbs.gob.es/profesionales/saludPublica/ccayes/alertasActual/nCov-China/documentos/Procedimiento_servicios_prevencion_riesgos_laborales_COVID-19.pdf</a>
<i>Ministry of Labour of the Buenos Aires Province, Argentina</i>	<b>Coronavirus: Recomendaciones y Prevención en el trabajo (Coronavirus: Recommendations and prevention at work)</b>	The Ministry of Labour of the province of Buenos Aires has developed materials with recommendations for the prevention of coronavirus transmission at work, aimed both at workers in essential services and food, and for those who continue to carry out tasks from their homes. <i>Available only in Spanish.</i>	<a href="https://www.gba.gob.ar/trabajo/noticias/coronavirus-recomendaciones_y_prevenci%C3%B3n_en_el_trabajo">https://www.gba.gob.ar/trabajo/noticias/coronavirus-recomendaciones_y_prevenci%C3%B3n_en_el_trabajo</a>

<i>Ministry of Manpower (MOM), Singapore</i>	<b>FAQs on COVID 19</b>	This webpage includes frequently asked questions about COVID-19 and the workplace, including information on flexible work arrangements, quarantine and prevention.	<a href="https://www.mom.gov.sg/covid-19/frequently-asked-questions">https://www.mom.gov.sg/covid-19/frequently-asked-questions</a>
<i>National Safety Council (NSC), United States</i>	<b>Coronavirus Resources: Guidance for Employers: COVID-19 and the Workplace</b>	This web portal includes links for employers on federal guidelines, state-specific resources, webinars and health resources.	<a href="https://www.nsc.org/work-safety/safety-topics/coronavirus">https://www.nsc.org/work-safety/safety-topics/coronavirus</a>
<i>North Carolina Department of Health and Human Services, United States</i>	<b>COVID-19: Health Care Providers, Hospitals and Laboratories</b>	This web page includes specific information for healthcare providers, hospitals and laboratories.	<a href="https://www.ncdhhs.gov/divisions/public-health/coronavirus-disease-2019-covid-19-response-north-carolina/health-care">https://www.ncdhhs.gov/divisions/public-health/coronavirus-disease-2019-covid-19-response-north-carolina/health-care</a>
<i>Occupational Health at Work Journal, Paul Nicholson</i>	<b>COVID-19 point checklist: Ensuring employer readiness</b>	This article includes a checklist that employers can utilize to examine their readiness for responding to COVID-19 in their workplace.	<a href="https://www.atworkpartnership.co.uk/wordpress/wp-content/uploads/2020/03/13-14-covid-1-1.pdf">https://www.atworkpartnership.co.uk/wordpress/wp-content/uploads/2020/03/13-14-covid-1-1.pdf</a>
<i>Occupational Safety and Health Administration (OSHA), United States</i>	<b>Safety and Health Topics / COVID-19</b>	This web page discusses the risks of exposure for different workers, relevant OSH standards in the US, medical information, information on prevention and control in different sectors and a background of the virus. It also links to several additional resources, such as the Guidance on Preparing Workplaces for COVID-19.	<a href="https://www.osha.gov/SLTC/covid-19/">https://www.osha.gov/SLTC/covid-19/</a>
<i>Ottawa Public Health, Canada</i>	<b>COVID 19 Information for Workplaces</b>	This webpage outlines the signs and symptoms of COVID-19 and provides recommendations for prevention and preparation.	<a href="https://www.ottawapublichealth.ca/en/public-health-topics/covid-19-information-for-workplaces.aspx">https://www.ottawapublichealth.ca/en/public-health-topics/covid-19-information-for-workplaces.aspx</a>
<i>Safe Work Australia</i>	<b>Coronavirus (COVID-19): Advice for Employers</b>	This web portal includes various resources on COVID-19 and the world of work including information on preparing workplaces and workers for COVID-19, working from home, mental health, workers compensation, special considerations for small businesses and information for workers.	<a href="https://www.safeworkaustralia.gov.au/doc/coronavirus-covid-19-advice-employers">https://www.safeworkaustralia.gov.au/doc/coronavirus-covid-19-advice-employers</a>
<i>Substance Abuse and Mental Health Services Administration, United States</i>	<b>Taking Care of Your Behavioral Health During an Infectious Disease Outbreak: Tips for Social Distancing, Quarantine, and Isolation</b>	This fact sheet provides tips on how to support oneself during social distancing, quarantine and isolation.	<a href="https://store.samhsa.gov/product/Taking-Care-of-Your-Behavioral-Health-Tips-for-Social-Distancing-Quarantine-and-Isolation-During-an-Infectious-Disease-Outbreak/PEP20-01-01-007">https://store.samhsa.gov/product/Taking-Care-of-Your-Behavioral-Health-Tips-for-Social-Distancing-Quarantine-and-Isolation-During-an-Infectious-Disease-Outbreak/PEP20-01-01-007</a>
<i>WorkSafe New Zealand</i>	<b>Workplace preparedness for novel coronavirus (COVID-19)</b>	This webpage includes information for workers and employers on how to support workers and respond to COVID-19.	<a href="https://worksafe.govt.nz/managing-health-and-safety/novel-coronavirus-covid/">https://worksafe.govt.nz/managing-health-and-safety/novel-coronavirus-covid/</a>

