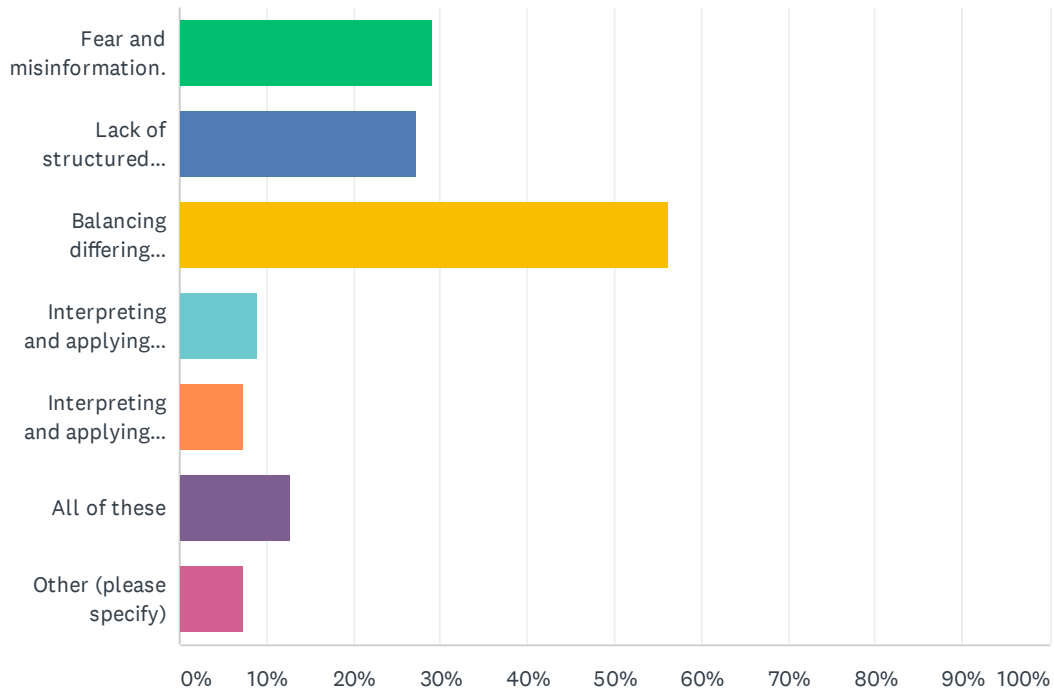


Q1 What are your pain points at this moment?

Answered: 55 Skipped: 1



ANSWER CHOICES	RESPONSES	
Fear and misinformation.	29.09%	16
Lack of structured guidelines to manage this particular situation.	27.27%	15
Balancing differing strategic priorities (e.g., health and wellbeing vs. commerce and revenue vs. travel restrictions and policy vs. longer term capabilities when the situation worsens)	56.36%	31
Interpreting and applying government policy locally.	9.09%	5
Interpreting and applying government policy nationally.	7.27%	4
All of these	12.73%	7
Other (please specify)	7.27%	4
Total Respondents: 55		

#	OTHER (PLEASE SPECIFY)	DATE
1	ADMINISTER THE DATA BEING DISCLOSED TO DECIDE ON EVENTUAL PROVISIONS	3/12/2020 9:24 AM
2	Ensuring employees are following hygiene guidelines	3/11/2020 1:33 PM
3	Advertising is starting to shrink. Two of our business partners are severely impacted by COVID-19, in Huwan and Milan, and it has a ripple effect on us.	3/10/2020 12:08 PM
4	assessing employee situations on a case-by-case basis and ensuring our response aligns with CDC guidelines	3/10/2020 9:37 AM

Q2 What is your plan to address these pain points?

Answered: 43 Skipped: 13

INMA COVID-19 Impact Survey – March 2020

#	RESPONSES	DATE
1	El establecimiento de una guía para el manejo desde la perspectiva de empleados y la operacional. La misma se discutió con los líderes de las empresas. Por otro lado comunicados semanales a los empleados con información para calmar ansiedades.	3/12/2020 12:24 PM
2	Introducing flexible working schedule. Increase remote work, reducing meetings and business trips.	3/12/2020 9:59 AM
3	AS IT HAS BEEN DONE BY COMPANIES IN OTHER COUNTRIES, PLANNING INVOLVES PRIORITY GUIDANCE ON PROFESSIONALS AND. IF NECESSARY WORKING ON A HOME-OFFICE SYSTEM.	3/12/2020 9:24 AM
4	As of now we are asking team members to update us on they travels over the past 6-8 months, to rest or work from home if they unwell, we have hand sanitisers all over the office. We are using air spray to disinfect the office. We are as also disinfecting key boards.	3/12/2020 8:45 AM
5	Follow the development day by day and make decisions accordingly.	3/12/2020 8:01 AM
6	Ensuring safety measures at workplace and educating employees more on the precautionary actions which need to be taken into consideration on a regular basis	3/12/2020 1:24 AM
7	The part of our revenue streams linked to events (eg car sales carnival, masterclasses, sponsored exhibitions and events linked to The Straits Times 175th anniversary) has been greatly challenged due to the emphasis on social distancing. To make up for this lost revenue, we are focusing on content strategies that can be monetised during the crisis. For example, we are exploring tapping on government grants to create content aimed at shedding light on the Covid-19 outbreak and showcasing positive stories of resilience.	3/11/2020 10:31 PM
8	We are working on it	3/11/2020 5:55 PM
9	Definition of corporate guidelines for most cases and analysis and specific treatment for critical situations from the point of impact on the business.	3/11/2020 5:25 PM
10	Utilising technology to mitigate travel restrictions. Communicating regularly with staff and key contacts Activating cost saving plan to offset commercial impact of reduced revenues	3/11/2020 3:34 PM
11	Continued discussion with Coronavirus strat team to ensure we can make decision quickly.	3/11/2020 3:11 PM
12	- special information multimedia to our audience and employees to clear minds from confusion and protect the economy. As a company: - avoid unnecessary trips - home office if possible - create new business to replace what we will have to cancel (our owns events) - find a way to deal with the dollar fluctuación (our paper comes from Canada)	3/11/2020 1:50 PM
13	Training and visual reminders throughout the office	3/11/2020 1:33 PM
14	Heavy reliance on CDC guidance. Dedicated, cross-functional internal team identifying key areas of concern and working to write guidelines, develop policy in real time as well as address business continuity concerns.	3/11/2020 1:08 PM
15	Home office in most locations for all personnel not required on-site.	3/11/2020 12:50 PM
16	Stop new projects, Prepared for home office 70% of the staff	3/11/2020 12:47 PM
17	Policy notive to all staff, management infor[m]ation	3/11/2020 12:44 PM
18	Case by case review of issues	3/11/2020 12:43 PM
19	Stay calm.	3/11/2020 7:32 AM
20	We've set up an C-Suit oversight team that meets daily and we take it one issue at a time.	3/11/2020 6:12 AM
21	Better and structured information, setting up guidelines	3/11/2020 4:06 AM
22	Restrict travel and large group meetings	3/11/2020 1:39 AM
23	international travel is limited and if any staff travel privately the company needs to be informed of their destination and they may not return to work until a doctor has declared them virus free	3/11/2020 12:05 AM
24	Be proactive with mesures	3/10/2020 10:17 PM
25	Seek information	3/10/2020 8:31 PM

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26	We set up Covid -19 workstreams in early January across health and safety, newsroom, business continuity, financial and strategic impact and communications. The leads of each report to one Covid central body that coordinates the companies approach	3/10/2020 1:15 PM
27	muti stakeholder plan roll out + pandemic distaste and business continuity plan	3/10/2020 1:05 PM
28	We haven't made plans at this stage.	3/10/2020 1:04 PM
29	Communication	3/10/2020 12:54 PM
30	We have updated disaster management plans to suit this situation and are running trial runs of working from home across all offices. We have postponed big events in our events business, given reporters guidelines on working from the field, restricted travel pending CEO approval and instituted a cross-business covid-19 team to keep across all updates and decisions. We are also looking ahead to potential impact on our supply chain to see if we need to find new suppliers.	3/10/2020 12:39 PM
31	Constant communication/monitoring. Emergency plans (fall back)	3/10/2020 12:08 PM
32	Task Force	3/10/2020 11:04 AM
33	Apply local guidelines provided by authorities.	3/10/2020 10:15 AM
34	Task force, clear guidelines for meetings, travel restrictions and mobile office work	3/10/2020 9:58 AM
35	Gather information from trusted sources (OMS, Media, etc) Company Contingency plan Personal Contingency plan	3/10/2020 9:48 AM
36	Comprehensive home office policy to safeguard business continuity if the situation worsens further.	3/10/2020 9:45 AM
37	Constant meetings at management level. General information to staff. External monitoring of our trade.	3/10/2020 9:45 AM
38	we have a task force in place, we've created business continuity plans and protocol which is fluid based on this evolving situation. our task force has updated leadership and employees on our approach. we're addressing - but the case-by-case takes time including ensuring we're using the most recent information from the CDC	3/10/2020 9:37 AM
39	1. Preparing for quarantine lockdown - prepare all systems for enabling to move majority of staff to work from home office. 2. Promoting hygiene in the office + running extra rounds of office cleanup concentrating on surfaces everybody uses (Doorknobs for example). No handshake policy. 3. Sending pregnant and elderly employees to work from home office. 4. Limiting travel and large meetings to minimum. 5. Limiting amount of quests in the office (including quests for interviews or live shows).	3/10/2020 9:25 AM
40	1. Making sure to secure everyone's wellbeing is priority by implementing all required measurements. 2. Build a healthy communication with industry stakeholders to understand everyone's concerns and to find solutions. 3. Prepare for WFH scenario. 4. As a media company, we have to keep the optimism of our society.	3/10/2020 9:20 AM
41	Frequent information and close coordination between corporate and among and the individual business units	3/10/2020 9:13 AM
42	just doing my job in the right way	3/10/2020 9:13 AM
43	Working on a comprehensive plan and which in the first instance is focused on Business continuity and safety	3/10/2020 9:12 AM

Q3 What models or scenarios are you using and considering in your pandemic planning?

Answered: 36 Skipped: 20

INMA COVID-19 Impact Survey – March 2020

#	RESPONSES	DATE
1	Empleados con síntomas. Empleados con diagnóstico. Empleados que viajaron a países en alerta. Empleados que deben hacer viajes de negocio. Empleados que viven con alguien que tiene síntomas. Empleados que viven con alguien que viajó alguno de los países en alerta.	3/12/2020 12:44 PM
2	Mostly move to work from home if things get worse	3/12/2020 9:33 AM
3	IN THE WORST SCENARIO, WORKING ON A HOME-OFFICE SYSTEM IN ALL AREAS WHERE THIS IS POSSIBLE	3/12/2020 9:25 AM
4	home office for keeping all processes ongoing	3/12/2020 3:50 AM
5	Putting in place guidelines and protocols which can have a strong impact in countering a pandemic emergency.	3/12/2020 1:26 AM
6	<p>For Covid-19, all we needed to do was bring out the Business Continuity Plan we had done post-SARS, update it a bit, and execute. The big idea is still the same (having Team A and Team B that operate in different locations). So for all newsrooms: i) Team A works from our News Centre (which is our primary building housing all our newsrooms). ii) Team B is a bit more flexible in terms of where they are housed a) work from home or cafes or basically anywhere they want to that is not in the buildings. These are mainly reporters (who file from the field anyway) and layout subs who brought home their office desktops and log on via VPN to our servers to do their work b) work from alternate SPH building. Some are working from Print Centre (an industrial facility where we print our papers). These are mainly staff who need access to assets, infrastructure or require a lot of digital bandwidth for their work. They include video editors, customer service call-centre staff, and some staff from our ad sales side. c) work from News Centre in specially cordoned-off office spaces. We realised that working from home or outside may not be ideal for a number of staff. We also had an issue where we had 3 newsrooms sharing one open concept space. So we had to figure out how to segregate them. What we did was to convert a bunch of vacant office spaces throughout the News Centre building into Team B-only spaces. These spaces are accessible only to Team B members so that if they get infected, and the whole space has to be quarantined, only the Team B members are out of action. Team A can carry on. Here are some of the challenges we faced when doing this. 1) How does the newsroom operate in split mode? For the Straits Times, the decision was made to have as small a team of Team A members as practically possible. The idea is that if you have a Team B that is spread out, there is a lot of redundancy built in because if one member of Team B gets infected, the rest do not have to be quarantined as there is no close contact. Team A is made up mostly of "co-ordinators" - mainly the senior editors and desk editors who remote control the Team B members from home base. Where possible, their deputies are part of Team B, so that if Team A falls, there is a group of editors who can come in and take over. Recently, we created a separate space in the building for Team B editorial staff because not everyone has a conducive workspace at home. And since the Covid-19 situation will likely last for many months, we decided to cordon off a space for those who prefer to come in to work. This space is also for political reporters who need to cover our Parliament sessions, which are streamed live to one of the private channels on our TV set top box. 2) How to avoid mixing of Team A and Team B staff who work in News Centre? - We made all Team A staff wear an Orange lanyard and Team B staff wear Blue lanyards. So visually, you can pick out people you should not be sharing lifts, tables, enclosed spaces with. - We designated specific times when Team A and Team B are allowed to patronise our in-house cafeterias (we have 2). That way, we don't have Team A and Team B mixing during meal times. The tables are also cleaned and disinfected during the switchover so that each team comes into a freshly cleaned environment. - We encourage our staff to use their staff passes to 'tap' through all our security areas individually (instead of one staff member tapping for a whole group to pass through). We also have QR codes stuck on tables at our cafeterias for staff eating at those tables to scan and clock their time at the table. This allows our systems to track staff movements around the building so that contact tracing is a lot easier should we have a confirmed case. - We restricted access to the newsrooms to keep out both non-newsroom staff (non-editorial staff often use the newsrooms as shortcuts) and those from "opposing" teams - We have our security teams ensuring that staff wear their lanyards at all times and observe the timings for meals 3) How do we facilitate so many people working offsite? - We had to increase the number of VPN licences for concurrent users because we never had so many people having to work offsite before. - We also had to increase the bandwidth of the VPN "pipe" so that when many people log on, they don't experience lag during their work - We paid to have all the hardware needed by sub-editors (eg two large displays, desktop, keyboards, etc) transported home, and trained them to set it up. - We had company-wide training sessions to refresh them on usage of collaboration tools,</p>	3/11/2020 10:45 PM

INMA COVID-19 Impact Survey – March 2020

such as Google Hangout Meets (which we use for meetings where offsite staff can join via video conferencing) 4) How do we make sure staff are socially responsible during this period? - Emphasis comes from the highest levels. As we were rolling out the BCP, we had daily meetings chaired by our CEO to keep everyone updated on what was going on and gather feedback to fine-tune our processes. All heads of departments are then informed of any breaches or non-conformity to the safety measures (eg staff coming to work despite having a bad cough) and they need to remind staff consistently to adhere to the measures. - All those working in the building have to have their temperatures taken twice daily, and these are recorded in a shared document to ensure that we can track those who suddenly see a temperature spike. Those who run fevers are asked to go see the doctor immediately - All staff who plan to travel have to fill in a travel declaration form that is tracked by HR. This allows us to keep track of which countries they are traveling to in case any of these countries suddenly become hotspots. We had a case recently where reporters who attended the Milan Fashion week were asked to work from home because North Italy suddenly became a hotspot

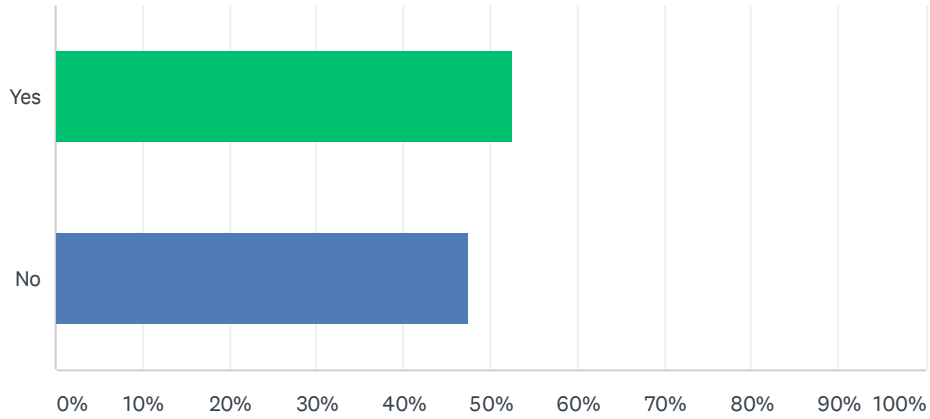
7	unknown	3/11/2020 5:56 PM
8	Suspension of international travel for work, application of quarantine in case of return of travel from endemic areas and intense internal communication.	3/11/2020 5:29 PM
9	Major planning around majority of staff working from home. Some jobs like printing cannot be done from home so have isolated print plant staff from rest of business and outside visitors	3/11/2020 3:36 PM
10	Opening up working from home to more employees.	3/11/2020 3:12 PM
11	We're following the guidance from public health experts and government agencies, plus common sense.	3/11/2020 1:34 PM
12	We follow the guidance from national authorities. Scenarios for impact on advertising business modelled on finance crisis - otherwise, we're outside of script. We do see enormous editorial interest, and a marked uptick in digital subscriptions.	3/11/2020 12:52 PM
13	NIH1	3/11/2020 12:48 PM
14	Almost everything from nothing to worst case scenario	3/11/2020 7:33 AM
15	Worst case - numerous employees ill and unable to work, unable to use our offices, failure in supply chain, print production and distribution failure.	3/11/2020 6:15 AM
16	None	3/11/2020 1:40 AM
17	Work from home VPN access	3/11/2020 12:06 AM
18	Focus on digital	3/10/2020 10:18 PM
19	None	3/10/2020 8:31 PM
20	A wide range that assume closure of newroom's in all our hubs across the globe at various points., We therefore game remote working scenarios and try and ensure we have right systems in place. Ensure we are protecting our journalists that are going into danger with appropriate safety material plus the right procedures when they come out. Providing supplementary health insurance when and where necessary, providing clear work at home guidelines and travel advice. Tracking staff movements and restricting unnecessary travel. High emphasis on regular communications - set up Covid-19 hub that all staff can access and and raise questions on. All comms sit on that hub. Financial impact monitored daily - strategic impact assessed on an ongoing basis.	3/10/2020 1:20 PM
21	We have not looked into this scenario however having started this survey will do so.	3/10/2020 1:06 PM
22	disaster recovery plans	3/10/2020 1:05 PM
23	We are modelling some or all offices go into lock down because of suspected or nearby infection. We are modelling and preparing for mass staff illness/absence to care for family and how we could still operate. We are also preparing for a significant drop in advertising revenue and ensuring we have good liquidity and are prepared to meet that.	3/10/2020 12:41 PM
24	Mild effect on local audiences/population. Severe effect globally. Expecting a recession that will impact us	3/10/2020 12:10 PM
25	- Home Office - Emergency plan for the closure of a production plant - Staff shortage	3/10/2020 11:07 AM

INMA COVID-19 Impact Survey – March 2020

	contingency plan	
26	business contingency plan	3/10/2020 10:48 AM
27	1. minor issue i.e. most people can work (at least remotely) 2. Major issue i.e. close to 50% of personnel is unavailable	3/10/2020 10:16 AM
28	in Ukraine - not pandemic	3/10/2020 9:53 AM
29	Government Mandatory guidelines working from home Government mandatory travel restrictions Different scenarios considering % of our workforce sick & isolated for Coronavirus	3/10/2020 9:50 AM
30	We have pre-prepared plans for different eventualities including having staff work from home, dividing staff in different shifts etc. These scenarios are applicable to terror threats and attacks, electricity fall out etc, too.	3/10/2020 9:46 AM
31	home office and team splitting	3/10/2020 9:45 AM
32	scenarios: -remote readiness assessment for the need to work remotely -production facility & circulation back-up plans -content/newsroom planning from both a resource perspective and the need to cover the news for the communities -HR approach to: -confirmed case of COVID -employee close contact with a confirmed case -employee with respiratory illness -employee close contact with someone sick but not confirmed -employee shares someone at home as been exposed to the virus but shows no symptoms	3/10/2020 9:42 AM
33	1. Making sure to deliver personal protection instructions to all employees by any means. 2. Symptoms check at all entry points in all of our work properties. 3. Avoid meeting with anyone from abroad. 4. Avoid business travels. 5. 14 days isolation for anyone who's traveling or have been traveling from affected countries before coming back to work.	3/10/2020 9:35 AM
34	1. Countrywide quarantine 2. Covid-19 infected employee in the office	3/10/2020 9:26 AM
35	will be totally concured on May	3/10/2020 9:14 AM
36	Financially, we are looking at 3 possibilities , 25% , 50% and 75% reduction in revenues	3/10/2020 9:13 AM

Q4 Have you considered at what stage the outbreak will prevent service delivery?

