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密等及解密條件或保密期限：
附件：如主旨

主旨：檢送「企業因應COVID-19疫情持續營運指引懶人包」及「企業因應嚴重特殊傳染性肺炎（COVID-19）疫情持續營運指引中英文版」各1份，惠請貴公(協)會轉知所屬會員廠商，請查照。

說明：

- 一、為應疫情發展協助企業面對風險及衝擊，政府擬定本指引及精簡版教戰帖(如附件)，提供企業依「零星社區感染」和「發生社區傳播」，進行持續營運之風險評估和因應，俾利企業能持續業務及運作，儘量將損失減至最低。
- 二、建議企業預先做好分流分艙、分班分組、彈性上班、異地辦公、視訊會議等準備作為與演練，並指定防疫負責人員及建立防疫應變單位，掌握疫情變化、防疫宣導、防疫物資準備、衛生管理與人員健康監測、疫病通報，以及防疫應變準備等工作，俾利降低疫情對於企業營運之衝擊。
- 三、對於產業因應疫情如有相關問題，可向「產業競爭力發展中心」免付費服務專線0800-000-257洽詢或查詢網站<https://assist.nat.gov.tw/>。

台灣區表面處理工業同業公會		
收文	110086	號
民國	110年	5月21日

正本：台灣鋼鐵工業同業公會、台灣螺絲工業同業公會、台灣鑄造品工業同業公會、台灣手工工具工業同業公會、台灣區表面處理工業同業公會、台灣鋼線鋼纜工業同業公會、台灣區金屬品冶冶工業同業公會、台灣區模具工業同業公會、台灣區電線電纜工業同業公會、中華民國熱浸鍍鋅協會、台灣區彈簧工業同業公會、台灣鎖業暨五金發展協會、台灣帷幕牆技術發展協會、台灣輕金屬協會、台灣鍛造協會、彰化縣水五金產業發展協會

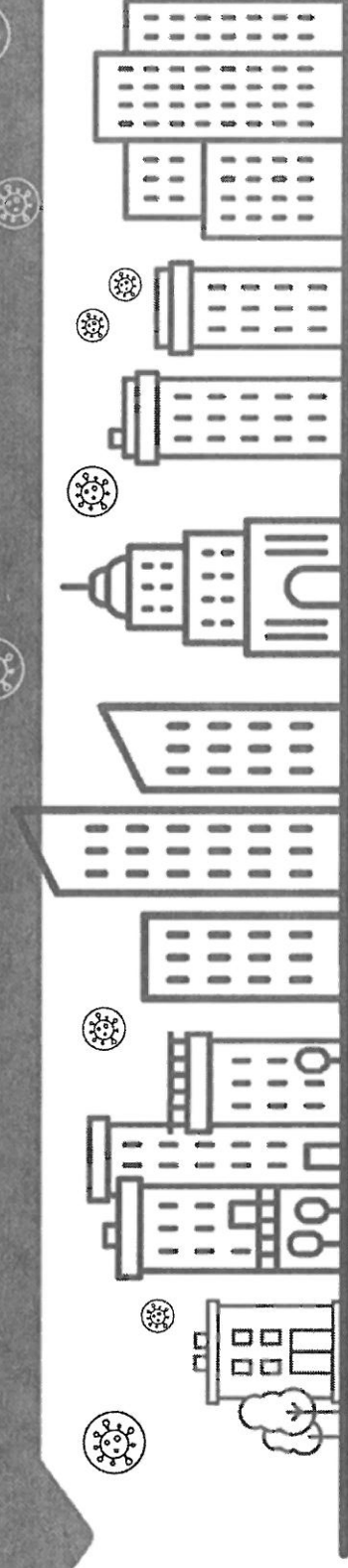
副本：

局長 呂正華

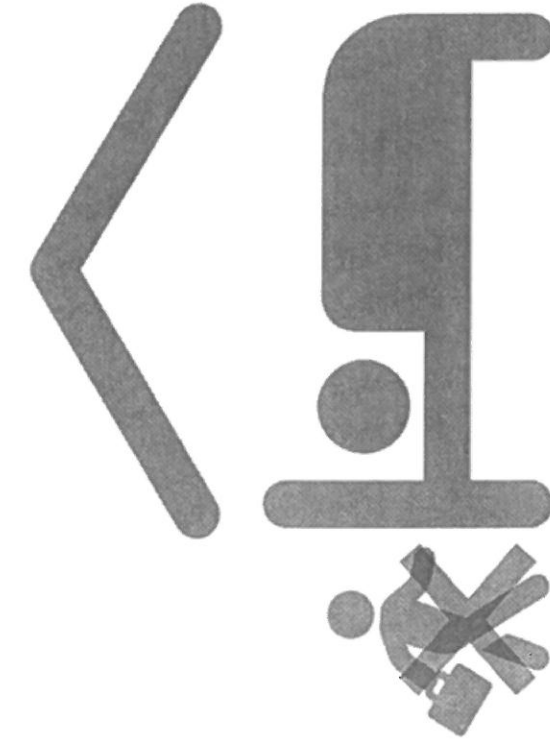
依照分層負責規定授權單位主管決行



企業因應嚴重特殊傳染性肺炎 (COVID-19)疫情持續營運指引 (社區傳播階段)



