



## Corporate Partners: Coronavirus Important Questions and Answers

### Current situation

**Q: Has the RAC business or its financial security/standing been impacted?**

A: There are currently no impacts to the RAC's business operation or financial standing.

**Q: Are there any impacts on the ability to serve customers or deliver service – i.e. are you being impacted by any isolation/quarantining?**

A: We have instructed all non-essential staff to work from home and, although we do have a proportion of the workforce self-isolating in line with government requirements, we have also seen a reduction in demand so our service is not adversely affected.

**Q: Are there any issues with your supply chain (contractor network, provision of spare parts/alternative accommodation properties etc.)?**

A: The RAC has a diverse supply chain to support both the delivery of services to our clients and obtain parts to allow our patrols to fix broken-down vehicles. The RAC operates across geographically dispersed sites and also has the capability to run core services away from its premises through the contracted workplace recovery provision of SunGard Availability Services. Our parts supplier Euro Car Parts (ECP) has confirmed its branches across the nation are still open and operating in line with the Government's social distancing guidelines. Where parts are required from OEMs or other sources, we are experiencing some challenges due to some of these sites shutting down.

### Contingency planning

**Q: Do you have contingency plans in place to ensure service levels are maintained? How long does it take to activate your business continuity plan?**

A: Our comprehensive business continuity plans are implemented according to the nature of each particular situation. With the current coronavirus outbreak we have activated the RAC Major Incident Management process and are taking a progressive, phased approach appropriate to each level of risk encountered. In terms of our frontline breakdown contact centres, we operate a multi-site configuration with calls being sent to the next available agent, independent of site, which gives us increased resilience across sites and the ability to balance calls. In the unlikely event we need to invoke a recovery site, then our support function teams can be operating at one of our recovery sites within three hours of invocation.

**Q: If you were to move to one of your recovery sites, how would service be affected?**

A: Depending on call volumes customers may see a degradation of service while colleagues are transported to the remaining RAC sites; we estimate this to be around three hours. We already have plans in place to draft colleagues in from other departments to support our frontline contact centres to mitigate the risk of service degradation. We would also update the interactive messages on our breakdown phone lines accordingly.

**Q: Have you tested the robustness of your contingency plans? If yes, what was the outcome?**

A: The RAC has robust contingency plans supported by tried and tested Business Continuity processes that are under constant review, particularly in light of the developing Covid-19 situation.

**Q: We would like sight of your business continuity plans to understand how well prepared you are?**

A: It is not RAC policy to share our business continuity plans with partners. We can, however, assure you that we are treating COVID-19 extremely seriously. We have invoked our Major Incident Management process which involves our senior teams meeting daily and take appropriate actions. We have reviewed our business continuity plans in line with the current pandemic and are updating and testing them against a number of scenarios in order to ensure maximum resilience. We will continue to do this as the threat evolves.

Our plans include provisions for:

- Call centre and support personnel
- Systems and facilities across our three main sites
- Roadside patrols in the UK and Ireland
- Third party contractors for breakdown, RTA and accident management

**Q: If RAC contact centres are impacted you say calls would be routed to other sites. If lots of staff were off sick, how would you balance calls across your sites and would you close all sites and move to your recovery sites?**

A: The RAC currently balances breakdown calls across its Stretford and Bescot sites. We would continue with this process if disruption was moderate. We are training extra support staff to help should we get significant absence. We also have further plans should we need to engage our recovery sites. For Road Traffic Accident (RTA) calls we are also training more support colleagues to fill any gaps created by absence in Stretford or our recovery site close to Manchester.

**Q: In a situation where you have a significant number of staff off sick (both in the call centre and patrols), would this impact service and, if so, what priority order would you use when assessing customers?**

A: Contractual service levels may be affected in the above scenario, however as a critical service we plan to continue to operate throughout this pandemic and are working with the Government to that effect. As the situation progresses we are seeing absence increase, but demand for our services has also reduced due to the Government's restrictions on travel. The RAC will continue to prioritise customers in line with current process, focusing on the most vulnerable at roadside first.

**Q: If the Government was to impose a lockdown of roads how would you continue to deliver service to emergency fleets and other customers who are permitted to travel?**

A: We are talking to the Department for Transport about how we continue to attend emergency fleets as the situation develops. They have acknowledged our requirement and are appreciative of our position.

**Q: Would the RAC be able to continue trading and providing service if a 30% reduction in volume/demand/income were experienced for a period of three months? And, a 30% reduction in staff for the same period?**

A: Yes. We are in a position which would enable us to withstand a drop in demand of this magnitude. We may, however, need to consider the burden of increased costs/reduced revenues associated with operating on a sub-scale basis. If this were to be the case, we would discuss the issues with the relevant partners.

**Q: Assuming RAC plans do allow you to keep trading in the scenario above, how much would volume and staff attendance have to decline, or how long would this issue need to go on for, before your ability to continue trading became critical?**

A: As above, we plan to continue to provide services regardless of volume. We may, however, need to revisit some of our processes and our operating model as the situation evolves, but we would work with our partners to communicate these should they occur.

## **People**

### **Q: How many FTE staff does the RAC have?**

A: We have circa 4,000 staff. Our frontline and field-based operation consists of 1,600 patrols and recovery drivers, 130 direct selling agents, 30 vehicle inspectors and a manufacturer support team of 26. Around 700 colleagues work in breakdown and membership contact centres, with the remainder of the total being made up of support function colleagues.

