Corporate Pandemic Preparedness Planning Guide
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I. 3M Corporate Pandemic Preparedness Executive Summary

Issue
Public health experts worldwide are concerned about the possibility of another influenza pandemic. There is increasing concern that the next pandemic could be caused by the avian flu virus. The timing and pattern of such a pandemic is unpredictable. The potential economic and human impact of a pandemic is significant. Past pandemics provide information as to how we may be affected by a novel influenza virus and how societies and businesses will react to a pandemic.

- Three influenza pandemics have occurred in the 20th century -- in 1918, 1957 and 1967.
- The World Health Organization (WHO) has predicted between 2 and 7.4 million people would die if a worldwide pandemic occurs.
- Influenza pandemics occur in waves. The time interval between the first and second waves could be three to nine months based on previous pandemics.
- A pandemic could result in absenteeism of up to half of the workforce for a two- to three-week period.
- As a pandemic progressed, domestic and international travel would be curtailed and supply chains strained.
- Governments could nationalize manufacturing facilities for essential disease-related products.

Crisis Team Structure
In order to prepare 3M for the possibility of a pandemic, the 3M Corporate Crisis Management Team created the cross-functional Corporate Pandemic Preparedness Team.

The Corporate Pandemic Preparedness Team has developed a Corporate Pandemic Preparedness Planning Guide (referred to as the Planning Guide in the remainder of this document). The Planning Guide builds on guidelines and recommendations from country, state, and other multinational company pandemic response plans. The goals of the Planning Guide are to prevent and control the spread of disease within 3M and maintain business continuity by delivering essential products and services to 3M customers.

The Planning Guide is intended for Facility/Country Crisis Management Teams to use to modify their existing crisis management plans as they relate to pandemic preparedness. Each facility/country crisis management plan should be implemented for any infectious disease that could cause a pandemic, such as avian influenza.
Planning Guide
The information in the Planning Guide includes instructions and tools, as well as a Pandemic Planning Checklist (referred to as the Checklist in the remainder of this document) for Facility/Country Crisis Management Teams to use to determine necessary action. The Planning Guide includes the following:
- Pandemic Crisis Management Roles and Responsibilities of the Regional, Country and Facility Crisis Management Teams
- Facility/Country Pandemic Threat Level Matrix
- Checklist with links to resources to aid in planning

Process Overview of Facility/Country Pandemic Preparedness Planning
- The Planning Guide is distributed to the Managing Directors who must forward the Planning Guide to each Facility Manager. In the United States, the Planning Guide is distributed directly to Facility Managers.
- The Facility Manager acknowledges receipt of the Planning Guide. This must be done within one week of receiving the Planning Guide.
- The Facility Manager appoints a Disease Prevention Coordinator (DPC).
- The Facility Manager convenes the Facility Crisis Management Team (referred to as the Team for the remainder of this document). The Team reviews the Planning Guide and develops a plan to implement response measures on the Checklist.
- The Team should incorporate supporting documentation for Checklist response measures into its existing crisis management plan filed in the Crisis Management Plan Repository (CMPR).
- The Team completes the status column in the Checklist and files it in the CMPR within 45 days of receiving the Planning Guide.
- The Team must review and update its Checklist and plan whenever the pandemic threat level changes.
- The Team should review the Checklist regularly. At a minimum, it should be reviewed annually. The Corporate Pandemic Preparedness Team will review Checklists and plans.
II. Introduction to 3M Pandemic Preparedness Planning Guide

To facilitate 3M’s response to the avian flu pandemic threat, the Corporate Pandemic Preparedness Team was formed by the 3M Corporate Crisis Management Team. This cross-functional team included individuals from the following departments and divisions:

- Occupational Medicine
- Security
- Legal
- Human Resources
- IT
- Administrative Services - Facilities, Travel
- Medical Division
- OH&ES
- Logistics
- Six Sigma
- Communications
- Government Markets

Utilizing materials and best practices from a number of resources including pandemic planning recommendations from the World Health Organization (WHO), U.S. Centers for Disease Control (CDC), government and other multinational company plans, the Planning Guide was developed. The Planning Guide includes instructions and tools, as well as a Checklist to use for modifying existing crisis management plans as they relate to pandemic preparedness. The purpose of the Planning Guide is to aid in the planning process. The Checklist provides guidance on the following:

**Disease Prevention & Control**
- Public Health Education & Communication
- Medical Prevention and Protection Strategies
- Social Distancing and Medical Surveillance
- Workplace Hygiene
- Medical Supplies and Resources

**Business Continuity**
- Workforce
- Materials
- Facilities and Equipment
- Supporting Elements
- Business Travel, Foreign Service Employees and Families

Each facility/country crisis management plan is to be deployed according to the current pandemic threat level in the country. (The term “facility” represents a location or physical place where 3M conducts business. A facility can encompass multiple physical buildings and include distribution and sales centers). The Team will be responsible for modifying its existing crisis management plan. Implementation of the pandemic response measures requires adherence to 3M Human Resources Principles. The Checklist must be filed in CMPR. The Team should incorporate supporting documentation into their existing crisis management plans stored in CMPR.

