COVID-19
Global Business Continuity

1. Background and Context

The outbreak Coronavirus Disease 2019 (COVID-19) is a rapidly evolving situation. To help mitigate the risk and impact this outbreak, Agility will plan and execute a plan that:

- Provides guidance to our employees – to help ensure their health and safety.
- Delivers timely information to customers and suppliers – to minimize the impact of interruptions.
- Reduces confusion and misinformation – through a clearly defined command and control structure.

The global BCP will be supplemented by more detailed BCP's developed and implemented at the country and regional levels.

2. Purpose

Provide consistent global guidance ("Minimum Global Requirements") to all countries and also a framework that can be shared with external stakeholders.

3. Global COVID-19 Rapid Response Team

The Rapid Response Team is accountable for the coordination, planning and execution of activities and our response to events such as the Coronavirus (COVID-19) outbreak. The team is a cross-functional working group consisting of representatives from the following functions.

Focus Area	Name/Title
Response Management	• Steve Dichter (Operations) • Gerald Pierce (Safety)
HR	• Ramesh Ganeshan (HR)
Customer Management	• Francesc Casamitjana (Commercial)
Communications (Customer and Employee)	• Mariam Al Foudery (Marketing) • Vanessa Dethroney (Marketing)
Product	• Cas Pouderoyen (Ocean Freight) • Michael Blaufuss (Air Freight)
IT	• Alex Greuter (IT) • Ben Hasnai (Infrastructure)
Additional Situation Analysis	• Frank Clary (CSR)

As incidents are identified and new activities related to this crisis materialize, they should be reported to the Global Rapid Response Team. This will help to ensure that counter measures and preventative actions are carried out in a structured, organized and coordinated way.

A key initiative of the global rapid response team is to maintain a central/updated web pages (e.g.; Agility.com, Connections) – with the latest curated information. In addition, for all suggestions, inquires, etc. send an email to health@agility.com.

In some cases, local laws may dictate the actions that are taken. So it is important for the global rapid response team to be engaged at the earliest possible moment.

4. Global Guiding Policy

Below is our guiding policy as it relates to:

People. The health and safety of our employees, customer and suppliers comes first.

Working from Home. Many factors will play into a decision to instruct employees to work from home. The factors include – but are not limited to – a raise in threat level and/or decisions made by local government. The decision to instruct employees to work from home will be made by Regional Management and carried out by local management. Workers instructed to work from home will be provided the necessary equipment and devices to perform their work from a remote location.

Travel. Agility will communicate instructions, as needed, regarding non-essential travel to/from/within impacted countries. In some instances, employees will be instructed to obtain pre-approval for travel. In some instances, employees will be given specific instructions not to travel to/from/within certain geographies. Employees returning from travel to an area that had an Orange or Red threat level that was elevated during or within two weeks of their return, must be cleared by a physician and local HR prior to returning to work at an Agility office or facility.

Employee Communications. Open, fact-based and consistent communication is paramount. Information will be pushed to employees in multiple ways – direct face-to-face, email, postings on Connections, etc. continuously in order to create awareness and ensure that employees are informed. Employees will receive information on:
- Preventative measures and symptoms of communicable diseases.
- Potential change in work schedules or job status.
- Where to receive situation and status updates.

Customer Communications. We will provide timely, relevant to customers about cargo capacity, port (air and ocean) congestion/closings, overland transit (highway, cross-border) closures, and shipments between key trade lanes. This information will be published on Agility.com and also provided to customers in response to direct inquiries. Customers should now:
- If and when products will be received and services rendered.
- Whether there are, despite all precautions, any risks involved with consumption or use of the products or services.
- When there will be a potential for change of service providers or routing of freight.

Timely information exchange will allow team members to resolve issues and provide guidance on a global, regional, area and local basis.

5. Key Components of Global, Regional and Country Level Plans

The main components of the BCP center around three (3) components:

- **Prevention.** In dealing with any crisis, it is important to do things to prevent the spread of the disease. That includes – but is not limited to – creating awareness and promoting personal hygiene, washing hands/using hand sanitizers, limiting non-essential travel, etc.

- **Emergency Planning and Preparedness.** Agility offices and facilities across the network will have clearly defined plans that outline emergency procedures, contact information for all personnel, instructions on how to re-route telephone and/or electronic (e.g.; email)

communications as well as routing cargo movements to alternative locations in the event an office/facilitate needs to be evacuated or closed for any period of time. This plan will also contain information/instruction on how to secure and distribute equipment such as mobile phones, computers and supporting devices/tools (e.g.; Cisco VPN) that will enable operations to continue with minimal interruptions.

All decisions to evacuate or close an office or facility will be approved by Regional Management and executed by local management. The basis of the decision will be driven by the applicable threat level.

