



**BCP (BUSINESS CONTINUITY PLANNING)  
MANUAL  
FOR SMALL & MEDIUM COMPANIES**

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# Chapter 1. COMPANY BCP MANUAL

## 1.1 What will be the consequences of a strong earthquake right under Tokyo

- **A strength 6 or 7 earthquake** (on the Japanese *shindo* scale) with Epicenter in the Tokyo area is possible at any moment (similar to Tokyo in 1923 or Kobe in 1995).

- **Tsunami** may reach 10m in Boso Peninsula and Pacific coast but is not assumed to go over 3 meters inside Tokyo Bay

- The following **worst case consequences** are assumed:

- \* A maximum of 175,000 **houses destroyed** by the tremors and additional 412,000 in the subsequent fires. Houses at risk are mostly individual wooden houses. Recent office buildings or mansions are expected to resist the tremors.

- \* A maximum of 11,000 **dead**, 72,000 **persons needing rescue** after the tremors and an additional 16,000 dead in the fires.

- \* **Electricity supply** will stop, 10% because of network physical damage, the rest because of insufficient supply. Restart may take around 1 week, but short supply may make revolving power outage necessary for a longer period.

- \* **Fixed and mobile telephones** voice communication will be reserved for priority uses and therefore unavailable during 1st day, They will be usable from the second day provided infrastructure has not been damaged (assumption is around 10% of capacity damaged for both fixed and mobile) and provided the equipment can operate without electricity. In case of extended power outage, batteries of mobile local relay antenna may run down and access to mobile network become impossible.

- \* **Internet** will mostly keep working but access which depends on telephone and/or power supply may not function.

- \* 50% of **water supply** will stop. Restart will take several weeks. The most important consequence is the lack of flush water in toilets.

- \* 10% of **sewage treatment** will be damaged and restart may take more than a month. Flush toilets in the damaged area will be unavailable during that period.

- \* **Gas supply** will stop automatically. If pipes are damaged, restart may take more than a month.

- \* All **public transportation** will stop. 8 million persons will be unable to go back home (*kitaku konnansha*). Subway is expected to restart after 1 week. Ground level or elevated railways including Shinkansen may take one month or more to restart. Haneda Airport will normally keep functioning even if 2 runways out of 4 suffer from soil liquefaction. However, airport access may be difficult. Gasoline or diesel fuel will become unavailable for cars and trucks.

Refineries might burn and neighborhoods need have to be evacuated.

\* **Television and radio** (especially NHK) will keep broadcasting but in case of power outage only radio using batteries will be accessible.

## 1.2 What is a BCP and why is it necessary

- Tokyo economic activity will come to a standstill and the impact will extend way outside the Kanto region. Japanese authorities fear that if companies remain out of activity too long they will not be able to restart because they will have lost not only material assets but also financial ability and critical personnel. This is why authorities request companies in Tokyo to be ready for a major earthquake and to be able to recover in the shortest time possible. Foreign capital companies are no exception.

- Some persons have a fatalist wait-and-see attitude and think that in case of disaster everybody will help each other and that making preparation beforehand will not change significantly the situation. See hereunder why this attitude should not be condoned.

- This BCP is made to enforce earthquake preparedness in two ways

\* **A general way valid for all companies** and centered on:

- ▣ employee protection,
- ▣ communication reinforcement in order to ensure Control & Command and allow managing the crisis
- ▣ IT backup and recovery

\* **A way which is specific for each company:**

- ▣ How to make the business less vulnerable to earthquakes

- This BCP is centered on the Japanese entity, independently from BCP or crisis management that may exist in the headquarters of some large groups. It needs to be coordinated. Foreign groups sometimes consider that crisis management means evacuating its personnel, expatriate or local, to another location in Japan as was sometimes done after March 11. In a major earthquake under Tokyo, disruption of public transportation will not allow evacuation to another place. On the other hand, general evacuation would probably not be useful.

The main theme of this BCP guideline is not about moving operations to Osaka, it is about how to work from home in Tokyo.

### 1.3 General preparedness recommendations : what will happen during an earthquake and how to get prepared

*What happens*

*What to do*

<b>1.3.1 DURING AND IMMEDIATELY AFTER THE EARTHQUAKE : “AVOIDING PANIC”</b>	
During a strong earthquake, there is not much that can be done except protecting one's head and avoiding falling or flying furniture	<b>Furniture should be fixed on floor or walls</b> , avoid heavy screens or computers on high places, beware of shelves or heavy cabinets tumbling
Personnel may want to rush outside in spite of the fact that inside the building is safer and that broken glass and rubble may be falling along the building facades	<b>Instruction to employees not to rush outside, but to take cover</b> under desks. Do not try to prevent furniture from falling
When tremors subside, employees may not know what to do or where to go and may start panicking	After checking with the building safety, it is recommended to <b>instruct employees as to where to go just after the tremors</b> (e.g. gather in 2nd floor cafeteria, or in the street). This must be decided and communicated beforehand and become a conditioned reflex. Purpose of preparation test exercises is not just to walk down the stairs but also to check whether employees remember what they have to do.
If employees have no leader to turn to, they may panic and not do the right things	<b>Nominate beforehand a disaster-time leader</b> (and deputies in case of unavailability). A senior Japanese executive may be better than a foreign CEO. This appointed leader must be trained in what is expected from him or her. The leader must be able to concentrate on his or her tasks and not be hindered by family concerns.
There might be people wounded, structural damage of the building and risk of fire in the office. This must be checked and, if necessary, addressed.	<b>Appoint beforehand persons in charge of checking the office.</b> They report to the disaster-time leader
	At least <b>one person should be trained in firefighting and first aid</b>
	<b>Fire extinguishers</b> should be available and people trained to find them and use them

