

# Safely back to work in the new normal

Result of first analysis of COVID-19 protocols

April 2020



## **Context & Objectives**

Approach for getting back to safe work

Examples of safe & next work solutions

Overview of measures in checklist

Sector specific external examples

# Context & Objectives

Irrespective of the status in the broader society, once the economy starts opening up again, **securing the workplace and path back to safe work** will be a **top priority**.

Securing the workplace entails both **physical changes** (e.g. physical separation, entrance checks, PPE, etc.) as well as **behavioral changes** (e.g. behavioral nudging, personal conduct, procedures and process, etc.).

Successfully **securing the workplace for the long run** will require companies to not only prioritize and set up the **right operational solutions**, but also to create the **right circumstances for organizational adoption** through employee participation and a positive experience.

This booklet is the **result of a first round of data collection of COVID-19 protocols** by alliance partners Randstad NV, the Adecco Group and ManpowerGroup. The focus of the protocols in this booklet is on 10 different countries<sup>1</sup> across the sectors Transport & Logistics, Automotive, Manufacturing & Life Sciences, Construction, and Food.

In total, **400+ measures were gathered**. Duplicates have been removed and all measures were categorized according to different aspects such as level of risk control, type of measure, and sector relevance (detailed explanation on categorization on next page).

Because most measures are relevant across countries and sectors, we have not specifically indicated the original country and/or sector for each measure. Please note that sector specific measures may also apply to other sectors.

The result is a booklet containing an **overview of >100 measures**, which can support the development of COVID-19 protocols. The overview aims to provide insights into what measures can be considered to make a tailored protocol.

Please note that this is **not** an implementation guide, local and subject-specific expertise is required to develop specific COVID-19 protocols. For questions, please refer to one of the Alliance Partners (see positioning paper).

## Disclaimer

*This document is a summary of relevant provisions which we believe have been implemented and have not been independently verified. Care should be taken with how the content is to be implemented in each case to ensure that all applicable laws and regulations and (local) government guidance are observed.*

1. Belgium, France, Germany, Italy, Japan, Netherlands, Nordics (Norway, Sweden, Finland, and Denmark), Spain, United Kingdom, and United States

# Overview of categories in the protocol checklist

Details next page

## Control level

Levels of Control - adapted based on NIOSH's (National Institute for Occupational Safety and Health) Hierarchy of Controls, which is grounded in Safety management Systems such as the ISO 45001 and ANSI 1-10 models

- Elimination - physically remove the hazard e.g. do not work
- Substitution - replace the hazard e.g. work from home
- Engineering controls - isolate people from the hazard e.g. arrange access point controls
- Administrative controls - change the way people work e.g. enable sanitation with hand sanitizers
- Personal protective equipment - protect the worker with PPE e.g. provide face masks

## Measure categorization

### Type of measure

- Personal - safety instruction which a person can do him/herself
- Inter-relational - with regard to interacting with others
- Organizational - with regard to business facilities, rooms as well as organization such as planning shifts of personnel
- Machines - with regard to machines, technical installations etc.
- Compliance - with regard to checking whether measures are followed-up on

### Industry

The industry for which this protocol measure is important/relevant

### Country

The country (or region within) for which this protocol measure is important/relevant

### COVID policy and source

The policy that was enforced by a government or another institution (e.g., sector organization), which is the main reason why a measure needs to be put in place. This will support us in identifying what measures need to change when policies are tightened and/or alleviated

## Measure description

### Topic name

A topic name for the measure

### Measure

The preventive measure to be taken to mitigate the H&S risk and in line with the obliged policy

### Work situation

A situation related to work for which the measure is valid

### Effect measurement

The aspired effect of the measure and how this can be measured (e.g., no infections within a shift, to measure by the number of reported cases)

### Work instructions

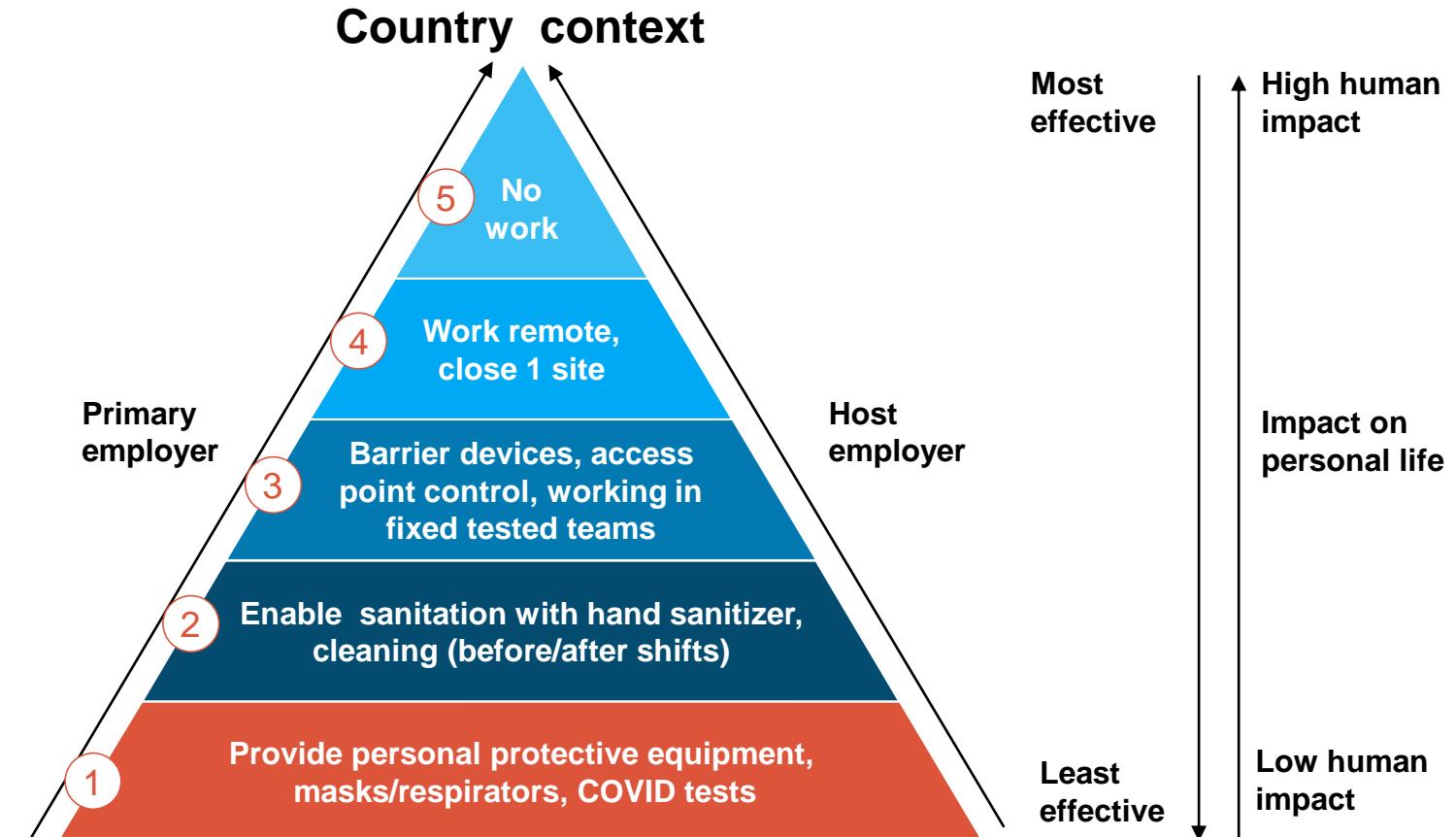
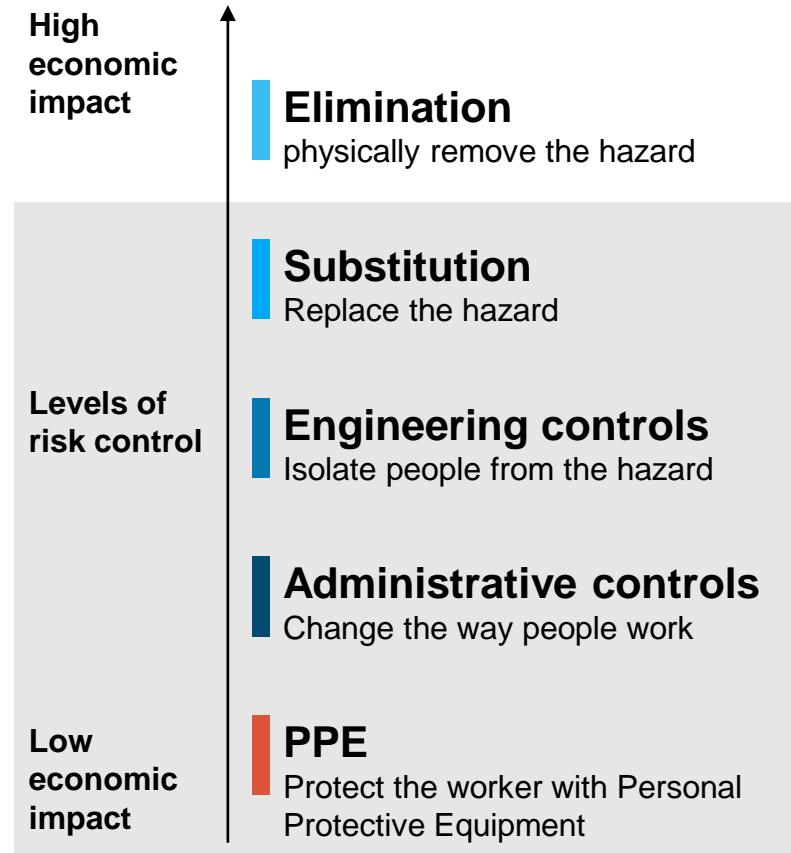
How to put the preventative measure into action at work; a practical and clear, the "how to"

### Infrastructure requirements

Any items that are required to make the work instructions happen

# Levels of Control to categorize the measurements

Adapted based on NIOSH's (National Institute for Occupational Safety and Health) Hierarchy of Controls



**Share sector/ country practices:** achieving acceptable levels of risk as well as limiting economic impact

# How risk levels can be applied in a COVID protocol

## Illustrative example

<b>Level of risk control</b>	<b>Canteen and / or breaks measures a company could consider to adopt</b>
<b>Elimination</b> physically remove the hazard	n/a
<b>Substitution</b> Replace the hazard	Instruct employees to stay at their workplaces for their breaking time
<b>Engineering controls</b> Isolate people from the hazard	Identify dedicated eating areas on site and ask employees to bring prepared meals and refillable drinking bottles from home
<b>Administrative controls</b> Change the way people work	Set up lunch / breaks shifts (by teams) with staggered start and finish times to guarantee physical distancing during lunch time and / or breaks
<b>PPE</b> Protect the worker with Personal Protective Equipment	Install temporary disposable cardboards or plastic separators in lunch rooms and common areas

Context & Objectives

**Approach for getting back to safe work**

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# Approach for getting back to Safe Work

 Focus of this document

## 1. Co-assess current work environment regarding back-to-work-readiness

- Identification of workplace needs & opportunities (operational & cultural), through benchmarking your situation today against scientifically established MVPs of safely coming back to work (spacing, virus protection, etc.)
- researching needs & attitudes regarding adoption of workplace safety measures with relevant stakeholders

- Prioritization of initiatives
- Quick wins → "the path back to work tomorrow"
- vs.
- Moon shots → "sustaining the journey"

Successful adoption

## 2. Setting the course for a tailored path back to work

Optional: Fast lane, focusing on employee adoption of existing ideas

### A: Accelerator module – quick win path

You already consider implementing concrete back-to-work-initiatives?

We help you **getting what you already have onto the road** at the speed of light.

### B: Build & Test Module – holistic development path

You know you need to safely get back to work, but don't exactly know how?

We help with an agile **end-to-end process to co-create concrete tailored initiatives**

Safe Operations

## 3. Develop concepts/ solutions

Take existing initiatives/MVPs into a **rapid test- & learn-loop**

**Alignment** with key stakeholders and **testing** with key target audiences

**Co-CREATE prototypes** (Sprint-/agile-based "Develop, test, & iterate"-setup)

**Alignment** with key stakeholders and **testing** with key target audiences

Example tools



Back-to-work-readiness **scorecard**: review of floor plan, PPE guidance, policies and training methods



Setting-the-Course-Workshop



Ideation Prototyping Testing Iteration (KPIs x Impact)

## 4. Develop roadmap for the path back to safe work

### Adoption layer

#### Co-create transition journey

A set of **workable agreements and rules of conduct**, that put the safety and needs of everyone first.

