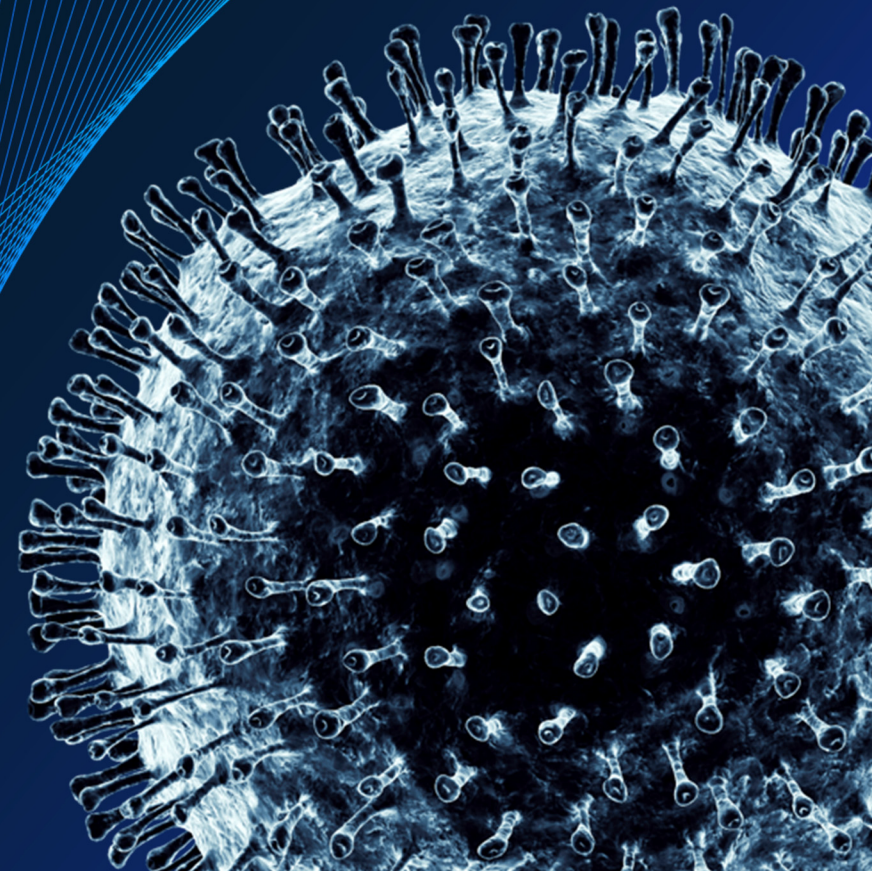


Reopening workplaces: A collection of workforce-protection interventions

June 15, 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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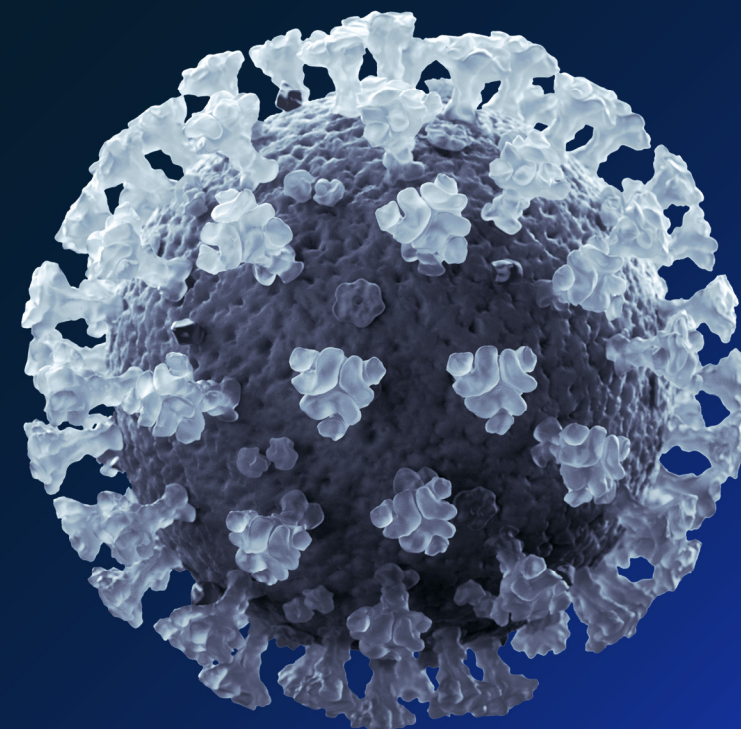


COVID-19 is, first and foremost, a global humanitarian challenge.

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 ~85 interventions for protecting workforces as workplaces reopen



~85

interventions used
worldwide, across

8

levers of protection,

5

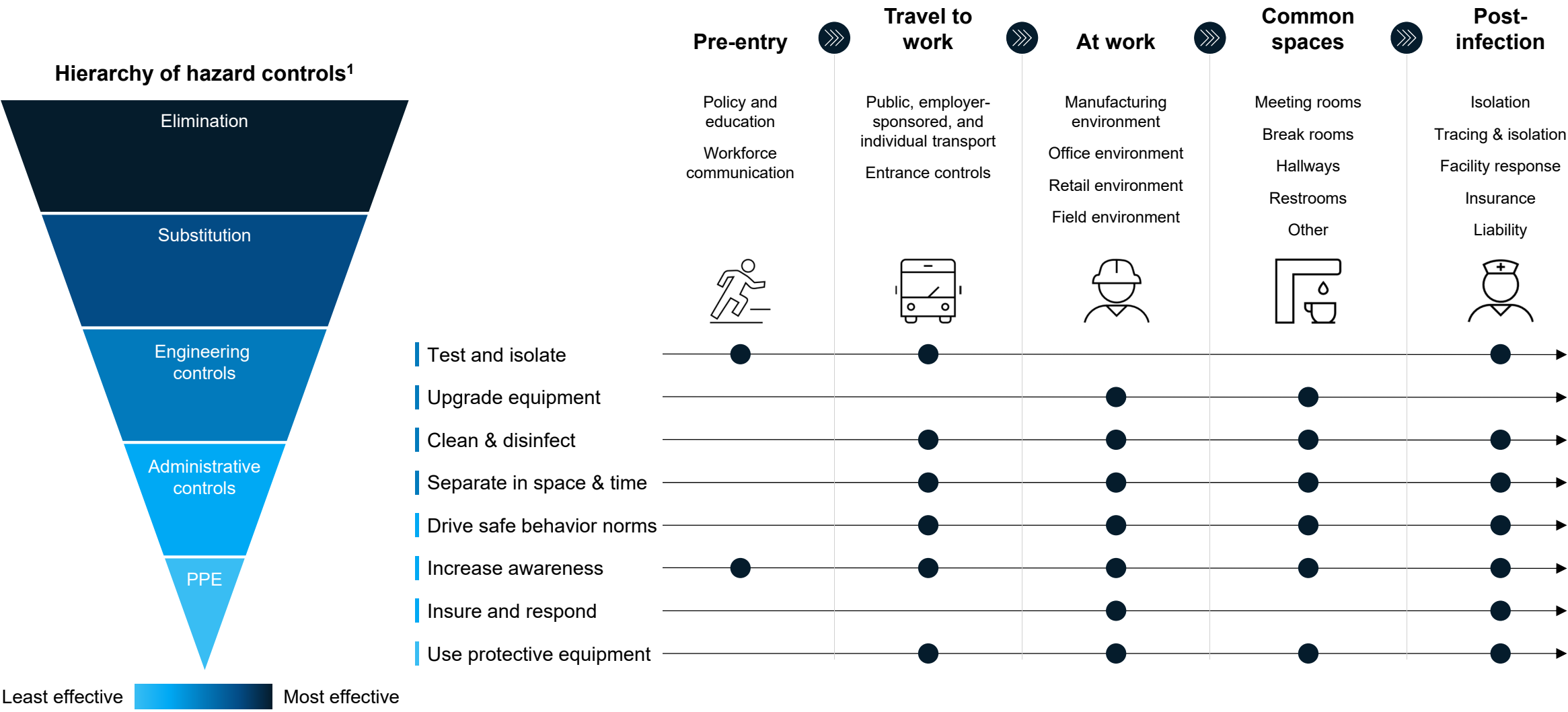
phases of the work-
force journey, and

4

environments
(office, retail, field,
manufacturing)

Understanding protection across workforce journey

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



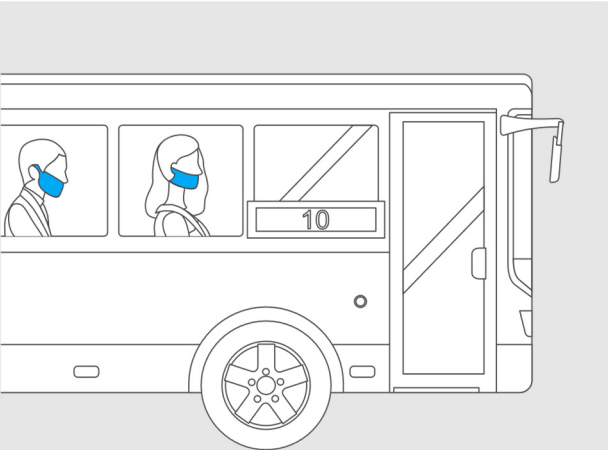
Intervention tracker across the workforce journey

XX Intervention page number

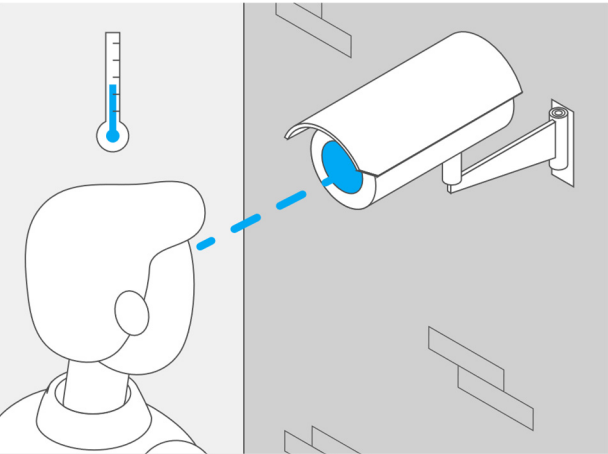
Pre-entry		Travel to work		At work		Common spaces		Post-infection	
Test & isolate	13 At-home surveys							113 Isolation/quarantine policies	116 Ramp up testing availability
Upgrade equipment				50 Contactless thermometer 61 Improve air filtration/ventilation 65 Replace communal food options 67 Install plexiglass barriers	68 "Dark stores" 70 Contactless payment 73 Implement curbside pickups		87 Remove communal resources 90 Minimize handles 93 Improve air filtration/ventilation 104 Replace communal food options		
Clean & disinfect		32 Provide disinfectants to customers and employees		38 Reduce operating hours to accommodate additional cleaning 49 Provide cleaning equipment 53 Alternate equipment and clean 57 Frequent sanitization breaks	58 High-visibility cleaning 60 Deep cleaning		95 High-visibility, high-frequency cleaning 97 Deep cleaning 105 Increase hygiene protocols	112 Disinfect facilities post-infection	
Separate in space & time		21 Increase safety protocol 22 Physical distancing travel 23 Use private transport 24 Close off parking lots 25 Stagger entry for customers and employees 26 Entry controls 30 Limit on-site capacity 31 Restrict non-employee entry 33 Separate hours for vulnerable groups		37 Stagger work shifts between employees 45 Group into critical function teams 47 Physical separation of workstations 48 Physical separation through zones 51 Minimize person-to-person contact 52 Limit equipment sharing	62 Implement one-way aisles/hallways 66 Separation between customers 69 Rotate checkout lanes 75 Use software to space out ticketed passengers 76 Encourage self check-in and -out 83 Safety protocols for vehicle		88 Close common areas 92 Limit capacity in elevators 102 Stagger lunch hours 103 Cafeteria physical distancing		
Drive safe behavior norms	18 Support employee childcare 19 Behavioral health services			41 Use decals and other markings 54 Clean desk/work station policy 55 Limit larger gatherings 56 Move in-person processes to digital 63 Use in-store PA announcements 64 Reduce in-store services 71 Pre- and digital ordering for food	72 Cancellation policies 74 Delivery safety protocols 77 Create a responsibility culture 78 Wellness champions 79 Monitor policy adherence 81 "Remote-first" practices 82 Leave & comp. guidance 84 Strict travel polices		86 Walkthrough assessment 89 Use decals and other markings 91 Limit larger gatherings 94 Monitor best-practice adherence 106 Establish team or communication chain	109 Measures to detect a positive case 110 Clear contact tracing 114 Accommodation for quarantine 115 Policy for returning to the facility	
Increase awareness	14 What to expect when returning 15 Two-way communication channels 16 Completed return-to-work trainings 17 Safe commute and wellness practices	29 Clearly communicate safety protocols at entry		39 Promote healthy personal habits 40 Highlight new safety processes and policies through prominent displays			100 Promote healthy personal habits 101 Highlight new safety processes and policies through prominent displays	111 Communicate with employees who have been in contact with a positive case	
Insure & respond				80 Reevaluate safety measures			107 Reevaluate safety measures		
Use protective equipment		28 Temperature testing 34 Encourage or mandate PPE gear		42 Encourage or mandate PPE gear 44 Limit sharing and disinfect PPE frequently			98 Encourage or mandate PPE gear		