Because of the inability to accurately predict when the next pandemic will occur it is essential that the Checklist be reviewed and updated regularly. It is important to keep in mind that pandemic threat levels can escalate quickly. Adequate preparedness is critical in order to prevent disease spread within 3M and maintain business continuity for essential 3M products, services and customers.
III. 3M Facility/Country Pandemic Threat Level Matrix

The Facility/Country Pandemic Threat Level Matrix is based on the WHO pandemic alert phases and has been modified to fit 3M. (The Corporate Pandemic Preparedness Team recognizes that other pandemic threat level definitions exist. The pandemic threat levels below should be used for 3M pandemic planning.) The pandemic threat levels are based on the level of person-to-person transmission and how widespread the disease is in humans. Planning and response measures are based on the pandemic threat level.

<table>
<thead>
<tr>
<th>Level 0 Awareness</th>
<th>Level 1 Cautionary</th>
<th>Level 2 Serious</th>
<th>Level 3 Severe</th>
<th>Level 4 Critical</th>
</tr>
</thead>
<tbody>
<tr>
<td>– No documented cases of person-to-person transmission in-country</td>
<td>– Documented person to person transmission is rare in-country</td>
<td>– Limited documented person-to-person transmission (Small Cluster) in-country</td>
<td>– Evidence of widespread person-to-person spread in-country (Larger or multiple clusters identified in-country) <strong>AND</strong></td>
<td>– Increasing and sustained person-to-person transmission in-country <strong>AND</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>– Limited person-to-person spread within city</td>
<td>– Multiple clusters of cases identified in 2 or more countries or regions</td>
</tr>
</tbody>
</table>

The current facility and country pandemic threat levels are located in CMPR. Corporate Occupational Medicine will consult with WHO, U.S. CDC and appropriate government representatives to determine the facility/country pandemic threat level. Corporate Occupational Medicine will also consult with the Facility Manager and Disease Prevention Coordinator.
IV. 3M Crisis Management Team Structure

In order to effectively respond to a major infectious disease crisis like an avian influenza pandemic, a clear structure of facility, country, region, and corporate teams should be established. The basis for this structure is defined by the existing 3M Crisis Management Guidelines (located in CMPR). These guidelines require 3M locations to establish a Crisis Management Team, conduct risk assessments and develop crisis plans, and conduct annual exercises to test the plans and the team’s ability to respond.

The term “facility” represents a location or physical place where 3M conducts business. A facility can encompass multiple physical buildings and include distribution and sales centers.

**Corporate Crisis Management Team**
The Corporate Crisis Management Team is an established team of key 3M executives responsible for the overall corporate response to a crisis. Their focus is on the 3M Corporation as a whole. The team is currently led by Dr. Fred Palensky, who is the executive sponsor of the Corporate Pandemic Preparedness Team.

**Corporate Pandemic Preparedness Team**
This corporate team represents a variety of disciplines that are responsible for outlining and maintaining 3M’s response to a pandemic. This team consults in the planning and implementation of both the corporate plan and the individual facility/country crisis management plans. The team is led by Corporate Occupational Medicine.

**Corporate Occupational Medicine**
Corporate Occupational Medicine has a critical role in the 3M Pandemic Preparedness process. Due to the special nature of infectious diseases Corporate Occupational Medicine leads the Corporate Pandemic Preparedness Team and is responsible for monitoring the status of the disease and determining the pandemic threat level for facilities and countries.

**Corporate Security**
Corporate Security has a critical role in the 3M Pandemic Preparedness process. Corporate Security leads the general crisis management planning process and assists facilities, countries, and regions with the development of crisis management plans and maintains the corporate database (CMPR) of all facility and country crisis management plans.

**Corporate Communications**
Corporate Communications is tasked with developing the corporate-wide communications plan to educate employees and families, as appropriate, about the risks of avian influenza and the preparations the corporation has taken to protect employees and maintain business operations during a disease outbreak. Corporate Communications also assists Facility/Country Crisis Management Teams in developing their specific communication strategies by providing templates and consulting advice.
Regional Preparedness Teams
For specific regions of the world (i.e., Western Europe or South East Asia), teams may already be in existence to assist countries within the regions in completing their preparedness plans. Such teams are optional but can be important in facilitating the planning process.

Country Crisis Management Teams
Most 3M Subsidiaries have established crisis management teams at the country level. These Country Crisis Management Teams typically include the Managing Director and the Country’s Leadership Team. The Country Crisis Management Team, if it exists, is responsible for ensuring that local preparations are satisfactory and will likely direct response efforts among Facility Crisis Management Teams during a crisis event.