### Operational layer

#### Define prioritized concept launch-plan

A toolbox of concepts (incl. backlog) for an adapted and fully equipped workplace at which employees can work safely and thrive, again.



Adaption of **toolbox** (transformation co-creation kit)  
Back-to-work transition **journey**  
Back-to-work implementation **roadmap**

## 5. Implement solutions

#### Facilitate adoption of transition journey

Collaborate with internal stakeholders to **ensure the successful adoption** of necessary behavioural shifts at the workplace.

#### Operational implementation of initiatives/ideas

Collaborate with internal stakeholders to **realize the successful implementation** of the prioritized "safety-back-to-work"-solutions at the workplace.



Collision **Workshop**: Agenda-set ownership for implementation & responsibilities  
Operations implementation **sprint**

## 6. Evaluate & iterate

#### Adoption success-reflection

What works/doesn't work on a **behavioural adoption-level**?  
→ If needed: iterate & establish course-corrections

#### Implementation success-reflection

What works/doesn't work on an **idea/initiative-level**?  
→ If needed: iterate & establish course-corrections



Safe workplace dashboard/control room & **reflection** — weekly with key stakeholders  
Employee and stakeholder **evaluative survey**

 Focus of this document

## 7. Ongoing support /check-ins

#### Sustaining the adoption journey

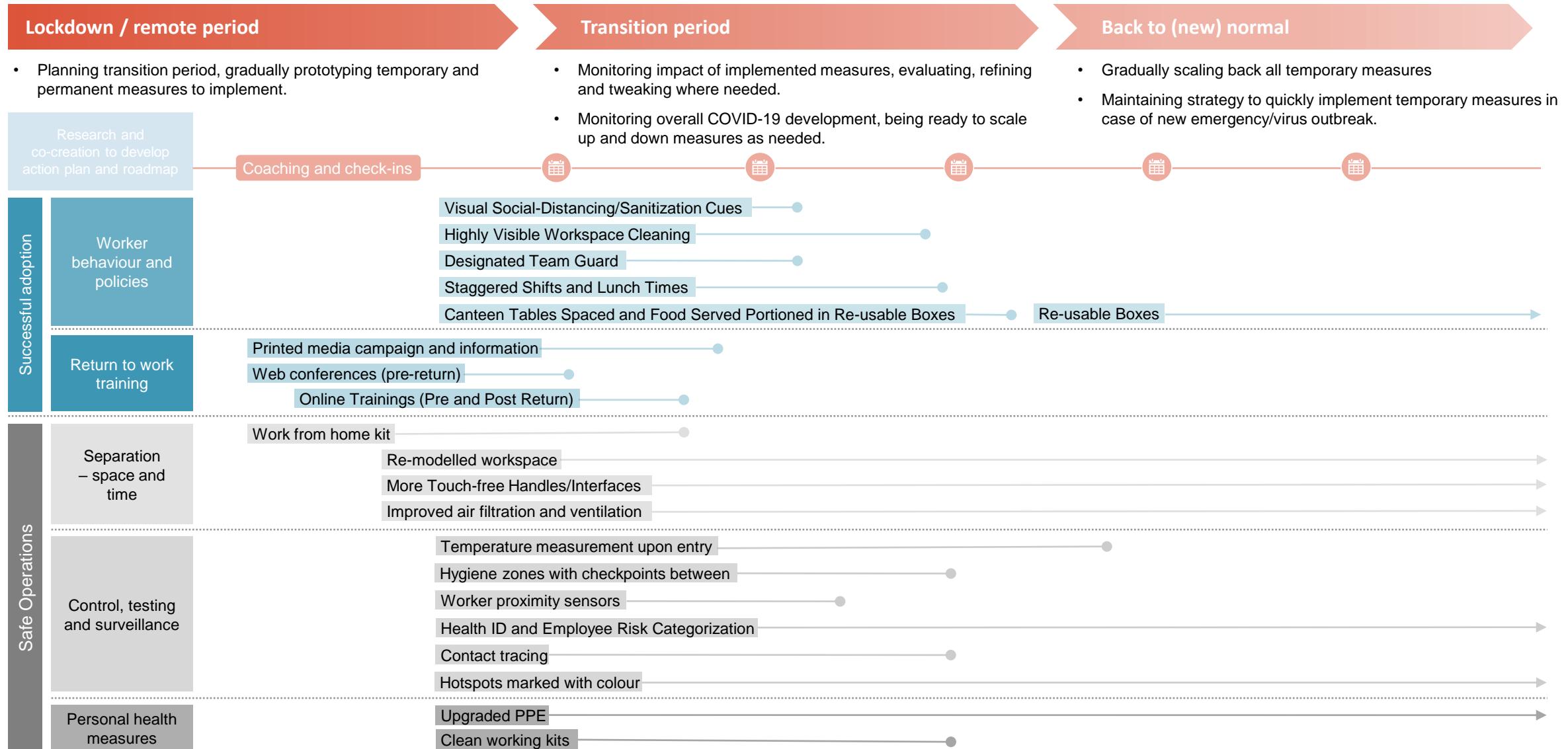
Organisational change-coach advises on implementation adoption-aspects of sustaining the journey.

#### Sustaining the implementation journey

Implementation-coach advises on operational-aspects of sustaining the journey.

# Example of journey to implement Safe Work Action plan

## Illustrative example



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### **Examples of safe & next work solutions**

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# Re-modeling/Re-tooling of the workplace

Ensuring greater spacing between employees/functions/cells

## Illustrative



Factory

Office

## Concept Description

Lines, offices and cells could be redesigned or re-tooled to provide for greater spacing between employees and reduce the risk of contamination between functions.

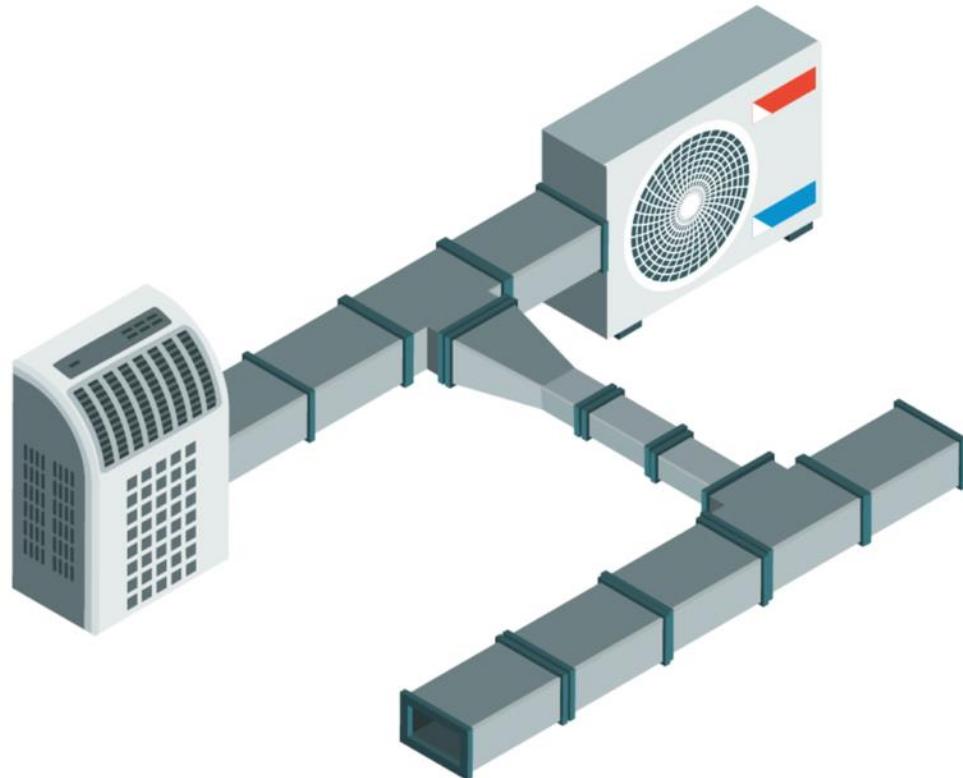
## Impact

- This may help to reduce the spread of any infection
- May also provide compartmentalisation of the organisation in the event of a wider spread allowing the maintenance of some company functions.

# Improved Air Filtration & Ventilation

More efficient removal of hazardous particles from the environment

## Illustrative



Factory

Office

## Concept Description

Workplace ventilation and filtration could be improved to reduce any hazardous particles which may be airborne.

## Impact

- Reduces the concentration of airborne viral or bacterial particles which may help to reduce the likelihood of worker infection

# More Touch-free Handles/Interfaces

Fewer handles and physical interfaces and introduce motion control

Illustrative



Factory

Office

## Concept Description

Greater use of motion-control or touchless doors and interfaces throughout the workspace.

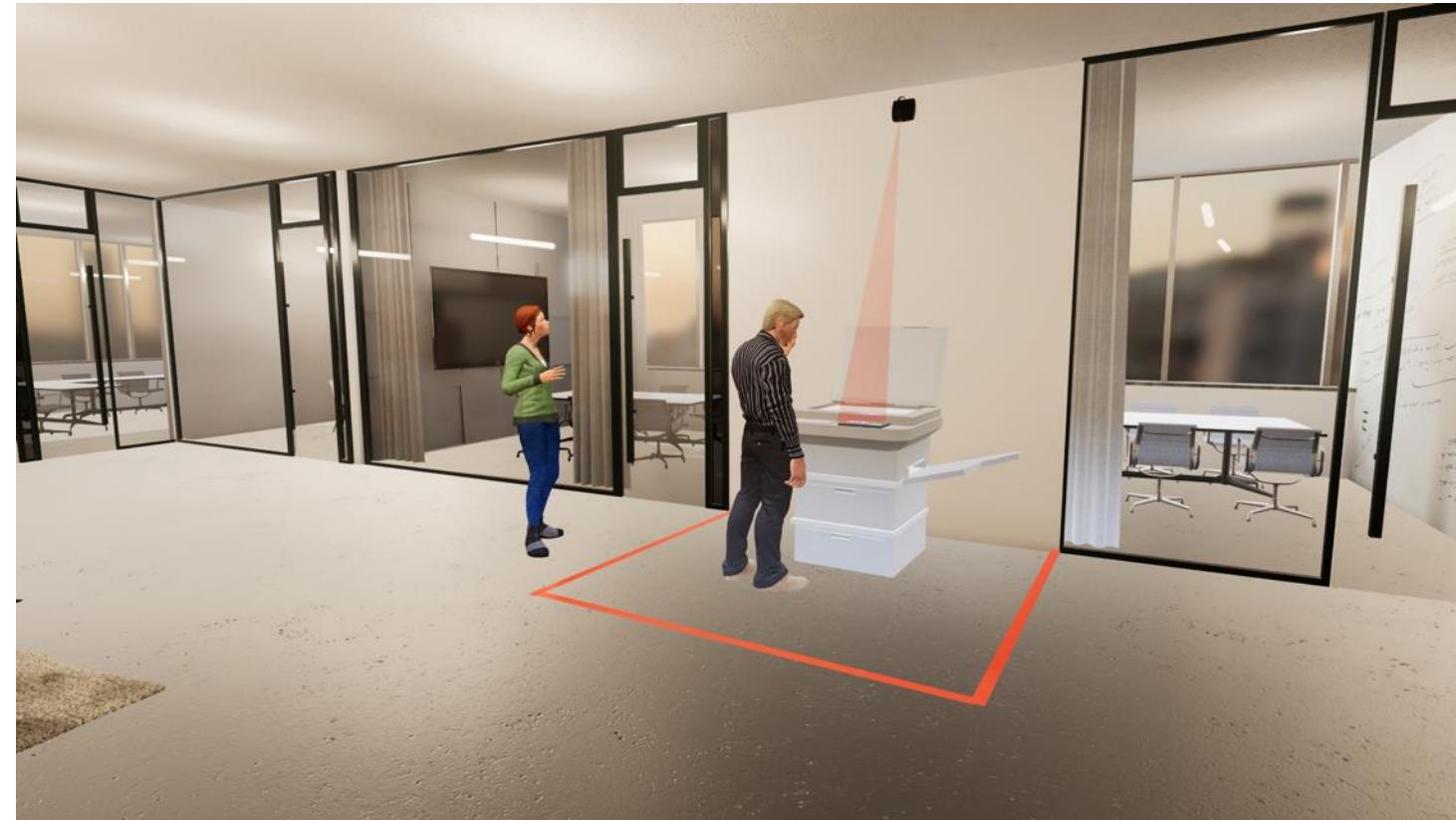
## Impact

- It can reduce the risk of workers contacting a contaminated surface.
- Could help reduce cleaning requirements

# Visual Social-distancing/Sanitization Cues

Providing quick checks/reminders to maintain distancing and hygiene

## Illustrative



Factory

Office

## Concept Description

Visual cues such as markings or projections on the floors, walls and interfaces could indicate to workers of safe distances and provide reminders as to when they should change PPE or wash their hands as they go through the working environment.