Sample journey: Manufacturing environment

Travel to work and pre-entry

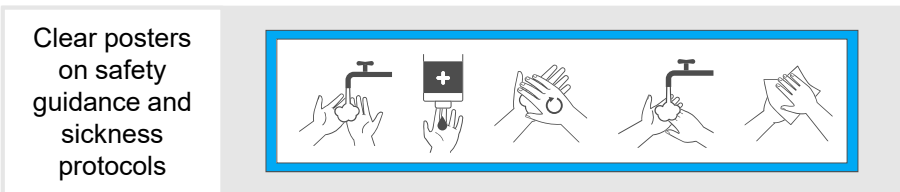
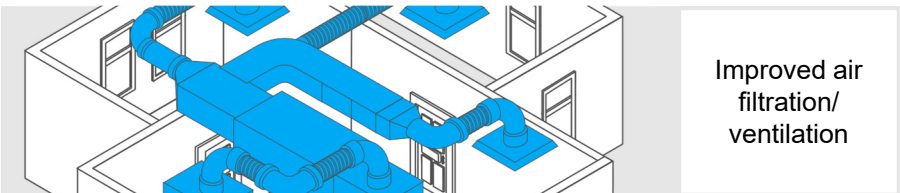
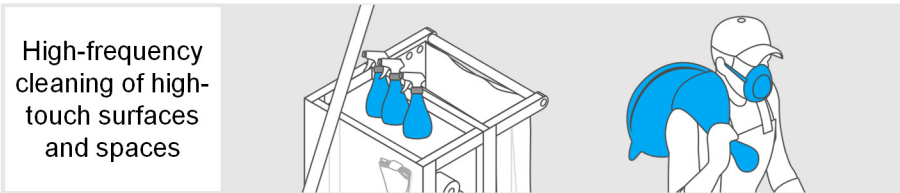
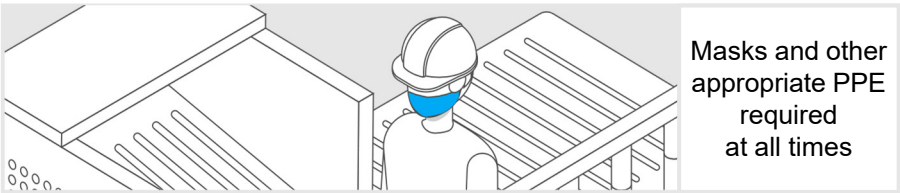
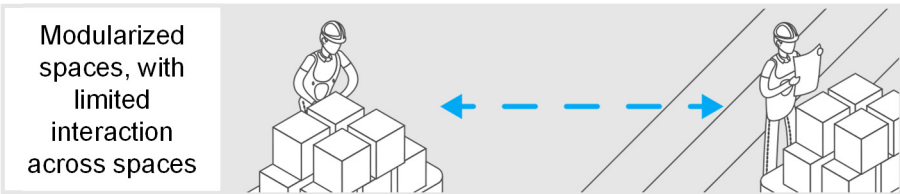


Use of masks required during employee commutes

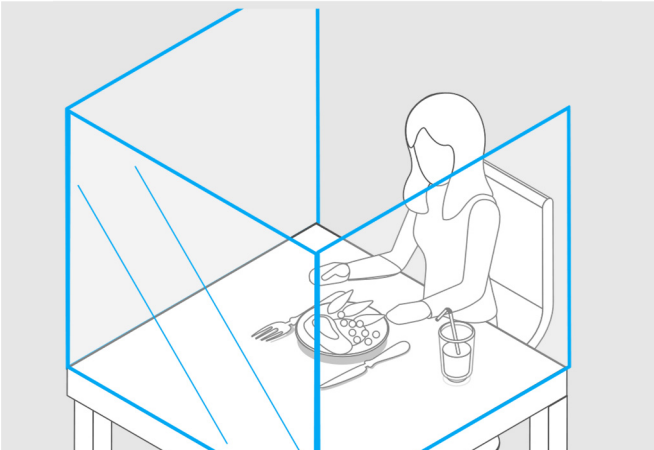


Temperature checks

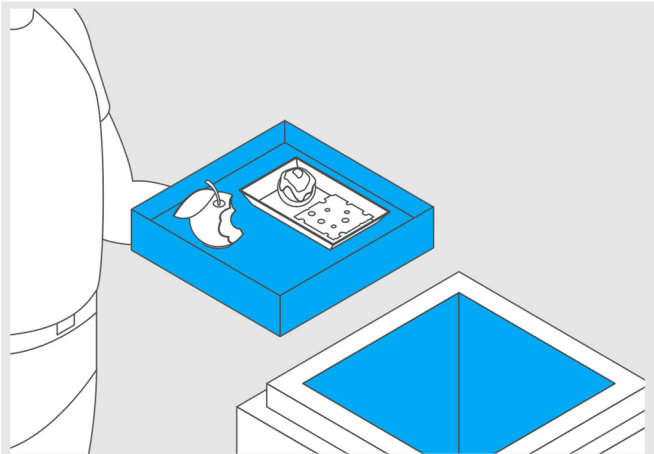
At work



Common space use



Separated lunch seating with dividers on dining tables



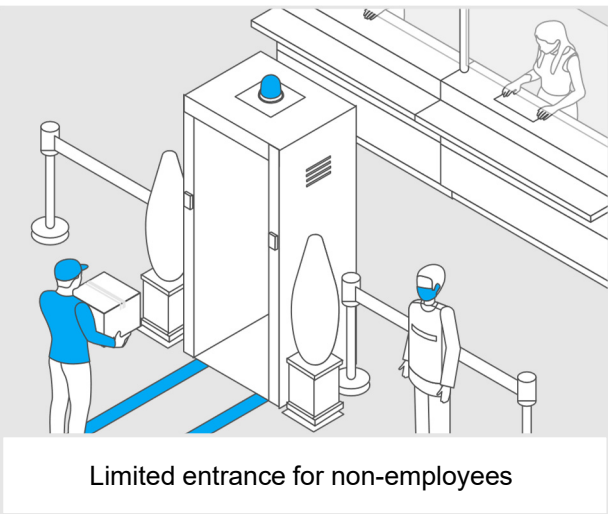
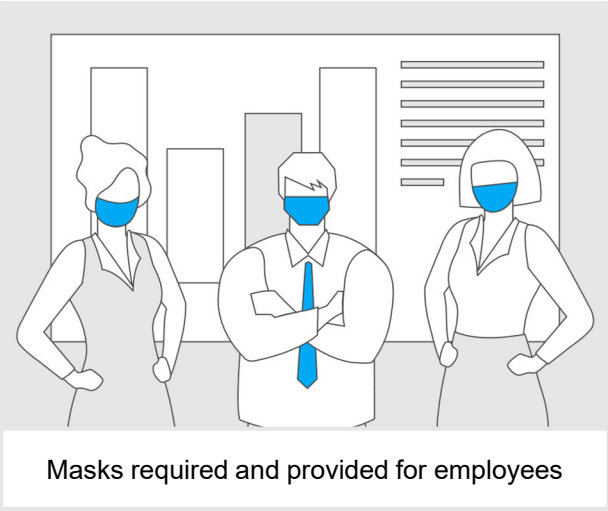
Use of disposable dishes at cafeterias

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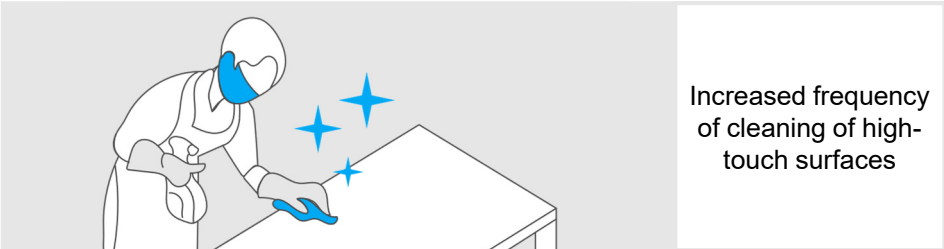
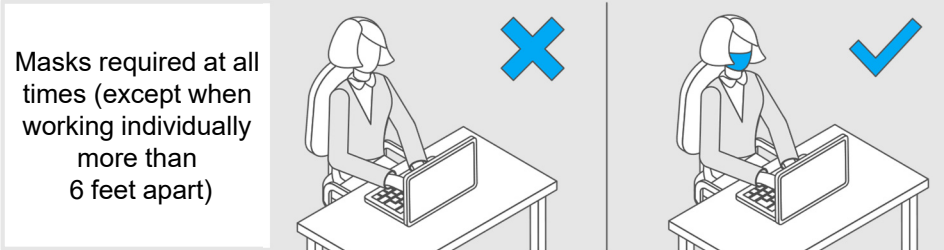
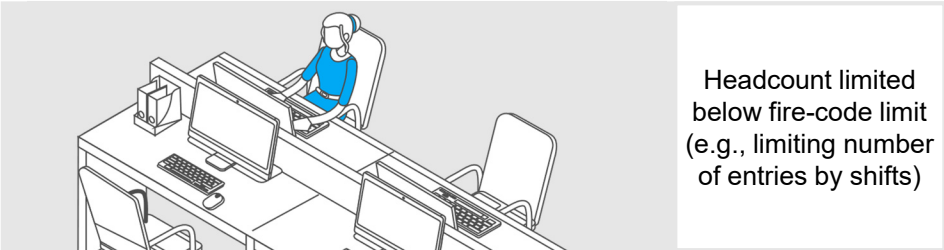
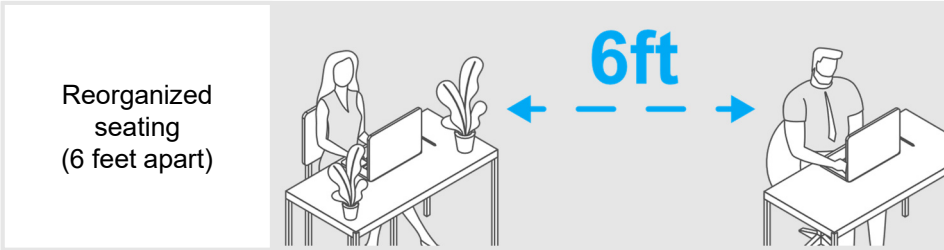
Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Sample journey: Office environment