	<b>First aid kit</b> should be available as well as a <b>stretcher</b> to carry seriously wounded persons
Most office buildings are designed to withstand earthquakes and to serve as local refuge for the personnel working there or visiting. However a decision needs to be made on whether it is safe to remain in the building or whether temporary evacuation is necessary (mostly because of fire risk).	<b>The disaster-time leader must take the remain-or-evacuate decision</b> and communicate to the employees. The disaster-time leader will keep a close contact in normal time with the building security in order to be able to coordinate in crisis time
	<b>Evacuation ground</b> 広域避難場所 (usually open ground, such as a public park, is used in case of fire) <b>must be identified beforehand</b> and communicated to employees in the disaster instructions
Tsunami is not very likely, at least inside Tokyo Bay where it is assumed to be a maximum of 3m, but it is still a possibility.	<b>If evacuation ground is under a tsunami risk</b> (less than 3 meters above the sea level), either a higher ground evacuation should be sought or evacuation should be avoided as much as possible
Once the risk of fire or other risks become clearer, employees who evacuated to open ground need to be told whether they can go back in office or go to an local area refuge	<b>The disaster-time leader must take the return to office or go to refuge decision.</b> Decision should as much as possible be coordinated with the building security.
	<b>Refuge or Area disaster protection center</b> 地域防災拠点 (usually a school or public building, but could also be a close-by office building) <b>must be identified beforehand</b> and communicated to the employees through an instruction. Identification can be made through the Building Security office or directly with the Ward (Ku) Disaster prevention Office.
Ambulances will not be able to circulate. Seriously injured persons need to be taken to a care unit designated by the ward in case of earthquake	<b>Care units designated by the ward for seriously injured persons and those for medium injuries must be identified beforehand</b> by the disaster-time leader

1.3.2 IN THE HOURS FOLLOWING THE EARTHQUAKE: “SENDING EMPLOYEES HOME IN AN ORDERLY WAY”	
<p>The first concern of employees after tremors will be to check their <b>family’s safety</b> (<i>kazoku no anpikakunin</i>). However, voice telephone will be unavailable, and it is not sure whether e-mail or other data communication will work.</p> <p>Without knowledge about their family’s situation, employee may become desperate and want to walk immediately back home which may be dangerous or impossible</p>	<p>Employees should prepare within the family a <b>safety confirmation message</b> (e.g. <i>I am OK in office</i>) to be exchanged between family members as soon as possible after the tremors. Channel (e-mail, Line etc.) should be agreed beforehand.</p>
	<p><b>Foreign employees</b> should also send immediately a message to their family back home and also to overseas headquarter in order to avoid useless worries and too many inquiries about the situation</p>
	<p>Employees and their families must be ready and know <b>what to do</b> (where to wait or where to go, where to reunite) <b>in the case no communication at all is available.</b></p>
	<p>This should be explained to employees in a Standard <b>Employee earthquake preparedness manual and checklist</b></p>
<p>Employees safety confirmation by the company (<i>jugyoin no anpikakunin</i>) needs to be done, and it is not sure that specialized applications (like SECOM’s) will operate.</p>	<p><b>Anpikakunin</b> applications should be supported by another independent confirmation method</p>
	<p>e.g. Employees can be given an e-mail address (independent from the company server) to which they should send a pre-established message, or a survey application could be used to send a message with pre-established answers to all employees.</p>
<p>Public transportation will become unavailable, and some employees will be unable to easily return home (帰宅困難者 <i>kitaku konnansha</i>)</p> <p>Many employees will want to immediately walk back home or to their children’s school however there might be fires or damaged infrastructure that may generate huge and dangerous people traffic jams.</p> <p>Government is asking companies to help curb a general and simultaneous</p>	<p>Company should issue a <b>walk-back-home policy</b> urging the employees to remain in the office until information on the road situation is available.</p>
	<p><b>Employees living at a long distance from office</b> (e.g. over 5 or over 10 km) should be identified. Notice of the policy should be communicated to all employees.</p>
	<p>Ultimately, the decision of walking back home will be the employee’s, but it should be taken after discussion with the disaster-time leader</p>

<p>walk back home (一斉帰宅抑制 <i>issei kitaku yokusei</i>) by having a plan to shelter employees in the office.</p>	
<p>Eventually, all employees will have to walk back home in a 1 to 3 day period. Walking 30 or more kilometers in difficult conditions will be a challenge for persons not accustomed or not equipped (in particular shoes). Convenience stores are supposed to help walkers with food drinks and toilets but will probably be fast out of supplies.</p>	<p>Employees who need it (mostly ladies with high heels) should keep a pair of walking shoes at the office. All employee should have an emergency bag, and take it in case of evacuation as well as when walking back home</p> <p>Suggested contents of the emergency bag:</p> <ul style="list-style-type: none"> <li>- water, energy food, toilet paper</li> <li>- paper map, flashlight,</li> <li>- vinyl raincoat</li> <li>- smartphone charger, spare batteries</li> <li>- laptop PC to work from home if so agreed with the company</li> </ul>
<p>Government requires companies to hold 3 days of emergency stock for employees and visitors. Those companies with retail outlets will also need to host stranded customers for the same time</p>	<p>The Company should store for emergency:</p> <ul style="list-style-type: none"> <li>- water (3l. per person per day), food</li> <li>- camping stove for hot meals or drinks</li> <li>- blankets, futons</li> <li>- emergency toilets, toilet paper</li> </ul>
<p>Once all company's employees have returned home, it will be difficult for most of them to go to the office until public transportation is restored. Persons with tasks to accomplish, should therefore be able to do it from home</p>	<p>Until electricity is reestablished, the only communication tool will be probably be the smartphone. Executives and employees with critical tasks should also take a laptop PC back home for remote work. For the laptop to be workable, there should be a resilient internet access from home, and remote working procedures (e.g. VPN) previously established and tested.</p>
<p>The option to move temporarily the head-office to Osaka or Kyoto as some companies did in March 2011 will probably not be possible or useful</p>	<p>In case of a strong earthquake in Tokyo, initial damage will be important but from there the situation should be improving. No new nuclear crisis is expected</p> <p>Families (in particular, foreigners' families) may be evacuated but normally all working persons will remain in Tokyo</p>



