

COVID-19 and ENTERPRISES

Briefing Note [No. 31]

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The COVID-19 pandemic has been affecting enterprises of all sizes and types in unprecedented ways. This brief aims to highlight key information resources available on the functioning of enterprises in the crisis, including its impact on enterprises, responses by enterprises and policy measures to support affected enterprises.

Disclaimer: Due to the rapid evolution of the situation around the COVID-19, there has been a large and growing amount of information resources related to enterprises and the pandemic. Therefore, this brief contains not only the resources of the ILO, but also those from external organizations. Reference to those external resources does not constitute an endorsement by the ILO of the opinions expressed in them.

Visit the ILO website for regular updates on responses to the COVID-19 crisis.

► ilo.org/global/topics/coronavirus

1. Resources for enterprise response

[ILO: Youth & COVID-19: Impacts on jobs, education, rights and mental well-being](#) | 11 August 2020

The report captures the immediate effects of the pandemic on the lives of young people (aged 18–29) with regards to employment, education, mental well-being, rights and social activism. Over 12,000 responses were received from young people in 112 countries. The study finds the impact of the pandemic on young people to be systematic, deep and disproportionate. It has been particularly hard on young women, younger youth and youth in lower-income countries. Young people are concerned about the future and their place within it. This study is their story.

[ILO: Guidelines on Rapid Assessment of reskilling and upskilling needs in response to the COVID-19 crisis](#) | 7 August 2020

Skills development has an important role to play in the immediate effort to lessen the impact of COVID-19 while the pandemic is active, in building the resilience of workers and firms, and in preparing for recovery. These Rapid Assessment guidelines aim to inform timely and practical action within the constraints of public health and workplace OSH policies. The guidelines focus on three broad types of impact on the labour market, and hence on demand for skills and opportunities for workers, with implications for reskilling and upskilling needs.

[ILO: Social dialogue, a key to business survival and resilience in Viet Nam](#) | 13 August 2020

The COVID-19 pandemic has had a severe impact on Viet Nam's garment-footwear-handbag industry, with almost one in four workers losing their jobs. The ILO in Viet Nam has been supporting its partners to foster social dialogue at the enterprise level to ensure the protection of the most vulnerable workers.

New IOE Position Paper on Understanding Trade | 22 July 2020

In its latest position paper, IOE seeks to provide members with relevant policy recommendations on trade frameworks, the modalities and scope of trade agreements as well as employment and social considerations of international trade.

World Bank: Managing the Employment Impacts of the COVID-19 Crisis: Policy Options for Relief and Restructuring | July 2020

This note discusses policy options for managing the employment impacts of the COVID-19 (coronavirus) crisis aimed at relief and restructuring. The note pays attention to the labour market and institutional context of most low and middle-income countries where informality is large and where existing institutions often lack mechanisms to effectively reach businesses and workers in the informal economy. The note covers complementary policies aimed, in the relief phase, at: 1) Helping Businesses survive and retain workers; 2) providing protection for those who do lose their jobs and see their livelihoods significantly affected; and 3) facilitating alternative employment and employability support for those who are out of work (collectively known as active labour market programs, ALMP). The note further differentiates between these relief responses and the restructuring response when countries start to reopen for businesses and policies need to aim to support firms' and workers' transition to a "new normal", hopefully a "better normal" that supports a resilient recovery.

L'après Covid, quelles attentes à l'égard de l'entreprise? | 6 August 2020

Les situations de travail très disparates pendant le confinement ont fait place à un consensus dans la relation au travail comme dans les attentes à l'égard de l'entreprise :

-Une expérience du confinement qui a vu émerger « trois France » de salariés;

- Malgré des situations disparates pendant le confinement, plusieurs consensus émergent à l'issue de cette période que ce soit concernant les attentes à l'égard des aspirations professionnelles des salariés ou de l'employeur;
- Les entreprises sont perçues comme un acteur essentiel, au même titre que l'État dans le développement d'une société plus écologiste et équitable.

2. Government response for enterprises

[ILO portal on the country policy responses](#)

This ILO portal is being frequently updated to provide recent updates on the measures implemented by governments, employers' and workers' organizations, and the ILO by country and territory.

[Belgium: Covid-19 as an occupational disease extended to employees in essential services](#) | 15 July 2020

Belgium is the first country in the world having recognised Covid-19 as an occupational disease in the health sector, as well as in other services considered essential during the pandemic. It is however a temporary recognition for the period between 18 March and 17 May 2020. The essential services include public and private sector employees who could not telework and could not respect the 1.5 meters distance of security with colleagues and customers due to the nature of their work.

[UK government's £3bn energy efficiency plan 'not yet a green recovery'](#) | 8 July 2020

British homeowners would from September be able to apply for vouchers to cover at least two-thirds of the costs of improving their properties with measures such as better insulation, up to a limit of £5,000. For low income households, the amount could stretch to the entire cost, up to a maximum of £10,000, as part of a £2bn "green homes grant". A further £1bn would be made

available to improve the energy efficiency of public sector buildings. The UK chancellor claimed the measures would support 140,000 green jobs, make 650,000 homes more energy efficient and could help slash carbon dioxide emissions by more than half a megatonne a year, which would be equivalent to taking 270,000 cars off the road.