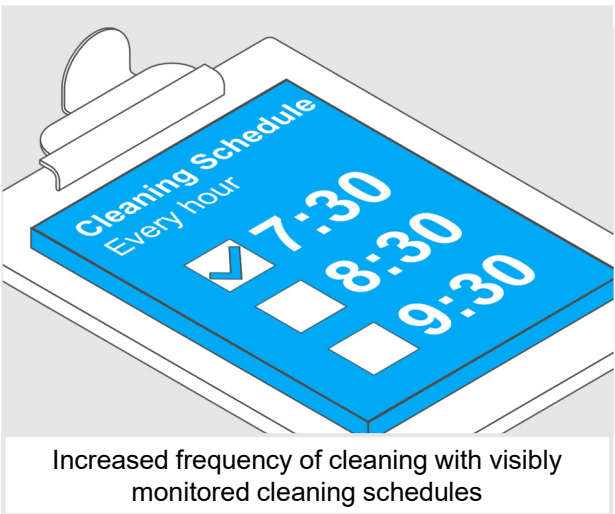
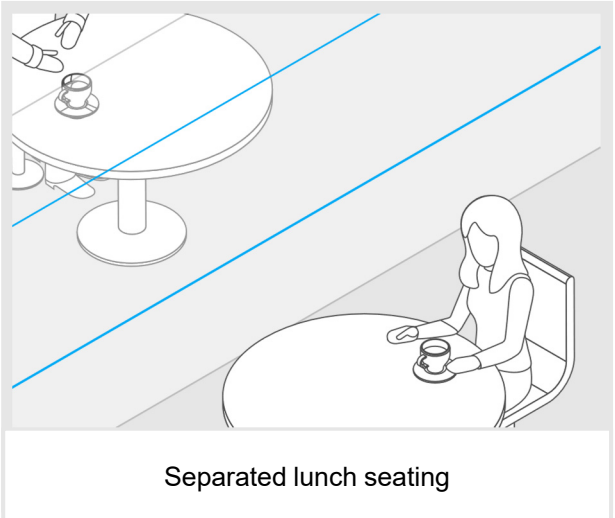
Travel to work and pre-entry



At work



Common space use

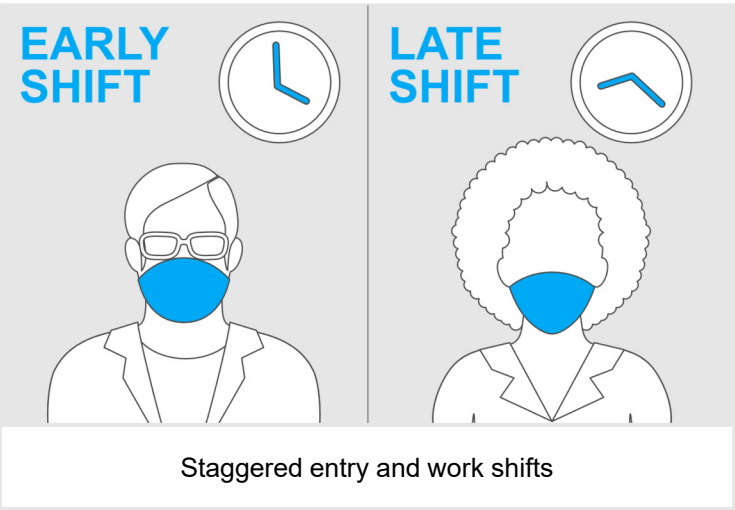


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Sample journey: Retail environment

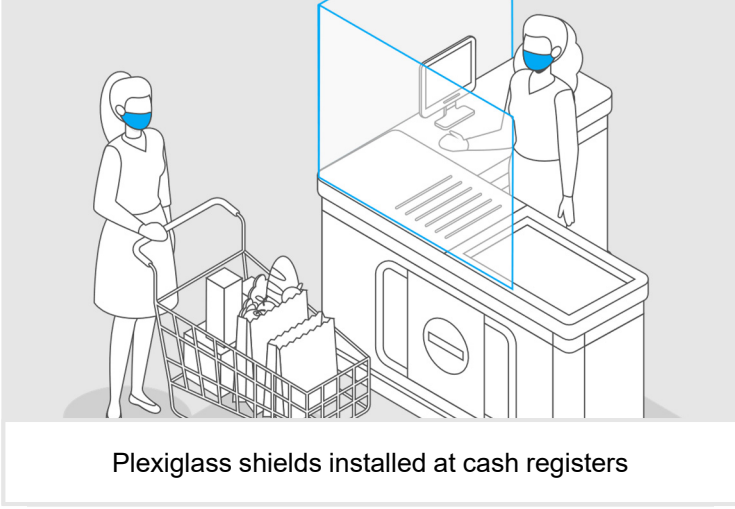
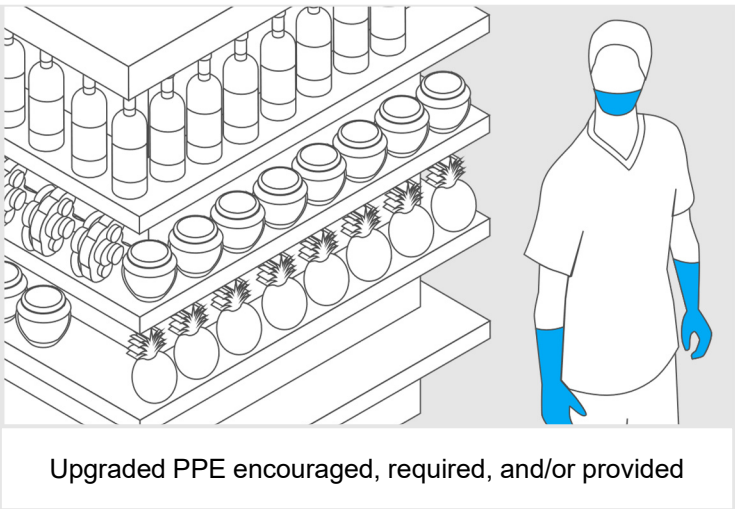
Travel to work and pre-entry



At work



Common space use

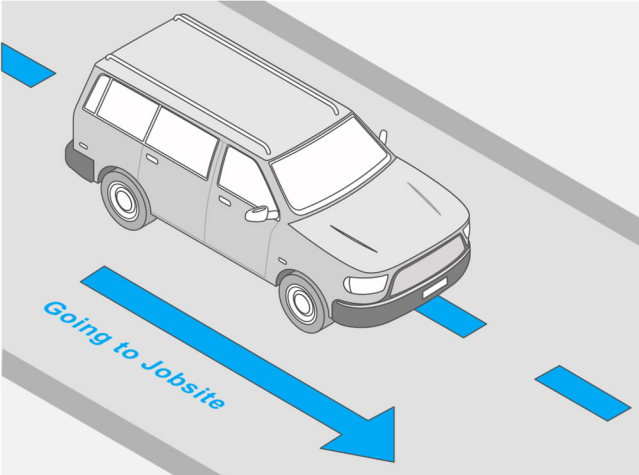


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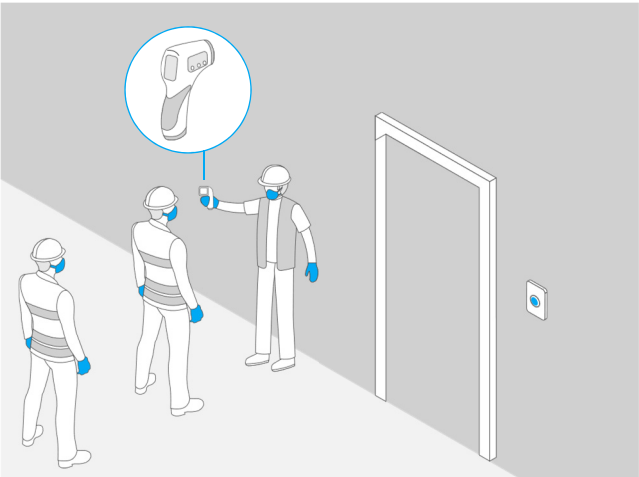
Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Sample journey: Field environment