Green Level	The country or region has no epidemic or pandemic situations involving dangerous communicable disease. Travel to this area is "business as usual."
Yellow Level	The country or region has confirmed cases of dangerous communicable diseases which are approaching epidemic or pandemic levels. Travel advisories will be posted, meaning you should be aware of the potential risk, but no travel bans are in effect.
Orange Level	An epidemic has broken out into the general population, and the risk of catching a dangerous communicable disease is much more substantial. Travel Restrictions will be issued and other measures will be taken to reduce the risk and spread at this stage.
Red Level	The infected country or region has reached pandemic stage, and travel here is not possible. Any and all company meetings in this area should be cancelled immediately. Company business in these areas should be in continuity planning stages.

- **Disaster Recovery.** Prior to returning to normal operations, local management shall gather information needed to assess the impact and determine the concrete actions needed to gradually and then fully return to normal operations. This impact assessment will document the lessons identified from the incident and any impact on staff, resources, and infrastructure. The assessment will be shared with the global rapid response team.

6. Questions to be Answered by Each Country

Governance

1.	**Your rapid response team** – please list names and titles of the people who will be part of your country's rapid response team. How often will you meet? Tip: In Asia, the rapid response teams usually include the country manager, HR, IT, & someone from product or operations.	**Names/Titles of all rapid response team members:** **Name of the local rapid response team lead:** **Meeting Frequency?**

Human Resource Planning

2.	**Government requirements -** are there any legal requirements related to daily temperature screenings, working from home, working in split-shifts, quarantine requirements, or other?	**List all government guidance:**

3.	**Cleanliness and sanitation - o**ne of the most important areas of response is ensuring higher standards of cleanliness in shared areas like kitchens, bathrooms, desktops etc. *Tip: any janitorial or kitchen staff should be reminded that frequent handwashing is key. All desks and kitchen areas should be wiped down with disinfectants twice per day.*	**Standards/ownership -** Who will lead the process of monitoring to ensure higher cleanliness standards are enforced? **Actions taken -** What will these stronger sanitation measures involve? Please list them: **PPE -** Who will be in charge of procuring and distributing hand sanitizer and face masks in key locations like the reception, or for front-line staff like drivers making deliveries?
4.	**Daily temperature screening** - across highly affected countries in Asia, daily temperature screening (and twice daily in many countries) has become a standard procedure for all employees and visitors entering the building (this includes customers, delivery people, etc). Temperatures are logged and shared with the government upon request.	Do you mandate temperature screening in your offices? (Y/N) If not, why not? If Y, then: **Frequency** - How many times a day do you screen temperatures? **Owner** - Who logs the temperatures recorded? Where are those records kept? (i.e. Paper/digital, etc)
5.	**Contingency planning for working from home or in split shifts -** as a general rule, Agility expects people to work from the office unless there is government guidance to do otherwise. However, we still need to plan for an emergency situation. In some highly affected countries, governments have requested companies to work in split shifts (i.e. every other day), or to break employees in groups (i.e. group A and group B), with no contact between the groups. In other countries, like China for a period of time, offices were closed for a number of weeks by the government.	**Policy** - What would trigger a "work from home" notice in your country? Please list the reasons or scenarios under which you would make this decision (i.e. a facility is closed by the government because of a confirmed infection. etc.) **Approvals** - Who needs to approve a work from home notice in your country? Who is responsible for sending to the Regional CEO for further approval? **IT** -How prepared is your workforce for a work-from home scenario from an IT perspective? I.e. what percentage have laptops? What percentage need or have access to a VPN? What percentage could work purely through a mobile device if required?

Travel Policy

6.	**Government requirements -** are there any legal requirements or travel restrictions?	**Regulations -** Please list all government guidance: **Communication -** Put in name & email of person responsible for communicating this information to the global team on a regular basis: **Approvals -** Please check this box to confirm that you know that your country cannot decide additional travel restrictions (above the ones mandated by law) without approval from the regional CEO:

Operations

7.	**Backup operations** – If an office or facility is temporarily shut, we may need to move operations to ensure that business continues and customer disruption is minimized.	List back-up plans/scenarios for major "business critical" facilities being closed temporarily:
8.	**Operational impact** – There have been 7,000+ flight cancellations out of China and 1600+ flight cancellations from Italy. Supply chain disruption is a real threat to our customer's business. If there are major impacts to airports/flights/capacity, ports/capacity or customs, road closures, etc. how will you operate? What are some Plan B alternative options for continuing to move freight under difficult operational circumstances.	**Responsibility** - who is responsible for monitoring air freight, ocean freight and customs changes in your country. Please list name and titles. **Communication** - who is going to take the lead in collecting information in a consistent format (see Korea as an example) to share with the network **Alternatives** - What alternative options to move freight are you exploring in your country, in the scenario of major government restrictions. Please list:

Communication

9.	**Communications –** who is in charge of communicating operational updates in your country to customers and to the global COVID-19 team? How frequently will you update this information once your country is seriously affected? Who is in charge of internal communications on this subject? (See template for country communication here, see template for product update here).	List the primary communication contact lead for major changes in your country (I.e. travel restrictions, operational impact, etc.): Name | Email

Other

10.	**Other measures and countermeasures** – please describe any other actions that you prepared to take in order to plan, prepare and mitigate the impact of an emergency.	**Your additional measures:** (optional)