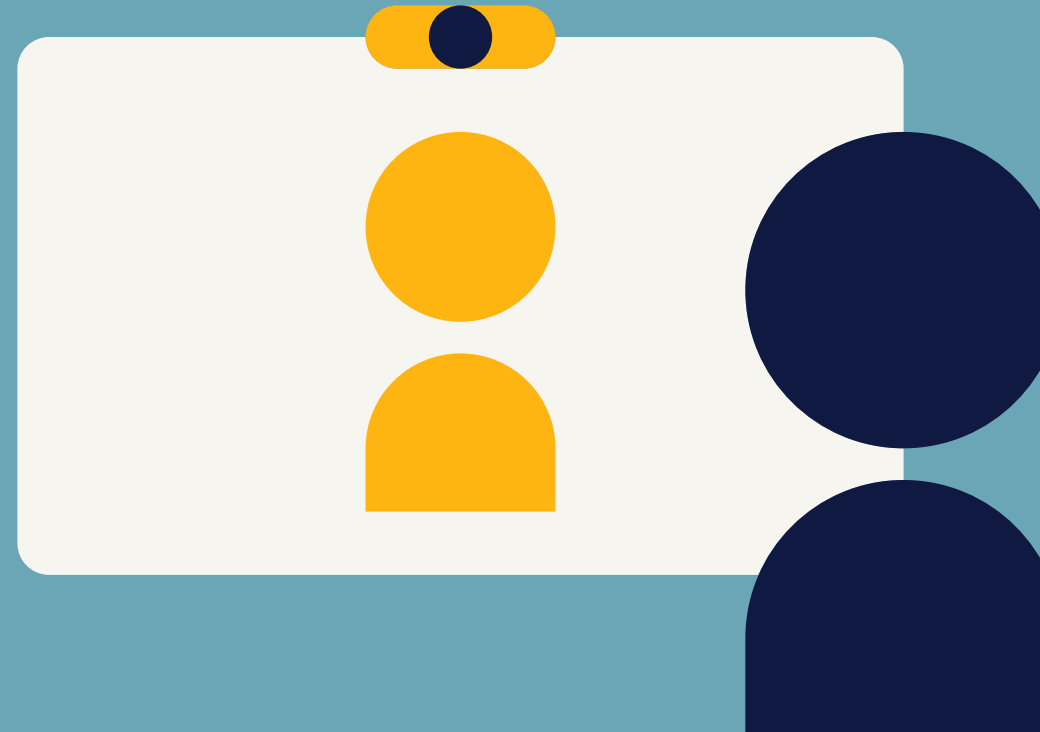


returning to work:

# COVID-19 safety protocols to put in place.

Your back-to-work guide for operating safely in the new normal.

human forward.



# introduction.

With shelter-in-place orders set to expire in certain areas, you may be wondering what steps you can take to shore up your operations and transition employees safely back into the workplace. There are a lot of factors you'll have to account for to ensure the safety of everyone on site, but you don't have to go it alone. That's why we put together this guide: to give you a reference point for COVID-19 safety protocols to consider as you go about reimagining "business as usual" for your workplace. The safety measures outlined here are the result of a first-round data analysis of COVID-19 safety protocols currently in place at companies throughout 10 different countries. We analyzed over 400 unique measures belonging to companies in the transportation and logistics, automotive, manufacturing, life sciences, construction and food sectors.

What you'll see are 110 of the most essential measures, broken down by type, level of risk control and sector relevance for your convenience.