落實人員個人衛生及上班差勤建議



發燒或急性呼吸道症狀不要上班
落實生病在家休息



遵守咳嗽禮節及手部衛生
洗手至少20秒鐘
或用含酒精成分的乾洗手液清潔雙手

提供彈性請假政策，
允許員工在家照顧生病家人或停課學童
不要求提供醫師診斷證明書

落實工作場所衛生管理



執行員工健康
監測及異常追
蹤處理機制



訪客採實聯制
婉拒有發燒或
急性呼吸道症
狀訪客



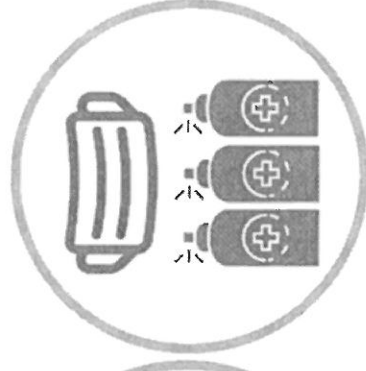
置放乾洗手
液在不同地
點或會議室



定期清潔辦公
環境及經常接
觸的物品表面



保持室內
空氣流通



防疫物資整備

如果辦公場所出現確診個案



配合中央流行疫情
指揮中心發布之指
引及當地衛生主管
機關之規定，執行
防疫措施



用1:50的稀釋漂白
水/次氯酸鈉，進行
桌椅等環境表面及
地面擦拭，執行清
潔消毒工作的人員
應穿戴個人防護裝
備



同一辦公空間上
班則應戴外科口
罩



咳嗽或打噴嚏後及
如廁後，手部接觸
到呼吸道分泌物、
尿液或糞便等體液
時，更應立即洗手



落實健康狀況監測，
倘有發燒、呼吸道
症狀或腹瀉等，應
主動向單位主管或
負責人員報告

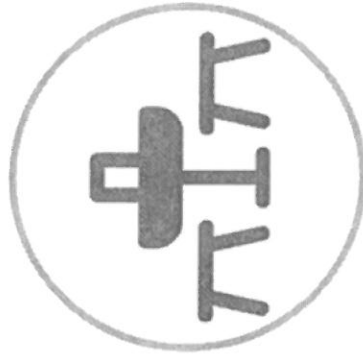
調整辦公方式減少員工間交互傳染



彈性調整人力，分組上班，以維持核心任務，持續營運建立異地辦公或在家上班機制，減少同時上班人數



進行空間調整，讓人員保持適當間距，將員工間及與客戶或其他合作夥伴間進行空間區隔。若無法維持社交距離，須配戴口罩



員工餐廳須保持桌與桌距離 1.5 公尺以上或設有隔板、餐桌設有隔板。若無法落實，以外帶為之



取消或延後與工作相關的集會或活動或改其他替代方案(如視訊)。請員工勿參加集會活動

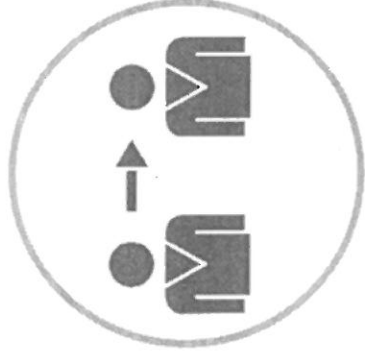
企業持續營運因應措施



善用數位工具，對外傳達公司正確營運訊息，並透過視訊會議等方式維持客戶信賴關係，或確認人員不足下可接單能量



調配生產量。暫停部分生產或服務。辦理員工線上培訓、改善營運場所、進行研發。疫情結束後快速恢復營運並促使產業升級



依持續營運計畫進行員工訓練。擬定決策權與關鍵技術與人員的替代機制。異地(遠距)辦公、異地備援、替代供應鏈、重要客戶需求方案

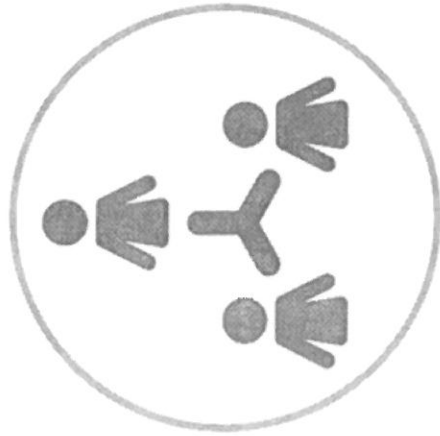


積極確保料源及物流通路，因應急單。減少產線、調整產能，運用科技發展數位化經營



善用政府紓困措施或相關資源：如協調銀行貸款展延、政策性新增貸款保證或補貼

應變組織與緊急聯絡網



成立專責單位或專案小組：
 建議各企業成立專責單位或專案小組來處理整個企業的組織變及業務



公司指定人員擔任應變負責人
 建立訊息傳遞管道及流程



建立上下游廠商、銀行、融資與貸款、報關、物流等與營運有關單位之緊急聯繫窗口



政府協助窗口：中央流行疫情指揮中心、經濟部中小企業馬上辦服務中心、經濟部工業局、勞動部、交通部路政司、交通部觀光局

持續營運計畫及演練



完成計畫

持續營運計畫：使企業能儘速恢復因疫情期間中斷的重要(優先項目)營運能力



辦理演練

瞭解是否可以依據所訂定之計畫步驟確實執行，並依據在演練過程中發現的問題，修正計畫內容

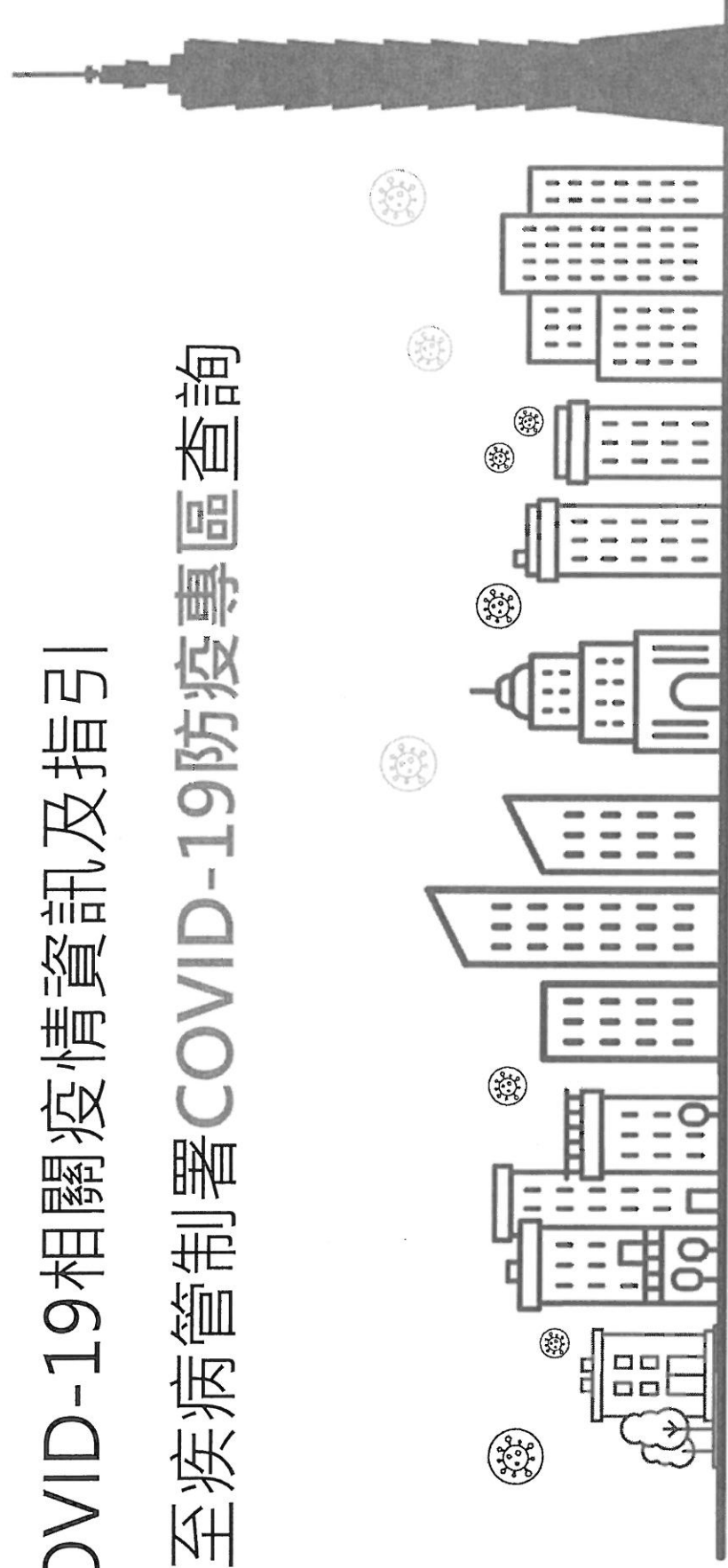


檢討及更新

疫災發生期間及疫情過後，監督並檢討公司的企業持續營運計畫，思考是否有待改進的工作或問題

相關參考資訊

COVID-19相關疫情資訊及指引 請至疾病管制署COVID-19防疫專區查詢



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企業因應嚴重特殊傳染性肺炎(COVID-19)疫情
持續營運指引

嚴重特殊傳染性肺炎中央流行疫情指揮中心 編訂

企業因應嚴重特殊傳染性肺炎(COVID-19)疫情 持續營運指引

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企業因應嚴重特殊傳染性肺炎(COVID-19)疫情

持續營運指引

編訂日期：2020/03/05

修訂日期：2020/03/30

壹、疫情情境

新型冠狀病毒(SARS-CoV-2)是造成嚴重特殊傳染性肺炎(COVID-19, 俗稱武漢肺炎)的病原體。大部分的人類冠狀病毒以直接接觸帶有病毒的分泌物或飛沫傳染為主。人類感染冠狀病毒以呼吸道症狀為主, 包括鼻塞、流鼻水、咳嗽、發燒等一般上呼吸道感染症狀, 另外也有少部分會出現較嚴重的呼吸道疾病, 如肺炎等, 嚴重的造成死亡。

中國大陸武漢地區自 2019 年底爆發 SARS-CoV-2 造成的肺炎疫情, 目前已擴散至中國全境及全球多個國家, 且我國已有境外移入及本土的確定病例發生, 最新疫情資訊, 請隨時參考衛生福利部疾病管制署網站。

因應疫情發展企業要面對的風險及要因應的衝擊則會有程度上的差異; 因此, 擬定本指引及精簡版教戰帖(如附件), 提供企業依「零星社區感染」和「發生社區傳播」, 進行持續營運之風險評估和因應, 俾利企業能持續業務及運作, 儘量將損失減至最低。

貳、風險與衝擊評估

由於 COVID-19 是全新的傳染病, 其可傳播性, 嚴重性和其他特徵, 相關研究正積極進行中, 因此尚難預估其感染規模、重症人數以及死亡人數。

一、零星社區感染階段

可能對企業營運造成的風險及衝擊狀況，例如：

- 人員出勤部分：有旅遊史或接觸史之員工出現發燒或呼吸道症狀、員工被隔離、員工家屬被隔離、同事被隔離等導致公司人力不足。
- 業務推展部分：旅遊警示無法出差、飛機航運或交通運輸減班或停飛影響，造成時間異動，延遲出貨造成客戶罰款或另尋供應商。
- 生產營運部分：公司營運也會因交通運輸減班或停止影響，導致原物料來源斷貨、收貨延遲，員工出勤影響交貨甚至因此造成財務調度困難，影響時間可能持續 2-3 個月。

