

**F R E E M A N**



International Association  
of Exhibitions and Events  
*formerly known as IAEM*

## **Pandemic Influenza Business Continuity Planning Guidelines**

**Created May 2006**

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**FREEMAN**  
**Pandemic Influenza Business Continuity Plan**  
**Introduction**  
**Created May, 2006**

## **Introduction**

This guide has been developed in order for Freeman to prepare to respond in the event of an outbreak. This document is being broken down into two sections. The first section is intended to assist you in preparing for an adequate response to an influenza pandemic outbreak of a magnitude that may affect one or several of our operations.

The second section is meant to assist you in preparing your response in the event of an outbreak affecting our business. The areas of response are:

- the show needs to be relocated or;
- we have insufficient employees to effectively operate our business.

## **Purpose**

Freeman is dedicated to the protection of its employees, facilities, and resources. Also, we are committed to ensuring that our company can continue all aspects of its critical business processes during a flu pandemic and can safely resume normal operations as quickly as possible after a flu pandemic affects our facility. We place a high priority on developing, validating, and if necessary, implementing our company's Pandemic Flu Plan. This template is meant to assist you in developing your own individual plan specific to your branch. If after reading this, you find that improvements can be made, please contact xxxxxx. We encourage all suggestions because the success of this written plan is important to Freeman and our business.

## **Background on Pandemic Influenza**

### *Infection in Humans*

Although avian influenza A viruses usually do not infect humans, more than 100 confirmed cases of human infection with avian influenza viruses have been reported since 1997. For example, the World Health Organization (WHO) maintains [situation updates](#) and [cumulative reports of human cases](#) of avian influenza A (H5N1). Most cases of avian influenza infection in humans are thought to have resulted from direct contact with infected poultry or contaminated surfaces. However, there is still a lot to learn about how different subtypes and strains of avian influenza virus might affect humans. For example, it is not known how the distinction between low pathogenic and highly pathogenic strains might impact the health risk to humans. (For more information, see "Low Pathogenic versus Highly Pathogenic Avian Influenza Viruses" on the [CDC Influenza Viruses Web page](#)).

Because of concerns about the potential for more widespread infection in the human population, public health authorities closely monitor outbreaks of human illness associated with avian influenza. To date, human infections with avian influenza A viruses detected since 1997 have not resulted in sustained human-to-human transmission. However, because influenza A viruses have the potential to change and gain the ability

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**FREEMAN**  
**Pandemic Influenza Business Continuity Plan**  
**Introduction**  
**Created May, 2006**

to spread easily between people, monitoring for human infection and person-to-person transmission is important. (See [Information about Influenza Pandemics](#) for more information.)



### **Pandemic Characteristics and Impact**

Imagine if:

- 10 to 30% of your employees are too sick to go to work on any given day;
- Cumulatively, a quarter of your workforce could be out for three to four months;
- Other businesses you rely on are facing the same absentee rates

A pandemic will not be like a physical disaster. A pandemic has unique characteristics when compared with a more “typical” disaster. For example:

- ***Widespread impact:***

The impact of a pandemic would likely be widespread, and not localized to a single area; therefore there may be little outside assistance. Our Disaster Plan assumes that some parts of our organization will be unaffected and can take up the required capacity.

- ***Not a physical disaster:***

A pandemic is not a physical disaster. It has some unique characteristics that require implementation of activities to limit contact such as restriction of movement, quarantine, and closure of public gatherings.

- ***Duration:***

A pandemic would not be a short, dramatic event leading to commencement of a recovery phase.

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**FREEMAN**  
**Pandemic Influenza Business Continuity Plan**  
**Introduction**  
**Created May, 2006**

- **Notice:**

It is likely that there will be some advance warning from the development of the pandemic overseas, but it is always possible that any warning period could be short. Should pandemic influenza spread through the United States, it could be some weeks before the full impact on the workforce was felt, although there could be some early impacts resulting from closure of schools or other similar containment measures.

- **Primary effect is on staffing levels:**

Unlike natural disasters, disruption to business operation in the event of a pandemic is anticipated to be mainly human-resource oriented. Some experts have advised that business should plan for up to 50% staff absences for periods of about two weeks at the height of a severe pandemic wave, and lower levels of staff absence for a few weeks either side of the peak. Overall, a pandemic wave may last about 8 weeks.

