

THE ZIKA VIRUS AND YOUR BUSINESS

MARCH 2, 2016

New York, NY

Introductions

Agenda

- Zika Virus Background
- Insurance Considerations and Implications
- Crises and Organizational Resilience
- Planning for a Health Crisis
- Five Things You Can Do Right Now

Speakers



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Managing Director

- Marsh's US Gaming & Hospitality Practice Leader.
- Over 13 years of insurance and risk management consulting experience.
- Recognized as one of the country's leading real estate, gaming, and hospitality insurance brokers.



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- Senior consultant for Marsh Risk Consulting's Reputational Risk & Crisis Management, Resiliency and Response Practice.
- Over 20 years of crisis management, business continuity, and emergency management experience.

Zika Virus Background

Overview

- The outbreak began in Brazil last May and has spread across Latin America and the Caribbean.
- This is the first time the virus has appeared in the Western Hemisphere.
- The rapid spread through densely populated areas prompted the WHO to declare Zika an international public health emergency.
- WHO estimates there will be 4 million Zika-related cases in the Americas over the next year.
- The CDC has reported 107 travel-associated Zika cases in the US, 9 of which are pregnant women.
- On February 26, the CDC issued a travel advisory that women who are pregnant “consider not going to the Olympics.”
- The Obama administration has asked Congress for \$1.8 billion to respond to the virus.

Zika Virus Background

Virus Overview

- Zika virus is transmitted to people primarily through the bite of an infected Aedes species mosquito.
- The virus can also be transmitted from:
 - A pregnant mother to her fetus during pregnancy.
 - Sexual contact.
 - Blood transfusions.
- 1 in 5 people infected become ill with mild flu-like symptoms.
- Incubation period: 2 to 7 days.
- Complications:
 - Microcephaly in newborns.
 - Patients developing Guillain-Barre syndrome.



Zika Virus Background

Fiction vs Fact

Fiction

- This is the first time the virus has been identified.
- It is easy to diagnose.
- The virus is treatable.
- If you don't show symptoms, you haven't been infected.

Fact

- The virus was first identified in Uganda in 1952, but has not previously been found in the Western Hemisphere.
- A Zika virus diagnosis can only be confirmed by laboratory testing.
- Symptoms may be treated, but there is currently no treatment or vaccine.
- Only 1 in 5 people infected with the virus show symptoms. It is not yet known if the virus can be sexually transmitted by non-symptomatic patients.

Zika Virus Background

Implications for Your Business

- The World Bank has estimated that the outbreak of the Zika virus will cost Latin American and the Caribbean region economies about \$3.5 billion.
- Organizations with global operations, especially hospitality, travel, tourism, and event-oriented ones, or that have employees who live in or are traveling to the Americas have heightened insurance and risk management concerns.
 - The CDC has recommended that pregnant women not attend the Olympics.
- Employees may refuse to work when there is an objectively “reasonable belief that there is imminent death or serious injury,” according to OSHA.
 - Employees may refuse to work in Zika-impacted areas.
- OSHA will publish an interim guide on how businesses can protect workers from occupational exposure to the Zika virus this spring.

INSURANCE CONSIDERATIONS AND IMPLICATIONS

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Insurance Considerations and Implications

How Coverage Applies

Risk: Loss of income due to outbreak.

Solution: Property coverage.

- Loss of attraction:
 - Provides business interruption insurance for infectious diseases.
- Manuscript coverage and provides limited coverage.
- Special event cancellation coverage.

Insurance Considerations and Implications

How Coverage Applies

Risk: Employees travel to impacted areas and contract the Zika virus.

Solution: Workers' compensation.

- Foreign voluntary workers' compensation:
 - Coverage for employees traveling abroad.
- Domestic workers' compensation:
 - Coverage for employees during an outbreak that occurs in the US.

Insurance Considerations and Implications

How Coverage Applies

Risk: Guests contract Zika in the impacted areas.

Solution: General liability.