二、疫情出現持續性或廣泛性社區傳播階段

可能對企業營運造成的風險及衝擊狀況，例如：

- 人員出勤部分：公司出現疑似案例、員工因確診而無法上班，其他人員必須隔離或在家自主健康管理無法正常上班出勤，甚至可能因群聚感染，使得大量同事及員工家屬需被隔離，導致公司人力受限嚴重不足；辦公、工作地點或營運場所必須封閉無法營運。
- 業務推展部分：因飛機、船運或交通運輸停飛或減班、旅遊警示致無法出差或參展等情形，公司業務被迫暫時中斷；產線減產或停擺，造成罰款或引發長期轉單。此外，無法還款造成銀行催繳利息。
- 生產營運部分：公司現有的存貨材料不足，原料、零件斷料；上下游廠商出貨或交貨延遲等造成無法生產；公司基本營運的水、電、油、空調等基礎設施是否穩定供應；物流受阻影

響出貨或資金積壓，均可能衝擊公司財務導致財務周轉等問題影響時間可能持續 2-3 個月或半年。

參、因應對策

企業應指定防疫負責人員並建立防疫應變單位，負責包括：掌握疫情變化、防疫宣導、防疫物資準備、衛生管理與人員健康監測、疫病通報，以及防疫應變準備等工作。防疫措施適用對象對象含括：企業員工(含外籍移工)、承包廠商、客戶及公司駐外單位人員等。

一、零星社區感染階段建議企業之因應策略

(一)防疫建議

1. 主動鼓勵有發燒或急性呼吸道症狀的員工在家休息

- (1) 建議讓有急性呼吸道症狀的員工留在家裡；直到在未服用退燒或其他減輕症狀的藥物（如止咳藥）前提下，體溫上升、發燒症狀和其他症狀改善至少 24 小時後，再恢復工作。
- (2) 調整請假規定，不強制要求罹患急性呼吸道疾病的員工提供醫師診斷書以確認病情或復工(因為醫療院所可能極度忙碌，無法及時提供此類證明文件，此外，如果只是輕症，也應該儘量避免出入醫院，以降低感染的風險)。
- (3) 應保持彈性的請假政策，允許員工留在家中照顧生病家人。雇主應了解，與往常相比，可能有更多員工需要留在家裡照顧患病孩童或其他家人。
- (4) 確保公司的請假規定具有彈性且符合政府法令規範，使員工了解這些規定。

2. 員工有發燒或急性呼吸道症狀時，個人及其工作場所衛生管理

- (1) 員工在上班場所或工作期間，如果出現發燒或急性呼吸道症狀（如咳嗽或呼吸急促），應主動告知主管，公司應請員工配戴口罩，並予安置於獨立空間或與其他員工保持距離之場所，並協助員工儘速就醫或建議返家。
- (2) 生病員工應配戴口罩，在咳嗽或打噴嚏時，應該使用衛生紙遮住鼻子和嘴巴，使用過的衛生紙應即丟棄至非接觸式垃圾桶；如果沒有衛生紙，可用手肘或肩膀遮蔽，並加強手部衛生清潔。

3. 宣導員工遵守咳嗽禮節並保持手部衛生

- (1) 在公司入口或其它明顯可見的地方張貼遵守咳嗽禮節及保持手部清潔海報，鼓勵生病時在家休息。
- (2) 在工作場所提供肥皂、清水或酒精性乾洗手液，並確保足夠的供應數量。可以將乾洗手液置放在不同地點或會議室中，以鼓勵員工保持手部衛生。
- (3) 教導員工經常使用肥皂和流動清水洗手至少 20 秒鐘，或使用含有酒精成份（至少含 70% v/v 乙醇）的乾洗手液清潔雙手，如果手上有明顯髒污，應優先使用肥皂和清水洗滌。

4. 定期清潔環境並保持室內空氣流通

- (1) 定期清潔工作場所中所有經常接觸的物品表面，例如桌面、電子設備、門把、機器/電器按鈕或開關等。使用清潔這些區域時常規使用的清潔劑，並遵循標籤指示。
- (2) 除嚴重特殊傳染性肺炎中央流行疫情指揮中心(以下簡稱中央流行疫情指揮中心)針對高風險場所採行之防疫措施

外，現階段建議不需要進行常規清潔以外的其他消毒措施。

- (3) 可準備拋棄式紙巾，供員工在每次使用這些經常使用的物品前可以擦拭表面，例如：門把、鍵盤、遙控器、辦公桌等。
- (4) 保持室內空氣流通，打開窗戶或氣窗，使空氣流通，如使用空調，至少開一扇窗戶，且留至少一個拳頭寬之窗縫。
- (5) 中央空調應增加室外新鮮空氣比例，減少室內空氣重複利用，並留意定期更換或清潔濾網。

(二) 員工上班、出差彈性措施

1. 查看並遵守疾病管制署國際旅遊疫情建議等級表，了解要前往國家的最新指引和建議。
2. 雇主因應 COVID-19 之疫情，應以勞工健康安全為最優先考量，如非必要，應避免指派勞工前往中國等疫區，可改採視訊或電傳等其他方式來維持營運經營，或與勞工協商調整工作地點及工作內容。
3. 確保員工了解，當出差或臨時被指派任務期間而生病時，應通知主管，並在需要時可撥打防疫專線 1922 尋求建議。
4. 如果在境外，患病員工應遵循公司醫療援助政策，或聯繫醫療保健業者、海外醫療援助公司或我國駐外使領館官員，以獲得協助找到當地合適的醫療保健業者。

(三) 企業持續營運因應措施

1. 擬定企業持續營運計畫、指定計畫執行負責人並對員工進行相關教育訓練(可參考「中小企業持續營運教戰手冊」)。
2. 擬定決策權與關鍵技術與人員的替代機制。

3. 擬定異地(遠距)辦公、異地備援、替代供應鏈、原料零件分散來源等方案。
4. 擬定符合重要客戶需求之方案。
5. 業務推展部分：善用數位工具透過視訊會議等方式維持客戶信賴關係，或透過數位化導入增加線上接單量能。
6. 生產營運部分：添購機器或資訊設備以應付遠距上班或在家上班的需求。積極確保料源及物流通路，以利貨物運送或因應急單。受衝擊之產業則可部分暫停服務，同時規劃辦理員工培訓或在職訓練，或改善營運場所，讓疫情結束後能快速恢復營運，並促使產業升級。
7. 善用政府相關紓困措施或資源，維持基本營運，或進行營運及競爭力之提升。

(四) 其他配合政策措施

1. 對於目前健康狀況良好，但經衛生單位疫情調查與風險評估結果，具感染風險的員工，在 14 天居家隔離、居家檢疫中，雇主必須確保員工遠離工作場所，但雇主可以採用彈性的工作安排，例如遠距辦公或電話會議，使員工可以在家工作。
2. 如果員工確定感染 SARS-CoV-2，雇主應配合衛生單位疫情調查，評估其他同事在工作場所暴露的風險，但需依規定保護個人隱私。並依據風險評估結果，依規定進行居家隔離或自主健康管理。
3. 具感染風險對象其居家隔離、居家檢疫或自主健康管理之配合事項資訊，可隨時參考中央流行疫情指揮中心發布之最新資料(網址：<https://www.cdc.gov.tw/>)，並確保該資訊傳達讓員工知悉。

4. 勞工配合依衛生主管機關接受隔離或檢疫，不得外出上班，雇主應給予防疫隔離假，且不得視為曠工、強迫勞工以事假或其他假別處理，亦不得強迫勞工補行工作、扣發全勤獎金、解僱或予不利之處分。另隔離或檢疫期間得向政府申請防疫補償。
5. 勞工如經認定是職業上原因，致感染 SARS-CoV-2，雇主應給予公傷病假，並給付相當於原領工資之工資補償。若勞工因此致死亡、失能、傷害或疾病，雇主亦應依勞動基準法規定給予職業災害補償。
6. 截至 2020 年 3 月 1 日為止，依中央流行疫情指揮中心發布之訊息，有感染之虞的醫療院所，其所有工作者應全程配戴口罩。現無感染之虞的各行業場所，無需強制勞工一律戴用口罩。但如勞工自行配戴口罩，雇主不能禁止。事業單位雇主應配合中央流行疫情指揮中心目前發布訊息，並參照職安署訂定之「因應嚴重特殊傳染性肺炎（武漢肺炎）職場安全衛生防護措施指引」，視疫情嚴重等級，適時修正及調整，以確保勞工安全健康。