Staff absences could be due to many reasons:

- Illness/incapacity
- Some employees may need to stay home to care for the ill
- People may feel safer at home
- Some people may be fulfilling other voluntary roles in the community
- Others may need to stay home to look after school-aged children (if schools are closed)

- **Other impacts**

- Supplies of materials needed for ongoing activity could be disrupted
- Availability of services from sub-contractors may be impacted
- Demand for services may be impacted

## **Assumptions**

Pandemic preparedness planning is based on assumptions regarding the evolution and impacts of a pandemic.

The following pandemic planning assumptions are from the HHS (Health and Human Services) Pandemic Influenza Plan:

- Susceptibility to the pandemic influenza subtype will be universal.
- The clinical disease attack rate will be 30% in the overall population. Illness rates will be highest among school-aged children (about 40%) and decline with age. Among working adults, an average of 20% will become ill during a community outbreak.
- Of those who become ill with influenza, 50% will seek outpatient medical care.

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**FREEMAN**  
**Pandemic Influenza Business Continuity Plan**  
**Introduction**  
**Created May, 2006**

- The number of hospitalizations and deaths will depend on the virulence of the pandemic virus. Estimates differ about 10-fold between more and less severe scenarios.
- Risk groups for severe and fatal infections cannot be predicted with certainty. During the annual fall and winter influenza season, infants and the elderly, persons with chronic illnesses and pregnant women are usually at higher risk of complications from influenza infections. In contrast, in the 1918 pandemic, most deaths occurred among young, previously healthy adults.
- The incubation period (the time between acquiring the infection until becoming ill), for influenza averages is usually 1-3 days. We assume this period would be the same for a novel strain that is transmitted between people by respiratory secretions.
- Persons who become ill may shed virus and can transmit infection for one-half to one day before the onset of illness. Viral shedding and the risk for transmission will be greatest during the first 2 days of illness. Children will shed the greatest amount of virus and, therefore are likely to pose the greatest risk for transmission.
- On average about 2 secondary infections will occur as a result of transmission from someone who is ill. Some estimates from past pandemics have been higher, with up to about 3 secondary infections per primary case.
- In an affected community, a pandemic outbreak will last about 6 to 8 weeks. At least two pandemic disease waves are likely. Following the pandemic, the new viral subtype is likely to continue circulating and to contribute to seasonal influenza.
- The seasonality of a pandemic cannot be predicted with certainty. The largest waves in the U.S. during 20th century pandemics occurred in the fall and winter. Experience from the 1957 pandemic may be instructive in that the first U.S. cases occurred in June but no community outbreaks occurred until August and the first wave of illness peaked in October.

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

**Administrative Duties**

XXXXX will serve as the Plan Coordinator, along with an Oversight Executive Group, are responsible for establishing the plan and its execution if needed. The Oversight Group has full authority to make necessary decisions to ensure the success of this plan, and includes the following individuals:

Name	E-Mail	Phone Numbers

Copies of this written plan will be kept on the Freeman intranet site. All Branch copies must be sent to XXXXXXX for review and posting.

**PRINCIPLE CONSULTING TEAM**

The core membership of this team will determine the timeframe and level of response. This team will consist of:

**Senior Level Management**

**Executive Level Recovery Response Team**

An executive level recovery response team will be responsible for all corporate level decisions and will have a command center established at the corporate office. An alternate site will be the XXXXXXX building. The command centers should be equipped with:

- o Internet access
- o Communication equipment, i.e., phones, Nextel,
- o 24-hour monitor-TV

**Branch Level Recovery Response Team**

A branch level recovery response team will be responsible for reporting to corporate:

- o Monitor and report local flu progression. Report schedule will vary depending on various stages identified in this plan.
- o Status/Recommendations for executing various stages of operational recovery plan
- o Command centers location and activity. The Command center should be

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

equipped with:

- Internet access
- Communication equipment, i.e., phones, Nextel,
- 24-hour monitor-TV

**Pandemic Phase Chart**

The World Health Organization (WHO) has defined periods and phases of a pandemic to assist with planning and response activities. Their chart has been customized as follows to identify Freeman's response levels:

