



STANDARD

Oil Sands & In Situ Influenza Pandemic Plan

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Document Approver *Director, Health & Safety*

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Scope and Purpose

This standard applies to all Oil Sands (OS) & In Situ personnel including OS & In Situ directors, officers, employees, contract workers, consultants, and agents of Suncor.

Suncor is committed to its customers, employees, shareholders and suppliers. The Corporation will have a sustainable, business continuity program for pandemic influenza to ensure the effective availability of essential products and services in the event of a pandemic, and that defines the means and manner by which:

- critical business functions are identified and prioritized,
- continuity or resumption of critical business functions is conducted.

This document establishes the requirements necessary for OS & In Situ to adequately plan for, respond to, and recover from a World Health Organization (WHO) declared Pandemic. It promotes a safe and healthy environment for Suncor's Oil Sands employees and provides guidance for essential business functions within Oil Sands to continue production in a manner that mitigates risk to OS & In Situ Operations during and post pandemic.

This document is prepared in accordance with the policy, guidelines, assumptions, risk factors and directives within the Suncor Energy Inc. Pandemic Influenza Plan.

Background

A pandemic influenza is a virulent human flu that causes a global outbreak of serious illness. By definition there is little natural immunity, it is easily spread from person to person. An influenza pandemic affects an exceptionally high proportion of the population and is accompanied by elevated and significant mortality rates.

Health experts agree that such a pandemic will occur and that the timing and pattern is unpredictable.

Assumptions

Based on what are thought to be likely scenarios for the pandemic, historical precedence and predictions from government and health experts as to how the next influenza pandemic will likely unfold, the following list of assumptions are relevant to establishing this Plan:

- There will likely be less than six weeks of warning from the time WHO declares a pandemic before it reaches locales where Suncor Energy does business - it is capable of spreading at the speed of commerce. Supply chain vendors are likely to be affected much earlier.
- Mutual aid will be limited or unavailable and Suncor Energy may not be able to rely on resources from Municipal, Regional, Territorial, and Provincial or Federal agencies or industry peers to support local response efforts.
- Multiple waves (periods during which community outbreaks occur across the country) of illness are likely to occur with each wave lasting 2 to 3 months.
- Vaccination is the most effective form of self health. It is thought that it can take from 10-14 days before the antibodies create a protective function.
- People at risk for higher complications from influenza include pregnant women, children under the age of 5 years, adults and children who have chronic lung disease (such as asthma), heart disease, diabetes, diseases that suppress the immune system and other chronic medical conditions; and those who are 65 years of age or older.
- Susceptibility to the pandemic influenza virus will be universal and on average, infected persons will transmit the infection to approximately two other people (> 1.5 has a high probability to sustain the spread and result in a pandemic).
- All persons will be affected to some extent, emotionally, cognitively, physically, and interpersonally. The number of hospitalizations and deaths will depend on the virulence of the pandemic virus and it is likely 50% or more of those who become ill will seek outpatient medical care. Planning must include the most severe scenario.
- Enhanced infection control and hygiene practices and social distancing strategies at work sites and facilities will be mandatory in an effort to control the spreading of the virus.
- In a severe pandemic, absenteeism attributable to illness (the need to care for ill family members, fear of infection, and public health measures) may exceed 35% during the peak weeks of a community outbreak.
- It is predicted there will be significant disruptions in critical infrastructure (spares, fuel, food supplies, transportation, power, telecommunications, and emergency services including public health).
- Operating procedures in camps (accommodation, food services) where significant human interaction is the norm will need to be adjusted.
- Operating procedures in common or shared work areas such as in upgrading facilities and mines where shift work and the common use of vehicles for example is the norm will need to be adjusted.
- The likely decision will be to reduce to critical staff at an early alert stage as there will be significant loss of people and specific expertise/skill sets.

- Demand for goods and services will be affected (either severe increase or decrease depending on the essential nature of the goods or service).
- Normally available Suncor internal and third party support will be reduced and be a major bottleneck in restoring business operations.
- The focus will be on maintaining safe and full production (scaled back accordingly).
- Personnel competencies are maintained.
- Bussing and Camp services are maintained.
- 24 hour emergency response and medical treatment services will be maintained.
- Growth projects and non critical small projects and improvement work will be suspended.
- Personnel will be re-deployed as required to support operations and maintenance.
- Payroll services will be maintained.
- SAP, Livelink, and Citrix are maintained.
- IT support is maintained.
- Continued compliance with regulatory requirements is mandatory.

Impact to Oil Sands

The societal impact of an influenza pandemic is not only a direct one to an individual's health and well-being but also extends to all areas of society dependent upon those individuals, including the ability of OS & In Situ to carry out their day-to-day business activities. Pandemic related preparedness and response planning is essential to mount an effective mitigation response and business continuity plan.

Acknowledging the potential risks to continuity of the business associated with pandemic influenza, the intent of pandemic planning is to provide Suncor Energy a means of preparing for, weathering, and recovering from what otherwise could be a disaster for the business. And in the case of OS & In Situ, reduce the risk to Operations as the effectiveness of Suncor's pandemic plan in meeting its crisis response objectives.

This plan considers risk, personnel safety, business impact, and third party service level dynamics having the potential to affect operations. Changes within operations will occur out of necessity to ensure essential services and products can be delivered, to address the altered demand for these products and services.

As a consequence of influenza pandemic, OS & In Situ is likely to experience:

- More office workers working from home either by business or personal necessity.
- Key personnel being absent from the workplace, usually 7 to 10 days from onset of symptoms; and pandemic increased mortality rates.
- Staff that by necessity share office space, accommodation, or cafeterias for example or have significant outside human contact becoming sick and hence off work at the same time.
- Employees having to assume multiple roles and responsibilities and increased work load both in and outside the office.
- Stringent travel and accommodation restrictions both in company and non company owned offices and facilities and revised operating procedures.

- Significant interruptions in or complete loss of the supply chain of essential goods and services.
- Increased demand and hence competition for third party contract resources and expertise.
- Dramatic reductions in, or re-direction or complete loss of the local, regional, and national infrastructures supplying power, telecommunications, water, sewage disposal, fuel, and food distribution, public transport, health services and emergency services resulting from high rates of severe illness of critical staff.

As a consequence of the above this plan focuses on ways OS & In Situ can adapt effectively and quickly to the changing demands and operating conditions arising from an influenza pandemic and taking into account what are thought to be likely scenarios for the pandemic. OS & In Situ shall create and follow a flexible, validated, and tested response plan that meets business continuity requirements before, during, and after an influenza pandemic.

Strategy

The OS & In Situ pandemic response strategy anticipates as fully as possible the risks and impacts on OS & In Situ from an influenza pandemic. The strategy includes seeking input and guidance from the business areas, health experts, business continuity experts, and peer industry organizations to help ensure the greatest chance of success for the response plan.

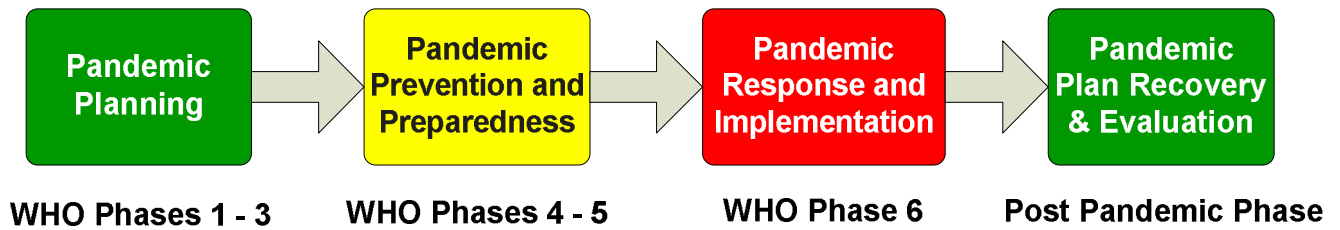
OS & In Situ will, during the inter-pandemic and early alert periods, prepare the necessary policy, training, communications plans, and personnel to address essential and critical OS & In Situ operations in the event of and for the duration of a pandemic.

During the course of the pandemic OS & In Situ shall make best efforts to continue to function normally. At the EVP OS & In Situ discretion and in order to concentrate resources on what are deemed by the Suncor Executive to be essential services to maintain business continuity, non-essential and non-critical services will be curtailed or ceased. OS & In Situ will prepare and maintain a list of operations and identify those deemed essential to the business along with trigger points during the pandemic where adjustments and/or significant changes to operations may be required.

The Business Area plans take into account the possibility that the extent to which services may be altered, what services are deemed essential, and how services are prioritized, may be subject to government decree depending on the nature, severity, and societal impact of the pandemic.

