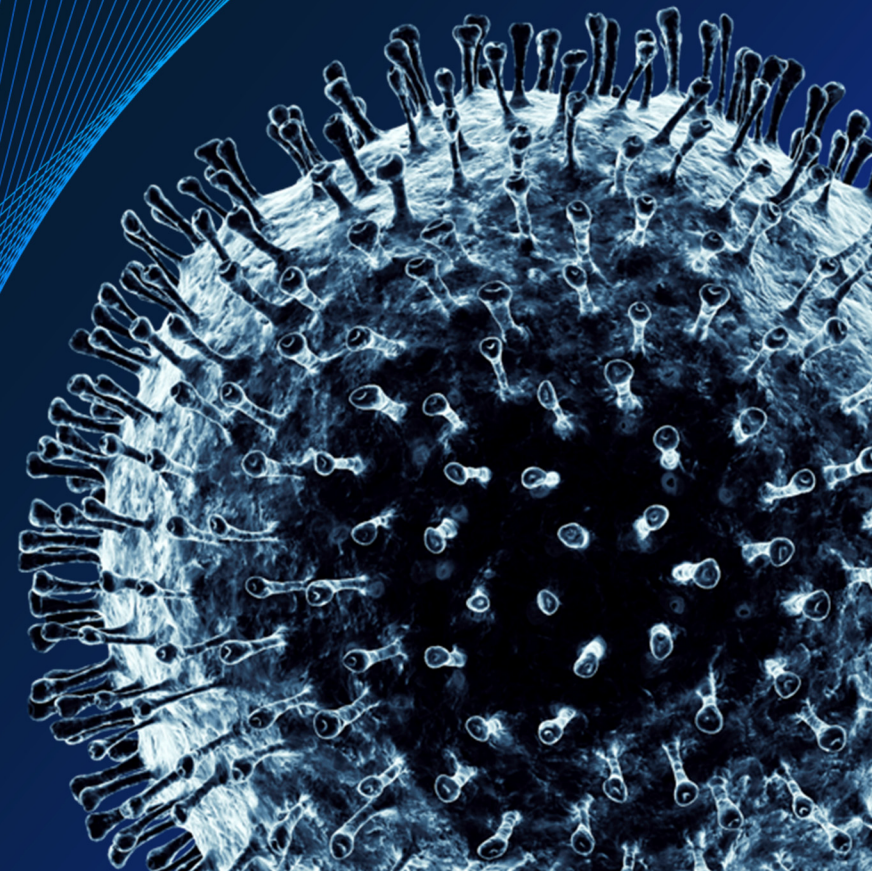


Reopening workplaces: A collection of workforce-protection interventions

May 18, 2020

This document is intended to provide general insight and best practices rather than specific, customized client advice. Further, this document does not constitute legal advice. Employers should engage their own legal counsel to ensure all adopted recommendations are compliant with applicable laws in their jurisdictions, particularly with respect to collection and use of employee health data.

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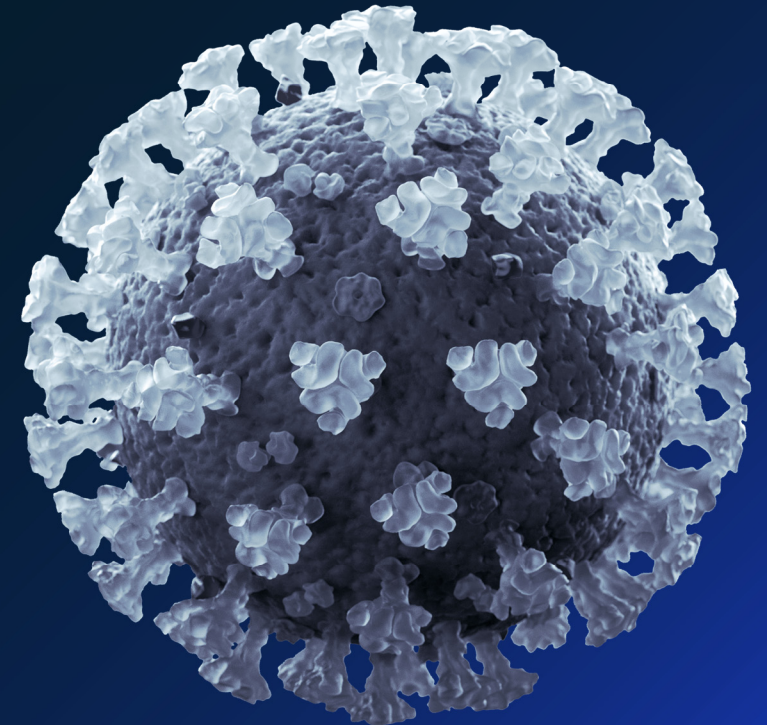
Current as of May 1, 2020

COVID-19 is, first and foremost, a global humanitarian challenge.

Thousands of health professionals are heroically battling the virus, putting their own lives at risk. Governments and industry are working together to understand and address the challenge, support victims and their families and communities, and search for treatments and a vaccine.

This document is meant to help senior leaders understand the COVID-19 situation and how it may unfold, and take steps to protect their employees and customers.

Read more on McKinsey.com →



Context & how to use this document

This document reflects a database of interventions that have been used in companies around the globe across manufacturing, retail, office, and field environments.

This document is meant to illuminate the measures different organizations are taking to ensure protection across the workforce journey.

This document does not represent vetted McKinsey recommendation or guidance on best practices.

Organizations should consider all local regulations and country-specific circumstances before implementing of specific interventions.

This document compiles ~70 interventions for protecting workforces as workplaces reopen



~70

interventions used worldwide, across

8

levers of protection,

5

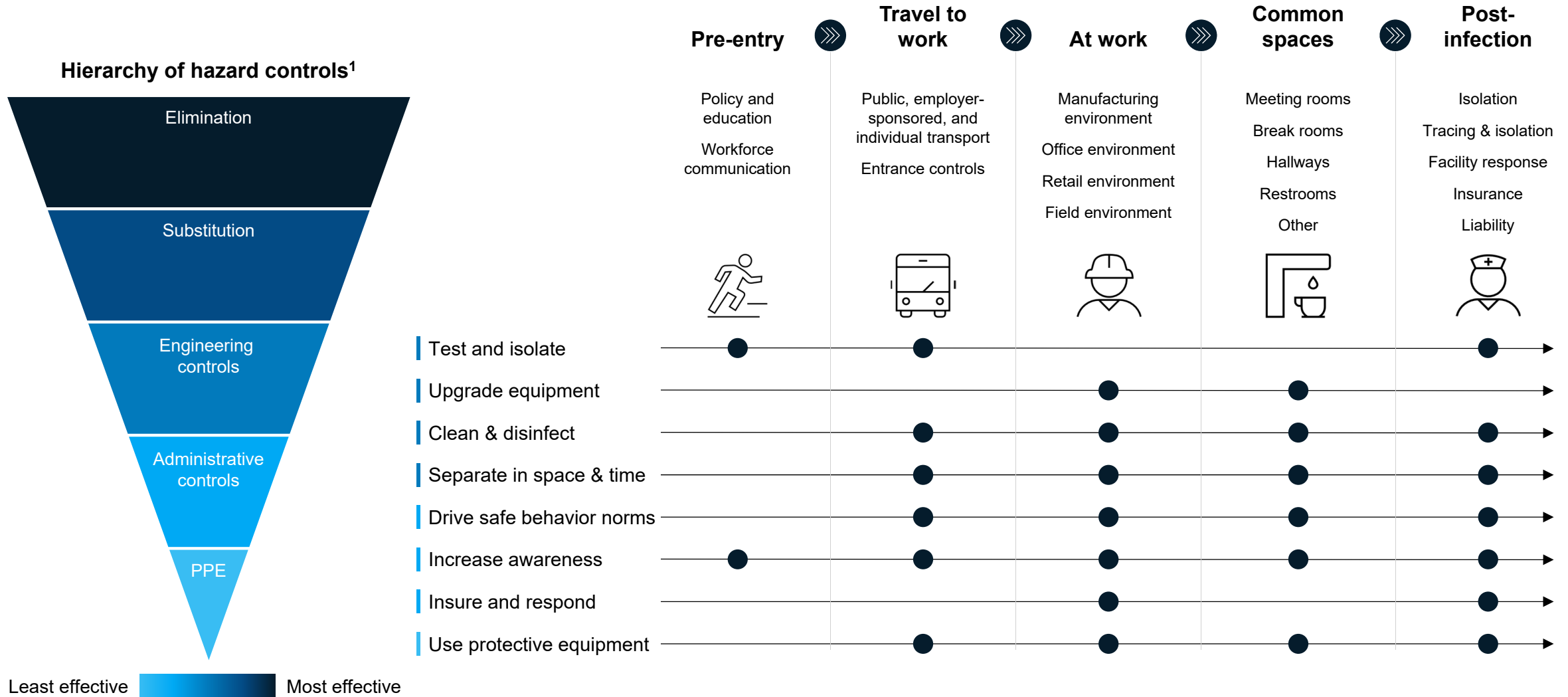
phases of the workforce journey, and

4

environments (office, retail, field, manufacturing)

Understanding protection across workforce journey

Workforce-protection interventions across manufacturing, office, retail, and field environments



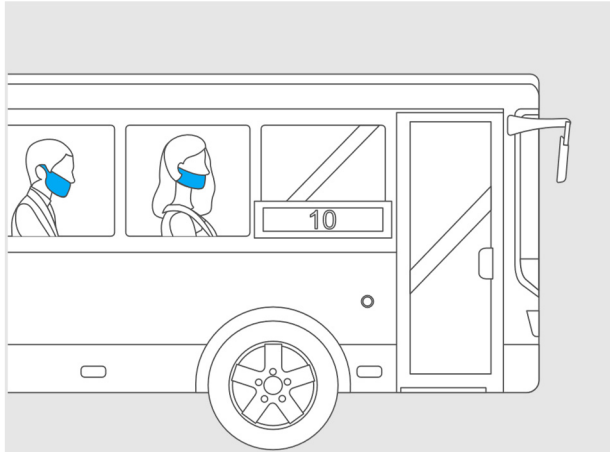
Intervention tracker across the workforce journey¹

Not exhaustive		XX Intervention page number			
	Pre-entry	Travel to work	At work	Common spaces	Post-infection
Test & isolate	12 Conduct at-home health surveys	23 Set up temperature-testing stations at entry			89 Set isolation/quarantine policies
Upgrade equipment			48 Provide contactless thermometers 57 Improve air filtration and ventilation 58 Install plexiglass barriers	60 Enable contactless payment 61 Implement curbside pickups	68 Remove communal resources 70 Minimize use of handles 72 Improve air filtration and ventilation 82 Reduce communal food service
Clean & disinfect		27 Provide and use disinfectants	33 Reduce operating hours to accommodate additional cleaning 44 Provide cleaning equipment 53 Stagger sanitization breaks	54 Clean frequently 56 Perform deep cleaning	73 Clean frequently 75 Perform deep cleaning 83 Increase hygiene protocols
Separate in space & time		19 Increase safety protocol for company travel 20 Stagger entry for employees and customers 21 Increase controls at entry point 25 Limit on-site capacity 26 Restrict non-employee entry 28 Dedicate hours for vulnerable groups	32 Stagger work shifts among employees 39 Ensure separation in office 40 Ensure separation with zones 42 Group employees into teams 45 Implement one-way store aisles 47 Ensure separation between customers 49 Minimize person-to-person contact	50 Limit equipment sharing 59 Rotate checkout lanes	69 Close common areas 80 Stagger lunch hours 81 Encourage distancing in cafeterias
Drive safe behavior norms	17 Provide mental-health services		41 Establish "remote-first" practices 46 Reduce high-contact services 51 Limit larger gatherings 52 Move in-person processes to digital	62 Set safe-delivery protocols 63 Alter return policies 64 Issue leave guidance 65 Enact strict travel policies	67 Identify high-risk areas 71 Limit larger gatherings
Increase awareness	13 Train employees on what to expect 14 Establish two-way communication 15 Require return-to-work trainings 16 Educate employees	24 Communicate safety protocols clearly at entry	34 Promote healthy personal habits 35 Highlight new safety processes and policies on prominent displays		78 Promote healthy personal habits 79 Highlight new safety processes
Insure & respond					
Use protective equipment		29 Encourage or mandate PPE gear	36 Encourage or mandate PPE gear 38 Limit sharing and disinfect PPE at regular intervals		76 Encourage or mandate PPE gear

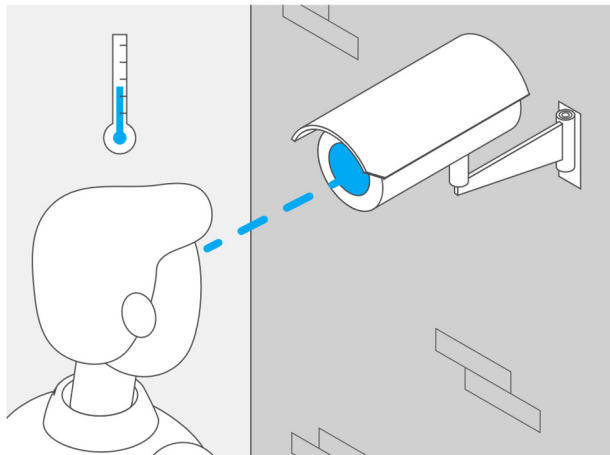
1. The list of safety interventions evolves as we learn more about the virus. Follow CDC, WHO and local health authorities for latest information on the virus, how transmission occurs, and relevant safety guidelines.

Sample journey: Manufacturing environment

Travel to work and pre-entry



Use of masks required during employee commutes



Temperature checks

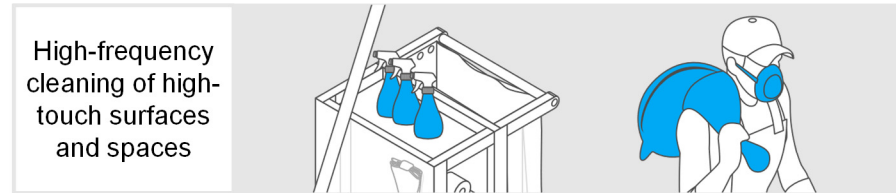
At work



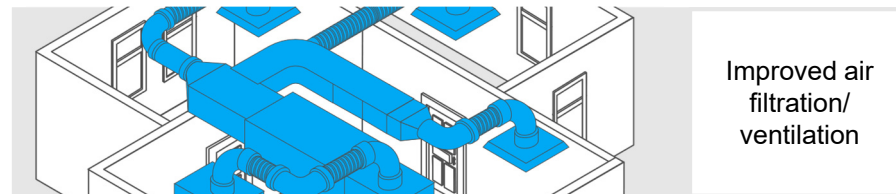
Modularized spaces, with limited interaction across spaces



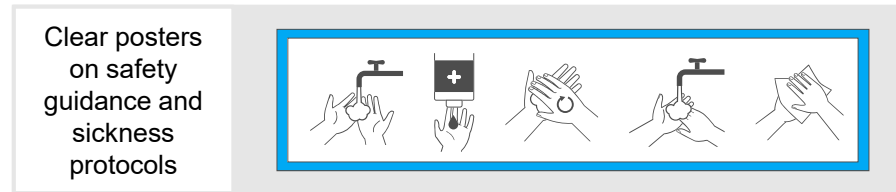
Masks and other appropriate PPE required at all times



High-frequency cleaning of high-touch surfaces and spaces

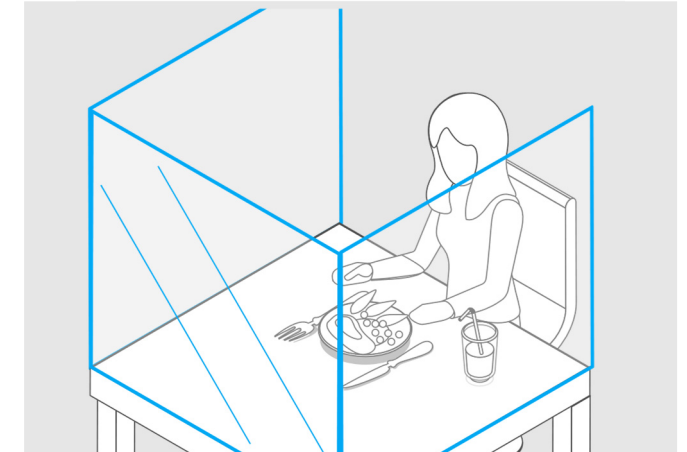


Improved air filtration/ventilation

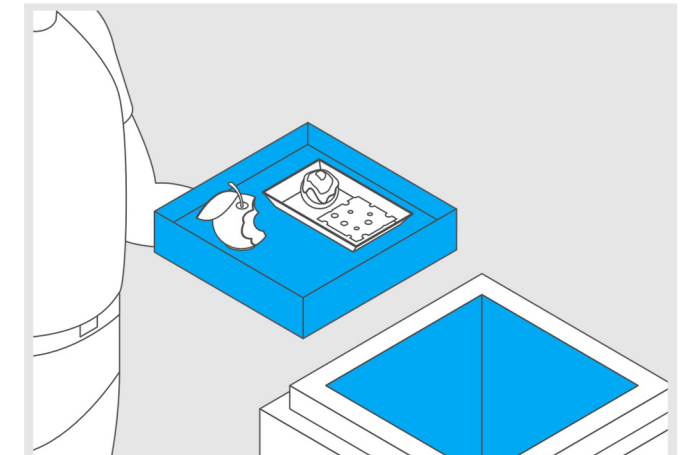


Clear posters on safety guidance and sickness protocols

Common space use



Separated lunch seating with dividers on dining tables



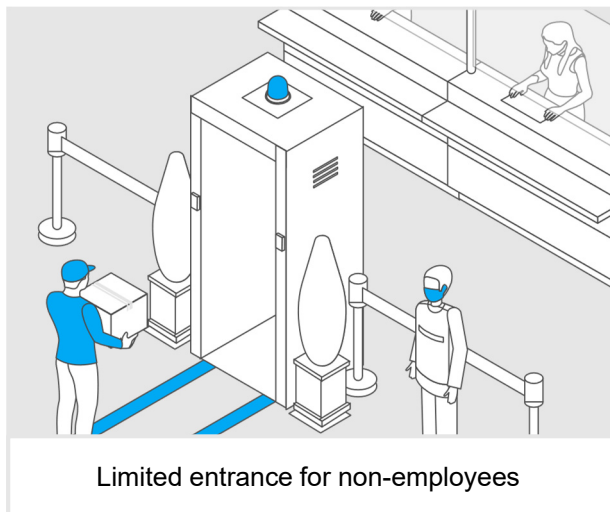
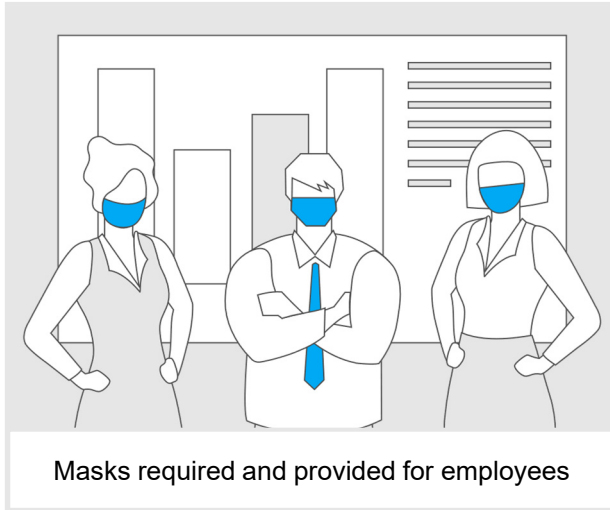
Use of disposable dishes at cafeterias

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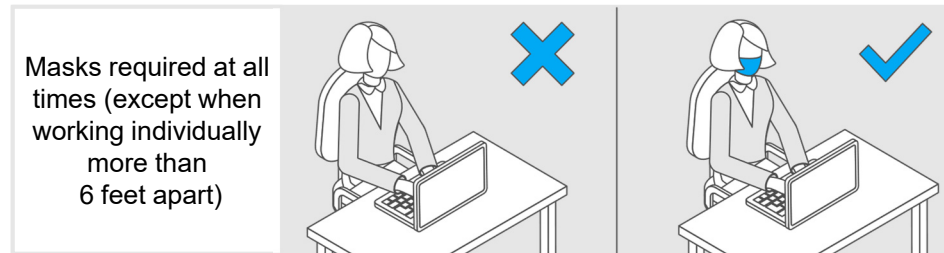
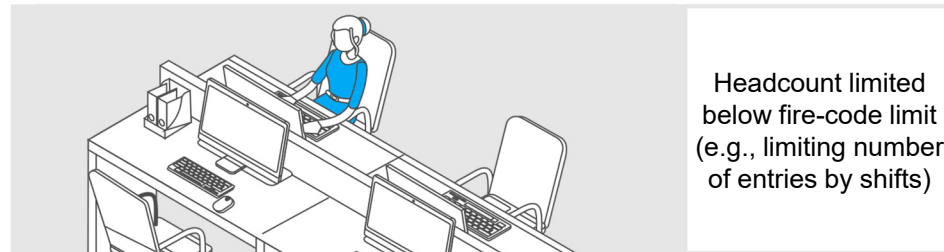
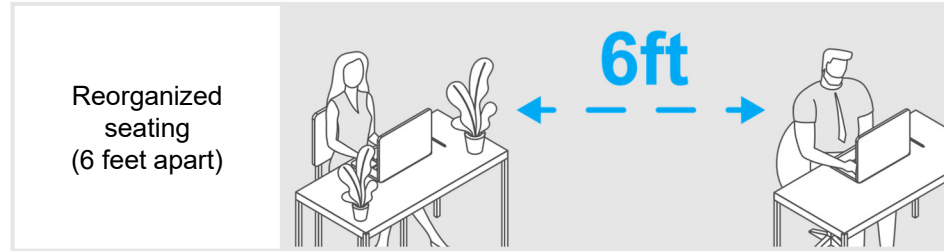
Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Sample journey: Office environment

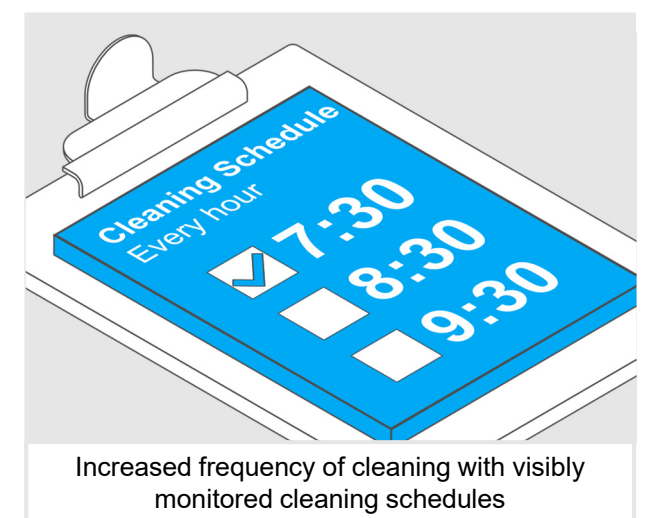
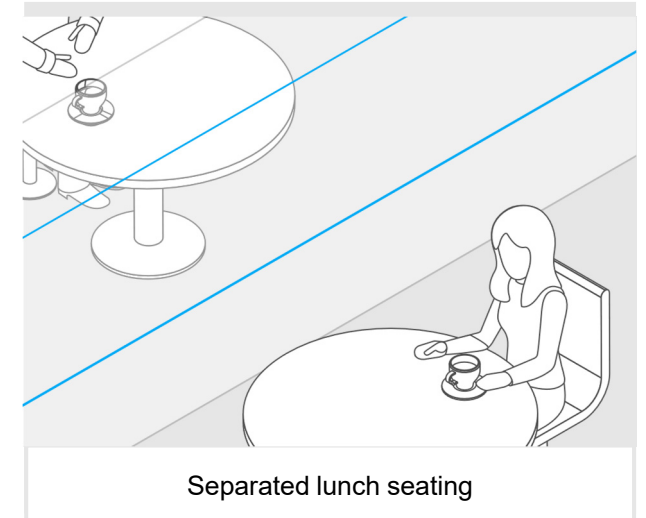
Travel to work and pre-entry



At work



Common space use

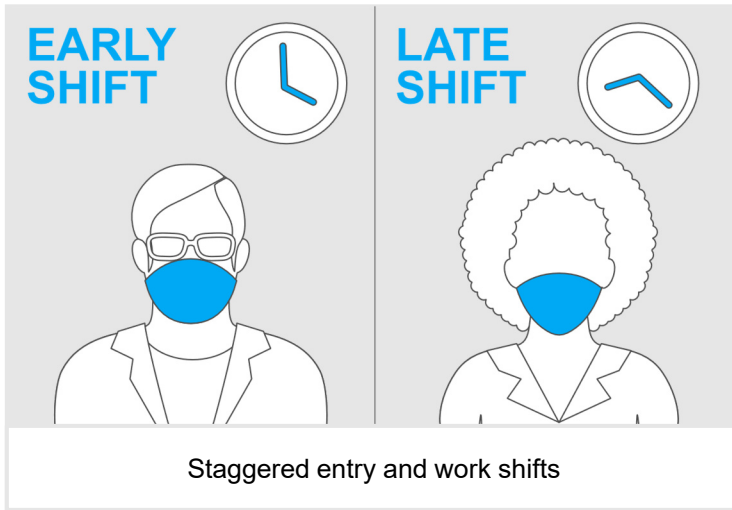


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Sample journey: Retail environment

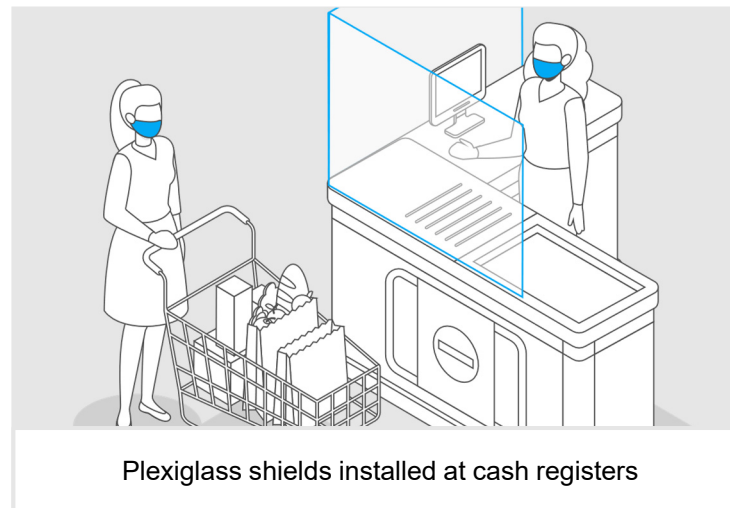
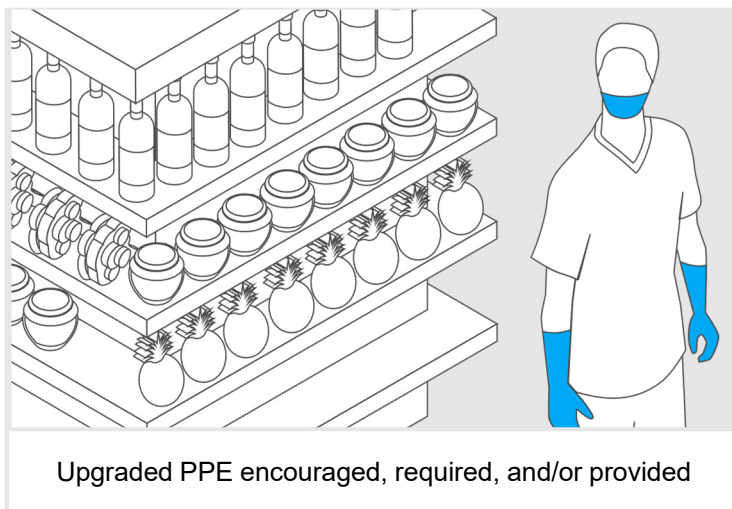
Travel to work and pre-entry