<b>1.3.3 IN THE DAYS FOLLOWING THE EARTHQUAKE : “SETTING THE BASIS FOR RESTARTING BUSINESS FROM HOME”</b>	
<b>1.3.3.1 Establishing communications</b>	
<p><b>Intra-management communication</b> will be the first necessity in order to re-establish a <b>Control &amp; Command function</b> and be able to <b>manage the crisis</b></p> <p>Data communication will probably keep working or be quickly reinstated (within a few days) allowing messaging or even voice over IP.</p>	<p>Management members should be equipped with <b>smartphones</b> with data-based <b>messaging/conversation applications</b> like Skype or Line installed and tested on both smartphones and laptops.</p> <p>Permanently charged spare batteries for Smartphones should be available allowing 3 days usage without recharging.</p>
<p><b>Management-to-employee communication</b> in order to give information or instructions and receive feedback will be necessary.</p>	<p><b>Social networks</b> (like Facebook) can be installed on smartphone and laptop and can be a good way to communicate with all employees wherever they are.</p> <p>If the number of employees is too high, survey applications (<i>like SurveyMonkey</i>) allow a better management of the answers.</p> <p>Survey application can be used for initial safety check (<i>anpikakunin</i>: e.g. “Are you OK at home? or OK at .....? any problem .....?”)</p> <p>Any application must be installed and tested beforehand, as after will be too late.</p>
<p><b>Company to business partner communication</b> will be the next priority in order to exchange information and plan actions.</p> <p>Main partners are customers and suppliers, Company’s overseas headquarters should also be included.</p>	<p>Roles and responsibilities for contacting business partners should be predefined.</p> <p>Persons in charge of contacting partners should have list of contacts on paper or on smartphone (device memory, not cloud memory).</p> <p>Ideally, with main business partners, emergency communication channels such as the above, should be agreed beforehand and tested</p>

<b>1.3.3.2 Restarting IT operations</b>	
<p>In order to restart business even on a limited scale (e.g. sales to critical customer or sales in the unaffected areas) at least some basic computer functions will be necessary (e.g. order taking, shipping, invoicing).</p> <p>According to conditions, there will be no electricity during several days, access to internet may be unavailable and hardware may have been damaged.</p>	<p><b>Necessary back-up :</b></p>
	<p><b>1) Data Back-up</b>, data must be backed-up, usually on a daily basis and stored in a separate location. Cloud storage for data back-up is now possible and recommendable. Restoring data must be regularly tested to ensure the validity of data back-up.</p>
	<p><b>2) Applications Back-up</b>, Applications for handling the data must also be backed-up, in particular if they have been customized by the company. If the application can run on a laptop, it may be a good way to back it up and at the same time to ensure hardware back-up</p> <p><b>3) Hardware Back-up.</b> A machine is needed to run the application. According to the specific needs of each company, availability may need to be immediate, within a week, within a month etc.</p> <p><b>3.1) Cloud computing</b> is a way to ensure server continuity and back up. Cloud must then be accessible from laptops at home. Laptops must be set up, including internet access.</p> <p><b>3.2) If possible critical applications should also be installed on laptops</b> in order to be run from home.</p>
<p>Operating from an emergency back-up office, far enough from the disaster area may be necessary or even compulsory for companies with an obligation for total business continuity (banks for instance)</p>	<p><b>4) Office Back-up.</b></p> <p>Having a back-up office is an expensive solution limited to those companies who have a strict necessity or obligation to do so. The back-up office must be distant enough so as not to be affected by the same disaster. It will be impossible to quickly send employees to the back-up office, therefore it should be equipped with IT material, but also</p>

	<p>manned with trained personnel.</p> <p>Some companies with such a business continuity obligation use a branch in Osaka or an overseas sister office to take over critical applications in case of disaster (training must be regularly done and tested).</p>
Working from home will be necessary at least from some time	IT connections (e.g. VPN) must be installed and tested beforehand in order to allow working from home as soon as Internet is re-established.
	Resilient Internet access from home (mobile) must also set up beforehand.
	In case electricity takes time to be reestablished, access to charging facilities must be considered (In Sendai in March 2011, Internet was not disrupted but electricity supply was. People could use their smartphone, but had to go to the area shelter to charge it from the generator)
Outsourced functions and applications may also collapse	Suppliers should be interrogated about their BCP and their own recovery time

## **1.4 COMPANY SPECIFIC CONTINUITY PLANNING: SETTING A RECOVERY TIME OBJECTIVE (RTO)**

### **1.4.1 Business Impact Analysis (BIA) and Estimated Time of Business Disruption (ETBD)**

The first step in establishing a company specific BCP is to estimate the probable damage of a major earthquake under Tokyo to your Industry and to your own company. This is also called Business Impact Analysis (BIA). You need to assess how long it will take before you can restart some kind of activity, this is the Estimated Time of Business Disruption (ETBD).

It is necessary to review your various business processes and evaluate how long each one will take to recover and what will be the impact on the total business. You need to identify the single points of failure in order to understand how individual processes affect the length or the quality of business recovery.