PANDEMIC PHASE CHART (WHO, 2005)		
WHO Pandemic Phase	Definition	Freeman Response Level
<b>Interpandemic Period</b> Phases 1 and 2	<b>Phase 1</b> – No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals, the risk of human infection or disease is considered to be low.	<ul style="list-style-type: none"> <li>○ Develop and test plans.</li> <li>○ Business as usual.</li> </ul>
	<b>Phase 2</b> – No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.	<ul style="list-style-type: none"> <li>○ Implement weekly watch status</li> <li>○ Business as usual.</li> </ul>
<b>Pandemic Alert Period</b> Phase 3, 4, and 5	<b>Phase 3</b> – Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.	<ul style="list-style-type: none"> <li>○ Implement daily watch status</li> <li>○ Business as usual.</li> <li>○ Travel may be restricted.</li> </ul>
	<b>Phase 4</b> – Small cluster(s) with limited human-to-human transmission but spread is high localized, suggesting that the virus is not well adapted to humans.	<ul style="list-style-type: none"> <li>○ Monitor WHO, CDC &amp; local health organizations</li> <li>○ Evaluate &amp; update business impact plan</li> <li>○ Communicate to corporate</li> </ul>

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

		executives & executive planning committee
	<b>Phase 5</b> – Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	<ul style="list-style-type: none"> <li>○ Meet with vendors, suppliers, show management, convention halls, etc.</li> <li>○ Mobilize branch management team and prepare them to implement strategies</li> </ul>
<b>Pandemic Period Phase 6</b>	<b>Phase 6</b> – Pandemic phase: increased and sustained transmission in general population.	<ul style="list-style-type: none"> <li>○ Plan executed</li> <li>○ Daily updates to executives</li> <li>○ Communicate with stake holders and business partners</li> </ul>
<b>Subsided Period</b>	Between waves	<ul style="list-style-type: none"> <li>○ Monitor daily</li> <li>○ Sanitize and return to business as usual</li> </ul>
<b>Postpandemic Period</b>	End of pandemic and return to Interpandemic Period.	<ul style="list-style-type: none"> <li>○ Review plan for weaknesses</li> <li>○ Business as usual</li> </ul>

**PLANNING AND EXECUTION**

**Roles and Responsibilities - Critical Business Processes and People**

To achieve our goals and objectives before, during, and after a flu pandemic, the following Freeman Departments will have the roles and responsibilities listed below.

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

<b>PLANNING STAGE</b>	
<b>Department</b>	<b>Role and Responsibility</b>
<b>Planning Group</b>	Develop/update crisis management and business continuity plan to include pandemic flu
	Monthly review of plan, targeting show activities for next four months.
	Establish contact with local public health officials and health care providers.
	Implement prevention and control actions as updated by local and state officials
<b>Risk Management</b>	<p>Plans developed to ensure:</p> <ul style="list-style-type: none"> <li>• All carriers/vendors sign off on how to administer each contract: <ul style="list-style-type: none"> <li>○ Medical</li> <li>○ International Medical</li> <li>○ Short Term Disability</li> <li>○ Long Term Disability</li> <li>○ Employee Assistance Plan</li> <li>○ Business Travel Accident</li> <li>○ Business Travel policy regarding the number of executives who can travel together on business or pleasure</li> <li>○ Death</li> <li>○ Vacation Policy</li> <li>○ Salary Continuation Plan</li> <li>○ Workers Compensation Policies</li> <li>○ Temporary Staffing Policies</li> </ul> </li> </ul>
<b>Corporate Human Resources</b>	<p>Policies/practices developed on the following:</p> <ul style="list-style-type: none"> <li>• Deciding whether or when to close a workplace – consider lack of staff, level of risk to employees or others</li> <li>• Evaluate sick leave, caregivers leave, and bereavement leave policies</li> <li>• Hiring temporary or replacement workers <ul style="list-style-type: none"> <li>○ Expediting background checks, drug &amp; alcohol test results</li> </ul> </li> </ul>