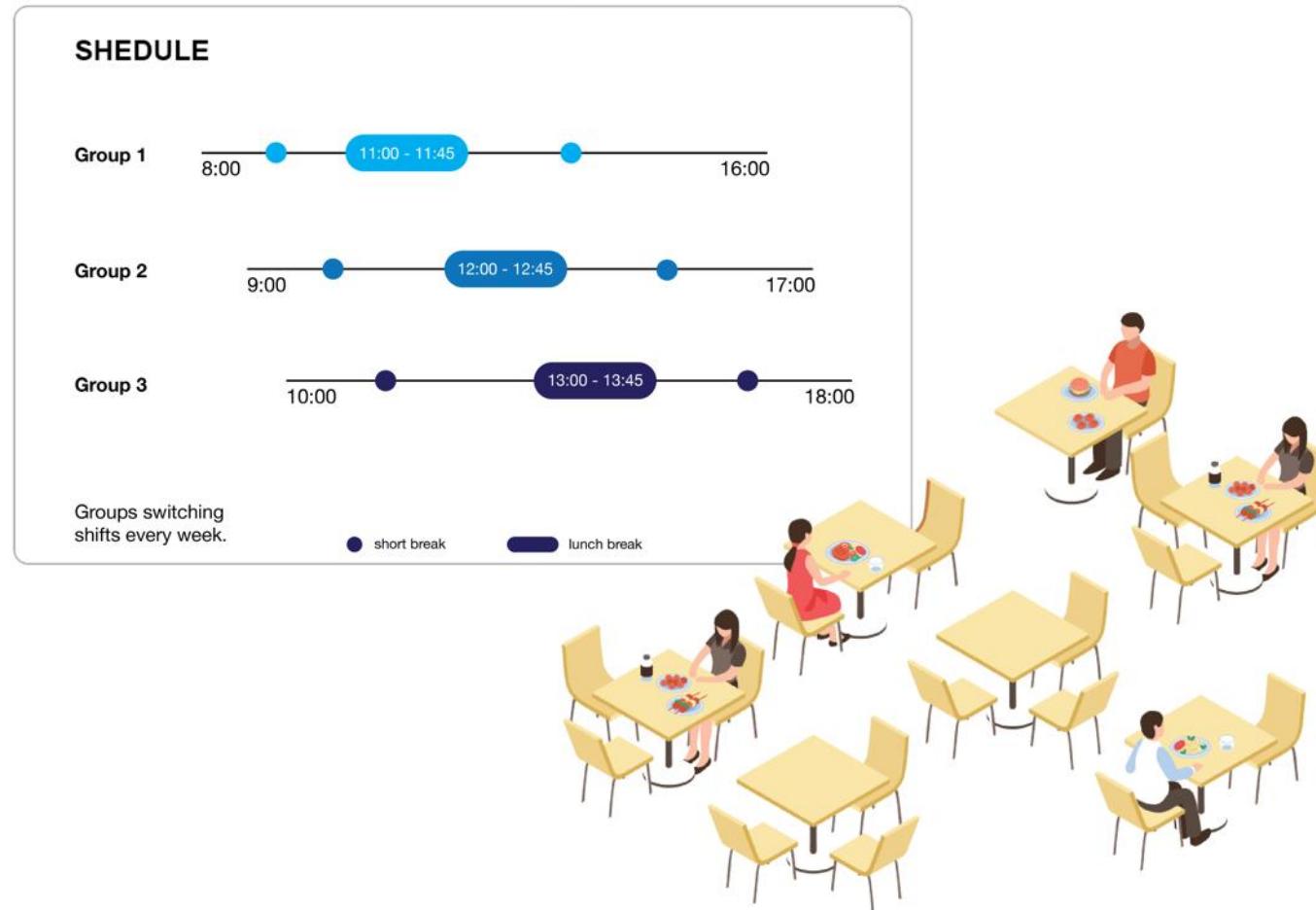
## Impact

- May increase the frequency with which employees wash their hands
- Increases employee awareness of hygiene

# Staggered Shifts and Lunch Times

Employee shifts and breaks can be staggered to prevent queues and crowds

## Illustrative



Factory

Office

## Concept Description

Work shifts and breaks could be staggered by 30/60 minutes.

## Impact

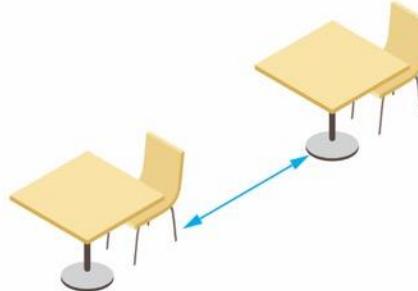
- Can help reduce queues and crowds, especially relevant if screening measures are introduced requiring more time to pass through.
- Could make it easier for workers to maintain social distance.

# Canteen Tables Spaced and Food Served Portioned in Re-usable Boxes

Serving pre-packed food in re-usable boxes

## Illustrative

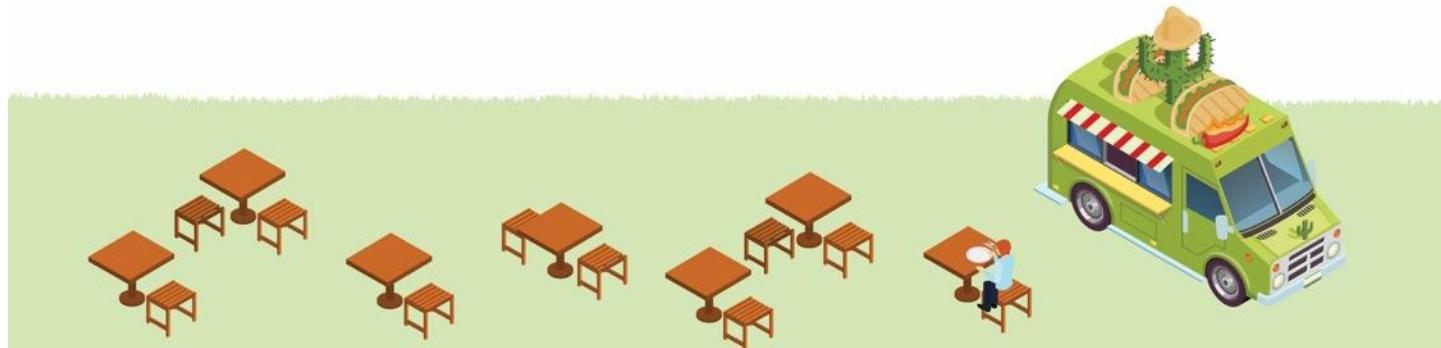
**01** Canteen tables spaced



**02** Pre-portioned re-usable boxes



**03** Food trucks in summer season



Factory

Office

## Concept Description

Replace self-service style lunches from canteen with catered, portioned food in re-usable boxes. This could take the form of food trucks during summer months to get the workforce into fresh air.

Canteen tables could ensure spacing between employees so no-one sits directly beside or in front of the worker. (via checker-board arrangement)

## Impact

- May help to reduce queues and physical contact between workers

# Temperature Measurement upon Entry

Greater screening of employees prior to entering workplace

Illustrative



Factory

Office

## Concept Description

Before entering the workplace, employees could face short, automated screening process using FLIR (thermal) cameras or contactless thermometers.

## Impact

- This could provide an additional level of security for the workplace
- Helps to disincentivise workers coming in to work even when sick.

# Controlled Entry to Production Floor

The production floor becomes a controlled clean-space with "airlock" access

Illustrative



Factory

## Concept Description

The entire production floor could become a controlled clean-space, with access only through an “airlock” area where workers must sanitize, check temperatures and don appropriate PPE.

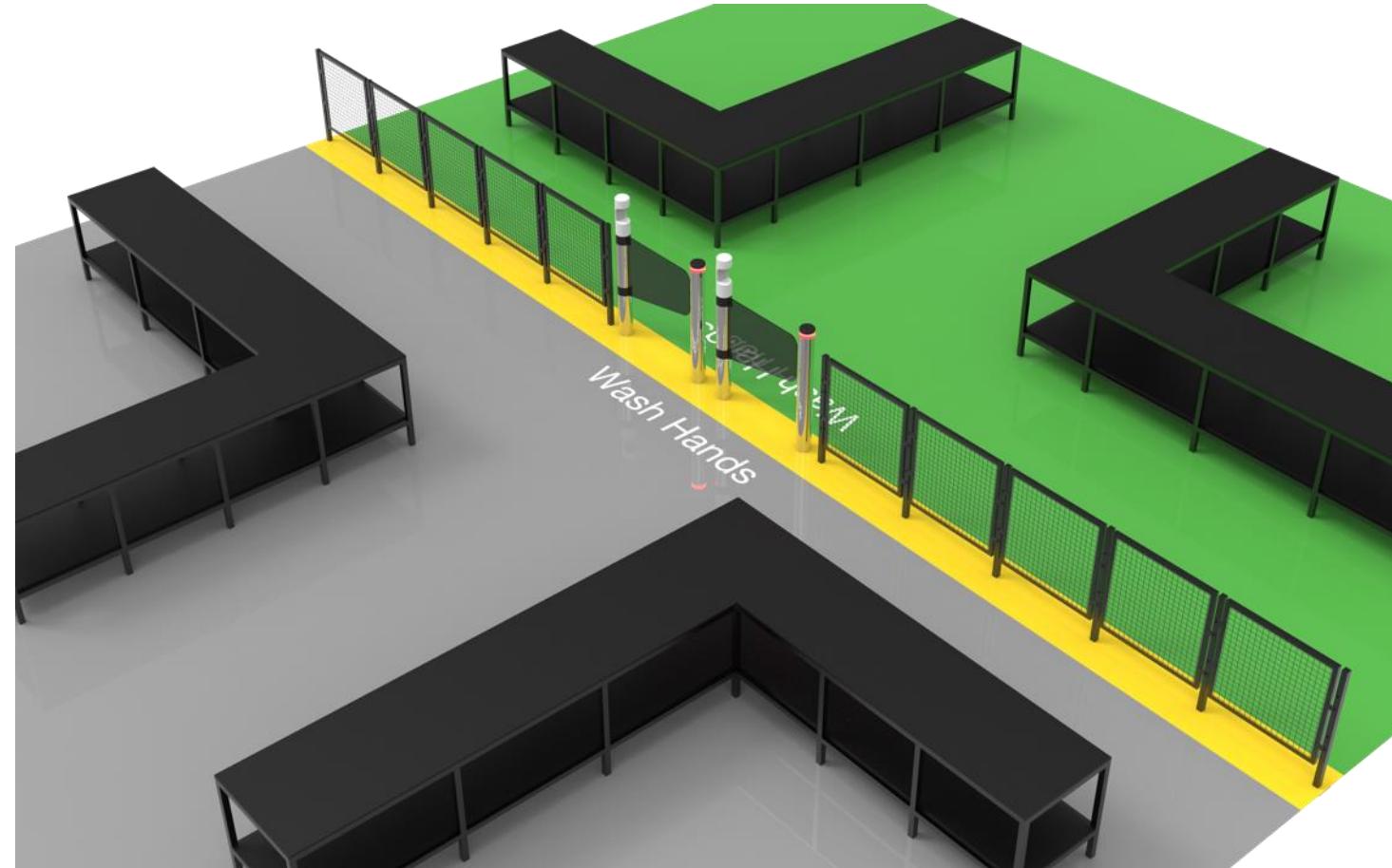
## Impact

- This could help to ensure everyone entering the production floor is healthy and protected.
- Increases worker confidence by suggesting they are in a safe and hygienic environment

# Hygiene Zones with Checkpoints Between

Workspace separated into zones with mandatory sanitization between each

## Illustrative



Factory

Office

## Concept Description

The workplace could be separated into various zones with mandatory sanitization between each and recording of who is moving between each zone.