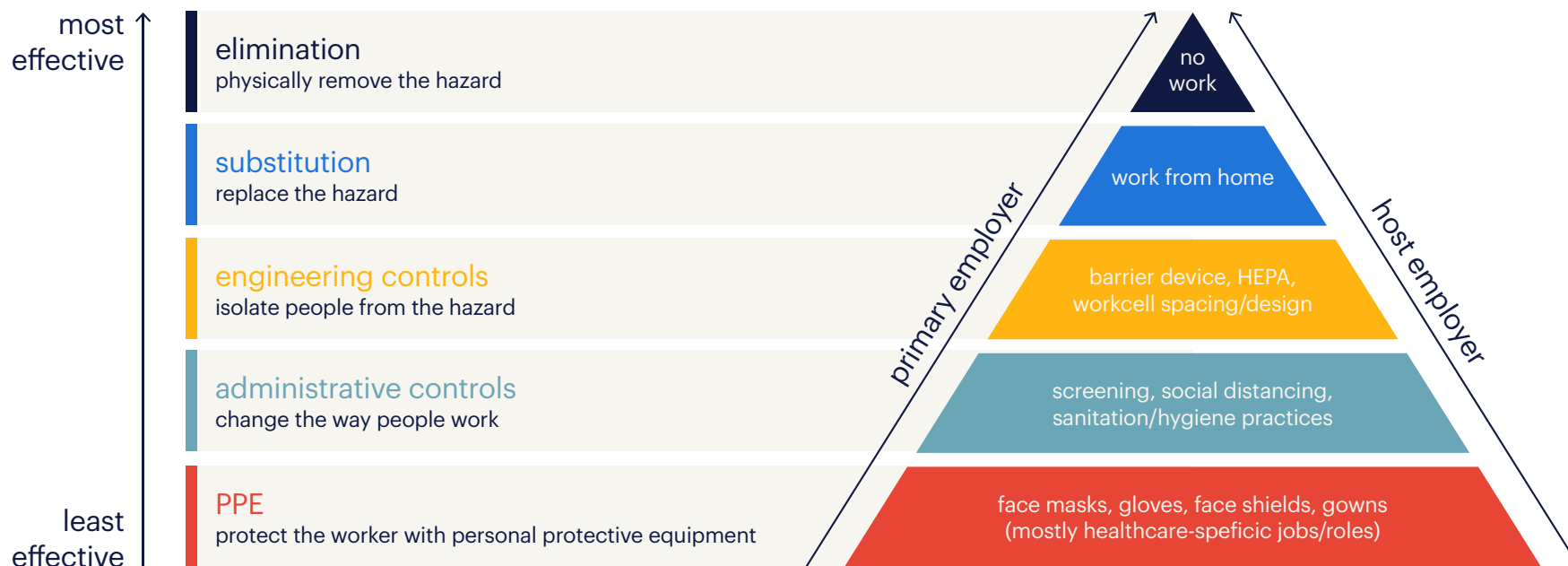
The protocols suggested here are intended to get you thinking and provide insights into what type of safety measures may be applicable to your workplace in advance of reopening. For actual implementation, review COVID-19 safety guidelines for your region, and ensure any implementation is conducted by a risk and safety subject-matter expert.

## 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.

# levels of control to categorize measurements.

adapted based on NIOSH's (National Institute for Occupational Safety and Health) hierarchy of controls



# how risk levels can be applied in a COVID-19 protocol.

illustrative example

## level of risk control

## break room and/or break measures a company could consider to adopt

### elimination

physically remove the hazard

n/a

### substitution

replace the hazard

Instruct employees to stay at their workplaces for their break time.

### engineering controls

isolate people from the hazard

Identify dedicated eating areas onsite, and ask employees to bring prepared meals and refillable drinking bottles from home and install temporary disposable cardboards or plastic separators in lunch rooms and common areas.

### administrative controls

change the way people work

Set up lunch/break shifts (by teams) with staggered start and finish times to guarantee physical distancing during lunch time and/or breaks.

### PPE

protect the worker with personal protective equipment

Effective use and management of glasses, face masks/respirators, gloves, high-viz wearables

# risk-based practices for safe work as we emerge from COVID-19: safe practices and return to work.

Employers are navigating the challenges and issues of a safe work environment during the COVID-19 pandemic. New safety and health challenges have emerged that are regulatory, jurisdictional and operational. Depending on your organization's current safety program, developing your safety controls to address COVID-19 will entail different levels of activity and requirements.

This checklist guides employers, regardless of their current safety maturity, through a risk-based approach to working safely during COVID-19. It's intended to address employers' immediate prevention and control needs for navigating new challenges related to COVID-19. It also leverages industry-leading safety processes in joint-employer environments.