Travel to work and pre-entry

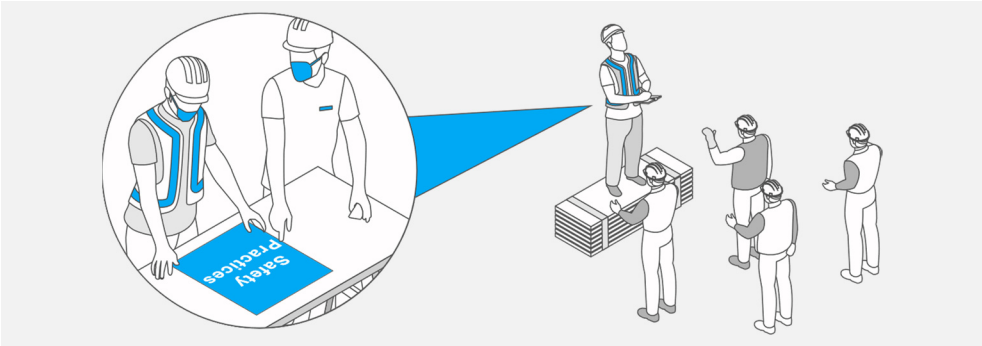


Allow use of personal vehicles to minimize contact

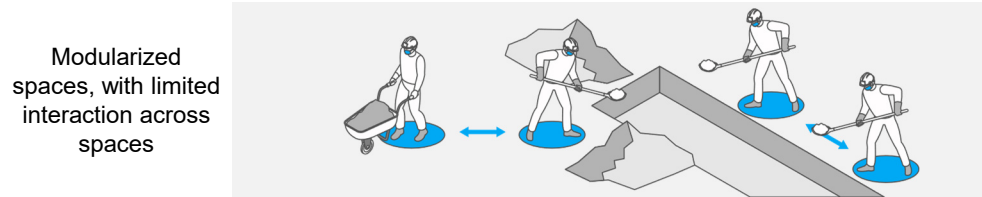


Contactless temperature checks prior to entry

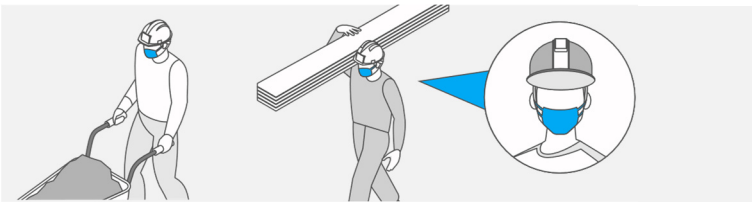
At work



Discuss safety practices at tailboard meetings

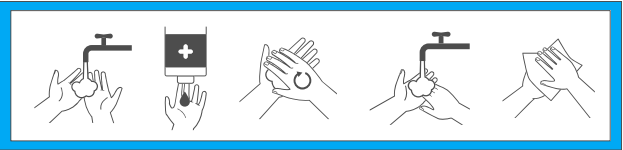


Modularized spaces, with limited interaction across spaces

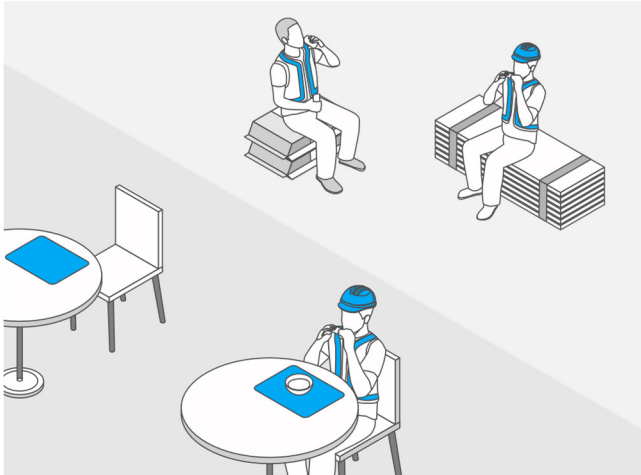


Masks and other appropriate PPE required at all times

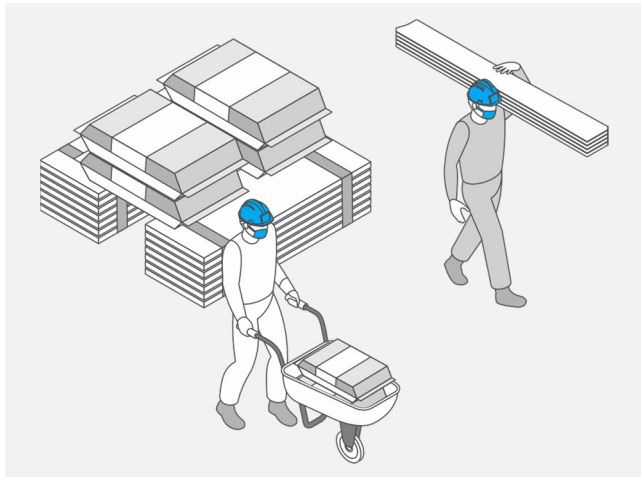
Clear posters on safety guidance and sickness protocols



Common space use



Minimize number of people in trailers



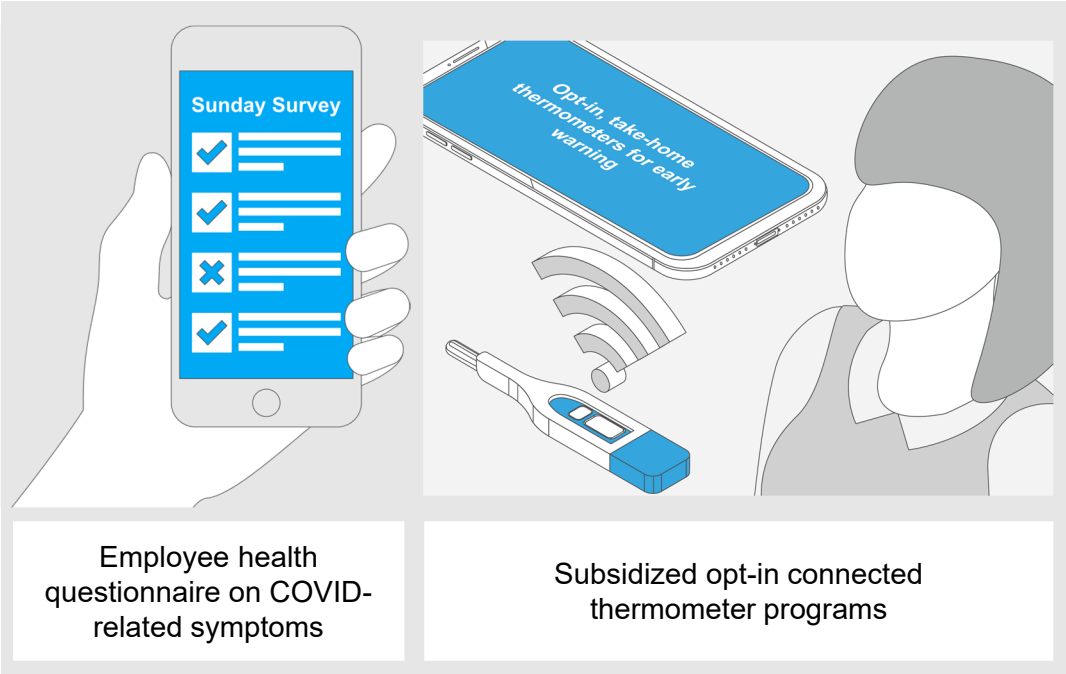
Stagger and distance pick-up of supplies at the yard

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Pre-entry

Completing periodic health-risk categorization through at-home surveys



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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

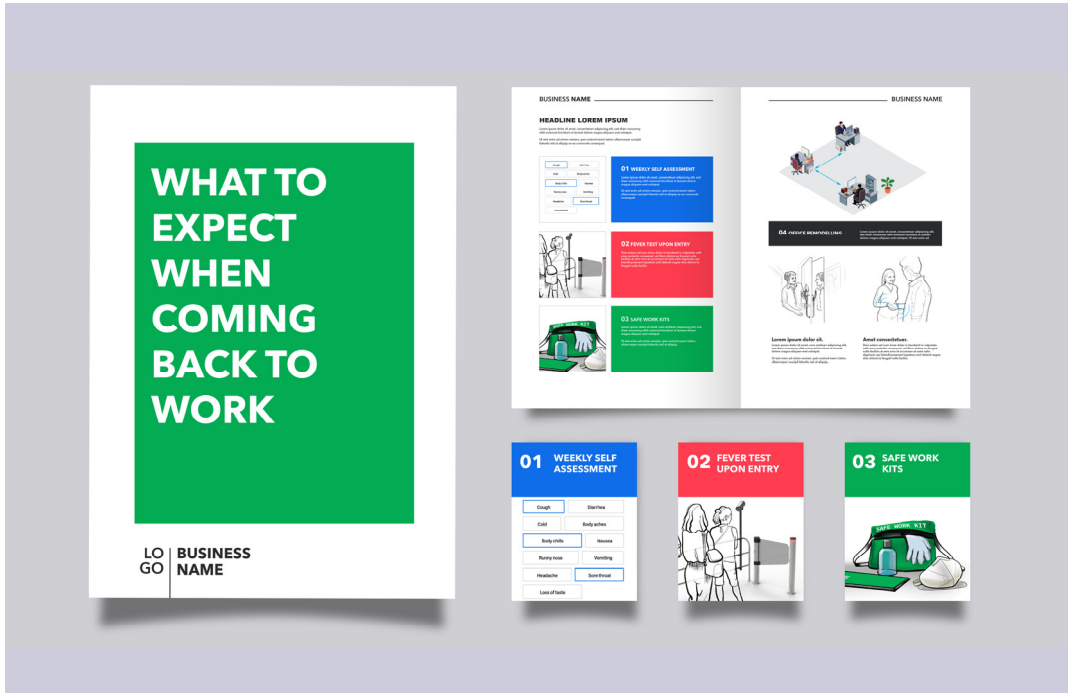
Where this has been done

Chinese multinational technology company

American multinational aerospace and defense manufacturer

Multinational automotive manufacturer

Training employees on what to expect when returning to the workplace



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.

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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:

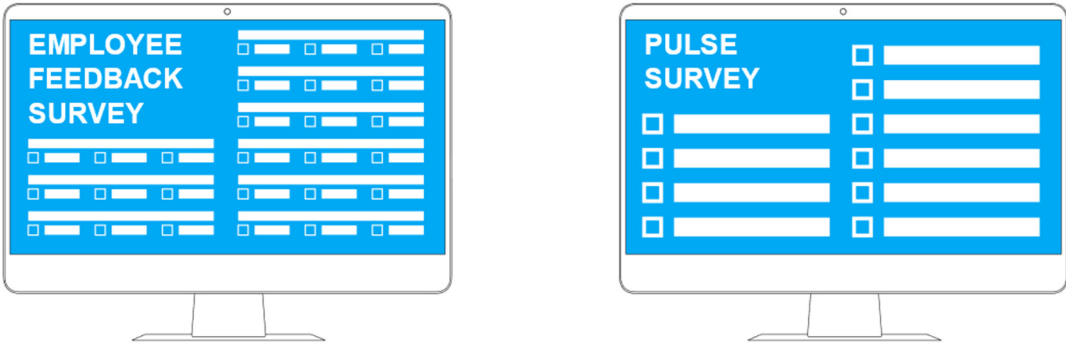
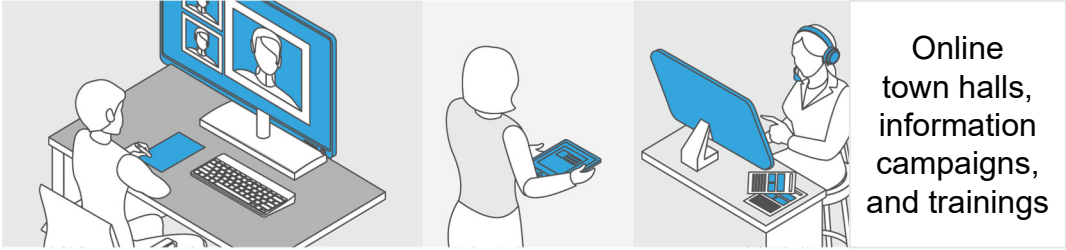
- Sick leave, compensation, and up-to-date policy guidance
- Database on resources and support available to employees (mental health, childcare, policy guidelines, privacy safeguards)
- Information on new work practices, infrastructure and changes to daily schedule and operations
- Personal wellness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