Answered: 40 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	52.50%	21
No	47.50%	19
TOTAL		40

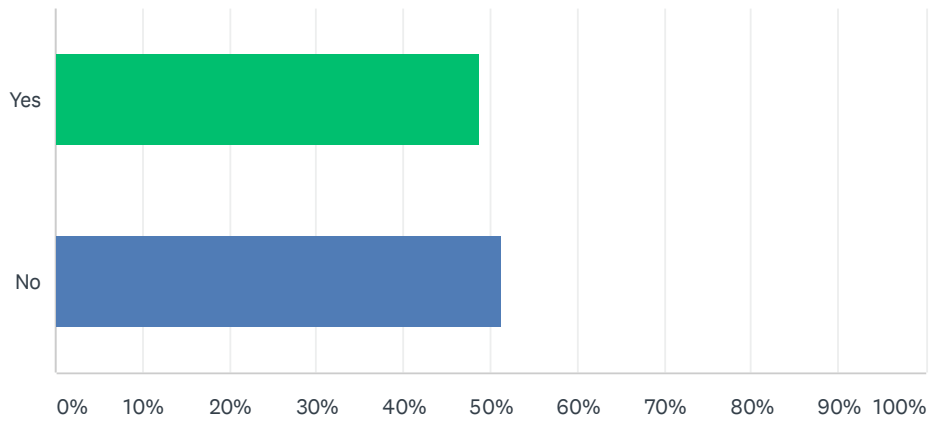
Q5 If yes, what stage?

Answered: 21 Skipped: 35

#	RESPONSES	DATE
1	Based on our BCP scenario, what will impact service delivery is manpower availability. If a certain number of staff get quarantined or test positive for Covid-19, our contingency plans will kick in.	3/12/2020 8:29 AM
2	Yes, since people are equipped to work from home there is an option available to continue working in safe environment and avoid unnecessary travel	3/12/2020 1:28 AM
3	When national quarantine is activated	3/11/2020 3:57 PM
4	Newspaper impact could be most significant with potential full loss of production / distribution if countrywide lock down enforced. Radio / digital we can operate from home albeit service will be sub optimal.	3/11/2020 3:40 PM
5	When a critical mass of our employees become ill and unable to work, or require quarantine.	3/11/2020 1:34 PM
6	If employees at a printing or distribution facility are impacted and we are unable to shift work to third party partners and/or a government issued containment area - such as in New Rochelle, NY is designated.	3/11/2020 1:10 PM
7	For digital, we're good. For print, we're able to shift production to new plants. Trouble occurs if/when delivery staff get sick in large numbers.	3/11/2020 12:53 PM
8	If we due to disease are too few left to provide and deliver the newspaper in print.	3/11/2020 7:34 AM
9	Primarily print - we think our digital production is resilient and teams are well distributed. Breakdown in print could happen any moment - a print plant employee becomes ill and the remaining staff have to go home, or a distribution depot goes down.	3/11/2020 6:19 AM
10	-	3/10/2020 8:31 PM
11	The stage that Italy and China are in	3/10/2020 1:21 PM
12	When there us a community outbreak that sparks the govt to introduce measures limiting travel and puBlic gatherings. When there js a community outbreak that affects more than a quarter of staff	3/10/2020 12:43 PM
13	At a ratio of 2,5 to 3,5 deaths per 100 infected individuals with more or less with a situation of declared pandemic by health officials in our primary market.	3/10/2020 12:13 PM
14	No break in any of our scenarios (print will be impacted though)	3/10/2020 10:17 AM
15	When we have mandatory orders from government and unable to come to the office. Due to obsolote core info. systems, we are unable to send all employees to work from home, and to assure print editions delivery we need to do certain operations on site	3/10/2020 9:54 AM
16	Prevention of service delivery is not an option. News sites can be produced by on person only, if so, if only Internet is available.	3/10/2020 9:48 AM
17	we've considered this but have a back-up plan so it hopefully does not happen; the prevention would be from state emergency mandates	3/10/2020 9:43 AM
18	N/A	3/10/2020 9:35 AM
19	We try to avoid gaps in service delivery by preparing for homie office work. Problems may arise when majority of staff would be sick.	3/10/2020 9:27 AM
20	when the government says to postpone the events	3/10/2020 9:15 AM
21	1. Our print facility cant operate 2. Our newsroom is closed 3. The country shuts down	3/10/2020 9:15 AM

Q6 Do you have a plan in place to deliver your print products, if your supplier(s) shuts down?

Answered: 37 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes	48.65%	18
No	51.35%	19
TOTAL		37

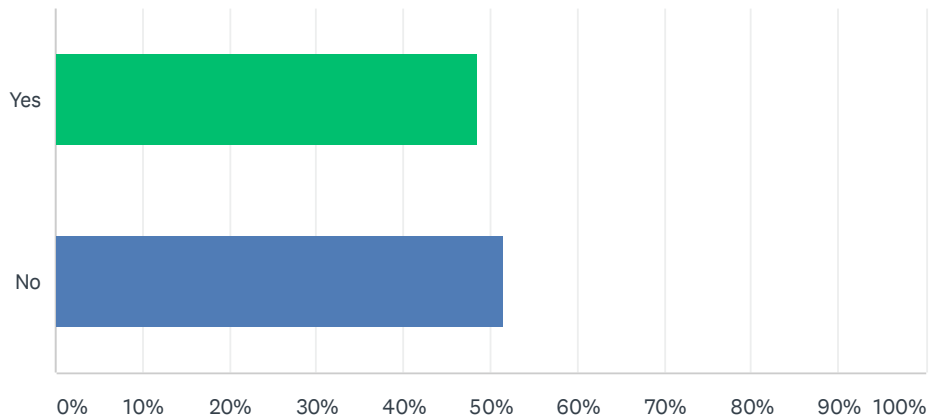
Q7 If yes, what is your plan?

Answered: 19 Skipped: 37

#	RESPONSES	DATE
1	WE HAVE SUFFICIENT STOCKS FOR MONTHS	3/12/2020 9:26 AM
2	We have our own stockpile of newsprint that we can draw on. If that is depleted, we can still deliver our products via e-papers to our subscribers devices.	3/12/2020 8:34 AM
3	We have two printing plants in our group and have cooperations with others.	3/12/2020 8:03 AM
4	own print plans, so independent from other suppliers	3/12/2020 3:51 AM
5	Disaster Management plan kicks in and if all alternate presses cannot operate Digital delivery of print products is supplied to subscribers	3/11/2020 4:01 PM
6	We are the supplier - printer and distributor. Our BCP plans outline what products get focus and where we can seek alternate supply	3/11/2020 3:42 PM
7	We expect partial breakdown, in pockets - not full-scale. Contingency plan includes digital distribution.	3/11/2020 12:54 PM
8	We have to rely on e-paper and digital	3/11/2020 7:34 AM
9	We have identified roll over printing facilities as a first failsafe / and run file transfer tests. We have some very limited distribution back up options in key locations. Our most robust option is that we've created a 'print like' pdf experience that can be distributed via email (without an attachment) and have developed proactive and reactive outreach campaigns for customers where we don't have a current email address.	3/11/2020 6:23 AM
10	-	3/10/2020 8:31 PM
11	alternative sites in other markets. if all markets shut we will cease printing temporarily and push readers to digital editions	3/10/2020 1:22 PM
12	We rely on different third party delivery services but primarily the national mail service. We are looking at our options here	3/10/2020 12:43 PM
13	Switch to postal delivery instead of early delivery If delivery is no longer possible, then switch to digital (unlikely)	3/10/2020 11:09 AM
14	Digital delivery only	3/10/2020 10:17 AM
15	Increase paper, etc local inventory	3/10/2020 9:55 AM
16	Centralized pick up points in main areas.	3/10/2020 9:49 AM
17	we have various facilities and relationships with other vendors that would serve as back-up	3/10/2020 9:44 AM
18	No confirmed action plan yet	3/10/2020 9:36 AM
19	Limited supply , with reduced pagination into key retail locations and Home delivered customers	3/10/2020 9:15 AM

Q8 Do you have a plan in place to deliver your print products, if you are unable to physically deliver the print product to the consumer’s door?

Answered: 33 Skipped: 23



ANSWER CHOICES	RESPONSES	
Yes	48.48%	16
No	51.52%	17
TOTAL		33

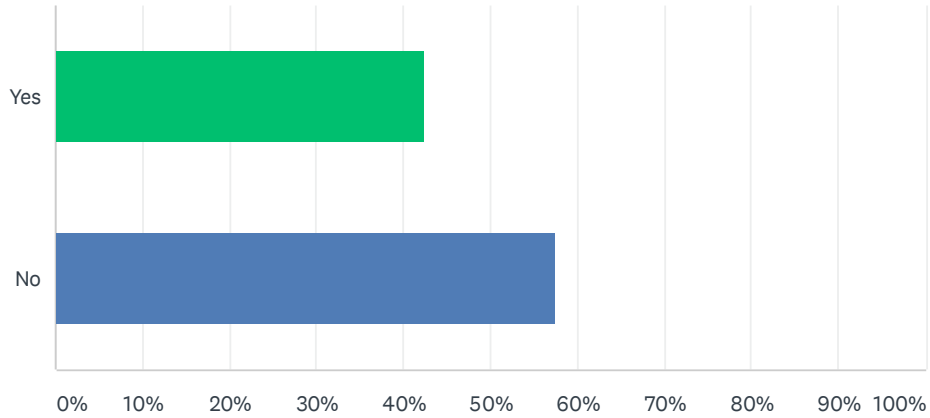
Q9 If yes, what is your plan?

Answered: 19 Skipped: 37

#	RESPONSES	DATE
1	ENCOURAGE AND EXPAND THE OFFER OF PRODUCT IN DIGITAL MODEL	3/12/2020 9:26 AM
2	We will send the e-paper version to our subscribers.	3/12/2020 8:34 AM
3	We can deliver bundles of news papers to strategic places where people can pick up the news paper.	3/12/2020 8:05 AM
4	offering epapers	3/12/2020 3:53 AM
5	Digital delivery	3/11/2020 4:02 PM
6	Most subscribers have email addresses so we will send them the digital replica of the paper.	3/11/2020 3:43 PM
7	Conversion to digital and viewing via app	3/11/2020 3:13 PM
8	Digital delivery.	3/11/2020 12:54 PM
9	-	3/10/2020 8:32 PM
10	as above	3/10/2020 1:22 PM
11	We do not have this specific plan yet but in previous years after earthquakes and national disasters we have always got the papers out through other means, including staff delivering on foot and helicopter drops!	3/10/2020 12:45 PM
12	Digital	3/10/2020 11:09 AM
13	Digital only	3/10/2020 10:18 AM
14	Offer e-paper	3/10/2020 10:01 AM
15	We are in the process to have one by the end of this week	3/10/2020 9:56 AM
16	Please see the previous answer.	3/10/2020 9:49 AM
17	most likely offering e-editions for those customers	3/10/2020 9:45 AM
18	No confirmed plan as far as I know	3/10/2020 9:37 AM
19	To make the Epaper available to all Home delivery customers	3/10/2020 9:16 AM

Q10 Do you have a plan in place to deliver your print products, if manufacturing or mailroom facilities or other transient environments are no longer available?

Answered: 33 Skipped: 23



ANSWER CHOICES	RESPONSES	
Yes	42.42%	14
No	57.58%	19
TOTAL		33

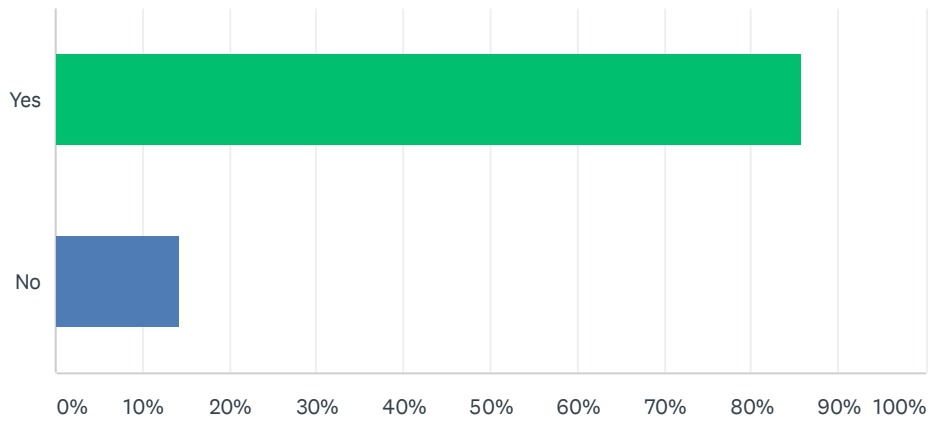
Q11 If yes, what is your plan?

Answered: 18 Skipped: 38

#	RESPONSES	DATE
1	we are digital only	3/12/2020 9:34 AM
2	IN PREPARATION	3/12/2020 9:27 AM
3	We have two printing facilities that are buffered from each other as part of our BCP, with an option to get an external printer to help pick up the slack. If all printing capability goes down, we will send out our e-paper version to subscribers.	3/12/2020 8:35 AM
4	Move the production to another site.	3/12/2020 8:06 AM
5	We have 2 heatset and 2 coldset external commercial printers that we have BCP relationship with. Products will be severely limited due to pagination restrictions of these presses	3/11/2020 4:24 PM
6	Digital delivery if print production cannot take place Specialist digital editions and bulletins will be prepared for consumers	3/11/2020 4:06 PM
7	Deliver via e-edition	3/11/2020 3:13 PM
8	Digital delivery.	3/11/2020 12:55 PM
9	Roll over to nearby plants. Roll over to more distant plants and truck in.	3/11/2020 6:28 AM
10	Not as yet but we are discussing with other publishers to support each other.	3/10/2020 12:45 PM
11	We have three printing facilities. There is a plan in place to maintain production even if one site is down	3/10/2020 11:11 AM
12	Digital delivery only	3/10/2020 10:18 AM
13	Using other printing facilities (difficult due to capacities), editorial production via mobile office (easier)	3/10/2020 10:03 AM
14	We are in the process to have one by the end of this week	3/10/2020 9:56 AM
15	We have external printing houses prepared.	3/10/2020 9:50 AM
16	possibly e-editions	3/10/2020 9:45 AM
17	No confirmed plan as far as I know	3/10/2020 9:37 AM
18	Ongoing discussions with other print facilities plus the Epaper option highlighted above in #9	3/10/2020 9:17 AM

Q12 Do you have a plan in place to continue delivering your digital news products?

Answered: 35 Skipped: 21



ANSWER CHOICES	RESPONSES	
Yes	85.71%	30
No	14.29%	5
TOTAL		35

Q13 If yes, what is your plan?