At work



Common space use

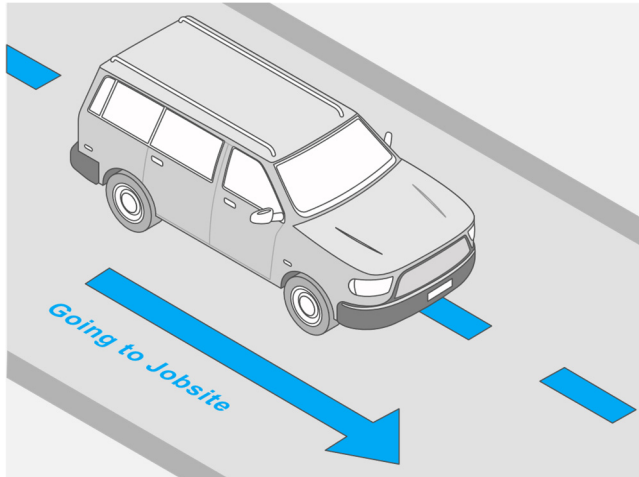


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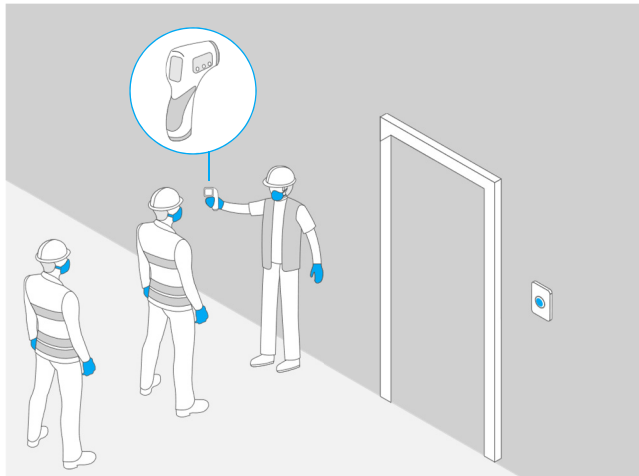
Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Sample journey: Field environment

Travel to work and pre-entry

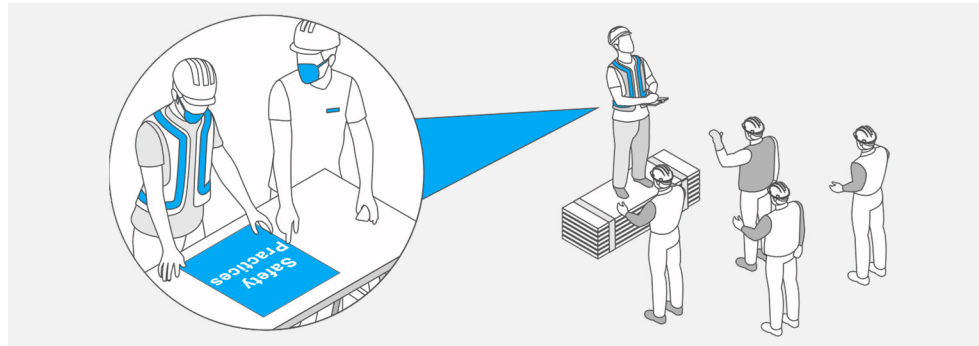


Allow use of personal vehicles to minimize contact



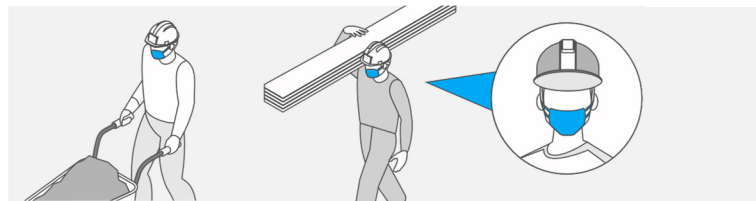
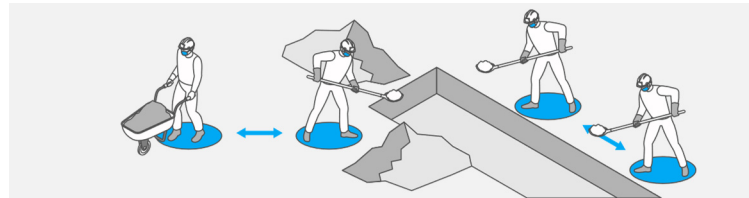
Contactless temperature checks prior to entry

At work



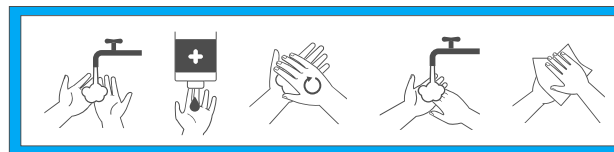
Discuss safety practices at tailboard meetings

Modularized spaces, with limited interaction across spaces

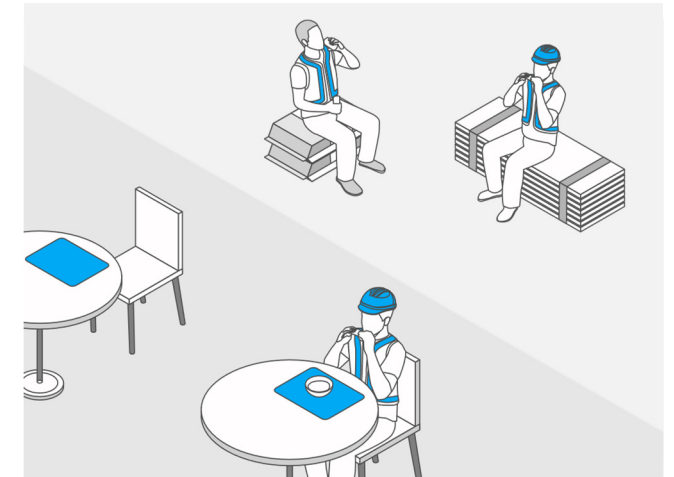


Masks and other appropriate PPE required at all times

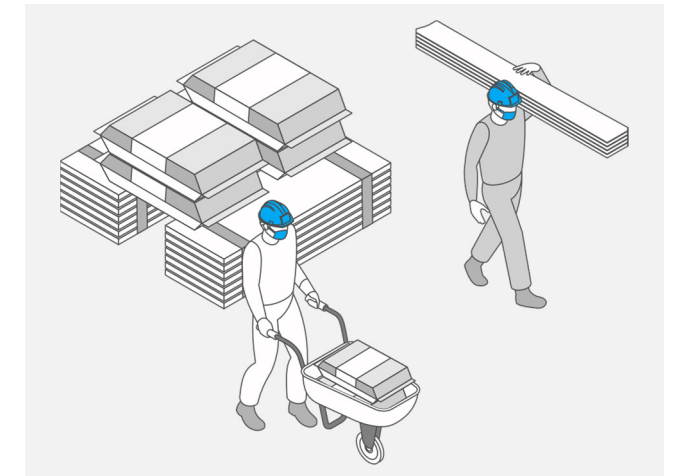
Clear posters on safety guidance and sickness protocols



Common space use



Minimize number of people in trailers



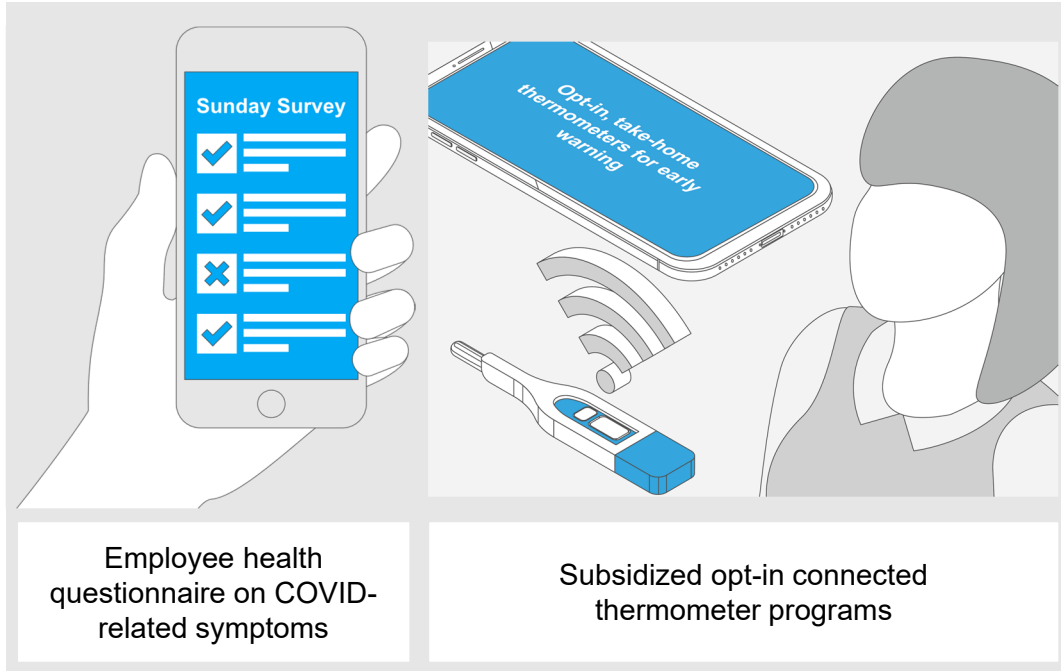
Stagger and distance pick-up of supplies at the yard

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Pre-entry

Completing periodic health-risk categorization through at-home surveys



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Test & isolate

Office

Manufacturing

Retail

Field

Description of potential intervention

Send out online **health self-assessment program** to all employees every Sunday regarding COVID-19 related symptoms

- Those who do not reply would be separately examined at the entrance of company facilities the next day
- Survey helps determine health risk of employees and advises readiness to return to work

Opt-in program for subsidized **connected thermometers** system for early warning

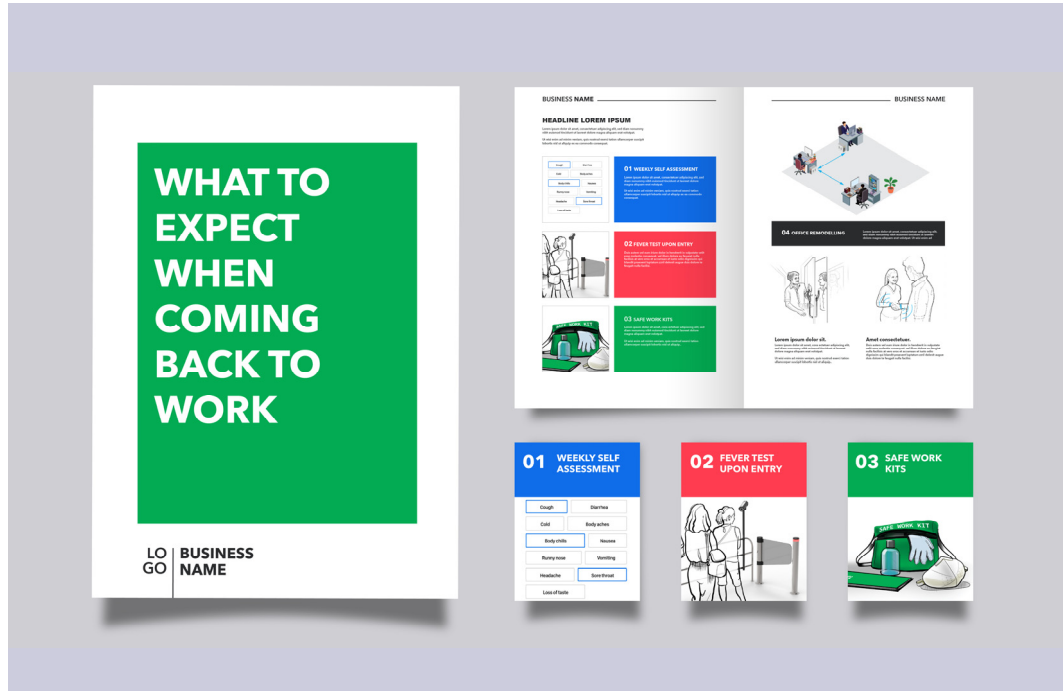
Where this has been done

Chinese multinational technology company

American multinational aerospace and defense manufacturer

Multinational automotive manufacturer

Training employees on what to expect when returning to the workplace



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Increase awareness

Office

Manufacturing

Retail

Field

Description of potential intervention

Use online and remote channels to share guidance with employees on what to expect when returning to the workplace. Include information on the following:

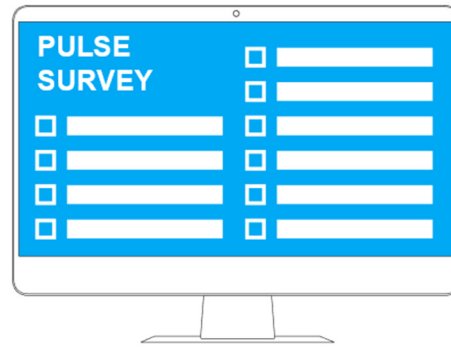
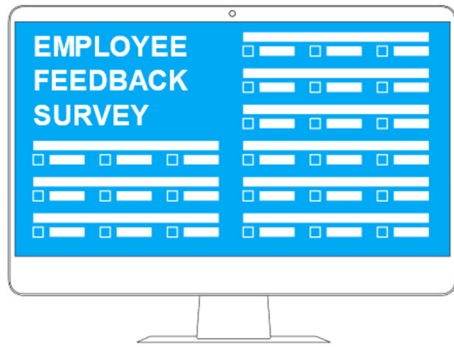
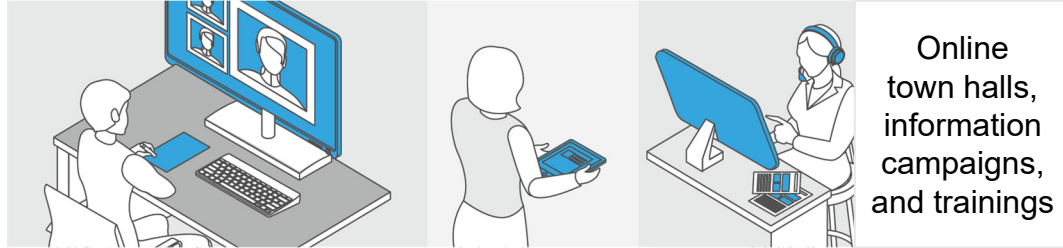
- Sick leave, compensation, and up-to-date policy guidance
- Database on resources and support available to employees (mental health, childcare, policy guidelines, privacy safeguards)
- Information on new work practices, infrastructure and changes to daily schedule and operations
- Personal wellness guidance for outside of the workplace

Where this has been done

American multinational automotive manufacturer

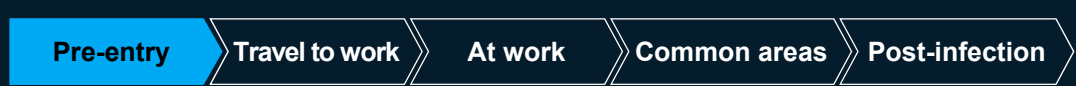
American industrial equipment manufacturer

Establishing two-way communication channels as employees prepare to return



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Increase awareness

Office | Manufacturing | Retail | Field

Description of potential intervention

Develop online modules and trainings to ensure employees have adequately understood all new guidelines and resources

Conduct virtual town halls with leadership to address questions in a company-wide forum and ensure clarity of message to workforce

Proactively survey employees to gather feedback on measures adopted and to communicate new workplace safety measures

Share pre-packaged print material (consistent with displays and posters used in the workplace)

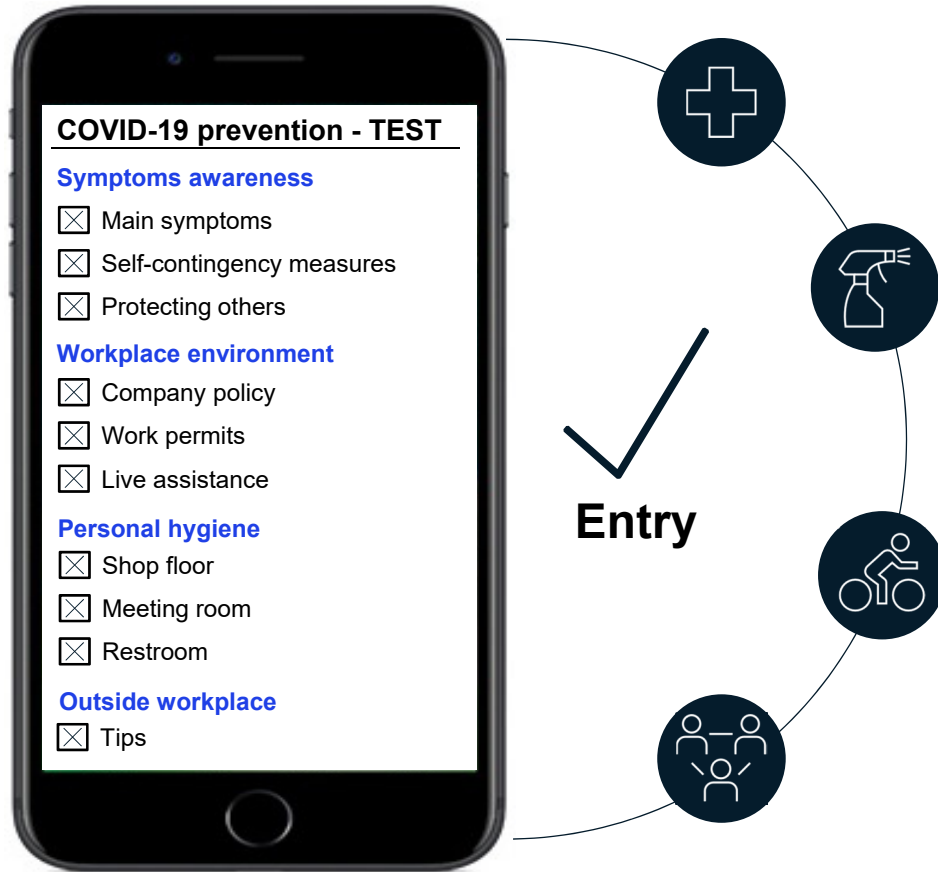
Where this has been done

Chinese multinational technology company

American multinational automotive manufacturer

Multinational banking and financial services company

Ensuring employees have completed all return-to-work trainings prior to entry



App-based training

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Increase awareness

Office | Manufacturing | Retail | Field

Description of potential intervention

Allow entrance to worksite only after passing an app-based test provided to workers on prevention measures

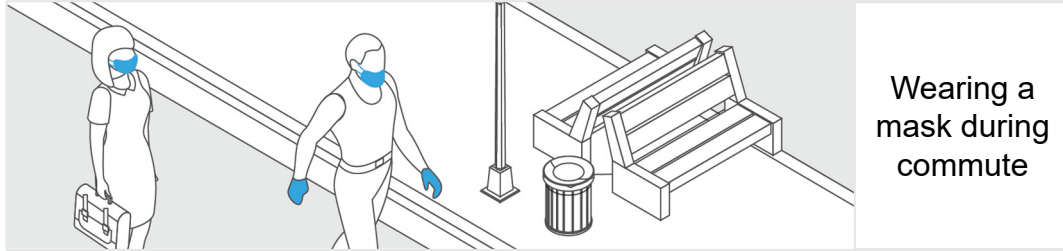
Where this has been done

American multinational hospitality company

Taiwanese electronics manufacturer

American multinational automotive manufacturer

Educating employees on safe commute, work, and personal-wellness practices



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Increase awareness

Office

Manufacturing

Retail

Field

Description of potential intervention

Train employees on commuter-safety practices such as wearing masks in public, avoiding rush hour, choosing to walk for part of the trip, etc

Require use of PPE on commute to work

Provide employees with sanitation packs to be used for public transport, such as mini sanitizers, quick-access wipes, and gloves

Train employees on best practices for cleaning and disinfecting following use of public transport and prior to entry

Where this has been done

American multinational automotive manufacturers

American multinational electronics retailer

Support employees' behavioral health



Behavioral health telehealth services

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Provide behavioral health telehealth services, through employee insurance or direct contracts with clinical care telehealth vendors

Expand benefit coverage of EAP programs

Subsidize subscriptions to behavioral health and wellness apps (e.g., mindfulness)

Where this has been done

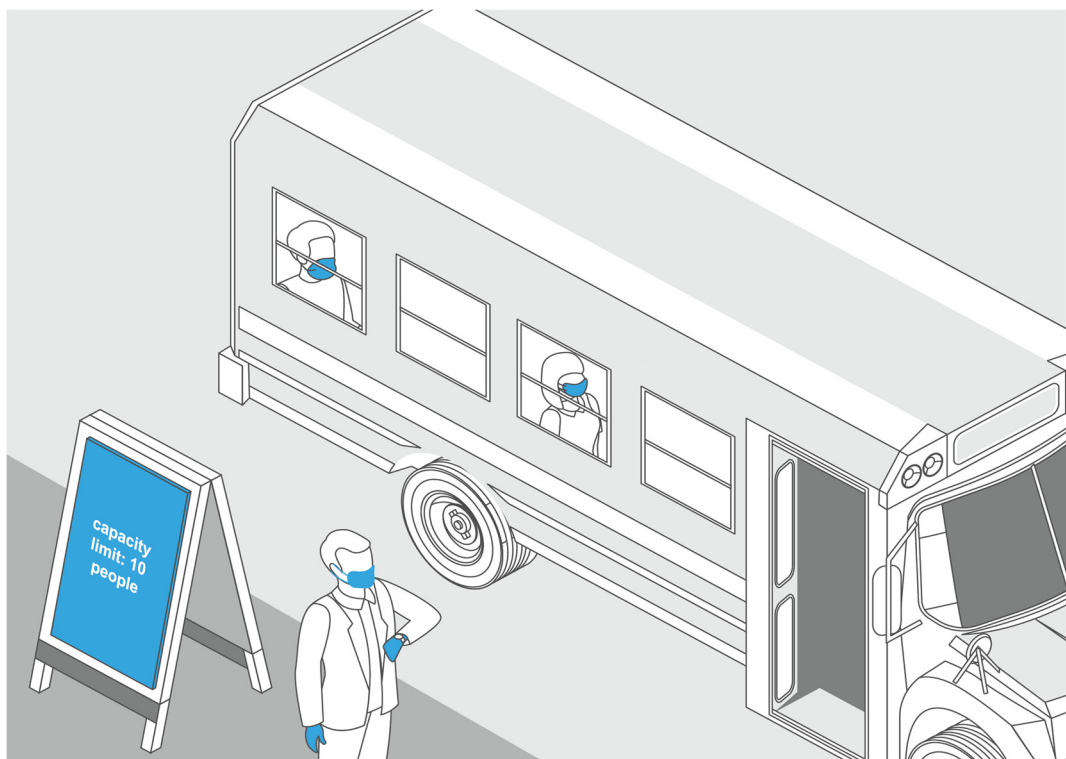
American multinational energy corporation

American telecommunications company

American financial services company

Travel to work

Increasing safety protocol for company-sponsored travel



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Retail

Field

Description of potential intervention

Restrict seating on company-operated shuttles to half capacity

Temperature-check employees prior to boarding the shuttle

Disinfect shuttle vehicle after each trip. Provide disinfecting kits and PPE to shuttle operators/drivers

Where this has been done

American multinational automotive manufacturer

Multinational aerospace and defense manufacturer

European multinational consumer goods company

Staggering entry for employees and customers



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Retail

Description of potential intervention

Institute a 'flexible commuting' policy for all employees to avoid rush hours and stagger entry windows

Adopt virtual waiting areas or online appointment scheduling to reduce congestion at entry

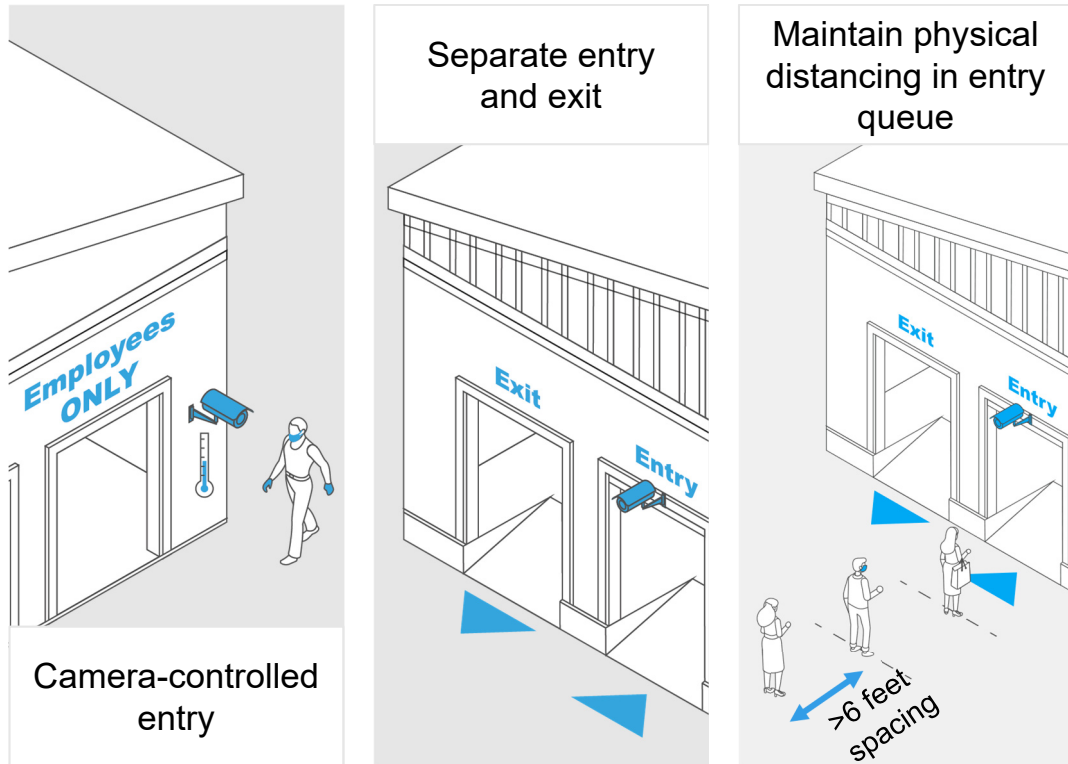
Where this has been done

South Korean electronics conglomerate

American multinational automotive manufacturer

Taiwanese electronics manufacturer

Increasing controls at entry point (1/2)



