

# Pandemic planning as part of an overall resilience strategy

March 2020

## Immediate action

Governance	<ul style="list-style-type: none"><li>— Establish a Pandemic Planning/Preparedness Team consisting of executive-level members:<ul style="list-style-type: none"><li>— Human Resources (people and preparedness)</li><li>— Finance (financial stress testing)</li><li>— Business stakeholders (business continuity planning)</li><li>— Supply Chain/Procurement</li><li>— Marketing &amp; Communications</li></ul></li><li>— Identify communication tools and spokespersons for internal and external communications</li><li>— Educate personnel, at both the family and employee level:<ul style="list-style-type: none"><li>— Personal hygiene/protection tips</li><li>— Social distancing</li><li>— Related pandemic terminology</li></ul></li><li>— Sign up for local emergency management agency alerts</li></ul>
Human Resources	<ul style="list-style-type: none"><li>— Review/update/create work from home policy and confirm the policy addresses the following elements:<ul style="list-style-type: none"><li>— Paying hourly employees who are asked to work from home/take leaves of absence if they tested positive</li><li>— Paying benefits to employees who are asked to take leaves of absence</li><li>— Working with the business and IT to confirm employees have the capabilities to work from home</li><li>— Working with Marketing/Communications to issue the policy to employees and ensure their awareness</li><li>— Define alert levels/triggers</li><li>— Travel Guidelines and Restrictions/Bans</li><li>— Social Distancing Procedures</li><li>— Telecommuting/Video Conferencing/Alternate Sites</li><li>— Workplace and Leave flexibilities as well as pay and benefits in case of daycare/school closings, caring for ill family members, etc.</li><li>— Align pandemic policies, standards, and procedures with public health recommendations as well as appropriate laws</li><li>— Confirm employee contact information is current and distributed appropriately</li><li>— Update Intranet site to link to the World Health Organization (WHO), local public health departments, etc.</li></ul></li></ul>

## Activities already taken by organizations to date (continued)

Business Continuity/Information Technology	<ul style="list-style-type: none"><li>— Confirm critical processes can be performed remotely or identify an alternative</li><li>— Validate essential tools to work remotely are available (i.e., laptop, VPN, etc.)</li><li>— Increased network bandwidth due to increased telecommuting, etc.</li><li>— Remote security access capabilities</li><li>— Establish a Help Line to assist employees who are not familiar with telecommuting or test thoroughly in anticipation of a pandemic</li><li>— Review the organization's Risk Assessment and Business Impact Analysis to confirm the critical business sites, processes, products, services, and a prioritized list of customers that will be the focus of continued operations during a pandemic event</li><li>— Determine which business processes will cease during the pandemic – deliver minimal viable product</li><li>— Review the potential impacts to:<ul style="list-style-type: none"><li>— Legal/Regulatory Requirements</li><li>— Reputation</li><li>— Customer Service/Any Current Service Level Agreements</li><li>— Operational Maximum Allowable Downtime</li></ul></li><li>— Sign-off that the Pandemic Plan has been reviewed and approved by the Board of Directors or Committee annually</li></ul>
Marketing/Comms	<ul style="list-style-type: none"><li>— Develop communication vehicles and frequencies targeting:<ul style="list-style-type: none"><li>— Employees</li><li>— Customers/Clients</li><li>— Regional Offices</li><li>— Supply Chain/Service Providers</li><li>— Board of Directors</li></ul></li><li>— Develop a communication plan to facilitate consistent internal and external communications</li><li>— Determine the appropriate level of communication consistent with an organization's protocol<ul style="list-style-type: none"><li>— keep employees informed without introducing unnecessary stress</li></ul></li><li>— Determine appropriate level of communication with clients</li></ul>
Security/Facilities/Health & Safety	<ul style="list-style-type: none"><li>— Direct leadership to follow guidelines published by leading global authorities (e.g. WHO)</li><li>— Inventory hand sanitizers, ensuring appropriate distribution of devices near restrooms, kitchens, common areas</li><li>— Assess employee health and safety risks</li><li>— Increased facility cleaning</li></ul>
	<ul style="list-style-type: none"><li>— Connect with critical supply chain providers to identify their operational approach in providing vital products/services</li><li>— Determine critical suppliers and vendors as defined by the business</li><li>— Work with the business to identify alternative vendors/suppliers – alternates may have been vetted previously</li><li>— Develop and integrate a control structure for exports from highly impacted countries</li><li>— Determine the location of the vendors/suppliers and define supplier routes</li><li>— Review contracts with key customers and suppliers to understand liability in the event of supply shortages</li><li>— Review vendor/supplier continuity plans</li><li>— Develop plans for surge buying before, during, and between pandemic waves</li><li>— Obtain line of sight for which orders will be potentially impacted</li><li>— Obtain visibility into the tiers of your supply chain to assess overall impact</li><li>— Explore transportation alternatives</li><li>— Obtain transparency into what are the critical materials with the highest impact, if applicable</li><li>— Evaluate inventory positions and manufacturing priorities, if applicable</li></ul>

## Medium-to-long term actions

Pandemic Planning/Preparedness Team	<ul style="list-style-type: none"><li>— Closely monitor outbreaks and announcements as reported by WHO, and local health and emergency management agencies</li><li>— Activate the Pandemic Plan, if appropriate</li><li>— Work with the area public health departments and emergency management agencies to understand local pandemic response plans and align accordingly<ul style="list-style-type: none"><li>— Travel Restrictions/Bans</li><li>— Public Transportation</li><li>— Daycare/School Closings</li><li>— Government Shutdowns</li></ul></li><li>— Develop Situation Reports on employee absenteeism/check-ins (confidential information/Need to Know Basis)</li><li>— Open limited service locations with limited services, if applicable</li><li>— Migrate to 100 percent virtual operations if needed</li></ul>
Finance	<ul style="list-style-type: none"><li>— Review cash flow and revise expenditures as necessary</li><li>— Work with supply chain to inventory forecasts and predict supply and demand</li><li>— Assess financial stability and identify variables that will impact revenue and cost</li><li>— Define scenarios that address global slowdowns, model cash flow, etc.</li><li>— Include trigger-based moves in each scenarios to stabilization organizations</li></ul>
Business Continuity/Information Technology	<ul style="list-style-type: none"><li>— Widen Virtual Private Network (VPN) to allow all employees to work remotely</li></ul>

## Actions to consider following the event

Human Resources	<ul style="list-style-type: none"><li>— Issue guidelines provided by public health authorities:<ul style="list-style-type: none"><li>— Lifting of Travel Restrictions</li><li>— Public Transportation</li><li>— Daycare/School Openings</li><li>— Government Openings</li></ul></li><li>— Communicate with personnel to return to the worksite, once they are healthy and/or no longer caring for an ill family member and after any quarantine periods</li></ul>
Pandemic Planning/Preparedness Team	<ul style="list-style-type: none"><li>— Debrief and discuss any lessons learned</li><li>— Assign any outstanding issues and report on the status of such issues until resolution</li><li>— Protect customers by facilitating a no-penalty situation/fees for cancellations</li><li>— Consider offering discounts to customers to preserve loyalty</li></ul>
Business Continuity/Information Technology	<ul style="list-style-type: none"><li>— Update the Pandemic Plan and any other related Business Continuity/Resiliency Plans based on lessons learned</li><li>— Validate the Pandemic Plan annually (i.e., through tabletop exercises, functional exercises, tests):<ul style="list-style-type: none"><li>— So personnel understand their roles and responsibilities</li><li>— Validate critical business processes can continue with internal and external support</li><li>— Confirm communication tools are available and operational</li></ul></li></ul>

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