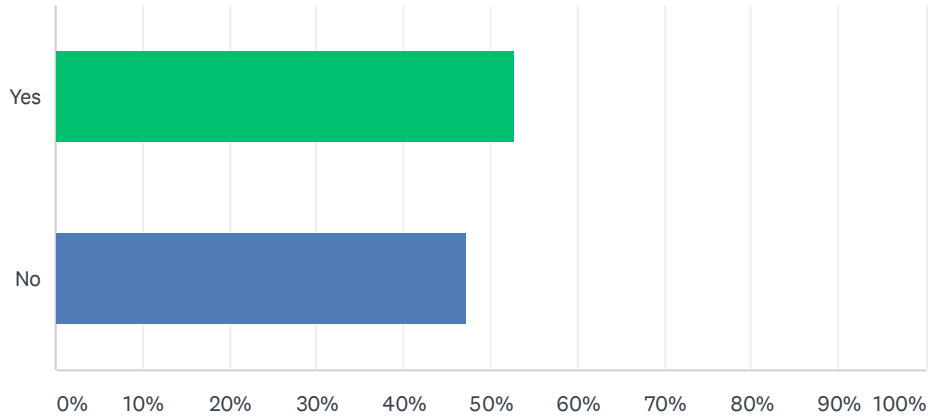
Answered: 28 Skipped: 28

INMA COVID-19 Impact Survey – March 2020

#	RESPONSES	DATE
1	Work from home for employees	3/12/2020 12:24 PM
2	work from home	3/12/2020 9:34 AM
3	IN PREPARATION	3/12/2020 9:28 AM
4	We have a split-team operation with a VPN server that allows us to put together both the print and digital versions of the paper as long as our staff have a broadband connection.	3/12/2020 8:37 AM
5	The work can be done from home or from another of our offices .	3/12/2020 8:07 AM
6	home office for all departments within the delivering process	3/12/2020 3:54 AM
7	The team is working with updated technology which enables them to work from home in case of emergency	3/12/2020 1:30 AM
8	Our content teams can operate remotely. Our websites are cloud based with redundancy built in.	3/11/2020 4:25 PM
9	Journalists will work remotely and digital delivery will continue	3/11/2020 4:06 PM
10	Our newsroom staff is all equipped to work remotely and should be able to produce local stories.	3/11/2020 3:14 PM
11	All work can be done remotely.	3/11/2020 1:35 PM
12	It's pretty much business as usual, albeit at a higher traffic level.	3/11/2020 1:00 PM
13	Home office, Video Calls	3/11/2020 12:49 PM
14	Distributed work force with back ups in multiple locations globally.	3/11/2020 6:30 AM
15	Emergency newsroom and digital teams can operate from office, rest will be asked to operate from home	3/11/2020 1:42 AM
16	Preparedness to work remotely	3/10/2020 8:32 PM
17	remote working contingency	3/10/2020 1:23 PM
18	Staff to work from home, extra casuals trained, staff spread across different locations and the ability to publish from anywhere in the world. We have had a lot of disaster prep in recent years so feel well prepared for this.	3/10/2020 12:46 PM
19	By providing remote access to our digital platforms/software so our employees can work from home.	3/10/2020 12:15 PM
20	Remote work	3/10/2020 10:18 AM
21	mobile office	3/10/2020 10:03 AM
22	We are to send most of the people of digital news products to work from home, all IT infrastructure for digital products are cloud	3/10/2020 9:58 AM
23	See earlier answer. We have made plans for various situations. Please remember the terror attack in Oslo that affected Norwegian tabloid Verdens Gang and forced it to produce the paper from Hotel Bristol. Those learnings are also done in Sweden.	3/10/2020 9:52 AM
24	home office and team splitting	3/10/2020 9:46 AM
25	since we cover numerous markets, we can pull resources from other areas; a companywide effort	3/10/2020 9:46 AM
26	There's no comprehensive plan as of now	3/10/2020 9:38 AM
27	Move staff to home office.	3/10/2020 9:28 AM
28	Home working	3/10/2020 9:17 AM

Q14 Are you prepared to share or pool publishing or production-related talent - doomsday scenario?

Answered: 36 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	52.78%	19
No	47.22%	17
TOTAL		36

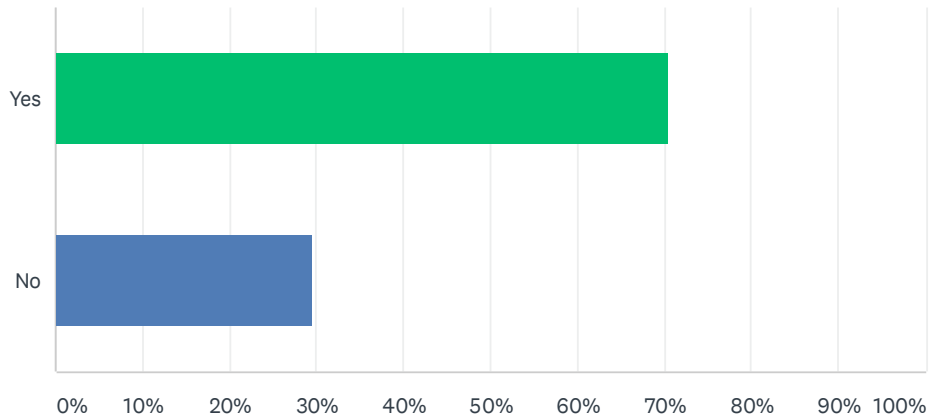
Q15 If yes, how do you plan to share or pool?

Answered: 15 Skipped: 41

#	RESPONSES	DATE
1	Our printing facility already currently prints papers for third-party clients as a service. It will not be a stretch to extend this to others as long as capacity allows for it.	3/12/2020 8:39 AM
2	Through existing cooperations.	3/12/2020 8:08 AM
3	Publishers have an understanding re emergency production environment.	3/11/2020 4:26 PM
4	Share resources with competitors ie distribution routes to endure ongoing publishing	3/11/2020 4:08 PM
5	We own multiple publications and share content now. We are not prepared to share with external companies but would be open to doing so.	3/11/2020 3:14 PM
6	We regularly run file transfer tests with a number of local print plants. If asked we'd consider additional assistance.	3/11/2020 6:32 AM
7	Share resources with other newspaper printing facilities	3/11/2020 1:42 AM
8	likely answer is no but it is a possibility if we can help others.	3/10/2020 1:25 PM
9	Still a possibility, no plans made.	3/10/2020 12:15 PM
10	Pooling has been practiced - there is a mediapool - crisis org in place (due to all possible crisis).	3/10/2020 10:20 AM
11	We will be by the end of this week	3/10/2020 9:58 AM
12	We would co-operate within Bonnier News, the largest media group in Sweden, if needed.	3/10/2020 9:53 AM
13	discussing with other companies now	3/10/2020 9:47 AM
14	N/A	3/10/2020 9:38 AM
15	Only considered for production	3/10/2020 9:18 AM

Q16 Do you have a plan in place that would help your team in the case of a direct impact to your news organisation of the COVID-19 or any other public health concern?

Answered: 34 Skipped: 22



ANSWER CHOICES	RESPONSES	
Yes	70.59%	24
No	29.41%	10
TOTAL		34

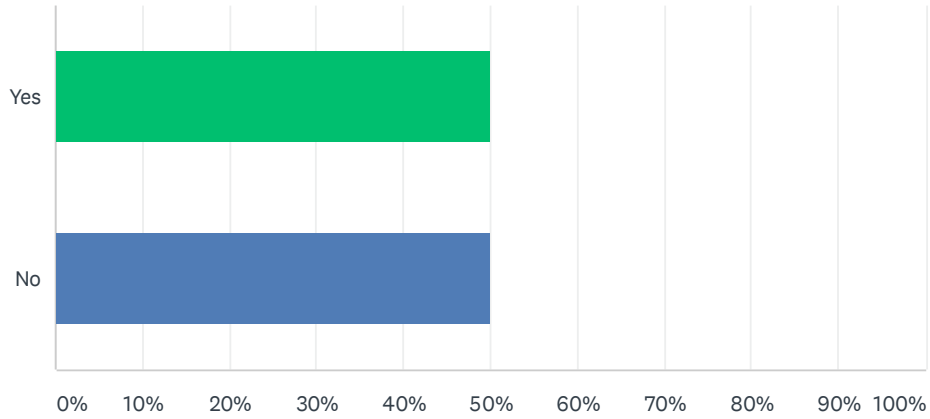
Q17 If yes, what is the plan?

Answered: 21 Skipped: 35

#	RESPONSES	DATE
1	IN PREPARATION	3/12/2020 9:28 AM
2	We have a BCP in place for split operations. So should one side of the newsroom go down because of infection/quarantine, we have another team that can take over the running of the newsroom.	3/12/2020 8:39 AM
3	We have published clear instructions on our intranet.	3/12/2020 8:09 AM
4	Our plan should always be looking after the health of our team and following the guidelines set by the government in regard to COVID-19 or any other public concern	3/12/2020 1:41 AM
5	At this time, the structured plans deal with measures to prevent the spread of the disease.	3/11/2020 5:36 PM
6	Our staff resource is spread across 30 geographical locations. Plan is to have large scale work from home operation.	3/11/2020 4:28 PM
7	Work from Home with remote access	3/11/2020 4:09 PM
8	We are having all possible employees work from home, but if our in-office employees are affected we will need to close most or all of our office functions and shift them as possible to remote (in-home) locations.	3/11/2020 1:38 PM
9	Sharing/pooling coverage between newspapers in group.	3/11/2020 1:01 PM
10	We've fully tested our work from home capability and have identified critical roles and back ups in the case an individual became ill. Teams work out of multiple locations around the world which creates additional resilience.	3/11/2020 6:33 AM
11	Isolate the infected people and make the healthy team members work in smaller groups	3/11/2020 1:44 AM
12	We continue to pay people who are self- isolated, or get sick even if they have no leave.	3/10/2020 10:51 PM
13	back up contingency news plans will be activated market by market. all plans are being stress tested proactively.	3/10/2020 1:26 PM
14	remote working	3/10/2020 1:03 PM
15	Still in progress	3/10/2020 12:16 PM
16	remote work	3/10/2020 10:24 AM
17	We have two small medical clinics on main cities offices, and they are directly linked to government health system, so all the OMS protocols are applied in there	3/10/2020 10:03 AM
18	See before.	3/10/2020 9:53 AM
19	our newsroom back-up is established across the enterprise, so not just local	3/10/2020 9:47 AM
20	Not communicated yet	3/10/2020 9:39 AM
21	various scenarios under review and which depends on where the outbreak occurs	3/10/2020 9:19 AM

Q18 Do you have a plan in place for a secondary impact to your news organization from a public health concern?

Answered: 30 Skipped: 26



ANSWER CHOICES	RESPONSES	
Yes	50.00%	15
No	50.00%	15
TOTAL		30

Q19 If yes, what is the plan?

Answered: 15 Skipped: 41

#	RESPONSES	DATE
1	go virtual - everyone works from home.	3/12/2020 9:35 AM
2	IN PREPARATION	3/12/2020 9:29 AM
3	We have a BCP in place to deal with it.	3/12/2020 8:40 AM
4	home office	3/12/2020 3:55 AM
5	We shall continue with the plan in place for the primary concern.	3/12/2020 1:48 AM
6	We have developed a Commercial impact response plan to help the business through significant short term revenue decline. Level 1 has been initiated.	3/11/2020 4:29 PM
7	Work from home capability tested and prepared.	3/11/2020 6:34 AM
8	We are working with other media companies to ensure we can support each other to continue production	3/10/2020 10:53 PM
9	evac in some markets	3/10/2020 1:27 PM
10	We will be by the end of this week	3/10/2020 10:03 AM
11	Yes. We already have one COV-19 patient at Bonnier News and various restrictions of visits, travel etc are in place.	3/10/2020 9:54 AM
12	same as previous answer	3/10/2020 9:48 AM
13	N/A	3/10/2020 9:39 AM
14	as above	3/10/2020 9:19 AM
15	telework	3/10/2020 9:17 AM

Q20 When was the last time your company had an emergency preparedness audit?

Answered: 25 Skipped: 31

#	RESPONSES	DATE
1	never	3/12/2020 9:35 AM
2	EVALUATION IS MADE REGULARLY	3/12/2020 9:29 AM
3	We are well equipped with the information and course of actions to be taken in case of emergency however a formal audit happens from Government only time to time.	3/12/2020 1:51 AM
4	In situations of public calamity caused by natural phenomena (storms and local flooding)	3/11/2020 5:39 PM
5	We had a contractor audit our BCP vs ISO standard last last year. No significant gaps but work to be done. The plan has been refined for the pandemic	3/11/2020 4:30 PM
6	2019	3/11/2020 4:10 PM
7	Last year with the fires.	3/11/2020 3:15 PM
8	Internally, about three years ago.	3/11/2020 1:39 PM
9	Dec-2019	3/11/2020 12:50 PM
10	Annually - in theory. In practice depends on which team.	3/11/2020 6:35 AM
11	It has never been done	3/11/2020 1:45 AM
12	About six months ago	3/10/2020 10:54 PM
13	We do self audits every year	3/10/2020 1:27 PM
14	We have not done such an audit.	3/10/2020 1:09 PM
15	never	3/10/2020 1:04 PM
16	Never	3/10/2020 12:17 PM
17	don't know	3/10/2020 10:52 AM
18	?	3/10/2020 10:25 AM
19	Last year due to political crisis	3/10/2020 10:04 AM
20	2019.	3/10/2020 9:54 AM
21	last year	3/10/2020 9:48 AM
22	long ago	3/10/2020 9:47 AM
23	I don't know	3/10/2020 9:40 AM
24	N/A	3/10/2020 9:29 AM
25	We have an annual risk review and test back up plans as part of that review . External Tech and security audit in 2018	3/10/2020 9:21 AM

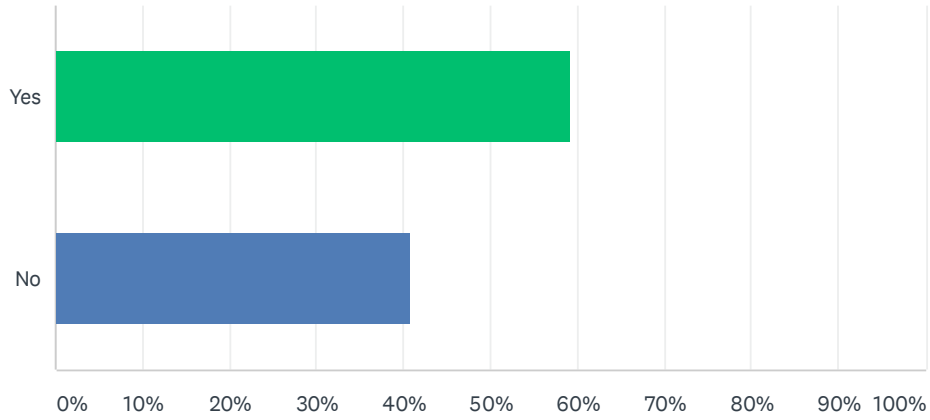
Q21 When was the last time your company had a risk assessment?

Answered: 25 Skipped: 31

#	RESPONSES	DATE
1	for fire safety - once a year	3/12/2020 9:35 AM
2	We have an internal audit team that does annual audits of our company's operations	3/12/2020 8:42 AM
3	We have regular risk assessment through our insurance broker.	3/12/2020 8:10 AM
4	Its a regular exercise which happens in tandem with the precautionary guidelines laid down for the employees.	3/12/2020 1:53 AM
5	2019	3/11/2020 4:11 PM
6	2018-2019	3/11/2020 3:15 PM
7	N/A	3/11/2020 1:39 PM
8	Q4 2019	3/11/2020 1:02 PM
9	N/A	3/11/2020 12:51 PM
10	Annually	3/11/2020 6:35 AM
11	We do risk assessment of general economy impacting business, internal processes etc, not of health emergencies.	3/11/2020 1:46 AM
12	Six months ago	3/10/2020 10:55 PM
13	Every year	3/10/2020 1:27 PM
14	We have not undertaken a risk assessment	3/10/2020 1:09 PM
15	5 years	3/10/2020 1:04 PM
16	A year ago	3/10/2020 12:17 PM
17	financial risk assesment are yearly	3/10/2020 10:53 AM
18	2019	3/10/2020 10:25 AM
19	Last year due to political crisis	3/10/2020 10:04 AM
20	2019.	3/10/2020 9:54 AM
21	don't know	3/10/2020 9:48 AM
22	annually	3/10/2020 9:47 AM
23	In Jan 2020 when we had flooding	3/10/2020 9:40 AM
24	last year	3/10/2020 9:30 AM
25	We have an annual risk review as per#20	3/10/2020 9:21 AM

Q22 Do you have enough insurance to cover your potential liabilities?

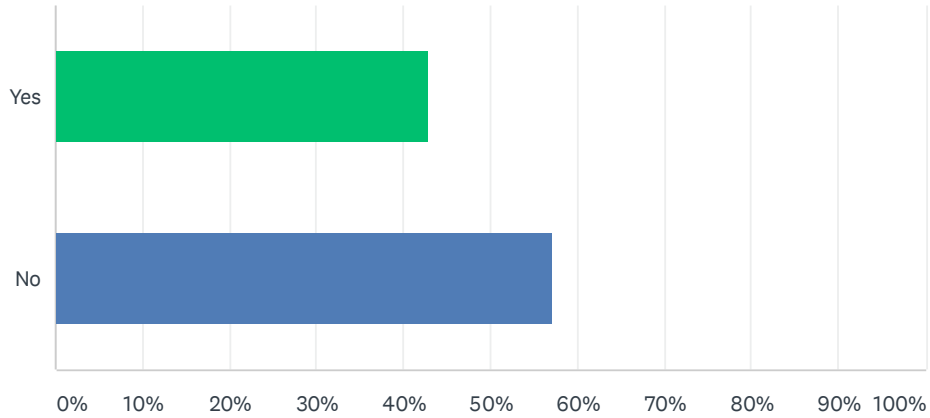
Answered: 27 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes	59.26%	16
No	40.74%	11
TOTAL		27

Q23 Has your company consulted with an attorney or legal representative about how to mitigate your liabilities in the case of an emergency or public health crisis?

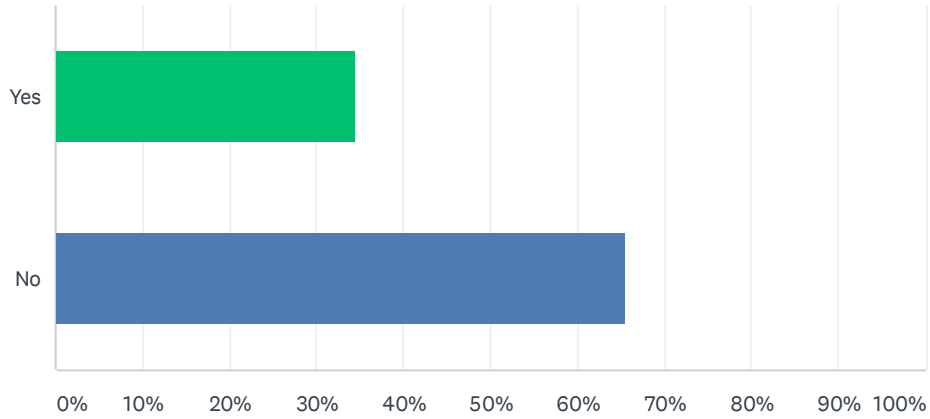
Answered: 28 Skipped: 28



ANSWER CHOICES	RESPONSES	
Yes	42.86%	12
No	57.14%	16
TOTAL		28

Q24 Is your company reaching out to an infectious disease medical expert to review your plan?

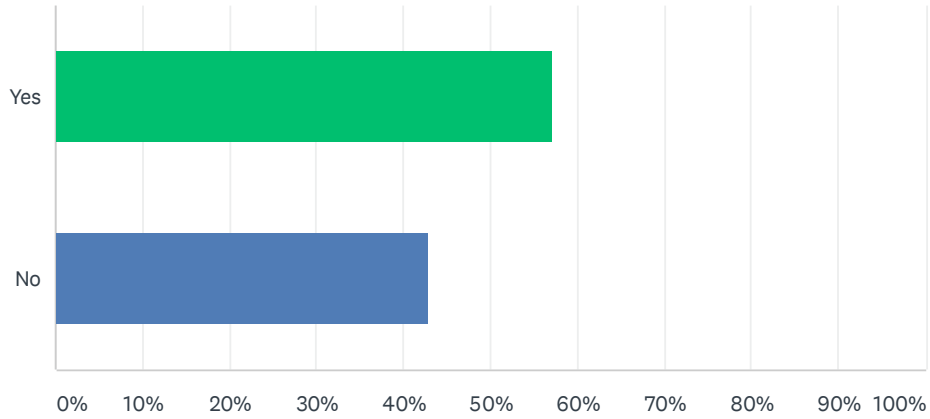
Answered: 29 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	34.48%	10
No	65.52%	19
TOTAL		29

Q25 Do you plan to share your emergency preparedness plan with any joint ventures?