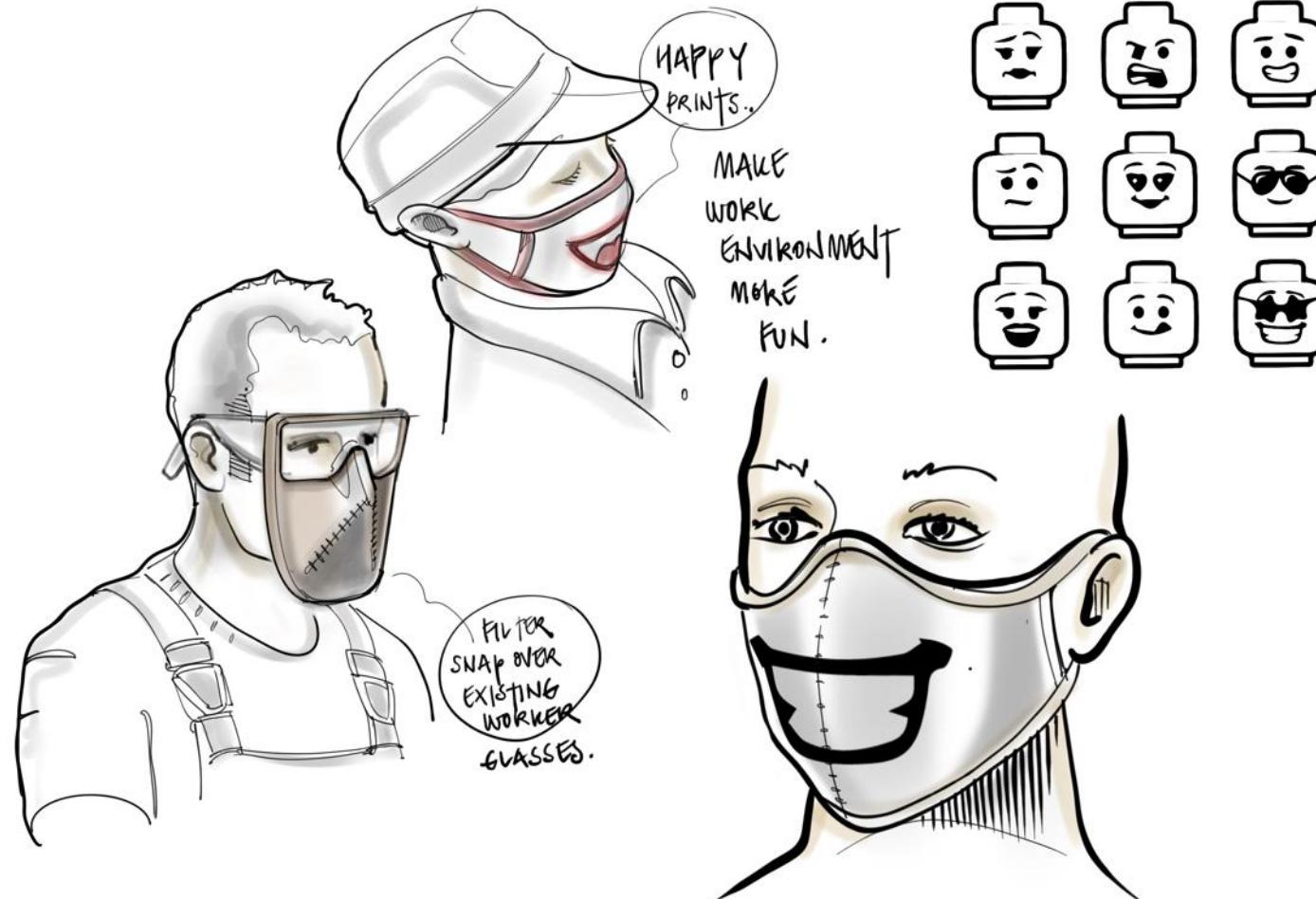
## Impact

- Increases the frequency with which workers must wash hands/change PPE.
- Provides an indicator of which zones are most at risk of infection and enables contact tracing

# Upgraded PPE for Viral Protection

Including anti-viral/bacterial function in current PPE equipment

Illustrative



Factory

## Concept Description

Current PPE provides adequate protection for current workplace risks however this could be upgraded to provide increased protection against viral or bacterial infection. This may take the form of disposable plastic sleeves and visors, or reusable anti-microbial base-layers and masks.

## Impact

- Can improve worker protection against viral and bacterial contamination

# Highly Visible Workspace Cleaning

Confirmation of cleaning is displayed confirming cleanliness of workspace

Illustrative



Factory

Office

## Concept Description

Cleaners should update a 'confirmation of cleaning' list or display in a highly prominent location upon completion of cleaning.

## Impact

- Instils confidence in workers that the workspace is clean and well maintained.

# Work From Home Kit

Enabling better working from home with a pre-packaged kit



Office

## Concept Description

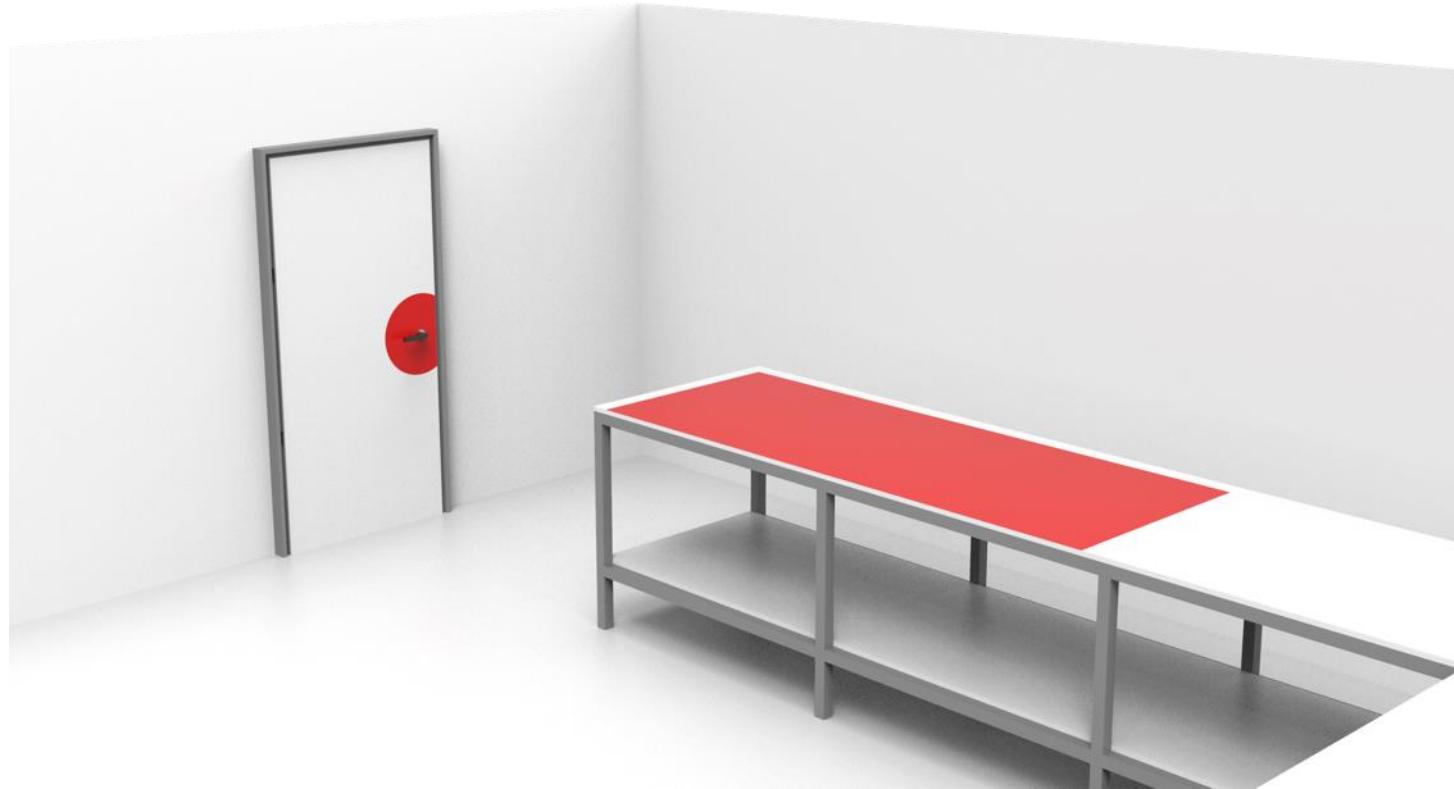
Employees could be provided with "Work From Home Kits". This kit could include items such as remote WiFi devices, battery packs and FAQ guides.

## Impact

- This could help to ensure workers are set up in the best possible way for productive working from home.

# Hotspot Surfaces Marked with Colour

Frequently contacted surfaces highlighted and prioritized for cleaning



Factory

Office

## Concept Description

Surfaces that are frequently contacted by workers could be brightly colour-coded as a reminder to cleaning staff to ensure they are effectively sterilized and a visual cue to workers to wash hand or change PPE.

## Impact

- Increases employee awareness of surface contact and hygiene
- Provides greater direction to cleaning staff

# Clean Working Kits

Each employee has a personal kit of cleaning essentials i.e. alcogel, wipes...



Factory

Office

## Concept Description

Each employee could be issued with a personal “Clean Working Kit” which would include items such as alcogel, sanitary wipes and PPE disposal bags.

## Impact

- This could help to ensure each employee has the tools they need to maintain good personal and workplace hygiene.

# Designated Team Guard

A team member who ensures new standards are being followed



Factory

Office

## Concept Description

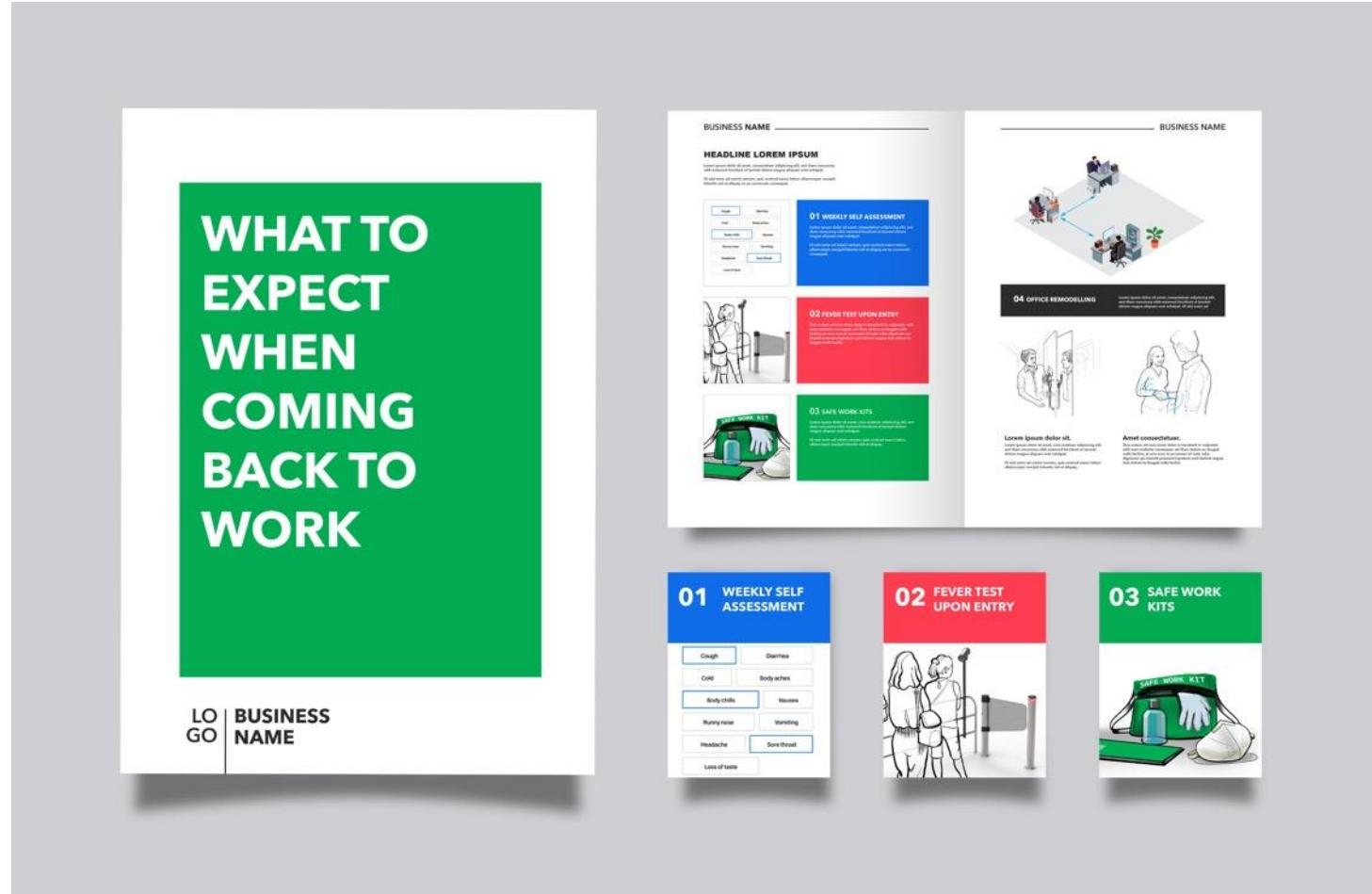
To ensure any new hygiene standards are maintained and to provide workers with a voice in maintaining these standards, a Team Guard could be appointed.