- Foreign general liability:
 - Coverage for 3rd party claims arising from insureds' negligence outside the US.
- Domestic general liability:
 - Coverage for 3rd party claims during an outbreak that occurs in the US.

Insurance Considerations and Implications

What You Can Do to Prepare

- Review your policies with your current broker.
- Understand the types of claims and what coverage would apply.
- Closely track the costs associated that can be incorporated into potential claims.

CRISES AND ORGANIZATIONAL RESILIENCE

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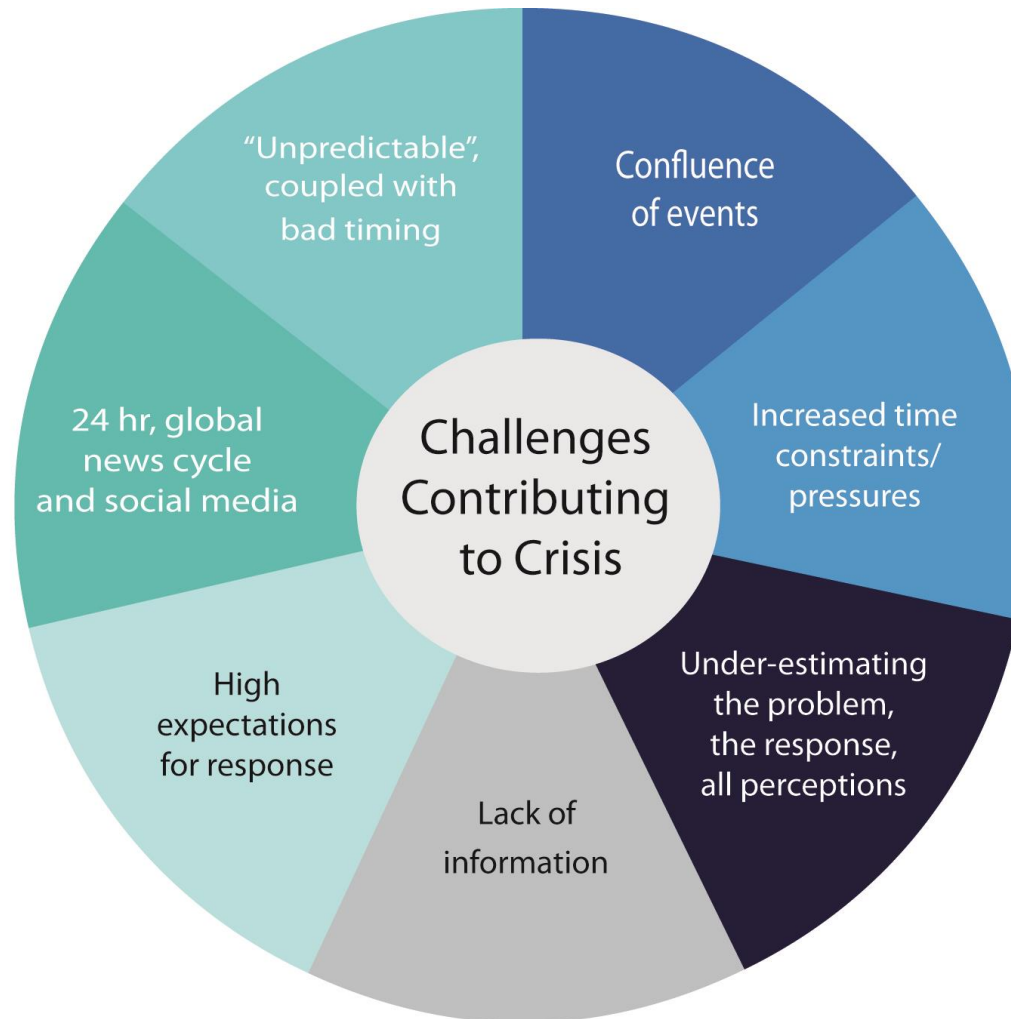
Importance of Managing Crises



- In almost every significant event or crisis, the perceived effectiveness of your organization's response is equally or more important than the event.
- Damage to your operation and reputation from a poorly managed crisis can last years and is sometimes unrecoverable.



