

## Guidelines for pandemic preparedness for organisations

Pandemic planning is essential component of resilience for all businesses. Risk managers should monitor the WHO's pandemic-tracking model, which indicates the WHO's assessment of various threats. Organisations should implement the lessons learned from the COVID-19 pandemic and ensure that they have continuity planning in place in preparation for another pandemic, an epidemic or local outbreak. These plans should include (but are not limited to) the following, which should be tailored for individual organisations:

### 1. Business impact planning and scenario modelling

- Develop and plan for scenarios likely to result in an increase or decrease in demand for your products and/or services (e.g. restriction on mass gatherings, need for hygiene supplies)
- Understand your critical functions and plan ways to achieve them during an event
- Determine potential financial impact of a pandemic using multiple possible scenarios
- Establish an emergency communications and role redundancy plan (who will step up into critical roles if incumbent not available?)
- Conduct regular exercises to test your response plans (e.g., Doomsday exercise)
- Ensure resilience and security of critical supply chains

### 2. Plan for the impact on employees and customers

- Forecast and allow for reduced workforce availability and effectiveness/productivity
- Have guidelines to modify the frequency and type of face-to-face contact among and between employees, customers and key stakeholders
- Encourage (and considering funding) seasonal influenza vaccinations
- Provisions for employee wellbeing and mental health support

### 3. Establish procedures/practices that can be implemented during a pandemic/epidemic

- Flexible working arrangements, exclusion of symptomatic people from the workplace, quarantine, restricted travel to affected areas, control of shared spaces and facilities etc
- Sick leave (for someone who is sick, symptomatic or has been exposed)

### 4. Resources

- Business systems including IT for remote working/remote customer access
- Finance continuity and payroll management
- Supplies: PPE as appropriate, hand sanitiser, tissues, cleaning products etc

### 5. Communication and education with employees before and during an event

- Develop and disseminate programs and materials covering pandemic fundamentals
- Anticipate employee fear and anxiety, rumours and misinformation: plan communications accordingly (frank, focused risk communications)
- Disseminate information about your pandemic preparedness and response plan
- Develop channels for communicating pandemic status, updates and actions to employees/vendors/suppliers

### 6. Coordinate/communicate

- Coordinate and collaborate with external organizations and help your community
- Share best practices and lessons learned from exercises and real events