二、當發生持續性或廣泛性社區傳播，建議企業之因應策略

（一）防疫規定

1. 落實個人及工作場所衛生管理

- (1) 應訂定並執行員工健康監測計畫，並有異常追蹤處理機制，例如：制定健康監測調查表，對所有進入辦公區域之員工常規量測體溫、詢問是否有急性呼吸道症狀，並做成紀錄。如有發燒或急性呼吸道症狀，勿上班，並請儘速就醫。
- (2) 公司入口明顯處張貼訪客規定，並備妥酒精性乾洗手液等

供使用，訂定訪客進入辦公區域前之健康調查表，如有發燒或急性呼吸道症狀相關風險，應婉拒進入，並協助提供相關就醫資訊。

- (3) 落實生病在家休息。要求員工確實遵守咳嗽禮節並保持手部衛生，包括：經常用肥皂和清水洗手。公司/企業應提供足夠的肥皂、清水或酒精性乾洗手液，衛生紙和非接觸式垃圾桶。
- (4) 定期清潔辦公環境並保持室內空氣流通。是否需要進行常規清潔以外的其他消毒措施，請依中央流行疫情指揮中心最新規定辦理。
- (5) 工作人員若在工作/上班期間出現發燒、呼吸道症狀等上呼吸道感染症狀，應主動向主管報告，戴上口罩並予安置於獨立空間或與其他員工保持距離之場所(或非人潮必經處且空氣流通之空間)，並協助安排鄰近醫療院所就醫。

2. 當公司/企業出現確診個案，工作場所環境防疫措施

- (1) 進行工作場所之環境消毒：環境清潔消毒工作若外包清潔公司，負責環境清消的人員需經過適當的訓練，執行清潔消毒工作的人員應穿戴個人防護裝備(手套、口罩、隔離衣或防水圍裙、視需要使用護目鏡或面罩)，以避免消毒水噴濺眼睛、口及鼻等部位。若由企業內部人員執行環境清潔消毒，人員也需經過適當的訓練穿戴個人防護裝備(手套、口罩、隔離衣或防水圍裙、視需要使用護目鏡或面罩)執行。消毒方式可用 1：50(當天泡製，以 1 份漂白水加 49 份的冷水) 的稀釋漂白水/次氯酸鈉(1,000 ppm)，以抹布或拖把進行桌椅等環境表面及地面擦拭，留置時間建議 1-2 分鐘或依消毒產品使用建議，並可再以抹布或濕拖把擦拭清潔乾淨。消毒措施應每日至少清潔一次地面，並

視需要增加次數。

- (2) 建議與確診個案同一辦公空間或有共同活動範圍的其他非屬居家隔離員工未來上班則應戴口罩，並加強落實洗手等個人衛生管理。保持經常洗手習慣，尤其咳嗽或打噴嚏後及如廁後，手部接觸到呼吸道分泌物、尿液或糞便等體液時，更應立即洗手。另應注意儘量不要用手直接碰觸眼睛、鼻子和嘴巴。
- (3) 落實自我健康狀況監測，倘有發燒、呼吸道症狀，應主動向單位主管或負責人員報告，並採取適當的防護措施及引導就醫治療。
- (4) 配合中央流行疫情指揮中心發布之指引及當地衛生主管機關之規定，執行防疫措施。

(二) 調整辦公、出勤或出差方式，減少員工間交互傳染

1. 有關確診個案接觸者之定義為：自確診員工發病日起至隔離前，在無適當防護下曾有長時間(大於 15 分鐘)面對面之接觸或相處，由衛生單位依據疫情調查結果進行接觸者匡列；惟企業主可根據目前的標準，評估如公司有確診個案時，其他員工在工作場所可能暴露的風險，並據以訂定防疫措施。
2. 彈性調配人力，建立異地辦公機制，減少同時上班人數，或研議在家上班辦公的可行方案。
3. 進行空間調整，讓人員座位保持適當間距，將員工間及與客戶或其他合作夥伴間進行空間區隔。
4. 參考疾管署國際旅遊疫情建議等級表網站，考慮取消前往其他國家的非必要商務差旅。因為其他國家可能實施管制，進而影響員工出差或返國行程。

5. 公司應取消或延期與工作相關的大型集/會議或活動或其他替代方案。亦請員工儘量勿參加大型集會活動。
6. 員工請病假之人數可能增加，公司/企業可進行必要職能的人員交叉培訓，以便關鍵成員請假時得以維持運作。
7. 部份幼兒托育和學校可能會持續延後開學或暫停上課，員工可能請假照顧孩童，雇主應提供可以彈性請假照顧兒童的機制。
8. 有關員工上下班差勤規定，請依勞動基準法相關規定辦理。

(三)企業持續營運因應措施

企業持續營運的因應措施除以下 1-6 項與社區零星感染階段建議之因應項目以外，因疫情已進入社區傳播階段，因此，建議企業因應的重點可將以下 7-9 項列入。

1. 業務推展部分：善用數位工具，對外傳達公司正確營運訊息，並透過視訊會議等方式維持客戶信賴關係，或確認人員不足下可能接單能量。可協調客戶延長交期；或與銀行協調利息展延或寬限。
2. 生產營運部分：調配因遠距上班或無法上班員工所影響之生產量。嚴重受衝擊之產業則可部分暫停生產或服務，同時規劃辦理員工線上培訓，或改善營運場所、進行研發等工作，讓疫情結束能快速恢復營運，並促使產業升級。
3. 擬定企業持續營運計畫、指定計畫負責人並對員工進行相關教育訓練(可參考「中小企業持續營運教戰手冊」)。
4. 擬定決策權與關鍵技術與人員的替代機制。
5. 擬定異地(遠距)辦公、異地備援、替代供應鏈等方案。

6. 擬定符合重要客戶需求之方案
7. 積極確保料源及物流通路，以利貨物運送或因應急單。
8. 儲備能量訓練員工：辦理員工培訓或參加政府提供之相關培訓課程，提升員工專業知能，一併帶動產業提升。
9. 數位化：減少產線、調整產能，運用科技發展數位化經營。
10. 善用政府紓困措施或相關資源：如協調銀行貸款展延、政策性新增貸款保證或補貼。申請政府相關研發計畫補助(如 SBIR 等)。補貼航空業及機場業者場站相關費用一年，以減輕其經營負擔、緩收國內線場站相關費用 4 個月以減輕業者現金流壓力、以渡過難關，一旦疫情結束，預估被壓抑的市場需求將大幅增加，業者即可恢復正常營運。

(四)其他配合政策措施

1. 疾病流行的程度可能因地區而異，衛生主管機關可能針對個別地區發布指引，因此需隨時注意取得所在地即時準確的疫情資訊，配合當地衛生主管機關之規定進行適當因應。
2. 建立訊息傳遞管道與流程，將防疫計畫和最新疫情資訊傳達給所有員工和業務合作夥伴。

肆、應變組織或緊急聯繫網

- 一、 成立專責單位：建議各企業成立專責單位來處理整個企業的組織應變及業務，讓企業的核心任務能持續營運並快速復原。
- 二、 指定人員擔任應變負責人：為統籌綜理應變事宜，建議企業/公司指定人員擔任應變負責人，確保各項應變工作落實

執行。

三、營運利害關係人：建立上下游廠商、銀行、融資與貸款、報關、物流等與營運有關單位之緊急聯繫窗口。

四、政府協助窗口：

1. 中央流行疫情指揮中心：1922。
2. 經濟部中小企業馬上辦服務中心：0800-056476
3. 經濟部產業競爭力發展中心（工業局）：0800-000257
4. 勞動部：1955
5. 交通部路政司：聯絡人：林宇平；電話：02-23492154
6. 交通部觀光局：聯絡人：劉士銘；電話：02-23491500 轉 8200

伍、確認持續營運計畫之可行性

一、完成持續營運計畫

為使企業能儘速恢復因疫情期間中斷的重要(優先項目)營運能力，建議企業應制定持續營運計畫。

二、辦理演練

為使公司的持續營運計畫在不同情境下能依照原先預定的計畫內容有效的發揮作用，並達到計畫目標，建議能規劃辦理演習確認計畫可行性。例如：演練如公司發現有確定個案時，公司的消毒方式、員工健康監測、部分員工無法上班時重要任務之調整、辦公室空間規劃，以瞭解是否可以依據所訂定之計畫步驟確實執行，並依據在演練過程中發現的問題，微調計畫內容。

三、檢討及更新

為利所擬訂的計畫能達到最大效度，企業負責人應在疫災發生期間及疫情過後，監督並檢討公司的企業持續營運活動，思考是否有待改進的工作或問題，以及業務環境變化時其外部夥伴(供應商或廠商)、核心企業活動(產品或服務)、資訊系統或財管部門等改變產生的可能影響，定期檢討，才能掌握可以改善企業營運計畫的機會。