Facility Crisis Management Team
The 3M Crisis Management Guidelines specify that every facility must have an established Crisis Management Team. This team is responsible for preparing for and responding to a crisis at the particular facility. The Facility Manager (i.e. Plant Manager, Administrative Manager, Site Manager, etc) is responsible for leading and selecting members for the Facility Crisis Management Team. Members of the Facility Crisis Management Team should be assigned responsibility for the following general areas.

Management
• Human Resources
• Legal
• Finance
• Marketing
Operations
• Security
• Information Technology
• Environmental, Health and Safety
• Manufacturing
Communications
• Public Affairs
• Government Relations
Disease Prevention and Control
• Occupational Medicine

Depending upon the needs, situation, and circumstances of each facility, positions may be realigned, removed, or added. Members of the Facility Crisis Management Team should have backup department contacts identified to serve with or in the absence of primary members. Use of backup department contacts are likely in the event of a protracted crisis.
**Disease Prevention Coordinator**

The Facility Disease Prevention Coordinator (DPC) works closely with the Facility Crisis Management Team, and is trained to deal with the medical aspects of the disease. Generally, the DPC is the facility nurse or physician. If the facility has no on-site occupational health nurse or physician, then an employee from HR or EHS may take this role with appropriate support from Corporate Occupational Medicine. The DPC is responsible for the facility medical response to a pandemic crisis and reports directly to the Facility Manager in his or her role as Facility Crisis Management Team Leader.

**3M Crisis Management Team Structure**
V. Overview of Facility/Country Pandemic Preparedness Planning Process

(All materials can be found in CMPR)

1. **The Planning Guide is distributed to the Managing Directors who must forward the Planning Guide to each Facility Manager.** In the United States, the Planning Guide is distributed directly to Facility Managers.

2. The Facility Manager must acknowledge receiving the Planning Guide within **one week.** (Refer to Appendix A for instructions.)

3. The Facility Manager appoints a Disease Prevention Coordinator (DPC).

4. The Facility Manager should convene the Facility Crisis Management Team (Team) and review the Planning Guide. (Refer to PowerPoint pandemic planning presentation in CMPR.)

5. The Team reviews the Planning Guide and develops a plan to implement response measures on the Checklist.

6. The Team should incorporate supporting documentation for the Checklist response measures into their existing facility crisis management plans stored in CMPR. (A sample plan is available in CMPR.)

7. The Team completes the Status column in the Checklist and files it in CMPR within **45 days** of receiving the Planning Guide. Complete only those response measures according to current the pandemic threat level. (Refer to Appendix B for Filing Checklist in CMPR.)

8. Whenever the pandemic threat level changes, the Team must review, update and file its crisis management plan and Checklist in CMPR.

The Corporate Pandemic Preparedness Team will review Checklists and plans.
VI. Pandemic Planning Checklist

The Pandemic Planning Checklist consists of six broad categories of response measures that are necessary to prevent and control disease spread in a 3M facility. These categories include the following:

**Disease Prevention & Control**
- Public Health Education & Communication
- Medical Prevention and Protection Strategies
- Social Distancing and Medical Surveillance
- Workplace Hygiene
- Medical Supplies and Resources
- Business Travel, FSEs and Families

In addition, there are four broad categories that are necessary for maintaining business continuity. These categories include the following:

**Business Continuity**
- Workforce
- Materials
- Facilities and Equipment
- Supporting Elements

The level of response is based on the facility/country pandemic threat level. The Checklist must be completed to document all response measures corresponding to the facility/country’s current pandemic threat level. As an example, if the facility or country is at Threat Level 1, the response measures for Level 0 and Level 1 on the Checklist must be completed.

A Checklist Overview has been developed to provide a simplified visual format to easily identify the additional response measures as the pandemic threat level changes. (Refer to Appendix D.) The Checklist Overview is not the working document. The Checklist (Excel spreadsheet) is the working document that must be filed in CMPR.

Many of the response measures are straightforward and easily implemented. Other measures require more in-depth planning. Designated departments within a facility have been identified to carry out the planning efforts on the Checklist.

The DPC has a critical role in implementing many of the response measures on the Checklist. The DPC must work closely with the Team.

Multiple resources have been provided to assist the DPC and Team in plan implementation for disease prevention and control. The resources are in English and may require translation into the local language. These resources are linked in the Checklist. Instructions for using the Checklist have been provided. (Refer to Appendix C.) The DPC should check to see if equivalent resources are available from the country government.
VII. Checklist Reporting and Filing

The Team completes the Checklist to the current pandemic threat level defined for the facility/country and files it in the CMPR. The Team should incorporate supporting documentation for the Checklist response measures in the existing facility/country crisis management plan that is filed in CMPR. The Checklist must be updated by the facility/country and filed in CMPR when the facility/country pandemic threat level changes. (Refer to Appendix B).