The OS & In Situ Pandemic plan is harmonized with the Corporate and Business Area plans and consider activation, declaration and publication of the pandemic state, alternate service level agreements with vendors for essential products and services required by OS & In Situ, operations, and return to normal operations as the pandemic subsides and the alert stage returns to one of inter-pandemic.

The below figure summarizes the various OS & In Situ planning, implementation, and recovery phases consistent with the World Health Organization's Pandemic Phases.



Management of Escalating Risk

Risks to the continuance of OS & In Situ Business Area operations in the event of an influenza pandemic are assessed in each of the Business Area plans.

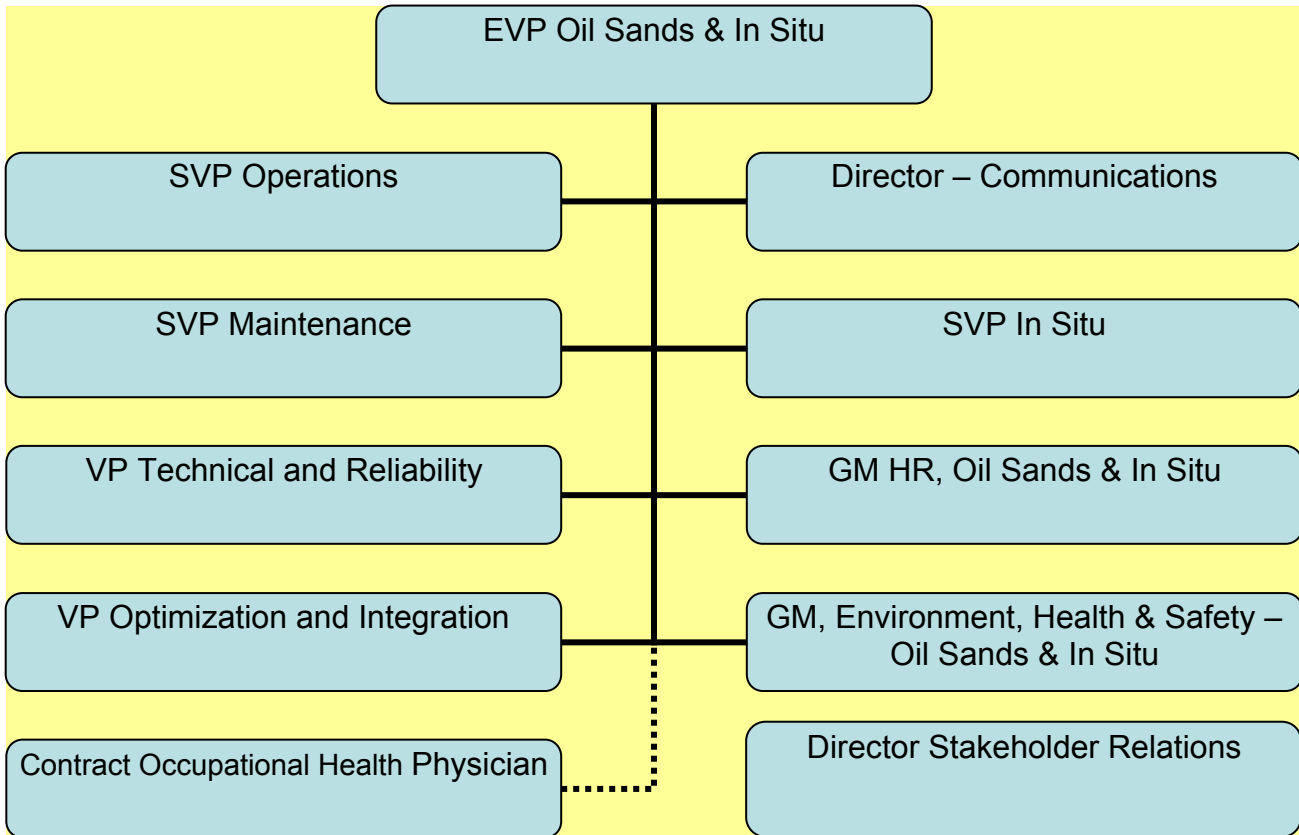
Recognizing the risks, a key intent of this Plan is to provide the Business Area a means of preparing for, weathering and recovering from what otherwise could be a disaster for continuance of essential operations should an influenza pandemic occurs.

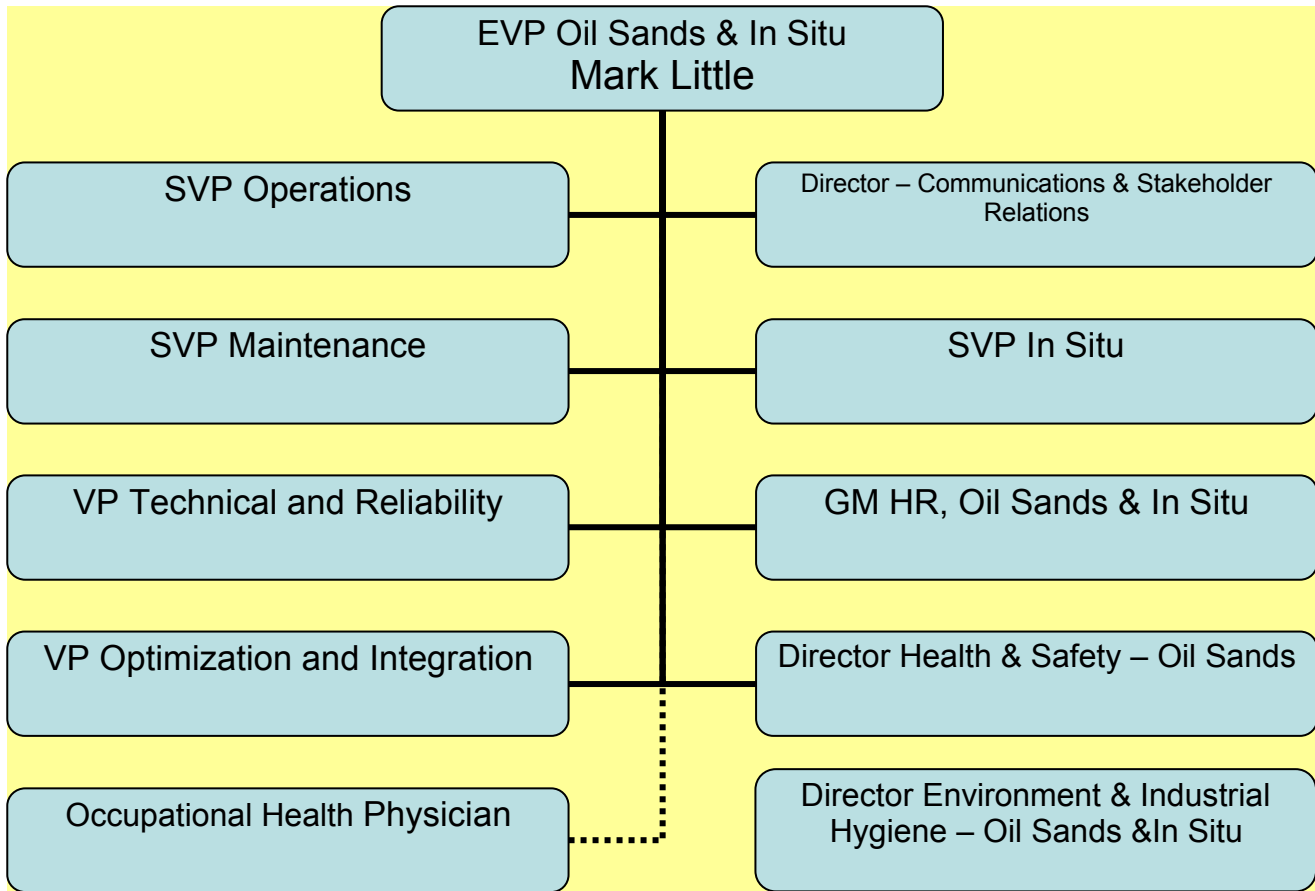
Accordingly, the plan takes into account specific preparedness, response, and recovery activities required for each of the WHO defined pandemic periods and based on Suncor risk management policy.

The Suncor Pandemic Coordination Team approves changes in the prevailing OS & In Situ phase relative to the WHO and Health Canada's pandemic phase classification. Upon authority of the EVP for OS & In Situ or alternate, responses documented within the plan and appropriate to the particular declared phase will be triggered.

As the pandemic influenza alert period phases are entered, response trigger points set within the overarching Suncor Pandemic Plan will require OS & In Situ business areas to respond as required and documented within their respective Business Area plan(s). Responses set for the prevailing alert level shall be followed for such time as the alert and pandemic phases are in effect.

Oil Sands and In Situ Pandemic Coordination Team





Roles and Responsibilities

The Oil Sands Pandemic Coordination Team has overall accountability for this plan and the associated Business Area plans.