陸、參考資訊

1. 總統府國家安全會議及行政院國土安全辦公室：因應 COVID-19 企業持續營運計畫（精簡版教戰帖）及因應 COVID-19 機關持續運作計畫（精簡版教戰帖）。
2. 經濟部工業局。製造業因應嚴重特殊傳染性肺炎(武漢肺炎) 指引，109 年 2 月 3 日。
3. 中小企業持續營運教戰手冊：APEC 中小企業工作小組，2014 年 5 月。
4. 美國 CDC：Interim Guidance for Businesses and Employers to Plan and Respond to 2019 Novel Coronavirus (2019-nCoV), February 2020。 <https://www.cdc.gov/coronavirus/2019-ncov/guidance-business-response.html>
5. 新加坡企業發展局 (Enterprise Singapore)：Guide on Business Continuity Planning for 2019 novel coronavirus. <https://www.enterprosg.gov.sg/2019-ncov>.
6. 中華民國環境職業醫學會：嚴重特殊傳染性肺炎因應指引-機關企業疫情因應指引。
7. 勞動部：防疫照顧 QA。
8. 勞動部職業安全衛生署：因應嚴重特殊傳染性肺炎（武漢肺炎）職場安全防護措施指引。
9. 衛生福利部疾病管制署：<https://www.cdc.gov.tw/>
10. 衛生福利部疾病管制署 LINE@疾管家：
<https://page.line.me/vqv2007o>.
11. 衛生福利部疾病管制署 COVID-19 相關宣導海報：
<https://www.cdc.gov.tw/Advocacy/SubIndex/2xHloQ6fXNagOKPnayrjgQ?diseaseId=N6XvFa1YP9CXYdB0kNSA9A&tab=2>.
12. 衛生福利部疾病管制署國際旅遊疫情建議等級表：
<https://www.cdc.gov.tw/CountryEpidLevel/Index/NIUwZUNvckRWQ09CbDJkRVFjaExjUT09?diseaseId=N6XvFa1YP9CXYdB0kNSA9A>.

因應COVID-19 企業持續營運計畫 (精簡版教戰帖 - 現階段)

製作日期：109.2.18

架構：5個步驟 Steps to make a BCP

1. 情境--現階段 (零星社區感染)

- 員工家屬被隔離 • 有旅遊史或接觸史之員工感冒、發燒
- 員工被隔離 • 員工被確診、大量同事被隔離
- 旅遊警示無法出差
- 物流受阻 • 原物料來源斷貨 • 收貨延遲 • 財務調度
- 時間持續2-3個月

2. 風險與衝擊評估

- 核心功能及業務
 - # 員工 # 辦公或工作地點 # 營業場所 # 上班出勤 # 業務
 - # 產線 # 機器或資訊設備 # 存貨材料 # 上下游交貨
 - # 水電油空調等基礎設施 # 進出口 # 物流 # 銷售 # 財務
- 災害衝擊
 - @ 員工被隔離 @ 無法出差 @ 員工被確診 @ 大量隔離
 - @ 原料零件斷料 @ 出貨延遲 @ 物流 @ 財務周轉
 - @ 疫情防護裝備不足 @ 辦公/工作地點封閉

3. 因應對策

- (1) # 防疫建議 # 個人及工作處所衛生管理
員工健康監測計劃
- (2) # 員工上班差勤規定 # 減少上班、出差
遠距上班 # 視訊設備 # 落實隔離 # 空間規劃
分批辦公 # 人力相互支援機制
- (3) # 防疫資源整備
- (4) # 重要活動延期或替代方案
- (5) # 數位化 # 爭取訂單 # 產能彈性調整
- (6) # 原料零件分散來源

4. 應變組織與緊急聯絡網

- (1) 應變專責單位或專案小組
- (2) 公司應變負責人
- (3) 營運利害關係人
 - # 上下游廠商 # 銀行 # 融資與貸款 # 報關
 - # 物流
- (4) 政府協助窗口
 - # 經濟部中小企業處紓困窗口
 - # 勞動部1955
 - # 疫情指揮中心1922

因應COVID-19 企業持續營運計畫 (精簡版教戰帖 - 現階段)

製作日期：109.2.18

架構：5個步驟 Steps to make a BCP

5.持續營運計畫及演練

- (1) 完成持續營運計畫
- (2) 辦理演練
- (3) 檢討及更新

因應COVID-19 企業持續營運計畫 (精簡版教戰帖 - 發生社區傳播) 製作日期：109.2.18

架構：5個步驟 Steps to make a BCP

1. 情境--發生社區傳播

- 人傳人•傳播快•無法辨識傳染源•辦公地點被封閉
- 公司出現疑似案例或個案•員工突然發燒
- 公司群聚感染•員工家屬被隔離•員工被隔離
- 員工被確診、大量同事被隔離
- 物流受阻•原物料來源斷貨•收貨延遲•財務調度
- 時間持續2-3個月或半年

2. 風險與衝擊評估

- 核心功能及業務
- #員工 #辦公或工作地點#營業場所 #上班出勤#業務
- #產線 #機器或資訊設備 #存貨材料 #上下游交貨
- #水電油空調等基礎設施 #物流#銷售 #財務
- 災害衝擊
- @員工被隔離 @無法出差 @員工被確診 @大量隔離
- @疫情防護裝備不足 @重要活動受影響或停止
- @原料零件斷料 @出貨延遲
- @物流 @財務周轉

3. 因應對策

- (1) #防疫規定 #個人及工作處所衛生管理
#員工健康監測計劃
- (2) #員工上班差勤規定 #減少上班、出差
#遠距上班 #視訊設備 #落實隔離 #空間規劃
#分批辦公 #人力相互支援機制
- (3) #防疫資源整備 #訊息傳遞管道及流程
- (4) #重要活動延期或替代方案
- (5) #數位化 #爭取訂單 #產能彈性調整 #產業升級
- (6) #原料零件分散來源

4. 應變組織與緊急聯絡網

- (1) 應變專責單位或專案小組
- (2) 公司應變負責人員
- (3) 營運利害關係人
#上下游廠商 #銀行 #融資與貸款 #報關 #物流
- (4) 政府協助窗口
經濟部中小企業處紓困窗口
勞動部1955
疫情指揮中心1922

因應COVID-19 企業持續營運計畫 (精簡版教戰帖 - 發生社區傳播) 製作日期：109.2.18

架構：5個步驟 Steps to make a BCP

5.持續營運計畫及演練

- (1) 完成持續營運計畫
- (2) 辦理演練
- (3) 檢討及更新

因應COVID-19 機關持續運作計畫 (精簡版教戰帖 - 現階段) 1/2

製作日期：109.2.17

架構：5個步驟 Steps to make a COOP

1. 情境—現階段(零星社區感染)

- 員工家屬被隔離 • 有旅遊史或接觸史之員工感冒、發燒
- 員工被隔離 • 員工被確診、同事被隔離
- 旅遊警示無法出差
- 時間持續2-3個月

2. 風險與衝擊評估

- 核心功能及業務
- # 員工 # 辦公或工作地點 # 營運場所 # 上班出勤 # 業務
- # 機器或資訊設備
- # 水電油空調等基礎設施 # 運輸工具
- 災害衝擊
- @ 員工被隔離 @ 無法出差 @ 員工被確診
- @ 防護裝備不足 @ 無辦公地點 @ 無替代人力
- @ 緊急應變失能

3. 因應對策

- (1) # 防疫建議 # 個人及工作處所衛生管理
- (2) # 減少上班、出差 # 遠距上班 # 視訊設備 # 落實隔離 # 空間規劃 # 分批辦公
- (3) # 員工上班差勤規定
- (4) # 儲備能量訓練員工 # 數位化
- (5) # 洽公民眾監測及管理流程
- (6) # 人力相互支援機制
- (7) # 強化緊急應變機制
- (8) # 防疫資源整備
- (9) # 公文遞送及處理機制 # 電子化

4. 應變組織與緊急聯絡網

- (1) 機關應變組織或專案小組
- (2) 機關/組織應變負責人
- (3) 營運利害關係人
 - # 上下所屬單位資源的調度 # 資金調度
- (4) 政府協助窗口
 - # 人事行政總處
 - # 主計總處