## Impact

- This Team Guard would be responsible for ensuring their team have what they need in terms of knowledge and equipment to maintain personal and workplace hygiene.

# Printed Media Campaign

An information and learning campaign comprised of printed info packs



Factory

Office

## Concept Description

Leveraging printed media to inform employees about the changes they can expect when returning to work.

## Impact

- Can increase transparency and give clarity about current situation and the way that it is handled
- Could increase mental and emotional preparedness of staff upon return to work

# Web Conferences (Pre-Return)

A series of web conferences to keep workers informed throughout process



Factory

Office

## Concept Description

Gathering employee groups to video conferences where they can get the latest information from their employer. Allowing questions and concerns to be raised prior or during call.

## Impact

- Helps keep everyone up to date
- Can enforce transparency and trust within organisation

# Online Trainings (Pre and Post Return)

Online learning courses providing latest info. to prepare workers for return



Factory

Office

## Concept Description

These online training sessions may form a part of a larger series preparing the worker to return to the site. Beginning in their home and continuing for a time after return

## Impact

- Can be deployed within the workers home (pre-return) or on-site (post-return)
- Can be tailored to match workers preferred learning style
- Can be gamified to provide learning incentives
- Can provide continuity across the pre and post return horizons

# Large Format Visual Displays in Workplace

Prominent displays highlighting new processes, policies, tools and layouts



Source/Supporting Rationale:

Factory

Office

## Concept Description

Large format posters or digital displays providing prominent, frequent reminders to employees of the new workplace situation and (crucially) the rationale behind it.

## Impact

- Large format should make the messaging “unmissable”
- Simple messaging can be delivered in an highly accessible way
- Can be deployed standalone or part of a wider messaging strategy

Context & Objectives

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**Overview of measures in checklist**

Sector specific external examples

# Description of measures in checklist

## 101 measures are included in the checklist, of which

- 88 are relevant to all **industries** (not industry specific). Most industry specific measures were collected in the food sector (10 measures), e.g., about packaging and safe delivery.
- 66 are relevant to all **countries** (not country specific). Most country specific measures were collected in the United States (12 measures)
- 91 are **reactions to government policies**, with significant variation across countries (e.g., temperature check, distance, usage of app). 32 measures are linked to the government imposed measure of physical distancing
- 39 are measures the **organization** should undertake (e.g., change shifts). Only 10 measures are within the domain of compliance
- Most (38 measures) are **administrative controls** (changing the way people work), followed by engineering controls (29 measures, isolating people from the hazard). Only 7 measures are **elimination** (physically removing the hazard)
- Most work situations (e.g., meetings / canteen) can have **several measures**, varying in levels of risk control (e.g., from avoiding meetings to washing hands after every meeting)

# ① Personal protective equipment (PPE)

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Personal	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Screens	Install protective screens for staff exposed to customers / visitors	Customers	Install Plexiglas screens where employees need to face visitors or customers to protect them (mandatory)	Creation and acquisition		
Personal	Life Sciences	All	4 - Government policy: maintain hygiene at high level	Provide PPE	Provide PPE in high risk areas	High risk environments	Provide and make employees use gown, mask (surgical or FFP2 if available), gloves, anti-splash eye protection, soap and water (or hand sanitizer). Always ensure the existence of sufficient stocks.	Gown, mask (surgical or FFP2 if available), gloves, anti-splash eye protection, soap and water (or hand sanitizer).	Relevant for Food and Life Sciences	
Personal	All and specifically construction	UK	7 - Other policies set by sector/business	Mental health	Free online mental health seminars for employees in need	Mental health	Promote seminars & helpline numbers to employees	Promotion		
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Meals and breaks	Do not allow face to face lunch, and limit lunch time to 20 minutes	Breaks	Provide easy and clear instruction about meals and breaks (e.g., where employees should sit and for how long they can take a break)	Posters in canteens		
Inter-relational	All	All	7 - Other policies set by sector/business	Communication	Send COVID newsletter with protocols to all employees and place banners/signs	All employees	The business communicates all Corona protocol updates in a newsletter to all employees and externals working at the site. The inhouse team communicates to the flex employees. Everyone needs to know about the rules and regulations. Furthermore at every entrance the information letters and banners should give guidance.	Newsletter, banners, signs		
Organizational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Onboarding & training	Online course COVID-19	COVID briefing	Online course with instructions on the main characteristics of the virus and its associated disease, including: <ul style="list-style-type: none"><li>• Symptomatology of the disease</li><li>• Incubation period</li><li>• Forms of contagion</li><li>• Prevention measures</li><li>• Recommendations in case of home isolation</li></ul>	Computer and internet connection and online training modules		
Organizational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Onboarding & training	Online course COVID-19	Safety briefing	Online course with instructions on the working safely, including: <ul style="list-style-type: none"><li>• Rules for the use of masks</li><li>• Rules and prevention measures in travel</li><li>• Hand washing technique</li></ul>	Computer and internet connection and online training modules		

# ① Personal protective equipment (PPE)

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions		Infrastructural requirements	
Organizational	Food	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Distance clothing	Supply all employees with a vest	Warehouse or shop floor	Let employees wear a vest with text: "Please keep a distance of 1.5m"		Vests with text: "Please keep a distance of 1.5m"	
Organizational	Life Sciences	All	3 - Government policy: prevent spread when symptoms or when in risk category	Test suspected infected	Conduct COVID test in suspicious cases	High risk environments	When a suspected case is discovered, perform a covid test to minimize risk in production		COVID test kits	
Organizational	All	All	4 - Government policy: maintain hygiene at high level	Meals and breaks	Install separators in the canteen and lunch rooms	Breaks	Create and install temporary disposable cardboards or plastic separator in lunch rooms and common areas		Creation and acquisition	
Organizational	Food	All	4 - Government policy: maintain hygiene at high level	Extra packaging	Put food products in extra layer of packing	Food products that are packaged (in boxes)	Food products need to be put in an extra plastic bag before put in the boxes		Plastic bags	
Organizational	Food	Nordics	7 - Other policies set by sector/ business	Food safety	Use of protective glove's; hand hygiene; closure of commercial restaurants; ban to come to work if symptoms, special instructions for work space cleaning	Protection	Protective clothing and masks; closure of commercial restaurants (take away and delivery to home/office instead)		Training	set by the FI Food Authority
Organizational	All	All	4 - Government policy: maintain hygiene at high level	Sanitary	Provide hand cleaning opportunities at workplace	Washing hands	All companies should propose a way for employees to easily wash their hand at work and instruct how often employees should do this		Additional cleaners & pop-up handwashing stations across construction sites.	
Organizational	All	United States	7 - Other policies set by sector/ business	Communication	Communicate as frequently as necessary on purpose and changes of measures in effect	All	Communicate as frequently as necessary on purpose and changes of measures in effect			

## ② Administrative controls

1. Measure categorization				2. Measure description							Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Effect measurement	Infrastructural requirements		
Personal	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Individual transport to work	Compensate / reimburse additional travel expenses	Transportation	Branches should negotiate a specific compensation for employees that need to use their car for commuting to work	No infection hazard due to personal contact with third parties	Guideline for reimbursement Invoicing individual cost		
Personal	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Avoid travel peaks	Adopt shift planning to reduce travel peaks	Transportation	Implement rotation shifts to avoid peaks in public transport	No infection hazard due to personal contact with third parties	No infection hazard due to personal contact with third parties		
Personal	All	All	4 - Government policy: maintain hygiene at high level	Working clothes	Avoid sharing of clothing	Sharing of protective gear / clothing	No sharing of working clothes and protective gear. Specific cleaning process at the end of the working assignment to ensure disinfection after usage.	No extra infections caused due to personal contact in the workplace	Process, extra cleaning material and potentially extra clothing		
Personal	All	All	4 - Government policy: maintain hygiene at high level	Payment	Pay with card only, no cash	Payments	Do not accept cash payments Clean payment areas as they are high touch areas	No extra infections caused due to personal contact in the workplace	Ensure digital payment methods are available		
Personal	All	All	3 - Government policy: prevent spread when symptoms or when in risk category	Access tracking	Track presence of all staff and visitors at the site	Access	Tracking should be done for 15 days after entering the site	No extra infections caused due to personal contact in the workplace	Log sheet	Mind legal implications (e.g., data privacy)	
Personal	All	All	3 - Government policy: prevent spread when symptoms or when in risk category	Home health check	Measure temperature and fill out questionnaire before entering workplace on a daily basis	Access	Measure temperature at entrance (optional), ask employees to fill in questionnaire at entrance (optional).	No extra infections caused due to personal contact in the workplace	Questionnaire (updated regularly)		
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Elevators	Limit the number of people in elevators and sanitize elevators regularly	Elevators	Provide clear instructions on physical distancing in elevators (e.g., entering elevator one by one, limited number of people in elevator), and provide paper tissues to press elevator buttons	No extra infections caused due to personal contact in the workplace	Process, paper tissues		

## ② Administrative controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Meetings	Provide guidelines for meetings (limit frequency and number of attendees)	Meetings	Easy and clear instruction regarding frequency and number of people attending meetings	n/a		
Inter-relational	Food	Belgium	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Time and capacity limits	Limit number of clients in each area and time of stay	Customers	Respect 1 client per 15m <sup>2</sup> , with a maximum stay of 30 minutes per client	Markings on floor, timers, signs		
Inter-relational	All and specifically food	Netherlands	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Walking route	Create wider footpaths & fixed walking directions	Movement	Inform all employees to maintain fixed walking distance, indicated with arrows on footpaths	Arrows on the floor and barrier tape		
Inter-relational	Food	Netherlands	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Communication	Provide headsets for communication	(retail) shop floor	Employees who have to walk the floor to resupply the shelves must use headsets to communicate	Ensure enough headsets are available	Administrative controls	
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	New employees	Stop inflow of new employees	New employees	No new employees are allowed to start working to protect existing population		Check if feasible	
Inter-relational	Food	Spain	4 - Government policy: maintain hygiene at high level	Visitors	Apply extreme hygiene and additional controls for visitors	Visits	Extreme hygiene and disinfection when entering and leaving for all visitors. Examples are: - Temperature control before accessing - Use of mask at distances less than 2m with anyone at the facilities - Disinfect hands frequently during the stay in the facilities	Protocol for visitors		
Inter-relational	All	All	7 - Other policies set by sector/business	HR	Fill new COVID vacancies	New roles	Fill up key (or unpopular) roles currently vacant and therefore damaging overall productivity. Instruct local management that work ceases until specific roles are filled in. As an example there are newly created jobs such as toilet attendants, testers, and temp screeners on construction sites. Adjust payrates upwards temporarily to encourage employees to take roles.	Internal vacancies list		

## ② Administrative controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Inter-relational	All and specifically construction	UK	7 - Other policies set by sector/business	Management	Create a central talent pool of qualified and inducted managers who are familiar with the projects and keep them on the bench	Management	In the event of absence due to illness/caring/isolating immediately second in Manager from the central pool to maintain safety/productivity on site	Build and engage talent pool	Administrative controls	
Organizational	Construction	All	2 - Government policy: reduce contact between people	Off-site work locations	Request express consent of occupants/tenants/users for access	Private individuals	Employees must ask whether client or individuals in the client's household have health problems in relation to COVID (coughing, sore throat, fever) or if they belong to the category of vulnerable persons. Client decides whether they give access to their home. Employee may ask for proper ventilation of the house and to make the installation easily accessible.	Form to request approval of client		
Organizational	All	All	2 - Government policy: reduce contact between people	Online communication	Post relevant information on multiple locations	Information requirements	Put the shift planning and other relevant notifications in every area (not only in one department). Alternative is to use a digital tool (app) to communicate planning	Multiple notices boards or digital communication tool		
Organizational	All	Spain	3 - Government policy: prevent spread when symptoms or when in risk category	High risk groups	Contact the employees in vulnerable groups and issue a report to authorities	All	SPRL health service must evaluate the presence of especially sensitive employees, establish the nature of special sensitivity of the employee and issue a report on prevention, adaptation and protection measures. The employees will go to the Public Health Service with the issued report to process the discharge due to special vulnerability.	Form for vulnerable groups	Administrative controls	
Organizational	All	All	4 - Government policy: maintain hygiene at high level	Meals and breaks	Limit the number of people in common areas	Breaks	Set up lunch shifts (by teams) to guarantee physical distancing during lunch time our breaks	Rotation process		
Organizational	All	All	4 - Government policy: maintain hygiene at high level	Access control	Require external vendors to wear a face mask	Delivery or pick up by third parties	All external suppliers should wear a face mask	Process and signs as entry points		