*- for instance, a company delivering goods in all Japan from a single warehouse in Kanto region will be depending on the condition of the warehouse after the earthquake and also on the availability of transport following the disaster. Damage to road infrastructure and mostly lack of fuel may be the longest hurdle for recovery.*

*- A company selling through department stores may become unable to resupply its customers in all Japan. In the disaster area, they may in addition be unable for lack of transport to send sales personnel to the stores.*

### **1.4.2 How long can we afford to remain out of business: Maximum Tolerable Period of Disruption (MTPD)**

The time during which companies can afford to remain out of business will vary greatly according to Industry and companies. For some, like banks or pharmaceutical companies, there is a regulation. For others, they are linked to how fast their customers will need resupply and what will the competition be doing. For other companies in the retail business, it will depend on how many days of revenue they can afford to lose and what would be the eventual impact on their brand image.

*- For Banks and Pharmaceutical companies, which are required to keep operating without disruption, their MTPD is zero and they need redundant IT systems and offices.*

*- For an automobile parts supplier, there is no need restarting sales before car makers recover themselves. Car makers usually set recovery objectives of 15 days or 1 month for their suppliers, who then design their recovery plans around that target. The main concern for an OEM supplier is not to be the one supplier preventing the maker to restart*

*due to lack of parts.*

*- For a company selling luxury goods, MTPD in its own boutiques will be flexible but department stores in and out the disaster zone will probably have strict requirements for continuity and recovery.*

### **1.4.3 Setting a Recovery Time Objective (RTO)**

If the Estimated Time of Disruption is shorter than the Maximum Tolerable Period, the company will have flexibility to set its Recovery Time Objective and may limit itself to the common preparedness items.

If ETBD is longer than the MTPD, then the company must design strategies in order to reduce the necessary recovery time and in order to set an RTO within the maximum tolerable.

In many cases, it will be difficult or too costly to change the business processes themselves in the short term.

*- For instance, splitting a single production site between two distant plants will often be uneconomical.*

In many cases, short term strategies will be to find a crippled mode that will allow shortening the recovery without too much expense or investment.

*- e.g. having a security stock outside Tokyo*

*- e.g. being able to take orders manually if the computer system does not work.*

In order to set the general Recovery Time Objective it might be necessary to find out

- what RTO the customers are expecting from the company

- what RTO the suppliers can guaranty to the company

- what RTO should be applied to each internal process in order to meet the general objective.

If this is done after the disaster occurs, it will be difficult and too late if it does not work as hoped.

### **1.4.4 On the long term, making the business more disaster-resilient**

Measures that would be too costly like splitting an existing production facility in two, can become possible at the occasion of a new investment, new product launch or change in the company organization.

*- At the occasion of a new product launch, it may become possible to find a supplier which has plants in other regions of Japan and have the production split in a different and remote site.*

*- When changing logistic provider, it might be an idea to choose one which is implanted*

*in various areas of Japan and who can supply alternative import and delivery routes in case of disaster. Even with only one warehouse, choosing one outside Kanto would have the merit of splitting risk and not having to recover at the same time both office and distribution center.*

It is important to include recovery considerations as one criteria in the investment and reorganization projects in addition to the already existing criteria of service, quality and cost.

## **Chapter 2. Instructions to employees in case of earthquake,**

Each company will have to prepare its own set of instructions according to its own format. These instructions should normally include the following items (small offices can skip some of them):

### **2.1 General scope:**

- e.g. *These instructions are made for the case of a major earthquake striking under the Tokyo area to provide guidance in order to ensure the safety of employees and their families and to restart business in the best and quickest way.*

### **2.2 Appointment of Disaster time Leader and deputies**

- e.g. *In case of earthquake, Mr./Mrs./Ms. X will become the Disaster Time Leader and take the decisions about evacuating or returning to the office, checking the safety conditions of personnel and offices, managing the orderly return of employees to their homes and generally ensuring discipline inside the office during the following period. In his/her absence, the following persons will act as deputy in this order:*

- 1) *Mr./Mrs./Ms. Y*
- 2) *Mr./Mrs./Ms. Z*

### **2.3 During the tremors at the office**

- e.g. *During strong tremors, it is usually difficult to remain standing, if possible take cover under desks and avoid falling cabinet. Otherwise, just crouch (dangomushi position) until tremors subside.*

### **2.4 What to do just after tremors subside, appointment of persons in charge of checking safety**

- e.g. *After tremors subside, all employees are required to*

- 1) *take their emergency bag,*
- 2) *walk orderly down the stairs*
- 3) *gather in the street in front of the office*

*Remain in front of the office until the disaster-time leader tells them whether they can return to office or have to evacuate to another place.*

- e.g. *The following persons are in charge of checking physical damage, possibilities of fire and personal injuries and to help employees or visitors in need of assistance: Mr./Mrs./Ms. X, Mr./Mrs. Y, Mr./Mrs./Ms. Z*

### **2.5 Returning home**

- e.g. In accordance with the Tokyo Metropolitan recommendation of avoiding simultaneous return home of employees, (一斉帰宅抑制 issei kitaku yokusei) the company has the policy of requiring its employees to refrain from returning home until information on the state of the roads has become available. This can take one day or more; and the company will provide in the meantime shelter and food.
- Before returning home, employees must discuss with the disaster-time leader.
- They will take their emergency bag with items facilitating a long walk back home (including a paper map) and a pair of sport shoes for persons using footwear unfitted for walking long distances.
- Employees designated for business recovery tasks (for instance contacting customers or suppliers) will need to take what is necessary to fulfill this task (paper lists, laptop etc.).

## **2.6 Family Safety check, “anpikakunin”**

- Since all communication with family may become impossible, employees are required to agree beforehand with the family members what they should do and where the family should re-unite. Standard “Employees earthquake preparedness manual and checklist” will be provided by the company.
- Employees are required to prepare multiple communication channels to communicate with their family, telephone, mail, messaging (Line, Twitter, skype etc.), social networks, disaster time emergency 171 number etc. and to send to each other a “I am safe at .....” message as soon as possible after the tremors.