因應COVID-19 機關持續運作計畫 (精簡版教戰帖 - 現階段) 2/2

製作日期：109.2.17

架構：5個步驟 Steps to make a COOP

5. 持續營運計畫及演練

- (1) 完成機關持續營運計畫
- (2) 辦理演練
- (3) 檢討及更新

架構: 5個步驟 Steps to make a COOP

1. 情境—發生社區傳播

- 人傳人 • 傳播快 • 無法辨識傳染源 • 辦公地點被封閉
- 機關出現疑似案例或個案 • 員工突然發燒
- 機關群聚感染 • 員工家屬被隔離 • 員工被隔離
- 員工被確診 • 大量同事被隔離
- 無法出差
- 時間持續2-3個月或半年

2. 風險與衝擊評估

- 核心功能及業務
#員工 #辦公或工作地點 #營運場所 #上班出勤 #業務
#機器或資訊設備
- #水電油空調等基礎設施 #運輸工具
- 災害衝擊
@員工被隔離 @無法出差 @員工被確診 @大量隔離
@防護裝備不足 @無辦公地點 @無替代人力
@緊急應變失能 @重要活動受影響或停止

3. 因應對策

- (1) #防疫規定 #個人及工作處所衛生管理
- (2) #減少上班、出差 #遠距上班 #視訊設備
#落實隔離 #空間規劃 #分批辦公
- (3) #員工上班差勤規定
- (4) #儲備能量訓練員工 #數位化
- (5) #洽公民眾監測及管理流程
- (6) #人力相互支援機制
- (7) #強化緊急應變機制
- (8) #防疫資源整備
- (9) #公文遞送及處理機制 #電子化
- (10) #重要活動延期或替代方案

4. 應變組織與緊急聯絡網

- (1) 機關應變組織或專案小組
- (2) 機關/組織應變負責人
- (3) 營運利害關係人
#上下所屬單位資源的調度 #資金調度
- (4) 政府協助窗口
#人事行政總處
#主計總處

架構：5個步驟 Steps to make a COOP

5. 持續營運計劃及演練

- (1) 完成機關持續營運計劃
- (2) 辦理演練
- (3) 檢討及更新

**Guidelines for Enterprise Planning of Business
Continuity in Response to the Coronavirus
Disease 2019 (COVID-19)**

**Edited by
Central Epidemic Command Center
March 05, 2020**

Guidelines for Enterprise Planning of Business Continuity in Response to the Coronavirus Disease 2019 (COVID-19)

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Guidelines for Enterprise Planning of Business Continuity in Response to the Coronavirus Disease 2019 (COVID-19)

Date: 2020/03/05

One. Introduction to COVID-19 Pandemic

The novel coronavirus (SARS-CoV-2) is the pathogen that causes the novel coronavirus disease (COVID-19, also known as “Wuhan Pneumonia”). Most transmission of human coronaviruses are the result of infection by direct contact with secretions or droplets. In humans, coronaviruses mainly cause symptoms common to respiratory ailments, including stuffy nose, runny nose, cough and fever. In some cases, more serious respiratory disease like pneumonia can follow, and in some severe cases death can occur.

The COVID-19 pandemic originated from the outbreak of SARS-CoV-2 infection in the Wuhan Region of China in late 2019, and has currently spread to all regions of China and across the world. In Taiwan, there are currently confirmed indigenous and imported cases. For latest information on the COVID-19 pandemic, please refer to the website of the Taiwan Centers for Disease Control, Ministry of Health and Welfare.

Currently, the COVID-19 situation in Taiwan is limited to only sporadic cases of community acquired infection; however, as the risks of possible widespread community infection become increasingly higher, it is anticipated that the businesses and enterprises will face varying degrees of impact and risks posed from the COVID-19 infection. To assist enterprises in maintaining continuous business operations and minimizing the losses amidst the threat of COVID-19, the Taiwan Centers for Disease Control (Taiwan CDC) has developed this set of guidelines, as well as a streamlined

version (see appendix) that instruct enterprises on how to evaluate the risks and implication of business continuity in the event of “sporadic community acquired infection” and “onset of community transmission”.

Two. Risk and Impact Assessment

Since COVID-19 is a novel communicable disease, its transmission capability, severity and other characteristics are currently under study. Therefore, it is difficult to accurately estimate the scale of infection and quantity of severe and fatal cases. With regards to Taiwan, currently the pandemic situation has yet to progress to widespread community-acquired infection, and remain limited only to cross-border imported cases, familial clusters, contact histories, and sporadic nosocomial (“intra-hospital”) and community-acquired infection. However, although the present situation remains under control, impacts to the business operations of certain manufacturing and service industries are already being felt, as a consequence of the impacts brought by this disease from China and other countries in the world.

I. Current phase (sporadic community-acquired infection)

Possible risks and impacts in relation to enterprise operation include:

- Workforce attendance: employees with travel or contact histories develop fevers or respiratory ailments and cause employees, employee’s family members or colleagues being placed under quarantine, which in turn lead to shortness of manpower.
- Sales and Marketing: employees are unable to go on business trips due to travel notice warnings, reduced airline flights or

transportation bans that result in changes to business operation hours, delayed product shipments, penalties from clients and supplier replacement.

- Manufacturing operation: impacts on business operation due to reduced shipments or transportation bans may result in cut-off from raw materials supply, delayed delivery, and shipment being delayed due to workforce attendance, as well as financial difficulties. The impact may last up to 2-3 months.

II. The pandemic progresses to continuous or widespread community transmission

Possible risks and impacts in relation to enterprise operation include:

- Workforce attendance: suspected cases at the office, employees confirmed with the disease under quarantine who cannot come to work, other personnel under quarantine or self-health management who cannot come to work normally, and suspicion of cluster infections leading to more employees and their family members requiring quarantine, which then result in severe manpower shortage; suspension of business operation due to closed offices, work places and business locations.
- Sales and Marketing: business operation is forced to suspend due to reduced flights, shipment or transportation bans affecting business trips and oversea exhibitions; reduced production line operations or suspension leading to penalties and long-term order transfer; inability to make loan payment leading to repeated reminders of interest collection by banks.

- Manufacturing: shortage of raw material inventory, cut-off from parts and raw material supplies; up- and down-stream industries delaying shipment and delivery, resulting in suspension of manufacturing; impacts on basic infrastructures of companies such as utilities, fuel and HVAC system; impact on logistics operation delaying shipment or overstocking resulting in impaired business finances and capital movement. Such impacts may last up to 2-3 months or 6 months.

Three. Response Strategies

Enterprises should designate personnel responsible for epidemic prevention and establish an epidemic response unit, whose duties may include (but not limited to) the following: constantly updating the changes in epidemic situation, advocating and promoting epidemic prevention, stockpiling and inventory of epidemic prevention supplies, conducting health management, monitoring personnel, and carrying out disease reporting and epidemic response preparation. The applicable subjects include (but not limited): enterprise employees (including foreign migrant workers), contractors, clients and oversea office personnel.

I. Recommended enterprise response strategies for the current phase (sporadic community-acquired infection)

(I) Recommendation for epidemic prevention

1. Actively encouraging employees with fevers or acute respiratory symptoms to stay at home and rest

- (1) Employees with acute respiratory symptoms are advised to stay at home and rest for at least 24 hours, and not to return to

work until symptoms like elevated body temperature and fever improved – without the premise of taking antipyretics or drugs that relieve related symptoms (e.g., cough medicine).

- (2) Adjust regulations for leave application. Do not force employees with acute respiratory disease to submit proof of diagnosis for the purposes of verifying disease condition or resuming work. (This is because medical institutions may be inundated with workload and unable to produce such proof documents. Additionally, employees with mild symptoms should also avoid going to hospitals, in order to reduce the risks of further infection).
- (3) Maintain a flexible leave application policy and allow employees to stay at home to take care of sick family members. Employers should understand that compared to a normal situation, employees may need to spend more time at home and take care of sick children or family members during times like the epidemic period.
- (4) Ensure that the enterprises' leave application policy is flexible and complies with government regulations, and ensure that employees are aware of these regulations.

2. Personal and work place sanitation management for employees with fevers or acute respiratory symptoms

- (1) Employees developing fevers or acute respiratory symptoms (such as coughing or shortness of breath) during work hours and in work places should immediately inform their supervisors. Company should request employees to wear face masks and transfer them to an individual space, or locations

that maintain a distance from other employees. Company should also assist employees to seek medical attention or return home.

- (2) Employees who are sick should wear face masks and use tissue papers to cover their noses and mouths when sneezing or coughing. Used tissue papers should be discarded immediately into a contact-less trash receptacle; if tissue papers are unavailable, use the elbow or shoulder to cover the noses and mouths, and strengthen hand hygiene/ hand sanitizing.