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

<b>PLANNING STAGE</b>	
<b>Department</b>	<b>Role and Responsibility</b>
	<ul style="list-style-type: none"> <li>○ Orientation and Training</li> <li>• Invoke “go home stay home” policy for staff arriving at work unwell</li> <li>• Benefits and Workers’ Compensation               <ul style="list-style-type: none"> <li>○ Prevent double reporting</li> </ul> </li> <li>• Emergency contact information updated, call lists reviewed (Corporately &amp; Locally)</li> <li>• Procedures to follow up on sick employees</li> <li>• Evaluating and returning employees to work</li> <li>• EAP – Employees and their families may require considerable assistance to cope with physical and emotional trauma. May extend well beyond level of support provided by EAP. May need to establish relationship with crisis management vendor.</li> </ul>
<b>Facilities</b>	<p>Plans developed to ensure:</p> <ul style="list-style-type: none"> <li>• Surfaces frequently touched are routinely cleaned               <ul style="list-style-type: none"> <li>○ Kitchen, break rooms, bathrooms, etc.</li> </ul> </li> <li>• Decontaminating building if needed</li> <li>• Cleaning crews               <ul style="list-style-type: none"> <li>○ Who will replace if regular crew not available?</li> <li>○ Who will evaluate if cleaning crews are showing flu symptoms?</li> </ul> </li> <li>• Vendors &amp; Repairmen – Kept from entering building if sick</li> <li>• Sufficient supply of emergency supplies, cleaning supplies</li> <li>• Proper ventilation for fresh air supply</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• Plan for employees telecommuting when possible               <ul style="list-style-type: none"> <li>○ Test remote access availability</li> </ul> </li> </ul>


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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

<b>PLANNING STAGE</b>	
<b>Department</b>	<b>Role and Responsibility</b>
	<ul style="list-style-type: none"> <li>○ Equipment available</li> <li>○ High-speed internet access</li> <li>○ Help desk support</li> <li>● Web-site – communication updates               <ul style="list-style-type: none"> <li>○ Internal and external</li> </ul> </li> <li>● Identify an outside vendor to be familiar with systems and procedures in the event all IT employees are ill</li> </ul>
<b>Corporate Communications</b>	<ul style="list-style-type: none"> <li>● Corporate media statements prepared               <ul style="list-style-type: none"> <li>○ News releases, newspapers, radio stations</li> </ul> </li> <li>● Communications to employees, vendors, contractors for all stages               <ul style="list-style-type: none"> <li>○ Daily, weekly, monthly updates</li> </ul> </li> <li>● Written statements from local management prepared</li> <li>● Employees trained to direct inquiries to corporate media relations</li> <li>● Customer Service communications               <ul style="list-style-type: none"> <li>○ Customers</li> <li>○ Show management</li> <li>○ Convention centers</li> </ul> </li> <li>● Command Centers identified with alternate location               <ul style="list-style-type: none"> <li>○ Corporate</li> <li>○ Local</li> </ul> </li> </ul>
<b>Legal Counsel</b>	<ul style="list-style-type: none"> <li>● Review building contracts               <ul style="list-style-type: none"> <li>○ Egress, ingress</li> </ul> </li> <li>● Contracts for alternate sites for business events</li> <li>● Workers               <ul style="list-style-type: none"> <li>○ Union contracts - Identifying sick workers, turning down due to illness</li> </ul> </li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>● Procedures to protect Freeman assets that anticipate transient workforce or unfamiliar vendors/contractors               <ul style="list-style-type: none"> <li>○ Building security</li> </ul> </li> </ul>

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

<b>PLANNING STAGE</b>	
<b>Department</b>	<b>Role and Responsibility</b>
	<ul style="list-style-type: none"> <li>○ Remote monitoring</li> <li>○ Workers who have been told not to report to work, but show up</li> </ul> <p>See Forms (Double Click to Access)</p>  <p>Emergency Call List for Security</p>
<b>Operations</b>	<ul style="list-style-type: none"> <li>● Develop action plan for replacement workforce, if high absenteeism occurs <ul style="list-style-type: none"> <li>○ Who is mobile and available?</li> <li>○ What cost? <ul style="list-style-type: none"> <li>▪ CDL drivers</li> <li>▪ Other workers</li> <li>▪ Clean bill of health</li> </ul> </li> <li>○ Housing</li> <li>○ Upcoming shows <ul style="list-style-type: none"> <li>▪ Work demand</li> <li>▪ Potential alternate show sites</li> </ul> </li> </ul> </li> <li>● Housekeeping and Hygiene <ul style="list-style-type: none"> <li>○ Drapery</li> <li>○ MIS</li> <li>○ Equipment, i.e., forklifts, scooters, etc.</li> </ul> </li> <li>● Supply chain – backup supplies <ul style="list-style-type: none"> <li>○ Local</li> <li>○ Corporate Distribution Center</li> </ul> </li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>● Ensure sufficient supplies of cash available</li> <li>● Sufficient backup staffing available if large numbers of regular employees are ill</li> <li>● Emergency authorization levels for staff to perform duties, i.e., write checks, etc.</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>● Develop training on <ul style="list-style-type: none"> <li>○ Media communications</li> <li>○ Employee, vendors, unions</li> </ul> </li> </ul>