## **2.7 Employee Safety check, “anpikakunin”**

- Employees who were not in the office at the time of the quake should send an “I am safe at .....” message to the company by the following channel:  
Mail to xxxx@company.xxx  
or answer to an anpikanunin message from xxx  
etc.

## **2.8 After returning home, establish contact with the company with a view of restarting operations**

- After returning home, all employee should try to connect as soon as possible with the company through the designated channel (for instance Facebook or Twitter page) in order to get and send information.



## Chapter 3. Employee earthquake preparedness manual and checklist

There might be some reluctance from employees to fill this form, either because they think that it is unnecessary or because they see it as a personal matter unrelated to the company. Experience shows that unless they are compelled to do so, many employees will ignore earthquake preparation.

<b>EMPLOYEES EARTHQUAKE PEPAREDNESS CHECKLIST</b>	
<b>Employee Name:</b> <input type="text"/> (*) <b>Date:</b> <input type="text"/>	
(*) Fill the grey areas	
<p>The company has the responsibility towards its stakeholders, customers, shareholders but also toward its employees and the Japanese society to restart its business as soon as possible after a large scale earthquake in Tokyo.</p> <p>This is why the company is requesting its employees to make sure that they have taken the necessary steps to prepare for such an event, protect their families and be ready for the recovery of operations.</p>	
Furniture at home must be secured (fixed to walls, ceiling, use energy absorbing pads etc.) to limit movement and risk of injury during tremors	<input type="checkbox"/>
Family members know what to do just after the tremors if they are at home during the quake: <ul style="list-style-type: none"> <li>- check the safety of family members and immediate neighbors</li> <li>- fight incipient fires if any</li> <li>- shut down electricity, gas and water</li> <li>- take the emergency bag and go outside until the risk of fire becomes clearer</li> <li>- decide whether to evacuate to temporary ground</li> </ul> <i>Designated temporary evacuation ground :</i> <input type="text"/> <ul style="list-style-type: none"> <li>- decide to go back home or to go to local area refuge</li> </ul> <i>Designated local area refuge:</i> <input type="text"/>	<input type="checkbox"/>
All the family members know what to do in the hours following a quake even if no telecommunication is available: <ul style="list-style-type: none"> <li>- Know where the family reuniting place is               <ol style="list-style-type: none"> <li>1) (e.g. Home: ) <input type="text"/></li> <li>2) (e.g. Local Area Refuge: ) <input type="text"/></li> </ol> </li> <li>- Avoid rushing back home or to the children's school and wait until information on the road situation is known</li> </ul>	<input type="checkbox"/>

<p>- Know what they are supposed to do (e.g. High school student goes back home by himself, elementary school pupils wait until father or mother comes to get them, Father goes to school on his way back from office to home etc.)</p>	
<p>Right after the quake, in case of injury or if people are trapped under rubble, fire brigade and ambulances will not be available. Family at home must therefore:</p> <ul style="list-style-type: none"> <li>- know its immediate neighbors and discuss with them beforehand about what to do in case of earthquake</li> <li>- identify where are the designated places to take severely and mildly injured persons from the city or ward site: <ul style="list-style-type: none"> <li>1) Severe injuries [REDACTED]</li> <li>2) Milder injuries [REDACTED]</li> </ul> </li> </ul>	<input type="checkbox"/>
<p><b>Communications</b> by telephone or internet will be difficult and may be impossible. Data communication through internet, e-mail, chat applications like Line, social networks like Twitter will be more resilient than voice telephone. Being able to communicate will considerably reduce the anxiety about other family members.</p> <ul style="list-style-type: none"> <li>- As much as possible, family member should be equipped with mobile phones allowing multiple communication channels.</li> </ul> <p>Channel 1) [REDACTED] e.g. email xxxxxxxxxxxxxx@xxxxxxxx.com</p> <p>Channel 2) [REDACTED] e.g. Line</p> <p>Channel 3) [REDACTED] e.g. NTT #171</p>	<input type="checkbox"/>
<p><b>Family Safety Check (<i>kazoku anpikakunin</i>)</b>, pre-established safety messages should be prepared and tested for all family members and be ready to be sent as soon as possible after the quake</p>	<input type="checkbox"/>
<p><b>Items to be prepared at home for just after the tremors:</b></p> <ul style="list-style-type: none"> <li>- readily available flashlight close to the bed if the quake happens during the night</li> <li>- shoes to avoid cutting bare feet on broken glass</li> <li>- fire extinguishers to fight incipient fires</li> <li>- radio to get information (television will probably not work because of electricity stoppage)</li> </ul>	<input type="checkbox"/>
<p><b>Emergency bag</b></p> <p>Purpose of this bag is to take what is necessary for remaining outside during a few hours until the risk of fire is past and to take the most important valuables in case the house is destroyed. The contents vary with each person's priorities but can include:</p> <ul style="list-style-type: none"> <li>- Food, water and amenities (e.g. wet tissues) for one day outside</li> </ul>	