3. Advocating proper cough etiquette and hand hygiene to employees

- (1) Affix posters that advocate proper cough etiquette and hand hygiene maintenance at entrances to businesses or other conspicuous locations, and encourage rest at home when sick.
- (2) Provide soap, clean water and alcohol-based hand sanitizers at work places and ensure sufficient quantities. Place the hand sanitizers in various locations or meeting rooms to encourage employees to maintain hand hygiene.
- (3) Instruct employees to frequently wash their hands with soap and flowing clean water for at least 20 seconds, or clean their hands with hand sanitizers containing alcohol (at least 70% v/v ethanol). Employees should prioritize using soap and clean water to wash their hands when there are visible dirt and stains on the hands.

4. Regularly cleaning the environment and maintain good indoor

ventilation

- (1) Regularly clean all surfaces of items that come under frequent contact in the work places, such as table-top surfaces, electronic equipment, door handles, buttons or switches on machineries and electronic appliances. Use detergents for routine cleaning of these areas and follow the labeled instructions.
- (2) Currently, it is advised to not implement additional sterilization measures other than the routine cleaning procedures and epidemic measures advised by the Central Epidemic Command Center (CECC) for places of high risks.
- (3) Have disposable wipes available for employees to wipe the surfaces of these frequently used items, e.g., door handles, keyboards, remote controls and office desks.
- (4) Maintain good indoor ventilation, open windows or air vents to circulate air. If using air conditioning, open at least one window with an opening at least the width of a fist.
- (5) The central HVAC system should be configured to increase the ratio of fresh air, and reduce the recirculation of indoor air. The air filters should be changed or cleaned regularly.

(II) Flexible measures for employee attendance and business trips

1. Follow Taiwan CDC's travel notices for international destinations and understand the latest guidance and recommendation for intended travel destination.
2. Employers should prioritize consideration of the health and safety of the employees during the COVID-19 epidemic and

avoid assigning employees to make unnecessary trips to epidemic outbreak regions such as China. Employers should consider using video calls or tele-communication methods to maintain business operation, or negotiate with employees to adjust their working locations and work content.

3. Ensure that employees understand that their supervisors should be notified when they become sick during business trips or temporary assignments, and seek advice by calling the Communicable Disease Reporting and Consultation hotline, 1922, when necessary.
4. Employees who become sick abroad should follow the company's policies on medical assistance, or contact entities such as healthcare service providers, oversea medical assistance service providers or officials of Taiwan's oversea embassies and mission offices for assistance to find suitable local healthcare service providers.

(III) Measures for business continuity

1. Draft a business continuity plan (BCP) and designate a project leader, conduct education training for employees (may refer to the "Guidebook on Small and Medium Enterprises Business Continuity Planning").
2. Devise substitution mechanisms for decision-making power, critical technology and personnel.
3. Devise solutions for off-site (remote) office work, off-site backup, replacement supply chains, and distribute sourcing of raw materials and parts.

4. Devise solutions that meet the needs of important clients.
5. Sales and Marketing: utilize digital tools such as video calls to maintain the trust relationship with clients, or use digitalization to increase the capacity for taking online orders.
6. Manufacturing: acquire machinery or information technology equipment to address the needs for remote operation or working-at-home. Actively ensure that raw material sources and logistic channels remain open to address the needs for product shipments or urgent orders. Businesses that have been impacted may consider partially suspending services, plan for education training or on-the-job training for employees, or take the opportunity to make improvement to the business operation places, so that the businesses can rapidly return to normal operation once the epidemic has subsided, as well as promoting faster industry upgrade.
7. Make good use of relief measures or resources provided by the government to maintain basic operation, or conduct upgrade to business operation and competitiveness.

(IV) Other policies

1. For employees that are currently healthy but have been determined to possess a risk of infection by epidemiological survey and risk assessment of health authorities, employers should ensure that during their 14-day home quarantine and isolation period, employees should stay away from normal place of work but have flexible working arrangements made for work from home, such as remote working or teleconferences.

2. If the employee(s) is confirmed with SARS-CoV-2 infection, the employer should cooperate with health authority's epidemiological survey and evaluate the risk of exposure to other colleagues at the work place. However, the survey should observe all regulations concerning personal privacy and confidentiality. Based on the results of risk evaluation, employee(s) should be placed under home quarantine or self-health management.
3. For subjects at risk of infection, please refer to the latest information on home quarantine, isolation or self-health management announced by the CECC (website: <https://www.cdc.gov.tw/>), and ensure such information is acknowledged by the employees.
4. Employees should cooperate with health authorities on home quarantine or isolation and avoid going to work. Employers should grant isolation or quarantine related work leaves and are prohibited from treating it as absenteeism, or force employees to apply for personal leaves or other classification. Additionally, employers are also prohibited from forcing employees to fill in missed work, deduct full-attendance bonuses, dismiss employees, or issue detrimental penalties. Employers should apply for epidemic prevention compensation with the government during quarantine or isolation period.
5. If it has been determined that employees have contracted SARS-CoV-2 infection on account of performing occupational duties, employers shall grant occupational sick or public leaves and issue compensation payment equivalent to the original wages. In

the event of employee death, disability, injury or sickness on account of occupational accident, employer shall grant compensation for occupational hazards in accordance with the regulations of Labor Standard Act.

6. As of March 1, 2020, based on the information announced by the CECC, all medical institutions at risk of virus infection should request all workers to wear face masks. Work places without risks of infection do not need to force mask-wearing policies on workers; however, employers are forbidden to prohibit workers from wearing masks by individual will. Business employers should cooperate with the information announced by the CECC and follow the “Guidelines on Occupational Safety and Sanitation Protection for COVID-19”, published by the Ministry of Labor’s Occupational Safety and Health Administration, to make timely adjustments and revision to mask policies, ensuring that the worker’s safety and health are guaranteed.

II. Recommended strategies for businesses during continuous or widespread community transmission

(I) Regulations on epidemic prevention

1. Implement personal and workplace hygiene management

- (1) Devise and implement employee health monitoring plan and measures for handling and tracking abnormalities, such as: health monitoring survey, conduct routine temperature check for employees entering work sites, make inquiries about acute respiratory symptoms and file as record. Employees with a

fever or acute respiratory ailments should refrain from working and seek medical attention immediately.

- (2) Rules on visitation should be placed in conspicuous locations near the entrance to the business premise. Make alcohol-based hand sanitizers available for use by visitors, and devise a health survey for visitors before entering work sites. Visitors at risk for fever or acute respiratory symptoms should be requested to not enter the work site, and provide information on medical assistance as needed.
- (3) Enforce resting at home when sick: requires employees to adhere to cough etiquette and maintain good hand hygiene, including washing hands frequently with soap and clean water. The company/enterprise should provide sufficient quantities of soap, clean water and alcohol-based hand sanitizers, tissue papers and contact-less trash receptacles.
- (4) Regularly clean the office environment and maintain good indoor air ventilation. For disinfection measures other than routine cleaning, please follow the latest regulations from the CECC.
- (5) Workers who have developed a fever and upper respiratory symptoms during work hours or duties should immediately report to the supervisors, wear face masks and transfer to an individual space or location that maintains distance from other employees (or in a well ventilated space with few foot traffics), and seek medical attention at a nearby medical institution as soon as possible.

2. Environmental epidemic prevention measures to implement

when confirmed infection case(s) exist within the company/enterprise

(1) Environmental disinfection of the work place: if the environmental sanitation and disinfection is contracted to an outside contractor, ensure that the sanitation personnel are properly trained and equipped with proper personal protective equipment (e.g., gloves, face masks, isolation garments or water-proof aprons, and use goggles or full-face shields as necessary) to prevent the eyes, nose and mouth from exposure to disinfectants. For enterprises that handle their own sanitation work internally, personnel should also undergo proper training and wear personal protective equipment (gloves, face masks, isolation garments or water-proof aprons, use goggles or full-face shields as necessary). For preparation of disinfectant, dilute bleach/Sodium hypochlorite (1000 ppm) with water in 1:50 ratio (made on the scheduled day of cleaning; 1 part bleach/sodium hypochlorite to 49 parts of cold water). Use a mop or cloth and wipe the surfaces of the environment (e.g. table-top and chairs) and the floor, let the disinfectant work for about 1-2 minute, and then wipe or mop the surfaces with wet cloths and mops. The floor should be disinfected at least once per day, and increase the cleaning frequency as required.

(2) Employees not under home quarantine/isolation and who share the common office or activity space with the confirmed cases are advised to wear face masks during work hours and step up the management of personal hygiene, like washing hands frequently (especially after coughing, sneezing and using bathroom). Wash hands immediate when exposed to

respiratory secretion or body fluids like urine and feces. Avoid directly touching the eyes, nose or mouth with hands.