The Executive Vice President OS & In Situ Leads the Pandemic Coordination Team.

Business Area Teams report to the OS & In Situ Pandemic Coordination Team. Business Area teams are responsible for detailed pandemic influenza planning, development, and verification for their specific Business Area. Pandemic influenza preparedness and response plans for each of the Business Areas are contained in this plan.

| Role Within Oil Sands | Responsibility |
|--|--|
| <p>Coordination Team Lead (EVP)</p> | <ul style="list-style-type: none"> • Approval of this plan. • Identification of business continuity targets (essential business). • Leadership of the OS & In Situ Pandemic Coordination Team. • Delegation of role responsibilities within the OS & In Situ Pandemic Coordination Team. • Declaration of various planning, implementation, and recovery phases. • Approval of pandemic influenza preparedness and response budgets for all pandemic stages. |

| Role Within Oil Sands | Responsibility |
|---|--|
| <p>Business Continuity Lead (Director, H&S)</p> | <ul style="list-style-type: none"> • Overall management authority to change, validates, and tests this plan. • Develop and maintain this plan consistent with the requirements of the Suncor Energy Inc Pandemic Influenza Plan. • Coordinate and harmonise pandemic planning and response efforts amongst Oil Sands Business Areas. • Coordinate and harmonise OS& In Situ pandemic planning and response efforts with the OS & In Situ Pandemic Coordination Team. • Primary liaison with OS & In Situ Pandemic Coordination Team during active pandemic period. • Chair and facilitate meetings of the OS & In Situ Pandemic Coordination Team as required. |
| <p>Communications (Director, Communications and Director, Stakeholder Relations)</p> | <ul style="list-style-type: none"> • Prepare communication templates and communication plans for use during the various pandemic phases to inform personnel and stakeholders of potential or actual disruption to services. Communication templates are to be validated annually. • Harmonise communications planning and plans with Corporate and other Business Areas as necessary. • Identify suitable modalities for information dissemination both internally and externally. • Set approval authorities for information dissemination. • Prepare customer messages as to how Suncor regular services and products may change owing to the pandemic and immediate conditions. • Act as primary liaison to external officials, community organisations (e.g. faith based organizations, the Red Cross, community associations) , and other stakeholders during pandemic. • Ensure information content takes into account the cultural, ethnic, societal, religious, and language diversity that exists within the organisation. • Test, monitor, adjust, and ensure effective internal and external communication during pandemic. |
| <p>HR & Health and Wellness Continuity Team Including Health Services supplied through ESD</p> | <ul style="list-style-type: none"> • Develop, maintain and recommend health and medical preparedness and response policy and plans particularly with respect to: <ul style="list-style-type: none"> • Pandemic influenza illness monitoring and management. • Coordinating infection control preventative measures and education. • A personal/family plan. • Coordinate and recommend employee, contractor monitoring, protection, quarantine, housing, and HR policy waivers during pandemic. • Coordinate and recommend third party direct contacts monitoring and protection for Suncor facilities and offices and as appropriate during each of the various pandemic phases. • Coordinate and advise on Health Continuity planning efforts |

| Role Within Oil Sands | Responsibility |
|--|---|
| | <p>and service worker obligations with Oil Sands Business Area Teams.</p> <ul style="list-style-type: none"> • Primary liaison with employees and unions during pandemic. • Develop appropriate HR policies & procedures suitable to each of the various pandemic phases. • Set up a mechanism to maintain complete and accurate records (including health, employee special needs requirements, training, alternate staff availability) to ensure efficient response and recovery. • Provide professional assistance to employees and their families in the face of potentially traumatic conditions that may exist as a result of a pandemic. |
| <p>Business Area Vice President's</p> | <ul style="list-style-type: none"> • Establish Business Area Pandemic Plans taking account: <ul style="list-style-type: none"> • Essential Products, By-products and Supplies. • Essential processes. • Essential services. • Critical vendors and suppliers. • Essential positions. • Security requirements. • Financial processes. • Regular products and services. • Relocation of resources (human, infrastructure, mining). • Provide guidelines regarding production and operations curtailment decision making. |
| <p>Legal (Legal Services)</p> | <ul style="list-style-type: none"> • Advisor during pandemic <ul style="list-style-type: none"> • Contracts and Service Level Agreements (outward from Suncor and inward to Suncor). • Government legislation and regulation (compliance requirements). • Adopted policy. • Potential business and personal liability issues. |

Business Area Plan Development

Each Business Area Pandemic Coordination Team develops a Pandemic Plan specific for their Business Area and identifies the following:

- Essential Business Area Products, By-Products, and Supplies
- Essential Business Area Processes
- Essential equipment within the essential processes
- Essential Business Area Services and the vendors that supply the services
- Essential Business Area positions, roles and responsibilities
- Procedures to startup, operate, maintain, and shutdown the identified essential equipment
- Essential Business Area procedures
- Guidelines regarding production and operations curtailment

Human Resources

Human Resources develop appropriate policies and procedures that address the following:

- Employee leave due to employee pandemic influenza
- Employee leave due to family pandemic influenza
- Return to work from pandemic influenza
- Sending workers home that show signs of pandemic influenza
- Refusal to work during influenza pandemic
- Pay policies for various situations during pandemic
- Work restrictions during pandemic
- Working from home and social distancing during pandemic

Personnel Training

The Business Area VP's are to maintain a list of personnel trained and nominated for primary OS operations backup support. The list is to be confirmed annually and at upward change in the WHO Pandemic Alert Stage to 4, 5, or 6.

All nominated backup support personnel receive familiarization training on their backup support duties.

Where backup support personnel require special site or system access, roles, or computer accounts, etc. those are prepared but held in disabled states until needed for the performance of their new duties. When a backup support person undertakes their annual training, training triggered by a change in the WHO Pandemic Alert Stage, or assumes backup duties, the manager to whom they are assigned or the manager's designate / successor shall authorize the additional privilege be enabled and requests it be disabled when the need is over.

Supply Chain Management

As discussed above, each Business Area identifies in their respective Business Area Pandemic Plans, the essential equipment, services, and vendors required to maintain safe production during a pandemic. Based on this, Supply Chain Management identifies the need for stockpiling these equipment spares and materials, as opposed to just-in-time provisioning or purchasing in response to an operational event (such as break/fix), with consideration given to risks and business impact analyses within the Business Areas. In addition, Supply Chain ensures the vendors and suppliers of this equipment have adequate pandemic preparedness and response plans in place.

For the identified essential services, Supply Chain Management ensures appropriate contracts and service level agreements are in place and adequately address exceptions likely to be encountered during a pandemic.

Pandemic Prevention and Preparedness

This phase is the prevention and preparedness phase and is performed as the pandemic alert level reaches WHO Phases 4 or 5. Actions during this phase are directed at verifying and ensuring the Pandemic Plans and corresponding procedures are updated and current to adequately support activation and implementation (see Appendix A). The Business Continuity Lead (Director EHS) will monitor the trends in regards to influenza like illness and advise the Oil Sands Operational Continuity Team of these trends.

This phase ensures the Pandemic Planning actions are completed, such as following:

- Business Continuity Plan and procedures are current and adequate to sustain operations.
- Key positions and personnel are identified and Re-Deployment plans are available to staff the key positions with backups.
- Personnel are aware of their responsibilities including those of their backup positions.
- Personnel are aware of the essential services and plans are in place to preserve the essential services.
- Key Suppliers have been evaluated for their Business Continuity preparedness.
- Personnel are aware of the essential products and by-products and the Upgrading processes to produce those products and by-products.
- Personnel are aware of the absenteeism policy.