► Selected tools and resources developed by social partners

ORGANIZATION	TITLE	DESCRIPTION	LINK
<i>International Organization of Employers (IOE) and International Trade Union Confederation (ITUC)</i>	<b>Joint Statement on COVID-19</b>	This joint statement by IOE and ITUC calls for action several key areas during the COVID-19 outbreak.	<a href="https://www.ioe-emp.org/en/news-events-documents/news/news/1584954926-joint-statement-on-covid-19/?tx_ioerelations_pi1%5Bcontext%5D=pid&amp;tx_ioerelations_pi1%5Bfilter%5D=news&amp;tx_ioerelations_pi1%5BcurrentPid%5D=&amp;tx_ioerelations_pi1%5Bnews%5D=116789&amp;cHash=fa750d914d553567319329b31f0616f5">https://www.ioe-emp.org/en/news-events-documents/news/news/1584954926-joint-statement-on-covid-19/?tx_ioerelations_pi1%5Bcontext%5D=pid&amp;tx_ioerelations_pi1%5Bfilter%5D=news&amp;tx_ioerelations_pi1%5BcurrentPid%5D=&amp;tx_ioerelations_pi1%5Bnews%5D=116789&amp;cHash=fa750d914d553567319329b31f0616f5</a>
<b>TRADE UNIONS (INTERNATIONAL)</b>			
<i>European Trade Union Confederation (ETUC)</i>	<b>Trade Unions and Coronavirus</b>	This webpage includes links to ETUC documents and declarations concerning the COVID-19 outbreak as well as a list of member organizations and their resources.	<a href="https://www.etuc.org/en/trade-unions-and-coronavirus">https://www.etuc.org/en/trade-unions-and-coronavirus</a>
<i>IndustriALL Global Union</i>	<b>Joint Statement</b>	Council of Global Unions has issued a Joint Statement on COVID-19 including urgent economic stimulus and workplace measures required.	<a href="http://www.industrial-all-union.org/covid-19-urgent-economic-stimulus-and-workplace-measures-required">http://www.industrial-all-union.org/covid-19-urgent-economic-stimulus-and-workplace-measures-required</a>
<i>International Trade Union Confederation (ITUC)</i>	<b>COVID-19 Pandemic: News from Unions</b>	This webpage includes information from ITUC and other groups about the COVID-19 pandemic.	<a href="https://www.ituc-csi.org/covid-19-responses">https://www.ituc-csi.org/covid-19-responses</a>
<i>International Transport Workers' Federation</i>	<b>Dedicated Web Page</b>	The website includes several initiatives for the maritime sector, including a call on global agencies to keep the maritime industry moving during the COVID-19 crisis; guidelines on COVID-19 in ships; and resources on operational considerations for managing COVID-19 cases and outbreaks aboard ships.	<a href="https://www.itfglobal.org/">https://www.itfglobal.org/</a>
<i>UNI Global Union</i>	<b>COVID-19 guidelines for Post &amp; Logistics sector</b>	These guidelines for postal and logistics workers focus on information, provision and action for ensuring safety and health for all working in the post and logistics sector.	<a href="https://uniglobalunion.org/news/postal-workers-are-frontline-workers-too-uni-releases-covid-19-guidelines-postlogistics-sector">https://uniglobalunion.org/news/postal-workers-are-frontline-workers-too-uni-releases-covid-19-guidelines-postlogistics-sector</a>
<i>The United Food and Commercial Workers International Union (UFCW), United States and Canada</i>	<b>A Coronavirus Safety Guide for Grocery Workers</b>	This safety guide for grocery workers outlines how workers in the food service and grocery industry can reduce their risk of being infected during the COVID-19 outbreak.	<a href="http://www.ufcw.org/2020/03/25/grocerysafety/">http://www.ufcw.org/2020/03/25/grocerysafety/</a>