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Separate in space & time

Office | Manufacturing | Retail | Field

Description of potential intervention

Maintain distance of 6 feet between individuals lining up for entry

Camera-controlled entry to the building after entry criteria is met to prevent congestion

Separate points of entry and exit to minimize and streamline contact between employees

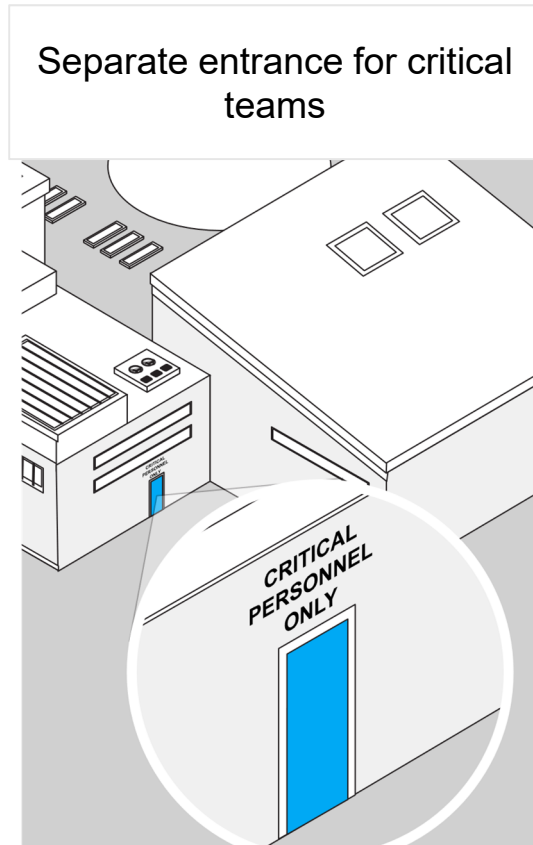
Where this has been done

American multinational technology conglomerate

American banking and financial services company

Taiwanese electronics manufacturer

Increasing controls at entry point (2/2)



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Retail

Field

Description of potential intervention

Dedicate building entrances for specific teams and functions to minimize overlap and exposure for the following:

- All critical personnel
- Personnel working in the control room
- Specific groups of teams

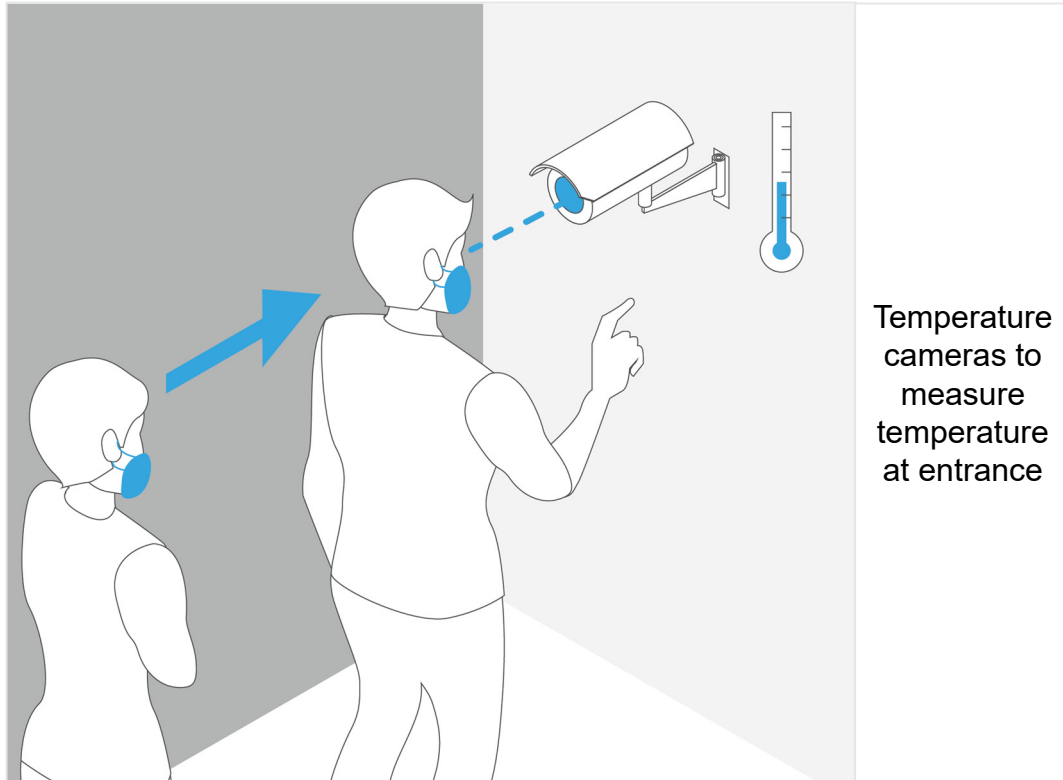
Where this has been done

American multinational technology conglomerate

American multinational automotive manufacturer

Taiwanese electronics manufacturer

Setting up temperature-testing stations at entry



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Test & isolate

Office

Manufacturing

Retail

Field

Description of potential intervention

Conduct temperature checks of employees

Heat-sensing camera implemented at entrance that tracks temperature of employees

QR code scanner at entry to confirm employees have passed health criteria (e.g., COVID-19 symptoms, not on quarantine list)

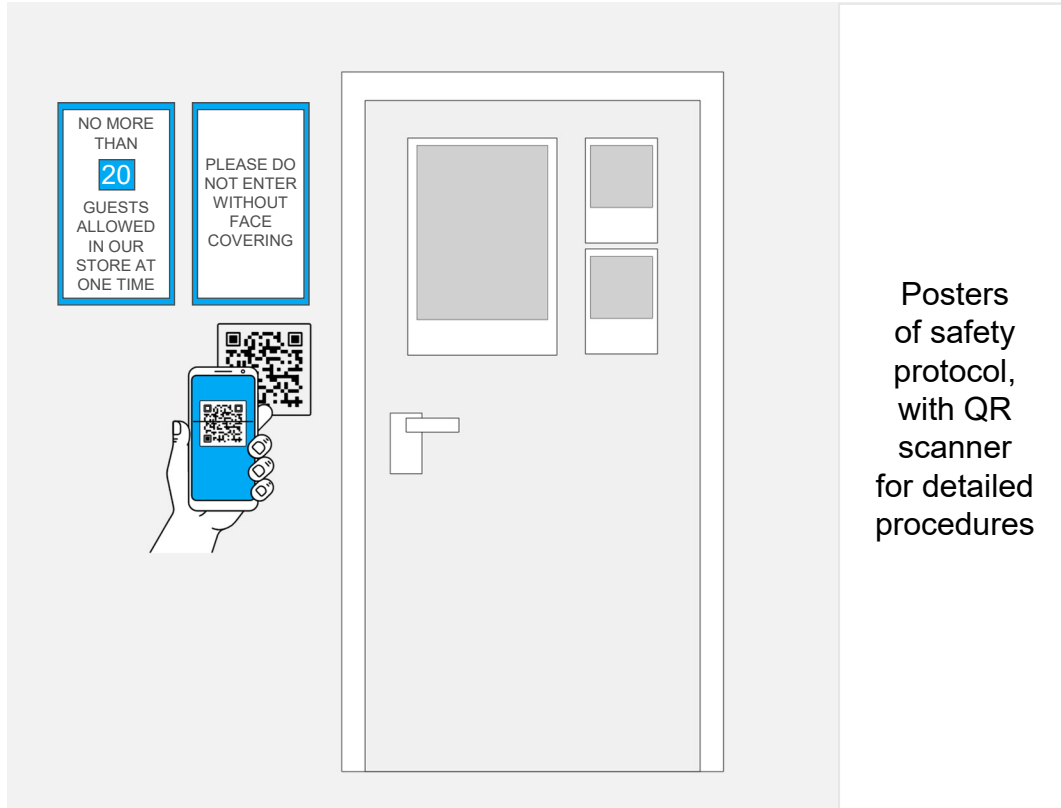
Where this has been done

South Korean electronics conglomerates

American multinational food producer

American utilities company

Communicating safety protocols clearly at entry



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Increase awareness

Office

Manufacturing

Retail

Description of potential intervention

Hang posters at entry points as part of broader information and learning campaign

Place QR code on the door that launches an illustrated guide to the shop's safety procedures

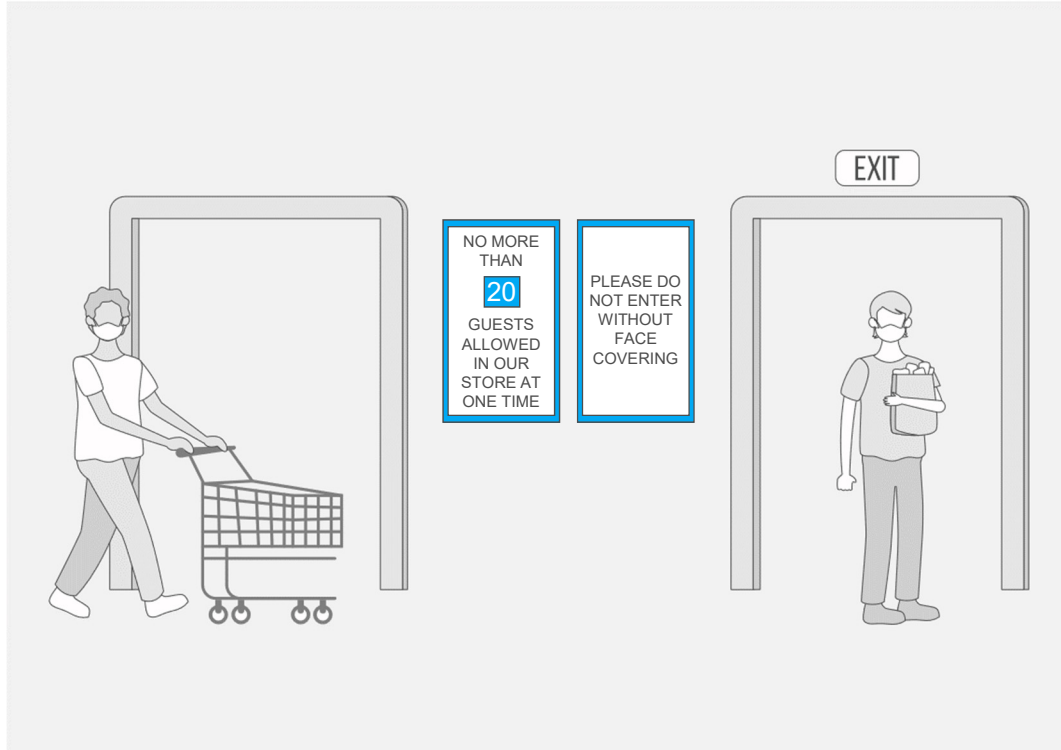
Where this has been done

American multinational automotive manufacturer

Taiwanese electronics manufacturer

American multinational hospitality company

Limiting on-site capacity



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Separate in space & time

Office

Manufacturing

Retail

Field

Description of potential intervention

Update, reduce capacities for work spaces—for employees as well as customers

Prohibit entry for non-employees or visitors or else potentially require visitor sign-ins

Restrict entry for specific zones such as production floors

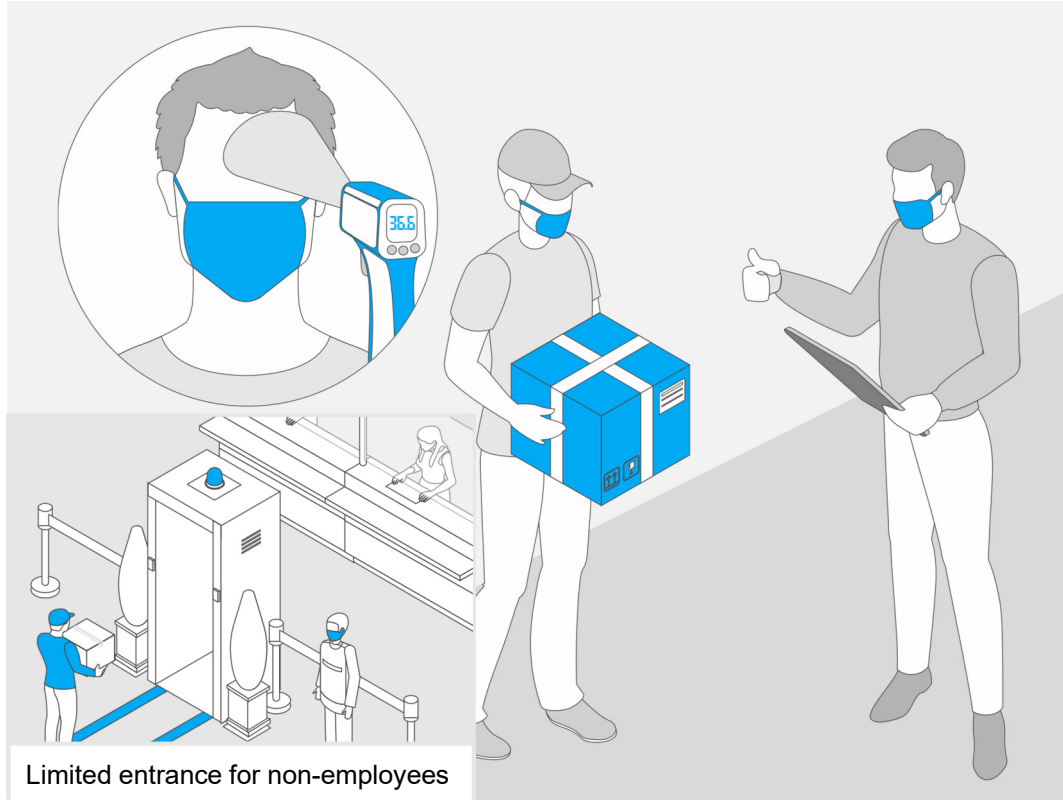
Implement 1-in-1-out measures where feasible

Where this has been done

Grocery stores in the United States and Europe

European multinational aerospace company

Restricting non-employee entry



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Retail

Description of potential intervention

Prohibit entry for visitors, non-badged contractors, and non-employees except for critical activities

Screen non-badged contractors/vendors with health questionnaire and temperature check before allowing on site for deliveries, repairs, etc.

Consider requiring pre-approval for all non-employee entrants to the office

Where this has been done

South Korean automotive and industrial conglomerate

American consumer electronics retail company

American multinational automotive manufacturer

Providing disinfectants as well as disinfected bags, carts, and trolleys at entry



Clean shopping carts



Provide hand sanitizer and disinfecting wipes

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

Institute **regular cleaning of items shared by customers** (e.g., shopping carts, bags, trolleys)

Provide hand sanitizer and disinfecting wipes (for cellphone screens) before entry

Consider requiring employees or customers to leave any non-essential items in a designated storage area prior to entry

Where this has been done

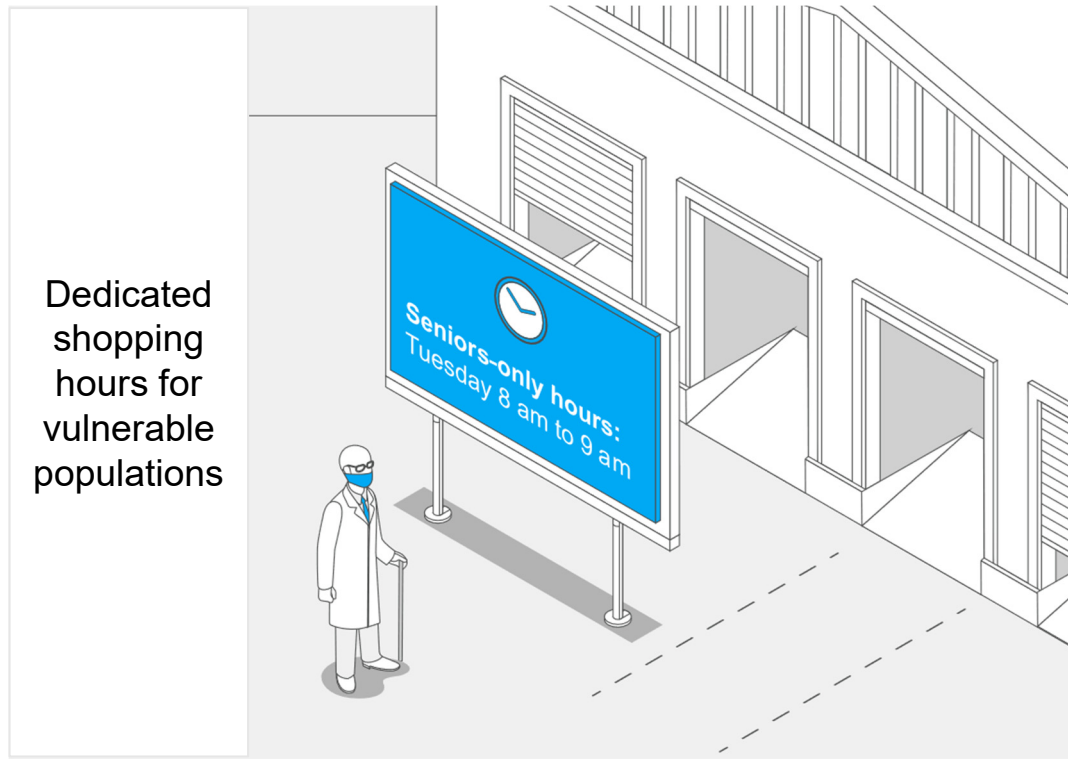
South Korean conglomerate

American multinational hospitality company

American fast-casual restaurant chain

Grocery stores in the United States

Implementing dedicated hours or spaces for vulnerable populations



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Retail

Description of potential intervention

Implement **dedicated shopping hours for vulnerable groups** (elderly, persons with disabilities, and pregnant women) to reduce risk of infection for at-risk persons

Extend opening times to allow flexibility for vulnerable populations and to reduce density of customers in the store at a given time

Have **dedicated spaces such as check-out registers** for vulnerable groups

Balance extra hours with time allotted for extra cleaning as well

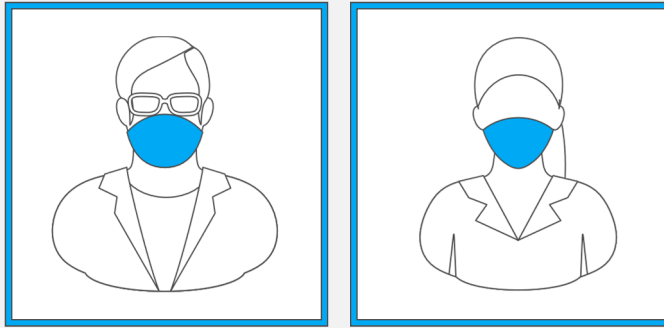
Where this has been done

American multinational technology conglomerate

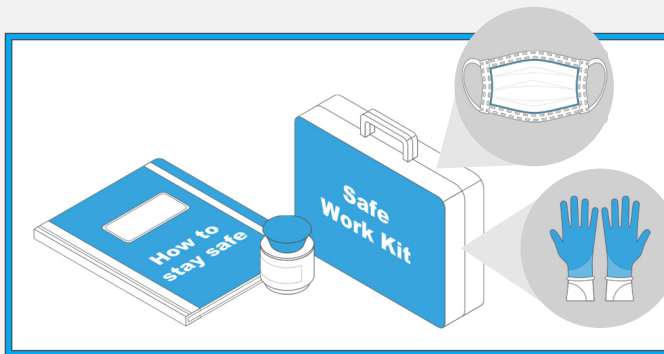
Grocery stores in the United States

Encouraging or mandate appropriate PPE¹ gear (1/2)

PPE required or provided at entry



Safe working kits



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1. Critical PPE (surgical masks, N95, etc) must continue to be reserved for healthcare workers and other medical first responders. Use should be in accordance with local government and health organization guidelines

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Use protective equipment

Office

Manufacturing

Retail

Field

Description of potential intervention

Forbid anyone who doesn't wear face masks from entering company buildings

Alternatively, recommend face masks and gloves in all or specifically designated areas of the company

Compensate employees for buying face masks

Provide face masks (and safe working kits) to employees for free and distribute upon entry

Where this has been done













South Korean conglomerates

South Korean multinational automotive manufacturer began preparation of mask production for its own employees

American multinational automotive manufacturer

Encouraging or mandate appropriate PPE¹ gear (2/2)

Details in Appendix

OSHA Risk Level	PPE Usage			
	Respirators and masks	Gowns	Eye protection	Gloves
 High to very high risk				
 Medium risk				
 Low risk		Infrequent use of respirators and gowns in medium risk category ¹		

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Use protective equipment

Office | Manufacturing | Retail | Field

Description of potential intervention

Encourage or mandate PPE usage based on work environment:

- Healthcare workers given either N95 respirators (used for 5–7 days) or 2 masks per day
- Production employees wear polyester gloves and glasses
- Office employees and customer-facing employees given daily masks (cloth masks are sufficient)

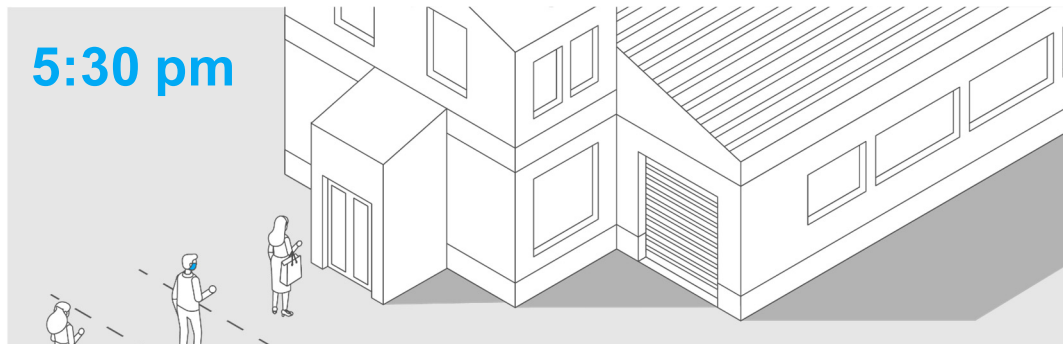
Where this has been done

South Korean conglomerates

American multinational automotive manufacturer

At work

Staggering work shifts among employees



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Retail

Field

Description of potential intervention

Stagger shifts and/or implement flexible work hours to prevent overlap between employees and improve contact tracing

Eliminate interactions across shifts by implementing the following:

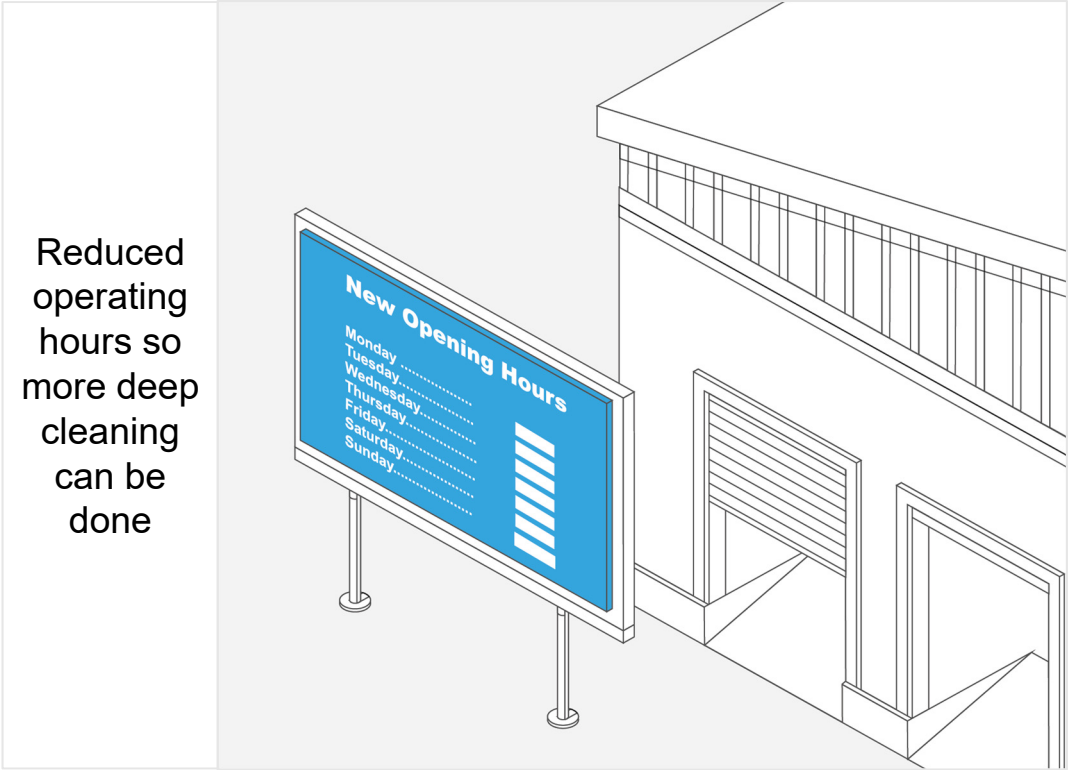
- Video conferencing for handoffs and transfers from one work shift to the next
- Virtual onboarding and briefings (e.g., online conferencing services, conference calls)
- Briefings in the field to reduce large meetings

Where this has been done

South Korean conglomerate

American multinational automotive manufacturer

Reducing operating hours to accommodate additional cleaning



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Clean & disinfect

Office | Manufacturing | Retail

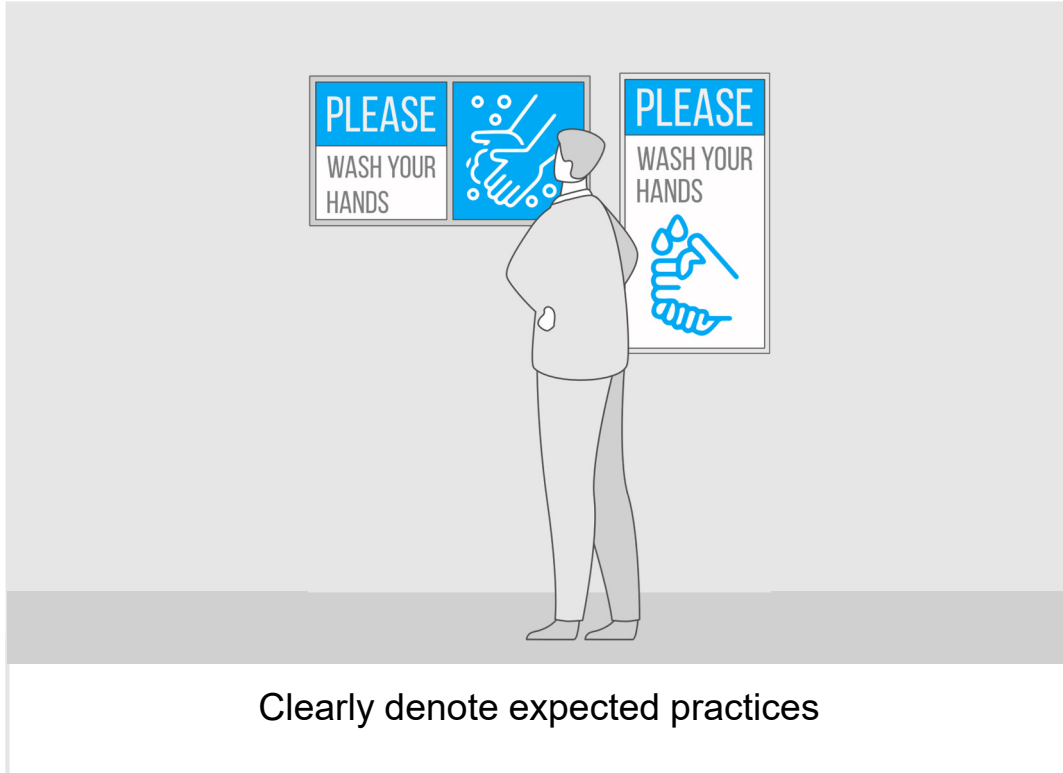
Description of potential intervention

Reduce operating hours for deep cleaning of the space and sanitization of products