## disclaimer

This document is subject to change over time as expert recommendations, regulatory guidance and industry practices mature. Please note that this document does not constitute legal advice, and you should not rely on it as a single source for your own workplace. It seeks to align with best practices for safety/health management, as well as the Centers for Disease Control, Department of Health and Human Services pursuant to the Occupational Safety and Health Act, and World Health Organization recommendations to the greatest extent possible, but the guidance from those agencies continues to evolve and should be closely monitored by businesses as they implement reopening plans.

## regulatory and jurisdictional

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Review applicability of your state or local stay-at-home or other pandemic-control restrictions, essential service mandates or related items.

Understand OSHA guidance specific to your industry and work groups.

[OSHA industry guidance: COVID-19](#)

Ensure clarity of COVID-19 exposure to your workforce based on job-hazard exposure.

[classifying risk and exposure to the workforce](#)

Understand key OSHA standards, application and enforcement directives as they relate to COVID-19, as well as new or emerging risks (chemical/hazcom).

[OSHA standards and applicability: COVID-19](#)

Remain informed on mitigation guidance, prevention and support per the CDC.

[CDC: plan-prepare-respond for businesses/workplaces](#)

Verify that prevention/response plans, cleaning/disinfection and employer/employee communications are in line with current CDC guidance.

[CDC: general business guidance and FAQs](#)

Align and strengthen communications between primary/host employers and contractors/vendors.

Have a written plan/guidance doc for leader/worker reference and direction, and ensure it's consistent with regulatory agencies and collaborative among stakeholders (supply chain support, agency/contract, vendors).

## leadership and management systems

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Voice of leadership/safety: establishes expectation, direction and assurance.

Ensure the established COVID-19 response team:

- is connected to planning and project management

- has strong mechanisms for leader/worker exchange and communications

- has proper resource allocation

Align expectations among workforce and supply chain (agency, contract, vendor).

Establish process and resources to identify and manage risk:

- plan-do-check-act cycle for continual risk assessment/improvement

- collaborate with workforce and supply chain providers

- cadence: communications, observations and escalations

Risk assessment and continual evaluation:

- job-hazard analysis: four-wall and job specific

- management of change process: integrate change controls and communications into risk communications

- leader/worker participation of identifying/controlling hazards

- layered risk reviews (audit): supervisor verification of safe work practices with leadership review, ensuring resources and risks addressed

## worksite and facilities

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Allocate planning/resources according to risk and building status (open/closed).

Include considerations for building load and density (people/proximity and phased returns).

Procurement and supply:

- resources match workforce availability and expected future needs

Screening and entry requirements:

- per requirements and policy: leverage early identification, temperature, signs/symptoms, self-monitoring and reporting

- space management: leverage engineering controls to maximize social distancing (e.g., seating plans and workstation arrangements, manufacturing line configurations and layout)

- barriers, dividers and physical spacing/separation

Air quality and exchange: guided per American Industrial Hygiene Association.

[AIHA: Guidance in Recovering from COVID-19 Closures](#)

Evaluate critical controls and changes as they relate to:

- electrical: safe re-energization of all equipment and machinery

- inspection: high-hazard storage/containment areas (chemicals, flammable liquids, high level storage)

Security measures and control:

- ingress/egress: pedestrian traffic considers safety and social distancing

- access controls and CCTV:

  - Disallow access to controllable common areas (lobby, elevators, break areas, conference rooms).

  - Leverage CCTV for behavioral observations of at-risk exposures and adherence to social distancing.

People flow and workcell arrangements guided through hierarchy of controls:

- Leverage the highest feasible levels of control for workstation design, job tasks and people flow.

## devices, equipment and machinery

Ensure safe start-up and updated preventive maintenance/reviews are performed.

Use enhanced sanitation and cleaning for high-touch areas, workstations, controls, devices, equipment and machinery.