Why Are Crises So Difficult to Manage?



- *Crisis, by definition, isn't business as usual.*
- *Process and planning can reduce chaos during a crisis situation.*

Planning and Preparation for Health Crises Has Evolved

Lessons Learned

- Pandemic only.
- Infectious disease-specific planning.
- Narrowly-defined escalation criteria.
- Origination of the virus pre-defined.
- Public fear.

Refined Approach

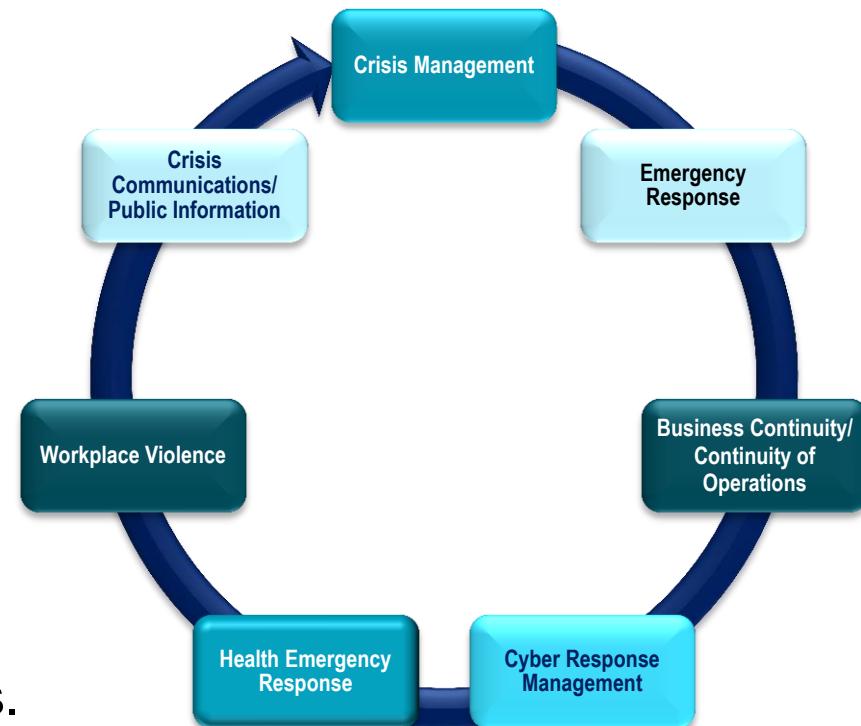
- Broader approach to planning.
 - Not just pandemic any more (Ebola, SARs, H1N1, Zika, etc.)
- The Center for Disease Control (CDC) and World Health Organization (WHO) redefined escalation criteria. Organizations are building on that approach by including the consideration of potential impacts to operations.
- Sources of infection, symptoms, and timeline for transmission can be different in each health crisis.
- Organizations must be able to ramp up response very quickly, which is critical to reinforce the facts.

How Do We Build a Resilient Organization?