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**TRADE UNIONS (NATIONAL)**


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<i>American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), United States</i>	<b>COVID-19 Pandemic Resources</b>	This webpage includes links to information on COVID-19 in the workplace and downloadable materials.	<a href="https://aflcio.org/covid-19">https://aflcio.org/covid-19</a>
<i>American Federation of Teachers (AFT), United States</i>	<b>Special Bulletins on Coronavirus</b>	These special bulletins provide information and guidance for nurses and health professionals, members and employers, educators and school support staff, higher education faculty and staff and Public employees.	<a href="https://www.aft.org/coronavirus">https://www.aft.org/coronavirus</a>
<i>Australian Council of Trade Unions (ACTU), Australia</i>	<b>Coronavirus Updates - Workers' Rights, Tools &amp; Resources for dealing with COVID-19</b>	This webpage includes informative videos, employer guidance and other resources for workers.	<a href="https://www.actu.org.au/coronavirus">https://www.actu.org.au/coronavirus</a>
<i>Canadian Union of Postal Workers (CUPW), Canada</i>	<b>COVID 19</b>	This webpage includes links to resources about COVID-19 for postal workers.	<a href="https://www.cupw.ca/en/coronavirus-covid-19-1">https://www.cupw.ca/en/coronavirus-covid-19-1</a>
<i>Central Unitaria de Trabajadores (Unitary Central of Workers), Chile</i>	<b>Web Page on COVID-19</b>	The webpage includes a guide on containing labor abuses during the COVID-19 emergency and a guide on dismissals and suspensions (Guía FIEL – CUT sobre Situaciones laborales ante el Coronavirus: Despidos y suspensions). <i>Available only in Spanish.</i>	<a href="http://cut.cl/cutchile">http://cut.cl/cutchile</a>
<i>Confédération générale du Travail (General Confederation of Labour), France</i>	<b>COVID-19 : quels sont vos droits ? (COVID-19 : What are your rights?)</b>	This website includes a series of fact sheets on each of the main subjects of concern to workers. The sheets are updated systematically to take into account all the changes resulting from the decrees implementing the "state of health emergency" law in France. <i>Available only in French.</i>	<a href="https://www.cgt.fr/dossiers/covid-19-quels-sont-vos-droits">https://www.cgt.fr/dossiers/covid-19-quels-sont-vos-droits</a>
<i>Confederación Sindical de Comisiones Obreras (Trade Union Confederation of Workers' Commissions), Spain</i>	<b>Si eres una persona trabajadora especialmente sensible a los efectos del COVID-19 ¿qué puedes hacer ? (If you are a working person especially sensitive to the effects of COVID-19, what can you do?)</b>	This booklet, designed to be disseminated among workers, includes instructions issued by the Instituto Nacional de la Seguridad Social (INSS) (National Institute of Social Security). <i>Available only in Spanish.</i>	<a href="https://www.ccoo.es/noticia:471896--SI-ERES-UNA-PERSONA-TRABAJADORA-ESPECIALMENTE-SENSIBLE-A-LOS-EFECTOS-DEL-COVID-19-QUE-PUEDES-HACER&amp;opc_id=2d4dc116caca0ef5348385574c29c43e">https://www.ccoo.es/noticia:471896--SI-ERES-UNA-PERSONA-TRABAJADORA-ESPECIALMENTE-SENSIBLE-A-LOS-EFECTOS-DEL-COVID-19-QUE-PUEDES-HACER&amp;opc_id=2d4dc116caca0ef5348385574c29c43e</a>