## ② Administrative controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions		Infrastructural requirements	
Organizational	All	United States	4 - Government policy: maintain hygiene at high level	Shared Items	Discontinue use of shared items (e.g., pens, phones)	Materials	Discontinue use of shared items (e.g., pens, phones)		Provide sufficient and suitable rubbish bins and cleaning supplies	
Organizational	All	United States	4 - Government policy: maintain hygiene at high level	Handwashing breaks	Permit handwashing breaks	All	Permit handwashing breaks as often as necessary (e.g., every 60 minutes)		Potentially additional cleaners & pop-up handwashing stations across construction sites	
Organizational	All	United States	4 - Government policy: maintain hygiene at high level	Disinfecting wipes	Supply employees with disinfecting wipes for workstations	All	Supply workers with disinfecting wipes for workstations		Disinfecting wipes	
Organizational	All	United States	4 - Government policy: maintain hygiene at high level	Air Exchanges	Increase air exchanges per CDC guidance	All	Make sure areas receive numerous air changes per CDC guidance		Engineering controls	
Organizational	All	All	4 - Government policy: maintain hygiene at high level	Cleaning frequency	Enhance regular cleaning procedures and increase intensity of garbage collection	Materials	Clean all touch points regularly, including: Taps and washing facilities Toilet flush and seats Door handles and push plates Hand rails on staircases and corridors Lift and hoist controls Machinery and equipment controls Food preparation and eating surfaces Telephone equipment Key boards, photocopiers and other office equipment		Provide sufficient and suitable rubbish bins and cleaning supplies	
Organizational	All	Nordics	6 - Government policy: avoid cross border travel and/or quarantine after travel abroad	Exception for import of foreign workforce	New workforce may enter the country if the work is critical	All	Exception to a ban to guarantee the security of critical supply		Engineering controls	
Organizational	Food	Nordics	6 - Government policy: avoid cross border travel and/or quarantine after travel abroad	Exception for quarantine	Employees arriving from abroad to food-manufacturing	Exception	Exception for quarantine of employees arriving from abroad for food-manufacturing		Engineering controls	Measure has to be verified

## ② Administrative controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions		Infrastructural requirements	
Organizational	All	All	7 - Other policies set by sector/business	HR	Take care of well-being of all employees	Mental health	Examples of good practices are: Employees in production and the distribution center get a 'corona bonus' as a token of appreciation for commitment in this hectic time All employees have free access to psychological services and virtual gym Pay extra days for employees with children			Rewards & benefits of HR department
Organizational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Timing and shifts schedule	Change shifts schedule	Shifts	All companies should work with time shifts to avoid having too many employees working at the same time at the same location. This is also important to avoid peaks in public transportation			n/a
Machine	All and specifically food	Netherlands	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Production lines	Change the production line set up to enforce social distance	Production lines	Different set up of production lines with a minimum of 1,5 meters between workstations. Clearly mark with crosses where people are allowed to stand.			Possibly reduce or remove production lines
Machine	All	All	4 - Government policy: maintain hygiene at high level	Rooms & desks	Avoid desk sharing without cleaning in between	Office and other desks	No desk sharing without cleaning process			Cleaning material
Machine	All and specifically construction	All	4 - Government policy: maintain hygiene at high level	Equipment hygiene	Set handwashing and cleaning procedures for equipment	Machinery	Operators must use additional 'pop-up' handwashing stations. Extra handwashing procedures before entering and when leaving cab & additional daily machine cab cleaning. Ventilation inside machines or enclosed equipment must be increased. Equipment must be thoroughly cleaned after usage, single use PPE must be thrown away.			Additional cleaners & pop-up handwashing stations across construction sites
Compliance	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Monitoring	Set up a monitoring governance	All	Develop a monitor success plan to monitor the success of implemented protocols			Staff, system and policies

## ② Administrative controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Compliance	All	United States	3 - Government policy: prevent spread when symptoms or when in risk category	Investigation	Investigate any potential COVID-19 cases and take prompt and appropriate remedial action	All	Investigate any potential COVID-19 cases and take prompt and appropriate remedial action	Engineering controls		
Compliance	All	Other - please specify in comments	3 - Government policy: prevent spread when symptoms or when in risk category	Communication	Establish H&S guidelines for employees and communicate to clients	All	[Appoint H&S team and collect H&S effect of measures relevant for sector/business/company]	H&S guideline updated with COVID measures	Applicable for Netherlands and Belgium	
Compliance	All	Other - please specify in comments	3 - Government policy: prevent spread when symptoms or when in risk category	Sickness reporting	Verify employee data of reported sickness, verify and categorize correctly	Questionnaire	Send out H&S questionnaires to gather data of COVID situations, following GDPR guidelines and make a table for each employee situation, which clarifies to report sick (y/n) and what employer must do. Unable to work because of health complaints due to the coronavirus.: report sick Able to work, but can't do regular duties due to illness or disability: report sick, facilitate other work from home Able to work, but not allowed to work because of government policy: do not report sick, facilitate working at home if possible Able to work, but in isolation / quarantine: do not report sick, facilitate working at home if possible Able to work, but doesn't want to come for fear of contamination: do not report sick, use normal leave arrangements such as holidays Able to work, but must take care of a sick family member or other close person: do not report sick, use leave arrangements such as short-term care leave Intends to report sick to prevent damage to organization or afraid of getting fired: do not report sick, appeal on government subsidies/regulation	HR database of workforce includes new COVID insights	Applicable for EU	

## ② Administrative controls

1. Measure categorization				2. Measure description					Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements	
Compliance	All	All	3 - Government policy: prevent spread when symptoms or when in risk category	Visitors	Ask visitors and new employees to declare symptoms free	Visitors	Every visitor or new starter declares by document that they are "symptoms-free" for at least 24 hours.	A document in which they can declare to be symptoms free	
Compliance	All	United States	7 - Other policies set by sector/ business	Random Checks	Perform random checks in all departments on full list of measures	All	Perform random checks in all departments on full list of measures to make sure protocols are put into practice	Engineering controls	

### ③ Engineering controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions		Infrastructural requirements	
Personal	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Company transport to the workplace	Limit the number of riders in company vehicles and take hygiene measures on board	Shuttles	Avoid contamination in the vehicle, e.g., by requiring all users to wear a mask, by cleaning the vehicle after usage and by limiting the number of riders in the vehicle		Potentially need for additional vehicles, cleaning and protection material	
Personal	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Access control	Avoid queuing by making sure employees stand well apart	Access	Informing employees to respect physical distancing at the entrance and stand well apart		Tape to mark distance	
Personal	All and specifically construction	All	2 - Government policy: reduce contact between people	Travel together	Restrict people commuting together	Transportation	Restrict commuting transportation to a maximum of 4 persons. Preferably travel to and from work with own car or bike. Provide other means of transport to avoid public transport e.g. bicycles.		Travel instructions, additional busses/taxis	Also relevant for Food
Personal	All	All	3 - Government policy: prevent spread when symptoms or when in risk category	Temperature check	Take temperature at access points	Access	No people with elevated temperatures are allowed on the premises. Using a thermal imaging camera to test if someone has increased temperature (or fever).		Thermometer, tents at access points, employees who are capable to take temperatures	
Personal	All	All	6 - Government policy: avoid cross border travel and/or quarantine after travel abroad	International travel	Do not allow international travel and collect information regarding employees' travel to other countries	All	Do not allow international travel. In case travel is absolutely necessary collect information regarding employees' travel to other countries and provide instructions upon return.		Instructions when returning from travel abroad	
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Circulation	Separate people flows	Flow management	Implement floor signage to separate the flow in all circulation and queuing zones at the workplace		Floor signage	
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Meetings	Limit the number of chairs in a room or break area	Meetings and Breaks	Reduce the number of chairs in meeting or break rooms/areas by 50 percent to ensure physical distance. Divide by 2 the number of chairs in the meeting room and break room in order to physically guarantee the physical distancing		Facilities	

### ③ Engineering controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Delivery of suppliers	Reduce contact with external parties/suppliers to a minimum	Delivery or pick up by third parties	Make agreements about limiting contacts with suppliers and subcontractors. Consider deliveries outside the building site. Let driver stay in vehicle or clean touched materials	Leaflet for suppliers		
Inter-relational	All and specifically construction	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Off-site work locations	When work is to be carried out in the event of serious calamity or malfunction, then take additional actions to ensure physical distance at the off-site location (client)	Private individuals	Serious calamity or malfunction present when general daily necessities (e.g., cooking, using the toilet, washing, cleaning, etc.) cannot be carried out. Make sure the outside door is open or will be opened from the outside by someone else. Request that customers are in a room where work activities do not take place.	Training for employees that work at high risk customer sites		
Inter-relational	All	All	2 - Government policy: reduce contact between people	Change shifts/teams	Limit altering team composition	Shifts	As far as possible, let employees work in the same teams and on the same locations, such that contact with other employees is limited. Ensure people with interpersonal relationships are placed in the same team.	Adjust team composition plan		
Inter-relational	All	All	2 - Government policy: reduce contact between people	Entrance/access points	Prevent congestion at access points	Access	Stop all non-essential visitors. Reduce the number of people in attendance at site inductions and consider holding them outdoors wherever possible. Introduce staggered start and finish times (of breaks) to reduce congestion and contact at all times. Monitor site access points to enable physical distancing – you may need to change the number of access points. Remove or disable entry systems that require skin contact e.g. fingerprint scanners. Drivers should remain in their vehicles if the load will allow it and must wash or clean their hands before unloading goods and materials.	Signs and additional H&S staff at any access points		
Inter-relational	Food	All	2 - Government policy: reduce contact between people	Food delivery	Reduce contact when delivering food	Delivery	Place the food in front of the door, step back, wait until the client picks up the delivered food, pick up the empty box (no direct contact). Consider wearing facial masks.			

### ③ Engineering controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Inter-relational	All	All	2 - Government policy: reduce contact between people	Meeting distance	Limit meeting participants to absolute minimum	Meetings	Consider holding meetings in open areas where possible or virtually	Provide work instructions to employees on holding physical meetings. Provide possibility to hold online meetings. Provide heating modules when holding meetings in open areas.		
Inter-relational	All and specifically construction	All	2 - Government policy: reduce contact between people	Waiting areas	Reduce people in waiting area to a minimum	Delivery or pick up by third parties	Chauffeurs should be able to wait in other areas when physical distance cannot be ensured	Provide additional waiting areas	Also relevant for Food	
Inter-relational	All	Netherlands	2 - Government policy: reduce contact between people	Work locations	Office and production departments need to be physically separate	Contact	Nobody is allowed to be in a department other than their own, no visits to other departments	Signs to mark who can enter certain assembly lines, rooms , department, floors, meeting areas		
Inter-relational	All and specifically construction	All	4 - Government policy: maintain hygiene at high level	Communal areas	Stay at site during breaks, don't visit local shops Maintain hygiene at highest level in eating/drinking areas	Breaks	Dedicated eating areas should be identified on site. The workforce should be asked to bring prepared meals and refillable drinking bottles from home.	Restaurant instructions		
Organizational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Production lines	Reduce line speed	Production lines	Reduce line speed so that less people are needed to run the production line, therefore 1.5 meter distancing can be ensured	Altering production line speed		
Organizational	All	All	2 - Government policy: reduce contact between people	Change shifts/teams	Schedule time between shifts	Shifts	All shifts end before their usual hours (15 or 30 minutes) so they do not coincide with the entry of the next shift. Employees are paid 100%, even with shifts ending earlier.	Planning system alterations. Provide flexibility in working hours and planning.		