Pandemic Plan Testing

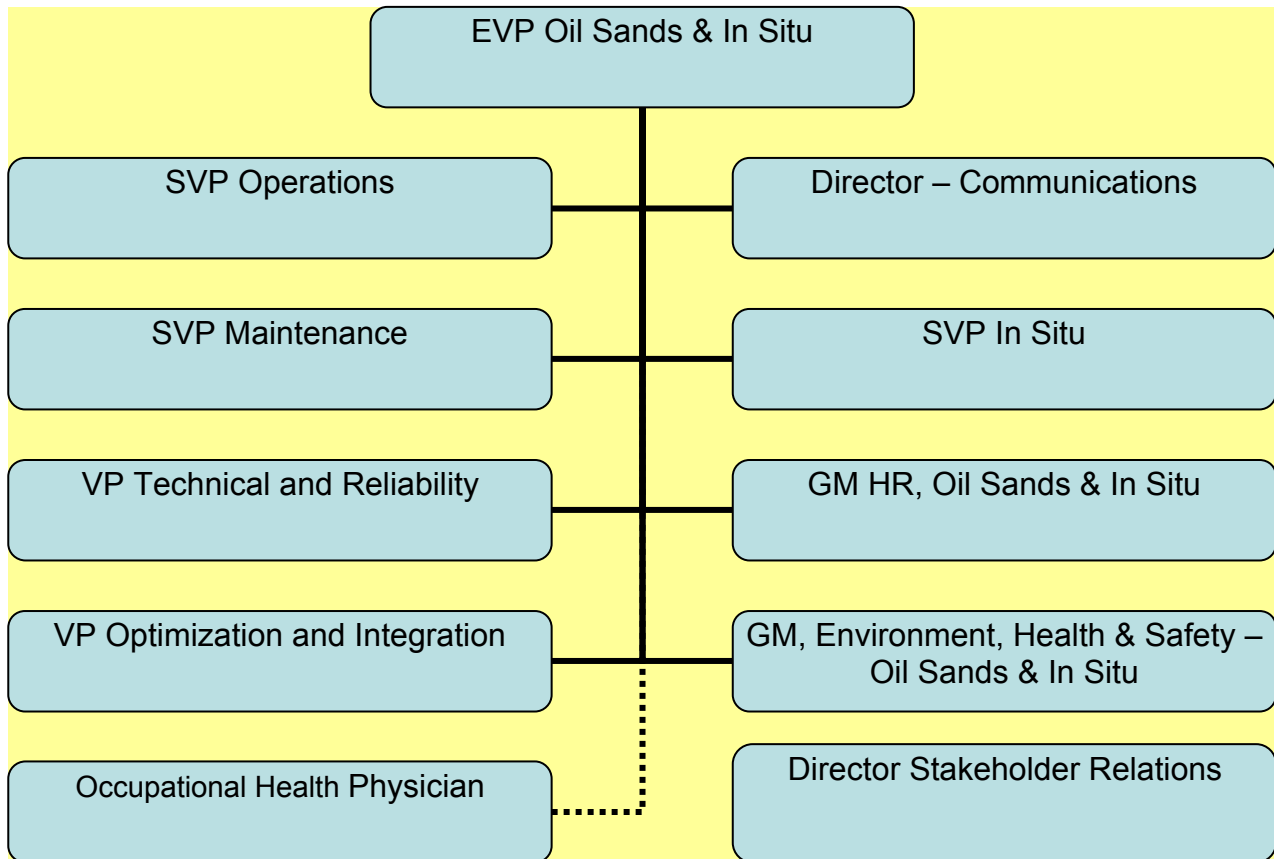
Exercises test the plan's effectiveness as close as possible to an actual event. An exercise completes the training and educational process in continuity preparedness and enables an evaluation of the Business Area's Pandemic Plan and organizational capability. It provides an opportunity to promote and refine cooperation and coordination between operational teams, staff groups, officials, and others involved in an organized response to a pandemic or labour action. Exercises will be held as directed by the Corporate EHS.

Pandemic Plan Response and Implementation

The decision to activate the pandemic plan will be based on direction provided by Executive leadership. During the response and implementation phase, the actions shift from preparedness to response. Oil Sands Business Areas activate their respective pandemic plans and transition to safely managing the essential services, products, and personnel.

During this phase the organization may experience periods of workforce reductions of up to 50% at all levels of the OS & In Situ organization. One of the keys to success of the implementation of this phase is communication. The decision to change the alert level for OS In Situ will be made by the Pandemic Operational Continuity Team on advice from Corporate EHS.

Pandemic Operational Continuity Team



Roles and Responsibilities

The Oil Sands Pandemic Operational Continuity Team has overall accountability for ensuring OS & In Situ operational continuity is maintained during the active pandemic period. The EVP Oil Sands & In Situ leads this team.

During the pandemic, the VP's and Directors of Operations are authorized to make decisions on behalf of the personnel for whom they are acting. References to particular positions (such as VP Operations) in this plan include anyone acting on that person's behalf. Substitutions (delegations or successions) are to be made in accordance with Human Resources policy and managed through SAP in order for workflows and other automated actions to function correctly and references to be recorded accurately. Roles and responsibilities shall remain as they are during normal operations unless circumstances dictate otherwise (for example as a result of illness or death).

| Role Within Oil Sands | Responsibility |
|---|--|
| <p>Operational Continuity Team Lead (OS EVP)</p> | <ul style="list-style-type: none"> • Leadership of the Pandemic Operational Continuity Team. • Delegation of role responsibilities within the Pandemic Operational Continuity Team. • Declaration as to what WHO defined pandemic alert stage OS & In Situ resides and when the pandemic and recovery phases are entered. • On going operational assessment and compliance with pandemic relevant corporate policies throughout the pandemic. • Reporting and communicating OS & In Situ pandemic related matters to the Executive. |
| <p>Operational Continuity Team Members (VP & Director)</p> | <ul style="list-style-type: none"> • Provide guidelines regarding production and operations curtailment decision making. • Monitor the status of Business Area Pandemic Plan implementation. • Resolve inter BA needs and address functional issues as and when they arise. • Ensure that only competent employees are utilized in redeployment situations. |

Personnel are not to exceed their Grant of Authority to procure goods and services but are to continue to use the normal Supply Chain Management mechanisms for procurement.

The OS & In Situ Continuity Team members are authorized to curtail or withdraw OS Operations for which there is deemed to be inadequate internal or third party support to meet business requirements or that must be scaled back to re-assign infrastructure and/or human resources to provide/continue another more essential service.

Mitigation Measures to Prevent Spread of Disease

Preventative measures are based on avoiding spread of the virus by focusing on both personal hygiene and cleanliness of the workplace. This approach will be applicable during all phases of the Pandemic and Business Areas have a responsibility to:

- Identify areas where many employees use the same facility or area. These areas include lunch rooms, meeting rooms, permit centers, and internal transport.
- Identify facilities where equipment is shared e.g. control room panels, telephones, operating equipment like trucks, light vehicles, etc

Areas are to develop and implement measures to ensure that contact surfaces are adequately disinfected on a regular basis. It is suggested that disinfecting is executed by employees to ensure their own safety. Appropriate cleaning materials will be available through warehouse.

Facility management has to ensure that public areas like washrooms and offices are adequately sanitized and operating procedures are followed to ensure protection of both cleaning staff and other employees.

Mitigation measures for work camps and transport will be covered in the respective functional plans.

The second approach in mitigation is through employee awareness. Health and Wellness will communicate the relevant messaging around preventative measures through media as identified in the Health continuity plan to the target audience.

Declaration of State

The EVP sets and determines the preparedness state of OS & In Situ. The CEO sets and determines the preparedness state of Suncor as a whole and declares the phase of pandemic response in which Suncor is residing. The EVP OS & In Situ declares when OS & In Situ may return to normal operations after the pandemic.

Personnel Operating in a Pandemic Situation

All personnel on duty or on call during a pandemic situation will be compensated in accordance with standards laid down by Human Resources. While remote access remains available from outside Suncor, work from home or other locations is permitted so long as the person's duties can be performed or directed remotely. Personnel who must travel to the Suncor offices and job sites to work shall follow the Suncor Pandemic procedures guidelines for travel and the work place.

As the pandemic situation worsens it may be necessary to instigate measures designed to lessen further the chances of transmitting infection. The EVP OS & In Situ will determine if it is necessary to have outside personnel permanently located at Suncor and third party offices / facilities to provide operational support thus lessening the risk of spreading infection. In case of such a decision, the EVP OS & In Situ must also arrange for the means for those personnel to have ready access to suitable food, water, personal hygiene, communications, medical, and sleeping facilities. The EVP OS & In Situ must also determine the extent to which contact with other Suncor and third party personnel is permitted, the conditions under which exceptions may be granted, and the means by which the contact is facilitated.

As appropriate, third party support may be involved in annual testing of pandemic preparedness. Similarly Suncor OS & In Situ may wish to be involved in third party initiated testing to assess effectiveness and identify any deficiencies requiring attention.

Pandemic Recovery and Evaluation

The goal of the Recovery and Evaluation phase is to return activities to normal operations or pre-pandemic activities and restore critical service and product delivery.

Recovery and restoration includes:

- Transitioning personnel to normal operations
- Acquiring the additional resources necessary for restarting any shutdown equipment or plants
- Re-establishing normal operations
- Resuming operations at pre-pandemic levels

After an event has been concluded, the following activities are recommended:

- Conduct a lessons learned evaluation and incorporate plan improvements that are suggested during this process

Regulatory Requirements

Regulatory requirements will be assessed and on priority basis agreements will be reached with the regulator on topics that may be difficult or impossible to meet in a timely manner, or in a worst case scenario absolutely impossible to meet during a pandemic.