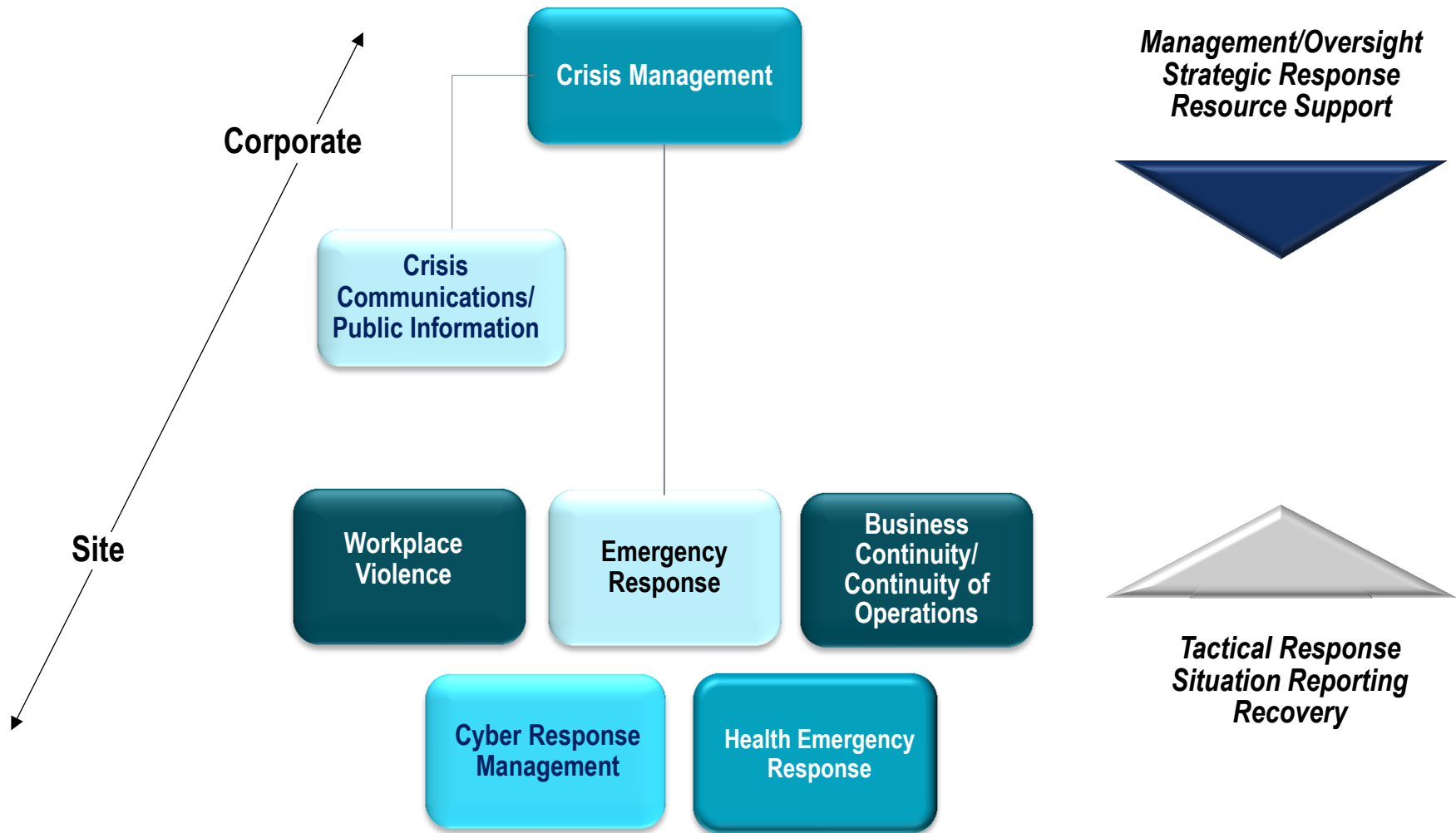
An overarching program ensures and maintains a well-aligned response and proactive management capability, including plans and teams.

Characteristics:

- Provide an overall view of an organization's response capabilities.
- Encompass a full range of risks and vulnerabilities.
- Establish program governance (e.g., policy, standards, and guidance).
- Define an overall response structure, teams, clear processes, and linkages.
- Promote readiness at all levels and focuses on maintaining capability.
- Establish alignment among all functions.



Sample Organizational Response Structure



WHY PLAN FOR A HEALTH CRISIS?

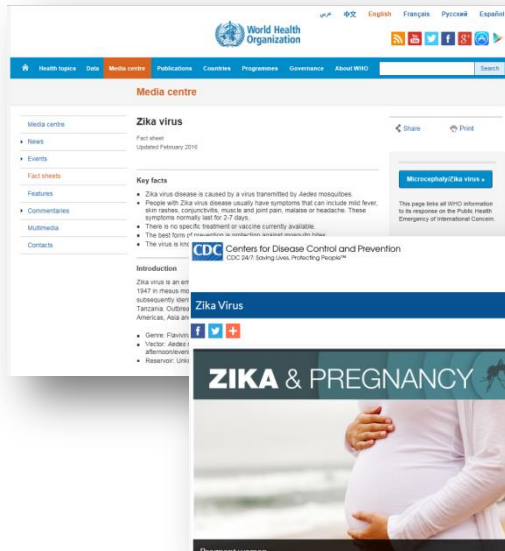
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Why Plan For Health Crises?