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

	<b>TOTAL</b>						

The Key Customer/Show 4-Month Call List should be used and updated on a monthly basis. (Double-click to access form).



Key Customer Show  
4 Month Call List

Supplier List. (Double click to access.)



Supplier List

Freight and Storage List (Double click to access.)



Freight and Storage  
List

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

**EXECUTION STAGE**

This section is to be used in the event that the flu season epidemic has escalated to a level it will affect our business.

<b>EXECUTION STAGE</b>	
<b>Department</b>	<b>Role and Responsibility</b>
<b>Branch Management</b>	Role out and monitor plan
<b>Human Resources</b>	Monitor and follow plan Report to management
<b>Facilities</b>	Follow upgrades to cleaning protocols in areas such as: <ul style="list-style-type: none"> <li>• General office environment</li> <li>• Maintenance of air-conditioning systems</li> <li>• Telephone handsets, doorknobs and access buttons, elevator buttons,</li> <li>• Surfaces frequently touched are routinely cleaned <ul style="list-style-type: none"> <li>○ Kitchen, break rooms, bathrooms, etc.</li> </ul> </li> <li>• Decontaminating building if needed</li> <li>• Cleaning crews available</li> <li>• Vendors &amp; Repairmen – Kept from entering building if sick</li> <li>• Sufficient supply of emergency supplies, cleaning supplies</li> <li>• Proper ventilation for fresh air supply</li> </ul>
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• Plan followed</li> <li>• Personnel available for support</li> <li>• Web-site actively monitored and kept up to date</li> <li>• Outside vendor be familiar with systems and procedures in the event all IT employees are ill</li> </ul>
<b>Corporate Communications</b>	<ul style="list-style-type: none"> <li>• Release prepared statements as needed</li> </ul>
<b>Security</b>	<ul style="list-style-type: none"> <li>• Follow plan for: <ul style="list-style-type: none"> <li>○ Building security</li> <li>○ Remote monitoring</li> <li>○ Workers who have been told not to report to work, but show up</li> </ul> </li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Follow action plan for replacement workforce, if high absenteeism occurs</li> <li>• Housekeeping and Hygiene per plan</li> <li>• Supply chain – backup supplies readily available</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Follow plan</li> </ul>

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Follow and monitor plan</li> </ul>
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**Communication**

We must have an effective way to reach those working for our company to inform them of the status of the pandemic flu approaching or affecting our company and their responsibilities during the pandemic. We will activate our **Emergency call line** (XXXXXXXXXX) directing employees with recorded messages, delivering information about their work activities. This system also is an effective way to reach management, to provide input and notify us of any needs or changes in absenteeism rates and health status. Likewise, communicating with our community and customers about our current capabilities, plans and delays will help to reduce unnecessary tensions and fears.

The audiences we have and the content and methods we will use for internal and external communication are as follows:

<b>Audience</b>	<b>Content</b>	<b>Method</b>	<b>Procedure</b>
Employees	<ul style="list-style-type: none"> <li>• Stay at home policy</li> <li>• Benefits</li> <li>• Overtime</li> </ul>	<ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary notification</li> <li>• Ongoing communication</li> </ul>
Customers/Convention Centers/Exhibit Houses	<ul style="list-style-type: none"> <li>• Status of shows</li> <li>• Health &amp; welfare of employees</li> <li>• Discussion of show location, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> </ul>	<ul style="list-style-type: none"> <li>• Communication from Branch Management</li> </ul>

Branch Management will officially declare the dates on which our pandemic containment period begins and ends. Employees will be notified of these dates by Branch Management.

See External and Internal Memo Forms (Double click to access).