Business Area Pandemic Plans

Each business area has a specific pandemic plan. These plans will be updated as required and posted within Livelink. To access these plans, click the link below:

<http://ecm/ecmlivelinkprd/lisapi.dll/open/78785140>

Appendix A – Pandemic Action Matrix (Corporate Guidance)

Introduction

The following pandemic action matrix is intended to guide a staged response to an influenza pandemic. The primary consideration for activation of Suncor's response levels and corresponding activities will be the severity of the pandemic virus (defined below) in North America. The secondary consideration for activation of the response levels are changes in the World Health Organization (WHO) phases 4, 5, and 6 of pandemic alert, which are based on the geographical spread of the virus around the world. This is a living document that will change, as required, to meet the needs of Suncor Energy Inc. and its stakeholders as new information becomes available. In general, Suncor's pandemic management activities can be broadly defined into four categories:

1. Planning – conducted primarily through WHO phases 1-3;
2. Prevention and Preparedness – conducted primarily through WHO phases 1-3;
3. Response and Implementation – conducted exclusively through WHO phases 4-6; and
4. Recovery and Evaluation – conducted during the post-pandemic period, typically signified by a return to WHO phases 1-3.

Currently, Suncor activities are focused on prevention, preparedness, and response. Depending on the development of the pandemic threat in the North American region, the implementation of various response activities will continue through the completion of primary, secondary, and/or subsequent pandemic waves. Recovery and evaluation activities will occur in the post-pandemic period. Front-end investment of resources in prevention and preparedness activities will facilitate effective management of the pandemic and mitigation of negative outcomes.

Given the diversity of the six WHO regions and the varying geographical spread that the pandemic virus may have across those regions, movement between phases 4, 5, and 6 of the WHO scale should be a secondary consideration upon which to guide Suncor's pandemic response. It should be recognized that even though the global pandemic alert may be at phase 5, the severity of the pandemic virus in the WHO region encompassing North America may necessitate a move to an elevated Suncor response level. Although Suncor will remain cognizant of the severity of the virus in other WHO regions, the movement of the pandemic response levels and response activities will be primarily based on the severity of the pandemic virus in North America, which is defined in three categories (low, medium, and high) as follows:

- **Low:** A low severity pandemic is one not unlike the emergence of the novel H1N1 human influenza virus in April and May of 2009. Community outbreaks are present in North America and cases exhibit mild symptoms with patients recovering and returning to work quickly. Very few cases result in death. The overall severity of illness and death due to the pandemic virus is well below what would be expected during an annual flu season, which typically causes between 4,000 to 6,000 deaths per year in Canada depending on the circulating annual influenza viruses. Based on the geographical spread of the virus globally, the WHO phase of pandemic alert is 5 or 6.
- **Medium:** A medium severity pandemic is marked by several distinct characteristics from that of the low severity pandemic. Widespread community outbreaks are present in North America and sustained transmission of the virus is observed in large urban areas. An increasing number of cases exhibit severe symptoms and patients are sicker for longer periods of time, often not recovering in a timely manner to return to work. Deaths resulting from the pandemic virus and its complications are increasingly frequent. The overall severity

of illness and death is above what would be expected during a comparable period in an annual flu season in Canada. The Canadian and U.S. governments are in full response mode and health care systems are under significant stress due to the severity of the pandemic virus. Based on the geographical spread of the virus globally, the WHO phase of pandemic alert is 5 or 6.

- High: A high severity pandemic is one that bears similar characteristics and severity to that of the 1918 Spanish influenza virus. Widespread community outbreaks are present in North America and sustained transmission of the virus is observed in large urban areas. Cases are exhibiting severe symptoms and patients are sicker for longer periods of time, often not recovering in a timely manner to return to work. Deaths resulting from the pandemic virus and its complications are frequent. The overall severity of illness and death due to the pandemic virus is well above what would be expected during a comparable period in an annual flu season in Canada or medium severity pandemic. The Canadian and U.S. governments are in full crisis mode with health care systems severely overtaxed. Based on the geographical spread of the virus globally, the WHO phase of pandemic alert is 5 or 6.

| WHO phase of pandemic alert | | Phase 5-6 | Phase 5-6 | Phase 5-6 | Post peak and post pandemic period |
|---|--|--|---|--|---|
| Suncor pandemic response level | | Level 5-6 - low severity | Level 5-6 - medium severity | Level 5-6 – high severity | |
| INTERNAL – Context | | | | | |
| Impact on Suncor business operations | <ul style="list-style-type: none"> Little to no impact in business locations. Potential suspected case reported in a company employee. Concern for employee returning from an outbreak region may be present. Internal fear/concern is negligible, and isolated to small groups. No local community spread. | <ul style="list-style-type: none"> Little to no impact in business locations. First confirmed case reported in company employee. Internal fear/concern is growing, but isolated to small groups. Potential for local community spread. | <ul style="list-style-type: none"> Localized impact in business locations. Multiple confirmed cases reported in company employees at a single location. Or, multiple confirmed cases reported in company employees at multiple locations. First death reported in a company employee. Internal fear/concern is widespread, and not isolated to small groups. Community outbreaks are widespread. | <ul style="list-style-type: none"> Widespread impact in business locations, i.e. utilities, shipping, and supply of feedstocks so disrupted, or customer demand drops so severely, that continued operations may no longer be tenable. Multiple confirmed cases reported in company employees at multiple locations. Multiple deaths of employees reported in multiple locations. Internal fear/concern is widespread. | <ul style="list-style-type: none"> Return to normal operation. |
| Impact on Suncor staffing levels ¹ | <ul style="list-style-type: none"> Normal staffing. | <ul style="list-style-type: none"> Normal staffing. | <ul style="list-style-type: none"> Reduced staffing at various company sites. | <ul style="list-style-type: none"> Minimal staff at all company sites. | <ul style="list-style-type: none"> Resume regular staffing. |

| EXTERNAL – Context | | | | | |
|----------------------------|---|--|---|--|--|
| Local health authorities | <ul style="list-style-type: none"> Hospital and clinic capacity somewhat impacted with worried well (no symptoms, but worried and tying up resources). | <ul style="list-style-type: none"> Hospital and clinic capacity significantly impacted with worried well and isolated cases. Communicable disease management strategies implemented. Demand for information from local health authorities is significant. | <ul style="list-style-type: none"> Overload of hospitals and clinics in impacted regions – triage centres and/or influenza clinics established. Communicable disease management strategies implemented. Health care system in crisis, but still functioning. | <ul style="list-style-type: none"> Hospitals, clinics, and medical personnel overtaxed and only acute care available. (All other non essential health care services halt). Communicable disease management strategies implemented. Service deferral strategies implemented and non-traditional facilities activated to streamline care and discharge. Health care system not able to cope with full demand, only most acute cases accepted, in full crisis management. | |
| Medical supplies/resources | <ul style="list-style-type: none"> Some shortages of key pharmaceuticals, medical supplies (gloves, masks, hand sanitizers) reported due to hoarding and psycho-social concerns. | <ul style="list-style-type: none"> Some shortages of key pharmaceuticals, medical supplies (gloves, masks, hand sanitizers) reported due to increased stockpiling and preparation. | <ul style="list-style-type: none"> Some shortages of key pharmaceuticals, gloves, and hand sanitizing solutions are reported due to heavy usage. | <ul style="list-style-type: none"> Shortages of key pharmaceuticals, gloves, and hand sanitizing solutions are reported due to severe shortages and/or heavy usage. | |
| Government actions | <ul style="list-style-type: none"> No new travel or transport restrictions. Potential for travel warnings to affected region(s). | <ul style="list-style-type: none"> Travel alerts issued for regions or entire countries within North America. Screening of travelers in airports. | <ul style="list-style-type: none"> Travel alerts issued for regions or entire countries within North America. Screening of travelers may or may not be employed in certain international airports. | <ul style="list-style-type: none"> International travel into and out of country may or may not be prohibited/restricted. | |
| Customers | <ul style="list-style-type: none"> Customers inquiring about Suncor readiness. | <ul style="list-style-type: none"> No disruption of product demand. | <ul style="list-style-type: none"> Some customers reduce operations and reduce demand for products. | <ul style="list-style-type: none"> Multiple customers curtail operations and refuse/cancel deliveries of products. | |
| Supply Chain Management | | <ul style="list-style-type: none"> No disruption or minor problems with service of feedstocks and logistic support. | <ul style="list-style-type: none"> Multiple shortages of feedstocks and logistical support becomes unreliable. | <ul style="list-style-type: none"> Supply chain operations potentially ceasing. | |