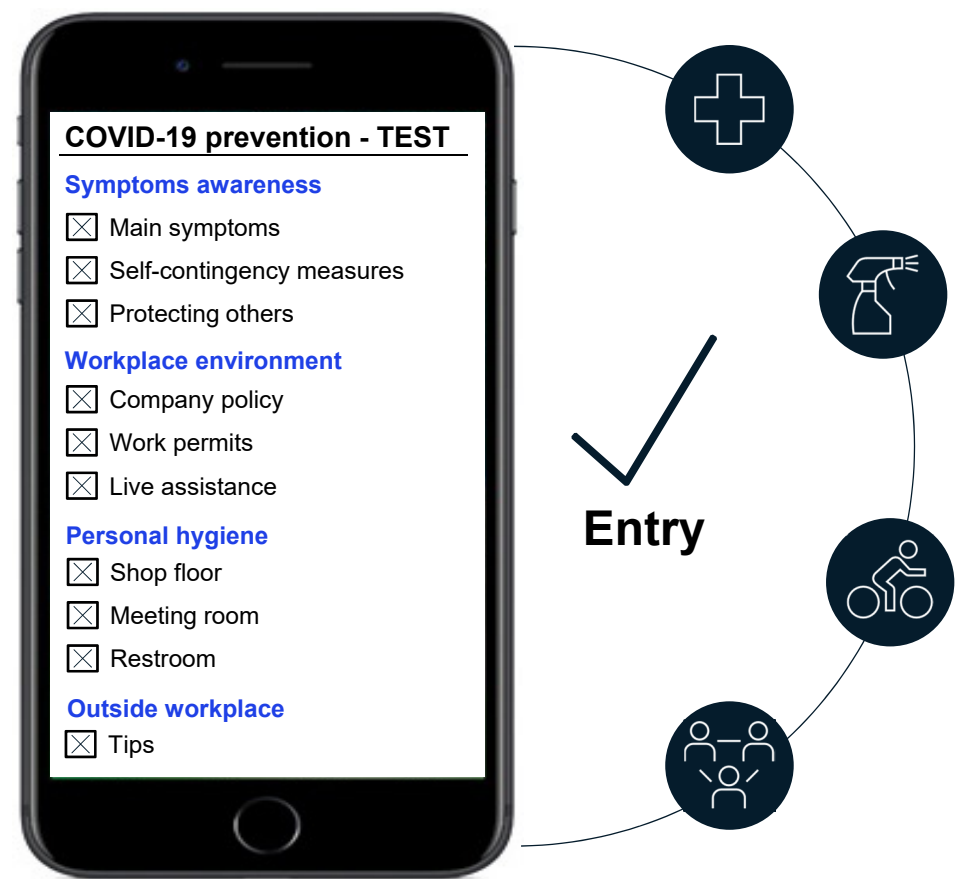
Description of potential intervention

- 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

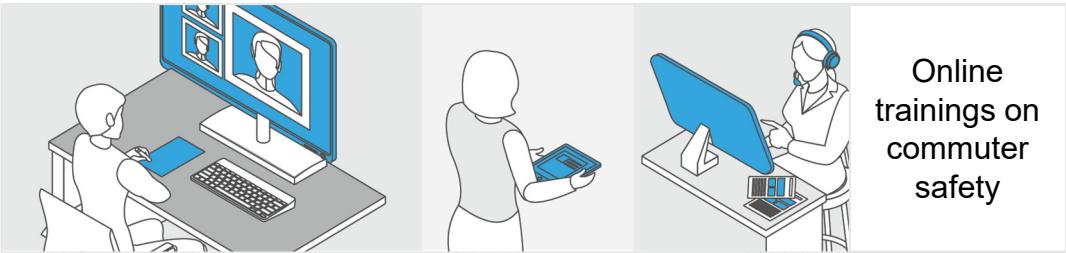
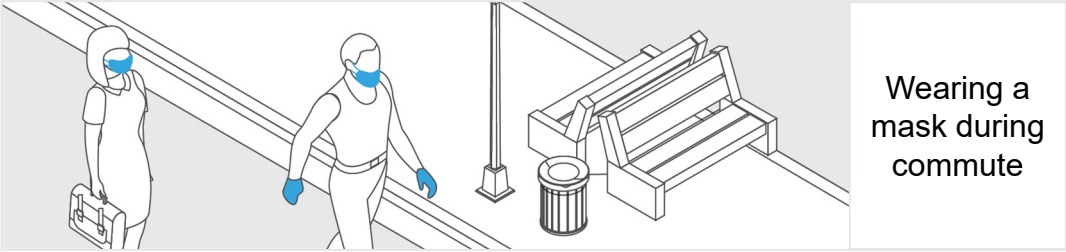
Description of potential intervention

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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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

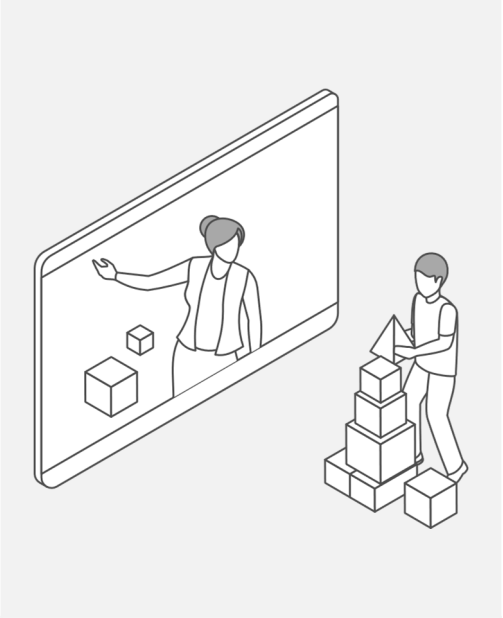
Train employees on best practices for cleaning and disinfecting following use of public transport and prior to entry

Where this has been done

American multinational automotive manufacturers

American multinational electronics retailer

Supporting employee childcare



Virtual childcare for older children



Communicate all childcare related resources and policies to employees

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1. Hospitality refers to the travel and hospitality work environments.

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)

Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality¹

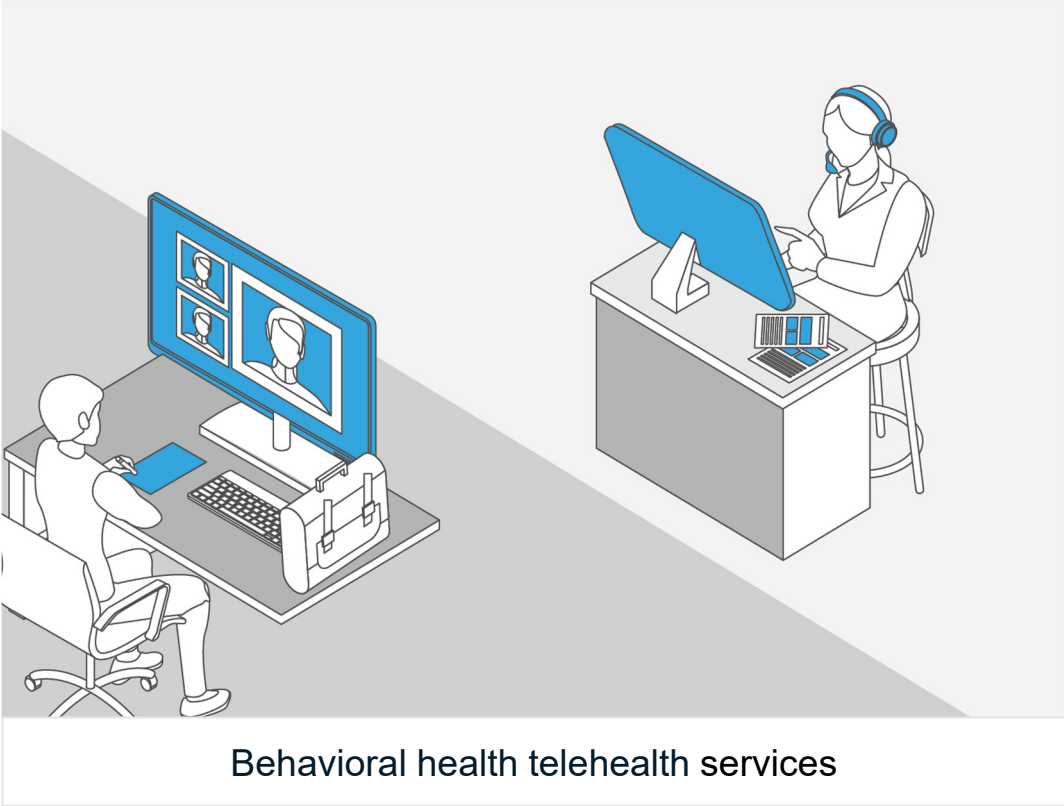
Description of potential intervention

- Clearly communicate all childcare related resources and updated policies
- Arrange childcare for employees
- Reimburse virtual childcare sessions where providers engage older children in activities over video conference
- Offer childcare subsidies

Where this has been done

- Multinational financial services companies
- American multinational food and beverage corporation

Support employees' behavioral health



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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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Separate in space & time

Office

Manufacturing

Retail

Field

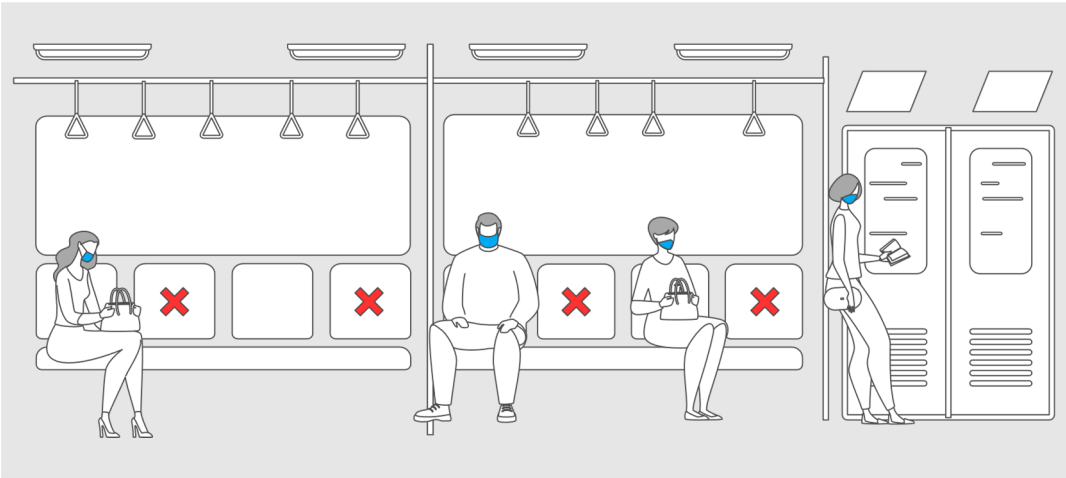
Description of potential intervention

- 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

Marking seats to ensure physical distancing during travel



Block off seats with informational signs

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Separate in space & time

Office

Manufacturing

Retail

Field

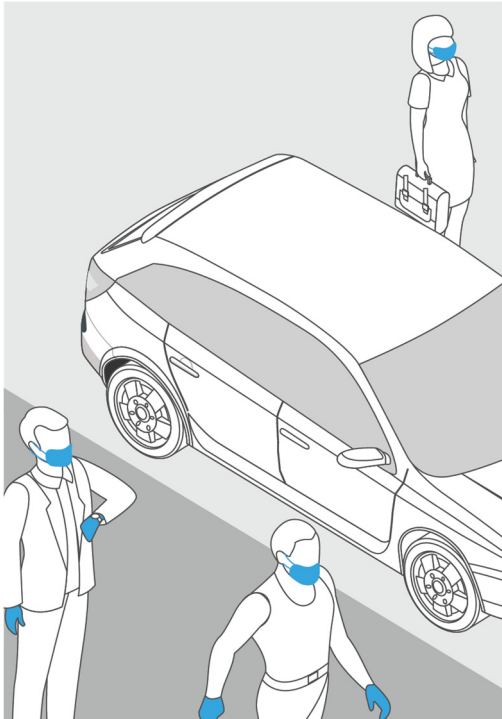
Description of potential intervention

- Use bold graphics to indicate which seats passengers should use to adhere to physical distancing
- Block off remaining seats with informational signs