There are unique risks and potential impacts:

- Public concern and fear.
- High absenteeism could potentially reduced workforce.
- Broad community threats at home and abroad.
- Changing business and operational requirements.

“First Zika virus case identified in Washington State”
– *Dayton Daily News*



“CDC Investigating 14 New Reports of Zika Transmission Through Sex”
– *New York Times*

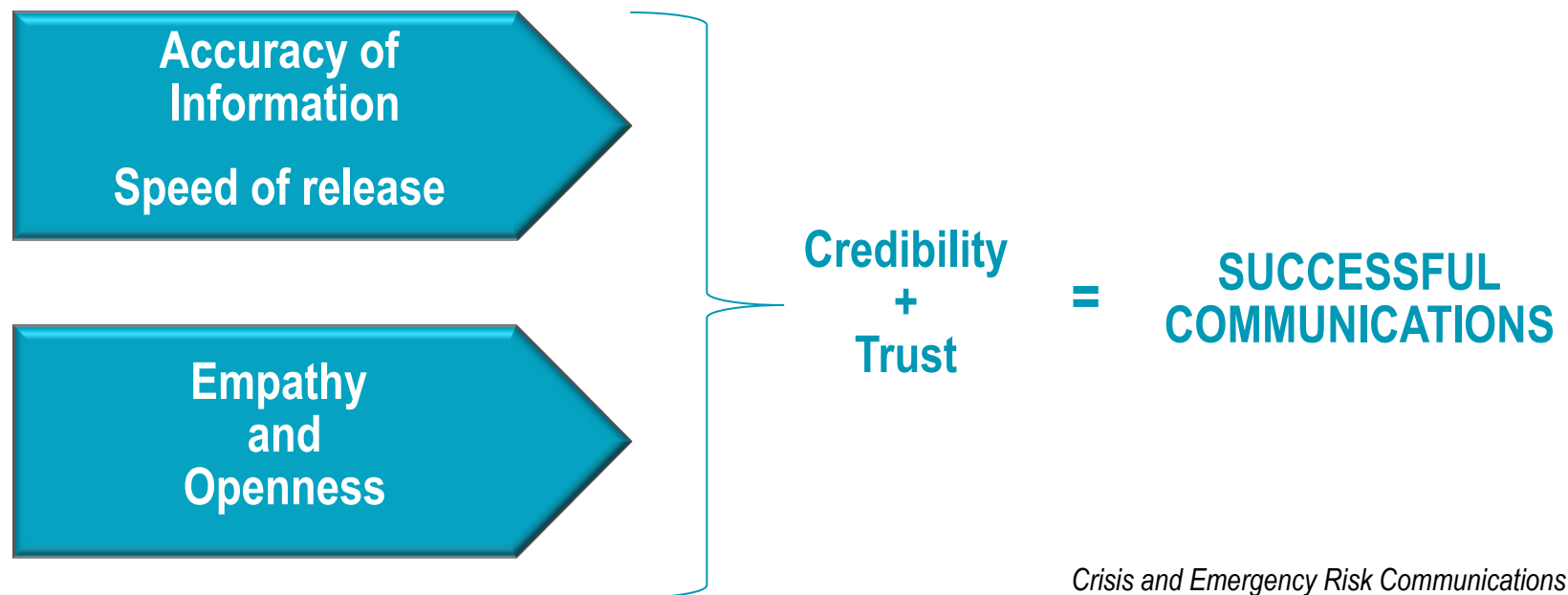
Key Policy Decisions and Considerations

- Operationalize recommendations from health officials and agencies:
 - Who will decide what it means for your organization?
 - What additional sources will you leverage?
 - How will policies be implemented?
- Topics to consider:
 - Employee travel to impacted areas.
 - Employees working in impacted areas.
 - Distribution of insect repellants, netting, etc.
- During an outbreak:
 - Mosquito bite prevention guidelines for travelers:
 - Clothing, repellants, netting.
 - Sick leave: Employees and family care.
 - Working from home.