The Corporate Pandemic Preparedness Team will review the facility/country Checklists. Status reports will be submitted to the Corporate Crisis Management Team.

VIII. Communication Strategies

It is essential for all workers at 3M facilities to be informed about 3M’s global pandemic preparedness plan. Talking points and a PowerPoint presentation have been provided to assist the Facility Manager with informing employees about 3M’s global pandemic preparedness plan. (Refer to Appendix E for talking points and CMPR for PowerPoint presentation.) This is one of the response measures in the Checklist.

At the corporate level, an internal Web site for employees is under development. The site features information on avian influenza and pandemic preparedness. Frequently Asked Questions (FAQs) that result from employee feedback on pandemic preparedness will be posted on the site and updated.

Communication leader(s) on the Facility/Country Crisis Management Teams should work on communication strategies to support their localized plan. The Team will be responsible for providing ongoing communication about changes in pandemic threat levels and response measures to their employees.

IX. Corporate Resources for Pandemic Planning

An intranet response site within CMPR has been created so that the Team members can submit questions about pandemic planning. The questions will be answered by the Corporate Pandemic Preparedness Team.

For disease prevention and control questions, contact Corporate Occupational Medicine at (651) 737-4230.

Use of CMPR is administered locally by each 3M facility. For questions regarding access to or use of CMPR, contact the Facility Security Representative or your local CMT Leader.
Appendix A

How to Acknowledge Receipt of Planning Guide

To ensure that 3M is adequately prepared, it is important for every facility manager to acknowledge the receipt of the Planning Guide and Checklist within one week of receiving them. The following steps outline the process:

1. Open the Pandemic Planning Checklist spreadsheet. You may receive a security warning. If you do, please check the box labeled **Always trust macros from this publisher** and press the button labeled **Enable Macros**.

![Security Warning](image)

2. Select the tab labeled **Instructions**

![Instructions](image)

3. Fill in the Facility and Country names for the plan in the area provided. This information helps the Corporate Pandemic Preparedness Team identify the planning documents.

![Basic Information](image)
4. Under **Notifications**, press the button labeled **I have received the Guide**

![Notifications](image1)

5. A dialog box will appear asking you to confirm the information. If you find any errors, press **Cancel** and make corrections under **Basic Information** (See Step 3 above). The Country and Facility indicate the country/facility to which the Checklist applies. The CMT Leader and Disease Prevention Coordinator fields indicate the names of the individuals who will fill those roles. If you choose, you may share any comments or notes about the Checklist in the Comments section.

![Dialog Box](image2)

6. Ensure you are connected to the network. Press the button labeled **I have received the Guide**. This will transmit an e-mail to the Corporate Pandemic Preparedness Team indicating that your team has received the Planning Guide and Checklist. A confirmation message will be displayed if the e-mail was successfully sent.

### Common Problems or Issues

**If you receive an error message or have problems**

If for some reason you have a problem acknowledging the receipt of the materials, please visit the CMPR Web site and post your question [here](#). Indicate that you were attempting to acknowledge the Guide and Checklist, and include any error messages you may have received.
Appendix B

Filing the Checklist in CMPR
(Crisis Management Plan Repository)

In order to assure that plan documents are properly cataloged and validated, it is essential to follow the steps outlined below when filing your Checklist in CMPR. This document assumes that you already have access to the CMPR. Please contact your local/country security representative if you need access.

Step 1 – Update the Checklist in CMPR
Use this procedure to file the Checklist in CMPR.

2. Select the Login link on the left side of the page.
3. Open the “Plans” link listed on the left side of the Web page under Crisis Management Planning (You may need to select the “details” link for your facility).
4. Click on the Add Crisis Plan Document link at the bottom of the Crisis Management Planning Documents section.
5. You should select your updated Checklist from your hard drive or server by clicking the “Browse ...” button and locating the file. Be sure to choose the Pandemic Plan Checklist.xls file for your facility.
6. Enter the Description and Last Reviewed Date for the Checklist document. The “Description” field allows you to name the document as it will appear on CMPR. Be sure to include the words Pandemic Checklist in the Description. The Last Reviewed Date for new plans added to the system should be the date you are submitting the Checklist (In some cases, the date will automatically be filled in).
7. After adding the plan and the date details, click on the “Submit New” link at the bottom to complete the process.
8. As a reminder, incorporate supporting documentation for response measures into your existing facility crisis management plan.

Note:
- The Checklist should be a stand-alone file
- File name must contain Pandemic Plan Checklist
- Description must contain the words “Pandemic Checklist”
Step 2 – Send Update Notification
The notification is a critical step to alert the Corporate Pandemic Preparedness Team that you have saved your updated Checklist.

1. Open the Pandemic Planning Checklist. Click on the tab labeled Instructions.

2. Ensure the information in the Facility, Country and Contacts are correct.

3. Under the Notifications section, click the button labeled Checklist Submitted for Review

4. The following dialog box will display:
The Country, Facility, CMT Leader and Disease Prevention Coordinator fields are automatically filled from the data in cells in the worksheet from Step 2.