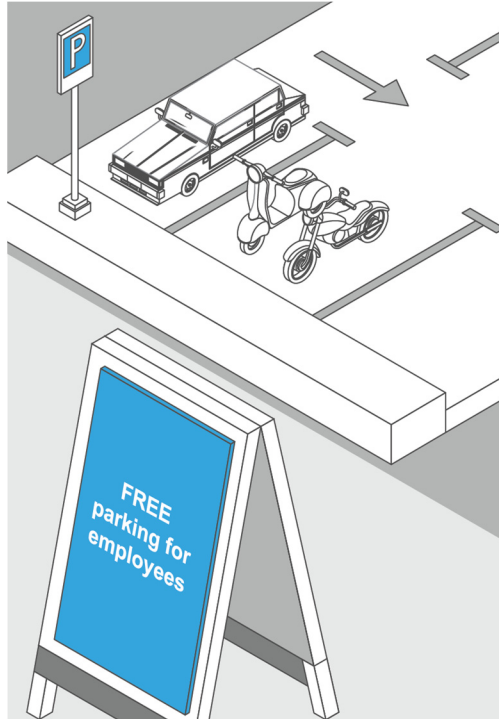
Where this has been done

Urban transit commissions in North America

Encouraging employees to use private transport where possible



Walking or private transport



Subsidize parking at workplace

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office

Manufacturing

Retail

Field

Hospitality¹

Description of potential intervention

Encourage walking or private transport when feasible for commute (over public transportation)

Subsidize parking at workplace—increase capacity if necessary

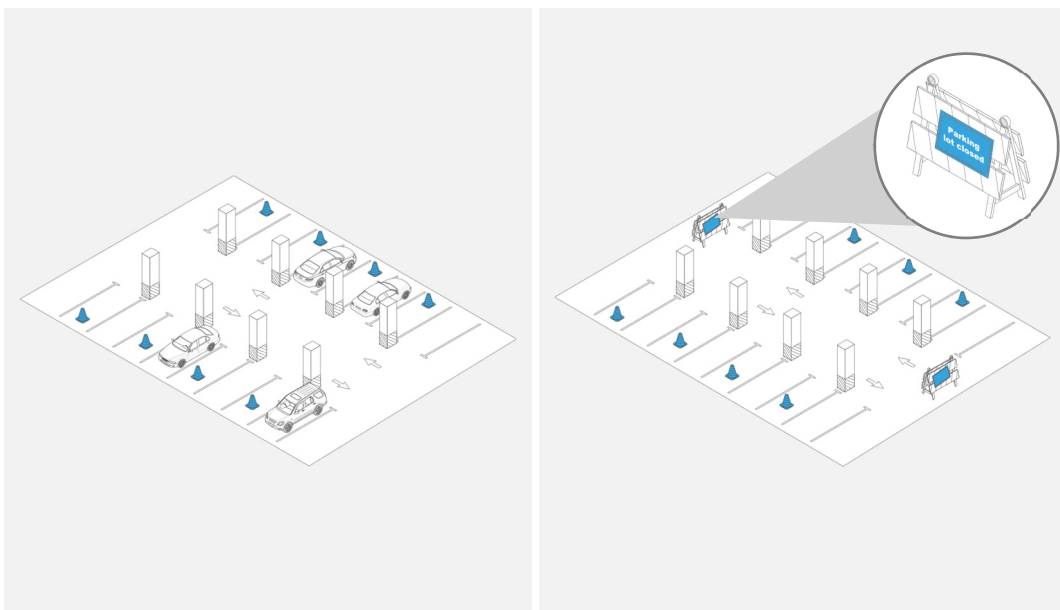
Provide gas subsidies for employees driving to work

Where this has been done

American multinational automotive manufacturer

Corporate offices of an American multinational

Closing off parking lots and parking spaces to limit customer capacity



Close parking lots to limit capacity

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1. Hospitality refers to the travel and hospitality work environments

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Retail

Hospitality¹

Description of potential intervention

Selectively close off parking lots to reduce on-site capacity for phased reopenings of public areas

Consider blocking alternate parking spots to ensure physical distancing

Consider discontinuing valet services

Where this has been done

American theme park and entertainment complex

American state parks

Staggering entry for employees and customers



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Separate in space & time

Office

Manufacturing

Retail

Description of potential intervention

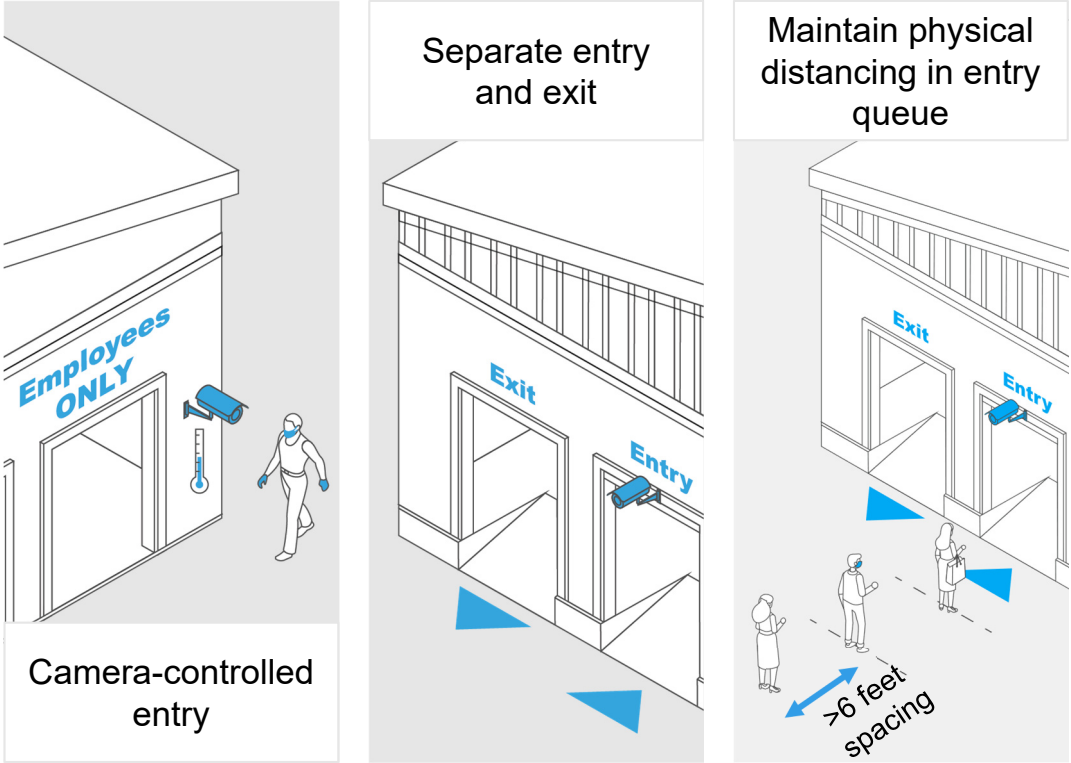
Institute a ‘flexible commuting’ policy for all employees to avoid rush hours and stagger entry windows

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

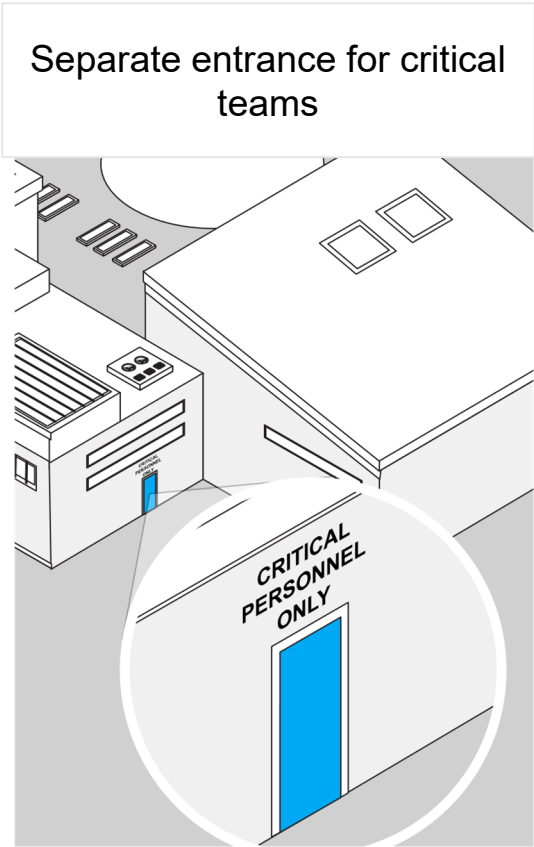
Camera-controlled entry to the building after entry criteria is met to prevent congestion

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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Separate in space & time

Office

Manufacturing

Retail

Field

Description of potential intervention

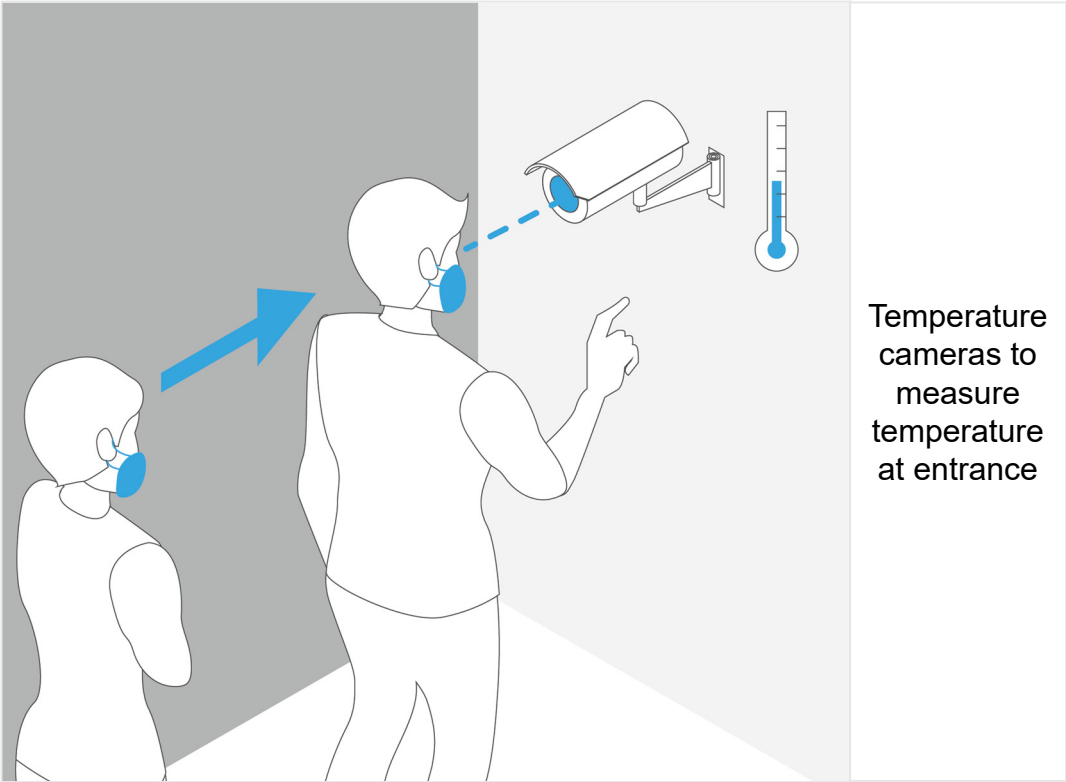
Dedicate building entrances for specific teams and functions to minimize overlap and exposure for the following:

- 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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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)