Crisis Communications

- The process for communicating proactively with all internal and external audiences and stakeholders during an adverse event or issue.
- Supports overall response strategies including protecting the reputation.



Crisis and Emergency Risk Communications (CDC)

Communicate, Communicate, Communicate

- Plan to communicate early and often to your employees, customers, visitors, and key stakeholders.
- Awareness and facts will alleviate fears, uncertainty, and reassure stakeholders that you have a plan.
 - Listen to stakeholder concerns and issues.
 - Obtain information from credible sources (e.g., CDC, WHO, Pan American Health Organization (PAHO), etc.).
- Define or set parameters around when and how you will adjust and increase communications.

Mosquito Bite Prevention (United States)

Not all mosquitoes are the same. Different mosquitoes spread different viruses and bite at different times of the day.

Type of Mosquito	Viruses spread	Biting habits
Aedes aegypti, Aedes albopictus	Chikungunya, Dengue, Zika	Primarily daytime, but can also bite at night
Culex species	West Nile	Evening to morning

Help Control Mosquitoes that Spread Dengue, Chikungunya, and Zika Viruses

Bzzzz.

Aside from being itchy and annoying, the bite of an infected female mosquito (*Aedes aegypti* or *Aedes albopictus*) can spread dengue, chikungunya, or Zika viruses. People become infected with dengue, chikungunya, or Zika after being bitten by an infected mosquito.

- Female mosquitoes lay several hundred eggs on the walls of water-filled containers. Eggs stick to containers like glue and remain attached until they are scrubbed off. When water covers the eggs, they hatch and become adults in about a week.
- Adult mosquitoes live inside and outside.
- They prefer to bite during the day.
- A few infected mosquitoes can produce large outbreaks in a community and put your family at risk of becoming sick.

Protect Yourself, Your Family, and Community

- Help Control Mosquitoes that Spread Chikungunya and Zika Viruses: English

Pregnant?

Warning: Zika might be linked to birth defects. There is no vaccine to prevent Zika virus infection.

Protect yourself from mosquito bites

- Mosquitoes avoid open areas. Mosquitoes that spread Chikungunya, Dengue, and Zika are aggressive daytime biters. They can also bite at night.
- Use insect repellent. It works best for tickling, active ingredients: DEET, Citriodiol, picaridin.
- Wear protective clothing. Wear long-sleeved shirts and long pants and use insect repellent. For extra protection, treat clothing with permethrin.
- Mosquito-proof your home. Use screens on windows and doors. Use air conditioning when available. Keep mosquitoes from laying eggs and from reaching water.

For more information: www.cdc.gov/chikungunya | www.cdc.gov/dengue | www.cdc.gov/zika

Multimedia

Questions and answers on Zika virus

What is Zika virus?

Zika Q&A

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WHAT YOU CAN DO RIGHT NOW

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Five Considerations

1. Review company policies.
2. Provide employees with awareness information.
3. Review and update methods for providing information to employees.
4. Address potential business continuity, crisis management, and crisis communications requirements.
5. Review your organization's overall response structure.



1. Review Company Policies

- Employee travel to impacted areas:
 - Consider travel restrictions for those with the virus and for employees travelling to areas impacted by virus.
- Medical screening.
- Sick leave and family leave to care for sick loved ones.
- Work from home.
- Health support including:
 - Insect repellants.
 - Netting.
 - Other preventative options.



2. Provide Employees With Awareness Information

- General tips:
 - Cover exposed skin by wearing long-sleeved shirts, long pants, socks, and shoes. If possible, use permethrin-treated clothing and gear.
 - Use repellants containing DEET, picaridin oil of lemon eucalyptus (OLE), or IR3535. Always use as directed.
- Encourage employees to visit credible websites and sources to obtain up-to-date information:
 - Center for Disease Control www.cdc.gov.
 - World Health Organization www.who.int.
 - Pan American Health Organization www.paho.org.
 - Local and County Health Authorities.