Be sure to indicate the location of the Checklist in CMPR. Provide enough information to allow the Corporate Pandemic Preparedness Team to locate the Checklist.

5. Click the button labeled **Send Update Notice** to notify the Corporate Pandemic Preparedness Team of the updated plan. A confirmation will appear indicating the update notification was sent.

**Appendix C**

**How to use the Pandemic Planning Checklist**

This document describes the structure and information contained in the Pandemic Plan Checklist. As a reminder, the team should incorporate supporting documentation for Checklist response measures into their existing facility crisis management plans stored in CMPR

**Structure of the Checklist**

The checklist is divided into two tabs:

- **Instructions** – This tab contains some instruction on the process and the Checklist. It also contains key contact information and identifies the facility and country to which this Checklist applies. Finally, it contains the **Notification** buttons that notify the Corporate Pandemic Preparedness Team of your status.

- **Checklist** – This tab contains the individual response measures that should be covered by your pandemic preparedness plan. It contains links to resources and instructions for completing response measures. The items are arranged by pandemic threat level. The spreadsheet also allows teams to indicate the status of response measures on the Checklist.

**Reviewing a Response Measure**

Each response measure on the Checklist contains a Category, Response Measure, Role and Status. The description and associated text describes the purpose or outcome of the Response Measure. If you move your mouse over the Response Measure, a popup description is displayed. The Role provides a way to limit the Response Measures displayed on the Checklist to a specific role Status indicating the team’s progress on addressing each response measure.
Note: In some cases, the Response Measure may have additional attachments to support the Response Measure. Response Measures with a blue or purple link can be used to link to resources.
**Indicating Progress**

Some of the Response Measures on the Checklist are simple and are easily addressed. However, some of the Response Measures are more complicated and may require additional meetings to complete. Because the entire Checklist cannot be completed at one time, a status column is provided for the team’s use. This will indicate whether the response measure is In Progress, Completed or Not Applicable.

As your team discusses and addresses Response Measures, be sure to change the Status. This will enable your team to more easily track which Response Measures is complete and which are not yet addressed. A completed Checklist means that the status of all response measures has been documented as In Progress, Completed or Not Applicable.

Also, note that by clicking the dropdown box in the Status column, you can filter for items that are not completed.
<table>
<thead>
<tr>
<th>Category</th>
<th>Response Measure</th>
<th>Role</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Disease Prevention and Control</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Getting Started</strong></td>
<td>Establish a country and facility Crisis Management Team</td>
<td>CMT</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Designate a facility Disease Prevention Coordinator</td>
<td>CMT</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Establish relationship with assigned Corporate Occupational Medicine physician</td>
<td>Disease Prevention Coordinator</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Establish relationship with a local physician to serve as medical advisor for the facility</td>
<td>Disease Prevention Coordinator</td>
<td>X</td>
</tr>
<tr>
<td><strong>Public Health Education &amp; Communication</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Educate on avian influenza</td>
<td>Disease Prevention Coordinator</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Educate on basic handwashing</td>
<td>Disease Prevention Coordinator</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Educate on respiratory hygiene</td>
<td>Disease Prevention Coordinator</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Educate on flu symptoms</td>
<td>Disease Prevention Coordinator</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Communicate preparedness plan to employees and families</td>
<td>CMT</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Establish communication vehicle</td>
<td>Communications</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communicate disease status in country</td>
<td>Communications</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Educate on personal workspace cleaning</td>
<td>Facilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Educate on home care for sick family members</td>
<td>Disease Prevention Coordinator</td>
<td></td>
</tr>
<tr>
<td><strong>Medical Prevention and Protection</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide conventional human Influenza A vaccination</td>
<td>Disease Prevention Coordinator</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Provide vaccination against Avian Flu (when available)</td>
<td>Disease Prevention Coordinator</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Identify high risk individuals/occupations</td>
<td>CMT</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Order 2 bottles of waterless hand cleanser per employee for personal use</td>
<td>CMT</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide Tamiflu/Relenza (if available) and education to business traveler to/from affected country</td>
<td>Disease Prevention Coordinator</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide Tamiflu/Relenza (if available) and education to FSE &amp; family members in affected country</td>
<td>Disease Prevention Coordinator</td>
<td></td>
</tr>
</tbody>
</table>
Provide N95 Respirators and training to high risk individuals/occupations  
Determine plan for distributing N95 or P2 equivalent respirators to employees  
Distribute waterless hand cleanser and N95 or P2 equivalent respirators and training to employees and household members for personal non-occupational use.