Where this has been done

- American grocery stores
- Grocery stores around the world

Promoting healthy personal habits with high-visibility signage and media campaigns



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Increase awareness

Office

Manufacturing

Retail

Field

Description of potential intervention

Promote healthy habits with **high-visibility signage** across the work space (e.g., wash hands frequently)

Leverage media and advertising to create awareness among employees and customers

Where this has been done

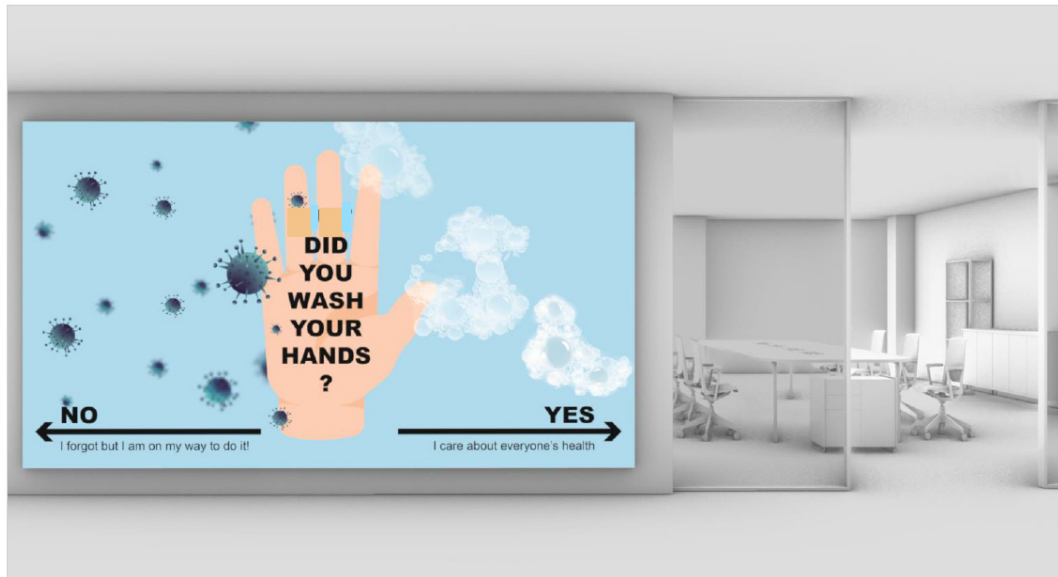
American multinational aerospace and defense manufacturer

Global real estate services corporation

American multinational hospitality group

Highlighting new workplace-safety processes and policies on prominent displays

Informational materials in displays and advertising



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Increase awareness

Office

Manufacturing

Retail

Description of potential intervention

Display large posters or digital displays providing prominent, frequent reminders to employees of the new workplace situation, protocols and (crucially) the rationale behind it

Where this has been done

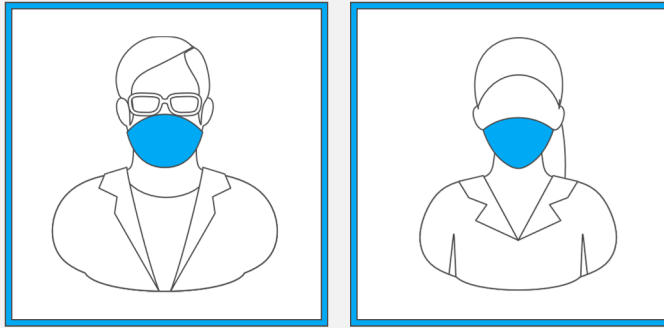
American multinational automotive manufacturer

Taiwanese electronics manufacturer

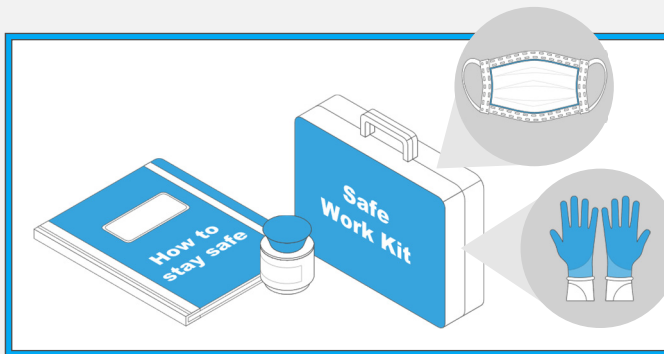
American multinational aerospace and defense company

Encouraging or mandate appropriate PPE¹ gear (1/2)

PPE required or provided at entry



Safe working kits



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Use protective equipment

Office

Manufacturing

Retail

Field

Description of potential intervention

Forbid anyone who doesn't wear face masks from entering company buildings

Alternatively, recommend face masks and gloves in all or specifically designated areas of the company

Compensate employees for buying face masks

Provide face masks (and safe working kits) to employees for free and distribute upon entry

Where this has been done













South Korean conglomerates

South Korean multinational automotive manufacturer began preparation of mask production for its own employees

American multinational automotive manufacturer

Encouraging or mandate appropriate PPE¹ gear (2/2)

Details in Appendix

OSHA Risk Level	PPE Usage			
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 High to very high risk				
 Medium risk				
 Low risk		Infrequent use of respirators and gowns in medium risk category ¹		

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Use protective equipment

Office

Manufacturing

Retail

Field

Description of potential intervention

Encourage or mandate PPE usage based on work environment:

- Healthcare workers given N95 respirators (used for 5–7 days) or provided 2 masks a day
- Production employees wear polyester gloves and glasses
- Office employees and customer-facing employees given daily masks (cloth masks are sufficient)

Where this has been done

South Korean conglomerates

American multinational automotive manufacturer

Limiting sharing and disinfect PPE at regular intervals



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Use protective equipment

Office

Manufacturing

Field

Description of potential intervention

Ensure protective clothing and PPE (including masks/face coverings) **are not shared** between employees or contractors or limit sharing to the extent possible

Disinfect employee uniforms at the end of the day

Provide mask disinfection cabinets at regular distances

Where this has been done

Multinational automotive manufacturer in China

American multinational automotive manufacturer

Taiwanese electronics manufacturer

Ensuring physical separation within the office space

Separate seating arrangements



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Description of potential intervention

Redo seating arrangement to reduce contact and transmission risk between employees

Allocate permanent seats and temporarily restrict free seating assignment systems

Where this has been done

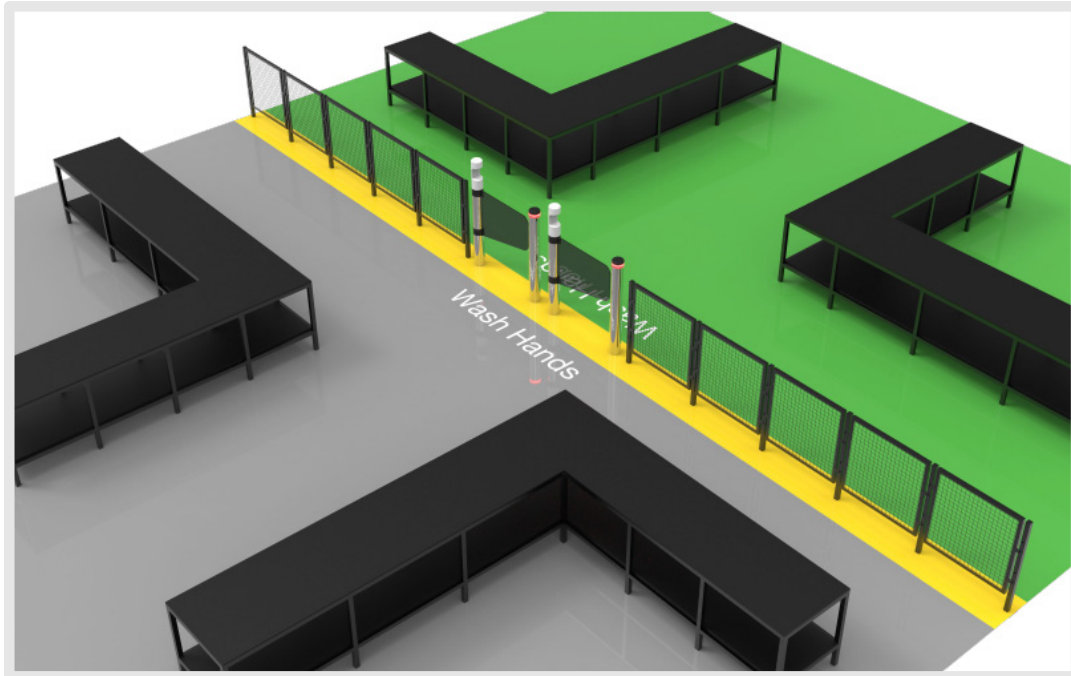
Corporate offices for conglomerates in South Korea

American financial services company

British multinational telecommunications company

Ensuring physical separation through the use of zones

Clear separation of zones



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Description of potential intervention

Separate different zones in manufacturing plants, with limited movement for employees between zones

Keep employees physically distanced on the manufacturing floor

Break up call center into zones with separate break areas, entrances and restrooms. Tape off with signage and prohibit crossing of zones without disinfection

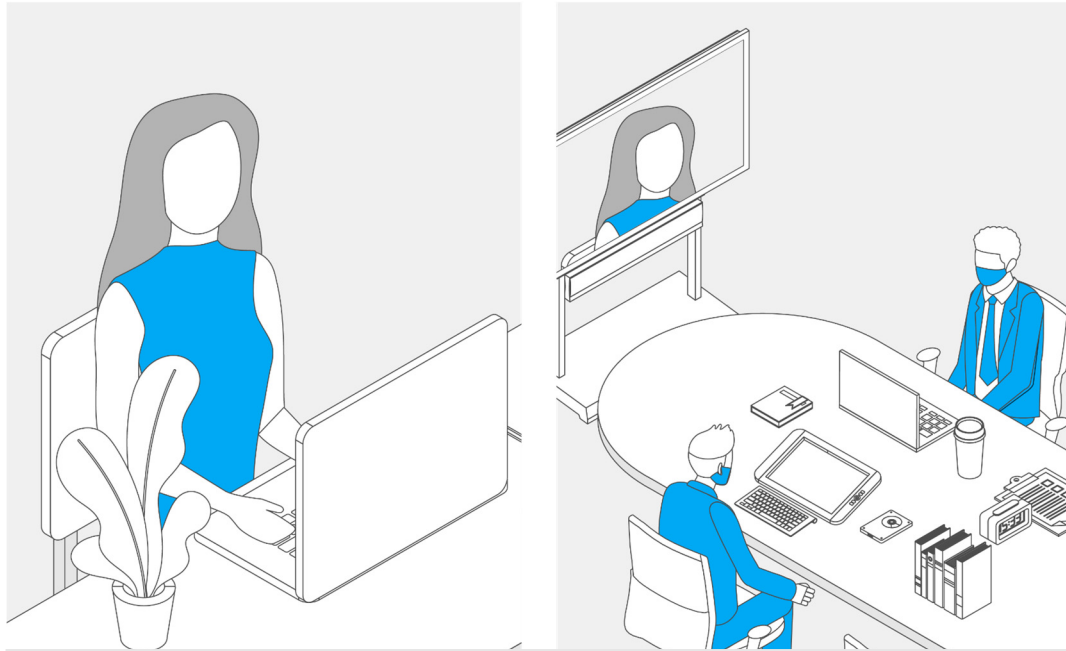
Restrict movement through various parts of the office for staff working in that particular section

Where this has been done

Taiwanese electronics manufacturer

American multinational technology conglomerate

Establishing ‘remote-first’ practices to improve culture for remote colleagues



Adopt ‘remote-first’ culture of video conferencing even when in the office

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Field

Description of potential intervention

Establish the **Big 5** of “remote-first” culture:

- Video conferencing by default
- Accessible, structured, and documented team meetings
- Document decisions, work in progress, etc.
- No sidebar conversations (unless you document them)
- Planned together-time (e.g., offsites)

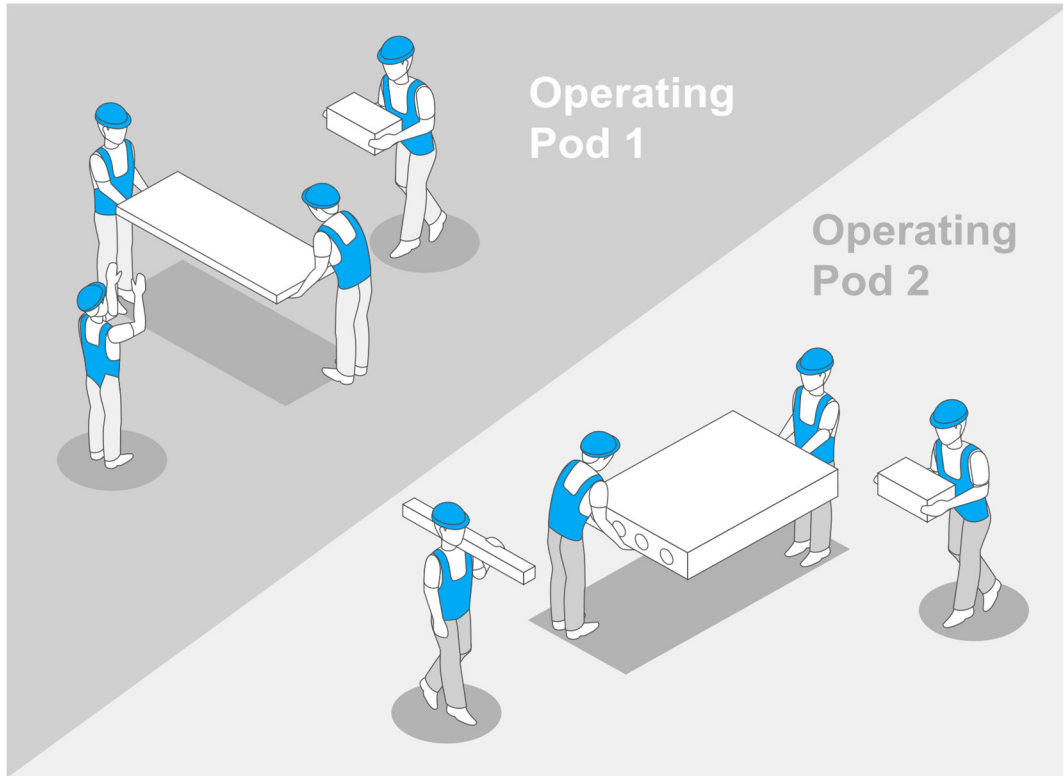
Consistently use digital tools (e.g., code management, documentation management, defect tracking, integration) and introduce measures to help with digital fatigue

Where this has been done

American financial services company

South Korean conglomerates

Grouping employees into critical function teams, operating pods, or work shifts (1/2)



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Retail

Field

Description of potential intervention

Group employees into “operating pods” that work together (travel, live, and eat together, as applicable) to facilitate health tracking and reduce risk of infection among different pods

Divided critical function teams with groups alternating work in-office or using satellite sites

Limit retail work shifts to the same group of employees with minimal overlap time among groups

Alter assignments for work tasks that occur in close proximity (less than 6 feet) by pairing technicians into a “team” and do not rotate individuals with other teams

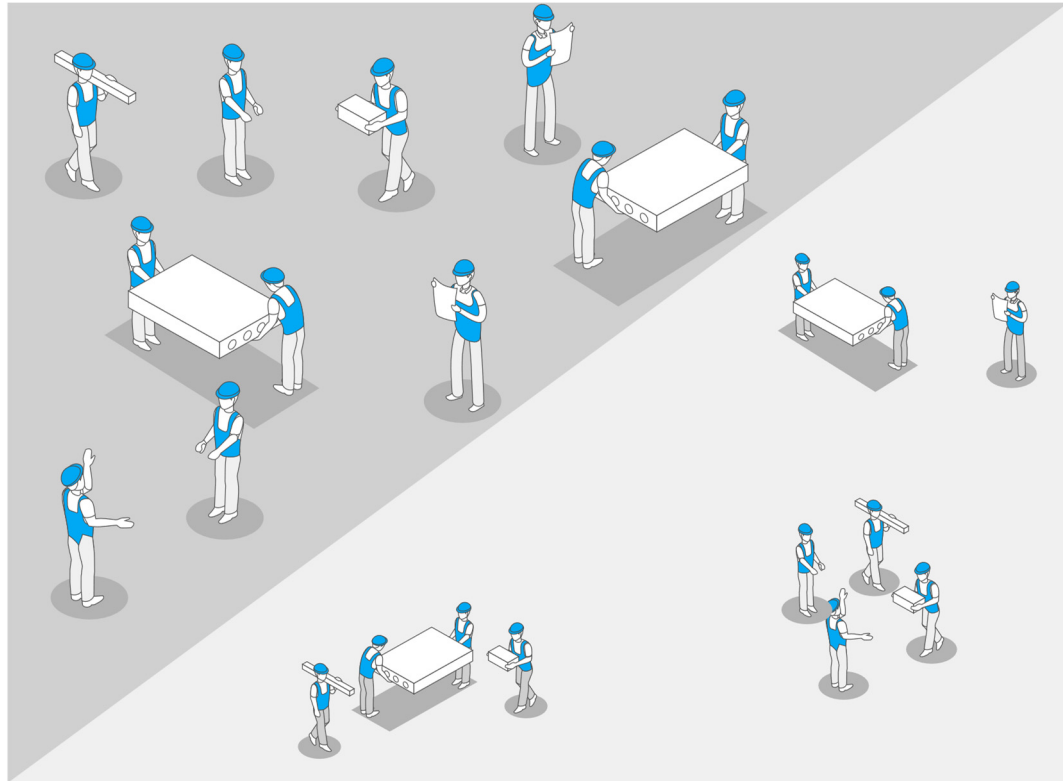
Where this has been done

Chinese internet technology company

American real estate services company

American advertising company

Grouping employees into critical function teams, operating pods or work shifts (2/2)



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Retail

Field

Description of potential intervention

Shift to **multiple, smaller staging sites** instead of concentrated, larger staging sites to limit contact with or exposure to larger crews

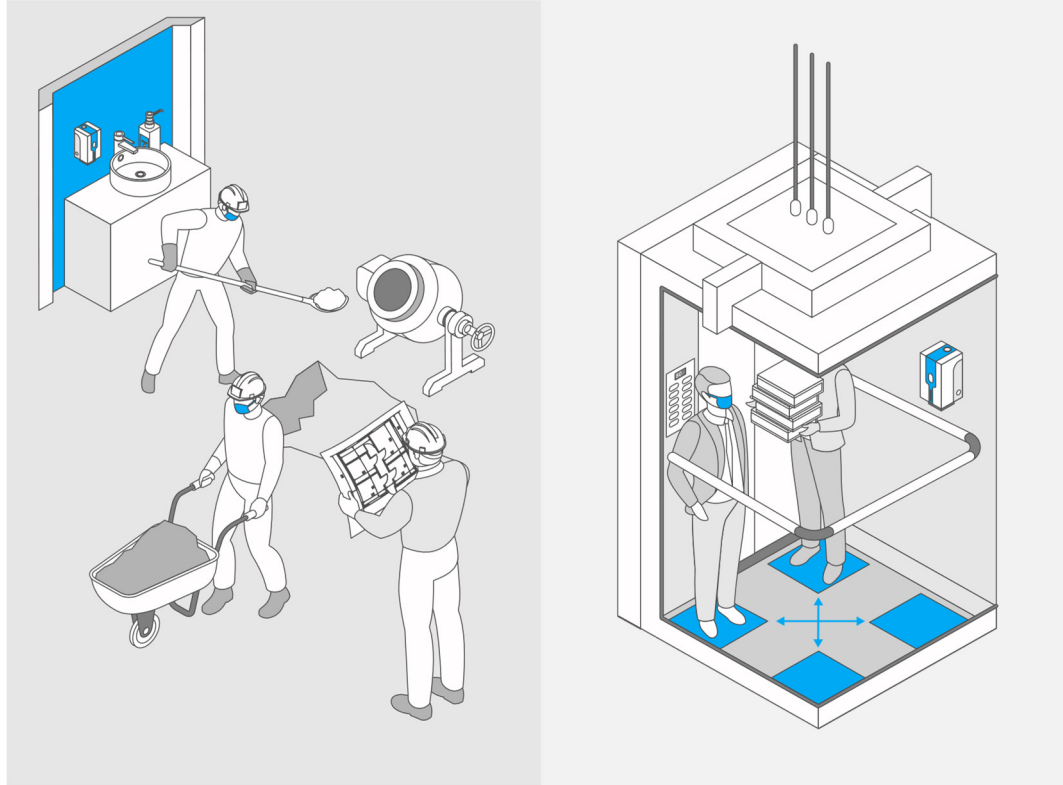
Design smaller staging sites to **allow for CDC physical distancing** recommendations (currently 6 feet of distancing at all times)

Where this has been done

South Korean conglomerates

American multinational automotive manufacturer

Providing cleaning equipment to employees and customers



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Field

Description of potential intervention

Provide cleaning supplies, hand sanitizer, and sanitation supplies, for all crews located at staging areas

Installation of hand sanitizer dispensers throughout building

Disinfecting wipes available in neighborhoods and meeting rooms

UV light cell-phone disinfectants available in both lobbies

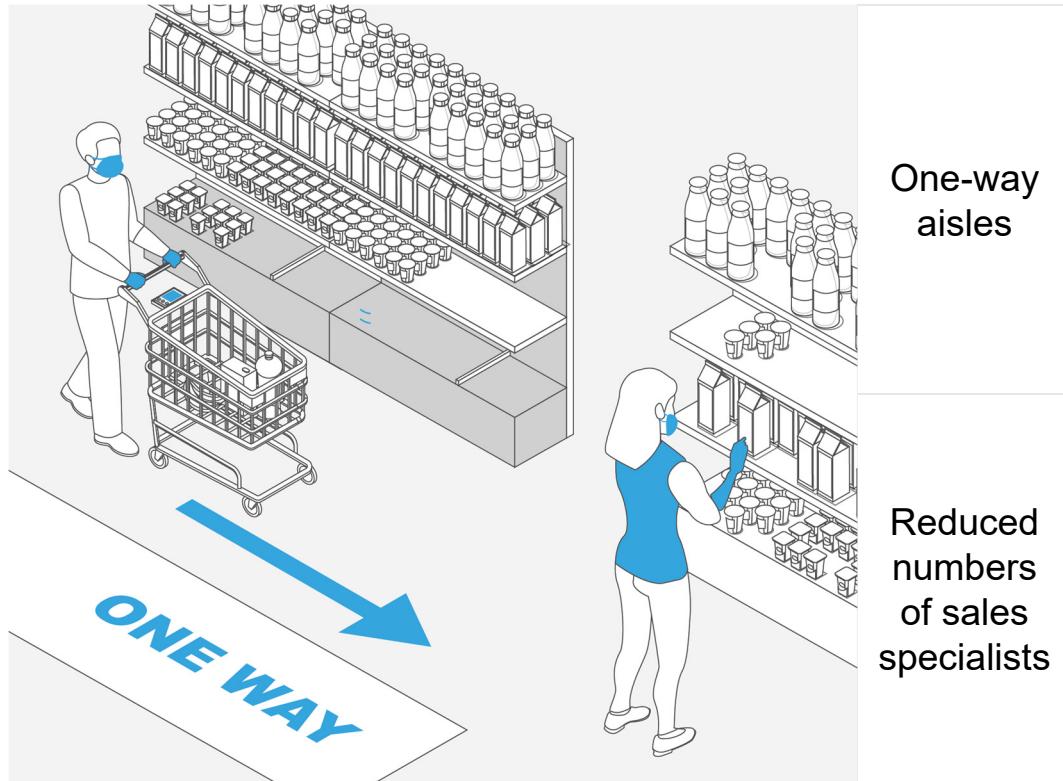
Where this has been done

American multinational automotive manufacturer

American multinational hospitality groups

International fitness chain

Implementing one-way store aisles with fewer sales specialists



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Retail

Description of potential intervention

Implement **one-way aisles in stores** to reduce density of traffic and unnecessary interactions

Reduce the number of sales specialists on the floor to decrease congestion and transmission risk

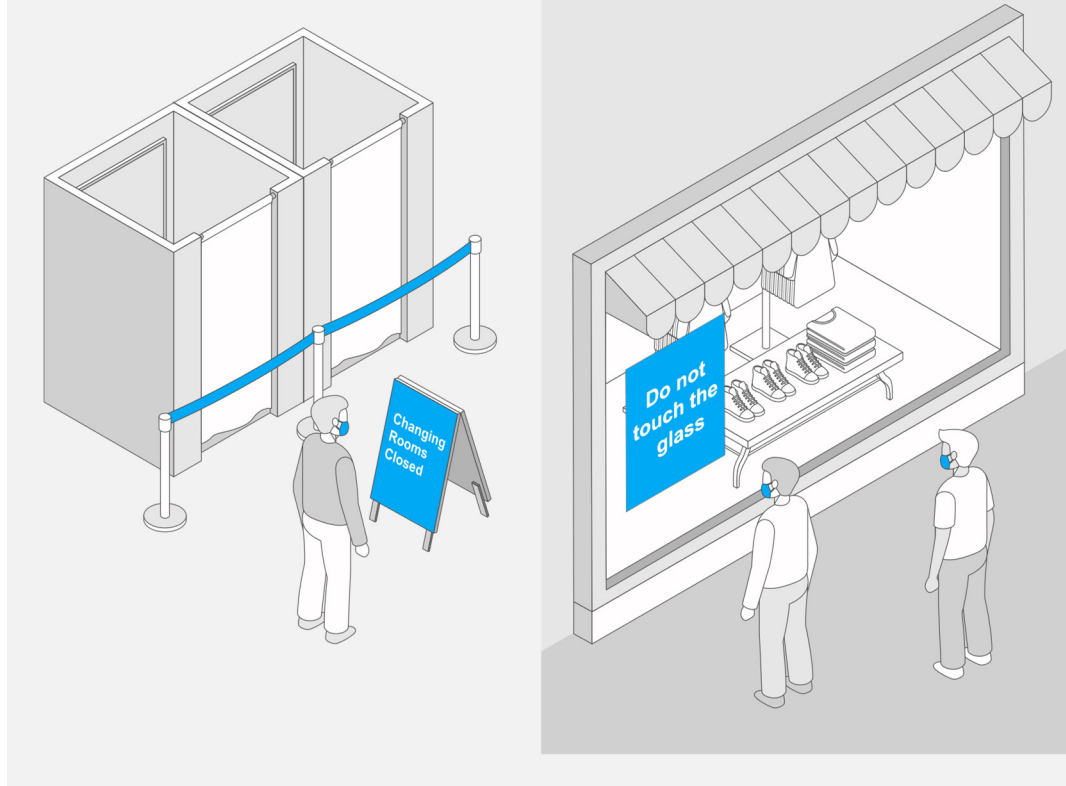
Where this has been done

American grocery stores

American multinational aerospace and defense manufacturer

American commercial real estate company

Reducing high-contact, in-store services



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Retail

Description of potential intervention

Eliminate in-store food samples in grocery stores and restaurants

Discourage touching of merchandise and trying on of clothes (e.g., signs to not touch glass, close changing rooms)