Ongoing daily routine to disinfect and sanitize:

buttons, levers, switches and operator panels of all equipment and machine types (copiers/printers, machinery and equipment)

administrative items: RF Scanners, radios, pens and related tools

### Additional measures for industrial or manufacturing and logistics sites:

Hazard analysis to review:

machine guarding

lockout tagout controls and procedures

Material handling equipment:

forklift: preventive maintenance/verify safe operations

conveyor systems: preventative maintenance, changes or reconfigurations

cranes/hoists and related items: verify preventive maintenance, visual checks and safe operation related to reconfigured material flow

## training

COVID-19 specific communications and work practices:

screening practices and reporting, quarantine and return-to-work process

identification of signs/symptoms of COVID-19:

self-monitoring and checks, self-reporting of symptoms before shift

how to report symptoms or concerns related to COVID-19

social-distancing strategies

hygiene and sanitation practices

entry/access into worksites and common areas, like break/lunch rooms

use of personal protective equipment (PPE), limitations and position on facial coverings

new requirements: cleaning/sanitation, chemicals in the work environment and related PPE needs

Emergency action plans:

evaluate changes or potential modifications due to COVID-19 response

communicate changes to workforce

avoid confusion of pedestrian directional arrows, etc. with basic Life Safety Instructions (emergency: nearest exit to/through/away)

Managers and supervisors:

early identification and communication

reliance on behavioral controls (administrative/PPE) and reinforcement

communication/support for reporting COVID-19 symptoms

response to concerned employees related to COVID-19 (perception and education), as well as identifying/handling Americans with Disabilities Act-related requests

lead and reinforce best practices by example

Staffing agency, contractors/vendors:

screening/entry requirements

adhering to site-specific work practices for COVID-19 prevention and infection control

training/retention and collaboration for potential high-turnover work groups

# overview of categories in the protocol grid.

## 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 110 models

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

## measure categorization

### Type of measure

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

### COVID-19 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.
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## measure description

### Topic name

A topic name for the measure
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### Measure

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

A situation related to work for which the measure is valid
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### Effect measurement

The intended 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)
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### Work instructions

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

Any items that are required to make the work instructions happen
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# protocol index.

# elimination

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Inter-relational	Onboarding and training	Limit on-the-job training.	Training	Limit training on the job where six feet cannot be maintained, or leverage tech/remote training. Where on-the-job training is essential and six feet of distance cannot be maintained, emphasize importance of face coverings.	N/A
Organizational	Changing areas	Close changing rooms.	Clothes	Employees have to arrive in work clothes and cannot change onsite.	Provide work clothes to every employee which can be taken home
Organizational	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 signs on windows/entrances

# elimination

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Personal	High-risk groups	Protect the workplace: suspicion is reason enough.	All	<ul style="list-style-type: none"> <li>Repeatedly instruct anyone displaying any of the symptoms below that they're temporarily unwelcome at the workplace. Repeat this during every first contact, and request people carry out any appointments via phone.</li> <li>Keep people away from the workplace who have returned from abroad within the past 14 days, who have mild respiratory complaints (congestion, coughing, sore throat) and/or fever or who have had close contact with a person with respiratory complaints and/or fever. Close contact refers to anyone who lives with a sick person or has been in direct contact (e.g., shaking hands with a sick person).</li> <li>If staying at home after close contact isn't possible, provide a personal workspace and ensure they avoid contact with colleagues. After working, make sure they clean the workspace with regular cleaning agents. As soon as they experience or start experiencing health problems, urge this person to quarantine at home.</li> </ul>	Self-isolation/quarantine instructions
Personal	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

# substitution

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Organizational	Remote work	Provide webinars on remote working.	All	Provide webinars on remote working and leadership best practices.	Training
Inter-relational	Change shifts/ teams	Create teams of four 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 four team members stop working in the factory (14 days paid time off).	Divide employees into teams of four and guarantee a back-up team that can replace a team put in quarantine
Inter-relational	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
Inter-relational	Onboarding and 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	Online communication	Reduce personal communication to a minimum.	Personal contact	Use digital tools like video or telephone calls for communicating with colleagues.	ICT to ensure employees can communicate digitally