**Social Distancing and Medical Surveillance**

Check Local Laws for Mandatory Temp Checks, Sending Workers Home, Refuse Entry, and other Measures

Assess remote access capabilities

Require 3M workers to contact onsite clinic nurse or physician, DPC and/or supervisor if flu symptoms develop at work

Develop Plan for managing increased traffic due to mandatory temp checks

Test remote access capabilities

Prepare infrastructure for alternate work locations

Educate on the rationale for social distancing and medical surveillance

Develop plan to address highly transient workforces

Communicate quarantine measures for exposed individuals

Administer mandatory temperature checks upon entry into facility for all people

Send people home if temp >38 C (100.4 F)

Implement medical checklist for on-site medical personnel

Notify local public health authorities of suspected/confirmed case of avian flu

Implement contact notification and quarantine (10 days) following case identification

Notify Corporate Occupational Medicine of suspected/confirmed case of avian flu

Require medical clearance before return to work for anyone with flu-like symptoms

Notify site medical personnel and/or supervisor if employee or family are home sick with flu-like symptoms

Implement procedures to maintain at least 6 feet between people working at a facility

Implement work from alternate locations

Restrict entrance to facility to essential personnel only

Institute quarantine measures for exposed individuals

Consider Isolating essential personnel (isolate as a team)
### Workplace Hygiene

Follow local public health department recommendations for food handling and kitchen hygiene

Ensure all poultry products are well cooked

Remove common towels and drinking cups from workplace and replace with disposable supplies

Implement safety procedures for collection of dead animals on company property

Ensure adequate waste disposal containers

Ensure adequate inventory of workplace cleaning supplies

Ensure adequate supplies of paper towels

Ensure adequate physical security for medical supplies

Increase frequency of surface cleaning (including cafeteria)

Discontinue on-site food preparation and serving

Close cafeteria/canteen/tea room

Ensure adequate supply of food and water for essential business personnel

### Medical Supplies and Resources

Plan for adequate supply of conventional human influenza vaccine

Plan for adequate supply of first aid and medication supplies for travel kits (travel outside of home country)

Identify local public health department contact

Do not stockpile Anti-virals (i.e., Tamiflu or Relenza) for general use.

Plan for adequate supply of single use thermometers

Plan for adequate supply of waterless hand cleanser/disinfecting hand wipes

Plan for adequate supply of N95 or P2 equivalent respirators for high risk employees

Plan for adequate supply of surgical masks for ill employees

Plan for adequate supply of gloves

Plan for adequate supply of Tamiflu/Relenza (Anti-Virals), if available

Plan for adequate supply of avian flu vaccine, if available

Plan for adequate supply of surface disinfectants

Plan for adequate supply of disposable facial tissues

Purchase infrared thermometer
Establish relationship with local public health department
Establish relationship with designated healthcare facilities
Determine where to send people in the event of flu symptoms

<table>
<thead>
<tr>
<th>Business Travel, FSEs, and Families</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide travel kit with first aid supplies and medications for business travelers</td>
</tr>
<tr>
<td>Provide education on when to see a healthcare professional for business traveler</td>
</tr>
<tr>
<td>Provide travel health education to business travelers</td>
</tr>
<tr>
<td>Educate business travelers on International SOS</td>
</tr>
<tr>
<td>Require consulting with a physician prior to return to work for travelers with flu-like symptoms returning from Level 2 (or higher) locations</td>
</tr>
<tr>
<td>Identify and track business travelers from facility that travel outside of home country</td>
</tr>
<tr>
<td>Monitor travel advisories from local authorities and Corporate Security</td>
</tr>
<tr>
<td>Discourage personal travel to Level 2 (or higher) countries</td>
</tr>
<tr>
<td>Permit only business critical travel to and from Level 2 countries</td>
</tr>
<tr>
<td>Discourage travel through Level 3 countries</td>
</tr>
<tr>
<td>Prohibit business travel to and from and through Level 4 countries</td>
</tr>
<tr>
<td>Identify location of FSEs and families</td>
</tr>
<tr>
<td>Educate FSEs and families on Pandemic Preparedness</td>
</tr>
<tr>
<td>Supply travel kit to FSEs and families</td>
</tr>
<tr>
<td>Provide Tamiflu/Relenza (if available) and education to business traveler to/from affected country</td>
</tr>
<tr>
<td>Provide N95 respirators to business travelers traveling to/from affected countries</td>
</tr>
<tr>
<td>Supply Tamiflu/Relenza (if available), N95 or P2 equivalent non-valved respirators, waterless hand cleaner to FSEs and families</td>
</tr>
<tr>
<td>Recommend Consultation with appropriate 3M contact regarding leaving host country as long as permitted by local government authorities</td>
</tr>
<tr>
<td>Consult with appropriate 3M contact regarding leaving host country as long as permitted by local government authorities</td>
</tr>
<tr>
<td>Consider restricting intra-country travel</td>
</tr>
</tbody>
</table>