| • Suncor-wide – Action | | | | | |
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| Suncor response strategy | <ul style="list-style-type: none"> Monitoring, planning, and preparation. | <ul style="list-style-type: none"> Enhanced screening and employee tracking. Provide timely, key information for senior management & employees. | <ul style="list-style-type: none"> Mitigation and business continuation. Maintain function of personnel key to ongoing operations. | <ul style="list-style-type: none"> Security of corporate assets - physical and financial. Maintain key business & operational functions. If necessary, operational shutdown. | <ul style="list-style-type: none"> Recovery and stabilization. Monitor for re-occurring wave. Evaluate and document lessons learned. |
| Suncor response organization | <ul style="list-style-type: none"> Convene Suncor-wide pandemic coordination team (PCT) and executive steering committee. Business Areas teams convened as per Business Area pandemic plans. | <ul style="list-style-type: none"> Suncor-wide PCT and executive steering committee operational. Business Areas teams operational as per Business Area pandemic plans. | <ul style="list-style-type: none"> Consider activating Corporate Crisis Management Team and Business Area emergency operations centers activated in person or virtual. PCT continues operating to ensure Suncor-wide integration, and supports CCMT if convened. Business Area EOC integration with PCT via the Business Area EHS reps on PCT. | <ul style="list-style-type: none"> Corporate Crisis Management Team and Business Area emergency operations centers activated in person or virtual. PCT supports CCMT. | <ul style="list-style-type: none"> Corporate Crisis Management Team and Business Area emergency operations centers deactivated. PCT deactivated following evaluation and documentation of lessons learned. |
| Suncor overall response | <ul style="list-style-type: none"> Daily/weekly updates from Health and Wellness to pandemic coordination team (PCT), as appropriate. Updates from PCT to Steering Committee, as appropriate. Verify essential roles/positions, essential resources/ dependencies. Acquire essential PPE. Prepare communications. Complete outstanding policies. All Business Areas and functions to determine: Essential positions required to maintain business continuity. Strategies to ensure staffing of essential positions (rotation, skeleton crews, staggering shifts, telecommuting). | <ul style="list-style-type: none"> Normal staffing. Consider implementing strategies to ensure staffing of essential positions based on local impact on business in the different geographic regions. Self assessment screening for ill employees (fever & symptoms). Significant communications to calm fear, provide direction, provide facts, inform workforce about ongoing response efforts. | <ul style="list-style-type: none"> Based on local impact, begin staged reduction of on-site workers. At impacted locations, non-essential personnel to stop reporting to company sites. Only essential personnel continue working in company or customer facilities. Where possible, essential personnel to work remotely from home. | <ul style="list-style-type: none"> At all locations, non-essential personnel to stop reporting to company sites. Where possible, essential personnel to work remotely from home. Begin shutdown of operations if necessary. Even with proper PPE and training, and employing all other appropriate infection control procedures, symptomatic workers should only be allowed in the workplace under the most extreme circumstances to sustain essential business continuity. | <ul style="list-style-type: none"> Continue monitoring for re-occurring wave. Pandemic steering committee to give the all clear to resume regular business operations and come back to work. The criteria and process for executing the return to normal operations will be guided by the recommendations of the Business Area pandemic response team/EOC. Review to manpower and employee status to determine vacancies and impact on business, if any, and, if applicable, recruit for vacancies. |

| • EHS – Action | | | | | |
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| Response | <ul style="list-style-type: none"> Corporate EHS - Ensure corporate pandemic response initiated. Convene and lead pandemic coordination team (PCT) and assemble steering committee. Lead the Suncor-wide response actions via the PCT. BU EHS - Ensure Business Area pandemic response plans are activated. | <ul style="list-style-type: none"> Corporate EHS – Forward recommendations from PCT to steering committee. | | | |
| Business continuity | <ul style="list-style-type: none"> Corporate EHS - Request that all Business Areas and corporate functions: <ul style="list-style-type: none"> Determine essential positions. Secure & test remote access for essential positions who can work remotely. Determine other options for reducing person-to-person exposure (telecommuting/ work from home). | <ul style="list-style-type: none"> BU/Corporate EHS - <ul style="list-style-type: none"> Ensure all Business Areas and functions consider limiting site access to essential positions only. Coordinate with implementation of HR policies related to non-essential workers. | <ul style="list-style-type: none"> BU/Corporate EHS - Ensure all Business Areas and functions begin limiting site access to essential positions only. Non-essential employees should be discouraged from logging onto network from home. | <ul style="list-style-type: none"> BU/Corporate EHS - All Business Areas and functions to limit site access to essential positions only. Non-essential employees should be discouraged from logging onto network from home. | |
| Lead efforts to improve general hygiene measures and decrease social contacts | <ul style="list-style-type: none"> BU EHS - Verify hand sanitizer stations provided in common areas. Ensure regular cleaning procedures are followed conducted in common and high traffic areas with standard cleaning products. Verify with SCM that adequate PPE, cleaning supplies, etc., have been ordered. Ensure consideration for: <ul style="list-style-type: none"> Essential employees Removal of sick High risk employees (interacting with public) | <ul style="list-style-type: none"> BU/Corporate EHS – <ul style="list-style-type: none"> Consider implementation of social distancing strategies: avoid shaking hands, where practical maintain three feet spatial separation from others, staggered shifts/turnover. Consider strategies to minimize large gathering conference calls only versus face to face meetings, consider blind shift changes. Increase frequency of refilling hand sanitizer stations. Maintain site cleaning efforts of high contact locations (e.g., buttons, door handles, etc.). | <ul style="list-style-type: none"> BU/Corporate EHS - Enforce worker protection and social distancing strategies: <ul style="list-style-type: none"> Discourage large gatherings. Avoid congregating in break rooms. If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large room, and sit at least 3 feet away from each other. Discourage face-to-face meetings— encourage teleconference calls, videoconferencing, and the Internet to conduct business. Discourage use of public transportation or avoid rush hour crowding on public transportation. Introduce staggered lunchtimes/breaks. Maintain site cleaning efforts of high contact locations (e.g., buttons, door handles, etc.). | <ul style="list-style-type: none"> BU/Corporate EHS - Continue enforcing worker protection and social distancing strategies: <ul style="list-style-type: none"> Discourage large gatherings. Avoid congregating in break rooms. If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large room, and sit at least 3 feet away from each other. Discourage face-to-face meetings— encourage teleconference calls, videoconferencing, and the Internet to conduct business. Discourage use of public transportation or avoid rush hour crowding on public transportation. Maintain staggered lunchtimes/breaks. | |

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| Lead efforts to minimize employee exposure | <ul style="list-style-type: none"> • BU EHS - Develop and communicate process to remove/have ill employees leave workplace. Internal notification and disinfecting process must occur. • Develop and communicate education and process materials for self-screening. | <ul style="list-style-type: none"> • Implement process for ill employees and self-screening. | <ul style="list-style-type: none"> • Maintain self-assessment process for ill employees and self-screening. | <ul style="list-style-type: none"> • Maintain self-assessment process for ill employees and self-screening. | |
| <ul style="list-style-type: none"> • HR – Action | | | | | |
| Policies | <ul style="list-style-type: none"> • Develop shadow policies that would overrule existing ones. Acquire legal review of new policies. • Acquire executive sign-off of all policies. These include: <ul style="list-style-type: none"> • Sick leave for pandemic influenza. (leave) • Leave to care for sick family member with pandemic influenza (Compassionate and Family) • Return-to-work criteria for employee recovered from pandemic influenza • Vacation | <ul style="list-style-type: none"> • Consider implementing shadow policies. | <ul style="list-style-type: none"> • Implement shadow policies. | <ul style="list-style-type: none"> • Implement shadow policies. | <ul style="list-style-type: none"> • Consider deactivating shadow policies. |
| Employee Database | <ul style="list-style-type: none"> • Ask employees to update their contact information through SAP. Verify that information is up-to-date and accessible. | | | | |
| <ul style="list-style-type: none"> • Health and Wellness Continuity Team Including Health Services supplied through ESD | | | | | |
| Vaccinations | <ul style="list-style-type: none"> • Promote annual influenza vaccination of employees. • Check vaccination status of essential employees for seasonal influenza vaccine. | <ul style="list-style-type: none"> • Promote annual influenza vaccination of employees. Check vaccination status of essential employees for seasonal influenza vaccine. | <ul style="list-style-type: none"> • If vaccine is available, establish or facilitate access to vaccine clinics for employees and family members on-site. • Consider development of pandemic vaccine priority groups if scarce amounts of vaccine exist. | <ul style="list-style-type: none"> • If vaccine is available, establish or facilitate access to vaccine clinics for employees and family members on-site. • Maintain pandemic vaccine priority groups if scarce amounts of vaccine exist. | |