<ul style="list-style-type: none"> <li>- Protection against cold and rain (e.g. vinyl raincoat, emergency blanket)</li> <li>- Money in cash, bankbooks, hanko, passport, credit cards, driving license etc.</li> <li>- Smartphone and spare battery</li> <li>- Laptop PC for those who think it is necessary</li> <li>- 5 days medication for persons who need it (e.g. diabetes)</li> <li>- Tooth brush</li> </ul>	<input type="checkbox"/>
<p><b>Survival stock</b></p> <p>Persons who will have lost their house will have to rely on the local area refuge for food and cover. Other persons will have to live in their houses until return of lifelines and must stock the following survival goods:</p> <ul style="list-style-type: none"> <li>- water 3 l. / day / person for 5 days (after water will be supplied by tank trucks)</li> <li>- jerry can to carry water from the tank truck (there are collapsible jerry cans)</li> <li>- food for 5 to 10 days</li> <li>- Camping stove and gas cartridges to cook hot meals and drinks</li> <li>- Emergency toilets, toilet paper</li> </ul>	<input type="checkbox"/>
<p><b>On the road emergency bag</b></p> <p>People who are in public transportation or travelling during the quake will have the most difficult time because they cannot depend on the office or house preparation. It is recommended that persons in transfer or travel take constantly with them a briefcase or a rucksack containing:</p> <ul style="list-style-type: none"> <li>- Spare batteries and charger for the mobile phone</li> <li>- small torch or pen flashlight</li> <li>- a Tokyo and surrounding paper map</li> <li>- 5 days medicine for those who need it</li> </ul>	<input checked="" type="checkbox"/>

<b>ACKNOWLEDGEMENT</b>	to be remitted to .....
<p>I <i>(employee name)</i> acknowledge the receipt of the “Instructions to Employees in case of Earthquake” and of the “Employee Earthquake Preparedness Checklist”. I understand the policies and recommendations and undertake to implement them to the best of my ability.</p>	
<i>(date)</i>	<i>(Place)</i>
<i>(signature)</i>	

## Chapter 4. Company earthquake preparedness checklist

### COMPANY EARTHQUAKE PEPAEDNESS CHECKLIST

*This checklist is to be refreshed and updated once a year*

**Date update:**  (\*)

(\*) Fill the grey areas

#### 1. GENERAL PREPARDNESS

*This preparation is oriented towards protection of the personnel and information systems of the company. It is common to all industries and independent from their individual RTO*

##### 1.1. MATERIAL AND PERSONNEL PREPARATION

Furniture and equipment of the office is duly fixed and secured

##### Equipment necessary immediately after the quake

- 1) Fire extinguishers
- 2) Brooms to sweep broken glass
- 3) First aid kit
- 4) Stretcher for seriously injured persons
- 5) Radio with batteries for information gathering after disaster

##### Disaster-time leader and deputies are appointed

Name of leader:

Deputy 1:

Deputy 2:

Date of appointment or reappointment:

##### Checking with Building Security

The Leader or person in charge has checked with the security office of the building on the procedures and recommendations in case of earthquake. The leader knows how to communicate with the security office after the tremors.

**Instruction to employees in case of earthquake**, describing what to do in the minutes and hours following the quake and the policy for returning home has been established and distributed to all employees. Instruction is updated and re-distributed at least once a year.

Last date of update and distribution

<p><b>Employee Earthquake Preparedness Manual &amp; Checklist</b> is distributed to all employees yearly and acknowledgement by employees that they have read the instructions and recommendations and will implement them to the best of their ability is collected.</p> <p><i>Last date of update and distribution</i> [redacted]</p> <p><i>% of acknowledgement collection after 1 month</i> [redacted] <i>should be 100%</i></p>	<input type="checkbox"/>
<p><b>Boutique and Branches Earthquake Preparedness Checklist and Manual:</b> companies having personnel in department stores, boutiques or branches provide this personnel with specific instructions and check lists and collect acknowledgements</p>	<input type="checkbox"/>
<p><b>Preparation for the office to serve as a shelter</b></p> <p>In order to shelter employees and visitors during at least 3 days the following items are stocked and available:</p> <ol style="list-style-type: none"> <li>1) Sleeping equipment, blankets, pillows, futon,</li> <li>2) Emergency toilets (for when water supply is stopped), toilet paper</li> <li>3) Water (10 liters x number of employees), food for at least 3 days,</li> <li>4) Camping gas burners to provide hot food and drinks (important for the morale)</li> </ol>	<input type="checkbox"/>
<p><b>Emergency bags</b> are provided to employees a) to take with them during temporary evacuation and b) for later for walking back home. It should contain:</p> <ol style="list-style-type: none"> <li>1) protection against cold and rain (vinyl raincoat, emergency blanket sheet),</li> <li>2) walking shoes (for ladies using high heels),</li> <li>3) flashlight and, if possible, radio</li> <li>4) paper map for going home,</li> <li>5) amenities for one day, water, energy food, wet tissues.</li> <li>6) enough space to take one's laptop if required</li> </ol>	<input type="checkbox"/>
<p><b>Helmets</b> are useful as a visible sign and reminder of preparation necessity and as such is recommended</p>	<input type="checkbox"/>
<p><b>1.2. COMMUNICATION PREPARATION</b></p>	
<p><b>Smartphones for everybody.</b> All employees should be equipped with a smartphone with two sets of spare batteries</p>	<input type="checkbox"/>
<p><b>Company e-mail is installed on employees' smartphones.</b> If possible, this e-mail functions independently from company's server</p>	<input type="checkbox"/>
<p><b>Executives have a chat/IP application</b> installed on their smartphones and regularly tested</p> <p><i>Name of the application</i> [redacted] <i>(e.g. Line, Skype etc.)</i></p> <p><i>Test frequency</i> [redacted] <i>(e.g. every month.)</i>     <i>Date last test</i> [redacted] <i>(e.g. Line, Skype</i></p>	<input type="checkbox"/>