Disinfect test products after each demo

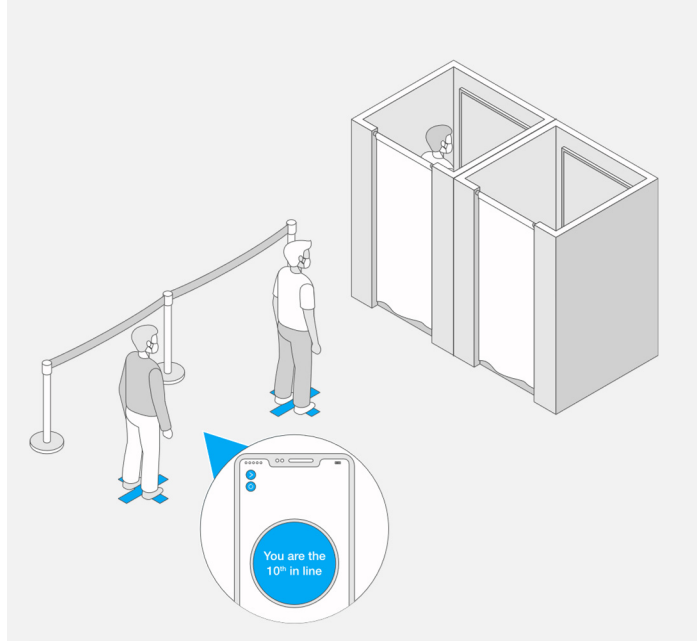
Encourage **customers not to return items** to shelves

Where this has been done

Large American supermarkets

Multinational clothing retailers

Ensuring physical separation between customers



Queue for fitting room



Spacing between employees and customers

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Separate in space & time

Retail

Description of potential intervention

Consider requiring distance of at least 6 feet between shoppers based on physical distancing guidelines

Space out customer queues for fitting rooms and at cashiers with floor markers

Adopt virtual waiting area or queue and use online appointment scheduling where feasible

Where this has been done

American grocery stores

Multinational retail stores in China

Making contactless thermometers visibly available onsite



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Office

Manufacturing

Retail

Field

Description of potential intervention

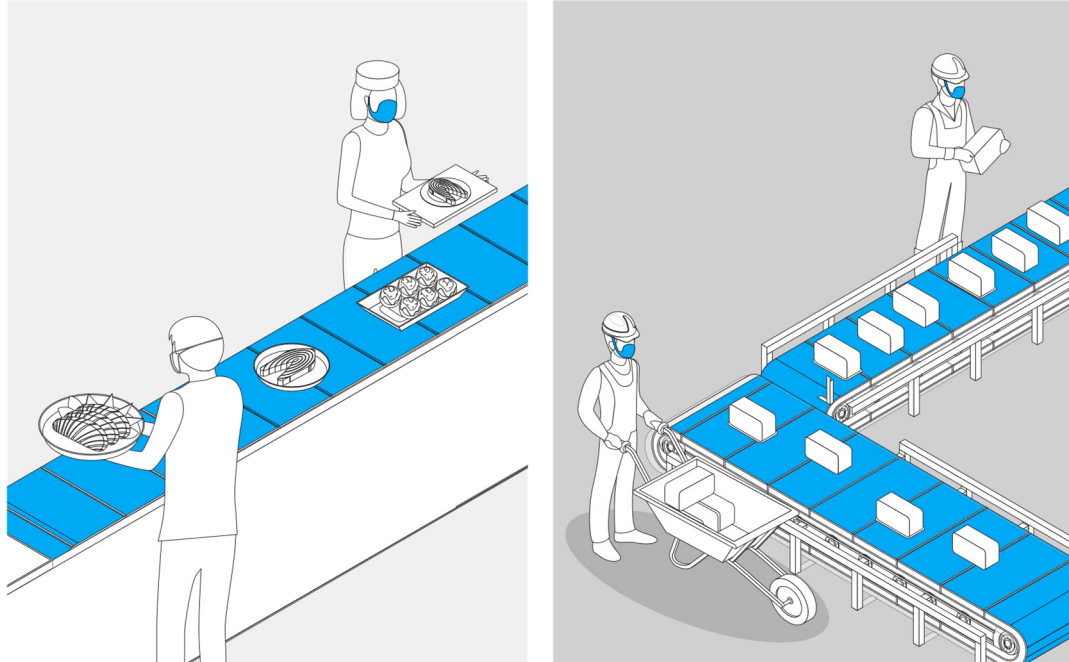
Include contactless thermometers in all offices and worksites (e.g., in first aid kits) to encourage safe, opt-in temperature testing through the day

Where this has been done

American multinational automotive manufacturer

American multinational technology conglomerate

Minimizing person-to-person contact for material distribution



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Retail

Field

Description of potential intervention

Minimize person-to-person contact for material distribution by **using drop points**

Increase **use of conveyor belts for material distribution** such as for material deliveries on factory floors

Use small slides and conveyor belts for food transfer between employees and customers

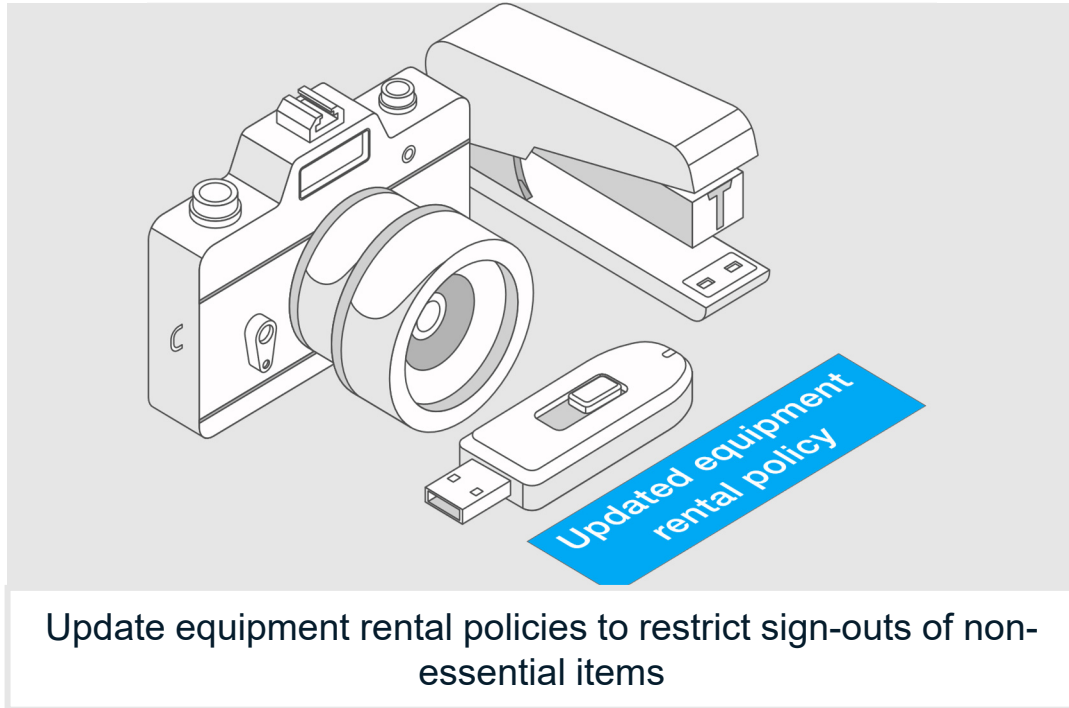
Where this has been done

Restaurants in China

American utilities companies

Manufacturing factories in China

Limiting equipment sharing between employees



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Field

Description of potential intervention

Temporarily suspend equipment sign-out programs such as for audio equipment, cameras, etc.

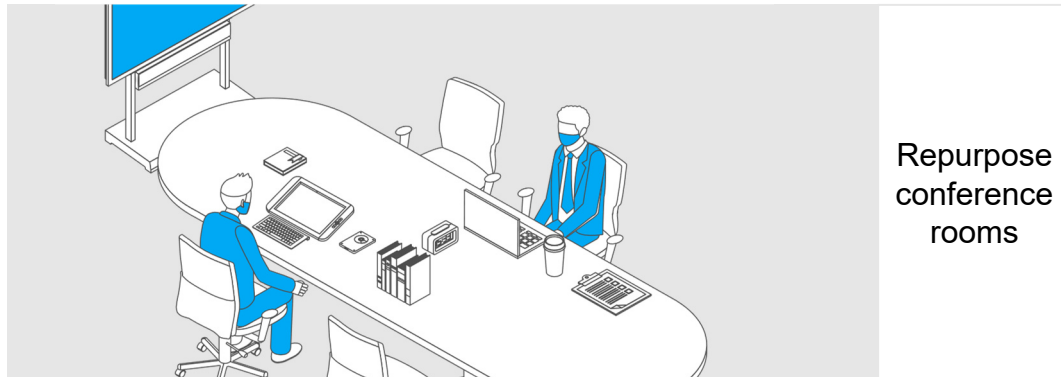
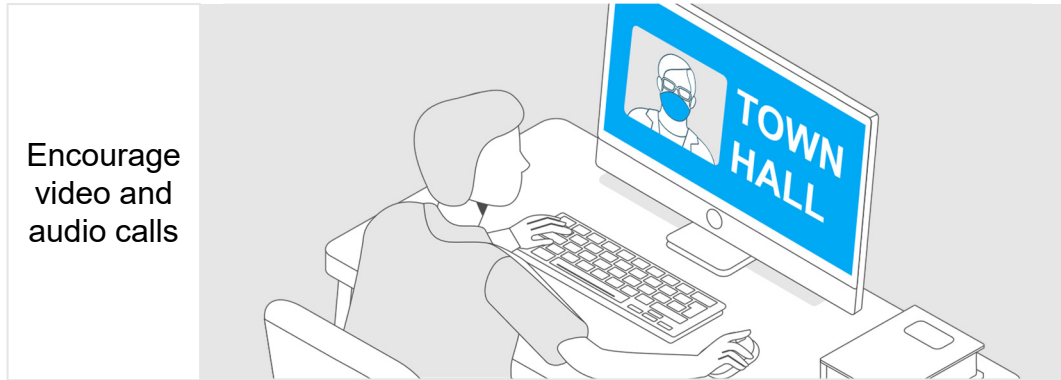
Remove shared office equipment such as staplers, printers, pens, etc.

Add increased measures around disinfection of equipment once returned

Where this has been done

Corporate offices of multinational aerospace manufacturer

Limiting larger gatherings and employee meetings



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Limit in-person gatherings to no more than **2 people** to a room

Cancel non-business-critical, in-person activities (e.g., happy hours, community service)

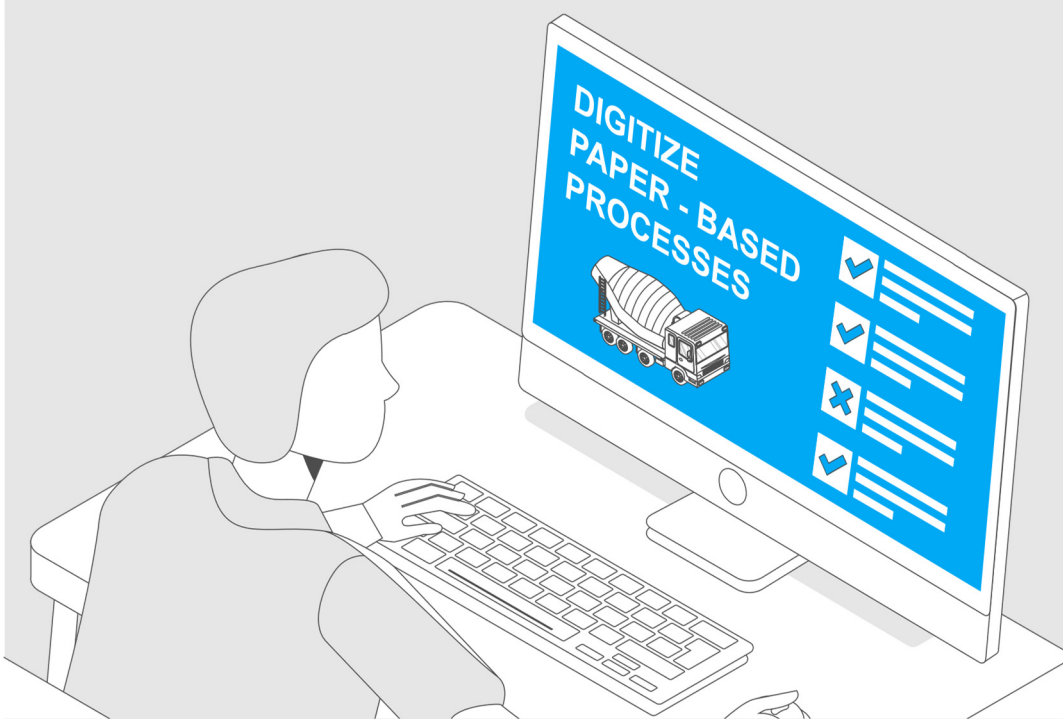
Hold necessary group meetings (e.g., town hall, steering committee, board meetings) **via video conference** wherever possible (even if employees are in the office)

Where this has been done

South Korean steel manufacturer

South Korean multinational conglomerates

Moving in-person processes to digital



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Move **paper-based and in-person processes to digital forms** (e.g., various construction forms, checklists, maps, timesheets)

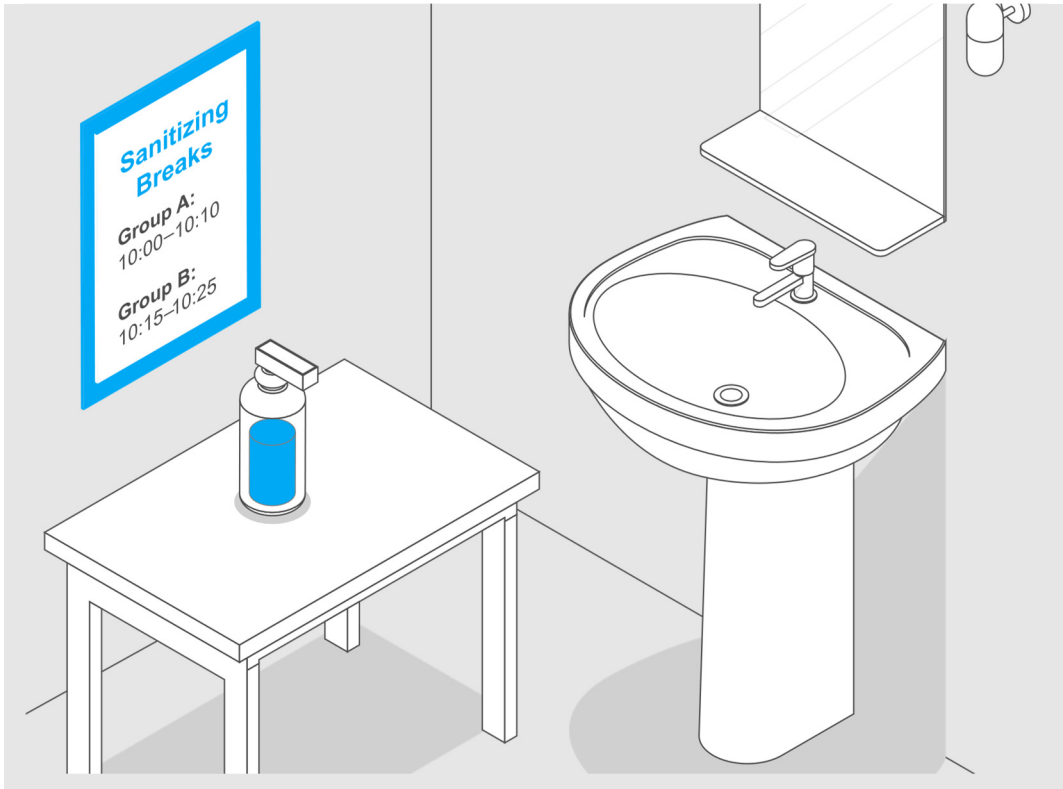
Where this has been done

South Korean conglomerate

North American hospitality chains and retailers

American financial services company

Encouraging frequent and staggered sanitization breaks for all employees



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Field

Description of potential intervention

Have opt-in, staggered hand washing breaks to allow for frequent cleaning without causing congestions

Encourage use of alcohol-based hand sanitizer at certain time intervals

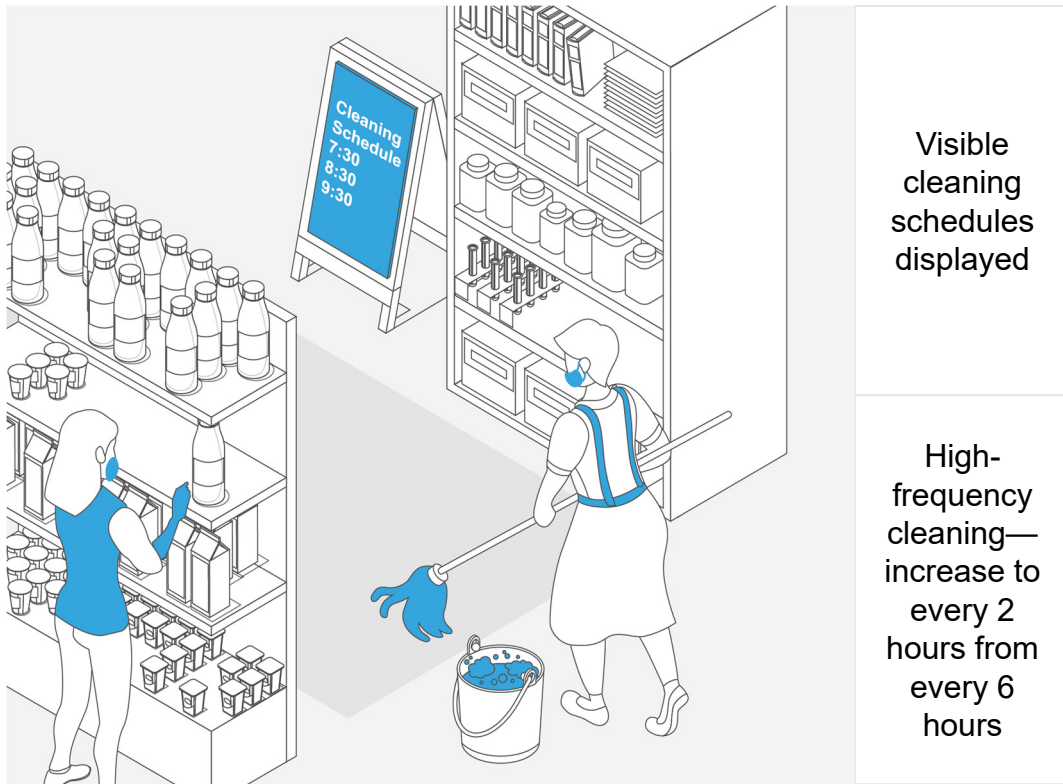
Where this has been done

Multinational automotive manufacturer in China

American multinational automotive manufacturer

Global commercial real estate company

Emphasizing high-frequency, high-visibility cleaning (1/2)



Visible cleaning schedules displayed

High-frequency cleaning— increase to every 2 hours from every 6 hours

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

Frequent cleaning of high-traffic areas and surfaces (e.g., lobbies, communal tables, cafeterias, bathrooms, elevators, stairways)

Clearly indicate surfaces that are frequently touched by employees to raise awareness.

Increase frequency of cleaning of those surfaces throughout the workday

Increase routine sanitization of common areas to every 2 hours from every 6 hours

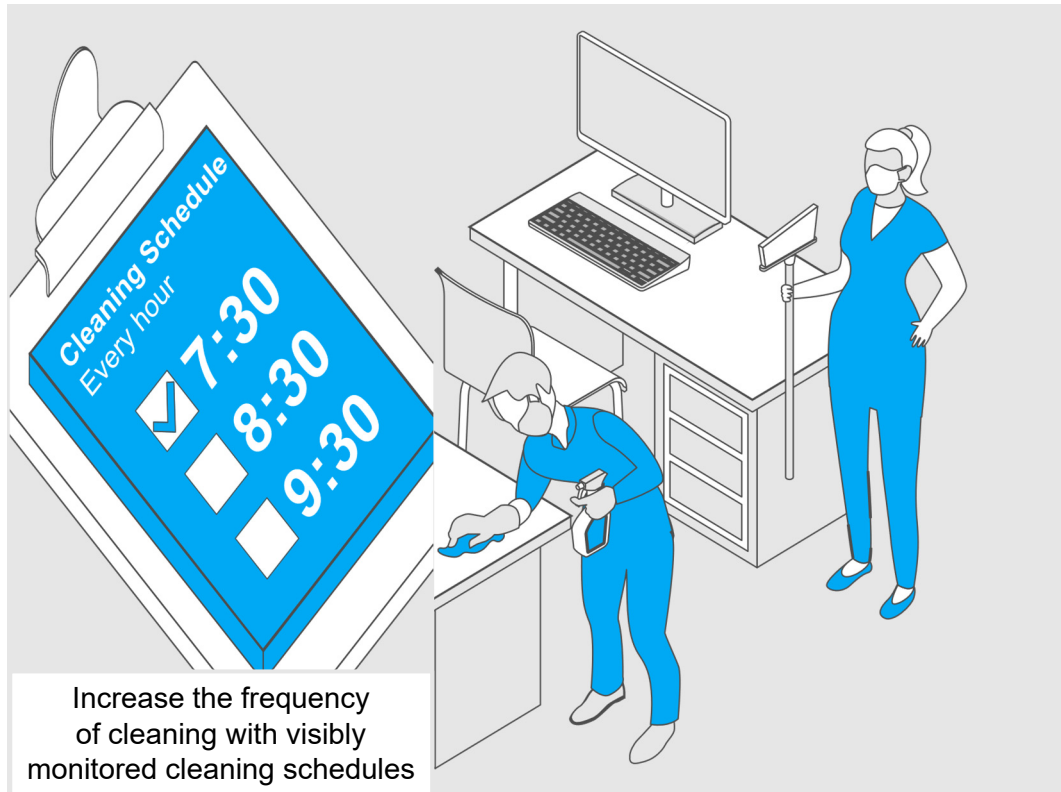
Where this has been done

Automotive manufacturer in South Korea

American multinational automotive manufacturer

American multinational hospitality groups

Emphasizing high-frequency, high-visibility cleaning (2/2)



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

Visible recording and monitoring of cleaning

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

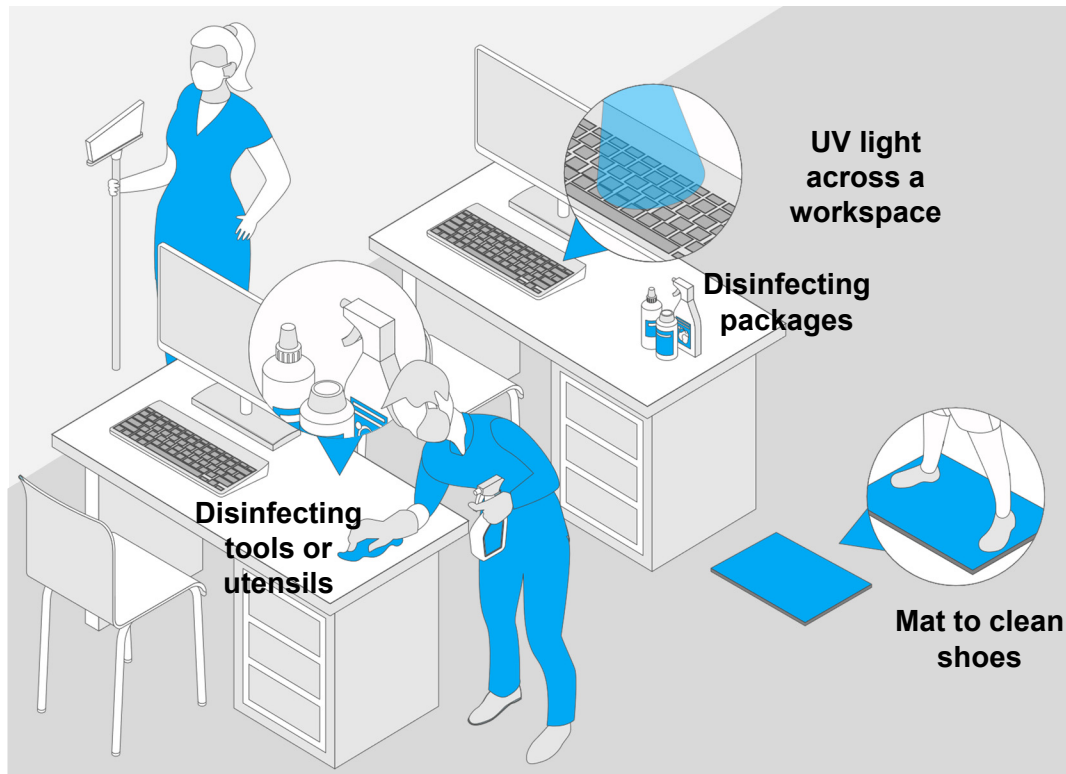
Where this has been done

Automotive manufacturer in South Korea

American multinational automotive manufacturer

American multinational hospitality groups

Ensuring appropriate deep-cleaning of surfaces and spaces



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

Use **ultraviolet germicidal irradiation** to clean critical-function rooms (e.g., operations centers, real-time market trading desks, IT operations centers, call centers, kitchens, etc)

Increase use of **iodine/ethanol for sanitization** (e.g., mat infused with product to clean shoes)

All common tools, utensils, and kitchen equipment disinfected daily after closing with **bleach or ethanol**

All goods/packages shipped between facilities or between central kitchen and restaurants **sanitized on both ends**