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| Antivirals | <ul style="list-style-type: none"> Acquire antivirals (e.g. Tamiflu) stockpiles sufficient for essential position prophylaxis and treatment. Establish & communicate clear guidelines for use. Distribute stock to site Health and Wellness Departments where present; to predetermined site managers where no site medical. | <ul style="list-style-type: none"> Consider start of pre-exposure prophylaxis of antivirals to medical providers or for treatment of infection if employees are unable to access the public system for antivirals. | <ul style="list-style-type: none"> As permitted by availability of medical providers, provide pre-exposure prophylaxis of antivirals to medical providers and antivirals to employees for treatment of influenza, if employees are unable to access the public system for antivirals. Dispense antivirals and commence prophylaxis or treatment courses as appropriate. | <ul style="list-style-type: none"> As permitted by availability of medical providers, provide pre-exposure prophylaxis of antivirals to medical providers and antivirals to employees for treatment of influenza, if employees are unable to access the public system for antivirals. Dispense antivirals and commence prophylaxis or treatment courses as appropriate. | |
| Medical provider | <ul style="list-style-type: none"> Verify that all essential PPE has been ordered and is being stored on-site. Establish restocking process and identify suppliers. Monitor external data sources on the Pandemic: World Health Organization, U.S. Centers for Disease Control, Int'l SOS website, Public Health Agency of Canada. | <ul style="list-style-type: none"> Monitor external data sources on the Pandemic: World Health Organization, U.S. Centers for Disease Control, Int'l SOS website, Public Health Agency of Canada. | <ul style="list-style-type: none"> Monitor external data sources on the Pandemic: World Health Organization, U.S. Centers for Disease Control, Int'l SOS website, Public Health Agency of Canada. Provide medical treatment as directed by medical director. | <ul style="list-style-type: none"> Monitor external data sources on the Pandemic: World Health Organization, U.S. Centers for Disease Control, Int'l SOS website, Public Health Agency of Canada. Provide medical treatment as directed by medical director. | <ul style="list-style-type: none"> Monitor external data sources on the Pandemic: World Health Organization, U.S. Centers for Disease Control, Int'l SOS website, Public Health Agency of Canada. |
| Illness reporting procedure | <ul style="list-style-type: none"> Develop and communicate clear guidance for all leaders. Develop and communicate to all employees. | <ul style="list-style-type: none"> Monitor for effectiveness of employee self screening. Need to determine effectiveness of protocol and if flu in becoming more severe/transmission rates are increasing. | | | |
| Self-isolation procedure for ill employees | <ul style="list-style-type: none"> Develop and communicate procedure to all leaders. | <ul style="list-style-type: none"> Implement and monitor isolation procedure. | <ul style="list-style-type: none"> Implement and monitor isolation procedure. | <ul style="list-style-type: none"> Implement and monitor isolation procedure. | |
| Contact tracing | <ul style="list-style-type: none"> Rely on information to health authorities to carry contact tracing, if part of public health strategy. | <ul style="list-style-type: none"> Upon report of illness from employee, activate basic tracing procedure. Ensure response has been clearly communicated and rational for protocol has been communicated and is aligned with regional health authorities. Link with public health to determine if contact tracing is necessary. | | | |

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| Employee health monitoring | <ul style="list-style-type: none"> Develop employee health screening process. Test the system including contact with all essential personnel via telephone. Pandemic coordination team to review data. | <ul style="list-style-type: none"> Test system in each business location to familiarize staff and management at each location. Weekly summaries completed and submitted to steering committee. | <ul style="list-style-type: none"> Activate system for all employees. Daily summaries completed and submitted to steering committee. | <ul style="list-style-type: none"> Activate system for all employees. Daily summaries completed and submitted to steering committee. | <ul style="list-style-type: none"> Activate system for all employees. Weekly summaries completed and submitted to steering committee. |
| Employee point of entry screening | <ul style="list-style-type: none"> Communicate up coming self assessment and point of entry screening instructions. Establish stocks of posters, temperature measurement devices, and along with forms required for self assessment and point of entry screening, at each business location. | <ul style="list-style-type: none"> Encourage mandatory self assessment screening of all employee/ contractors / vendors, at point of entry to a site or pre boarding for buses/planes (or at home). | <ul style="list-style-type: none"> Utilize self-assessment screening for all employee/ contractors / vendors, at point of entry to a site or pre boarding for buses/planes (or at home). Use designated resources for point-of-entry screening only if available. | <ul style="list-style-type: none"> Utilize self-assessment screening for all employee/ contractors / vendors, at point of entry to a site or pre boarding for buses/planes (or at home). | <ul style="list-style-type: none"> Continue with mandatory self assessment temperature and symptoms checks of all employee/ contractors / vendors, at point of entry to a site or pre boarding for buses/planes (or at home) as directed by region health. |
| • COMMUNICATION – Action | | | | | |
| Employee and contractor communication | <ul style="list-style-type: none"> Corporate communications to coordinate, and ensure consistency. All messages to be vetted agreed upon approval process. BU communicator to relay messages to audience via site specific strategies. Dark site development, external key messages prepped for media if asked. Employee Centre key messages issued and advisors coached. Commence communication blitz on proper cough etiquette and hand hygiene. Communicate processes that request employees with influenza to stay home at the first sign of symptoms. | <ul style="list-style-type: none"> Support evolution of company response. Communication of travel alerts, company policies (HR, transportation, etc.), self monitoring promotion, camp, cafeteria changes, social distancing guidelines (meetings and other congregations), etc., education re 1-800 line potential use. External key messages revisited. Employee Centre key messages revisited. | <ul style="list-style-type: none"> Support evolution of company response (see previous). Increased frequency of updates to provide instructions, provide Q&As to address increased enquiries, policy info, state facts, leader calms fears and builds confidence, consideration of spokesperson moving to CEO/COO, Develop/install messaging for 1-800 line, launch dark site, host teleconference for leader to address issues/concerns as no longer business as usual. | <ul style="list-style-type: none"> Support evolution of company response (see previous). Tighten approval timeline, Suncor Energy Foundation assesses its role. Communicate criteria by which stand-down/all clear will be determined. Updated messaging for 1-800, update dark site, host teleconferences as needed. | <ul style="list-style-type: none"> All clear message for employees, thank you to all, lessons learned shared. |
| Communication with vendor/supplier organizations | <ul style="list-style-type: none"> Message to be generated by communications SCM and provided to vendors via SCM. | <ul style="list-style-type: none"> Update provided as needed (agreed upon by PCT). | <ul style="list-style-type: none"> Update provided as needed (agreed upon by PCT). | <ul style="list-style-type: none"> Update provided as needed (agreed upon by PCT). | <ul style="list-style-type: none"> Update provided as needed (agreed upon by PCT). |

| • IT – Action | | | | | |
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| Assessment of systems and remote login capacity | <ul style="list-style-type: none"> Verify system back ups in place. Verify capacity to accommodate increased remote access users. | <ul style="list-style-type: none"> Assess how systems hold up as increased home workers tax system, messages out to users re systems load, deny home access to non-essential employees if necessary. | <ul style="list-style-type: none"> Assess how systems hold up as increased home workers tax system, messages out to users re systems load, deny home access to non-essential employees if necessary. | <ul style="list-style-type: none"> Consider only essential site and remote use for critical functions. | |
| Telecommuting /work from home | <ul style="list-style-type: none"> All Business Areas and functions to: Determine essential positions Secure remote access for essential positions who can work remotely Test remote access functionality | <ul style="list-style-type: none"> Consider telecommuting as an option for appropriate employees. Continue to test remote functions and secure access. | <ul style="list-style-type: none"> Non-essential employees should be discouraged from logging onto network from home. | <ul style="list-style-type: none"> Non-essential employees should be discouraged from logging onto network from home. | |
| • CORPORATE SECURITY – Action | | | | | |
| Site security | <ul style="list-style-type: none"> Assess and mitigate risks. Secure PPE for high risk positions. Verify that all required PPE has been ordered and is being stored on-sites. Security staff have been trained on use and protocols for site access based on risk level. | <ul style="list-style-type: none"> Maintain effective security perimeter. Insure employee/contractor PPE compliance upon entry to sites /aerodromes. Security staff provided with appropriate communication messages for consistent response to first line questions. | <ul style="list-style-type: none"> Deploy PPE kits to all Security staff (essential personnel) when instructed to do so by Director of Corporate Security. (Essential Personnel response kits consist of mask,gloves,and wipes and will be available from local EHS coordinator). Greater visual verification of proper I/D and PPE vs. physical handling for persons being monitored on to sites. Visually monitor persons entering site for physical signs of sickness. Report any issues to manager of Business Area prior to allowing entry. Avoid large meetings held in close proximity. | <ul style="list-style-type: none"> Minimize access points (on direction from Director Corporate Security). Insure all staff are utilizing PPE kits. Limit site access to essential positions only (lists will be provided by Business Areas). Enforce "Essential staff only" rule for employees/contractors entering site. Advise Director of Corporate Security of any problems maintaining security staff levels. | |