Internal and External Communications Form

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

**Training**

Information and training is at the heart of pandemic flu planning and containment. Freeman's goal is to ensure employee comprehension and understanding of how employees may be exposed to pandemic flu, what their responsibilities are, and what protective measures they can take. Due to the complexity of a flu pandemic and the continuity and recovery process, training will be provided as follows:

<b>Topic</b>	<b>Audience</b>	<b>Format</b>	<b>Frequency</b>	<b>Trainer</b>
Personal Hygiene	All	Word, Powerpoint, Classroom	Initial During pandemic	Safety
Medical Providers	All	Word, Powerpoint, Classroom	Initial During pandemic	HR
Travel Policy	Those traveling	Word, Powerpoint Classroom	Initial As Needed	Travel
Replacement workforce training	As needed	Word, Powerpoint Classroom	Initial As Needed	Safety HR

**Inventories, Supplies, and Services**

Because our supply chains may become disrupted in a flu pandemic, during Phase 1 & 2, we will consider stockpiling products and supplies that may be needed. If CDC's supply is running short, supplies should be stocked at your branch or alternate leased sites in close proximity.

<b>Supply Item</b>	<b>Model</b>	<b>Supplier</b>	<b>Quantity</b>

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

To help obtain supply items during a pandemic, use the Supplier List in the Appendix section to identify a list of primary and alternative supply services.

Once a pandemic flu outbreak occurs at a Freeman location or once supplies and services are affected by a pandemic flu outbreak, we will rely on our business assessment and our critical supply and service lists to identify our supply and service needs. Once a supply or service need is identified, Branch Management will notify Corporate Distribution Center or other identified vendor so that it may be ordered. Should supplies or services become depleted unexpectedly, employees are to notify Branch Management immediately.

See Supplier List and Outside Support Suppliers of Essential Services List. (Double click to access list.)



Supplier List



Outside Support  
suppliers of Essential

### **Vaccination and Antiviral (TO BE DEVELOPED)**

Training will be provided to employees in vaccination safety, benefits, efficacy, methods of administration, and availability. We encourage vaccination unless: Employees are allergic to vaccine.

### **Hygiene and Housekeeping – Preventing spread of flu (See Handout)**



Hand & Hygiene  
Tips

Because good hygiene and housekeeping practices may lower any potential risk of pandemic flu infection and prevent its spread, we encourage employees to take the following precautions before and during a pandemic flu outbreak:

- Frequent hand washing with soap and water. Wash hands for 15-20 seconds. Alcohol-based hand rubs may be used as an alternative.
- Ensure restrooms are stocked with soap and paper towels or working hand dryers.
- Remind employees to cover noses and mouths when coughing or sneezing, and have tissues readily available.

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

- Encourage sick employees to stay home until they have been without fever for 24 hours
- Work closely with local health departments if making decisions regarding closures.
- Other good health habits:
  - Get plenty of sleep
  - Be physically active
  - Manage stress
  - Drink plenty of fluids
  - Eat nutritious foods
  - Avoid smoking

**Personal Protective Equipment (See Handout)**



PPE

Freeman is responsible for ensuring that all necessary protective equipment, including personal protective equipment (PPE), used at this company will be provided without cost to employees. The Safety Department, along with supervisors, will determine when to provide and require the use of the following protective equipment:

1. **Disposable Gloves** made of lightweight nitrile or vinyl or heavy duty rubber work gloves that can be disinfected. To protect against dermatitis, which can occur from prolonged exposure of the skin to moisture in gloves caused by perspiration, a thin cotton glove can be worn inside the external glove. Gloves should be changed if torn or otherwise damaged. Remove gloves promptly after use, before touch non-contaminated items and environmental surfaces.
2. **Protective clothing**, preferably disposable outer garments or coveralls and an impermeable apron or surgical gowns with long cuffed sleeves
3. **Disposable protective shoe covers** or rubber or polyurethane boots that can be cleaned and disinfected.
4. **Safety goggles** to protect the mucous membranes of the eyes.
5. **Disposable particulate respirators** such as N-95, N-99, or N-100 are the minimum level of respiratory protection. Workers must be fit-tested to the respirator model they will wear and know how to check the face-piece to face seal.

Freeman will choose protective equipment based on existing exposure levels to pandemic flu.

All protective equipment will be cleaned, laundered, and disposed of by Freeman at no

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

cost to employees. Safety will determine what procedures and intervals will be necessary for cleaning, disinfecting, inspecting, disposing of, and repairing protective equipment.