Answered: 28 Skipped: 28



ANSWER CHOICES	RESPONSES	
Yes	57.14%	16
No	42.86%	12
TOTAL		28

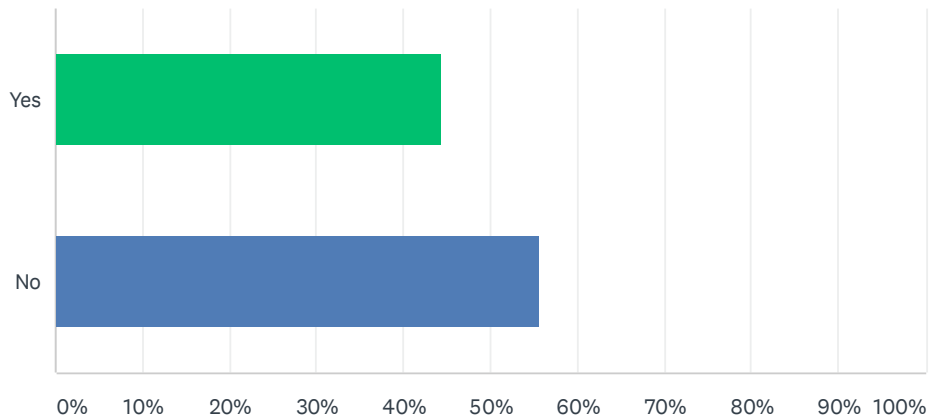
Q26 If yes, what is the plan?

Answered: 11 Skipped: 45

#	RESPONSES	DATE
1	We are open to sharing our BCP with others if they wish to learn how we do it.	3/12/2020 8:42 AM
2	We have regular talks with colleagues in our industry.	3/12/2020 8:12 AM
3	not finished	3/12/2020 3:57 AM
4	The guidelines are shared by the central team with all group companies.	3/12/2020 1:54 AM
5	On going communication regarding impact and output with JVs	3/11/2020 4:13 PM
6	Unclear what you're asking, but we have joint plans for the entire group.	3/11/2020 1:03 PM
7	When plan is drawn , we will be willing to share	3/11/2020 1:47 AM
8	We don't have a plan for an emergency nor any joint ventures	3/10/2020 1:11 PM
9	In Sweden, all major news outlets share knowledge regarding safety issues including war reporting etc.	3/10/2020 9:55 AM
10	where is makes sense and is necessary share, we will share	3/10/2020 9:49 AM
11	Not elaborated yet	3/10/2020 9:41 AM

Q27 Do you plan to share your emergency preparedness plan with any smaller company you have an interest in?

Answered: 27 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes	44.44%	12
No	55.56%	15
TOTAL		27

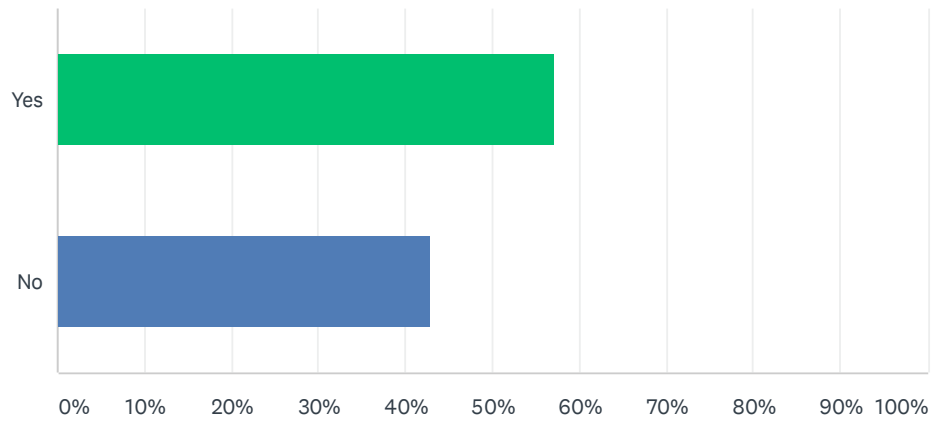
Q28 If yes, what is the plan?

Answered: 7 Skipped: 49

#	RESPONSES	DATE
1	pooling in resources	3/12/2020 9:37 AM
2	We have a BCP that we can share with smaller companies who may want to learn how we do it.	3/12/2020 8:43 AM
3	As previously stated	3/11/2020 4:13 PM
4	See above. Answer also valid for partners.	3/11/2020 1:03 PM
5	When drawn , we will share	3/11/2020 1:47 AM
6	Not elaborated yet	3/10/2020 9:42 AM
7	share documentation	3/10/2020 9:22 AM

Q29 Do you have a crisis communication plan to communicate to your readers and advertisers?

Answered: 28 Skipped: 28



ANSWER CHOICES	RESPONSES	
Yes	57.14%	16
No	42.86%	12
TOTAL		28

Q30 If yes, what is your plan?

Answered: 12 Skipped: 44

#	RESPONSES	DATE
1	IN PREPARATION	3/12/2020 9:32 AM
2	It is part of the BCP.	3/12/2020 8:43 AM
3	The articles are already being published to communicate the crisis plan to our readers.	3/12/2020 1:57 AM
4	All readers and advertisers within current data base will receive digital communication	3/11/2020 4:15 PM
5	Use of our digital products and website	3/11/2020 1:40 PM
6	We have close dialogue through regular channels.	3/11/2020 1:04 PM
7	Proactive and reactive plans prepared for print disruption. Consumers - Email, house ads, letter from editor, proactive phone campaign.	3/11/2020 6:38 AM
8	It will be iterated dependent on the circumstances	3/10/2020 1:29 PM
9	we will be by the end of this week	3/10/2020 10:05 AM
10	This is not an issue. We communicate daily.	3/10/2020 9:56 AM
11	we have a dedicated coronavirus feature section on our sites; we also have newsletters; Facebook; planning to enlist local experts for live discussions	3/10/2020 9:51 AM
12	Still in development	3/10/2020 9:42 AM

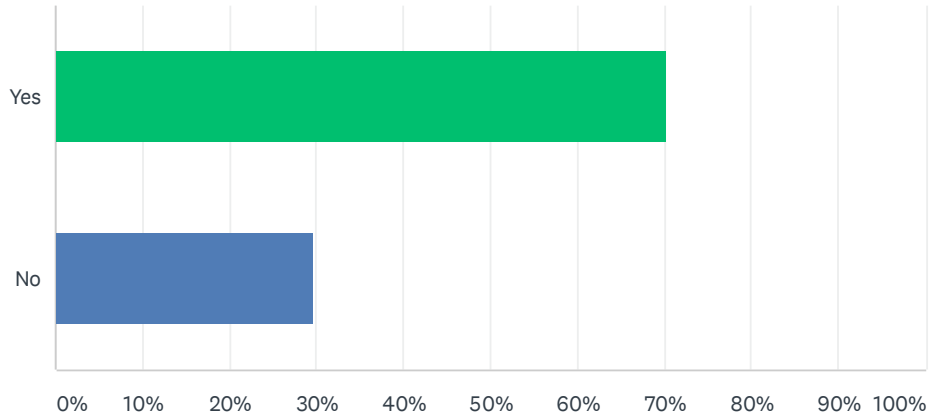
Q31 What would cause your company to decide to shut down operations or take major actions?

Answered: 26 Skipped: 30

#	RESPONSES	DATE
1	if team members test positive for COVID 19	3/12/2020 10:19 AM
2	NOTHING AT THE MOMENT.	3/12/2020 9:32 AM
3	It has to be quite extreme. Our BCP extends even to scenarios where war breaks out.	3/12/2020 8:45 AM
4	Massive outbreak of Corona among our employees at our sites.	3/12/2020 8:13 AM
5	direct infection of an employee	3/12/2020 3:58 AM
6	Depends on Government guidelines in case of extreme fatal emergency.	3/12/2020 1:57 AM
7	Health and Safety legislation in NZ would require us to isolate staff we had cases of virus in the the office due to lack of knowledge as to who would have the virus. This could potentially be managed to parts of the business only	3/11/2020 4:33 PM
8	Full quarantine and closure of press plants and severe restrictions on vehicle deliveries	3/11/2020 4:16 PM
9	If it was unsafe for our team and carriers then this would be considered.	3/11/2020 3:16 PM
10	Lack of healthy employees.	3/11/2020 1:41 PM
11	If we're unable to print or deliver newspapers. But we've a strong digital position, also in the subscription field, so operations would continue.	3/11/2020 1:05 PM
12	3 Months lost	3/11/2020 12:52 PM
13	We do not foresee total shut down of operations. We'd take major actions on government or local authority advice.	3/11/2020 6:39 AM
14	Only if advised by Govt authorities where my plants or offices are situated.	3/11/2020 1:48 AM
15	we don't plan to shut down operations but are preparing to operate differently	3/10/2020 1:30 PM
16	If we could not produce the paper	3/10/2020 1:12 PM
17	Complete staff loss	3/10/2020 1:06 PM
18	High rate of infection/deaths Transit restrictions imposed by rule of law Spread of infections in the newsroom directly	3/10/2020 12:19 PM
19	if a large amount of employees are out	3/10/2020 11:10 AM
20	Nothing	3/10/2020 10:27 AM
21	A % of our workforce unable to work due to isolation mandatory government orders or due to be sick	3/10/2020 10:07 AM
22	Impossible to say. We operate three national brands and some 40 local dito, so our aim is to deliver news no matter what.	3/10/2020 9:56 AM
23	confirmed case of covid with an employee(s)	3/10/2020 9:52 AM
24	Government decision	3/10/2020 9:43 AM
25	Countrywide or local quarantine Covid-19 outbreak in the office	3/10/2020 9:31 AM
26	As a news publisher we don't countenance shutting down . In an extreme situation we would require Capital to maintain operations .	3/10/2020 9:23 AM

Q32 Do you have an employee crisis communication plan in place?

Answered: 27 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes	70.37%	19
No	29.63%	8
TOTAL		27

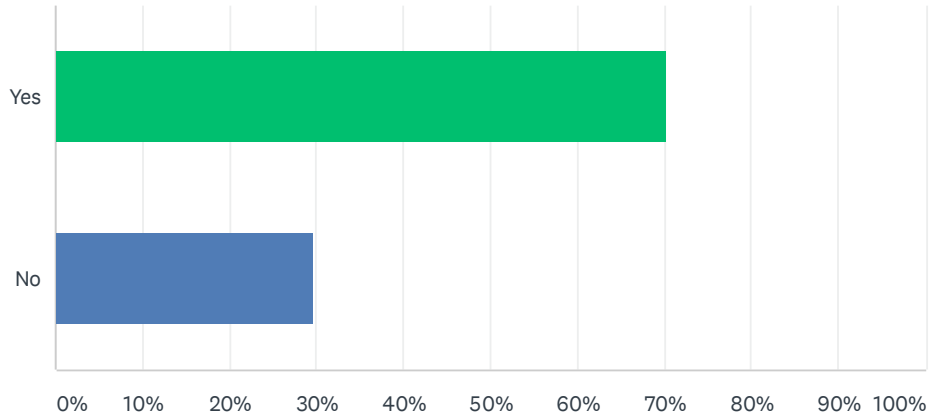
Q33 If yes, what is the plan?

Answered: 12 Skipped: 44

#	RESPONSES	DATE
1	IT IS PREPARED ON EVERY OCCASION, IF NECESSARY.	3/12/2020 9:33 AM
2	We created a Covid-19 information portal for staff, where they can access all the latest updates, advisories, policies, etc that are related to the outbreak.	3/12/2020 8:46 AM
3	Already mentioned in detail	3/12/2020 1:58 AM
4	We have dedicated page on intranet with virus info. Regular email coms to all staff. Emergency communication channels workplace, text, intranet, email set up.	3/11/2020 4:35 PM
5	Daily Internal Communication with all staff on impact status and advice	3/11/2020 4:19 PM
6	Daily communication @ 10:00 am through intranet (Workplace). SMS communication for entire workforce.	3/11/2020 1:06 PM
7	Email, microsite (already being used) and emergency text/call channels in place. Distributed Comms and Infectious Disease Management Teams working under supervision of C-Suit team make decisions.	3/11/2020 6:48 AM
8	we will be ready by the end of this week	3/10/2020 10:07 AM
9	We have constant information about COV-19 already via text messages (SMS), Slack and email to staff. We also have posters and the offices.	3/10/2020 9:57 AM
10	we created a task force and communications serves as the lead; communications will help manage - general employee updates, site notifications based on exposure, overall site communications; HR charged with working closely with any sick individuals	3/10/2020 9:54 AM
11	Handled by corporate comms	3/10/2020 9:44 AM
12	ongoing comms	3/10/2020 9:24 AM

Q34 Are you consistently communicating this plan to your employees?

Answered: 27 Skipped: 29



ANSWER CHOICES	RESPONSES	
Yes	70.37%	19
No	29.63%	8
TOTAL		27

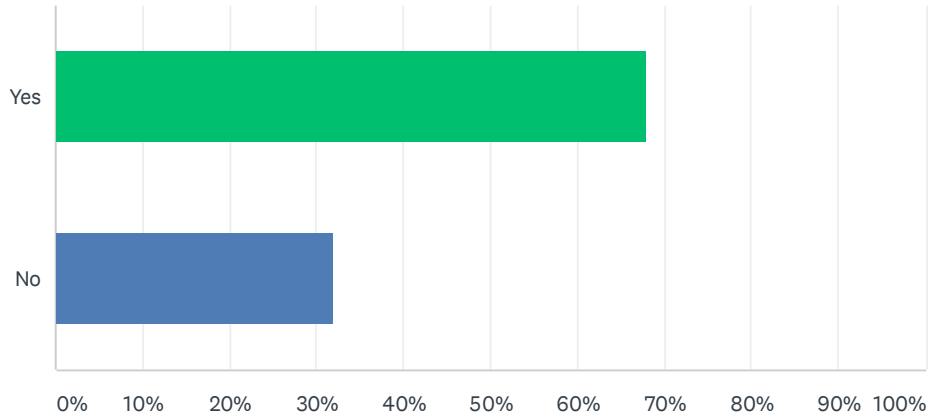
Q35 If yes, how are you communicating this plan?

Answered: 15 Skipped: 41

#	RESPONSES	DATE
1	via emails and at meetings	3/12/2020 10:19 AM
2	when necessary	3/12/2020 9:33 AM
3	Our Covid-19 is constantly updated. HR also sends revised advisories to staff as and when updates are made	3/12/2020 8:46 AM
4	via email, intranet, paper	3/12/2020 3:59 AM
5	Through our internal communication desk	3/12/2020 1:59 AM
6	email, digi screens, posters, staff meetings, workplace.	3/11/2020 4:35 PM
7	Electronically at this stage if situation escalates business unit heads meet with staff if possible If not telecons and individual Calls and bulletins	3/11/2020 4:23 PM
8	See above.	3/11/2020 1:06 PM
9	There are too many scenarios to communicate each one - but we're constantly explaining how we're making decisions (via email and department town halls) and we've set up a dedicated email address to answer staff questions.	3/11/2020 6:50 AM
10	Internal communications	3/10/2020 1:07 PM
11	We will be ready by the end of this week	3/10/2020 10:09 AM
12	See the previous answer.	3/10/2020 9:57 AM
13	emails, managers, leadership	3/10/2020 9:54 AM
14	Any instructions shared by email and WhatsApp groups	3/10/2020 9:44 AM
15	email and whatsapp groups	3/10/2020 9:24 AM

Q36 Do you have a plan to identify mission-critical staff?

Answered: 25 Skipped: 31



ANSWER CHOICES	RESPONSES	
Yes	68.00%	17
No	32.00%	8
TOTAL		25

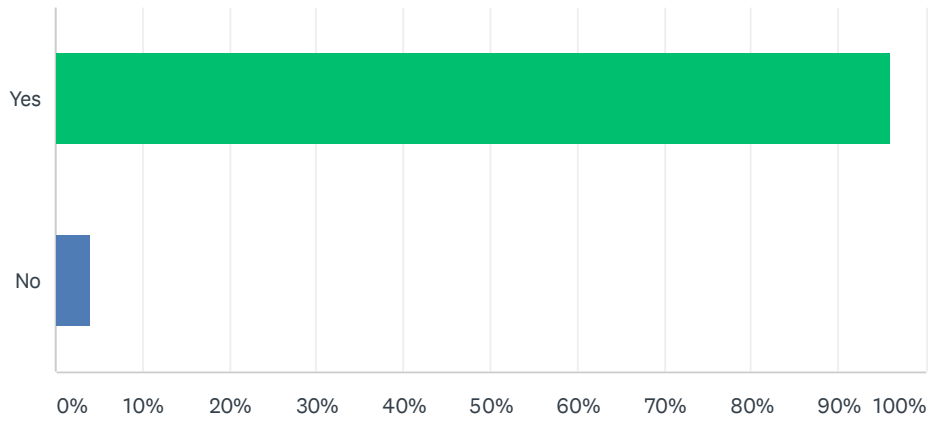
Q37 If yes, what is the plan?

Answered: 13 Skipped: 43

#	RESPONSES	DATE
1	It is part of the BCP.	3/12/2020 8:47 AM
2	The employees have been identified as critical basis their job role and responsibilities	3/12/2020 2:01 AM
3	We have an operational response team in place that are our subject matter experts from around the business	3/11/2020 4:38 PM
4	Company Health and safety officials and business unit heads are identified	3/11/2020 4:25 PM
5	Mission critical was determined last year and continues to be updated as staffing changes.	3/11/2020 3:17 PM
6	We already know who they are.	3/11/2020 1:06 PM
7	Already complete. Collaborative effort between HR and Leadership to identify key roles and back up.	3/11/2020 6:51 AM
8	identify mission critical staff and communicate to them when necessary. They are all armed with playbook.	3/10/2020 1:31 PM
9	Still in progress	3/10/2020 12:19 PM
10	we will be ready by the end of this week	3/10/2020 10:09 AM
11	they are outlined in our bus cont plans	3/10/2020 9:55 AM
12	N/A	3/10/2020 9:45 AM
13	key staff listed and in certain cases segregated from main team	3/10/2020 9:25 AM

Q38 Can you feasibly request employees work from home?