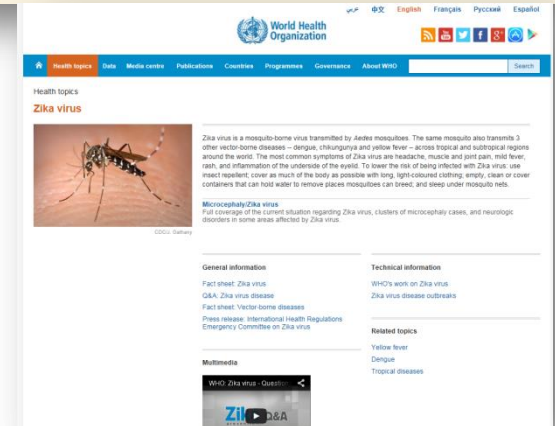


3. Review and Update Methods for Providing Information to Employees

- Information about the threat and status of operations within your organization.
- Methods to consider for disseminating information to employees:
 - Employee emails.
 - Intranet site.
 - Lunchroom boards.
 - Lunch-n-learns.
 - Department meetings.
 - Mass notification system.
- Messaging should always include references back to key sources (e.g., CDC, WHO, PAHO, local health authorities, etc.).



Centers for Disease Control and Prevention
CDC 24/7: Saving Lives. Protecting People™



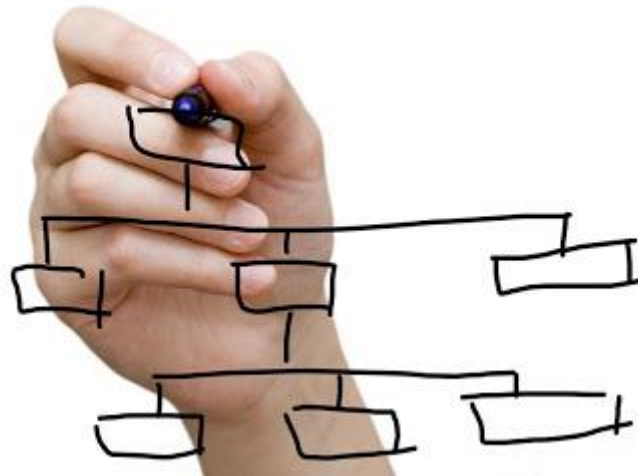
4. Address Potential Business Continuity, Crisis Management, and Crisis Communications Requirements

- Keep vital operations going by including ways to minimize exposure to and the spread of illness in the workplace.
- Some continuity options may include:
 - Operating with a reduced workforce.
 - Reducing production and/or delivery of services.
 - Considering third-party agreements for services and supplies.
- Consider updating (or developing) a crisis management plan and strategy to be implemented during an actual crisis.
 - Ensure the plan incorporates your crisis communications strategy.



5. Review Your Organization's Overall Response Structure

- Ensure your organization is capable of managing a health emergency including:
 - Implementing multiple business continuity, response, crisis management, and crisis communications plans.
 - Adjusting to a major increase in the number of employees working from home or unable to work.
 - Addressing impacts to business strategy and operations due to substantial changes to the marketplace and supply chain.



Always Remember



- A health crisis, by definition, is not operations as usual.
- Planning and formalizing processes can help reduce chaos.
- Practice, practice, and more practice. Exercise your plans and protocols.

**Preparedness and
Resilience**

=

**Clarity in Roles
and Process**

+

**Speed and Effectiveness
During Response**

“By failing to prepare, you are preparing to fail.”
— [Benjamin Franklin](#)

For More Information

If you're interested in learning more about how your company can prepare, contact us at:



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Resources on Marsh.com:

- [A Global Health Emergency: 5 Steps to Address the Zika Virus Outbreak](#)
- [Concerned About the Zika Virus? Here's What You Need to Know](#)



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