- (3) Implement self-monitoring of health status: actively report to the supervisors or person in charge about any fever or respiratory ailments, adopt proper protective measures and seek medical attention.
- (4) Cooperate with the regulations and guidelines announced by the CECC and local health authority and implement epidemic prevention measures.

(II) Adjust work hours, office hours, attendance or business trips to reduce cross-transmission between employees

1. Definition of cases exposed to confirmed COVID-19 infected cases: subjects who have come into face-to-face (close) contact or exposed to confirmed infected employees for a prolonged period of time (longer than 15 minutes), without proper protection measures, and were exposed to the confirmed cases during the period between the onset of disease to isolation. The contact cases will be classified based on the results of epidemiological survey conducted by the health authority. However, if there are confirmed cases in the work place, employers may follow the current standards and evaluate the possible risks of exposure for their employees, and devise epidemic prevention measures accordingly.
2. Implement flexible coordination of workforce, establish off-site working mechanisms, reduce the number of concurrent workers, or investigate the feasibility of working from home.

3. Adjust working space to maintain proper distances between seats, and implement spatial segregation between employees and clients or other collaborating partners.
4. Refer to the Taiwan CDC's website on international travel warnings and notices, and consider cancelling any unnecessary overseas business trips since other countries may implement travel restrictions or bans that will impact the employee's business trip and return schedule.
5. A company should consider cancelling or delaying any large scale assemblies/conferences or events that are related to work, and consider other alternative solutions. A company should also advise employees to refrain from participating in mass events or activities.
6. As the number of employees on sick leaves may increase, a company/enterprise should conduct cross-training of personnel for essential occupational capacity, so that business operation can be maintained even when critical personnel are on leaves.
7. As some daycare centers or schools may postpone or suspend classes, employees may apply for leaves to take care of children at home. Employers should provide a flexible mechanism when employees apply for child care leaves.
8. For regulations on employee attendance, please adhere to the regulations stipulated in the Labor Standards Act.

(III) Measures to maintain business continuity

Concerning the response measures for business continuity,

apart from the following 1-6 items and recommended items for sporadic community infection, since the epidemic has entered the phase of community transmission, it is suggested that businesses can incorporate items 7-9 below into their strategies:

1. Sales and marketing: utilize digital tools to convey externally that the business is operating normally; maintain the trust relationship with clients via teleconferencing or video calls; confirm the limit to order capacity during manpower shortage period, and negotiate with client to extend the delivery period; negotiate with financial institutions for interest extension or grace period.
2. Manufacturing: adjust the production quota impacted by remote working or staff shortage. Businesses that have been severely affected may consider temporarily suspending production and services, as well as arranging for employees to participate in online training, making improvements to work places, or engaging in research and development so that businesses can recover operation quickly once the pandemic subsides, while simultaneously encouraging industry upgrade.
3. Devise a business continuity plan, assign person in charge and conduct employee education training (please refer to the “Guidebook on Small and Medium Enterprises Business Continuity Planning”).
4. Devise the substitution mechanism for critical decision-making power, technology and personnel.
5. Devise solutions for off-site (remote) working, off-site backup and supply chain replacement.

6. Devise solutions that meet the needs of important clients.
7. Actively ensure that raw material sources and logistics channels remain accessible for product shipment and urgent orders.
8. Build up education capacity for employees: organize employee training or arrange for employees to participate in government-organized training courses, increasing professional capacity of employees and stimulate industry upgrade.
9. Digitization: reduce production lines, adjust production capacity, and utilizes technology to develop digitized business operation.
10. Take advantage of government's relief measures or resources: e.g., negotiate for extension of bank loans, and guarantee policy-related loans or subsidies; apply for government-provided research project grants (such as the Small Business Innovation Research (SBIR)) program; subsidize airline and aerospace industries for at least an year to reduce their operation cost burden; postpone collection of domestic terminal fees up to 4 months to alleviate the pressure of cash flow for the business operators, which allow them to return to normal operation to meet the once oppressed market demand after the pandemic situation has subsided.

(IV) Other policies cooperation

1. The severity of pandemic may differ by regions. Health authorities may announce specific guidelines targeted toward certain regions. Therefore, businesses are advised to stay updated on the most accurate epidemic information at their

location, and to cooperate with the regulations of the local health authority to implement appropriate measures.

2. Establish channels and procedures to communicate information on epidemic prevention plans and latest epidemic status to all employees and business partners.

Four. Response organization or emergency contact network

- I. Establish a designated unit: it is advised that businesses form designated units to handle the organizational response and related affairs of the business, ensuring the core missions can continue to operate with faster recovery.
- II. Assign personnel as person in charge of response: this person should be in charge of coordinating response measures and ensure they are properly implemented.
- III. Business operation stakeholders: establish emergency contacts with business operation related entities, such as down-and-up stream vendors, banks, loans and financing, custom declaration and logistic vendors.
- IV. Government assistance:
 1. Central Epidemic Command Center: 1922.
 2. Instant Service Center, Small and Medium Enterprise Administration, Ministry of Economic Affairs: 0800-056476
 3. Industry Competitiveness Development Center, Ministry of Economic Affairs (Industrial Development Bureau, MOEA): 0800-000257
 4. Ministry of Labor: 1955

5. Department of Railways and Highways, Ministry of Transportation and Communication. Contact person: Yu Ping Lin; telephone: 02-23492154

6. Tourism Bureau, Ministry of Transportation and Communication. Contact person: Shi Ming Liu; telephone: 02-23491500 ext. 8200

Five. Verifying the feasibility of the business continuity plan

I. Complete the business continuity plan (BCP)

Businesses are advised to implement a business continuity plan so that the operational priorities (critical missions) suspended during the epidemic period can be quickly restored.

II. Organize practice drills

In order for the BCP to exert its planned functions under different scenarios and achieve the set objectives, it is advised that businesses should organize practice drills to verify the feasibility of the BCP. For example, the following measures of the BCP can be practiced: method of disinfection when the company has confirmed cases; employee health monitoring; adjustment to critical missions when employees were not in attendance; and planning of work space in the office. These steps should be practiced beforehand to verify that the planned procedures can be properly carried out during the actual incident, as well as reviewing any issues and concerns discovered during the practice drill and implement appropriate improvement measures.

III. Review and Revise

In order to maximize the effectiveness of the planned measures, business proprietors should supervise and review the BCP measures during and after the epidemic, and to consider any issues that have arisen, and seek ways to improve them. Business proprietors should also consider the possible effects of the changes in business operation have on external partners (suppliers or vendors), core business operations (products or services), information system or financial departments, and to conduct regular review to continuously improve the business operation planning.

Six. Reference

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2. Industrial Development Bureau, Ministry of Economic Affairs. Guidelines for Manufacturing Industries on Responses to COVID-19, February 03, 2020.
3. Guidebook on SME Business Continuity Planning: APEC Small and Medium Enterprise Working Group, May 2014.
4. United States Centers for Disease Control and Prevention: Interim Guidance for Businesses and Employers to Plan and Respond to 2019 Novel Coronavirus (2019-nCoV), February 2020. <https://www.cdc.gov/coronavirus/2019-ncov/guidance-business-response.html>
5. Enterprise Singapore: Guide on Business Continuity Planning for 2019 novel coronavirus. <https://www.enterprisesg.gov.sg/2019-ncov>.
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7. Ministry of Labor: QA on epidemic care
8. Occupational Safety and Health Administration, Ministry of Labor. Guidelines on work place safety protective measures for COVID-19
9. Taiwan Centers for Disease Control, Ministry of Health and Welfare: <https://www.cdc.gov.tw/>
10. LINE@CDC, Taiwan Centers for Disease Control, Ministry of Health and Welfare: <https://page.line.me/vqv2007o>.
11. COVID-19 advocacy posters, Taiwan Centers for Disease Control, Ministry of Health and Welfare:

<https://www.cdc.gov.tw/Advocacy/SubIndex/2xHloQ6fXNagOKPnayrjgQ?diseaseId=N6XvFa1YP9CXYdB0kNSA9A&tab=2>.

12. International Travel Notices and Warnings, Taiwan Centers for Disease Control, Ministry of Health and Welfare:
<https://www.cdc.gov.tw/CountryEpidLevel/Index/NIUwZUNvckRWQ09CbDJkRVFjaExjUT09?diseaseId=N6XvFa1YP9CXYdB0kNSA9A>.