Answered: 25 Skipped: 31



ANSWER CHOICES	RESPONSES	
Yes	96.00%	24
No	4.00%	1
TOTAL		25

Q39 If yes, how?

Answered: 15 Skipped: 41

#	RESPONSES	DATE
1	to some extent - ground reporting will still need reporters to be in the field	3/12/2020 10:20 AM
2	PROVIDING remote access FOR USE ON YOUR OWN EQUIPMENT.	3/12/2020 9:34 AM
3	All staff are given leave to work from home if they feel they need to. Staff can access almost all the things they need using their company issued laptops.	3/12/2020 8:48 AM
4	The employees are well versed with the norm of work from home due to less dependency on physical presence.	3/12/2020 2:02 AM
5	People in NZ are motivated to limit their exposure to the virus. Over the last few weeks we have set up large number of staff with the ability to use their personal computer to do work	3/11/2020 4:41 PM
6	Via VPN telecons etc	3/11/2020 4:26 PM
7	It depends on the position but we offer this benefit from time to time now and it works good. The employees would do great with this if given the option.	3/11/2020 3:18 PM
8	We've already implemented this in part. Most operations are on the cloud and coordination/communication is the main challenge, not lack of technical capability.	3/11/2020 1:42 PM
9	We've done so already. All workflow tools are online.	3/11/2020 1:06 PM
10	Work from home testing complete. About 5% of staff cannot work from home - almost entirely print production.	3/11/2020 6:53 AM
11	by asking them to work from home and making sure they have equipment to do so.	3/10/2020 1:31 PM
12	yes, we are considering different scenarios	3/10/2020 10:10 AM
13	the majority - yes as they are equipped to work remoted; we're doing remote work readiness assessment to address those who still have desktop computers; challenge is with production and circulation workers who can't work remotely due to the nature of the job	3/10/2020 9:56 AM
14	If the risk of commuting is reaching dangerous level then WFH is a possible option. Employee could still be productive as long as they have internet connection.	3/10/2020 9:46 AM
15	Already in place with tech and hardware supporting a large number who can work from home	3/10/2020 9:25 AM

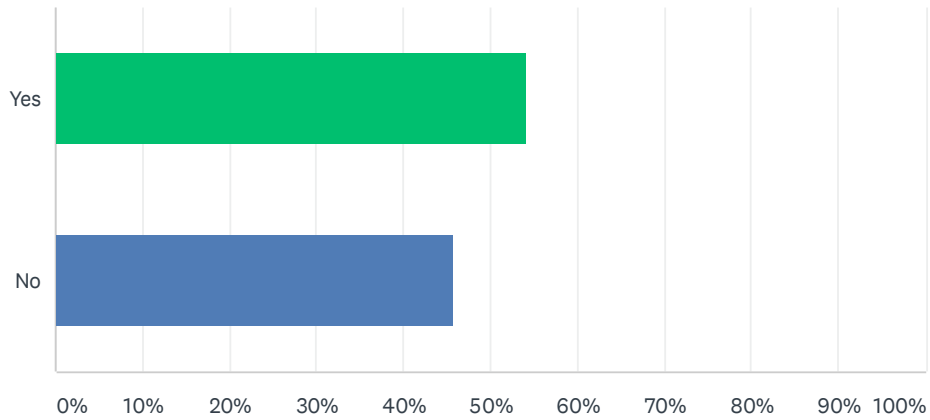
Q40 How are you (if at all) dealing with other staff illnesses in the office that are not coronavirus-related?

Answered: 21 Skipped: 35

#	RESPONSES	DATE
1	Asking those who have colds or fevers to stay at home - as also those who have pre-existing medical conditions. those who have traveled to countries with high incidence of infections are being tested for COVID 19	3/12/2020 10:21 AM
2	As long as a staff member feels unwell, he is encouraged to go home. Doctors here also give 5 days of sick leave for those who come in for flu-related illnesses just to be on the safe side.	3/12/2020 8:49 AM
3	illness with recovery time or home office	3/12/2020 4:00 AM
4	They have been asked to go for thorough medical check ups and advised to take rest / medication as advised by the certified doctor / practitioner.	3/12/2020 2:05 AM
5	Anything that is cold or flu symptoms is to stay home. Happy to work from home if you are well enough. This has been communicated and anyone who is at work with a cough etc gets sent home	3/11/2020 4:42 PM
6	As per usual Any staff with infectious conditions must remain away from the office if supported with a doctors note Dealing with the paranoia is tough though	3/11/2020 4:29 PM
7	Sending anyone home who is sick and requesting they stay home for 24 hours once a fever has passed.	3/11/2020 3:18 PM
8	Being more stringent about sick employees staying away from the office.	3/11/2020 1:43 PM
9	Not an issue.	3/11/2020 1:07 PM
10	All Office from Home	3/11/2020 12:54 PM
11	Staff who feel unwell should not come into the office. We've emphasized that in all communications and our team take it seriously - senior leaders are role modeling it. Not yet had a situation where we've had to ask someone to go home.	3/11/2020 6:54 AM
12	asking all people who feel unwell to stay at home.	3/10/2020 1:32 PM
13	Staff take leave and we delegate.	3/10/2020 1:14 PM
14	Send them home at the slightest doubt.	3/10/2020 12:20 PM
15	the same as before corona	3/10/2020 11:11 AM
16	?	3/10/2020 10:27 AM
17	We have two small clinics in both main cities offices, since they are linked with government health system, we have first hand guidelines and information how we may proceed in this and other health epidemics	3/10/2020 10:12 AM
18	we are handling on a case-by-case basis. HR reviews and brings the case to the task force to decide on next steps. We are asking those who are sick to work remotely and stay connected to HR. We ask for clearance by a health care professional where it makes sense.	3/10/2020 9:58 AM
19	Don't stigmatize, show empathy, advise to rest	3/10/2020 9:48 AM
20	No people with contagious illness are allowed in the office	3/10/2020 9:32 AM
21	n/ a	3/10/2020 9:25 AM

Q41 Do you have an employee policy to pay workers who cannot work from home and have been asked to stay away from the work environment?

Answered: 24 Skipped: 32



ANSWER CHOICES	RESPONSES	
Yes	54.17%	13
No	45.83%	11
TOTAL		24

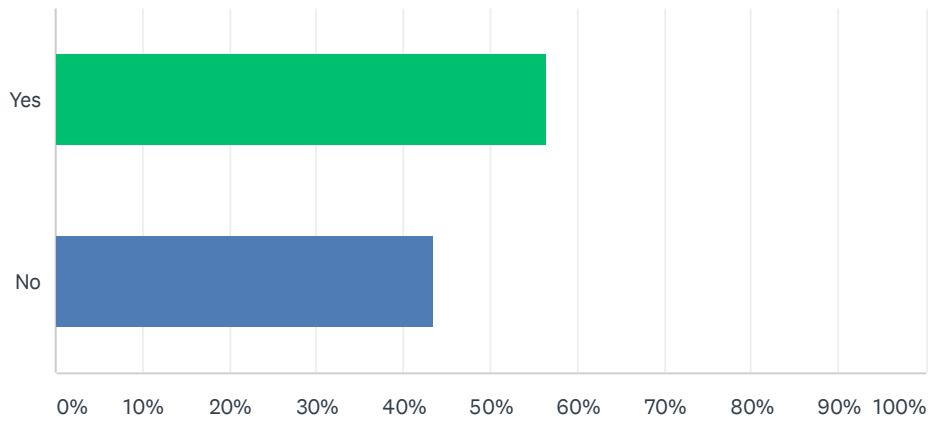
Q42 If yes, what is the plan?

Answered: 13 Skipped: 43

#	RESPONSES	DATE
1	not yet	3/12/2020 10:22 AM
2	Those who are required to stay at home on quarantine orders continue to be paid even though if they are unable to carry out their work-related duties.	3/12/2020 8:49 AM
3	it is possible for all employees to work from home	3/12/2020 4:04 AM
4	We have leave and attendance policy in place to address such cases.	3/12/2020 2:06 AM
5	In NZ if you are willing and able to work but cannot you must be paid.	3/11/2020 4:43 PM
6	We do not, but wondering if this would qualify for unemployment.	3/11/2020 3:19 PM
7	In most cases, we will continue to pay them sick pay.	3/11/2020 1:43 PM
8	This is Norway. There are laws for that.	3/11/2020 1:07 PM
9	Not applicable - no hourly staff. We're looking at how to make sales staff whole re commission.	3/11/2020 6:57 AM
10	Not sure	3/10/2020 10:13 AM
11	we will have one by the end of this week	3/10/2020 10:12 AM
12	HR will coordinate FMLA, state leave, PTO, Disability pay, and/or state pay as appropriate	3/10/2020 9:59 AM
13	existing sick pay scheme	3/10/2020 9:26 AM

Q43 Will you permit work from home if employees are simply fearful and there are no cases of an infected employee at your worksite?

Answered: 23 Skipped: 33



ANSWER CHOICES	RESPONSES	
Yes	56.52%	13
No	43.48%	10
TOTAL		23

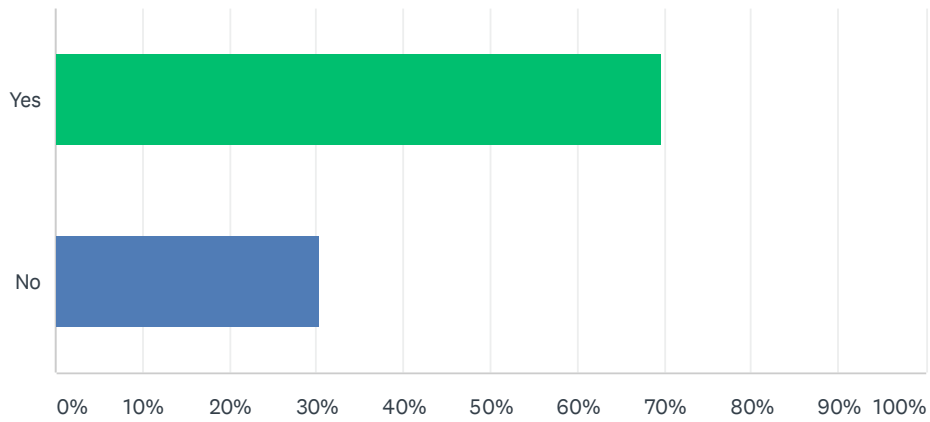
Q44 If yes, what is the plan?

Answered: 13 Skipped: 43

#	RESPONSES	DATE
1	IT WILL BE ASSESSED CASE BY CASE.	3/12/2020 9:35 AM
2	Most of our staff are able to telecommute.	3/12/2020 8:50 AM
3	not yet	3/12/2020 4:04 AM
4	yes but on a case by case basis	3/11/2020 4:44 PM
5	Not at this time but things are changing daily. We will need to readdress if we are asked again.	3/11/2020 3:19 PM
6	We've already encouraged WFH of all employees.	3/11/2020 1:44 PM
7	We've already made work from home mandatory.	3/11/2020 1:08 PM
8	HRBPs communicating to managers on case by case basis at this point.	3/11/2020 6:59 AM
9	if the job can be done from home - we have a telework policy in place	3/10/2020 11:16 AM
10	WFH with usual daily task and delivery	3/10/2020 10:14 AM
11	we will decide by the end of this week	3/10/2020 10:13 AM
12	they need to work with HR and their manager	3/10/2020 10:00 AM
13	nothing agreed onthis - we will take case by case	3/10/2020 9:27 AM

Q45 If employees must work from home, will you pay their connectivity costs?

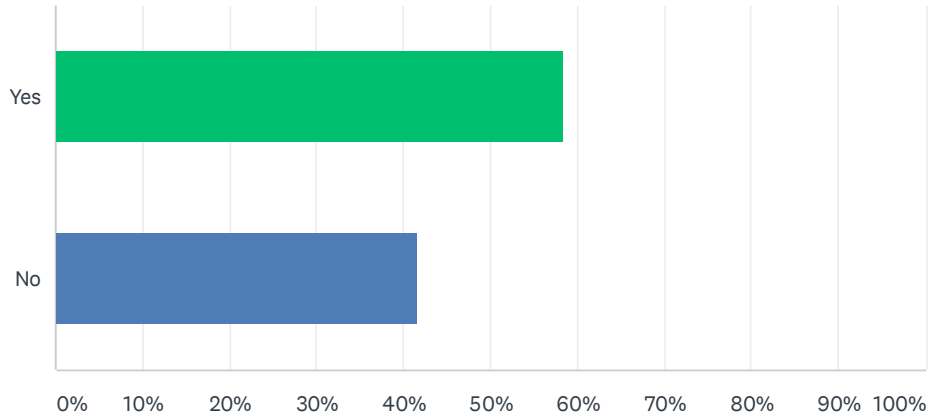
Answered: 23 Skipped: 33



ANSWER CHOICES	RESPONSES	
Yes	69.57%	16
No	30.43%	7
TOTAL		23

Q46 Do you currently have a policy on paying connectivity costs in place?

Answered: 24 Skipped: 32



ANSWER CHOICES	RESPONSES	
Yes	58.33%	14
No	41.67%	10
TOTAL		24

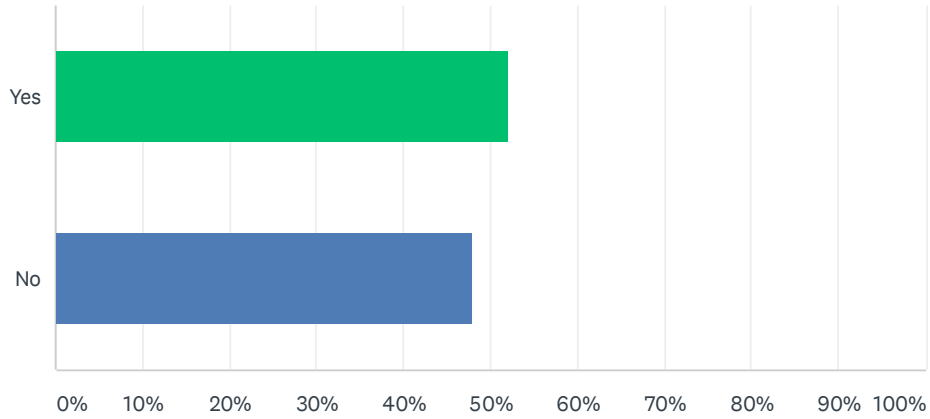
Q47 If yes, what is the policy?

Answered: 12 Skipped: 44

#	RESPONSES	DATE
1	Connectivity costs (whether mobile, broadband etc) are approved on a case by case basis. Most reporters are given a subsidy to cover their communications costs.	3/12/2020 8:51 AM
2	All (?) of our employees have broad band at home which is quit cheep in Sweden.	3/12/2020 8:17 AM
3	IT asset usage guidelines are in place	3/12/2020 2:07 AM
4	Executive staff have their mobile and data costs paid and staff who handles clients content etc have allowances	3/11/2020 10:57 PM
5	We offer employees a wireless stipend if they need to work from home. This would be extended if needed during this time.	3/11/2020 3:20 PM
6	We cover broadband/fiber + phone up to a given monthly amount.	3/11/2020 1:08 PM
7	We provide work phone if requested or partial reimbursement of own phone. We can provide mobile hotspots for those who do not have home internet connection.	3/11/2020 7:00 AM
8	Carriage fees for Mobile payed by management up to 70 \$ a month.	3/10/2020 12:21 PM
9	Communication cost coverage is part of the salary structure	3/10/2020 10:15 AM
10	we will decide by the end of this week	3/10/2020 10:13 AM
11	we do not cover	3/10/2020 10:00 AM
12	only on a case by case basis	3/10/2020 9:27 AM

Q48 Do you need to order more laptops or other equipment to allow work from home?

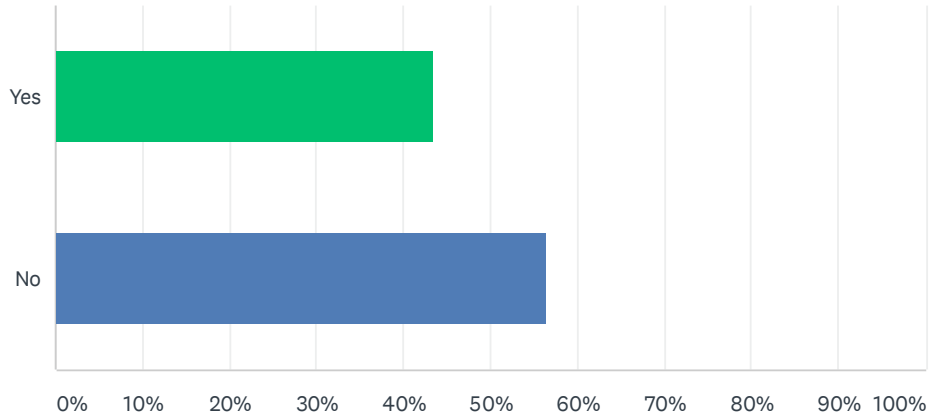
Answered: 23 Skipped: 33



ANSWER CHOICES	RESPONSES	
Yes	52.17%	12
No	47.83%	11
TOTAL		23

Q49 Do you have a contingency plan if there's a backorder on technical supplies?

Answered: 23 Skipped: 33



ANSWER CHOICES	RESPONSES	
Yes	43.48%	10
No	56.52%	13
TOTAL		23

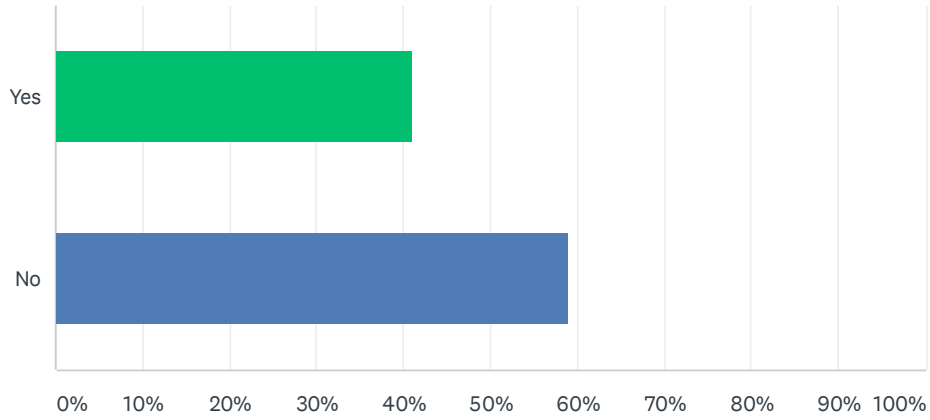
Q50 If yes, what is the policy?