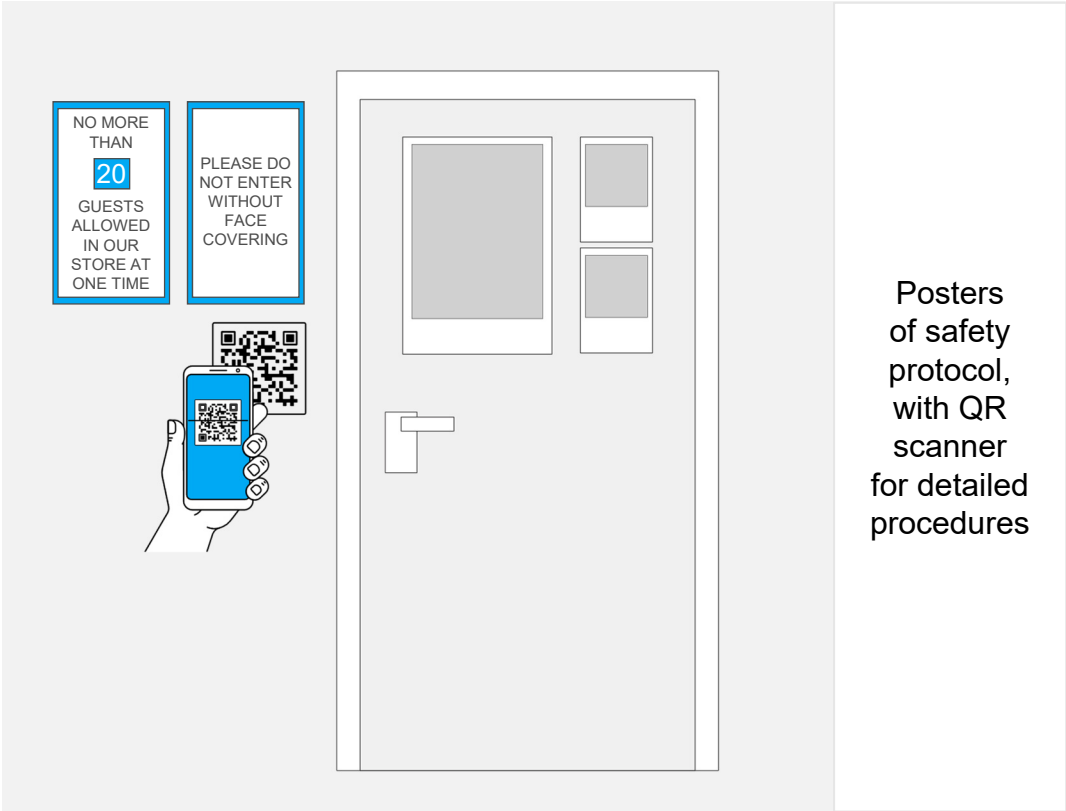
Where this has been done

South Korean electronics conglomerates

American multinational food producer

American utilities company

Communicating safety protocols clearly at entry



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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

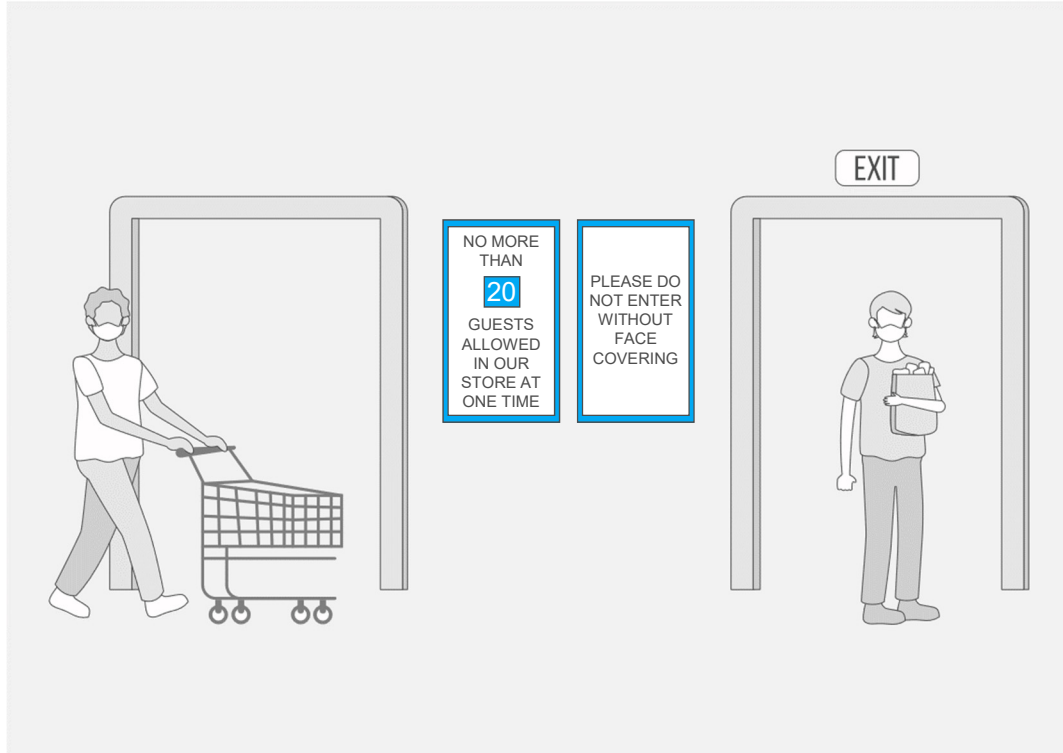
Where this has been done

American multinational automotive manufacturer

Taiwanese electronics manufacturer

American multinational hospitality company

Limiting on-site capacity



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Pre-entry

Travel to work

At work

Common areas

Post-infection

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

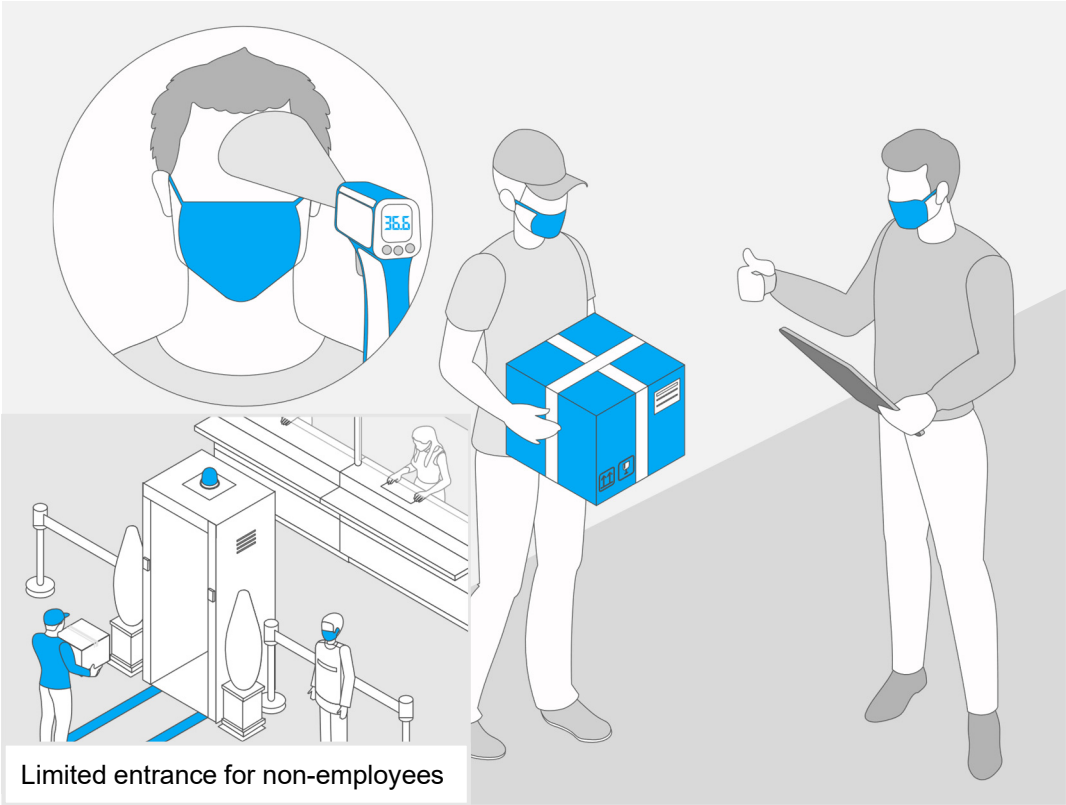
Implement 1-in-1-out measures where feasible

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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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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Clean & disinfect

Office | Manufacturing | Retail

Description of potential intervention

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

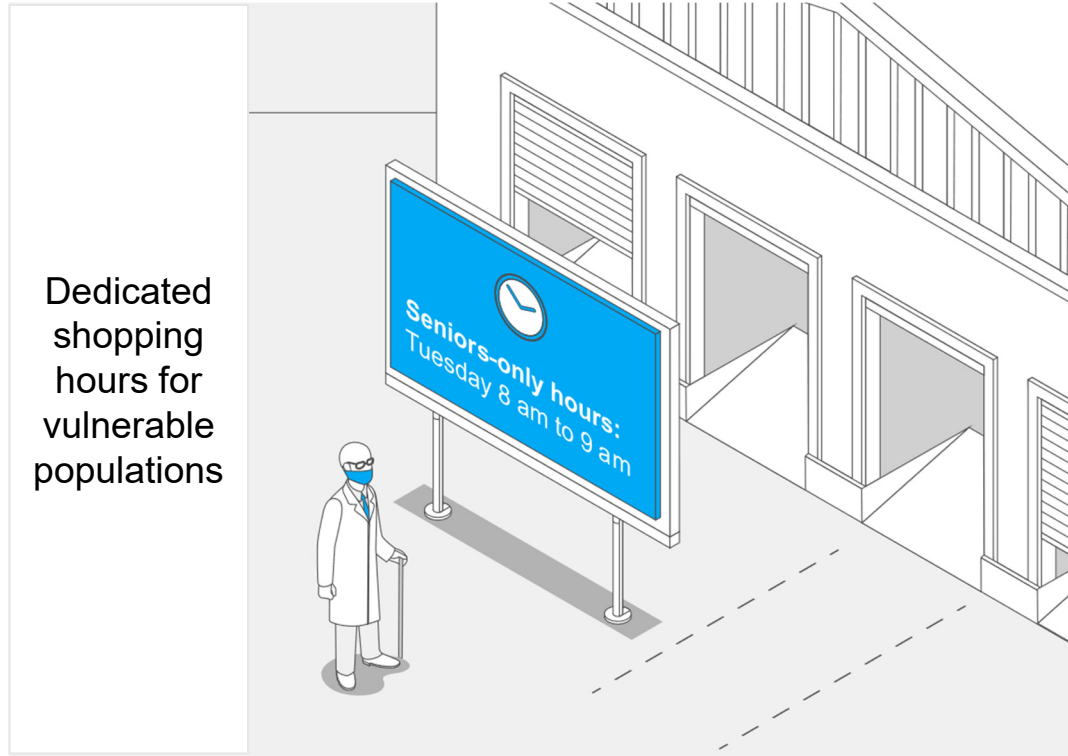
Provide hand sanitizer and disinfecting wipes (for cellphone screens) before entry

