



Memorandum

DATE: March 13, 2020
TO: All Employees
FROM: Stephen Emmerson
SUBJECT: Coronavirus (COVID-19) Planning and Strategies at Emmerson Packaging

Before getting to the topic at hand, I would like to thank you all for the work so far this year in making it one of our most successful in many years. And, importantly for today, helping build a strong and resilient company that is prepared to take on the challenges of the coming weeks and months due to the rapid spread of the COVID-19 virus. The work that was put in to building this company was anything but luck, but today I feel fortunate to be a part of such a talented, proud and caring team, uniquely suited to navigate the uncertain waters ahead.

As parents, sons or daughters, neighbours and co-workers, the quickly changing news about the spread of the coronavirus, recently classified as a pandemic by the World Health Organization, generates concerns, questions, ideas, and maybe even fears, in us all.

This letter is the first communication of several that will answer your questions, lay out our initial plans and tactics, and set out the philosophies and goals we will use to steer our actions and decisions in the upcoming months.

First, **keeping our employees and their loved ones healthy and secure** must be everyone's first priority. Our planning and activities will follow the recommendations of Health Canada and the provincial health authorities. We have also garnered excellent advice from various pandemic experts and are working with fellow local employers dealing with these same issues.

If we accept that it will make its way through our community and workforce, then our **overriding goal has to be to slow the virus's spread as much as possible**.

This not only allows us to maintain business levels to a greater extent during the crisis, but much more importantly, it means we and our families don't overwhelm our local healthcare providers and professionals as otherwise could be the case. Our healthcare system – doctors, nurses, staff, facilities – will already be extremely challenged: the more we can do to slow the speed of transmission, the better they'll be able to support our community's health needs, and particularly the most vulnerable among us.

What are the kinds of challenges might we expect in the near future, and how will we work our way through them?

Challenges will include understaffing due to family or personal health issues keeping people at home. Or, one of our critical raw material suppliers may not be able supply us to the extent we need to serve our customers. Or, one or more of our major customers may be facing staffing challenges with their business and significantly reduce their orders with us until they emerge from their problems. Or, it may be some combination of the above.

If these are the challenges, how are we planning to work our way through them?

We have already started by putting elevated hygiene practices in place to help slow the spread of the virus at work. We are also putting in place contingency plans to manage through challenges caused by external factors.

Also, as the public health and business and customer landscape will be constantly changing, we are striking a Business Continuity Steering Group to make decisions and set policies and procedures during this very unique period. Led by Danny Kralemann, the Steering Group will include members from production, office staff, department managers and senior management. The group will follow the advice of Health Canada and provincial health departments, as well as fellow local employers and health experts to steadily steer the business through the challenges and scenarios that will likely arise.

The goals of the Steering Group will be: With our employees' health and security as its first concern, we will run the business to meet our customers' needs to the best of our abilities, and prepare ourselves to emerge from this situation ready and able to return to normal in as short a time as can be achieved.

The better the job we do in keeping ourselves and our families healthy, and meeting our customers' needs, the better shape we will be in to return to business as usual more quickly, and more importantly, to life as normal.

We can see already that we will all be asked to chip in and help each other in different ways as different departments experience staffing challenges. We are immediately intensifying our cross-training activities so we can all better support our co-worker who works down the aisle or in the next department over. Some may be asked to take on additional responsibility as managers and supervisors deal with their own family and health issues.

Similarly, shift and workforce adjustments are likely. Please be ready for some unpredictability by being flexible with your workplace assignments and generous with your support as people help out in areas where they are not as familiar with the equipment, computer programs and/or policies. In all cases, safety remains our number one concern and no one will be asked to report to a new workcentre before being given the requisite safety training.

Why do I feel confident in our ability to navigate the challenges on the horizon?

First, we are a workplace built on safety, hygiene and quality. We were one of the first ISO 9001 printers in North America and are now SQF-certified and peanut-free facilities. We are used to focusing on hygiene and sanitation and living our safe work practices. We will be adding new protocols to slow the spread of the virus, but our abilities in these areas is already proven and strong.

I also know that we are an organization that cares about each other, our families and communities, and our clients. We will do everything we can to help each other get through the challenges of the coming months. We will take care of each other until this storm passes.

Finally, let me close where we began. Our goals are to **keep you and your loved ones as healthy and secure as possible**, do our collective best to **slow the spread** of the virus and **lessen the impact** on your and your family's health, **reduce the load** on our community's healthcare resources, and **ensure we help** our customers to the best of our abilities while doing so.

Take care of yourself, each other, and stay tuned for more information and updates as they become available.