Answered: 11 Skipped: 45

#	RESPONSES	DATE
1	IN DRAFTING	3/12/2020 9:37 AM
2	We keep spare machines in case those issued break down or if there is a larger need for them.	3/12/2020 8:52 AM
3	We have enough assets in place.	3/12/2020 2:08 AM
4	Additional units have been ordered	3/11/2020 10:58 PM
5	We will share existing laptops among production critical staff who do not have them.	3/11/2020 4:45 PM
6	We have been ordering laptops recently as we are upgrading devices. Most are here or being deployed shortly. We have some used laptops on hand that could be used if shipping is delayed.	3/11/2020 3:21 PM
7	We're good.	3/11/2020 1:09 PM
8	Use alternative supplier, shop locally.	3/11/2020 7:01 AM
9	Handled by IT	3/10/2020 10:16 AM
10	we will have one by the end of this week	3/10/2020 10:14 AM
11	aligned with other resources	3/10/2020 10:00 AM

Q51 Do you have a plan in place to deal with potential union concerns?

Answered: 22 Skipped: 34



ANSWER CHOICES	RESPONSES	
Yes	40.91%	9
No	59.09%	13
TOTAL		22

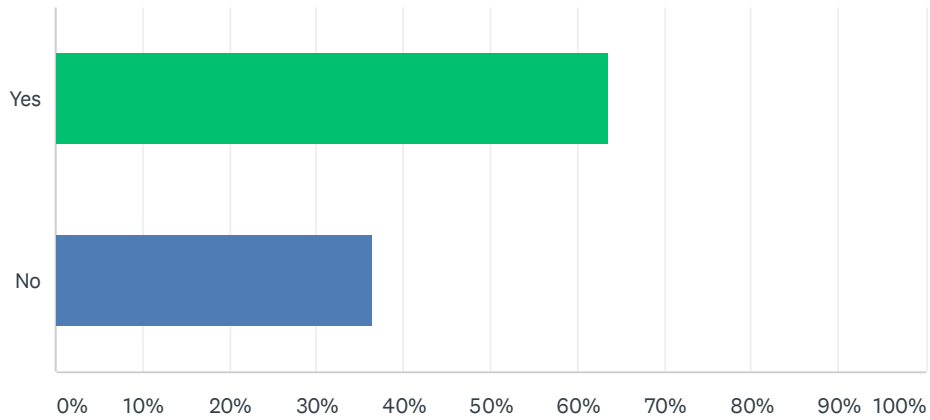
Q52 If yes, what is your plan?

Answered: 7 Skipped: 49

#	RESPONSES	DATE
1	Our HR department works very closely with the various unions to ensure no disruptions happen.	3/12/2020 8:53 AM
2	They shall be addressed by the concerned body / team.	3/12/2020 2:08 AM
3	Unions will consulted and advised in order to inform their members alongside management Essential that two groups co operate	3/11/2020 11:00 PM
4	We have close dialogue with our unions.	3/11/2020 1:09 PM
5	N/A	3/10/2020 10:16 AM
6	we dont have unions in our company	3/10/2020 10:14 AM
7	legal manages	3/10/2020 10:00 AM

Q53 Do you have a plan in place to deal with journalists and reporters who do not wish to attend certain public events or be in certain environments?

Answered: 22 Skipped: 34



ANSWER CHOICES	RESPONSES	
Yes	63.64%	14
No	36.36%	8
TOTAL		22

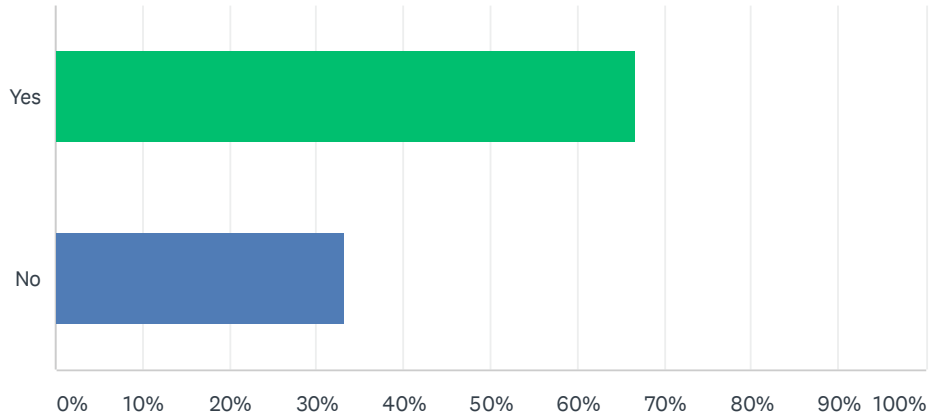
Q54 If yes, what is your plan?

Answered: 13 Skipped: 43

#	RESPONSES	DATE
1	most events are being cancelled any way - and we are asking reporters to stay away from crowds - ofcourse we cannot stop important reporting like that of Delhi riots	3/12/2020 10:23 AM
2	IT WILL BE ASSESSED CASE BY CASE.	3/12/2020 9:37 AM
3	We will accede to their request and ask for volunteers who have no issues with attending.	3/12/2020 8:53 AM
4	They can take support from fellow journalists in the group	3/12/2020 2:09 AM
5	We will be unable to force relevant to attend locations where risk exists however if attendance occurs in risk areas protective clothing will be provided by company	3/11/2020 11:02 PM
6	Send others where possible	3/11/2020 4:45 PM
7	We're advising them on good health practices and asking them to access and cover meetings online if possible.	3/11/2020 1:45 PM
8	We're telling our journalists to stay away from large groups (50+ people), but have close dialogue with their manager in case it is deemed necessary.	3/11/2020 1:10 PM
9	Don't go.	3/11/2020 7:02 AM
10	Respect their opinion	3/10/2020 10:17 AM
11	we will have one by the end of this week	3/10/2020 10:15 AM
12	we fully support if they don't want to go and encourage tele/video participation	3/10/2020 10:01 AM
13	No plan to endanger staff livelihood and we will listen to any concerns / treat similar to any public safety event	3/10/2020 9:29 AM

Q55 Do you have a plan in place to deal with sales reps who do not wish to attend or go to certain client locations?

Answered: 21 Skipped: 35



ANSWER CHOICES	RESPONSES	
Yes	66.67%	14
No	33.33%	7
TOTAL		21

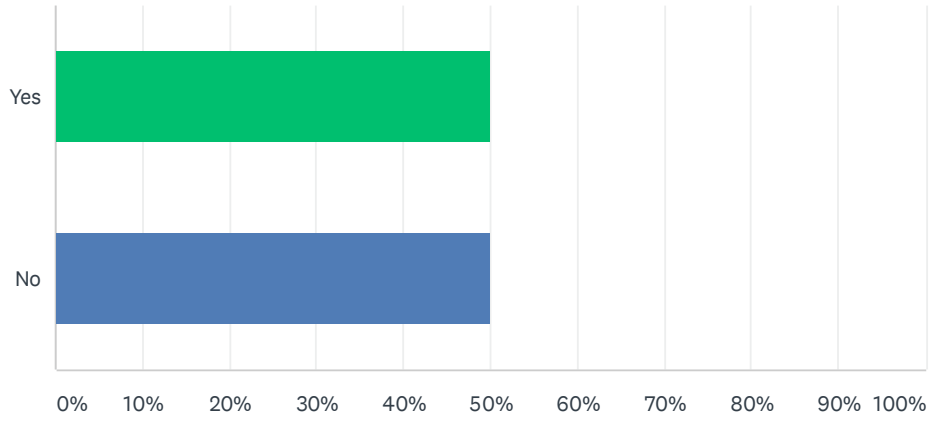
Q56 If yes, what is your plan?

Answered: 13 Skipped: 43

#	RESPONSES	DATE
1	not yet	3/12/2020 10:23 AM
2	IT WILL BE ASSESSED CASE BY CASE.	3/12/2020 9:37 AM
3	There is always the option of tele/video conferencing.	3/12/2020 8:54 AM
4	As with journalists stated previously however everything required for sales placements is set up electronically	3/11/2020 11:05 PM
5	Send others, connect vis tech	3/11/2020 4:46 PM
6	If the sales rep is concerned they we encourage them to schedule a web meeting.	3/11/2020 3:22 PM
7	We'll assess whether there are ways to provide safeguards and if so, either send another employee or manager or counsel the employee.	3/11/2020 1:46 PM
8	Sales meetings are held by phone or video meetings - the problem is actually the opposite: clients cancel meetings.	3/11/2020 1:11 PM
9	Don't go.	3/11/2020 7:02 AM
10	Respect their opinion	3/10/2020 10:17 AM
11	we will have one by the end of this week	3/10/2020 10:15 AM
12	virtual mtgs/video conferencing	3/10/2020 10:02 AM
13	as per #54	3/10/2020 9:29 AM

Q57 Do you have a plan in place to deal with a response to employees who use public transportation?

Answered: 22 Skipped: 34



ANSWER CHOICES	RESPONSES	
Yes	50.00%	11
No	50.00%	11
TOTAL		22

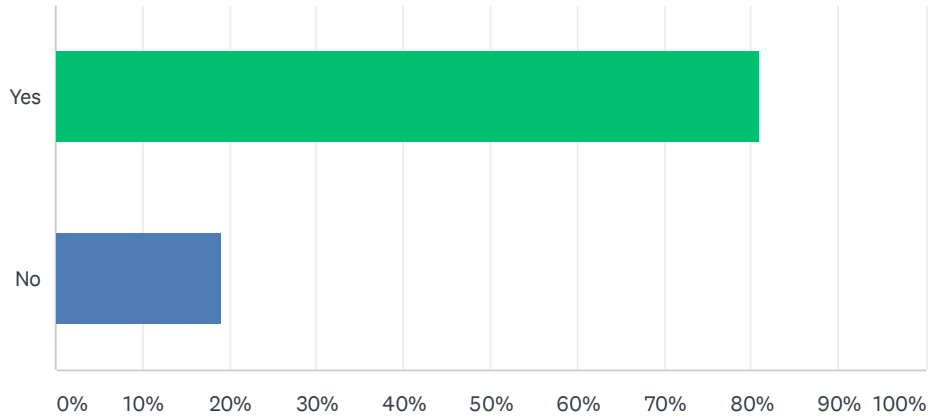
Q58 If yes, what is your plan?

Answered: 12 Skipped: 44

#	RESPONSES	DATE
1	we provide pick up and drops	3/12/2020 10:24 AM
2	Just for them to ensure personal hygiene when and after they take public transport	3/12/2020 8:54 AM
3	The guidelines have been shared / communicated with the staff for personal hygiene and precautions to be taken while traveling from public transport	3/12/2020 2:11 AM
4	If essential for staff to operate from home shuttle transport will be provided	3/11/2020 11:07 PM
5	We have minimal public transit employees.	3/11/2020 3:22 PM
6	We've told people to work from home.	3/11/2020 1:11 PM
7	Home Office	3/11/2020 12:56 PM
8	Employees who feel unsafe commuting via public transport can tell their managers and work from home.	3/11/2020 7:03 AM
9	Hygiene and personal viral protection instructions are in place	3/10/2020 10:18 AM
10	we will have one by the end of this week	3/10/2020 10:16 AM
11	we provide good hygiene and travel guidelines based on cdc	3/10/2020 10:02 AM
12	To follow the Government guidelines	3/10/2020 9:29 AM

Q59 Do your journalists and reporters have access to a publishing system outside the office?

Answered: 21 Skipped: 35



ANSWER CHOICES	RESPONSES	
Yes	80.95%	17
No	19.05%	4
TOTAL		21

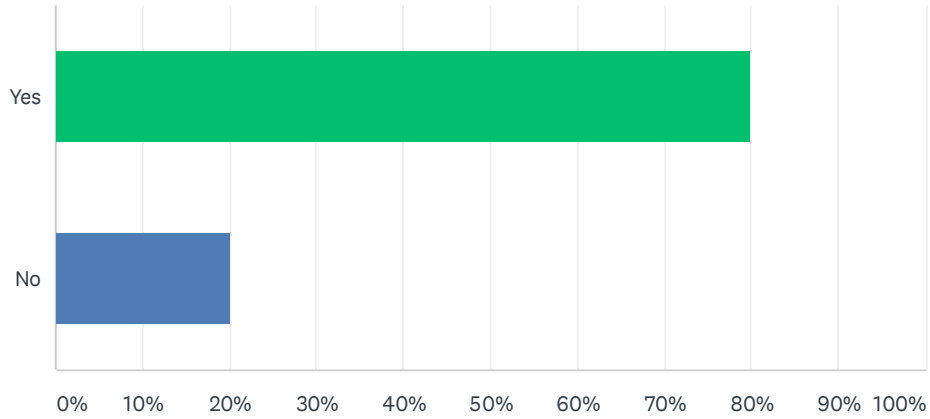
Q60 If yes, what is your plan?

Answered: 11 Skipped: 45

#	RESPONSES	DATE
1	Our publishing system allows telecommuters to work on it.	3/12/2020 8:55 AM
2	Yes, they have access to online publishing platforms	3/12/2020 2:12 AM
3	systems are accessible on line via remote access	3/11/2020 11:07 PM
4	Our new system is web based.	3/11/2020 3:23 PM
5	That they have access (this is the standard solution).	3/11/2020 1:11 PM
6	Online	3/11/2020 12:57 PM
7	Work from home testing complete.	3/11/2020 7:04 AM
8	Encourage remote work from home if needed.	3/10/2020 12:23 PM
9	Work as usual	3/10/2020 10:18 AM
10	no	3/10/2020 10:16 AM
11	we have a team who manages this	3/10/2020 10:02 AM

Q61 Do you have a plan to follow if an employee is exposed or has a family member exposed to a virus or other public health issue?

Answered: 20 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	80.00%	16
No	20.00%	4
TOTAL		20

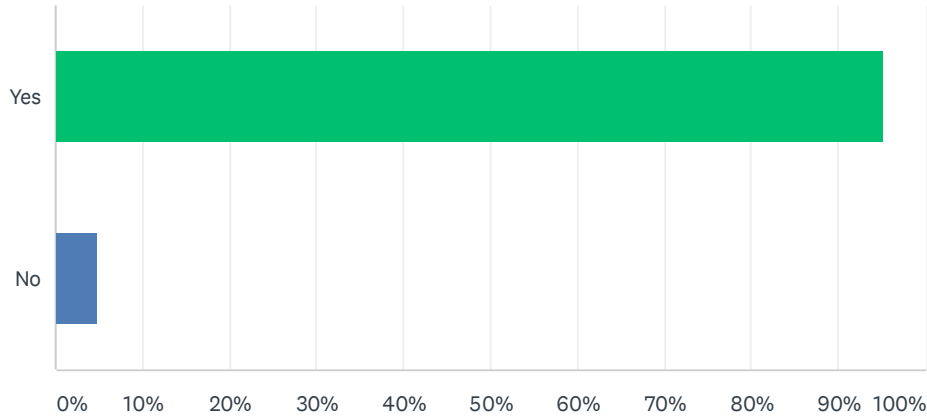
Q62 If yes, what is your plan?

Answered: 13 Skipped: 43

#	RESPONSES	DATE
1	We get them to work from home for 14 days.	3/12/2020 8:55 AM
2	The employees should be restricted to come to work immediately followed by complete cure of the health issue by a certified medical practitioner / doctor.	3/12/2020 2:13 AM
3	All contagious diseases are notifiable and affected staff may not return to work until a doctor has supplied a fit for work certificate This is common with TB in my country	3/11/2020 11:10 PM
4	Staff have been asked to provide information on their overseas travel and direct families travel. We have a database on this which we are reviewing to assess risk. Also we have done a lot of communication to increase awareness of risk from people who they connect with	3/11/2020 4:48 PM
5	They are not to come to the office and instead WFH.	3/11/2020 1:47 PM
6	Quarantine, 14 days, as per national policy.	3/11/2020 1:12 PM
7	Work from home for 14 days	3/11/2020 7:04 AM
8	hotline - followed by specific advise dependent on circumstances and location	3/10/2020 1:34 PM
9	Self isolation	3/10/2020 1:11 PM
10	Handled by health professional until stated negative	3/10/2020 10:20 AM
11	yes, we follow governmet protocol guidelines through our internat health clinics	3/10/2020 10:17 AM
12	We do. Here is the plan for if they are exposed but not confirmed: employee must notify HR and is required to remain home for a 14-day incubation period and either work remotely or take leave; they can't return until clearance by a health care professional; HR to manage their return; communications will be assessed regarding notifying their co-workers and any others who they may have exposed; no names given	3/10/2020 10:05 AM
13	self isolate	3/10/2020 9:30 AM

Q63 Have you ensured that if your employees are working together, you have enough personal hygiene products, such as soap, hand-washing signage, tissues, or masks?

Answered: 21 Skipped: 35



ANSWER CHOICES	RESPONSES	
Yes	95.24%	20
No	4.76%	1
TOTAL		21

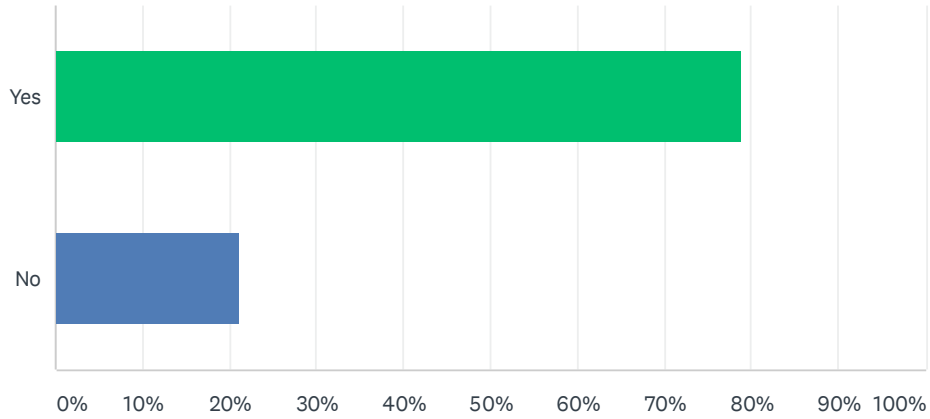
Q64 If yes, what specific prevention measures are you following?

