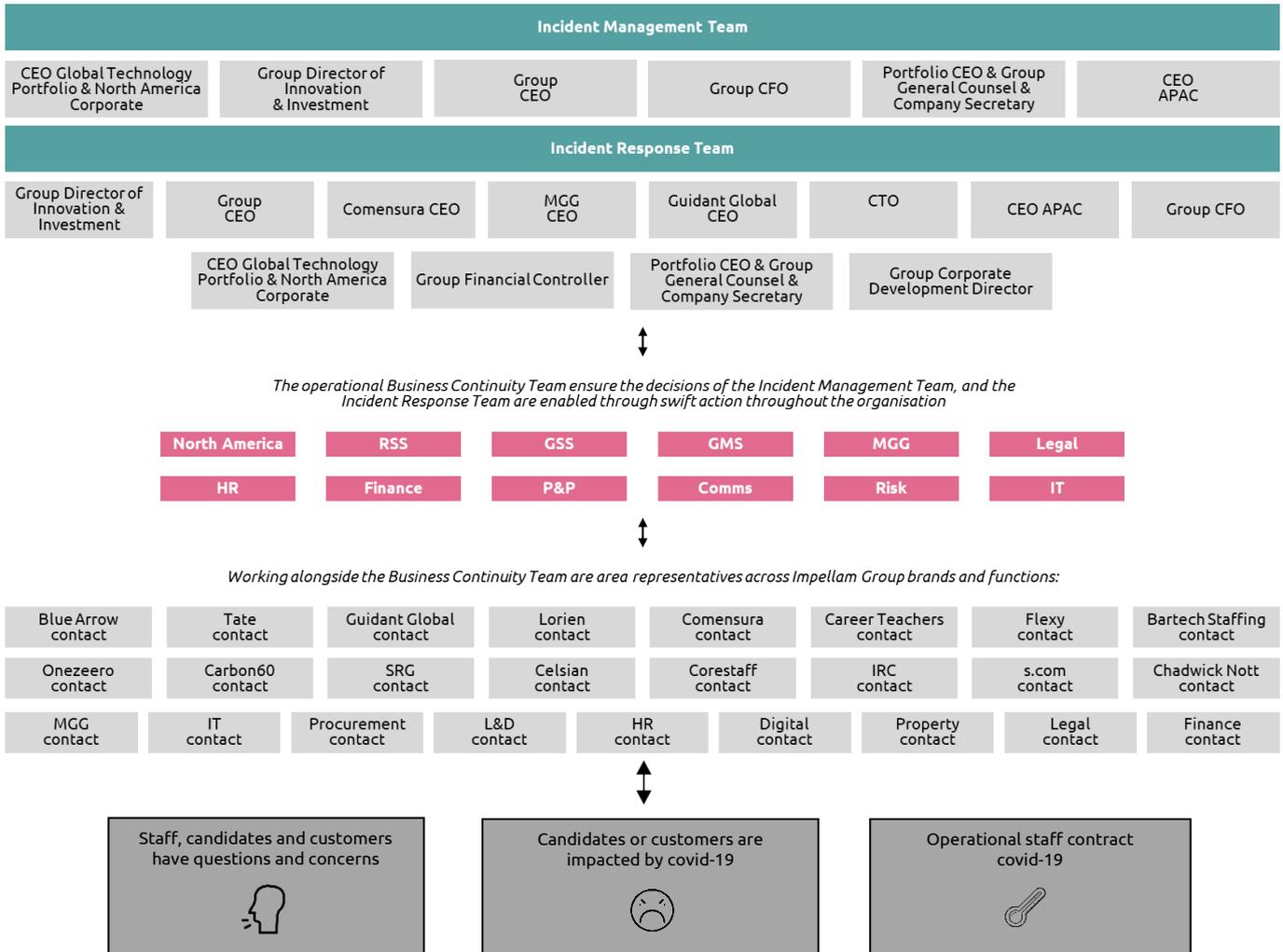


# Coronavirus Contingency Plan

## What is our contingency planning model?

The Incident Management Team is responsible for our contingency planning and Business Continuity. They, in conjunction with the Incident Response Team, approve the actions and processes to ensure that as a business we can continue to operate.



## What does the Business Continuity Team do?

The Business Continuity Team implement the decisions of the Incident Management Team to ensure that we can continue to operate as a trusted employer, and partner to our candidates and customers. The team formalises the processes, plans and procedures that we would need to follow in potential scenarios we may face across all our key regions, we've considered as many variables as we can in order to mitigate risk to our customers, our people, the supply chain and the business. All of these processes, plans and procedures are reviewed on a daily basis by the Business Continuity Team following a daily brief; to adapt to the evolving situation at pace, communicate to our people through our global collaboration & communication platform: Workplace and to keep the business moving as we receive new information.