# substitution

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Inter-relational	Work from home	Ensure employees can work remotely.	When physical presence is not required	Instructions for arranging for IT to enable remote work specific to company situation.	ICT support for remote working (provide laptops, instructions for online meetings, how to access online systems, etc.)
Organizational	Change shifts/ teams	Stop pool management.	Shifts	As appropriate, maintain team composition and assigned locations to limit contact with other employees. Consider placing individuals with interpersonal relationships on same teams where appropriate.	N/A
Organizational	Shared items	Discontinue use of shared items (e.g., pens and phones).	Materials	Discontinue use of shared items (e.g., pens and phones).	Provide sufficient and suitable replacements
Personal	Payment	Pay with card only, no cash.	Payments	Do not accept cash payments. Clean payment areas as they are high-touch areas.	Ensure digital payment methods are available
Personal	Payment	Pay with card only, no cash.	Payments	Do not accept cash payments. Clean payment areas as they are high-touch areas.	Ensure digital payment methods are available.

# engineering controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Compliance	Health checks at work	Develop a protocol for infected persons onsite.	Protocol infection	<p>Example 1:</p> <ol style="list-style-type: none"> <li>1. Communicate your circumstances and report incident to the prevention service, which will indicate how to proceed.</li> <li>2. The infected employee must remain at home in a quarantine period established by the company.</li> <li>3. The infected employee will fill out a Possible Contagion to Third Parties form together with the doctor via telephone.</li> <li>4. Employees who have had prolonged contact with an infected employee should be informed and start using masks.</li> <li>5. There will be a cleaning of the area(s) where the infected employee works.</li> </ol> <p>Example 2:</p> <ol style="list-style-type: none"> <li>1. Communicate with the responsible party or HR.</li> <li>2. You will be asked to stay home preventively and to contact local health authorities.</li> </ol>	A document or protocol which outlines responsibilities and actions to be taken
Inter-relational	Change shifts/ teams	Limit altering team composition.	Shifts	As appropriate, maintain team composition and assigned locations to limit contact with other employees. Consider placing individuals with interpersonal relationships on same teams where appropriate.	Adjust team composition plan
Inter-relational	Circulation	Separate people flows.	Flow management	Implement floor signage to separate the flow in all circulation and queuing zones in the workplace.	Floor signage

# engineering controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Inter-relational	Common areas	Stay at site during breaks. Don't visit local shops, and 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
Inter-relational	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 drivers stay in vehicles or clean touched materials.	Leaflet for suppliers
Inter-relational	Entrance/access points	Prevent congestion at access points.	Access	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Drivers should remain in their vehicles if the load will allow it and must wash or clean their hands before unloading goods and materials.</li> </ul>	Barriers, visual management/ signs and additional H&S staff at any access points

# engineering controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Inter-relational	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 and pick up the empty box (no direct contact). Consider wearing facial masks.	N/A
Inter-relational	Meeting distance	Limit meeting participants to absolute minimum.	Meetings	Consider holding meetings in open areas or virtually where possible.	<ul style="list-style-type: none"> <li>• Provide work instructions to employees on holding physical meetings</li> <li>• Provide possibility to hold online meetings</li> <li>• Provide heating modules when holding meetings in open areas</li> </ul>
Inter-relational	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 the number of chairs in meeting and break rooms by half in order to guarantee physical distancing.	Facilities
Inter-relational	Offsite work locations	When work is to be carried out in the event of serious calamity or malfunction, take additional actions to ensure physical distance at the offsite 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



# engineering controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Inter-relational	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
Machine	Vending machines/ restaurants/ communal areas	Close vending machines for food and beverages.	Breaks	Close down all non-essential machines like vending machines.	Vendors such as coffee machines may need to be closed down, and communication is needed to ensure employees can bring their own food and beverages
Organizational	Air exchanges	Increase air exchanges per CDC guidance.	All	Make sure areas receive numerous air changes per CDC guidance.	Engineering controls
Organizational	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.	Planning system alterations and flexibility in working hours and planning
Organizational	Changing areas	Lower capacity in shower/ change areas.	Clothes	Shower/change clothes in shifts/ small groups with time between shifts. Increase ventilation in enclosed spaces. Focus on changing working clothes quickly. Increase number of lockers.	Provide signs that clarify the number of people allowed in shower/change areas and more lockers and changing necessities
Organizational	Closure contingency plan	Define contingency plans for workplace closures.	All	Separation of assets/define contingency plans for workplace closures/remote work and communications.	Laptop, mobile phone