### ③ Engineering controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions		Infrastructural requirements	
Organizational	All	All	2 - Government policy: reduce contact between people	Changing areas	Lower capacity in shower/ change areas	Clothes	Showering/ changing clothes in shifts/ small groups with time between shifts. Increase ventilation in enclosed spaces. Focus on changing working clothes quickly. Increase number of lockers.		Signs which clarify the number of people allowed in shower/ change areas. Provide more lockers and changing necessities.	
Organizational	All	United States	3 - Government policy: prevent spread when symptoms or when in risk category	Inspection	Conduct temperature checks	All	Conduct random visual and temperature checks during workday		Thermometer, employees who are capable to take temperatures	
Organizational	All	United States	4 - Government policy: maintain hygiene at high level	Training	Promote and provide training on mandatory health and hygiene protocols (e.g., hand washing, mask use, glove use)	All	Promote and provide training on mandatory health and hygiene protocols (e.g., hand washing, mask use, glove use)		Training	
Organizational	All	United States	5 - Government policy: work from home when possible	Remote Work	Provide webinars on remote-working	All	Provide webinars on remote-working and leadership best practices		Training	
Organizational	All	United States	5 - Government policy: work from home when possible	Closure Contingency Plan	Define contingency plans for workplace closures	All	Define contingency plans for workplace closures		Laptop, mobile phone	
Organizational	All and specifically construction	All	5 - Government policy: work from home when possible	Safety instructions	Provide safety training via E-learning	Safety briefing	Instead of briefing employees on safety face to face, provide safety training digitally		E-learning safety training	
Machine	All and specifically food	Netherlands	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Production lines	Install plexi glass / vinyl screens between workstations	Production lines	Install plexi glass or vinyl screens between workstations at production lines to ensure social distance		Vinyl screens or plexi glass	

### ③ Engineering controls

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Machine	All	All	4 - Government policy: maintain hygiene at high level	Hardware, Tools	Clean tools after use	Tool sharing	No tool sharing without cleaning process	Cleaning material		
Machine	All	All	4 - Government policy: maintain hygiene at high level	Machines in canteen / restaurant / communal areas	Close vending machines for food and beverages	Breaks	Close down all non essential machines such as vending machines.	Vendors such as coffee machines may need to be closed down. Communication is needed to ensure employees can bring their own food and beverages.		
Compliance	All	United States	2 - Government policy: reduce contact between people	Access Policies	Set clear policies for workplace access	Access	Set clear policies for workplace access in line with CDC, OSHA and other required standards	Signs and additional H&S staff at any access points		
Compliance	All	All	3 - Government policy: prevent spread when symptoms or when in risk category	Health checks at work	Develop a protocol for infected person on site	Protocol infection	Example 1: 1. Communicate your circumstance and report incident to the Prevention Service, which will indicate how to proceed. 2. The infected employee must remain at home in a quarantine period established by the company. 3. The infected employee will fill out a Possible Form Contagion to Third Parties together with the doctor via telephone. 4. Employees who have had prolonged contact with infected employee should be informed and start using masks 5. There will be a cleaning of the area (s) where the employee who is in this area has been course Example 2: Communicate with the Responsible or HR You will be asked to stay home preventively and to contact the 112 or contact telephone number of the Public Health Service of your Community.	A document or protocol which outlines responsibilities and actions to be taken		

# ④ Substitution

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Personal	All	All	3 - Government policy: prevent spread when symptoms or when in risk category	High risk groups	Protect the workplace: suspicion is reason enough	All	<p>Suspecting that an employee or his/her family members have the coronavirus is reason enough to keep an employee away from the workplace. You can repeatedly instruct that people who show signs of any of the below symptoms are temporarily not welcome at the workplace. Repeat this during every first contact and request people to carry out any scheduled appointments via telephone.</p> <p>Keep away people from the workplace who:</p> <ul style="list-style-type: none"> <li>• Have mild respiratory complaints (nasal catarrh, coughing, sore throat) and/or a fever.</li> <li>• Have had close contact with a person with respiratory complaints and/or fever (a confirmed or probable COVID-19 case).</li> </ul> <p>Close contact refers to:</p> <ul style="list-style-type: none"> <li>o Being in the presence of a sick person within two meters distance for 15 minutes.</li> <li>o Sharing the same living area with a sick person.</li> <li>o Direct contact with a sick person (such as shaking hands)</li> </ul> <p>If staying at home after close contact is not possible, then provide a personal workspace and ensure this employee avoids contact with colleagues. After working, make sure the employee cleans the workspace with regular cleaning agents. As soon as this person experiences or starts experiencing health problems, urge this person to be in quarantine at home.</p>	Self-isolation/quarantine instructions for at home	Detailed measures	
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Canteen / restaurant areas	Close break rooms and/or canteens	Breaks	Employees must use the workplaces for the breaking time			
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Meeting distance	Cancel all face-to-face meetings	Meetings	No physical meetings are allowed. All meetings must be done digitally (video or telephone call)	ICT to ensure employees can communicate digitally		

## ④ Substitution

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Onboarding & training	Use digital hiring and onboarding tools	New employees	Hiring and onboarding of new employees via digital communication channels and, where physical transfer of items must take place, maintain social distance.	Develop online onboarding capabilities		
Inter-relational	All	All	2 - Government policy: reduce contact between people	Change shifts/teams	Create teams of 4 people identified by colors. These people can only be in contact with each other (e.g., have lunch, work, and dress together).	Shifts	All people must be identified with the color of their team. Contact with people from another team is prohibited. If one of the team members has COVID-19 symptoms, all 4 team members stop working in the factory (14 days paid work license)	Divide employees into teams of four. Guarantee a 'back-up' team which can replace a team put in quarantine.		
Inter-relational	All	All	2 - Government policy: reduce contact between people	Online communication	Reduce personal communication to a minimum	Personal contact	Use digital tools such as video call or telephone call for communicating with colleagues	ICT to ensure employees can communicate digitally		
Inter-relational	All	All	5 - Government policy: work from home when possible	Work from home	Ensure employees can work remote	When physical presence is not required	[needs to be filled with work instructions for arranging IT working remote specific to company situation]	ICT support for remote working (provide laptop, instructions for online meetings, how to access online systems, etc.)		
Organizational	All	Japan	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Work from home	Propose work from home to all company	All	Disseminate rules for working from home	Laptop, mobile phone		
Organizational	All	All	2 - Government policy: reduce contact between people	Change shifts/teams	Stop pool management	Shifts	It is no longer allowed to change workplaces or alter team composition			

# ④ Substitution

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions	Infrastructural requirements		
Organizational	All	All	3 - Government policy: prevent spread when symptoms or when in risk category	Classify employees	Classify employees by risk group	All	Employees belonging to the high risk categories cannot access the company	Questionnaire to gather data on risk groups		
Organizational	All	Spain	3 - Government policy: prevent spread when symptoms or when in risk category	Health checks at work	Use eligible to work certificates or app	Eligible for work	An individualized certificate for each employee will be delivered and sent by email. This certificate will demonstrate if the employee is eligible for work. Share and remind employees of the measures they can take.	Certificates or mobile application	Consider local privacy concerns before implementing this measure	
Compliance	Food	Germany	7 - Other policies set by sector/business	Safety instructions	Allow employees to give temporary health & safety instructions	Training	Let an employee give the safety instructions (IFSG instructions). Every new employee must be instructed later (after corona) by the health department.		Measure has to be verified	
Compliance	Food	Netherlands	7 - Other policies set by sector/business	Vital job proof	Give employees proof of vital job	Boarder cross	In case of a lock down, employees can proof that they are allowed to be outside & need childcare because they work in a food company. For example - employees from Germany have received a letter stating that they work for a Dutch vital company. The employees have instructed them to always have their contract, an ID proof, and letter of employer with them.	declaration per employee	Measure has to be verified	

# ⑤ Elimination

1. Measure categorization				2. Measure description						Comments
Type of measure	Industry	Country	COVID Policy and source	Topic name	Measure	Work Situation	Work instructions		Infrastructural requirements	
Inter-relational	All	Japan	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Gatherings	Request to refrain from having in-person group gatherings	Events	Request to cancel group gatherings			
Inter-relational	All	Nordics	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Groups	No groups larger than 10	all	Do not allow groups larger than 10 to gather	Process		
Inter-relational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Onboarding & training	Limit on the job training	Training	No training on the job where 1,5 meter can not be guaranteed			
Organizational	All	All	1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft)	Physical contact work	Avoid work with physical contact	Physical contact	Non-essential physical work that requires close contact between employees should not be carried out. Work requiring skin to skin contact that is not vital should not be carried out. Only work where social distance can be enforced between workforce and clients should be planned.	Closed business sign on windows/entrance		
Organizational	All	Nordics	2 - Government policy: reduce contact between people	Quarantine Import	Employees in quarantine	all	Request employees to stay in quarantine	Laptop, mobile phone		
Organizational	All	All	2 - Government policy: reduce contact between people	Changing areas	Close changing rooms	Clothes	Employees have to arrive in work clothes and cannot change on site	Provide work clothes to every employee which can be taken home		
Organizational	All	Nordics	6 - Government policy: avoid cross border travel and/or quarantine after travel abroad	Import of workforce	New workforce cannot enter the country even with a Work Permit	All	Not allowed to enter the country	Engineering controls		

Context & Objectives

Approach for getting back to safe work

Examples of safe & next work solutions

Overview of measures in checklist

**Sector specific external examples**

# Manufacturing safeguarding measures - overview

PRELIMINARY  
NON-EXHAUSTIVE

Theme	Safeguarding measures
i <b>Workforce protection</b>	Travel / movement to work (incl. work from home measures) Entry to worksite Employee health policy measures
ii <b>Employee protection</b>	Personal protective equipment Workplace distancing and workstation barriers Sanitization measures Worksite facility conditions Public health knowledge and capability-building
iii <b>Non-employee protection</b>	Social distancing measures Sanitization measures Limitations against exposure to individuals Preventions against material contamination
iv <b>Business process adaptations</b>	Physical workspace adaptations Digital workspace adaptations (incl work from home measures) Operational and productivity process adaptations Communication and continuous improvement adaptations
v <b>Employer-led public health interventions</b>	Detection and tracing Personal behavior reinforcement
vi <b>Industry-wide safeguards</b>	Governance and councils Standards and protocols

**These examples are broadly applicable to working environments in Manufacturing**

- Assembly line
- Build-in-place
- Small job shop
- ...

# Manufacturing safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## i Theme: Workforce protection

Protection area	Considerations <sup>1</sup>
<b>Travel / movement to work (incl. work from home measures)</b>	<ul style="list-style-type: none"><li>Provide dedicated transportation for all employees with social distancing (50% capacity) and sanitize vehicle after use</li></ul>
<b>Entry to worksite</b>	<ul style="list-style-type: none"><li>Establish controlled means of entrance (single point, multiple entrances, etc.)</li><li>Separate points of entry and points of exit</li><li>Establish sign-in stations or check points restricting access to employee workstations / production areas</li><li>Ensure controlled measures to minimize visitor/contractor access to facility when entering property (escorted, PPE requirements)</li><li>Limit visitors/contractors entry unless necessary to production</li><li>Visitors/contractors to fill out health questionnaire prior to entering facility</li><li>Install hand sanitizing stations at entrances and in common areas</li><li>Select list of people allowed to work based on strict criteria (e.g., age profile, previous medical history, etc.)</li><li>Suspend fingerprint-entry keypad</li><li>Arrival times staggered by 10-minute intervals over 1-2 hours to reduce congregation on entry and exit</li><li>Staggered breaks to reduce large group gatherings</li></ul>
<b>Employee health policy measures</b>	<ul style="list-style-type: none"><li>Mandatory 14-day quarantine in case person identified as high risk</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Manufacturing safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## ii Theme: Employee protection

Protection area	Considerations <sup>1</sup>
<b>Personal protective equipment</b>	<ul style="list-style-type: none"><li>• Ensure gloves, masks and goggles for employees on the shop floor, if not mandated for all employees at all times</li><li>• Designate at least one person to track usage of PPE and one person per team to procure PPE</li></ul>
<b>Workplace distancing and workstation barriers</b>	<ul style="list-style-type: none"><li>• Create operating “pods” (~2 employees per pod) in a production line, divided by physical barriers</li><li>• Air-gap connected workspaces, with a “clean room” to allow employees to sanitize</li><li>• Ensure commercial drivers' access is limited to shipping area and separate from staff</li><li>• Increase hygiene protocols for shipping/receiving areas - PPE requirements and enhanced cleaning</li><li>• Minimize physical presence of non-core workers</li><li>• Postpone large group training or on-site visits; set up virtual training or on-site visits</li></ul>
<b>Sanitization measures</b>	<ul style="list-style-type: none"><li>• Enhanced sanitization of all common areas and of common touch points (doors, stairwell handles, light switch, elevator switch, etc.)</li><li>• Procure increased amounts of soap, hand sanitizer, cleaning materials and equipment</li><li>• Designate one person per shift whose sole job is to clean surfaces</li><li>• Staggered sanitation breaks for mandatory hand washing</li></ul>
<b>Worksite facility conditions</b>	<ul style="list-style-type: none"><li>• Set up an infrared video camera; Use of UV light lamps to sanitize work area and equipment</li><li>• Ventilation per OSHA guidance</li><li>• Reduce high touch surfaces (e.g., prop open bathroom doors); Apply copper tape onto high-touch surfaces that can't be avoided. New England Journal of Medicine study found that COVID survives on copper surfaces the least amount of time, 4 hours</li><li>• No-touch trash bins/ waste receptacles</li></ul>
<b>Public health knowledge and capability-building</b>	<ul style="list-style-type: none"><li>• Use promotional programs around hand washing and other best practices ("Do the 5")</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Manufacturing safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## iii Theme: Non-employee protection

