

Future of (How We) Work Task Force
Meeting #13: Business Continuity During a Pandemic - April 27, 2021
Notes

Summary of Session

This session takes the topics we've been talking about in past Future of Works and integrates them as part of a single cohesive plan that could provide some source of stability during future unexpected events and catastrophes. **What can we do to ensure safe and smooth business operations now and in the future?** This will not be the last pandemic we encounter. The unexpected will happen and the more that we and our teams can be prepared, the better off we are.

Speaker Highlights - Ron DiCola, Environmental Health and Safety (EHS) Head for Sanofi's Specialty Care Manufacturing Operations | Ron has been involved with the prepared team since 2009; response to H1N1.

RON: People can follow up with me afterwards via email if they have remaining questions (ron.dicola@sanofi.co)

- If you wanted to open an office building in Cambridge, what would you have to do?
 - Ron's experience in COVID:
 - "A-ha moment" | Jan 23 2020 got an email about 'what are we doing about covid?' and Ron ultimately become the lead on being responsible for Sanofi's pandemic response
 - Between 1/23 and 3/11, had to prepare 30 locations, 15K locations plus contractors and temp works for both those who could go remote and those who could not
- Over **95% of what will be covered today is required by the State of Massachusetts**. Even if we're getting vaccinated or seeing light at the end of the tunnel, rules for the office have not changed.
- **WHO Pandemic Model**
 - When you think of pandemic; we are **transitioning from the worst part to the recovery**.
 - Need to be **prepared going in and going out** of a crisis.
- **Pandemic Plan Vs Business Continuity Plan**
 - **Pandemic plan sits under the business continuity plan**, and was effective enough to keep the company active. But there is a difference between the two

- Pandemic Plan: **prevent transmission** of virus in the workplace
- Business Continuity: **keeps company running**, objective to resume critical processes

PDF attached in slides is from the CDC Pandemic Preparedness Checklist

- **Where are we today?**
 - Pandemic will follow a pattern if we follow rules
 - If you do them well, things can be controlled
 - When you think about opening back again, what do we need?
 - Science and medical evidence
 - Government Policy
 - Operational readiness ←- majority of presentation to cover this. **If you are not ready from an operational standpoint, you cannot open successfully**
- **Invasion Scenarios - pandemic isn't going away.** We need to **be prepared for 5 years**, maybe more. Vaccines are 90% effective, so that means there is a 10% of chance someone doesn't get the immunity
- **Learning 1: Phased Return to Workplace**
 - Example: Office of 1,000 people
 - 4 phases, 25%+ return for each return (25%, 50%, 75, then 100%)
 - 2 weeks to get facility ready prior
 - Encourage staggered shifts throughout the day and week (in office Monday, Tuesday, WFH W - F)
 - Cleaning in between shifts
 - Additional animations in slides
- **Learning 2: Pandemic Org & Roles and Responsibilities**
 - Create Return to Work governance team
 - There is a lot to do in opening a building, need as much help as possible to be successful
 - There is much value in worker confidence. Everyone was nervous to return to work prior, but the more clear we [at SAnofi] were, the most confidence our workers felt
 - Confident workers - those who believe in what you are doing and how you treat them - will go a long way in your success

- **Learning 3: Communications**
 - Awareness - do not surprise people with messaging on Friday about showing up Monday
 - Found success in town hall style events
 - Needed to be more than an email; need long and organized communications
 - Examples: face covering rules, site capacity limits, signage, elevator capacity

- **Learning 4: Cleaning Strategies**
 - Normal vs enhanced
 - Continuous cleaning, consider high-touch
 - Consider how to clean after something possibly infected
 - “A suspected confirmed case areas to be cleaned must remain undistributed for a minimum of 72 hours (3 days)...”
 - At Your Desk: encourage people to not share chairs. We [Sanofi] enacted a green/red sign to show if something has or has not been cleaned
 - High Touch Electronics to be top of mind when it comes to cleaning

- **Learning 5: Space management**
 - Utilize different ways to keep people from using common spaces
 - Apply similar tactics to meeting rooms and cafeterias
 - Put in protective barriers; protect your security teams

- **Learning 6: Training**
 - You would need to educate employees about safe work environment via State of Massachusetts regulations

- **Learning 7: Access Management**
 - Consider lines or needing tents for winter
 - People were happy about temperature checks. Not too many people were turned away with this, but it helped give confidence to workers
 - Access is complicated. Need crowd management, have a good flow [for lines], distancing, affirmation to security

- **Learning 8: What do you if someone is sick**
 - The first time someone was sick on our sites was scary
 - Figure out where you clean, contact tracing - make it a sophisticated process

Q&A Section

Attendee Question: How did you - and how does one - sort out the reality that some people need to be in more than others, just because of the nature of their roles? And then how do you communicate that without making it inequitable?

Ron: There was resentment from those who did have to go to work, initially it was a problem. HR folks - **premium pay goes a long way.** In the beginning, that really helped. We had a crisis team; a host of functional support people meeting 2x a week talking about this: those with children, those from vulnerable populations. Then we divided our workforce into groups: A, B, C, D. A was essential and had to come in, but also had premium pay and other benefits (ex: flexibility if kids were home). B was a group that could work from home but for some reason could not or only needed to come in 1x week. **Each group had a different set of rules.** Group C was field workers, always working from home but couldn't visit doctors and had to be managed in a certain way. Group D population was everyone who could work from home and that would. Different rules for each group, try to keep it friendly.

Attendee Question: [On reentering the workspace] What does it look like to rebuild confidence?

Ron: We have told people "you will have a 3-month notice." No one will have to go into a spiral because of childcare or other factors. We don't know what the future brings, but we have said 'we gave you a minimum notice of 3 months,' And it was also not a hard deadline.

Attendee Question: How do you approach those populations who do not feel comfortable coming in?

Ron: It would be a "talk to your manager and Hr, we'll figure out a plan for." All about being non threatening to people. And even with that, there are still populations - assuming they can work from home - that may never come back. We are still doing things to help, maybe not premium pay.

Attendee Question: What is your protocol for employees' lunch time?

Ron: I believe if you have a cafeteria onsite, it would have to **comply with MA restaurant rules** as opposed to the office. No self service, all packaged utensils that can be thrown away, get rid of drink stations. There are no chairs in ours [cafeteria] so



no one can sit there. You can't pour your own coffee, someone pours it for you. We are providing bagged lunches for free in some places. Talk about incentives! It has served us well.

Attendee Question: How are you handling public transportation?

Ron: The booklet from the deck is helpful. But, not much different from how we manage ourselves in our private life: masks, avoid crowds, switch shifts - adjust schedules to not ride during peak times, clean your hands. Golden rule: no matter what someone asks you, the triangle of response: respiratory hygiene, masks, and physical distancing.

In our Cambridge offices, because we had empty parking spaces, we allowed people to use the parking lot for those who didn't have a space at home.

Attendee Question: Do you have a vaccination policy?

Ron: It is not a mandatory policy, but is encouraged and possibly incentivised. Other than our vaccine factories, of course. There is some HIPPA language, but we decided it's important we know if you are not vaccinated. Employers have the right to know if someone is vaccinated or not.