Business Continuity

Getting Started
<table>
<thead>
<tr>
<th>Workforce</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify knowledge/skills/certifications necessary to manufacture</td>
<td></td>
</tr>
<tr>
<td>essential products/services</td>
<td></td>
</tr>
<tr>
<td>Identify essential personnel</td>
<td></td>
</tr>
<tr>
<td>Develop plan to cross-train on essential</td>
<td></td>
</tr>
<tr>
<td>knowledge/skills/certifications</td>
<td></td>
</tr>
<tr>
<td>Develop alternate operational management hierarchy</td>
<td></td>
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<tr>
<td>Implement cross-training plan</td>
<td></td>
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<tr>
<td>Develop &amp; implement plan for alternate source of required knowledge/</td>
<td></td>
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<tr>
<td>skills/certifications</td>
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<tr>
<td>Work with supplier of non-3M workforce to develop and implement a</td>
<td></td>
</tr>
<tr>
<td>plan to provide essential knowledge/skills/certifications</td>
<td></td>
</tr>
<tr>
<td>Materials</td>
<td></td>
</tr>
<tr>
<td>Identify alternate suppliers for materials/supplies needed to support</td>
<td></td>
</tr>
<tr>
<td>essential products/services</td>
<td></td>
</tr>
<tr>
<td>Secure contracts for alternate supply of materials/supplies</td>
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<tr>
<td>Identify alternate means to transport products</td>
<td></td>
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<tr>
<td>Review contingency plan to respond to loss of externally supplied</td>
<td></td>
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<tr>
<td>utilities</td>
<td></td>
</tr>
<tr>
<td>Facilities and Equipment</td>
<td></td>
</tr>
<tr>
<td>Review facility security plan</td>
<td></td>
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<tr>
<td>Review and update plan for safe shut down of operations/facility</td>
<td></td>
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<tr>
<td>Identify equipment needed to support essential products/services</td>
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<tr>
<td>Identify and provide for routine maintenance to assure operation of</td>
<td></td>
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<tr>
<td>essential equipment during crisis</td>
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<tr>
<td>Identify any systems that are critical to maintaining essential</td>
<td></td>
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<tr>
<td>services and require periodic physical intervention to keep them</td>
<td></td>
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<tr>
<td>running</td>
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<tr>
<td>Establish alternate work locations for essential employees and non-3M</td>
<td></td>
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<tr>
<td>workers</td>
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<tr>
<td>Test alternate work locations</td>
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<tr>
<td>Identify Criteria for Closing the Facility</td>
<td></td>
</tr>
<tr>
<td>Supporting Elements</td>
<td></td>
</tr>
<tr>
<td>Establish crisis-specific HR policies on sick leave, absence, refusal</td>
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<tr>
<td>to come to work, etc.</td>
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<tr>
<td>Ensure the ability to cross-train on essential knowledge/skills</td>
<td></td>
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<tr>
<td>following local rules and practices</td>
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</tbody>
</table>

Maintain the corporate HR Principles                                  CMT
Identify essential products/services                                    X
Develop alternate leadership hierarchy                                    X
Obtain and review corporate and business leadership contact list        X

**Workforce**

- Identify knowledge/skills/certifications necessary to manufacture essential products/services: Operations
- Identify essential personnel: CMT
- Develop plan to cross-train on essential knowledge/skills/certifications: Operations (Mfg, Lab, Sales,)
- Develop alternate operational management hierarchy: CMT
- Implement cross-training plan: Operations
- Develop & implement plan for alternate source of required knowledge/skills/certifications: Operations
- Work with supplier of non-3M workforce to develop and implement a plan to provide essential knowledge/skills/certifications: Sourcing

**Materials**

- Identify alternate suppliers for materials/supplies needed to support essential products/services: Sourcing
- Secure contracts for alternate supply of materials/supplies: Sourcing
- Identify alternate means to transport products: Supply Chain
- Review contingency plan to respond to loss of externally supplied utilities: Facilities

**Facilities and Equipment**

- Review facility security plan: CMT
- Review and update plan for safe shut down of operations/facility: CMT
- Identify equipment needed to support essential products/services: Operations
- Identify and provide for routine maintenance to assure operation of essential equipment during crisis: Facilities
- Identify any systems that are critical to maintaining essential services and require periodic physical intervention to keep them running: Facilities
- Establish alternate work locations for essential employees and non-3M workers: Facilities
- Test alternate work locations: Facilities
- Identify Criteria for Closing the Facility: CMT