### **Q: What restrictions do you have in place at your sites?**

A: All colleagues who are not deemed to be in critical roles are working from home. All colleagues that can work from home have the necessary equipment and access to RAC systems to continue to do so for an extended period of time. We are making full use of voice and video conferencing facilities.

### **Q: Do you have a process in place for employees who are concerned about other colleagues who might be displaying coronavirus-like symptoms?**

A: We have informed employees that have concerns about a colleague displaying coronavirus-like symptoms to contact their line manager who, in turn, is briefed to inform the HR team. As you would expect, we have various processes in place for a range of scenarios, to ensure that managers are equipped to manage situations appropriately and with the required support.

### **Q: How is the RAC dealing with customers who are either infected or suspected of being infected?**

A: To protect the health of our patrols and stop the virus spreading we're not attending customers who have Covid-19 symptoms or are self-isolating, unless there are exceptional circumstances. The safety of our patrols and customers is always our priority so we are following social distancing guidelines and have made sure patrols have a good supply of latex/protective gloves, hand sanitising gel and wipes to clean surfaces they touch in cars.

### **Q: If a large number of your patrols were to be affected by coronavirus what would happen to service?**

A: Due to the nature of the RAC operation with patrols being based in disparate locations the probability of this happening is reduced, particularly with the measures the Government has now deployed. We have advised patrols not to have face-to-face contact with one another to reduce their exposure and the opportunity for the virus to spread. If, however, a number of patrols were to be affected and had to self-isolate we would redeploy patrols from other areas to ensure we can still attend customers who need our help. As the number of breakdown calls we are receiving is reducing we will have more than sufficient patrols to cope with demand. In terms of recovering vehicles, our RAC flatbed drivers are also field based and are supported by a large network of third-party contractors which gives us increased resilience.

### **Q: Has the RAC been granted 'key worker' status by the Government so its staff can continue to get to work?**

A: Yes. We have been liaising with the Government for some time and have been given 'key worker' classification due to the vital role we play in supporting our customers' essential journeys. This

means colleagues who need to be in our call centres and other key service roles are entitled to childcare at schools.

**Q: If you had to close your centres under government advice, would you be able to answer and manage calls from home?**

A: We have been liaising with the Government for some time and have been given 'key worker' classification due to the vital role we play in supporting our customers' essential journeys. This means we are able to keep our call centres open. In the event that we had to close one centre we have contingency plans in place to utilise one of our other service centres or WAR sites. All non-critical personnel are now working from home and we continue to develop and test our IT capability to enable remote deployment of frontline services so that in the unlikely event that we had to close our sites under government advice we could continue to provide service.

**Q: Have you lost many staff to self-isolation yet?**

A: In accordance with government guidelines all staff with symptoms or have come into close contact with someone infected or who are vulnerable, are self-isolating. Understandably, our staff levels are fluctuating daily, but not to a level that negatively affects service, particularly as the number of breakdowns we are dealing with has reduced significantly due to the Government's 'stay at home' advice. In addition, many of those who are self-isolating are working from home while others are now returning after being off.

**Working with customers**

**Q: How are we managing breakdowns with customers?**

A: Our trusted roadside service is operating as normal, but we have taken a number of steps to protect the health and well-being of all our customers and colleagues.

- We are still rescuing customers who break down at the roadside and at home – this is our number-one priority
- All our patrols are following Government guidelines to keep you safe when you break down – they have been asked to keep a distance of two metres away from customers
- We've asked them to use latex protective gloves, hand sanitising gel and wipes to clean surfaces they touch in a car
- If we can't fix a vehicle – which only happens in a fifth of breakdowns – we may not be able to transport customers in our vehicles. If so, we will try to make alternative arrangements

**Q: What are you asking customers to do?**

A: We are asking customers to:

- let us know if they have symptoms or have been diagnosed when they call our breakdown line so we can take the necessary precautions when helping them
- keep a safe distance of at least two metres away from patrols
- be understanding in these difficult times as we are doing everything we can to keep customers and colleagues safe and keep our services running as usual

**RAC European Breakdown Cover**

**Q: Is RAC European Breakdown Cover affected?**

A: The Foreign & Commonwealth Office website is advising against all but essential travel worldwide. For anyone currently in Europe, our European breakdown service is operating with restrictions due

to the steps other countries have taken. We will do our very best to help if customers are abroad and break down, but it may become very difficult or impossible to provide service in some countries.

### **RAC Road Traffic Accident (RTA) Service**

**Q: How many contractors are there on the RAC network and how many will be affected?**

A: Our RTA recovery service is supported by a network of around 300 subcontractors. We do not know how many will be affected and to what extent by the coronavirus, but we are in constant contact with our contractor network to keep abreast of changes. We will inform partners of any significant impact to service.

**Q: Have contractors been classed as 'key workers'?**

A: Yes. As the transport sector was deemed to be 'key workers' by the Government all recovery workers have 'key worker' status.

**Q: If the situation develops dramatically will you rely solely on contractors to deal with RTAs or revert to RAC 'branded resources'?**

A: The RAC RTA service relies on different recovery vehicles to those used for breakdown. As a result, not all of our orange-branded fleet has the right equipment for recovering RTAs. However, all options would be considered by the business should the need arise. We will inform partners accordingly.