Answered: 15 Skipped: 41

#	RESPONSES	DATE
1	SUPPLY HYGIENE PRODUCTS	3/12/2020 9:42 AM
2	Our admin department is task to source for such products on a regular basis as we have a large number of employees.	3/12/2020 8:56 AM
3	We have connected with some good sanitizer, masks manufacturer of the city and have asked them to put up a stall at our office and sell product at a discounted rate for employees to purchase directly.	3/12/2020 2:16 AM
4	Alcohol based hand sanitizer supplied to all offices Masjs supplied if in close contact	3/11/2020 11:11 PM
5	Provided anti bacteria hand sanitises / wipes and sprays to all offices. Cleaners are disinfecting high touch places (door handles , lift buttons) regularly, hotdesk staff instructed to wipe down desk at start and finish of shifts.	3/11/2020 4:50 PM
6	We have installed 9 new hand sanitizer dispensers around our building. We have plenty of hand soap on hand and ordered a lot of cleaning / sanitization wipes.	3/11/2020 3:24 PM
7	No masks, but hand-washing, hygiene, antibac.	3/11/2020 1:12 PM
8	Big Investment 6 month supply	3/11/2020 12:58 PM
9	Additional cleaning, additional hand sanitizer, PPE where appropriate. Importance of hand washing stressed in email Comms and on dedicated microsite.	3/11/2020 7:05 AM
10	as per the question!	3/10/2020 1:35 PM
11	Providing more soap, Purell, etc. Cleaning the areas thoroughly	3/10/2020 12:24 PM
12	1. Body temperature measurement at all office entry points. 2. Hand sanitizer available at entry points and in each working rooms. 3. Hygiene instructions on posters, email, social media and chat apps. 4. Healthcare professional ready to examine any visible symptoms	3/10/2020 10:24 AM
13	we are working on it	3/10/2020 10:17 AM
14	HR is handling supplies, putting up hygiene posters, even managing group food options like candy dishes	3/10/2020 10:06 AM
15	extensive signage and use of sanitisers	3/10/2020 9:31 AM

Q65 Do you have any minimum standards for your maintenance or janitorial providers?

Answered: 19 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	78.95%	15
No	21.05%	4
TOTAL		19

Q66 If yes, what is your minimum standards?

Answered: 13 Skipped: 43

#	RESPONSES	DATE
1	air disinfectants - sanitising of key boards, air purifiers, hand sanitisers	3/12/2020 10:25 AM
2	WE ARE TALKING WITH SUPPLIERS	3/12/2020 9:42 AM
3	It is stated in the contract terms signed with the contractor.	3/12/2020 8:56 AM
4	they have been instructed to wash hands every time they complete any activity.	3/12/2020 2:18 AM
5	Janitorial requirements are outsourced however the same precautions are requested	3/11/2020 11:13 PM
6	All surfaces and common area door handles, faucets, etc. are cleaned daily. Cleaning supplies are available for interim use by employees.	3/11/2020 1:48 PM
7	Nothing out of the ordinary for this. But we've told everyone to work from home, so janitorial duties are light.	3/11/2020 1:13 PM
8	The World Health Assembly (WHA)	3/11/2020 12:59 PM
9	deep clean every 24 hours in HK. inytense clean every 24 hours everywhere else	3/10/2020 1:36 PM
10	Not sure	3/10/2020 10:24 AM
11	we are working on it	3/10/2020 10:17 AM
12	basic cleaning - but we have upped the cleaning services and if someone is sick and had to leave, we do a thorough disinfection	3/10/2020 10:07 AM
13	We have increased to ask for daily deep clean of all common areas . lifts , and WC;s	3/10/2020 9:32 AM

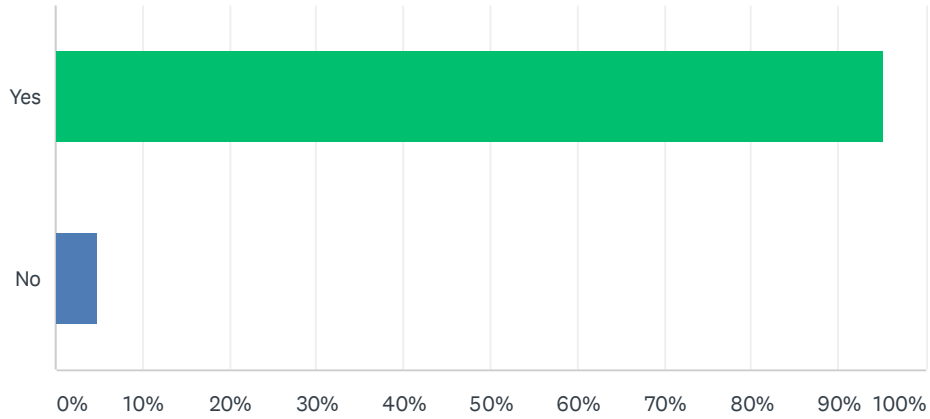
Q67 What is your obligation to maintain a healthy workplace – free of discrimination?

Answered: 16 Skipped: 40

#	RESPONSES	DATE
1	It is an absolute commitment to work place	3/12/2020 10:26 AM
2	It is part of our HR policy.	3/12/2020 8:56 AM
3	There is no discrimination at work of any nature, we ensure people get healthy and safe work environment.	3/12/2020 2:20 AM
4	Discrimination to be reported and handled by HR	3/11/2020 11:14 PM
5	Both company policy and NZ legislation requires us to maintain a healthy / safe workforce. We have briefed our leadership to be aware.	3/11/2020 4:53 PM
6	?	3/11/2020 1:48 PM
7	Again: this is Norway. There are laws for that.	3/11/2020 1:13 PM
8	The World Health Assembly (WHA)	3/11/2020 12:59 PM
9	These principles have not come into conflict.	3/11/2020 7:07 AM
10	high	3/10/2020 1:36 PM
11	Same as the law and charter of rights require.	3/10/2020 12:25 PM
12	we have a cpbw	3/10/2020 11:20 AM
13	Encourage employee not to stigmatize anyone with sickness but also encourage open communication to be more self protecting. E. G. It is understandable to reject handshake	3/10/2020 10:28 AM
14	is part of our core values and our culture	3/10/2020 10:18 AM
15	we are flexible with working remotely and taking leave; we have enforced this with leadership and managers as well to ensure all are supportive	3/10/2020 10:08 AM
16	Only our obligation as employers to maintain a safe work environment	3/10/2020 9:33 AM

Q68 Does your company have an employee confidentiality policy in place?

Answered: 21 Skipped: 35



ANSWER CHOICES	RESPONSES	
Yes	95.24%	20
No	4.76%	1
TOTAL		21

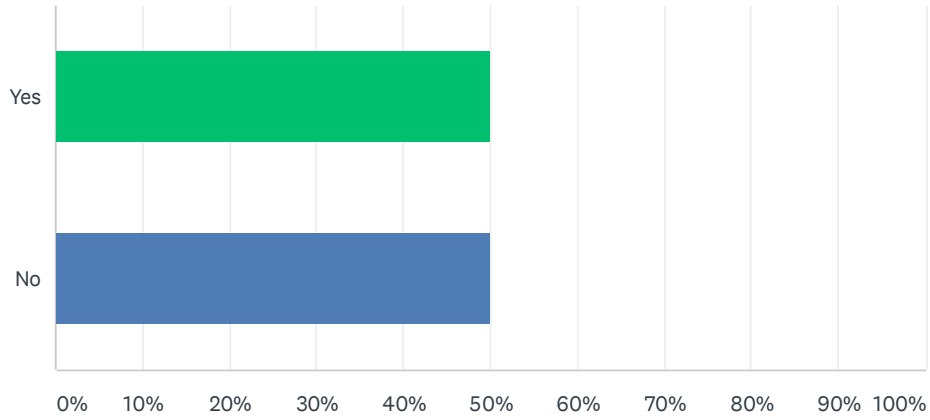
Q69 If yes, what is your policy?

Answered: 11 Skipped: 45

#	RESPONSES	DATE
1	IT'S CONFIDENTIAL	3/12/2020 9:43 AM
2	We have a whistleblower hotline that goes to our internal audit department. All complaints are investigated and the employee's details are kept confidential.	3/12/2020 8:57 AM
3	Non Disclosure Agreement	3/12/2020 2:20 AM
4	The same policy in place for HIV applies however the affected staff in this case will remain at home/quarantine until fit for work	3/11/2020 11:16 PM
5	Personal medical information is confidential from other employees, except we will notify employees of exposure to a sick employee.	3/11/2020 1:49 PM
6	Not sure how that's relevant?	3/11/2020 1:14 PM
7	NDA	3/11/2020 12:59 PM
8	If someone becomes unwell, we will not reveal identifying information in communication to staff.	3/11/2020 7:08 AM
9	Can't recall	3/10/2020 10:28 AM
10	no names of employees will be given	3/10/2020 10:08 AM
11	to keep all company matters confidential	3/10/2020 9:34 AM

Q70 Can your call centers direct calls to employees at home?

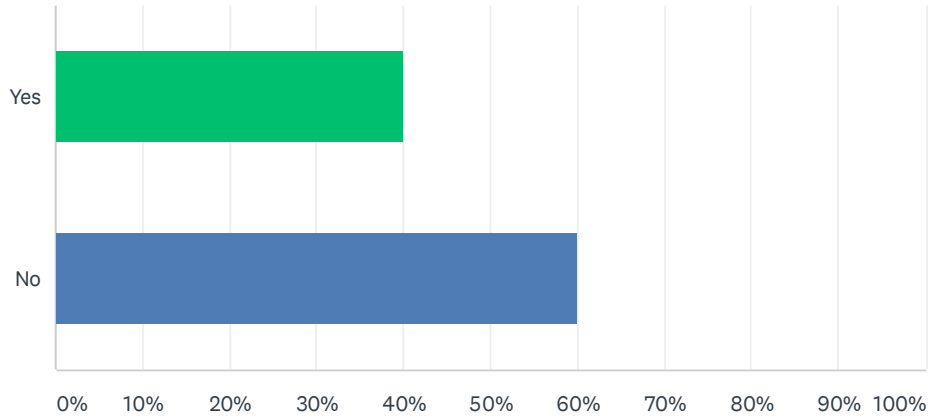
Answered: 20 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	50.00%	10
No	50.00%	10
TOTAL		20

Q71 Do you have an emergency call center preparedness plan?

Answered: 20 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	40.00%	8
No	60.00%	12
TOTAL		20

Q72 If yes, what is your emergency call center plan?

Answered: 9 Skipped: 47

#	RESPONSES	DATE
1	We have split operations for our call centre so that they can remain operational even if one side gets hit by the outbreak.	3/12/2020 8:58 AM
2	Each business unit will calls directed to jet staff	3/11/2020 11:17 PM
3	Limited by tech but we would close call centre phones and service queries online, live chat. Self service will handle most.	3/11/2020 4:55 PM
4	Our phone system is web based and can be directed to laptops or cell phones.	3/11/2020 3:25 PM
5	We only have mobile phones. Everyone is reachable as per usual.	3/11/2020 1:14 PM
6	Work from home	3/11/2020 7:09 AM
7	Handled by corporate crisis center	3/10/2020 10:29 AM
8	we are working on it	3/10/2020 10:19 AM
9	tech manages	3/10/2020 10:09 AM

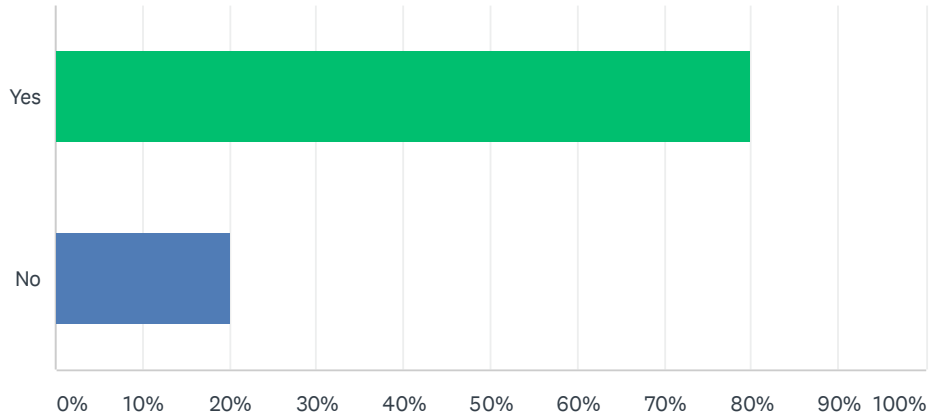
Q73 If no, how is your call center preparing for any urgent crisis?

Answered: 5 Skipped: 51

#	RESPONSES	DATE
1	we don 't have a call centre	3/12/2020 10:26 AM
2	The nature of business doesn't require call center	3/12/2020 2:22 AM
3	N/A	3/10/2020 10:29 AM
4	we are working on it	3/10/2020 10:19 AM
5	we don't have a call center	3/10/2020 9:34 AM

Q74 Is your company prepared to shift from in-person meetings to virtual meetings?

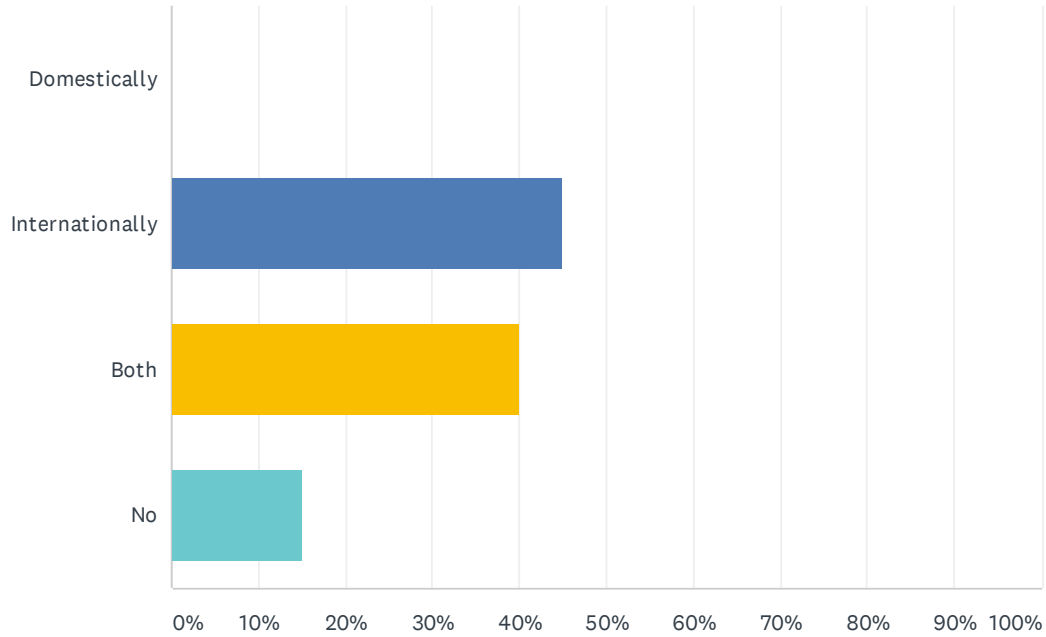
Answered: 20 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	80.00%	16
No	20.00%	4
TOTAL		20

Q75 Has your company suspended non-essential business travel?

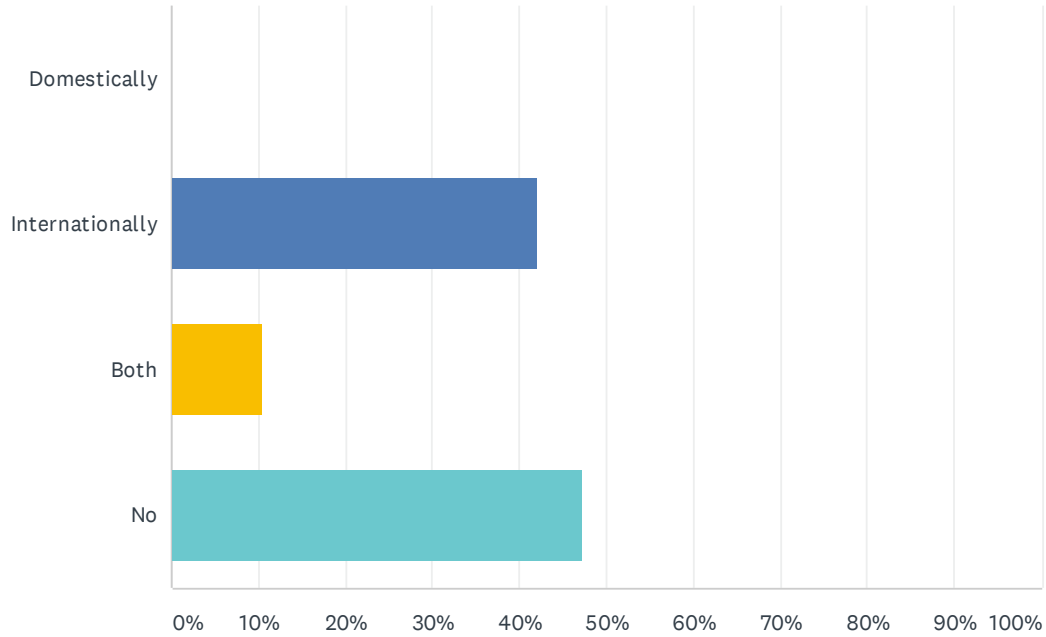
Answered: 20 Skipped: 36



ANSWER CHOICES	RESPONSES
Domestically	0.00% 0
Internationally	45.00% 9
Both	40.00% 8
No	15.00% 3
TOTAL	20

Q76 Has your company banned all travel?

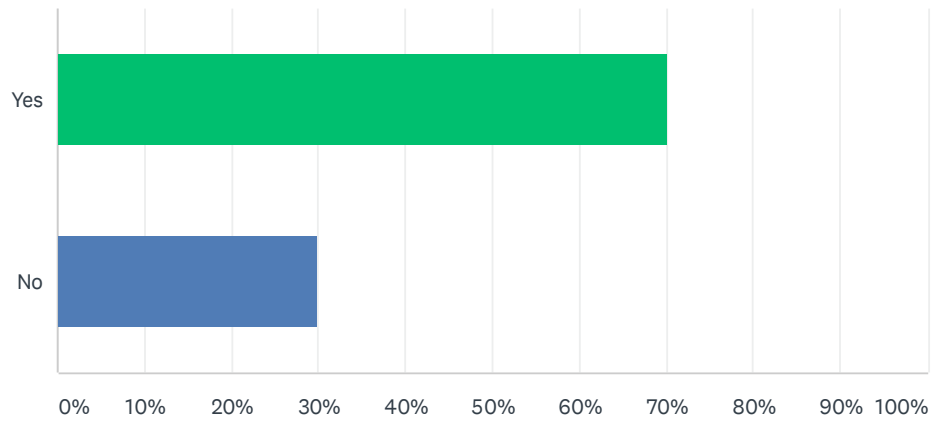
Answered: 19 Skipped: 37



ANSWER CHOICES	RESPONSES	
Domestically	0.00%	0
Internationally	42.11%	8
Both	10.53%	2
No	47.37%	9
TOTAL		19

Q77 Has your company experienced a sudden drop in advertising revenue?

Answered: 20 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	70.00%	14
No	30.00%	6
TOTAL		20

Q78 If yes, what are you doing to combat this?