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| Employee business travel | <ul style="list-style-type: none"> • Monitor international employee travel. • Align with WHO, PHAC, or CDC travel restrictions. • Establish policies for restricting travel to affected geographic areas, evacuating employees working in or near affected areas, and providing guidance for employees returning from affected areas. • For countries with WHO, PHAC, or CDC travel restrictions, restricted to essential travel, and requires approval of V.P. Minimize employee time in affected country. • Discourage non-essential business travel. | <ul style="list-style-type: none"> • Monitor international employee travel. • Align with WHO, PHAC, or CDC travel restrictions. • Discourage employee business travel. • Ensure compliance of travel restrictions by working with AMEX travel representatives. • Identify and advise any persons in travel mode of changes affecting them. | <ul style="list-style-type: none"> • Monitor international employee travel. • Restrict workforce travel to essential (business critical) travel only. • Align with WHO, PHAC, or CDC travel restrictions. • Ensure compliance of travel restrictions by working with AMEXtravel representatives. • Identify and advise any persons in travel mode of changes affecting them. | <ul style="list-style-type: none"> • Monitor international employee travel. • Restrict workforce travel to essential (business critical) travel only. • Align with WHO, PHAC, or CDC travel restrictions. • Ensure compliance of travel restrictions by working with AMEX travel representatives. • Identify and advise any persons in travel mode of changes affecting them. | |
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| • SCM – Action | | | | | |
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| Acquire and store supplies | <ul style="list-style-type: none"> With guidance from EHS and HR reps, acquire appropriate supplies: personal protective equipment, employee pandemic kits, antivirals, hand sanitizer, cleaning supplies, etc. Verify that all required supplies have been ordered, and monitor level of supplies. Ensure supplies are being stored securely on-site, and only released for intended purposes. Develop appropriate PPE usage, training, and education materials. | <ul style="list-style-type: none"> Monitor supply of kits and supplies and replenish as able and/or necessary. | <ul style="list-style-type: none"> Monitor supply of kits and supplies and replenish as able and/or necessary. | <ul style="list-style-type: none"> Monitor supply of kits and supplies and replenish as able and/or necessary. | |
| Distribution of supplies | <ul style="list-style-type: none"> Ready supplies for distribution, upon request. Ensure pandemic specific PPE are not released for use unless directed by BU EHS director/PCT EHS lead. Stage pandemic supplies and kits for employees. | <ul style="list-style-type: none"> Ensure pandemic specific PPE are not released for use unless directed by BU EHS director/PCT EHS lead. As directed, distribute sick-at-work kits and home treatment kits and supplies to all employees with communication on when/how to use the kit (positioned as general proactive measure with potential to be used in a number of situations). | <ul style="list-style-type: none"> Ensure pandemic specific PPE are not released for use unless directed by BU EHS director/PCT EHS lead. Distribute sick-at-work kits and home treatment kits and supplies to all employees with communication on when/how to use the kit (positioned as general proactive measure with potential to be used in a number of situations). | <ul style="list-style-type: none"> Ensure pandemic specific PPE are not released for use unless directed by BU EHS director/PCT EHS lead. Distribute sick-at-work kits and home treatment kits and supplies to all employees with communication on when/how to use the kit (positioned as general proactive measure with potential to be used in a number of situations). | |
| External supply chain impacts (key vendors/ • Suppliers) | <ul style="list-style-type: none"> Assess the supply chain and all supporting businesses to ensure essential functions are sustained. Coordinate with supporting businesses to ensure no previously “unknown” challenge has arisen. Inquire for vendor/supplier Pandemic Preparedness Plans & stockpiles. Confirm that plans are in place and stockpiles ready (as necessary). | <ul style="list-style-type: none"> Monitor international, national, State, and local information channels for new impacts and implications. | <ul style="list-style-type: none"> Monitor international, national, State, and local information channels for new impacts and implications. | <ul style="list-style-type: none"> Monitor international, national, State, and local information channels for new impacts and implications. | <ul style="list-style-type: none"> Monitor international, national, State, and local information channels for new impacts and implications. |

| <ul style="list-style-type: none"> BUSINESS SERVICES / FIELD LOGISTICS – Action | | | | | |
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| Transportation policies / procedures (busing, aviation) | <ul style="list-style-type: none"> Update and communicate transportation policies/procedures. Enhance current infection control guidelines. Communicate and train appropriate staff for execution of guidelines. | <ul style="list-style-type: none"> Implement and monitor guidelines and usage. | <ul style="list-style-type: none"> Implement and monitor guidelines and usage. | <ul style="list-style-type: none"> Implement and monitor guidelines and usage. | |
| Camps | <ul style="list-style-type: none"> Increase communication on self assessment, proper hygiene, social distancing, and process to report illness. Require cleaning staff increase the frequency and focus on cleaning high contact points. Develop protocol for determining when to close camps. | <ul style="list-style-type: none"> Consider implementation of social distancing strategies: avoid shaking hands, where practical maintain three feet spatial separation from others, staggered shifts/turnover. Consider strategies to minimize large gatherings, consider blind shift changes. Increase frequency of refilling hand sanitizer stations. Maintain site cleaning efforts of high contact locations (e.g., buttons, door handles, etc.). | <ul style="list-style-type: none"> Continue implementation of worker protection and social distancing strategies: Discourage large gatherings. Avoid congregating in break rooms. If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large room, and sit at least 3 feet away from each other. Discourage face-to-face meetings. Maintain staggered lunchtimes/breaks in cafeteria. Maintain site cleaning efforts of high contact locations (e.g., buttons, door handles, etc.). Monitor health status of camp residents. | <ul style="list-style-type: none"> Continue implementation of worker protection and social distancing strategies: Discourage large gatherings. Avoid congregating in break rooms. If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large room, and sit at least 3 feet away from each other. Discourage face-to-face meetings. Maintain staggered lunchtimes/breaks in cafeteria. Consider closing camps or isolating camp residents for essential position employees only. | |
| Onsite Cafeterias | <ul style="list-style-type: none"> Require cleaning staff increase the frequency and focus on cleaning high contact points. Verify hand sanitizer stations and appropriate signage provided in common areas. | <ul style="list-style-type: none"> Take out only (minimize eating as a community). Prepare to close cafeterias and communicate this to employees at sites. | <ul style="list-style-type: none"> Take out only (minimize eating as a community). Prepare to close cafeterias and communicate this to employees at sites. Stagger café times. | <ul style="list-style-type: none"> Consider closing cafeterias and provide alternative food sources or ceasing cafeteria operations. | |
| Site cleaning and sanitation. <ul style="list-style-type: none"> Disinfection of surfaces | <ul style="list-style-type: none"> Require cleaning staff increase the frequency and focus on cleaning high contact points such as door handles, elevator buttons, door lock releases, fax machines, printers, etc. Assess necessity to clean between shift changes. Verify hand sanitizer stations and appropriate signage provided in common areas. | <ul style="list-style-type: none"> Implement strategies to minimize large gathering conference calls only versus face to face meetings, consider blind shift changes. Increase frequency of refilling hand sanitizer stations. Review supply levels. Increase site cleaning efforts of high contact locations (buttons, door handles, etc.). | <ul style="list-style-type: none"> Maintain strategies to minimize large gathering conference calls only versus face to face meetings, consider blind shift changes. Maintain frequency of refilling hand sanitizer stations. Review supply levels Maintain site cleaning efforts of high contact locations (buttons, door handles, etc.). | <ul style="list-style-type: none"> Maintain strategies to minimize large gathering conference calls only versus face to face meetings, consider blind shift changes. Maintain frequency of refilling hand sanitizer stations. Review supply levels Maintain site cleaning efforts of high contact locations (buttons, door handles, etc.). | |

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| <ul style="list-style-type: none"> LEGAL – Action | | | | | |
| <ul style="list-style-type: none"> Support | <ul style="list-style-type: none"> What documents get reviewed, resourcing in case of high severity, post peak claims resolution. | <ul style="list-style-type: none"> Monitor need for legal support and ongoing issues. | <ul style="list-style-type: none"> Monitor need for legal support and ongoing issues. | <ul style="list-style-type: none"> Monitor need for legal support and ongoing issues. | |
| <ul style="list-style-type: none"> FINANCE – Action | | | | | |
| <ul style="list-style-type: none"> Support | <ul style="list-style-type: none"> Provide guidance if unique expense tracking should be implemented. | <ul style="list-style-type: none"> Monitor financial implications of response activities and HR policies. | <ul style="list-style-type: none"> Monitor financial implications of response activities and HR policies. | <ul style="list-style-type: none"> Maintain only critical financial functions. | |



The following individuals have approved and signed this document.

UserName: Stephen Full (SFull)

Title:

Date: Tuesday, 27 August 2013, 08:12 AM Mountain Time

Meaning: Approver 1 Signed

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UserName: Perry Canning (pacanning)

Title:

Date: Friday, 08 November 2013, 01:36 PM Mountain Time

Meaning: Approver 2 Signed

=====

UserName: James Chuey (jchuey)

Title:

Date: Monday, 25 November 2013, 11:45 AM Mountain Time

Meaning: Approver 3 Installed

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