<i>Confédération française démocratique du travail (French Democratic Confederation of Labour), France</i>	<b>Coronavirus</b>	This webpage includes Q/As on coronavirus for workers concerning the following topics: the provisions of emergency laws and their implications for workers; the protection of workers' health in enterprises; the exercise of the right of withdrawal; and links with other web pages providing safety guidelines for specific occupations. <i>Available only in French.</i>	<a href="https://www.cfdt.fr/portail/actualites/crise-du-covid-19/coronavirus-les-reponses-a-vos-questions-srv1_1100672">https://www.cfdt.fr/portail/actualites/crise-du-covid-19/coronavirus-les-reponses-a-vos-questions-srv1_1100672</a>
<i>New Zealand Council of Trade Unions</i>	<b>Managing Workplace Risk and Workers' Concerns Re COVID-19</b>	This webpage lists ways that workplaces can reduce the risk of transmission.	<a href="https://www.union.org.nz/covid19/">https://www.union.org.nz/covid19/</a>
<i>Organización Regional de la Federación Internacional de Periodistas (FIP) de América Latina y Caribe (Latin American and Caribbean Regional Organization of the International Federation of Journalists - IFJ), Latin America and Caribbean</i>	<b>Salud y seguridad en el trabajo ante pandemia por Coronavirus (Health and safety at work in the face of a coronavirus pandemic)</b>	This resource points out the risks that journalists are faced with while at work, urges press workers to prioritize their health and that of the population and demands that governments and companies guarantee the necessary measures to protect the lives of journalists. <i>Available only in Spanish.</i>	<a href="https://www.fepalc.info">https://www.fepalc.info</a>
<i>Peru Confederación General de Trabajadores del Perú (CGTP), Peru</i>	<b>La política nacional de empleo decente, el COVID 19 y el diálogo social</b>	In this document, the CGTP, with reference to ILO Conventions No.144 and No.122 ratified by Peru, demands that the National Policy on Decent Work be drawn up in consultation with workers through social dialogue and within the institutional framework of the National Labor Council. In addition, the CGTP considers that the National Policy on Work must take into account the economic and social impact of COVID-19 and guarantee the safety and health of workers and their families. <i>Available only in Spanish.</i>	<a href="http://www.cgtp.org.pe/2020/03/26/cgtp-la-politica-nacional-de-empleo-decente-el-covid-19-y-el-dialogo-social/">http://www.cgtp.org.pe/2020/03/26/cgtp-la-politica-nacional-de-empleo-decente-el-covid-19-y-el-dialogo-social/</a>
<i>Public Service International (PSI)</i>	<b>Web site and resources for a campaign</b>	This web site has a dedicated area for Coronavirus, with a Guidance Briefing for Union Action, aiming at ensuring that trade union and labour rights are at the centre of the COVID-19 response, as key ways for reducing occupational safety and health risks.	<a href="https://publicservices.international/resources/news/coronavirus-guidance-briefing-for-union-action---update?id=10637&amp;lang=en">https://publicservices.international/resources/news/coronavirus-guidance-briefing-for-union-action---update?id=10637&amp;lang=en</a>



<i>Sindicato de Trabajadores de Industria de Alimentación (Food Industry Workers Union), Argentina</i>	<b>Controls in undertakings to prevent the spread of Coronavirus</b>	This resource provides advice on measures to be adopted in the food industry to prevent contagion. <i>Available only in Spanish.</i>	<a href="https://www.stia.org.ar/2020/03/27/controles-en-establecimientos-para-prevenir-el-contagio-de-coronavirus/">https://www.stia.org.ar/2020/03/27/controles-en-establecimientos-para-prevenir-el-contagio-de-coronavirus/</a>
<i>Trade Union Congress, United Kingdom</i>	<b>COVID-19 Coronavirus - Guidance for unions</b>	This webpage includes resources and information for unions on how they can respond to the COVID-19 pandemic.	<a href="https://www.tuc.org.uk/resource/covid-19-coronavirus-guidance-unions-updated-16-april">https://www.tuc.org.uk/resource/covid-19-coronavirus-guidance-unions-updated-16-april</a>
<i>United Automobile, Aerospace, and Agricultural Implement Workers of America (UAW), United States</i>	<b>COVID-19/Coronavirus Resources</b>	This webpage includes information about COVID-19, priorities for workers and unions and various other resources.	<a href="https://uaw.org/coronavirus/">https://uaw.org/coronavirus/</a>
<i>Union argentina de trabajadores rurales y estibadores (UATR) (Argentine Union of Rural Workers and Dockers), Argentina</i>	<b>Web page</b>	This website publishes communication materials for rural workers, including information on how to continue to carry out activities safely and measures taken such as making a hotel available for quarantined patients or the provision of mobile clinics. <i>Available only in Spanish.</i>	<a href="https://www.uatre.org.ar/comunicados.aspx">https://www.uatre.org.ar/comunicados.aspx</a>
<b>EMPLOYERS' ORGANIZATIONS &amp; BUSINESS ASSOCIATIONS (INTERNATIONAL)</b>			
<i>Business Europe</i>	<b>COVID-19 EU institutions and member states must support and protect businesses and workers</b>	This statement outlines the suggested measures to protect workers and businesses from the consequences of the COVID-19 outbreak.	<a href="https://www.buinessseurope.eu/publications/covid-19-eu-institutions-and-member-states-must-support-and-protect-businesses-and">https://www.buinessseurope.eu/publications/covid-19-eu-institutions-and-member-states-must-support-and-protect-businesses-and</a>
<i>Federation of International Employers (FedEE)</i>	<b>FedEE Viral Risk Categories: Categorization of Jobs According to Vulnerability to COVID-19</b>	This webpage includes five categories of jobs and explains their relative vulnerability to viral infection, specifically COVID-19.	<a href="https://www.fedee.com/fedee-viral-risk-jcategories/">https://www.fedee.com/fedee-viral-risk-jcategories/</a>
<i>International Chamber of Commerce (ICC)</i>	<b>Coronavirus Guidelines for Business</b>	This document summarizes actions that businesses can take to prevent transmission of the novel coronavirus to all parties associated with a business including workers, clients and partners.	<a href="https://iccwbo.org/publication/coronavirus-guidelines-for-business/">https://iccwbo.org/publication/coronavirus-guidelines-for-business/</a>
<i>International Chamber of Commerce (ICC)</i>	<b>Practical steps for business to fight COVID-19</b>	This document provides practical steps that businesses can take to ensure business continuity and adapt to the COVID-19 pandemic.	<a href="https://iccwbo.org/publication/practical-steps-for-business-to-fight-covid-19/">https://iccwbo.org/publication/practical-steps-for-business-to-fight-covid-19/</a>