# engineering controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Organizational	Production lines	Reduce line speed.	Production lines	Reduce line speed so that fewer people are needed to run the production line and six feet of distancing can be ensured.	Altering production line speed
Organizational	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
Personal	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
Personal	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	Temperature check	Take temperature at access points.	Access	No one with elevated temperatures are allowed on the premises. Use 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

# administrative controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Compliance	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	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.	Self assessment, peer assessment tools based on CDC/WHO parameters
Compliance	Monitoring	Set up a monitoring governance.	All	Develop a plan to monitor the success of implemented protocols.	Staff, system and policies
Compliance	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.	Layered audit checklists: COVID-19 leadership oversight to receive/provide feedback, resources and strategic support for managing/emerging risks
Inter-relational	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.	Process, paper tissues

# administrative controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Inter-relational	Meals and breaks	Do not allow face-to-face lunches.	Breaks	Provide easy and clear instruction about meals and breaks (e.g., where employees may sit and for how long they can take a break).	Posters in break rooms
Inter-relational	Meetings	Provide guidelines for meetings (limit frequency and number of attendees).	Meetings	Provide easy and clear instruction regarding the frequency and number of people attending meetings.	N/A
Inter-relational	New employees	Stop inflow of new employees.	New employees	No new employees are allowed to start working in order to protect the existing population.	N/A
Machine	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 and 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 and pop-up handwashing stations across construction sites
Machine	Hardware and tools	Clean tools after use.	Tool sharing	No tool sharing without cleaning process.	Cleaning material

# administrative controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Machine	Rooms and desks	Avoid desk sharing without cleaning in between.	Office and other desks	No desk sharing without cleaning process.	Cleaning material
Organizational	Access control	Require external vendors to wear face masks.	Delivery or pick-up by third parties	All external suppliers should wear face masks.	Process and signs as entry points
Organizational	Cleaning frequency	Enhance regular cleaning procedures, and increase intensity of garbage collection.	Materials	Clean all touch points regularly, including: <ul style="list-style-type: none"> <li>• faucets and washing facilities</li> <li>• toilet flushers and seats</li> <li>• door handles and push plates</li> <li>• handrails on staircases and corridors</li> <li>• elevator and hoist controls</li> <li>• machinery and equipment controls</li> <li>• food preparation and eating surfaces</li> <li>• telephone equipment</li> <li>• keyboards, photocopiers and other office equipment</li> </ul>	Provide sufficient and suitable rubbish bins and cleaning supplies
Organizational	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.	Dedicated leadership teams and defined cadence

# administrative controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Organizational	Disinfecting wipes	Supply employees with disinfecting wipes for workstations.	All	Supply workers with disinfecting wipes for workstations.	Disinfecting wipes
Organizational	Handwashing breaks	Permit handwashing breaks.	All	Permit handwashing breaks as often as necessary (e.g., every hour).	Potentially additional cleaners and pop-up handwashing stations across construction sites
Organizational	HR	Take care of the well-being of all employees.	Mental health	<p>Examples of good practices are:</p> <ul style="list-style-type: none"> <li>• Employees in production and distribution centers get a COVID-19 bonus as a token of appreciation for commitment in this hectic time.</li> <li>• All employees have free access to psychological services and virtual gyms.</li> <li>• Pay extra days for employees with children.</li> </ul>	Rewards and benefits of HR department
Organizational	Inspection	Conduct temperature checks.	All	Conduct random visual and temperature checks during the workday. Leverage self-checks and CDC self-check tool.	Thermometer, employees who are capable to take temperatures
Organizational	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 or breaks.	Rotation process