## Communications and governance

We've setup a centralised as well as a localised communications model. All enquires, incident reports and requests will be funnelled through one mailbox and directed to the Business Continuity Team for a timely, compliant response from the relevant member:

[coronavirusresponseteam@impellam.com](mailto:coronavirusresponseteam@impellam.com)

Representatives from Legal, Corporate Communications, HR, US, Australasia, the United States, the UK and Ireland are covered during regional working hours.

## BCP Activity Summary as of 19th March 2020

1. We've consulted with, and are now following, the official guidance provided by respective bodies (government and healthcare) in our regions of operation – the UK and Ireland, Europe, the United States, Australia and New Zealand.
2. We created a coronavirus response team, a centralised formation of key personnel from relevant backgrounds (HR, Legal, Finance, Communications etc.) to review our existing Business Continuity protocols and in particular – our pandemic policy.
3. A review of that policy and others associated with it (working from home, travel etc.) concluded at the beginning of the UK outbreak with the publication of a covid-19 policy across all businesses, to ensure we follow the guidance provided by respective governments and healthcare bodies and at the right time.
4. In conjunction, we launched our incident response communications strategy – an internal and external communications approach for our people, customers and candidates; including resources, signposting to official information and FAQ's.
5. As part of a robust Business Continuity Plan, we have formalised the processes, plans and procedures that we would need to follow in potential scenarios we may face in the future across all our key regions– we've considered as many variables as we can in order to mitigate risk to our customers, our people, the supply chain and the business.
6. This included testing our capacity and digital infrastructure to work from home, shifting procedures to digital platforms, adapting processes to social restrictions and reviewing critical levels for our staff, candidates and suppliers.
7. All of these processes, plans and procedures are reviewed on a daily basis by the Business Continuity Team following a daily brief; to adapt to the evolving situation at pace, communicate to our people through our global collaboration & communication platform: Workplace.

## Risk assessments

- The risk to staff around the world is currently “high” according to regional governments.
- We view the risk to our internal capability to continue operations as “moderate” for all scenarios.
- We have not identified critical dependencies across our supplier base.
- We have not identified any critical dependencies across our IT & digital infrastructure.
- We are monitoring this on a daily basis and planning for ongoing disruption.

## Contingencies

In line with our review and recent developments, and as part of our contingency planning, we adopted a work-from-home model across the business from 16th March 2020 - to reduce risk to staff and ensure our continued operations. Our key locations remain open where some candidates and customers are not able to take advantage of digital solutions, but this means where possible – staff are working remotely.

### Systems & Processes



Our systems and processes have been reviewed for adaptation and tested to ensure that we can continue to operate from remote locations.

### Communication



We're communicating and updating information daily with our people and candidates..

### Social Restrictions



Should the situation progress across our key geographies; interviews and meetings may, in circumstances of social restriction, be conducted digitally.

Our lockdown contingency plans were initiated by pre-defined trigger points across all key geographies; invoked by the Business Continuity Leads and enacted by the operational Business Continuity Team.

The majority of Impellam people who can work from home now do so – supporting our candidates and customers whilst keeping people safe. We're closely following the advice of regional and state governments and we are actively reviewing the role we will play in re-starting economies around the world. As we contemplate moving into a new phase of fighting covid-19 we are developing our return strategies. This will enable us to partner with our customers by providing engaged, talented candidates in key areas of increasing demand. When restrictions are eased our plans will make sure we're well prepared and positioned to support our candidates, customers and colleagues.

Our robust communications strategy and trust chain make sure our decisions are based on reliable information. daily operational updates; including briefs to the Business Continuity Leads are provided to enable a consistent, global review of operations and contingencies with an update of our information to our people, candidates, customers and suppliers accordingly.

We've updated our likely main event scenarios and associated contingency plans, whereby further Business Continuity measures may be invoked or adapted:

## Main 4 event scenarios:

### 1 Phased approach to easing of restrictions

We expect when governments do lift lockdowns and ease restrictions across our core geographies that it will be done in a phased manner. We'll be working closely with our customers to understand where demand may increase most immediately and quickly so we can support them through the process.

### 2 Continued social distancing measures

We expect social distancing measures to be in place for some time after lockdown restrictions ease and we are planning for how we create a safe workplace for our people, and how to work with our customers to do the same for our temporary workers.

### 3 A second wave of covid-19 and subsequent lockdown

Much like our current contingency model, we would immediately move back to a near 100% work from home model and take all the associated actions as required.

**4 In the event senior leaders have confirmed covid-19**

As part of our contingency planning, we have identified those individuals that can replace a senior leader with decision making powers if necessary. Incapacity plans have been agreed throughout the company and outlined to the business continuity team to ensure consistent delivery and action.

Should there be an update to this evergreen document, we will let you know and re- distribute. If you have any more questions. - [let us know here.](#)