**Other**

Provide health care containing basic first aid and medical supplies. The kit should include a thermometer and alcohol based rubs for hand hygiene.

Wash hands frequently with soap and water or use an alcohol-based hand rub if hands are not visibly soiled.

Personnel should wear disposable gloves for direct contact with blood or any fluids of any person. Note that gloves are not intended to replace proper hand hygiene. Immediately after activities involving contact with body fluids, clothes should be carefully removed and discarded and hands should be cleaned.

**Social Distancing (Phases 3 and above)**

Social distancing is taking measures to keep employees away from other people, including other employees, customers and the public, in order to prevent exposure. Management will be responsible for determining which one or more of these social distancing measures must be taken, which can also include:

- Returning to work
- Traveling

**Classification of travel**

Should travel become necessary, the travel department will review four (4) criteria in determining the need and the risk associated with travel into an infected region/area. The following categories evaluate the necessity of company travel:

1. Discretionary travel
2. Scheduled travel
3. Critical travel
4. Emergency travel

**Travel and Off-Site Worker Restrictions**

If a flu pandemic reaches Phase 3 and the government has not imposed strict rules governing the movement of people, the following modifications will be made to our travel policy.

Any employee traveling on company business must notify HR and their direct report as to their current health status. Corporate travel will track travel plans and off-site locations, update the table of destinations/locations as necessary and monitor travel advisories for all destinations/locations listed in the table. If a travel advisory is listed for any destination or location listed, revised approval process and resource-specific

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

- If you become ill with fever or respiratory symptoms during your trip or for 10 days after your trip, notify HR and immediately consult a health-care provider.

Employees will fall broadly into one of three categories:

- Those with future travel commitments whose travel may be delayed/cancelled
- Those already in infected areas who require urgent advice/assistance or repatriation; and
- Those recently returned from infected areas requiring quarantine facilities

One of our key challenges will be finding the right balance between protecting displaced employees and avoiding the perception of abandoning the interests of local employees. To this end we will be establishing a wellness committee that will check in on employees. This committee will be headed up by HR and supported by safety. It will be the responsibility of management to check on their employees on a regular basis.

### **Medical Surveillance**

All employees must abide by the following procedure during the pandemic containment stage:

No employee will be allowed back to the premises until at least five days have passed without any symptoms and a written document is obtained from the medical care physician that the employee is medically fit to return to work.

Human Resources/Management will update the above procedure as necessary.

### **Stress Management**

Fear, stress, frustration, anxiety, and loss are to be expected during a pandemic flu outbreak. Rumors and misinformation may abound. This may cause increased absenteeism, distress, and lowered productivity. For these reasons, management should try to ensure the following measures are taken in hopes that stress will be reduced and/or eliminated:

- Communication is continued on a routine basis to include status of office, co-workers, upcoming shows, etc.
- EAP is available to talk to concerned employees
- Management is available to listen to concerns
- Benefit assistance

### **Tabletop Exercise/Plan Evaluation**

By having our plan thoroughly evaluated and, as necessary, revised, we ensure its effectiveness and prevent or eliminate any problems.

It is important to note that the pandemic flu is predicted to occur in waves over as much as a two-year period. Each wave offers a more deadly virus than the first. Therefore, we

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

cannot afford to drop our guard once the first wave passes. Our employees too must remain vigilant. After each wave, management and the planning committee will evaluate our plan's effectiveness and revise it as necessary.

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**FREEMAN**  
**Pandemic Influenza Business Continuity**  
**Planning Template**  
**May, 2006**

## **APPENDIX**

We have attached to this Pandemic Flu Plan, the following documents and web-sites for reference:



Pandemic Flu Fact  
Sheet



Planning Checklist



Family Preparations  
To Consider

For up-to-date information on avian influenza, please see:

<http://www.cdc.gov/flu/avian/>

[http://www.who.int/csr/disease/avian\\_influenza/en/](http://www.who.int/csr/disease/avian_influenza/en/)

For up-to-date information on flu in general, please see:

<http://www.cdc.gov/flu/>

For more information on pandemics, please see:

<http://www.cdc.gov/flu/avian/gen-info/pandemics.htm>

<http://www.who.int/csr/disease/influenza/pandemic/en/>

<http://www.pandemicflu.gov/>

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