**Supporting Elements**

- Establish crisis-specific HR policies on sick leave, absence, refusal to come to work, etc.: HR
- Ensure the ability to cross-train on essential knowledge/skills following local rules and practices: HR
<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop method to communicate &quot;current&quot; management hierarchy to workforce</td>
<td>Communications</td>
</tr>
<tr>
<td>Identify essential functions</td>
<td>CMT</td>
</tr>
<tr>
<td>Develop method to prioritize manufacture of essential products/provision of essential services</td>
<td>CMT</td>
</tr>
<tr>
<td>Develop method to prioritize provision of essential support services</td>
<td>CMT</td>
</tr>
<tr>
<td>Identify and incorporate applicable local regulations regarding labor policies during a crisis</td>
<td>HR</td>
</tr>
<tr>
<td>Forecast demand for essential products/services during crisis</td>
<td>Supply Chain</td>
</tr>
<tr>
<td>Forecast demand of essential support services during crisis</td>
<td>CMT</td>
</tr>
<tr>
<td>Communicate preparedness plan to employees/families</td>
<td>Communications</td>
</tr>
<tr>
<td>Communicate preparedness plan to non-3M workers</td>
<td>Communications</td>
</tr>
<tr>
<td>Forecast demand for non-essential products/services during crisis</td>
<td>Supply Chain</td>
</tr>
<tr>
<td>Forecast demand of non-essential support services during crisis</td>
<td>CMT</td>
</tr>
<tr>
<td>Communicate plant operational and workforce status to employees and non-3M workers</td>
<td>Communications</td>
</tr>
<tr>
<td>Communicate to stakeholders (employee representatives/labor/trade unions/works council, contractor agencies)</td>
<td>Communications</td>
</tr>
<tr>
<td>Communicate preparedness to select customers</td>
<td>Communications</td>
</tr>
<tr>
<td>Establish alternate work locations for leadership team</td>
<td>Facilities</td>
</tr>
</tbody>
</table>
Appendix E

Global Pandemic Preparedness Talking Points for Facility Managers

The following key points are to be used as a framework for high-level overview discussions with employees about 3M’s Global Pandemic Preparedness Plan. Supplemental PowerPoint slides (available in CMPR) also are available for your use. You can also access the slides by following these instructions.

(Insert instructions for accessing Powerpoint)

1. Right Click on the Powerpoint icon below:
   ![Powerpoint Icon]
   C:\wip\Sitemanagerslides20c

2. Choose **Presentation Object – Edit.** This will open the document in Power point
3. From the Power point menu, choose **File – Save As** and give the file a name
4. Press **OK** to save the file.

Talking Points

- Public health experts worldwide are concerned about the possibility of another influenza pandemic (three occurred in the 20th century) and that the next pandemic could be caused by the avian flu virus.

- *Refer to avian flu virus slide.* The avian flu virus, also called Avian Influenza A (H5N1), is very contagious among both wild and domesticated birds often resulting in their death. The virus has passed from poultry to humans. Avian flu in humans is currently very limited, but the virus could change into a form that is highly infectious for humans and spread easily from person to person.

- While a flu pandemic is not imminent at this time, it is possible that we may be in this situation in the distant future. All preparation done today will be valuable for years to come. 3M is following the advice of the World Health Organization (WHO), U.S. Centers for Disease Control (CDC) and other governmental agencies, and is preparing for a global pandemic.

- *Refer to preparedness slide.* It is important for all employees to know that 3M has developed a pandemic preparedness plan to address disease prevention and control, and ensure business continuity. 3M has a responsibility to keep employees safe by minimizing the spread of disease. 3M also has a responsibility to our customers (both internal and external) to maintain operations and provide essential services.

- *Refer to management structure slide.* Our 3M Corporate Crisis Management Team – a team that manages a wide range of crisis situations – has created a team called the Corporate Pandemic Preparedness Team to address pandemic preparedness. This team, which is led by 3M Corporate Occupational Medicine, has developed a Pandemic Preparedness Planning Guide.
• Each 3M facility around the world has a crisis management teams(s). The facility crisis management team and regional crisis management teams are using the Pandemic Preparedness Planning Guide to create a localized plan.

• Refer to slide with the name and contact information for the Disease Prevention Coordinator at your facility. In addition, each facility has a disease prevention coordinator who is appointed by the facility crisis management team and has a key role in the facility’s response to disease prevention and control. This person works closely with the facility crisis management team.

• Refer to pandemic threat level slide. 3M Corporate Occupational Medicine is monitoring pandemic threat levels and the potential elevation of pandemic threat levels for each facility. 3M Pandemic threat levels range from zero (Awareness) to 4 (Critical). The pandemic threat levels are based on the level of person-to-person transmission and how widespread the disease is in humans. The current pandemic threat level at our location is <indicate threat level>.

• Refer to example on checklist slide. The pandemic threat level determines what type of response measure must take place at each 3M facility. 3M Corporate Occupational Medicine has developed a comprehensive checklist of response measures for each pandemic threat level. These response measures are very specific and must be implemented. They address disease prevention and control, and ensure business continuity for our facility.

• Refer to slide listing facility crisis management team leader. 3M will inform employees of any changes regarding pandemic threat levels and response measures. Employees who have questions about this facility’s preparedness should contact the facility crisis management team leader.