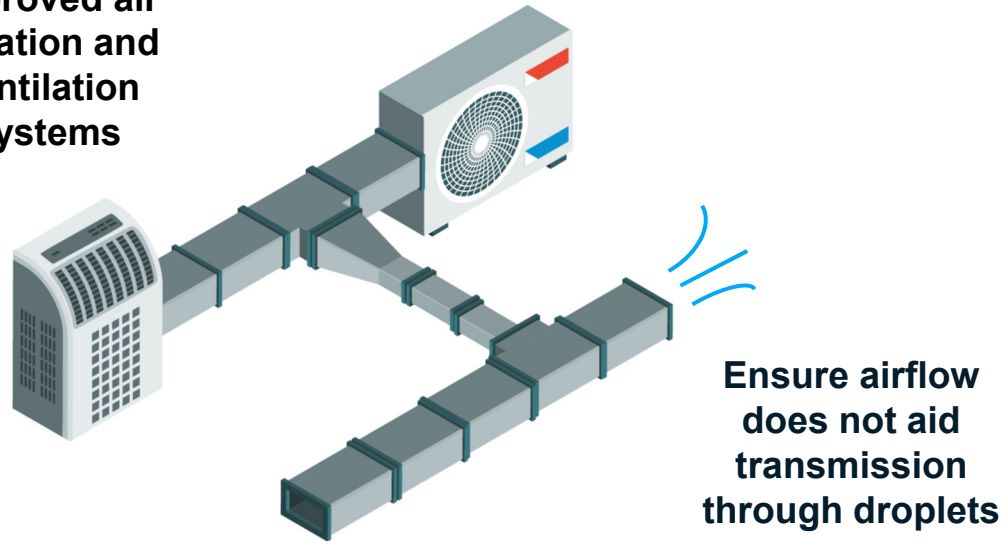
Where this has been done

American multinational technology conglomerate

South Korean multinational automotive manufacturer

Improving air filtration and ventilation to remove aerial antigens

Improved air filtration and ventilation systems



**HEPA
(high-efficiency particulate air)-
rated filter**

Ensure airflow does not aid transmission through droplets

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Office

Manufacturing

Retail

Description of potential intervention

Install high-efficiency air filters and increase ventilation rates in the work environment

Avoid using central air conditioning and heating systems where possible

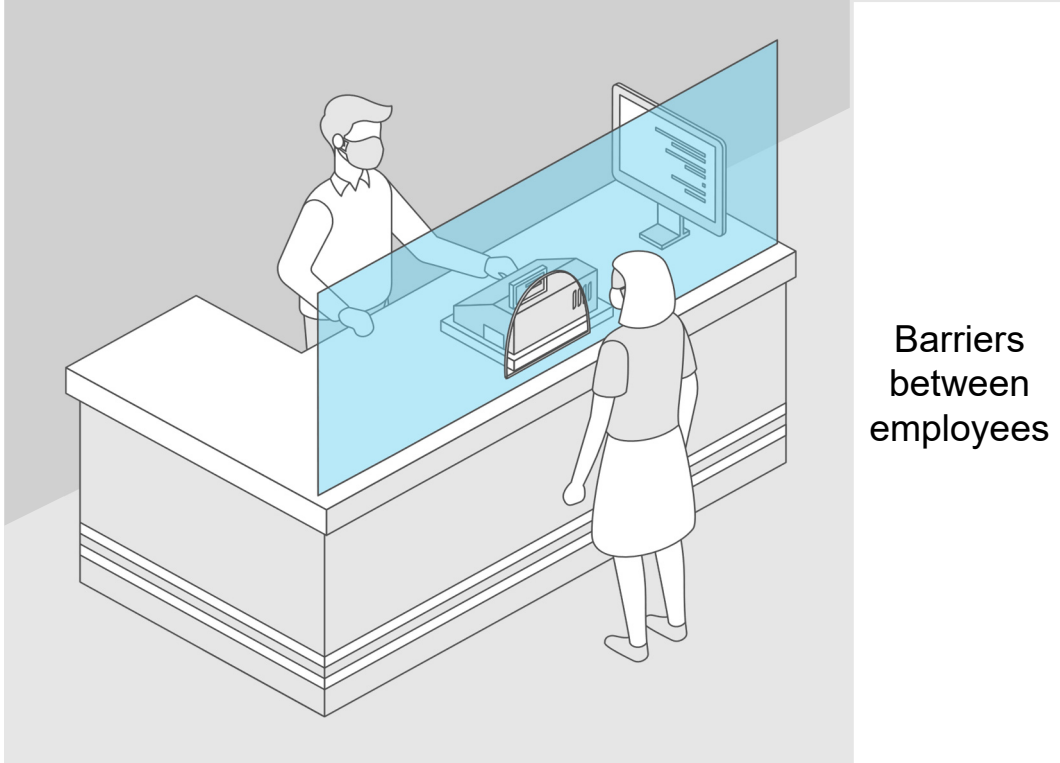
Where this has been done

Multinational automotive manufacturer in South Korea heightened ventilation requirements beyond government guidelines

American multinational automotive manufacturer

Global commercial real estate company

Installing plexiglass barriers between employees and customers



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Retail

Description of potential intervention

Install physical glass barriers to minimize the spread of disease between employees and customers entering the store

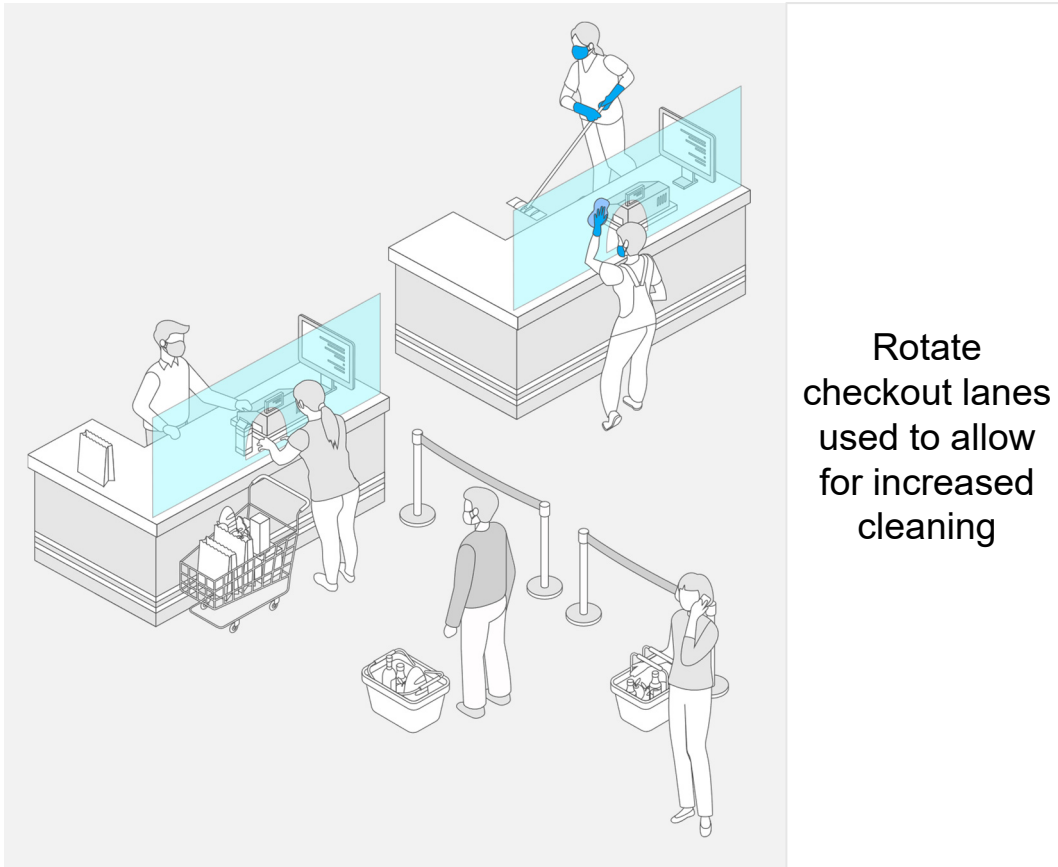
Where this has been done

Grocery and supermarket chains in North America

American multinational hospitality group

Global commercial real estate company

Alternating and rotate lanes for cash registers to reduce congestion and allow for extra cleaning



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Retail

Description of potential intervention

Alternate cash-register lanes to reduce congestion

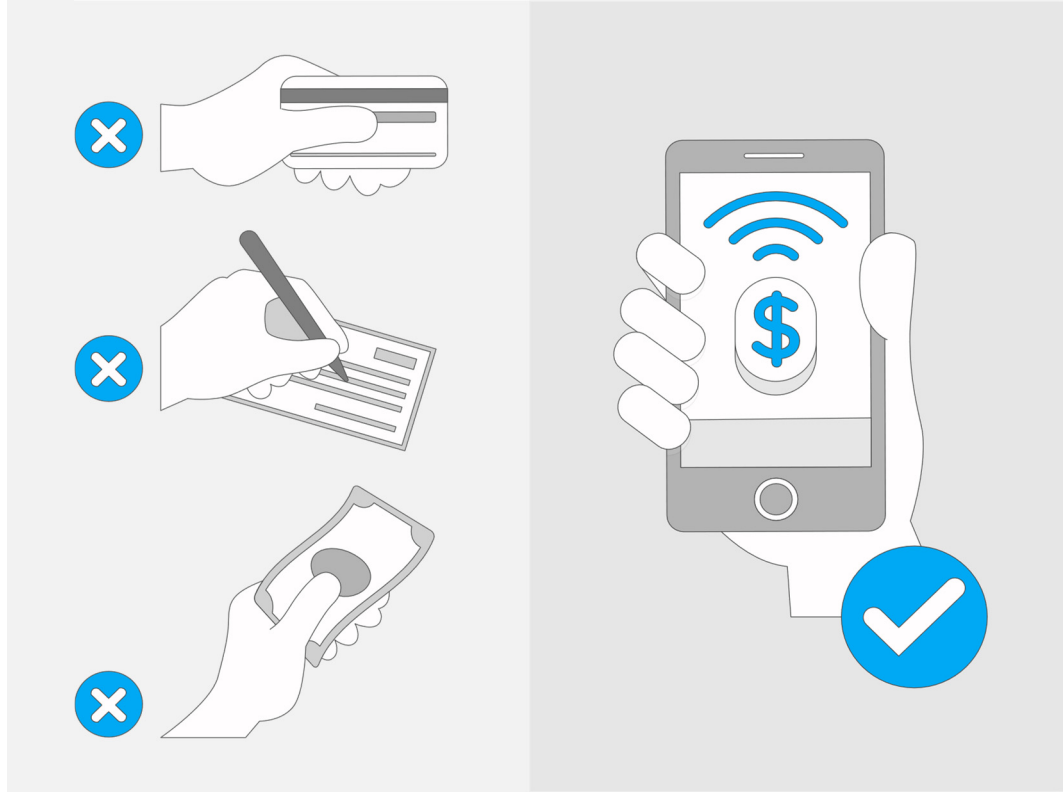
Rotate lanes to allow for cleaning

Allow 6 feet of space in checkout lines

Where this has been done

American grocery stores

Migrating entirely to contactless payment



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Retail

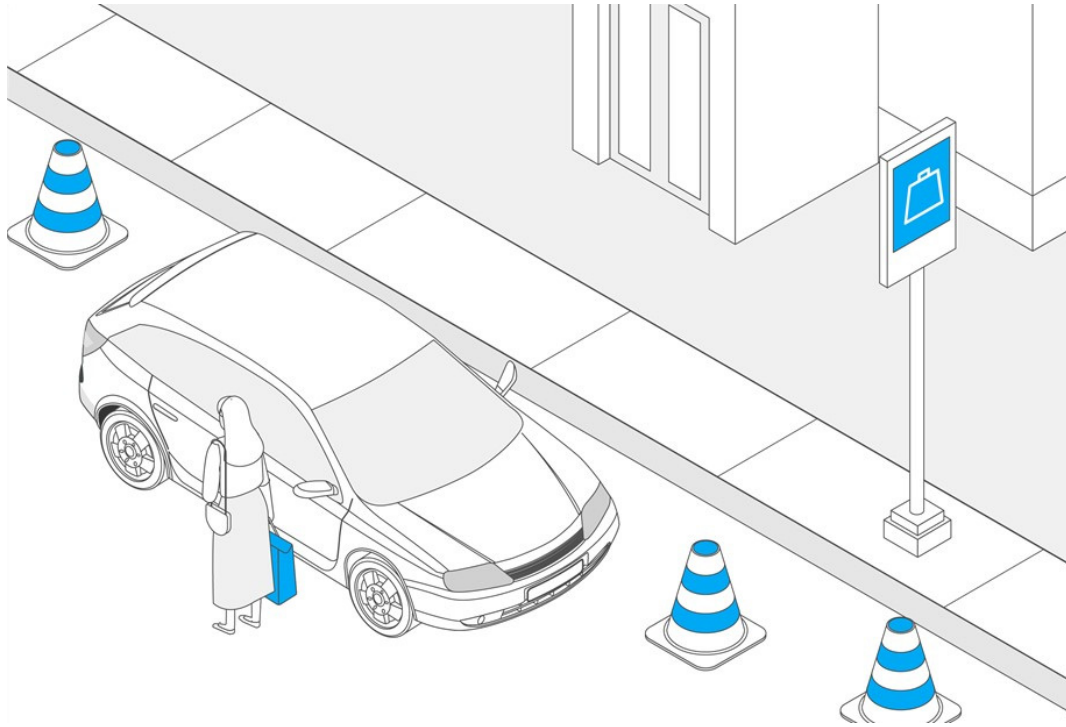
Description of potential intervention

Enforce contactless transactions (e.g., no cash, Apple Pay, WeChat Pay, contactless card taps)

Where this has been done

Large US supermarkets

Implementing curbside pickups



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Retail

Description of potential intervention

Implement curbside pickups for online or mobile app orders

Use apps to coordinate customer entry into pickup aisles

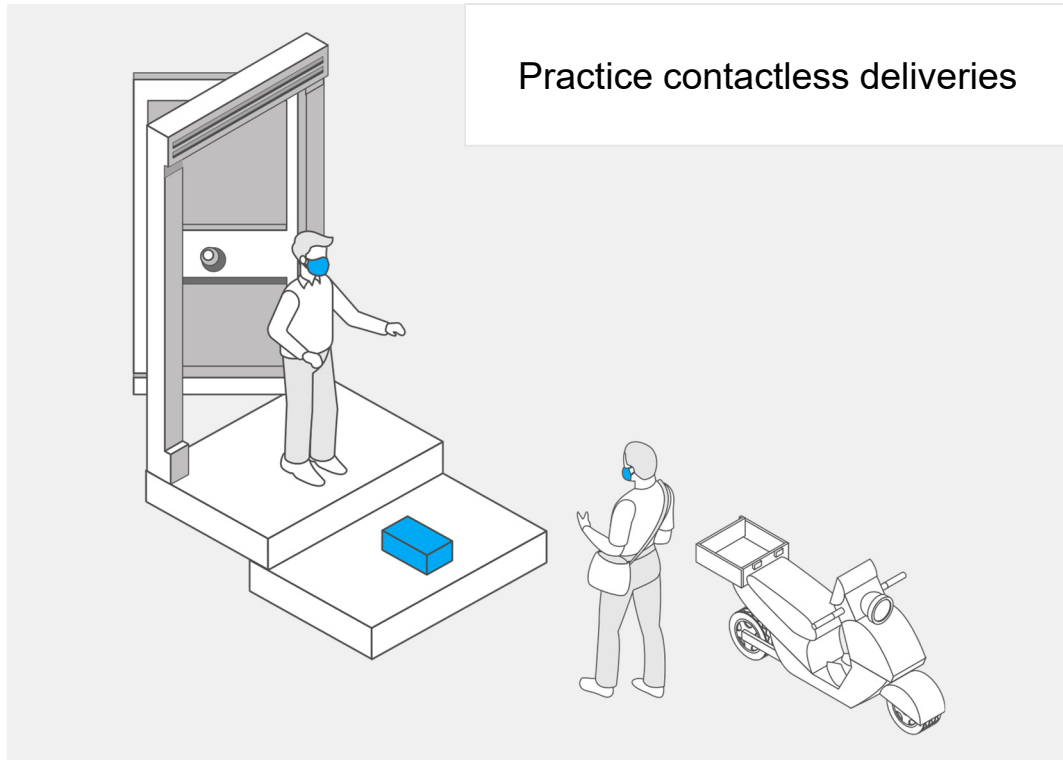
Encourage customers to use curbside pickup over in-store options

Where this has been done

American grocery stores and supermarkets

American electronics, books, and shoe stores

Defining safety protocols for delivery workers and drivers



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Drive safe behavior norms

Retail | Field

Description of potential intervention

Contactless delivery: Place the package in front of the door, step back, wait until the client picks up the package, pick up the empty box (if applicable)

Implement app-based tipping for delivery drivers

Ask delivery truck drivers not to leave their vehicles during deliveries where possible

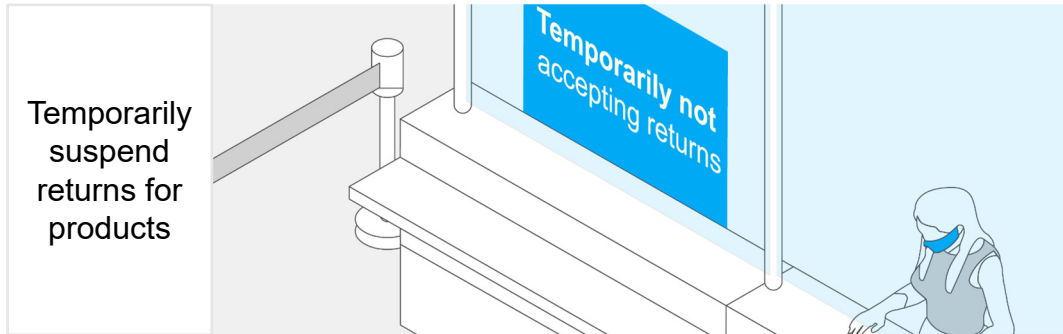
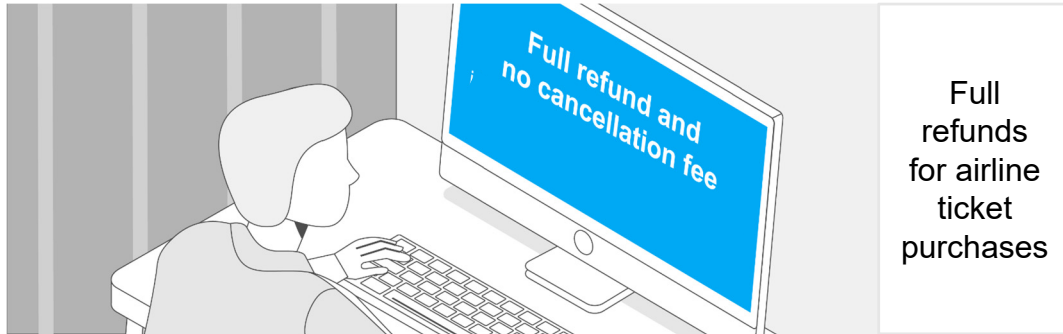
Where this has been done

American food delivery services

American multinational beverage corporation

American multinational automotive company

Altering return and cancellation policies



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Retail

Description of potential intervention

Temporarily suspend return of all physical items

Extend return policy for 30 days (or similar period) until COVID-19 restrictions are lifted

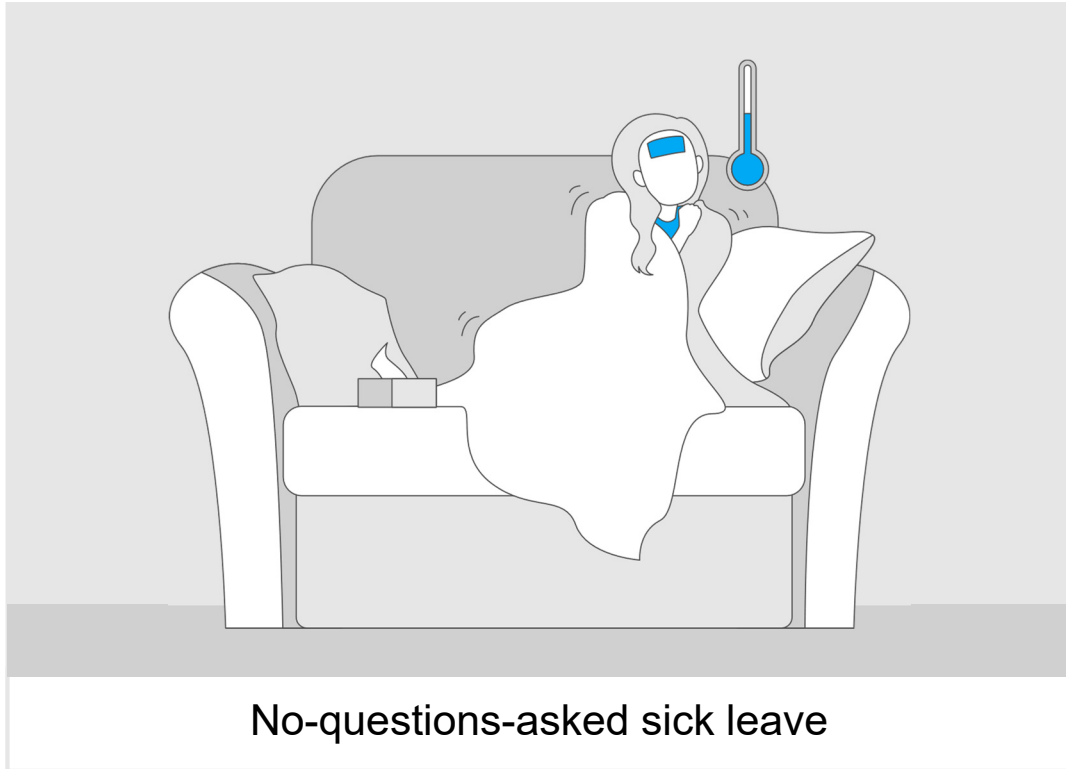
For pre-booked tickets, offer no-fee changes and cancellations (airlines)

Where this has been done

Multinational retail stores in the United States and Canada

Global airline in Asia and Europe

Issuing clear guidance on sick leave, compensation, and related policies



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Institute a flexible sick leave policy (e.g., no questions asked) to help drive an office culture of responsibly staying home with any symptoms.

Proactively develop and communicate compensation, attendance and reliability, PTO, and related policies that will apply during the ongoing conditions

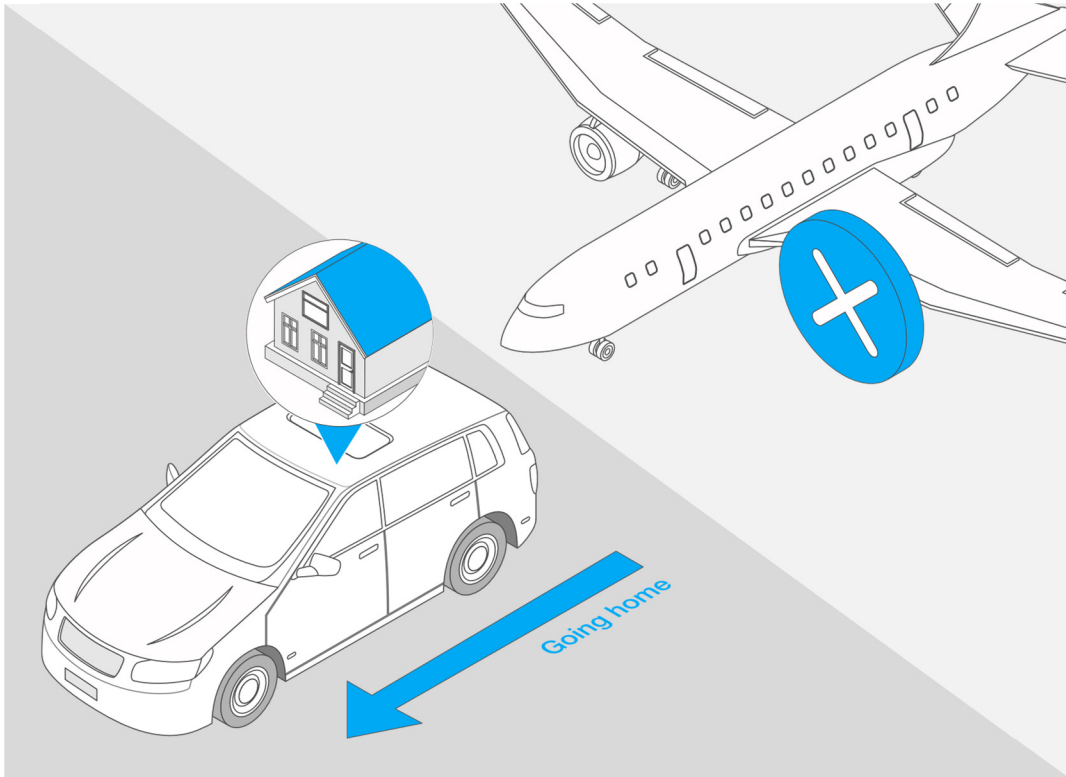
Reimburse sick time off and institute short-term disability leave programs and emergency leave policy

Where this has been done

American multinational technology conglomerate

South Korean multinational conglomerates

Implementing strict domestic, national, and international travel policies



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Consider requiring employees to **report all national and international travel** and issue guidance on self-quarantines

Prohibit or limit non-essential travel (domestic, international, or even within the city)

Advise employees who exit the building for external business meetings during the day to **go straight to home rather than return to office**

Where this has been done

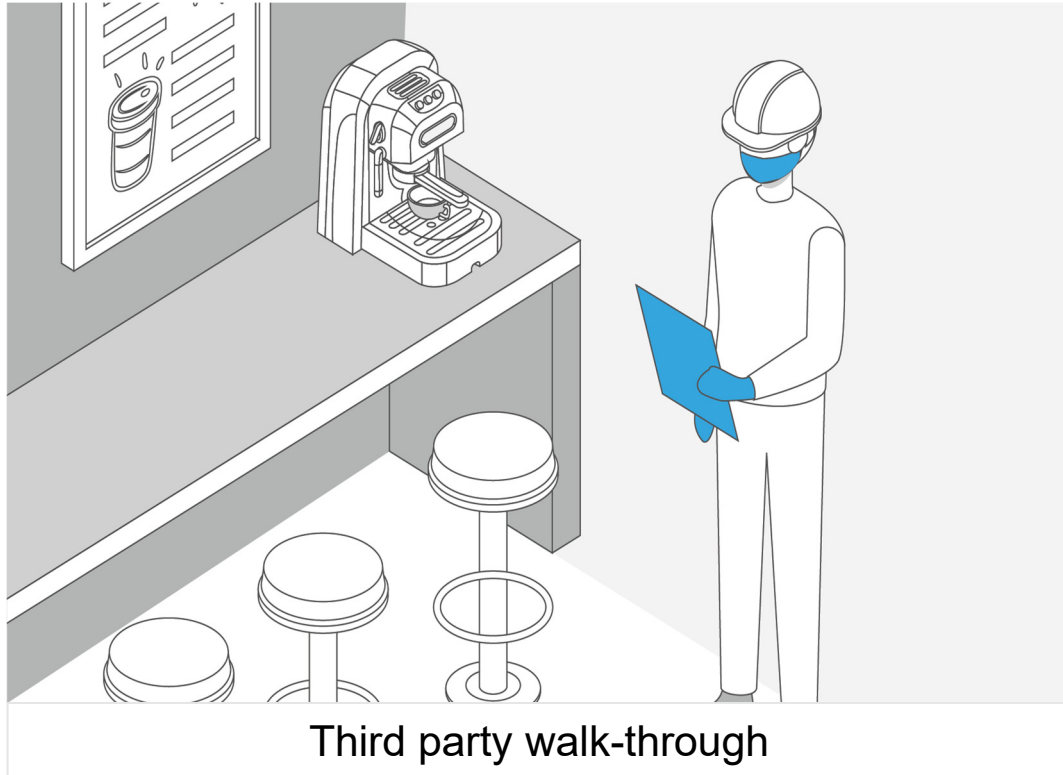
American multinational beverage corporation