# administrative controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Organizational	Offsite work locations	Request express consent of occupants/tenants/users for access.	Private individuals	<ul style="list-style-type: none"> <li>• Employees must ask whether client or individuals in the client's household have health problems in relation to COVID-19 (coughing, sore throat, fever) or if they belong to the category of vulnerable persons.</li> <li>• Clients decide whether they give access to their home.</li> <li>• Employees may ask for proper ventilation of the house and to make the installation easily accessible.</li> </ul>	Form to request approval of client
Organizational	Online communication	Post relevant information at multiple locations.	Information requirements	Put the shift planning and other relevant notifications in every area (not only in one department). An alternative is to use a digital tool (app) to communicate planning.	Multiple notice boards or digital communication tool.
Organizational	Test suspected infected	Conduct COVID-19 test in suspicious cases.	High-risk environments	Where permitted by applicable law, test employees with suspected COVID-19 cases to minimize risk in production.	COVID-19 test kits
Organizational	Training	Promote and provide training on mandatory health and hygiene protocols (e.g., handwashing and mask and glove use).	All	Promote and provide training on mandatory health and hygiene protocols (e.g., handwashing and mask and glove use).	Training

# administrative controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Organizational	Hygiene/sanitation	Provide hand cleaning opportunities in the workplace.	Washing hands	All companies should propose a way for employees to easily wash their hands at work and instruct how often employees should do this.	Additional cleaners and pop-up handwashing stations across construction sites
Organizational	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
Personal	Travel together	Restrict people commuting together.	Transportation	<ul style="list-style-type: none"> <li>• Restrict commuting transportation to a maximum of four persons.</li> <li>• Preferably travel to and from work with own car or bike.</li> <li>• Provide other means of transport to avoid public transportation, e.g., bicycles.</li> </ul>	Travel instructions, additional buses/taxis
Personal	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.	Process, extra cleaning material and potentially extra clothing
Personal	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.	Physical distance indicators



# administrative controls

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Personal	Access tracking	Track presence of all staff and visitors at the site.	Access	Tracking should be done for 15 days after entering the site.	Log sheet
Personal	Company transport to the workplace	Limit the number of riders in company vehicles and take hygiene measures while onboard.	Shuttles	Avoid contamination in the vehicle, e.g., by requiring all users to wear a mask, cleaning the vehicle after use and by limiting the number of riders in the vehicle.	Potential need for additional vehicles, cleaning and protection material
Personal	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).	Questionnaire (updated regularly)

# personal protective equipment

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Inter-relational	Communication	Send COVID-19 newsletter with protocols to all employees and place banners/signs.	All employees	The business communicates all COVID-19 protocol updates in a newsletter to all employees and externals working onsite. The inhouse team communicates to flex employees. Everyone needs to know the rules and regulations. At every entrance, the information letters and banners should give guidance.	Newsletter, banners and signs
Organizational	Distance clothing	Supply all employees with a vest.	Warehouse or shop floor	Let employees wear a vest reading: "Please keep a distance of six feet."	Vests with text: "Please keep a distance of six feet"
Organizational	Extra packaging	Put food products in an extra layer of packaging.	Food products that are packaged (in boxes)	Food products need to be put in an extra plastic bag before put in boxes.	Plastic bags
Organizational	Meals and breaks	Install barriers/dividers in the break areas and lunchrooms.	Breaks	Create and install temporary disposable cardboard or plastic separators in lunchrooms and common areas.	Creation and acquisition

# personal protective equipment

measure categorization		measure description			
type of measure	topic name	measure	work situation	work instructions	infrastructural requirements
Organizational	Onboarding and training	Online course on COVID-19.	COVID-19 briefing	<p>Online course with instructions on the main characteristics of COVID-19 and its associated disease, including:</p> <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, internet connection and online training modules
Organizational	Onboarding and training	Online course on COVID-19.	Safety briefing	<p>Online course with instructions on working safely, including:</p> <ul style="list-style-type: none"> <li>• rules for the use of masks</li> <li>• rules and prevention measures in travel</li> <li>• handwashing technique</li> </ul>	Computer, internet connection and online training modules
Personal	Provide PPE	Provide PPE in high-risk areas.	High-risk environments	Provide and make employees use gowns, masks, gloves, anti-splash eye protection and soap and water (or hand sanitizer). Always ensure the existence of sufficient stocks.	Gowns, masks, gloves, anti-splash eye protection and soap and water (or hand sanitizer)

human

forward.