Protection area	Considerations <sup>1</sup>
<b>Social distancing measures</b>	<ul style="list-style-type: none"><li>• Limit use of common dining area/ cafeteria (e.g. group orders delivered to site, designated seating areas)</li><li>• Limit number of people within elevator (1 person per at a time or at 50% capacity)</li><li>• Physical ring fencing by re-organizing into cellular layouts across buildings in facility</li></ul>
<b>Sanitization measures</b>	<ul style="list-style-type: none"><li>• Enhanced sanitization of common touch points (doors, stairwell handles, light switch, elevator switch, etc.)</li><li>• Regular disinfection of high-touch surface areas (e.g., door handle, light switch, common tools)</li></ul>
<b>Limitations against exposure to individuals</b>	<ul style="list-style-type: none"><li>• Facility will disclose infection to state DOH bodies and follow processes in line with health department guidelines</li><li>• On detecting positive infection, consider mandatory shutdown for full deep-sanitation and testing for staff (at minimum for those in close proximity to detected case/s)</li></ul>
<b>Preventions against material contamination</b>	<ul style="list-style-type: none"><li>• Enhanced hygiene protocols for shipping/receiving areas</li><li>• Consider 2-step inventory model<ul style="list-style-type: none"><li>— Designated space for warehousing new inbound inventory, quarantined for 24 hours</li><li>— Move inventory after 24 hours into “safe for use” warehousing space for use by facility</li></ul></li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Manufacturing safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## iv Theme: Business process adaptations

Protection area	Considerations <sup>1</sup>
Physical workspace adaptations	<ul style="list-style-type: none"><li>Reduce seating in breakroom / common areas to ensure &gt;6ft physical distance</li><li>Designate rooms to quarantine individuals until health officials are contacted / individual can safely return home or to a health facility, making sure to deep clean after use</li><li>Park vehicles one spot away from each other, where feasible</li><li>Mark designated areas with physical markers to reinforce compliance with measures</li></ul>
Digital workspace adaptations (incl work from home measures)	<ul style="list-style-type: none"><li>Require non-core functions to work from home until further notice</li><li>Divided critical function teams with groups alternating work in-office or using satellite sites</li><li>Digitize shift handovers and group discussions within facility</li></ul>
Operational and productivity process adaptations	<ul style="list-style-type: none"><li>Mandatory hand washing every 2 hours, installation of additional hand sanitization and soaps in toilets and common areas</li><li>Shift work for white collar workers as well as for blue collar workers. Increase number of shifts, including spreading work over the weekends</li><li>Staggered breaks to reduce large group gatherings</li><li>Avoid meetings of more than 5 participants; obligatory face mask during face-to-face meetings</li><li>Signaling to alert employees before a maintenance event, allowing teams to social distance before beginning maintenance on the line</li></ul>
Communication and continuous improvement adaptations	<ul style="list-style-type: none"><li>Provide daily updates to all employees on latest facts concerning COVID-19 in community, updated policies, and impact on business and employment</li><li>Establish team or communication chain to collect questions and concerns from community</li><li>Extensive signage and communication on stepped-up cleaning and hygiene practices, with visible air purifiers etc. placed</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Manufacturing safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## v Theme: Employer-led public health interventions

Protection area	Considerations <sup>1</sup>
Detection and tracing	<ul style="list-style-type: none"><li>Check and log daily body temperature (with contactless thermometer) for all employees, visitors, contractors, and personnel entering and reentering facility</li><li>Ensure appropriate procedures if employees exceed normal body temperature (e.g., employees get tested/allowed to work remotely/relieved from work for 2 weeks) and set up tracking of tested or sick employees and their point of contacts for contact tracing</li><li>Notify health officials of suspected sick employees</li><li>Group employees into teams that stick together (work, travel, live, and eat) to facilitate health tracking</li></ul>
Personal behavior reinforcement	<ul style="list-style-type: none"><li>Use promotional programs around hand washing and other best practices ("Do the 5")</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Manufacturing safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## vi Theme: Industry-wide safeguards

Protection area	Considerations <sup>1</sup>
<b>Governance and councils</b>	<ul style="list-style-type: none"><li>Coordinate with industry associations and union organizations on best practices and capability checklists in reference to WHO, DOH, and CDC guidelines</li><li>COVID-19 Inspection service to clear sites before reopening</li><li>Local enforcement officers to regularly visit sites, physically or virtually, and fine for safeguard infractions</li></ul>
<b>Standards and protocols</b>	<ul style="list-style-type: none"><li>National COVID-19 standards for Health Inspections, for specific industry/ workplace environment</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Foodservices safeguarding measures - overview

PRELIMINARY  
NON-EXHAUSTIVE

Theme	Safeguarding measures
i Workforce protection	Travel / movement to work (incl. work from home measures) Entry to worksite Employee health policy measures
ii Employee protection	Personal protective equipment Workplace distancing and workstation barriers Sanitization measures Worksite facility conditions Public health knowledge and capability-building
iii Non-employee protection	Social distancing measures Sanitization measures Limitations against exposure to individuals Preventions against material contamination
iv Business process adaptations	Physical workspace adaptations Digital workspace adaptations (incl work from home measures) Operational and productivity process adaptations Communication and continuous improvement adaptations
v Employer-led public health interventions	Detection and tracing Personal behavior reinforcement
vi Industry-wide safeguards	Governance and councils Standards and protocols

This playbook is broadly applicable to working environments in Manufacturing

- Restaurant / bar
- Counter service / fast food
- Cafeteria

# Foodservices safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## i Theme: Workforce protection

Protection area	Considerations <sup>1</sup>
<b>Travel / movement to work (incl. work from home measures)</b>	<ul style="list-style-type: none"><li>Dedicated transportation facilities for employees</li><li>Gas subsidies for car commuters</li><li>Passenger limits on public transit</li><li>“Health pass” for COVID free riders to access public transit</li></ul>
<b>Entry to worksite</b>	<ul style="list-style-type: none"><li>Mandatory sanitation procedures upon entry (hand washing, putting on PPE, setting up workstation)</li><li>Install hand sanitizing stations at entrances and in common areas</li></ul>
<b>Employee health policy measures</b>	<ul style="list-style-type: none"><li>Mandatory 14-day quarantine in case person identified as high risk</li><li>Paid sick leave</li><li>“Dog bag” meal delivery for at-home workers</li><li>Worker subsidies for home care</li><li>Flexible hours/part time to accommodate family needs</li></ul>

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# Foodservices safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## ii Theme: Employee protection

Employee protection	Protection area	Considerations <sup>1</sup>
	<b>Personal protective equipment</b>	<ul style="list-style-type: none"><li>• Ensure gloves and masks for employees, regardless of customer-facing, food prep, or management in restaurant</li><li>• No shared equipment between employees; individual daily refreshed PPE or daily disinfecting of employees' uniforms</li></ul>
	<b>Workplace distancing and workstation barriers</b>	<ul style="list-style-type: none"><li>• Maintain 6 ft distance between employees</li><li>• No contact delivery model – delivery workers to leave food at doorstep</li></ul>
	<b>Sanitization measures</b>	<ul style="list-style-type: none"><li>• Deep cleaning of restaurant seating and kitchen areas</li><li>• Hourly or bihourly cleaning</li></ul>
	<b>Worksite facility conditions</b>	<ul style="list-style-type: none"><li>• Ventilation per OSHA guidance</li><li>• No-touch trash bins</li><li>• Virtual recruitment tools and onboarding</li></ul>
	<b>Public health knowledge and capability-building</b>	<ul style="list-style-type: none"><li>• Use promotional programs around hand washing and other best practices ("Do the 5")</li><li>• Regular training on customer-facing protocols, such as looking for symptoms in customers and themselves</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Foodservices safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## iii Theme: Non-employee protection

Protection area	Considerations <sup>1</sup>
<b>Social distancing measures</b>	<ul style="list-style-type: none"><li>• Placing all seating and tables 6+ ft apart for all customers</li><li>• Set up screens between tables for dine-in</li><li>• Adopt virtual waiting area / queue / Marked queue stations</li></ul>
<b>Sanitization measures</b>	<ul style="list-style-type: none"><li>• Enhanced sanitization of common touch points (doors, stairwell handles, light switch, elevator switch, etc.)</li><li>• Regular disinfection of high-touch surface areas (e.g., door handle, light switch, common tools)</li><li>• Cleaning of surfaces (tables, chairs) with 75% alcohol after each customer's use</li></ul>
<b>Limitations against exposure to individuals</b>	<ul style="list-style-type: none"><li>• Facility must immediately disclose infection to state DOH bodies</li><li>• On detecting positive infection, mandatory shutdown for full deep-sanitation and testing for staff (at minimum for those in close proximity to detected case/s)</li><li>• Customers' temperatures checked upon entry to foodservice space</li><li>• For dine in - Temperature checks, signage at door to ask patrons who have symptoms to stay home</li></ul>
<b>Preventions against material contamination</b>	<ul style="list-style-type: none"><li>• Enhanced hygiene protocols for shipping/receiving areas</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Foodservices safeguarding measures

PRELIMINARY  
NON-EXHAUSTIVE

## iv Theme: Business process adaptations

Protection area	Considerations <sup>1</sup>
<b>Physical workspace adaptations</b>	<ul style="list-style-type: none"><li>Disposable, individually wrapped plastic utensils / dishes / packages only</li></ul>
<b>Digital workspace adaptations (incl work from home measures)</b>	<ul style="list-style-type: none"><li>Require non-core functions to work from home until further notice</li></ul>
<b>Operational and productivity process adaptations</b>	<ul style="list-style-type: none"><li>Mandatory hand washing every 2 hours, installation of additional hand sanitization and soaps in toilets</li><li>Touchless electronic payments</li><li>No direct physical contact by delivery with restaurants/ patrons</li><li>No in-person queuing / lines; tables cleaned with disinfectant after each customer leaves; no self-service; raw food not allowed; no condiments or items at tables that persist between customers</li><li>Staggered breaks to reduce large group gatherings</li><li>Avoid meetings of more than 5 participants; obligatory face mask during face-to-face meetings</li><li>Manage high level of compliance with third party delivery (UberEats, Doordash) to ensure gloves and masks are worn by delivery personnel</li><li>Encourage take-out only for vulnerable populations</li></ul>
<b>Communication and continuous improvement adaptations</b>	<ul style="list-style-type: none"><li>Provide daily updates to all employees on latest facts concerning COVID-19 in community, updated policies, and impact on business and employment</li><li>Establish team or communication chain to collect questions and concerns from community</li><li>Extensive signage and communication on stepped-up cleaning and hygiene practices, with visible air purifiers etc. placed</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Foodservices Safeguarding

PRELIMINARY  
NON-EXHAUSTIVE

## v Theme: Employer-led public health interventions

Protection area	Considerations <sup>1</sup>
<b>Detection and tracing</b>	<ul style="list-style-type: none"><li>Check and log daily body temperature (with contactless thermometer) for all employees, visitors, contractors, and personnel entering and reentering facility</li><li>Ensure appropriate procedures if employees exceed normal body temperature (e.g., employees get tested/allowed to work remotely/relieved from work for 2 weeks) and set up tracking of tested or sick employees and their point of contacts for contact tracing</li><li>Notify health officials of suspected sick employees</li><li>Group employees into teams that stick together (work, travel, live, and eat) to facilitate health tracking</li></ul>
<b>Personal behavior reinforcement</b>	<ul style="list-style-type: none"><li>Use promotional programs around hand washing and other best practices ("Do the 5")</li><li>Online module completion certificates required for entry to work</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations

# Foodservices Safeguarding

PRELIMINARY  
NON-EXHAUSTIVE

## vi Theme: Industry-wide safeguards

Protection area	Considerations <sup>1</sup>
<b>Governance and councils</b>	<ul style="list-style-type: none"><li>Coordinate with industry associations and union organizations on best practices and capability checklists in reference to WHO, DOH, and CDC guidelines</li><li>COVID-19 Inspection service to clear sites before reopening</li><li>Local enforcement officers to regularly visit sites, physically or virtually, and fine for safeguard infractions</li></ul>
<b>Standards and protocols</b>	<ul style="list-style-type: none"><li>National COVID-19 standards for Health Inspections</li></ul>

1. Aggregation from case studies across different countries and US states. Please consider the list as examples of actions; level of importance to contamination containment have not been assigned and is up to client and state/federal public health regulations and recommendations