**[ADB: COVID-19 Recovery: A Pathway to a Low-Carbon and Resilient Future](#) |
6 August 2020**

This brief introduces a framework to help countries tackle the climate crisis and build resilience as an integral part of their recovery from the coronavirus disease (COVID-19) pandemic.

3. Enterprises response

Internal operation management

[WEF: 6 ways the COVID-19 pandemic could change our approach to human capital](#) | 6 August 2020

Companies with well-established human capital governance frameworks are considered better investments and capable of creating more long-term value; The COVID-19 crisis has brought a renewed focus on human capital and employees, from its impact on pay programmes to employee well-being; Investing in and prioritizing these six areas relating to human capital can help organizations mitigate the risks and negative effects of COVID-19.

Supply chain stabilization

[Reimagining industrial supply chains](#) | 11 August 2020

For organizations that understand the vulnerabilities in industrial supply chains, there is an opportunity to prepare for future shocks and build resilience without hurting efficiency.

Support to customers and communities

[Zoho launches app to help companies get back to office amid Covid](#) | 6 August 2020

Chennai-based software as a service (SaaS) major Zoho Corporation on Wednesday launched BackToWork, a comprehensive modular solution enabling businesses and organisations to safely transition back to the workplace. Free till the end of this year, BackToWork, powered by Zoho Creator, is the latest programme built in India to be introduced as part of the company's ongoing relief efforts, supporting businesses impacted by the pandemic. Suitable for organisations of all sizes, the app supports chief operations officers, chief human resources officers, facility heads and their teams in making critical decisions regarding return to office without compromising on the safety and compliance aspects.

Recovery and post-recovery planning

[Australia: Business chiefs urge PM to invest 'sustainably' for COVID-19 recovery](#) | 10 August 2020

Finance and industry heavyweights including the big banks and major corporations are urging the federal government to invest in health, education, clean energy and urban infrastructure to help the economy recover from the coronavirus pandemic. A letter with 48 signatories was sent to the Prime Minister on Monday calling for "sustainable investments" in policies driving healthcare, affordable housing, public transport and liveable cities, education and low-emissions energy generation. (...) Signatories to the letter include ASFI, which has representatives from NAB and Westpac on its steering committee,

plus Optus, SunRice, Nestle Australia, Konica Minolta Australia, IKEA Australia, World Vision and Chartered Accountants ANZ.

Sustainable and inclusive: Covid-19 recovery and reform | 6 July 2020

According to Principles for Responsible Investment, the connection between investors and policymakers is not working as it should if the recovery is to be sustainable and inclusive with concrete reforms. As policymakers consider policy interventions to support the recovery, investors should be engaging policymakers by providing technical expertise and allocating capital to sustainable investments. This report identifies indicative policy options, which PRI will root in our ESG and climate programmes.

How six companies are using technology and data to transform themselves | 12 August 2020

In the first of a five-part multimedia series airing on CNBC, McKinsey looked at how the acceleration of digital during the COVID-19 pandemic is shaping the next normal.

4 ways companies can stay productive beyond COVID-19 lockdown | 13 August 2020

When firms moved to remote working in response to the COVID-19 lockdown, many discovered an unexpected upside of increased productivity. As we emerge from the lockdown, most companies are looking at how they can restructure and emerge stronger for the next decade. In addition to considering issues such as the ideal business model and operational resilience, companies are focusing on how to sustain some portion of this increased productivity and transformative power into the future. Firms that focus on a combination of four conditions – restructuring the work people do, empowering leadership, shifting beliefs and behaviours, and building resilience – are the ones that are continuing to succeed at unlocking productivity.

Other/multiple response

[How Companies Are Supporting Working Parents in the COVID Economy](#) | 6 July 2020

The COVID economy has shuttered— among other businesses and agencies— schools and day-care centres. With the majority of caregiving responsibilities continuing to fall on women and the majority of leadership positions continuing to be held by men, many women have to choose between their job and their kids. In fact, one-third of working parents have already left the workforce or have gone part-time due to COVID-related reasons, with 70% of those parents being women, according to a July survey by the parenting benefits platform Cleo. Some businesses are adapting workplace policies to help retain women within their organizations during the public health crisis. While there is no one-size-fits-all solution when it comes to what working parents need during COVID, here are examples of steps that five big companies are taking to offer additional support for working parents.

4. Workers/multi-stakeholders response

[ITUC Global COVID-19 Survey: 22 – 25 June 2020 Key Findings](#) | 1 July 2020

The ITUC Global Covid-19 Survey has analysed government and employer responses to the pandemic for the past three months. The surveys have identified gaps in responses and been the foundation for international advocacy and campaigning. The final survey in this series charts the basis for economic recovery and resilience plans, with a New Social Contract, universal social protection and democratic rights at their core.