etc.)	
<b>Employee-Family communication:</b> employees have been advised/required to prepare and test safety messages for exchange between them and family as soon as possible after the tremors	<input type="checkbox"/>
<b>Foreign employees safety messages:</b> foreign employees are advised/required to prepare a safety message to be sent to overseas relatives and business contacts as soon as possible after the tremors	<input type="checkbox"/>
<b>Employees safety message (anpikakunin):</b> the company has given instruction and indicated the channel for employees to report their safety condition and location: Channel 1 (e.g. SECOM anpikakunin system) Channel 2 (e.g. send an e-mail to xxxxxxxx@xxxx.xxx.) Channel 3 (e.g. answer to a survey application)	<input type="checkbox"/>
<b>Company – Employees communication:</b> a social network application has been chosen for communicating with all employees at the same time. The application is installed on employees smartphones and tested at least once a year Application name (e.g. Facebook, Twitter)	<input type="checkbox"/>
<b>Company – Partners communication:</b> persons in charge of contacting partners have been designated in advance and carry with them at all times a list (paper or smartphone local memory) of these contacts. Ideally multiple communication channels have been agreed beforehand with these partners: Customer contact Mr.X, Mrs. Y Suppliers contact Mr.X, Mrs. Y Bank contact Mr.X, Mrs. Y Other contact Mr.X, Mrs. Y	<input type="checkbox"/>
<b>1.3 IT BACK UP PREPARATION</b>	
<b>Companies having their own IT servers</b> check that the racks are secured against earthquake tremors	<input type="checkbox"/>
<b>Data are backed-up systematically and stored in a separate place</b> Back-up frequency: (e.g. daily) Back-up storage place: (e.g. cloud storage) Restore exercise is done regularly, Restore Frequency: e.g. once a month	<input type="checkbox"/>

<p><b>Application are backed-up after each update</b> and kept in a separate place  <i>Back-up frequency:</i> (e.g. yearly and after each update)  <i>Back-up storage:</i> (e.g. main apps on cloud storage)  (e.g. Accounting App on Mr. X's laptop)  Restore exercise is done regularly, <i>Restore Frequency:</i> e.g. once a year</p>	<input type="checkbox"/>
<p><b>To allow re-start of the company's own server</b>, the following has been checked:</p> <ul style="list-style-type: none"> <li>- whether the building is equipped with its own generator</li> <li>- that a person who will be able to come to the office is in charge of restarting the server  <i>Name of the person</i> (e.g. Mr. X.)</li> </ul>	<input type="checkbox"/>
<p><b>In case the server is permanently damaged</b>, the following has been prepared</p> <ul style="list-style-type: none"> <li>- how to replace hardware</li> <li>- temporary backup solution (e.g. mutual back-up agreement with other company, use of PC backup for some applications)</li> <li>- crippled mode operation (e.g. manual operation) has been designed for applications/processes defined as priority until restoring the full function</li> </ul>	<input type="checkbox"/>
<p><b>In order to work from home</b> personnel who will need to connect either to the company server or to a cloud application if the company is on the cloud:</p> <ul style="list-style-type: none"> <li>- are requested to bring their laptop home</li> <li>- are provided with a resilient network access (e.g. telephone or cable access <u>and</u> smartphone tethering)</li> <li>- have the necessary access protocols (e.g. VPN) installed on their laptops and regularly tested</li> <li>- have a cable for charging from car battery in case electricity supply is discontinued</li> </ul>	<input type="checkbox"/>

<b>2. COMPANY SPECIFIC PREPARDNESS, SETTING RTO</b>	
<i>This preparation is specific to each company with the purpose of defining the appropriate Recovery Time Objective</i>	
<b>2.1. ANALYSIS AND OBJECTIVE SETTING</b>	
<b>Business Impact Analysis</b> of a Tokyo earthquake has been done and <b>Estimated Time of Business Disruption</b> evaluated <i>ETBD:</i> (e.g. 30 days after quake)	<input type="checkbox"/>
<b>Main suppliers</b> have been required to provide their own RTO ( <i>how long will it take them to restore services</i> )	<input type="checkbox"/>
<b>Customers' expectations for the Company's RTO</b> have been agreed with them or estimated (e.g. 15 days after quake)	<input type="checkbox"/>
<b>Maximum Tolerable Period of Disruption</b> is evaluated after considering 1) Regulations if any 2) Customers' expectations or requirements 3) Probable RTO of competition 4) Others <i>MTPD:</i> (e.g. 15 days for A category customers) (e.g. 30 days for the rest)	<input type="checkbox"/>
<b>General RTO</b> is set after considering MTPD and ETBD <i>RTO:</i> (e.g. 10 days for A category customers) (e.g. 20 days for the rest)	<input type="checkbox"/>
<b>Specific Process RTO are set per process</b> in order to meet the general RTO - e.g. e-mail communication: 3 days - Order Taking: 5 days - Shipping: 15 days - Computer infrastructure 10 days etc.	<input type="checkbox"/>
<b>Necessary support processes</b> are identified - e.g. employees payroll - e.g. Treasury (enough cash on hand not to go bankrupt)	<input type="checkbox"/>
<b>2.2. STRATEGIES IN ORDER TO MEET RTO, PROCESS &amp; IT BACKUP</b>	
<b>A gap analysis is done for each process/application</b> between the RTO and the estimated disruption period. For each existing gap - a manual or crippled mode has been designed - a person in charge is appointed and has the necessary equipment and training to fulfill the task	<input type="checkbox"/>



<p><b>If a secondary office is a regulatory requirement</b>, the following has been confirmed:</p> <ul style="list-style-type: none"> <li>- the secondary office is situated far enough from the main office in order not to suffer the same disruptions</li> <li>- it is normally manned by employees who can switch to urgent priority tasks (e.g. use of a Kansai branch or, if authorized, an overseas sister company).</li> </ul>	<input type="checkbox"/>
<p><b>2.3. LONG TERM RESILIENCY</b></p>	
<p><b>Single points of failure</b> (e.g. only one warehouse) have been identified as well as ideal countermeasures (e.g. redundancy, risk splitting)</p>	<input type="checkbox"/>
<p><b>Business resiliency is one of the strategy's criteria</b> and are taken into account at the time of new business development or organization changes of the company</p>	<input type="checkbox"/>