<i>International Employer Organization (IOE)</i>	<b>COVID-19</b>	This dedicated web platform offers updates on the pandemic, latest news on impact on health and employment, best practices on corporate response efforts and updates on local initiatives to assist with business recovery.	<a href="https://www.ioe-emp.org/en/policy-priorities/covid-19/">https://www.ioe-emp.org/en/policy-priorities/covid-19/</a>
<i>International Employer Organization (IOE)</i>	<b>IOE and COVID-19: recap from digital conferences and essential guidance documents for employers</b>	This dedicated web platform offers updates on the pandemic, latest news on impact on health and employment, best practices on corporate response efforts and updates on local initiatives to assist with business recovery.	<a href="https://www.ioe-emp.org/no_cache/en/news-events-documents/news/news/1586444090-recap-from-ioe-digital-conferences/?tx_ioerelations_pi1%5Bcontext%5D=pid&amp;tx_ioerelations_pi1%5Bfilter%5D=news&amp;tx_ioerelations_pi1%5BcurrentPid%5D=&amp;tx_ioerelations_pi1%5Bnews%5D=116843&amp;cHash=a63920be75b4fbc937f6f08edcff7570">https://www.ioe-emp.org/no_cache/en/news-events-documents/news/news/1586444090-recap-from-ioe-digital-conferences/?tx_ioerelations_pi1%5Bcontext%5D=pid&amp;tx_ioerelations_pi1%5Bfilter%5D=news&amp;tx_ioerelations_pi1%5BcurrentPid%5D=&amp;tx_ioerelations_pi1%5Bnews%5D=116843&amp;cHash=a63920be75b4fbc937f6f08edcff7570</a>
<b>EMPLOYERS' ORGANIZATIONS &amp; BUSINESS ASSOCIATIONS (NATIONAL)</b>			
<i>Fédération des Entreprises de Belgique (Belgium Federation of Enterprises), Belgium</i>	<b>Impact du coronavirus sur les entreprises (Impact of the Coronavirus on enterprises)</b>	This article provides an overview of relevant and reliable sources of information, as well as the impact and possible consequences for businesses. It also identifies the measures that employers can take in the event of a disruption in production or activity, to prevent possible spread in the workplace or steps to take when a worker is infected. <i>Available only in French.</i>	<a href="https://www.feb.be/domaines-daction/secureite-bien-etre-au-travail/secureite-bien-etre-au-travail/impact-coronavirus-sur-les-entreprises/">https://www.feb.be/domaines-daction/secureite-bien-etre-au-travail/secureite-bien-etre-au-travail/impact-coronavirus-sur-les-entreprises/</a>
<i>MEDEF, Mouvement des entreprises de France (MEDEF) (or Movement of the Enterprises of France), France</i>	<b>COVID-19 : Guide de bonnes pratiques (COVID-19 : Guide of best practices)</b>	This guide of best practices for entrepreneurs can be adapted according to the specific territory or branch. <i>Available only in French.</i>	<a href="https://www.medef.com/fr/actualites/covid-19-guide-de-bonnes-pratiques">https://www.medef.com/fr/actualites/covid-19-guide-de-bonnes-pratiques</a>
<i>United States Chamber of Commerce, United States</i>	<b>Combating the Coronavirus</b>	This webpage includes resources for businesses including a Coronavirus response toolkit, information for small business and workplace tips for employers.	<a href="https://www.uschamber.com/coronavirus">https://www.uschamber.com/coronavirus</a>





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