American multinational automotive company

Corporate offices of an American multinational company

Common spaces

Identifying high-risk areas based on a walk-through assessment



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Have an employee, employee team, or third-party perform a walk-through assessment to identify high-risk, high-touch areas

Use this assessment to inform new safety measures

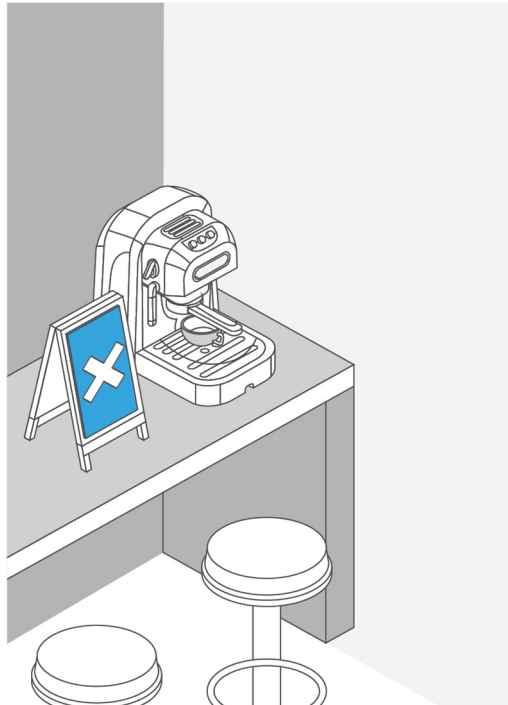
Where this has been done

American multinational aerospace and defense manufacturer

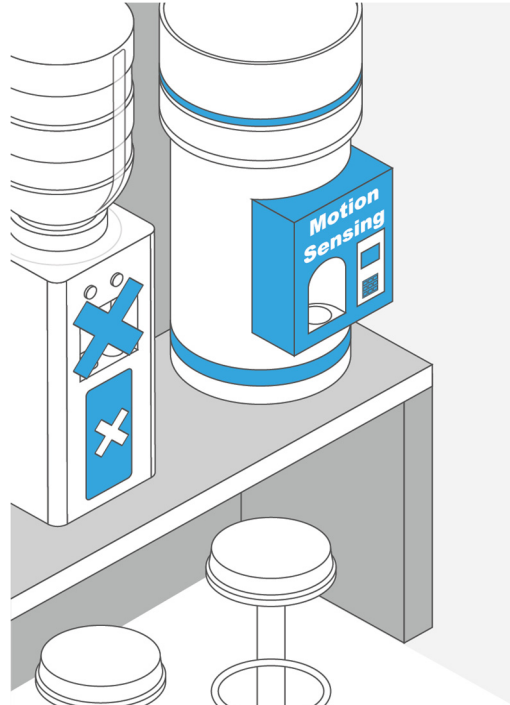
Global commercial real estate company

American multinational technology conglomerate

Removing or replacing high-touch communal resources



Replace coffee dispensers



Install motion-sensing water filling stations

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Office

Manufacturing

Retail

Field

Description of potential intervention

Remove or provide alternatives for high-touch communal resources with individualized services, such as the following:

- Replace coffee machines with individual coffee deliveries
- Use bottled water or motion-sensing water dispensers in place of water fountains
- Remove vending machines

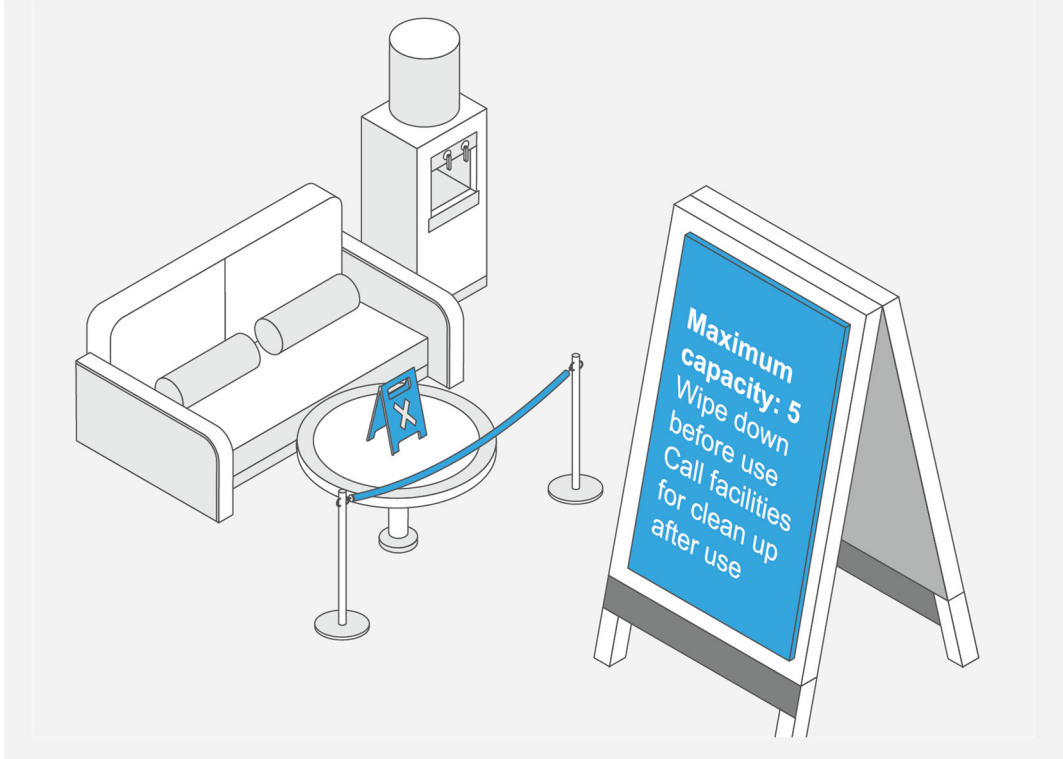
Where this has been done

American multinational aerospace and defense manufacturer

American multinational automotive manufacturer

Global commercial real estate company

Closing common areas and provide strict protocols for reopening



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Description of potential intervention

Common areas to be cordoned off initially

Specify employee usage protocols for all must-use common areas including pre-booking spaces for use, cleaning before and after use, limiting the capacity, etc

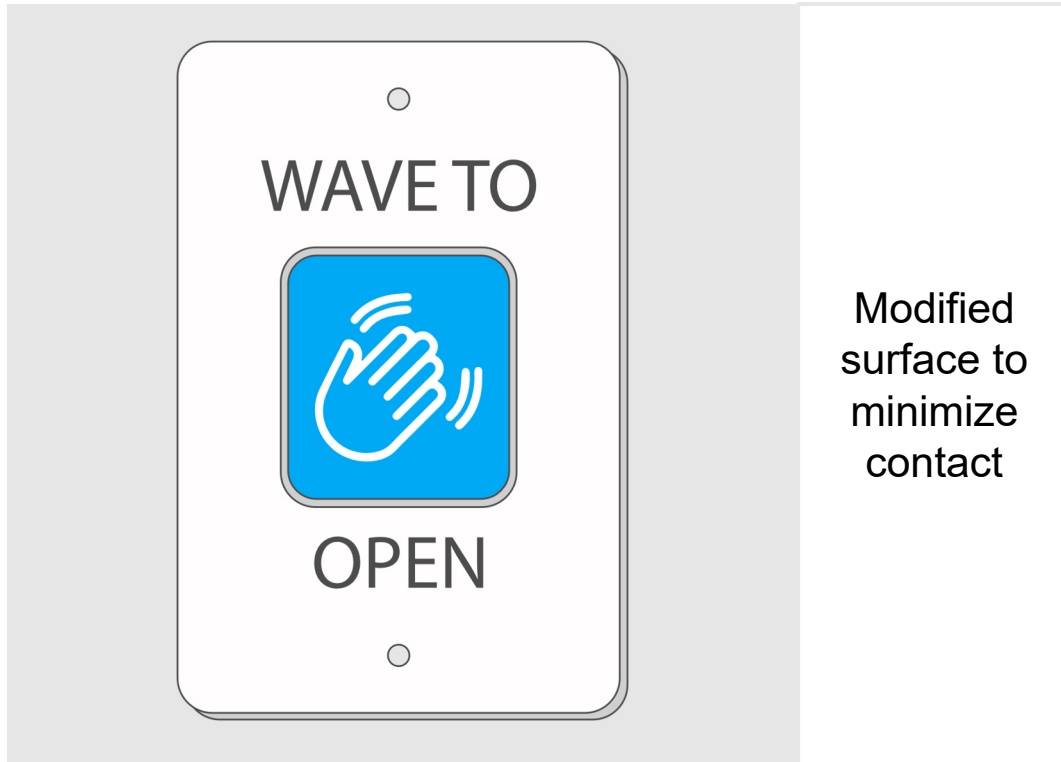
Where this has been done

American multinational supermarket chain

American multinational aerospace and defense manufacturer

American multinational automotive manufacturer

Minimizing use of handles and physical interfaces



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Office

Manufacturing

Retail

Description of potential intervention

Greater use of motion-control doors and interfaces throughout the work space

- Reduces the risk of workers touching a contaminated surface
- Could help to reduce the cleaning requirement

If motion control is not available, option to **modify item to minimize contact** such as foot-operated door handles

Remove need for physical interface where possible, such as leaving doors open

Where this has been done

Corporate offices in China

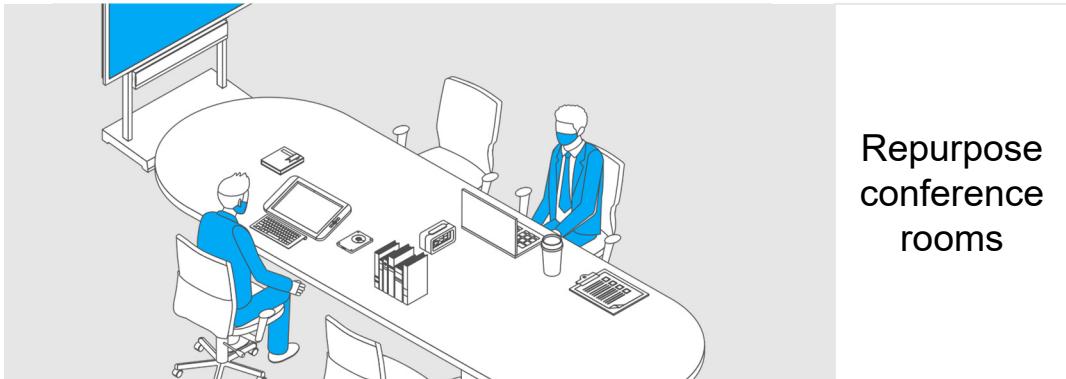
Global corporate offices of fast food chain is installing hands-free door openers and towel dispensers

Limiting larger gatherings and employee meetings

Encourage video and audio calls



Repurpose conference rooms



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Limit in-person gatherings to no more than **2 people** to a room

Cancel non-business-critical, in-person activities (e.g., happy hours, community service)

Hold necessary group meetings (e.g., town hall, steering committee, board meetings) **via video conference** wherever possible (even if employees are in the office)

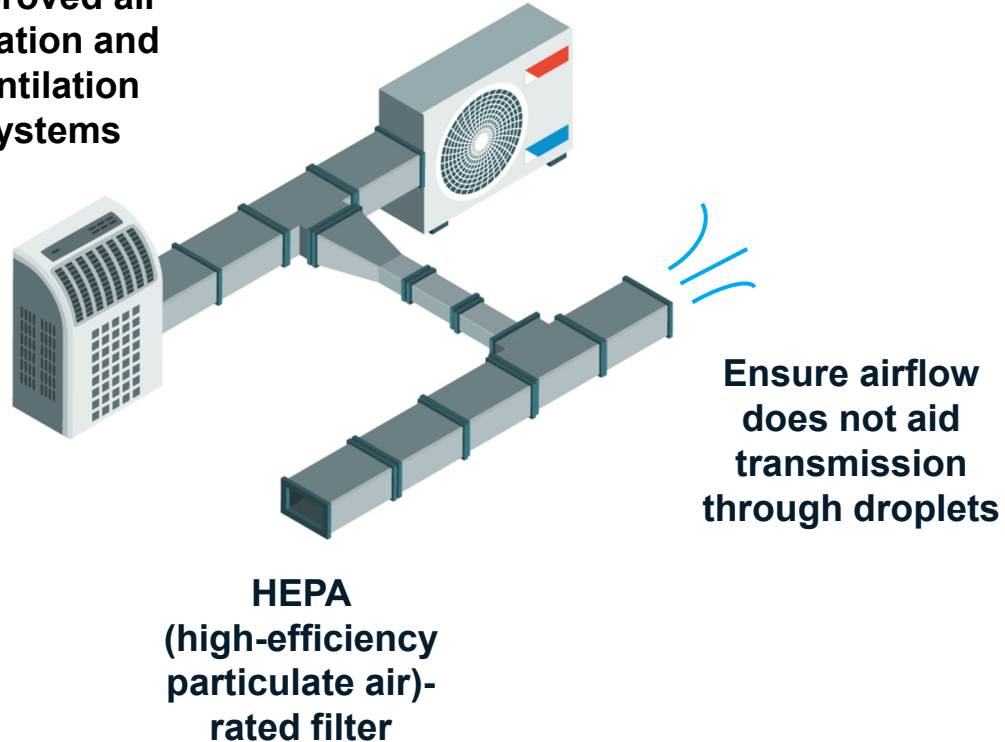
Where this has been done

South Korean steel manufacturer

South Korean multinational conglomerates

Improving air filtration and ventilation to remove aerial antigens

Improved air filtration and ventilation systems



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Office

Manufacturing

Retail

Description of potential intervention

Install high-efficiency air filters and increase ventilation rates in the work environment

Avoid using central air conditioning and heating systems where possible

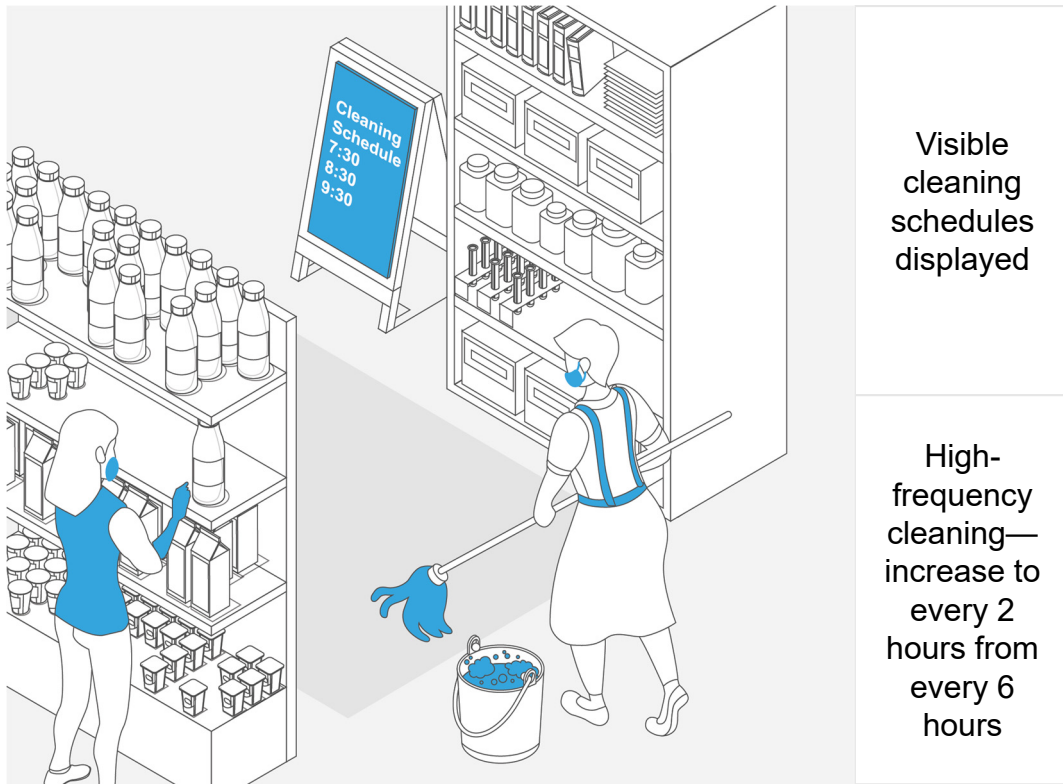
Where this has been done

Multinational automotive manufacturer in South Korea heightened ventilation requirements beyond government guidelines

American multinational automotive manufacturer

Global commercial real estate company

Emphasizing high-frequency, high-visibility cleaning (1/2)



Visible cleaning schedules displayed

High-frequency cleaning— increase to every 2 hours from every 6 hours

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

Frequent cleaning of high-traffic areas and surfaces (e.g., lobbies, communal tables, cafeterias, bathrooms, elevators, stairways)

Clearly indicate surfaces that are frequently touched by employees to raise awareness.

Increase frequency of cleaning of those surfaces throughout the workday

Increase routine sanitization of common areas to every 2 hours from every 6 hours

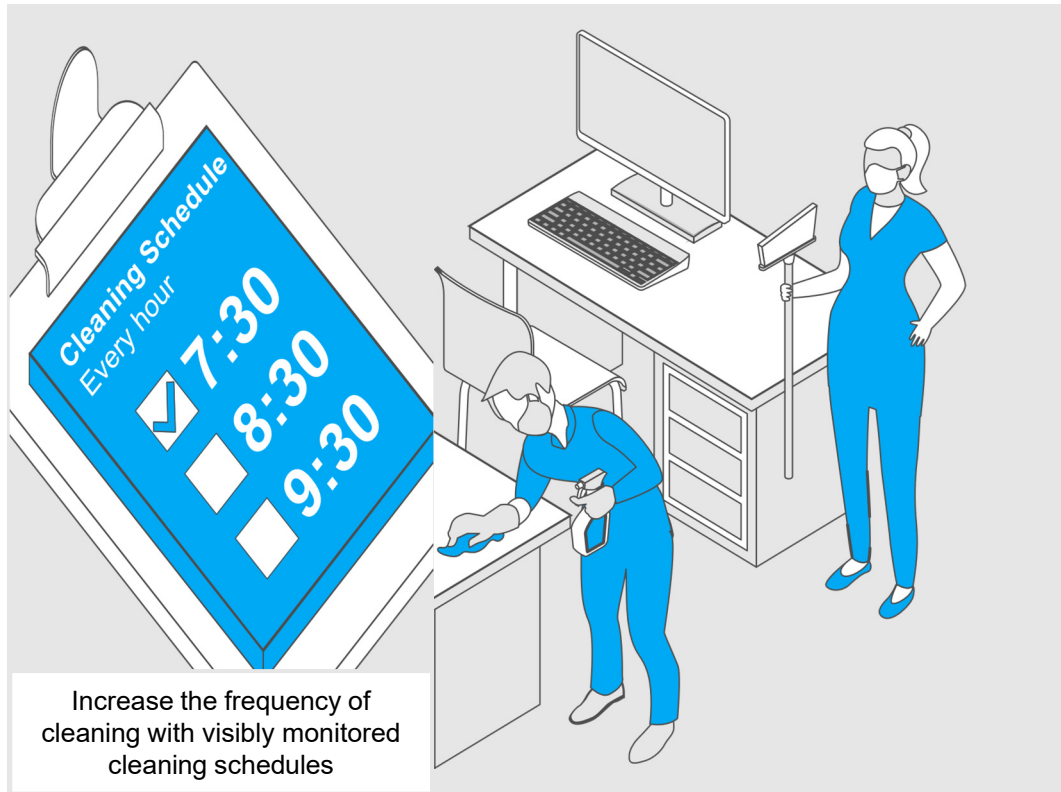
Where this has been done

Automotive manufacturer in South Korea

American multinational automotive manufacturer

American multinational hospitality groups

Emphasizing high-frequency, high-visibility cleaning (2/2)



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

Visible recording and monitoring of cleaning

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

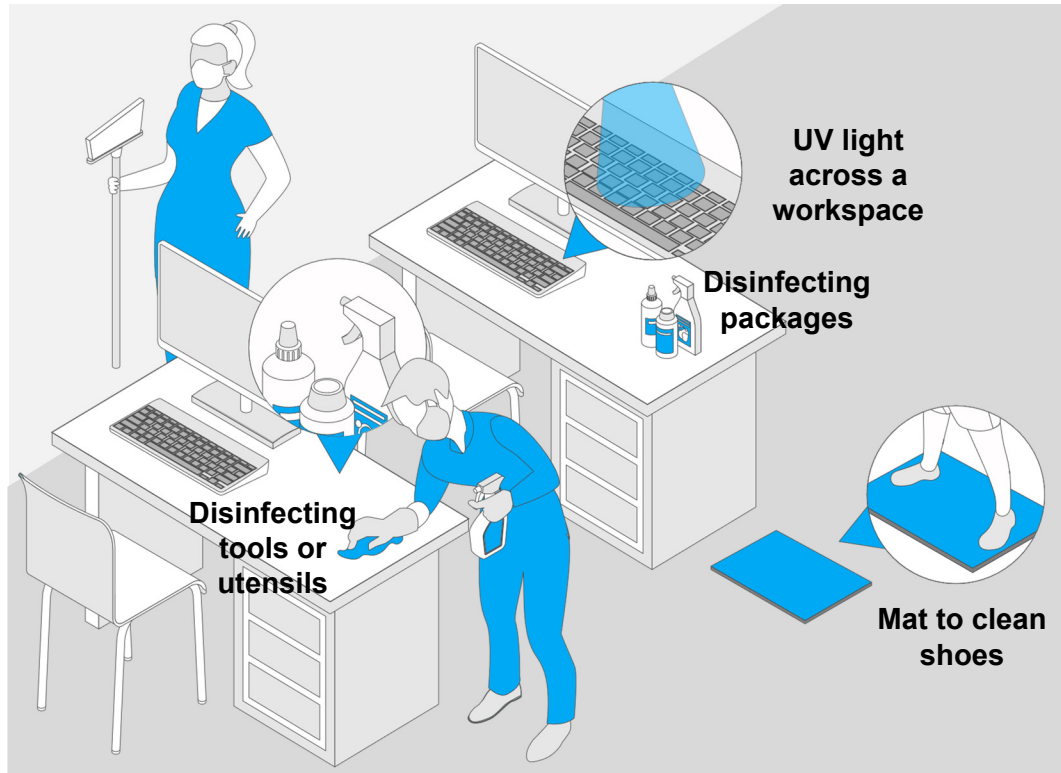
Where this has been done

Automotive manufacturer in South Korea

American multinational automotive manufacturer

American multinational hospitality groups

Ensuring appropriate deep-cleaning of surfaces and spaces



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

Use **ultraviolet germicidal irradiation** to clean critical function rooms (e.g., operations centers, real-time market trading desks, IT operations centers, call centers, kitchens, etc)

Increase use of **iodine/ethanol for sanitization** (e.g., mat infused with product to clean shoes)

All common tools, utensils, and kitchen equipment disinfected daily after closing with **bleach or ethanol**

All goods/packages shipped between facilities or between central kitchen and restaurants **sanitized on both ends**

Where this has been done

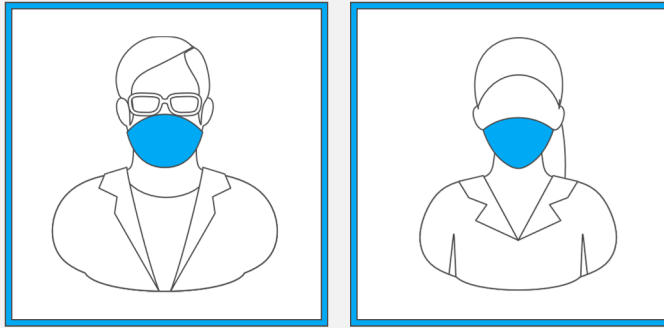
Chinese multinational technology company

American multinational aerospace and defense manufacturer

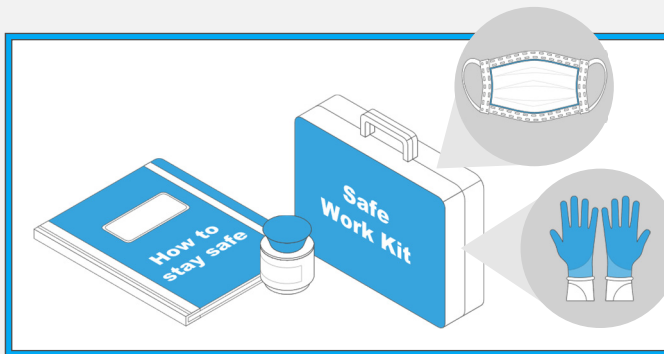
Multinational automotive manufacturer

Encouraging or mandate appropriate PPE¹ gear (1/2)

PPE required or provided at entry



Safe working kits



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1. Critical PPE (surgical masks, N95, etc) must continue to be reserved for healthcare workers and other medical first responders. Use should be in accordance with local government and health organization guidelines

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Use protective equipment

Office

Manufacturing

Retail

Field

Description of potential intervention

Forbid anyone who doesn't wear face masks from entering company buildings

Alternatively, recommend face masks and gloves in all or specifically designated areas of the company

Compensate employees for buying face masks

Provide face masks (and safe working kits) to employees for free and distribute upon entry

Where this has been done













South Korean conglomerates

South Korean multinational automotive manufacturer began preparation of mask production for its own employees

American multinational automotive manufacturer

Encouraging or mandate appropriate PPE¹ gear (2/2)

Details in Appendix

OSHA Risk Level	PPE Usage			
	Respirators and masks	Gowns	Eye protection	Gloves
 High to very high risk				
 Medium risk				
 Low risk		Infrequent use of respirators and gowns in medium risk category ¹		

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Use protective equipment

Office | Manufacturing | Retail | Field

Description of potential intervention

Encourage or mandate PPE usage based on work environment:

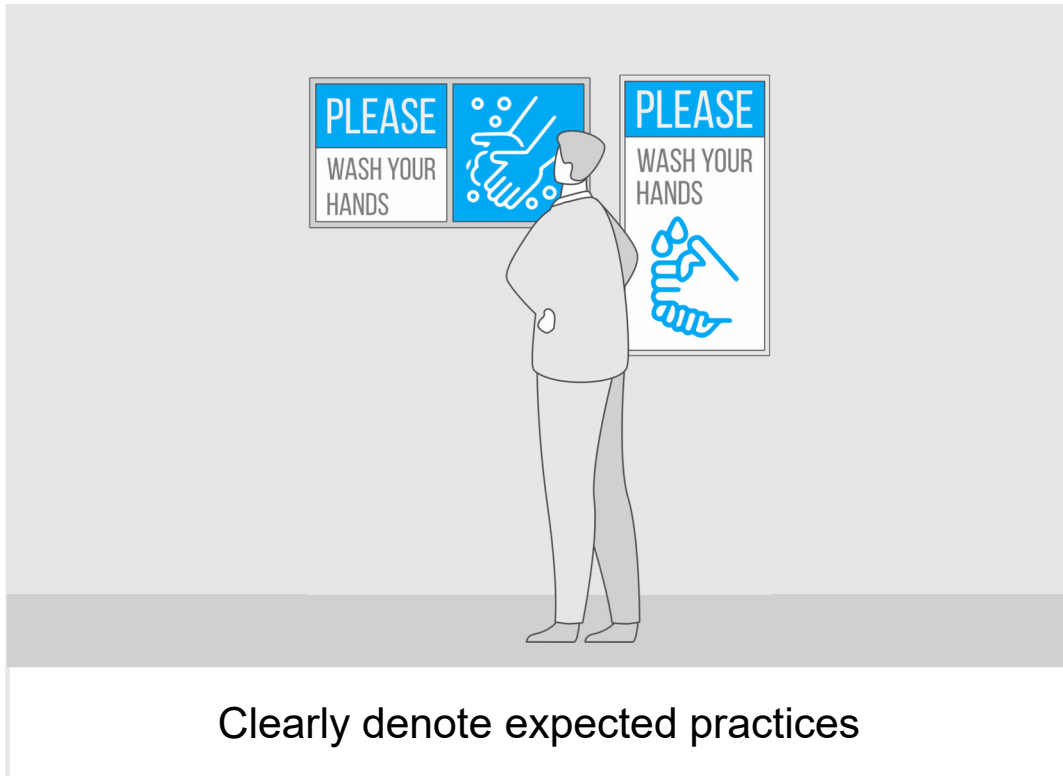
- Healthcare workers given N95 respirators (use for 5–7 days) or provided 2 masks a day
- Production employees wear polyester gloves and glasses
- Office employees and customer-facing employees given daily masks (cloth masks are sufficient)

Where this has been done

South Korean conglomerates

American multinational automotive manufacturer

Promoting healthy personal habits with high-visibility signage and media campaigns



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Increase awareness

Office

Manufacturing

Retail

Field

Description of potential intervention

Promote healthy habits with **high-visibility signage** across the workspace (e.g., wash hands frequently)

Use media and advertising to create awareness among employees and customers

Where this has been done

American multinational aerospace and defense manufacturer

Global real estate services corporation

American multinational hospitality group

Highlighting new workplace safety processes and policies through prominent displays

Informational materials in displays and advertising



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Increase awareness

Office

Manufacturing

Retail

Description of potential intervention

Display large posters or digital displays providing prominent, frequent reminders to employees of the new workplace situation, protocols, and (crucially) the rationale behind it

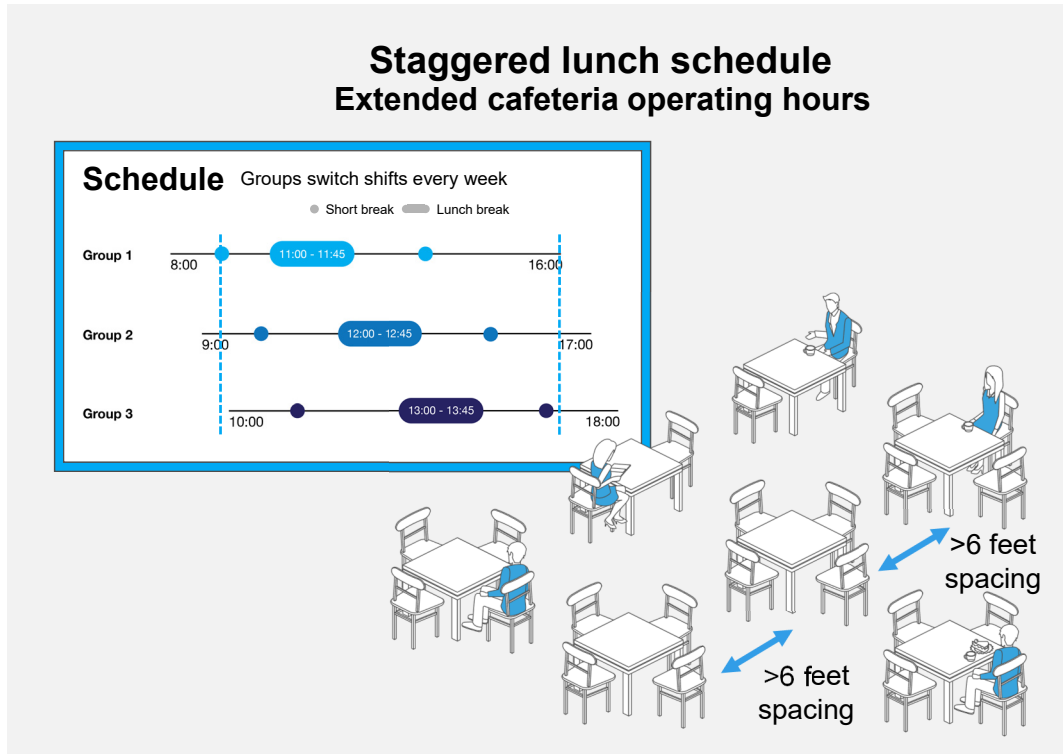
Where this has been done

American multinational automotive manufacturer

Taiwanese electronics manufacturer

American multinational aerospace and defense company

Staggering lunch hours and time spent in common areas



Separate in space & time

Office | Manufacturing

Description of potential intervention

Stagger lunch hours to reduce the number of people coming to cafeteria at one time

Extend operating hours for cafeterias in order to reduce number of people present in the space at any time

Similarly, stagger other routine activities in common areas

Where this has been done

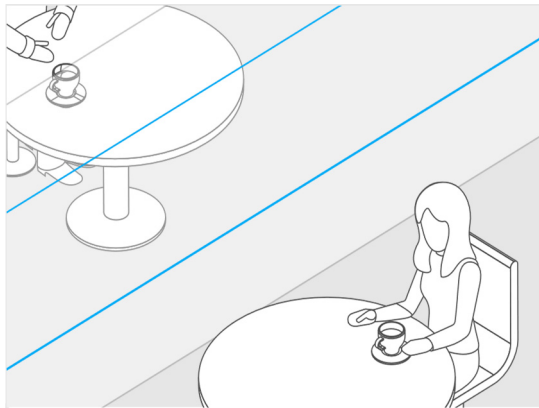
South Korean automotive manufacturer

Corporate offices of South Korean conglomerates

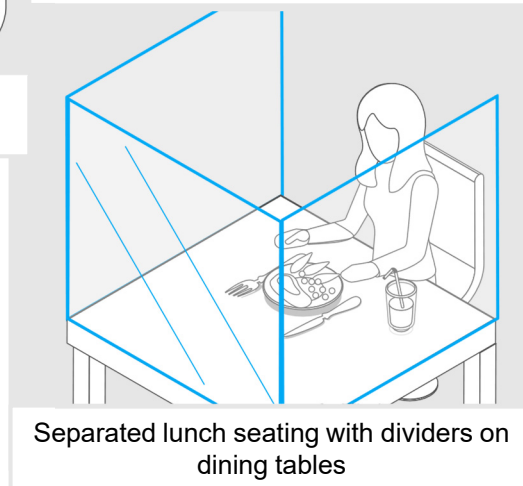
American multinational automotive manufacturer

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Encouraging physical distancing in cafeterias



Tables spaced more than 6 feet apart



Separated lunch seating with dividers on dining tables

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Description of potential intervention

Prevent physical proximity in cafeteria

- **Set up partitions** on dining tables
- **Ensure employees are not sitting next to or facing each other** at cafeterias (checkerboard arrangement)
- **Encourage employees not to engage in conversation while eating**

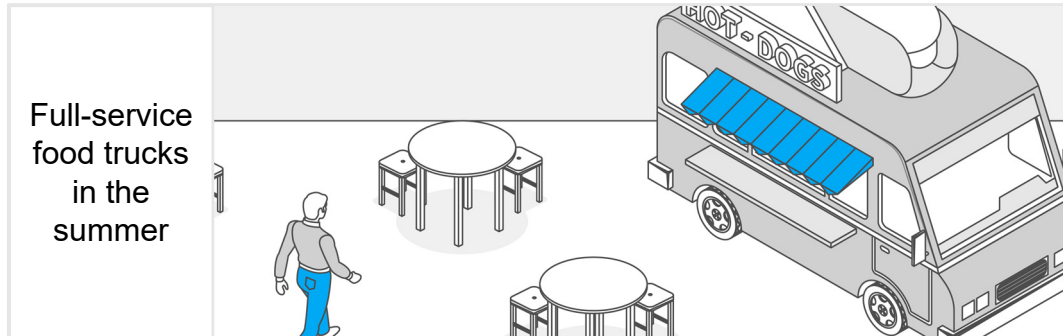
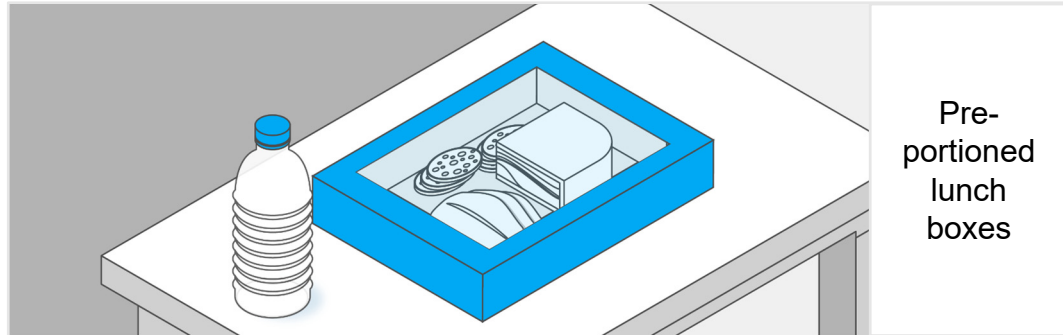
Where this has been done

European chemical manufacturer

American multinational automotive manufacturer

American multinational retailer

Reducing or replace communal and self-serve options in food service



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Office

Manufacturing

Retail

Description of potential intervention

Swap self-service lunch options like buffets for pre-packaged and portioned meals— minimizing shared utensils and exposure risk

In the summer, this can be done through **food trucks in an open space**

Remove condiments or items at tables that remain between customers

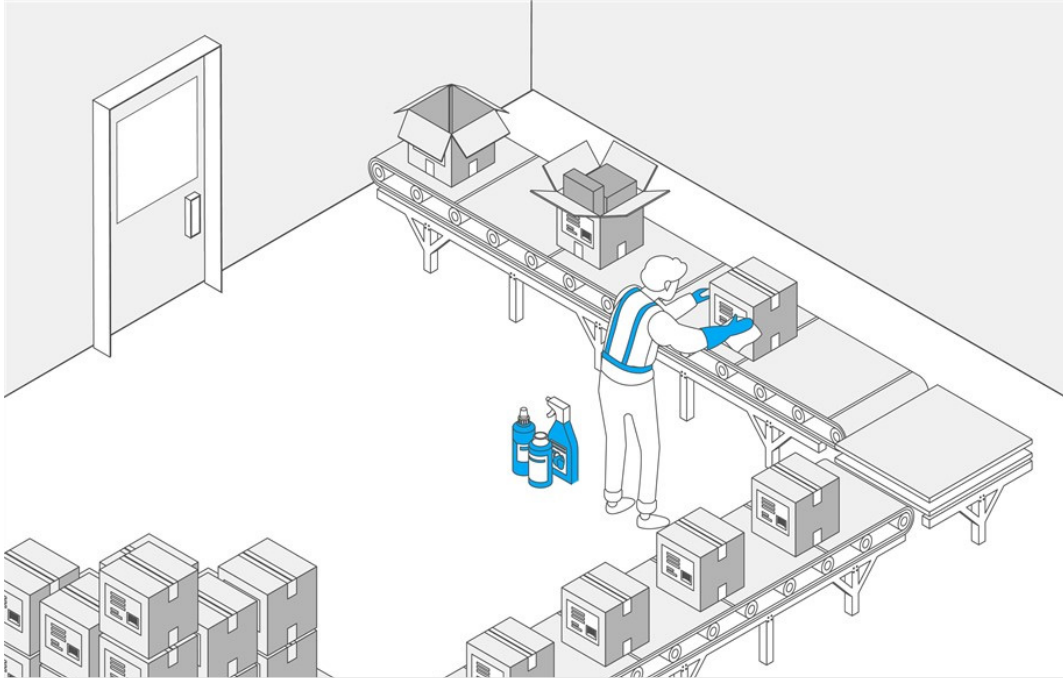
Remove self-service food extras such as drink dispensers, napkins, utensil trays, etc.

Where this has been done

Multinational automotive manufacturer in South Korea increased lunch-box delivery volume in cafeterias

American multinational automotive manufacturers

Increasing hygiene protocols for shipping and receiving areas



Limit commercial access and disinfect external packages in shipping room

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Field

Description of potential intervention

Limit commercial drivers' access to shipping area and separate them from staff

Increase hygiene protocols for shipping/receiving areas (e.g., sanitize all incoming packages)

Enforce masks, gloves, and other **PPE** when dealing with external packages

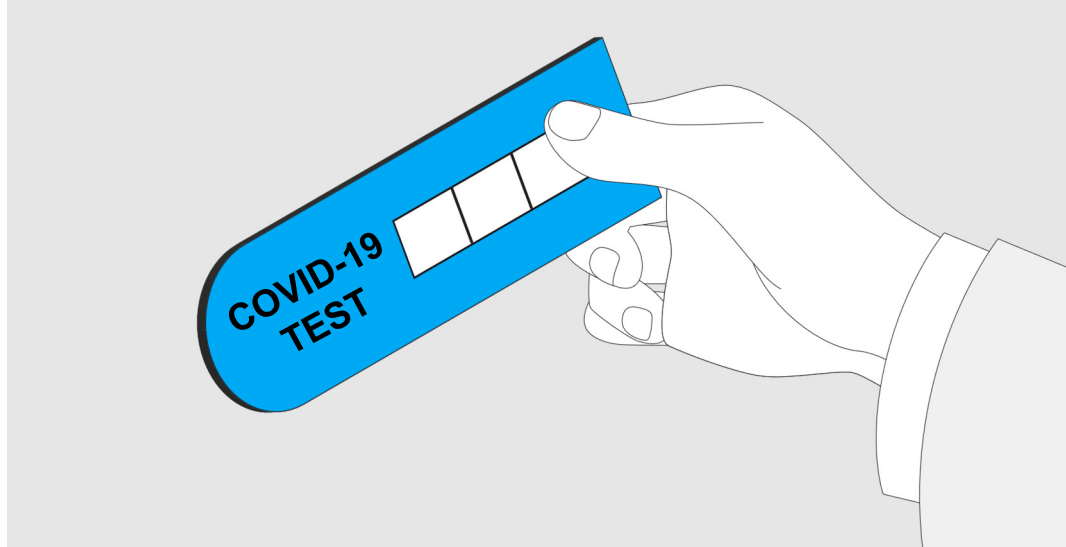
Where this has been done

Chinese factories

American advanced electronics manufacturer

Post-infection

Setting up clear measures to detect a COVID-19 positive case



Dedicated hotline for employees to rapidly notify employers of positive COVID-19 test results

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Company policy: Change company policy in compliance with applicable laws and regulations

Communication: Describe protocol in place for employees to communicate they have COVID-19

Reporting: Clear process that protects privacy, e.g., employee hotline, for employees to report a sick employee/suspected case

Testing: Establish testing requirements and have testing facilities available in the office, if possible

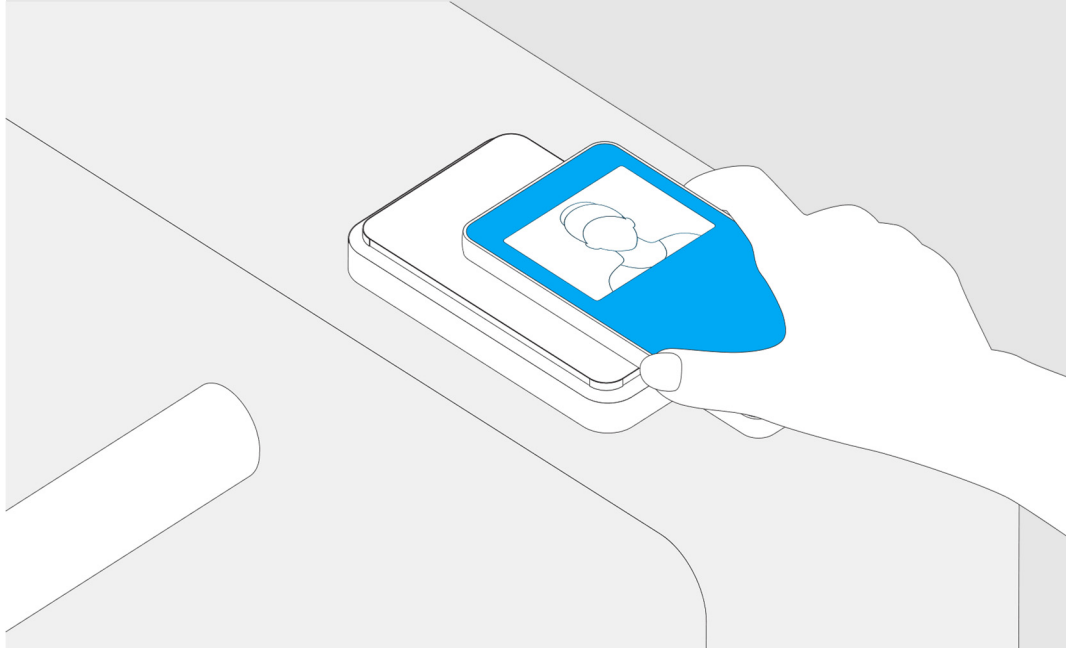
Temperature checks: Have thresholds of safe values for entry vs testing vs sending home

Where this has been done

Several multinational corporations in the United States have incorporated different combinations of these measures:

- American automotive manufacturer
- American technology conglomerate
- Global real estate company

Having clear contact-tracing measures to track and identify individuals and facilities exposed to potential risk



Contact tracing has two critical implications:
identifying people contacted & identifying facilities
to be disinfected

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Electronic tracking: Track facilities where the employee has traveled through electronic monitoring (e.g., apps on phones)

Badge tracking: Introduce additional points of check-ins/check-outs to enter different work areas

Calendar tracking: Track calendar apps to identify employee contacts

Sign-in lists: Maintain lists of in-person attendance in meetings

Self declaration: Ask employees to fill out a form to self declare which rooms they enter

Interview employee/colleagues/manager: Speak to the employee, colleagues and managers to understand who was in touch with the employee previously

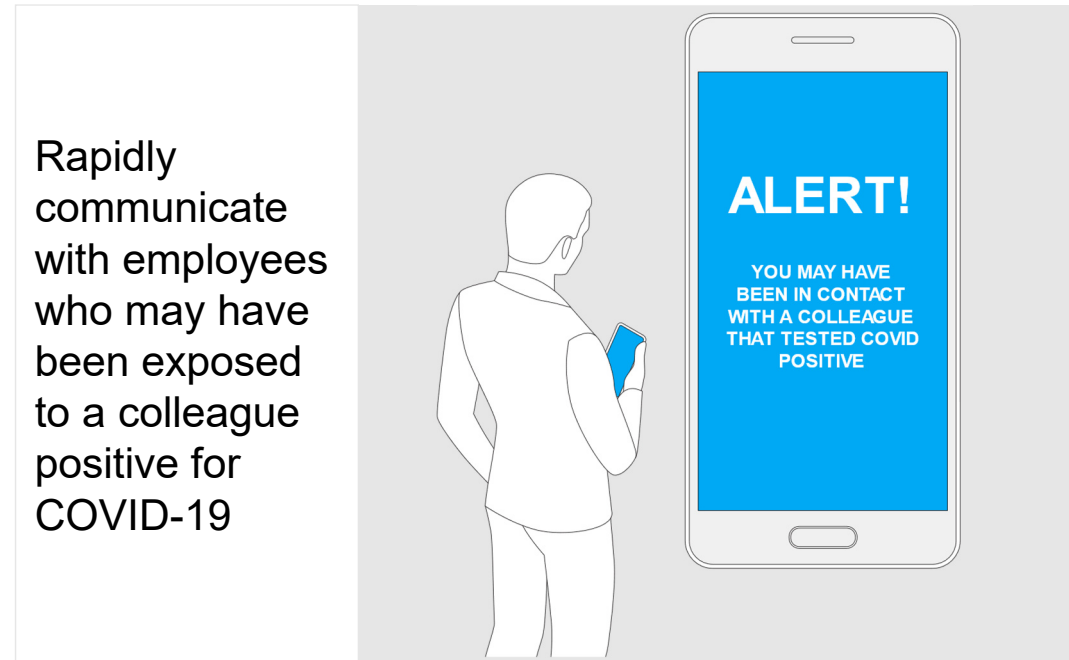
Employee schedules: Find overlap between employees based on shift and movement monitoring (e.g., which employees were exposed to which other employees and the rooms they were in)

Where this has been done

Multinational automotive manufacturer

Multinational technology conglomerate

Communicating with employees who may have had contact with a patient positive for COVID-19



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Increase awareness

Office

Manufacturing

Retail

Field

Description of potential intervention

Communicate policy: Communicate policy on contact tracing, usage of collected data, clear privacy policy and what actions to take if notified of potential exposure

Employee contact details: Refresh contact details of all employees (phone numbers and place of residence) to connect with employees

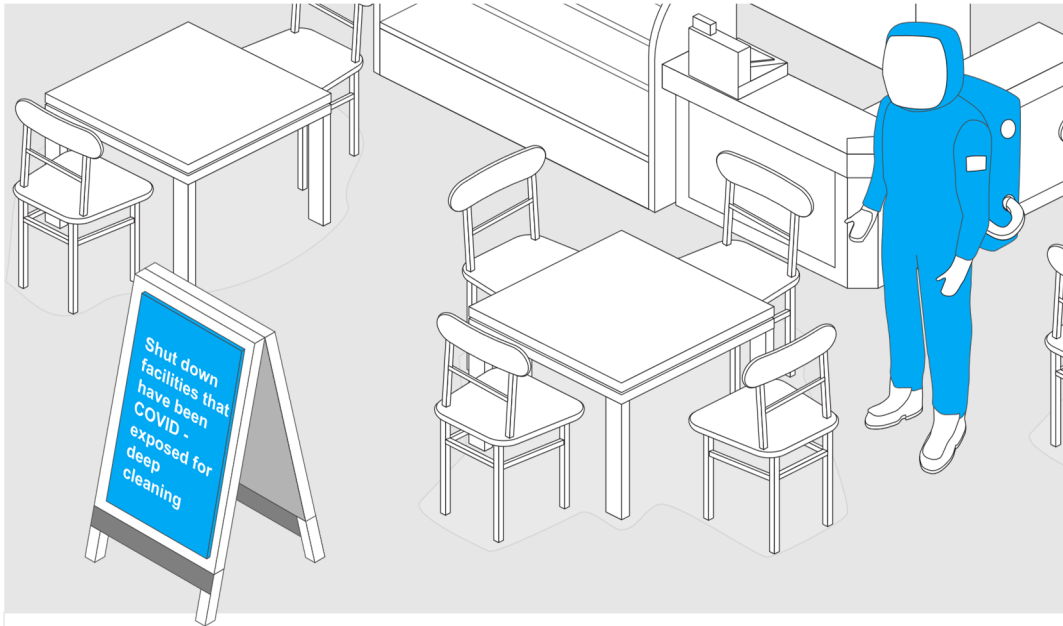
Obtain contact details of visitors and customers to enable easy communication regarding incidents or outbreaks (e.g., through a form or questionnaire)

Craft office-wide communication to inform employees of incidents, handle concerns, and inform of measures taken to ensure ongoing safety

Where this has been done

American multinational aerospace and defense manufacturer

Disinfecting facilities post-infection



Shut down facilities that have been exposed to COVID-19 for deep cleaning

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Clean & disinfect

Office

Manufacturing

Retail

Field

Description of potential intervention

Trace which facilities were exposed to an incident (using contact-tracing data)

Disinfection: Ensure deep cleaning (following cleaning protocols) of areas where infected employee might have traveled to by doing the following:

- Implementing an immediate shutdown of affected areas
- Possibly shutting down an entire facility until deep cleaning is complete

Where this has been done

Multinational corporation offices across Europe and Asia

Establishing isolation and quarantine policies post-detection of an infected patient



Establish appropriate isolation and quarantine policies in accordance with regulations

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Test & isolate

Office

Manufacturing

Retail

Field

Description of potential intervention

Quarantine policy: Establish quarantine policy, including following government guidelines and duration (ie, 14 days) and conditions for returning to work

Quarantine enablement: Enable employees with no symptoms to stay productive during quarantine

Testing: Consider COVID-19 testing for all employees who were in contact with a COVID-19 patient

Where this has been done

Corporate offices in countries across the globe

Providing reasonable accommodation to employees unable to enter the office due to safety concerns



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Create reasonable accommodation alternative for employees unable to go in due to safety concerns

- Establish policies for employees to express safety concerns & accommodation requests
- Evaluate risks based on job functions (e.g., how much interaction)
- Structure a uniform policy by job function to mitigate inconsistency in consideration of case-by-case situations
- Determine policy for accommodating employees in functions that generally require on-site presence (e.g., rotating them into different functions, use of leave)
- Determine possible process changes to accommodate remote work (e.g., rotations into other roles, technology enablement)
- Consider a uniform paid leave policy

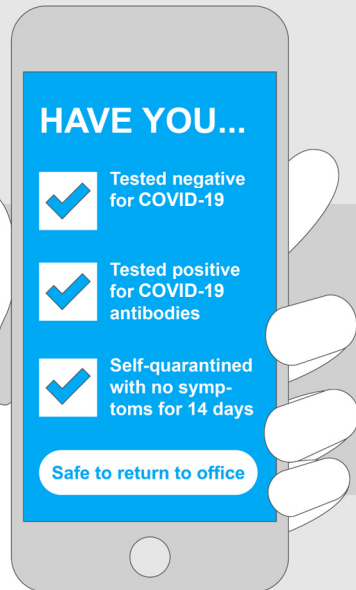
Where this has been done

South Korean multinational conglomerates

American multinational technology conglomerate

Creating clear policy for returning to facilities

Establish clear guidance on when a quarantined/isolated employee can re-enter the office



Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Create clear criteria for return (e.g., tested positive, family member tested positive, on shift with colleague who tested positive, showing mild symptoms), such as the following:

- Testing negative for COVID-19
- Testing positive for antibodies
- Self-quarantining for 14 days with no symptoms

Clearly communicate criteria for return with employees

Where this has been done

American multinational technology conglomerate

American multinational automotive manufacturer