## Chapter 5. Boutique and branches preparedness manual and checklist

### BOUTIQUES EARTHQUAKE PEPAEDNESS MANUAL & CHECKLIST

Name of Branch or Boutique :

Name of Manager :

*This checklist is to be refreshed and updated once a year*

Date update :  (\*)

(\*) Fill the grey areas

*Each company will have to write its own manual and checklist. It could include the following items given as an example*

#### PURPOSE

*In case of a major earthquake, communications with the Japan Headquarters may become impossible and the boutique or branch managers must be ready to conduct by themselves the following tasks:*

- *Protect visiting customers*
- *Protect employees of the boutique*
- *Be ready to restart business as soon as possible as defined in the company's BCP*

#### BOUTIQUE RTO

*RTO for Boutiques is defined as follows:*

- *Boutiques outside the disaster area are expected to keep the business normally open and to operate on existing stocks. Replenishment is expected to restart 10 after the disaster*
- *Boutique in the disaster area will send customers and employees back home. They are expected to be able to restart business after 10 days.*

#### ROLE AND DUTIES OF THE BOUTIQUE MANAGER

***The Manager is the disaster-time leader and as such knows what he or she has to do in such a time***

***The manager has conducted a full earthquake preparation with his or her family so as to be able to fulfill the responsibilities of the leader without being overwhelmed by family concerns***

***The manager has distributed the employees manual (boutique version) to all employees of the boutique and received acknowledgement***

***The manager has established contact with the Building security office and is aware of the security recommendations as well as of the location of***

<i>temporary evacuation ground and local area shelter if different from the building</i>	<input type="checkbox"/>
<b>MATERIAL AND PERSONNEL PREPARATION</b>	
<i>Furniture and equipment of the boutique is duly fixed and secured against tremors</i>	<input type="checkbox"/>
<p><b>The following equipment is available for immediately after the quake</b></p> <ul style="list-style-type: none"> <li>- <i>Fire extinguishers</i></li> <li>- <i>Brooms to sweep broken glass</i></li> <li>- <i>First aid kit</i></li> <li>- <i>Stretcher for seriously injured persons</i></li> <li>- <i>Radio with batteries for information gathering after disaster</i></li> </ul>	<input type="checkbox"/>
<p><b>Preparation for the boutique to serve as a shelter</b></p> <p><i>Unless the service is provided by the building, the boutique must be ready to shelter employees and customers for a period of 3 days until they can walk back home, and as such must prepare:</i></p> <ul style="list-style-type: none"> <li>- <i>Sleeping equipment, blankets, pillows, futon,</i></li> <li>- <i>Emergency toilets (for when water supply is stopped), toilet paper</i></li> <li>- <i>Water (10 liters x number of employees), food for at least 3 days,</i></li> <li>- <i>Camping gas burners to provide hot food and drinks (important for the morale)</i></li> </ul>	<input type="checkbox"/>
<p><b>Employee have prepared an emergency bag</b> a) <i>to take with them during temporary evacuation and b) later for walking back home. It should contain:</i></p> <ul style="list-style-type: none"> <li>- <i>protection against cold and rain (vinyl raincoat, emergency blanket sheet),</i></li> <li>- <i>walking shoes (for ladies using high heels),</i></li> <li>- <i>flashlight and, if possible, radio</i></li> <li>- <i>paper map for going back home,</i></li> <li>- <i>amenities for one day, water, energy food, wet tissues.</i></li> <li>- <i>enough space to take one's laptop if required to</i></li> </ul>	<input type="checkbox"/>
<b>2.2. COMMUNICATION PREPARATION</b>	
<p><b>Communication equipment of the manager:</b> <i>the manager has a smartphone with the company e-mail installed and the IP Chat/conversation application chosen by the company as the emergency communication channel, together with two spare batteries</i></p>	<input type="checkbox"/>
<p><b>Communication with the employees:</b> <i>the manager has the phone numbers, the e-mail address and an IP Chat/conversation address of all the employees so as to be able to communicate even after employees return home</i></p>	<input type="checkbox"/>

**Employees safety message (anpikakunin):** employees have received instruction to whom to send their safety confirmation message:

Channel 1 (e.g. send an e-mail to xxxxxxxx@xxxx.xxx.)

Channel 2



## Chapter 6. Overseas parent company preparedness manual

Headquarters in the home country also need to be prepared for the case of a major earthquake under Tokyo on two accounts:

- Knowing how to communicate with the Japanese subsidiary in case of disaster and avoid that all services and departments send well-intentioned but useless and sometimes disturbing inquiries.
- Knowing how visiting officers from head office should be prepared for the case of an earthquake during their stay in Japan.

This manual could be something like the following:

*As Japan is an earthquake prone country, a major tremor under Tokyo is a possibility to which the parent company of a Japanese entity should be prepared. Most buildings in Japan are now made according to anti-seismic standards and should remain standing, but telecommunications and transportations will be deeply disrupted during several days.*

*Parent companies and head offices outside Japan should prepare and test multiple communication channels (e-mail, chat applications, voice over IP) to communicate with the persons in charge in Japan. In case of a disaster, communications with Japan should be until further notice centralized to a single point in order to avoid multiple enquiries that persons on the spot will be too busy to answer.*

*Visitors from head office to Japan might be affected by such a disaster.*

- *If they are in the office, the local staff will take care of them.*
- *If they are at hotel, the hotel will take care of shelter and food until things get better.*

*There are however two items for which visitors should be prepared:*

- *Bring a quad-band mobile telephone to be able to communicate through messaging with the local office and the home head office,*
- *For persons needing regular medication (like diabetes), bring around 10 days' supply in order to be on the safe side.*

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*The French Chamber has a BCP committee, which holds regularly meetings and conferences about the BCP theme.*

*For more information about this please contact Alice Calvet, Events manager*

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