Answered: 11 Skipped: 45

#	RESPONSES	DATE
1	looking for alternate revenue sources	3/12/2020 10:27 AM
2	Exploring opportunities with the government, who needs to reach out to the population with messaging during this crisis.	3/12/2020 8:59 AM
3	Ensure good long term relations with our customers. Find new possibilities.	3/12/2020 8:21 AM
4	We are working on other revenue opportunities and cost saving plan to manage the situation.	3/12/2020 2:34 AM
5	We are in contact with clients to offer low cost sales packages however if consumers do not venture out to stores on line delivery is likely to take place where sticks and delivery allow engage with	3/11/2020 11:21 PM
6	We have lost some and picked up some. Worst still to come we expect. Developed a commercial impact response plan that focuses on cost. To offset travel advertising spend - cruises, we are focusing on domestic travel	3/11/2020 4:58 PM
7	All meeting KPIs stand, but they will have to be virtual/by phone. Activity needs to remain high.	3/11/2020 1:15 PM
8	Lower Bonus, not new hired	3/11/2020 1:00 PM
9	1. Meet with all industry stakeholders (brand owners, agencies, tech companies and competitors) to understand the issue from a more holistic POV. 2. Based on industry insights, prepare short term plan to exercise other opportunities.	3/10/2020 10:33 AM
10	not yet	3/10/2020 10:20 AM
11	not significant as yet - more pause than cancel	3/10/2020 9:35 AM

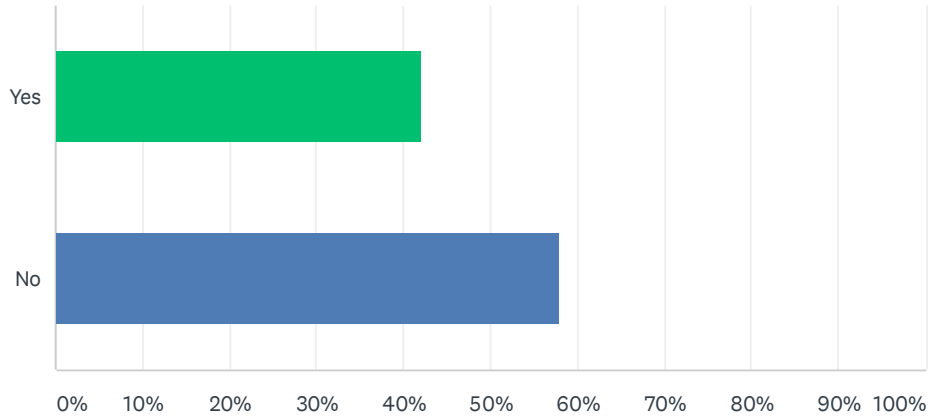
Q79 What types of advertising are you finding the most significant?

Answered: 11 Skipped: 45

#	RESPONSES	DATE
1	branded content	3/12/2020 10:27 AM
2	Travel, exhibitions, and retail	3/12/2020 8:59 AM
3	digital advertising	3/12/2020 2:34 AM
4	Small luxury stores	3/11/2020 11:22 PM
5	Travel and retail are the biggest impact	3/11/2020 4:58 PM
6	We're seeing drop-off in travel and event-based advertising (they're getting cancelled all over). Our most important advertising sector is food & groceries - no impact there yet.	3/11/2020 1:16 PM
7	PROGRAMMATIC	3/11/2020 1:01 PM
8	Airlines, travel industry	3/10/2020 12:26 PM
9	Programmatic and offline activation	3/10/2020 10:34 AM
10	N/A	3/10/2020 10:20 AM
11	Print , travel and tourism , events related , entertainments - James Bond film as an example	3/10/2020 9:36 AM

Q80 Has your company experienced other drops in revenue?

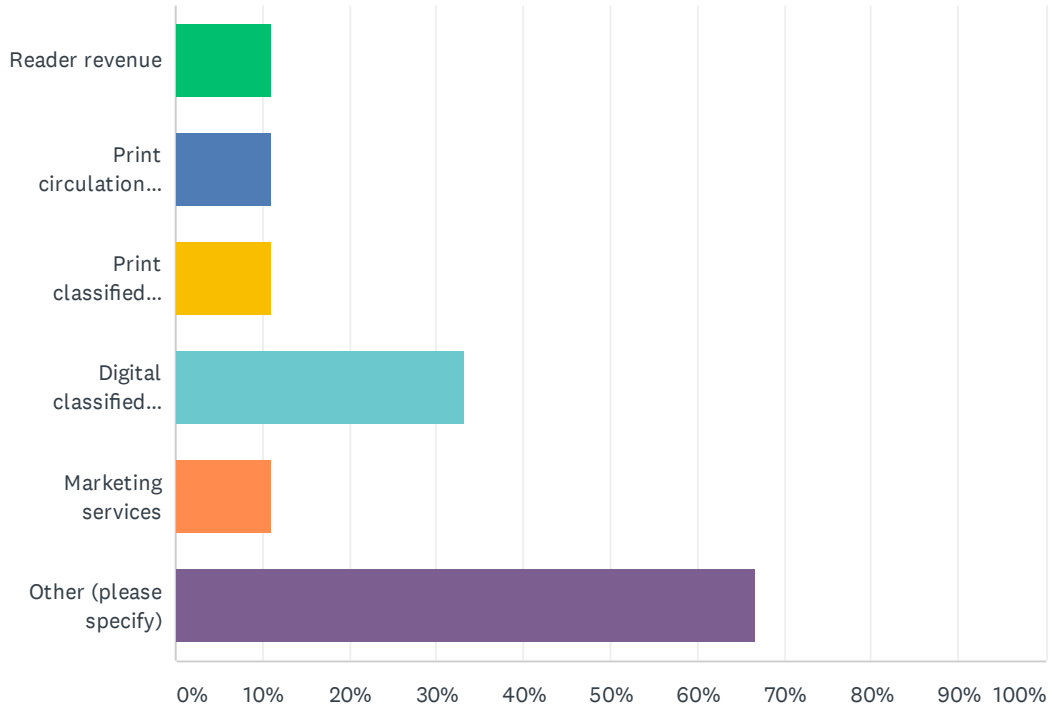
Answered: 19 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	42.11%	8
No	57.89%	11
TOTAL		19

Q81 If yes, which areas has your company experienced a drop in revenue (check all that apply):

Answered: 9 Skipped: 47

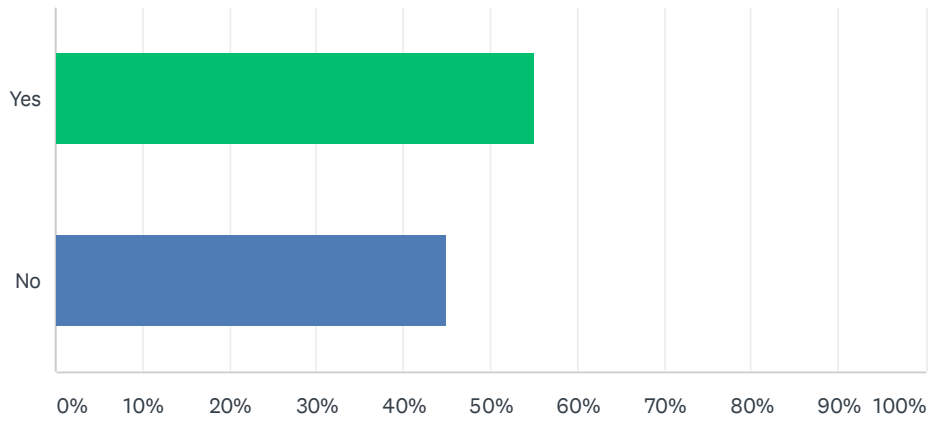


ANSWER CHOICES	RESPONSES
Reader revenue	11.11% 1
Print circulation reductions	11.11% 1
Print classified advertising	11.11% 1
Digital classified advertising	33.33% 3
Marketing services	11.11% 1
Other (please specify)	66.67% 6
Total Respondents: 9	

#	OTHER (PLEASE SPECIFY)	DATE
1	Events-related revenue	3/12/2020 8:59 AM
2	Event revenue	3/11/2020 3:26 PM
3	Print advertising	3/11/2020 1:51 PM
4	Events	3/11/2020 7:10 AM
5	webshop	3/10/2020 11:22 AM
6	Programmatic	3/10/2020 10:34 AM

Q82 Is your company producing any products around the COVID-19?

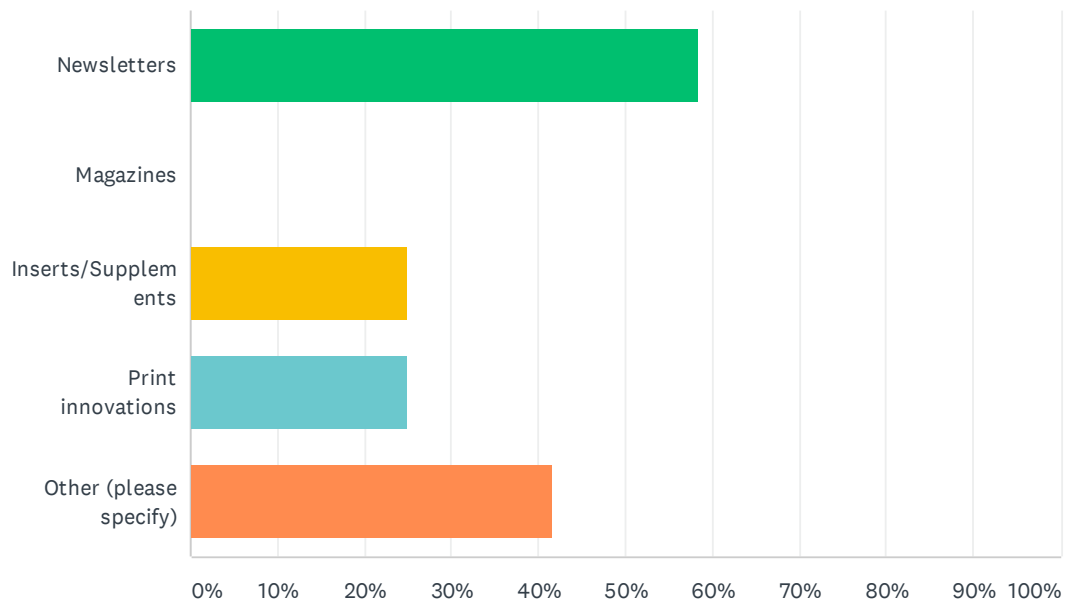
Answered: 20 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	55.00%	11
No	45.00%	9
TOTAL		20

Q83 If yes, which products are your company producing around the COVID-19?

Answered: 12 Skipped: 44

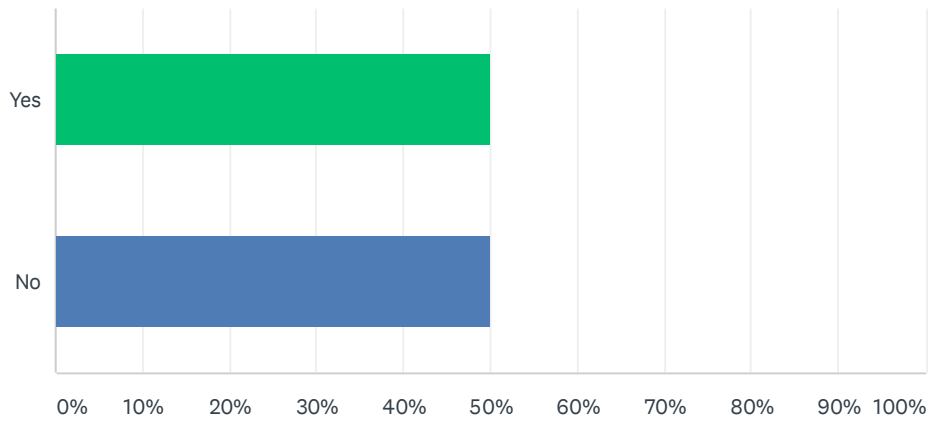


ANSWER CHOICES	RESPONSES
Newsletters	58.33% 7
Magazines	0.00% 0
Inserts/Supplements	25.00% 3
Print innovations	25.00% 3
Other (please specify)	41.67% 5
Total Respondents: 12	

#	OTHER (PLEASE SPECIFY)	DATE
1	A general ramp-up of coverage + push alerts. The information need is huge.	3/11/2020 1:17 PM
2	Videos	3/11/2020 1:01 PM
3	General coverage, local, national, international.	3/10/2020 12:27 PM
4	Branded breaking news	3/10/2020 10:35 AM
5	live meetings, notifications	3/10/2020 10:10 AM

Q84 Has your news organization cancelled any member events that might bring in revenue?

Answered: 20 Skipped: 36



ANSWER CHOICES	RESPONSES	
Yes	50.00%	10
No	50.00%	10
TOTAL		20

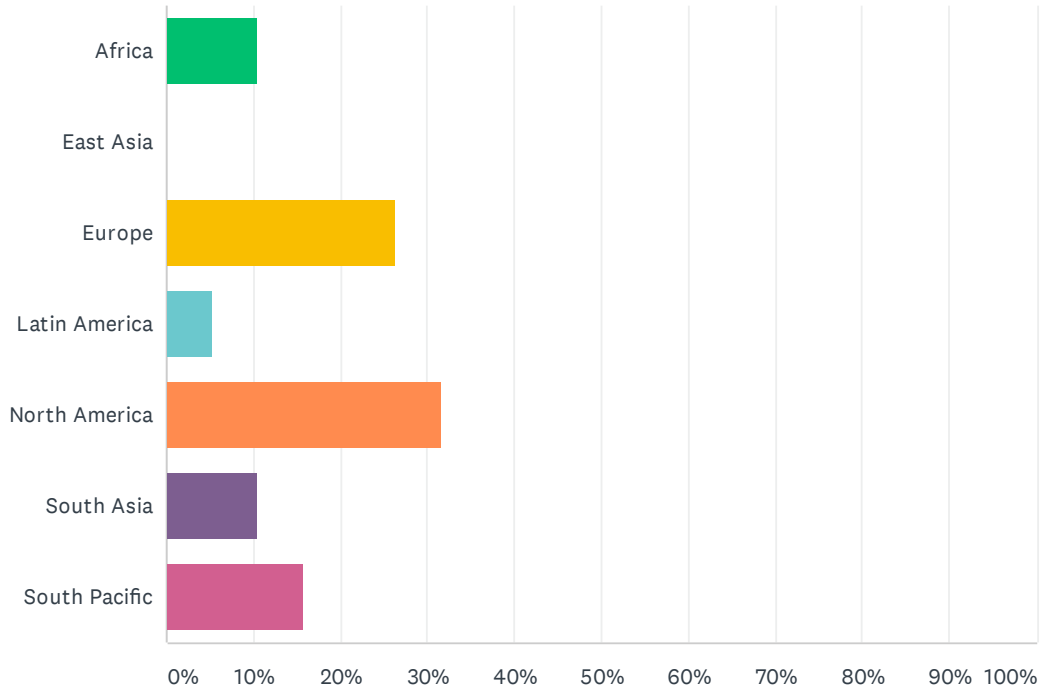
Q85 Your country?

Answered: 19 Skipped: 37

#	RESPONSES	DATE
1	India	3/12/2020 10:28 AM
2	Singapore	3/12/2020 9:00 AM
3	Sweden	3/12/2020 8:22 AM
4	India	3/12/2020 2:37 AM
5	South Africa	3/11/2020 11:25 PM
6	New Zealand	3/11/2020 4:59 PM
7	United States	3/11/2020 3:26 PM
8	USA	3/11/2020 1:51 PM
9	Norway	3/11/2020 1:17 PM
10	USA	3/11/2020 1:02 PM
11	United States	3/11/2020 7:11 AM
12	Australia	3/10/2020 1:19 PM
13	Ireland	3/10/2020 1:15 PM
14	Canada	3/10/2020 12:27 PM
15	belgium	3/10/2020 11:23 AM
16	Indonesia	3/10/2020 10:36 AM
17	Honduras	3/10/2020 10:21 AM
18	United States	3/10/2020 10:11 AM
19	Ireland	3/10/2020 9:37 AM

Q86 Your region?

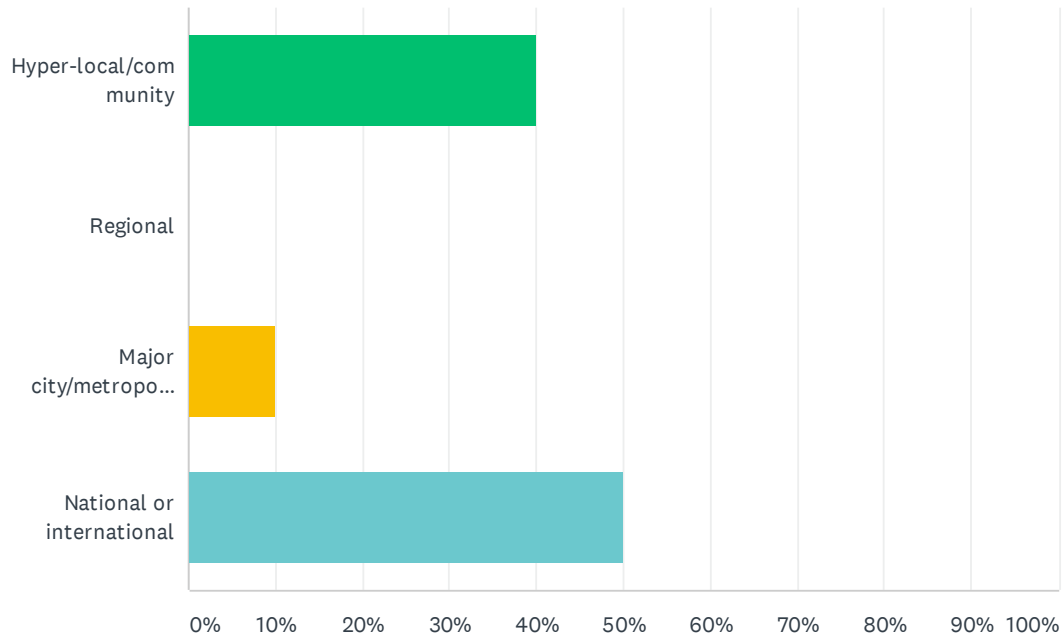
Answered: 19 Skipped: 37



ANSWER CHOICES	RESPONSES	
Africa	10.53%	2
East Asia	0.00%	0
Europe	26.32%	5
Latin America	5.26%	1
North America	31.58%	6
South Asia	10.53%	2
South Pacific	15.79%	3
TOTAL		19

Q87 What best describes your brand’s geographic focus?

Answered: 20 Skipped: 36



ANSWER CHOICES	RESPONSES	
Hyper-local/community	40.00%	8
Regional	0.00%	0
Major city/metropolitan	10.00%	2
National or international	50.00%	10
TOTAL		20