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



Dedicated shopping hours 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

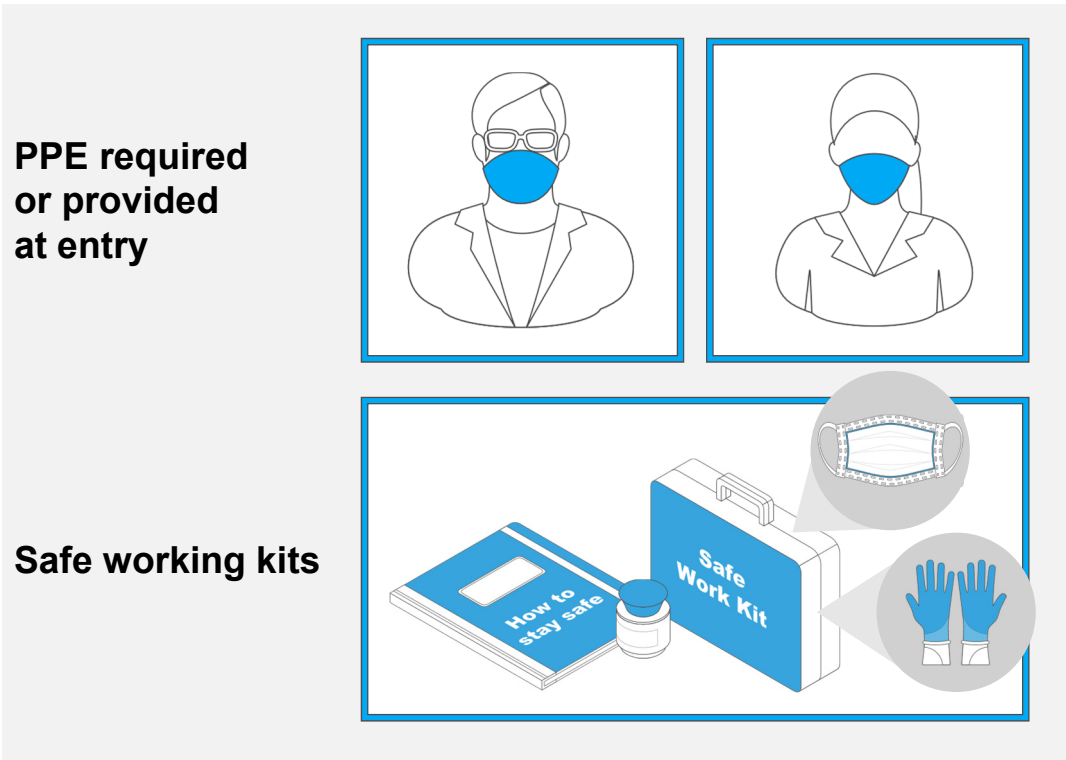
Balance extra hours with time allotted for extra cleaning as well

Where this has been done

American multinational technology conglomerate

Grocery stores in the United States

Encouraging or mandate appropriate PPE¹ gear (1/2)



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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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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

PPE Usage				
OSHA Risk Level	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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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:

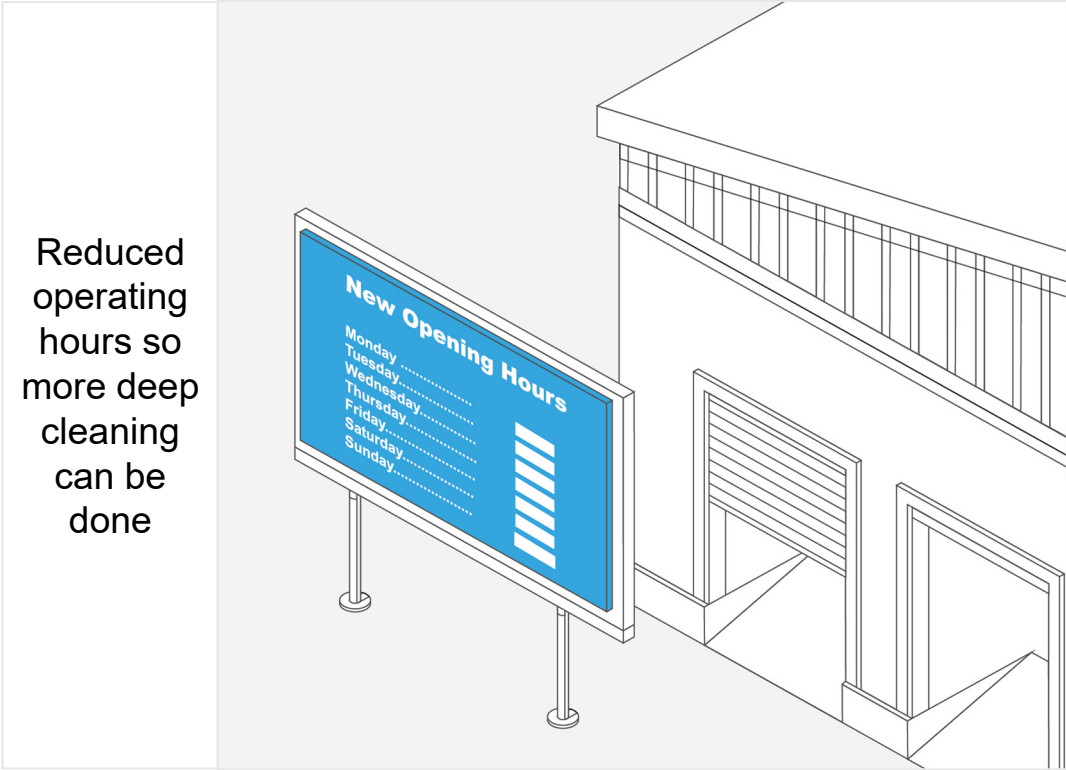
- Video conferencing for handoffs and transfers from one work shift to the next
- Virtual onboarding and briefings (e.g., online conferencing services, conference calls)
- Briefings in the field to reduce large meetings

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

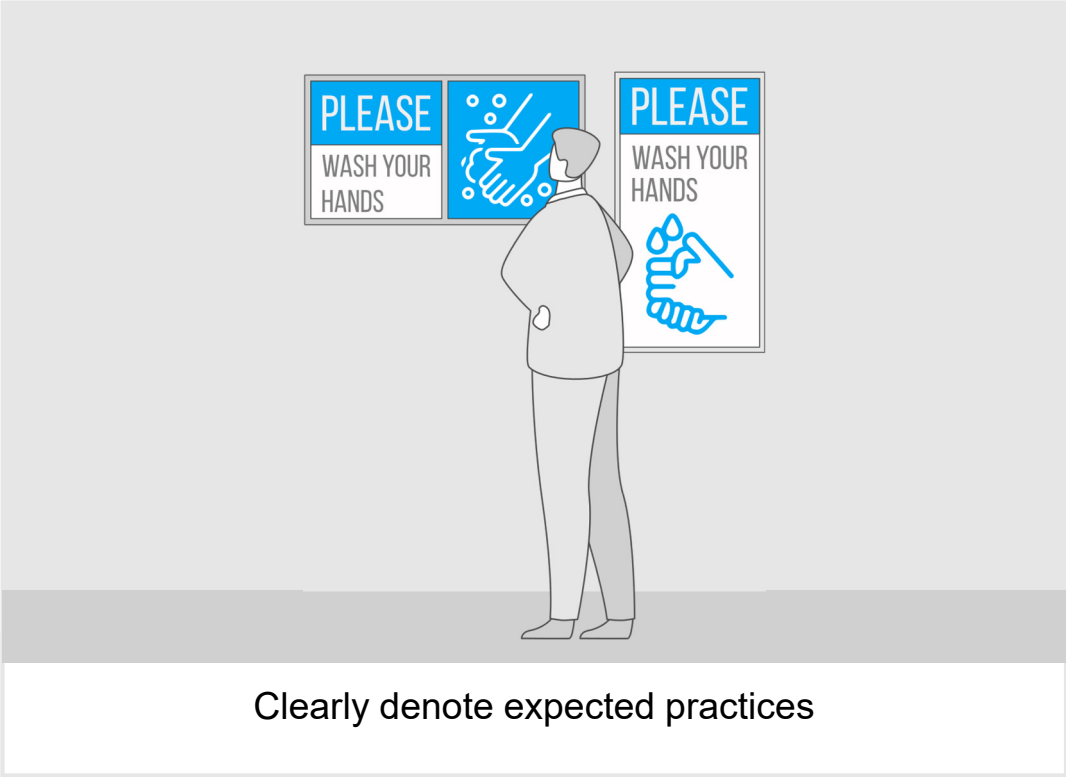
Description of potential intervention

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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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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Increase awareness

Office

Manufacturing

Retail

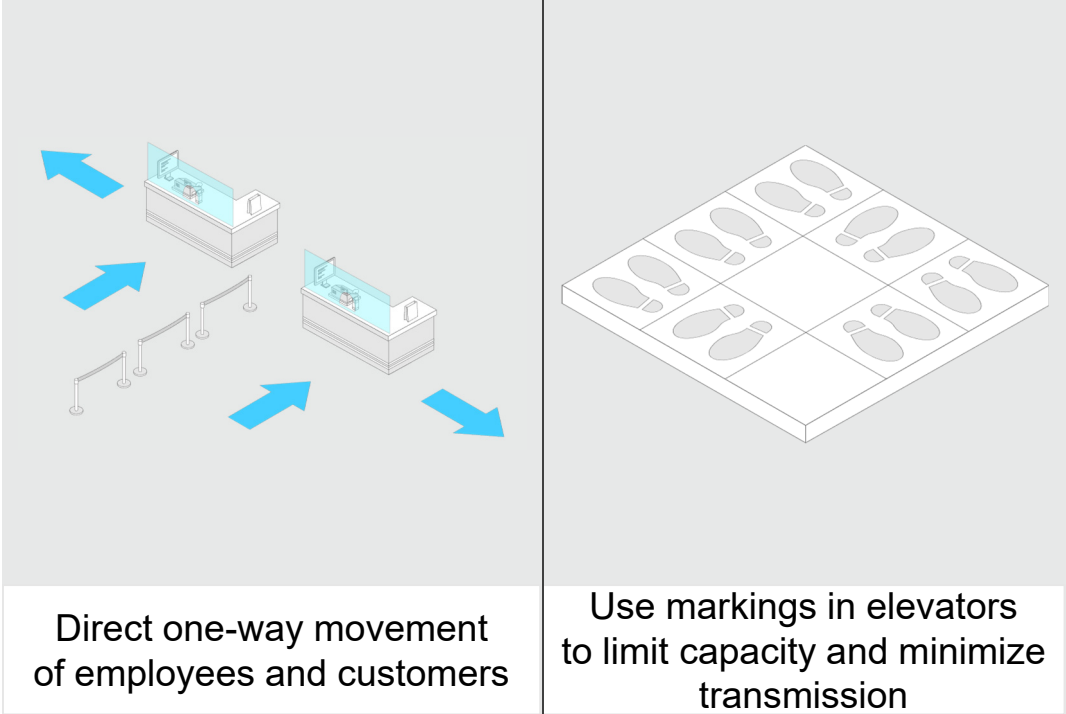
Description of potential intervention

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

Using decals and other markings to encourage physical distancing practices



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Drive safe behavior norms

Office | Manufacturing | Retail | Hospitality¹

Description of potential intervention

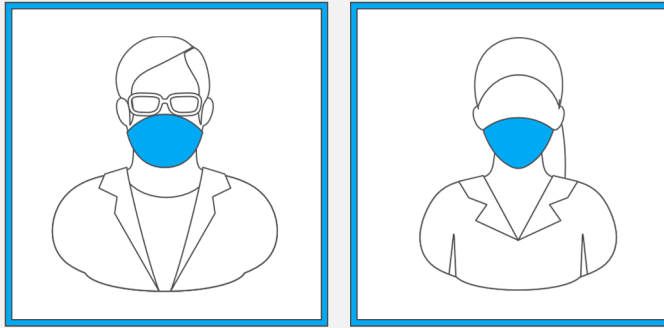
- Use decals on elevator floors to reemphasize capacity limit and passenger orientation
- Use bold circles around work desks, water fountains, copy machine, etc to indicate safe distances at which people may stand
- Use arrows to guide one-way movement through aisles, corridors, and similar spaces

Where this has been done

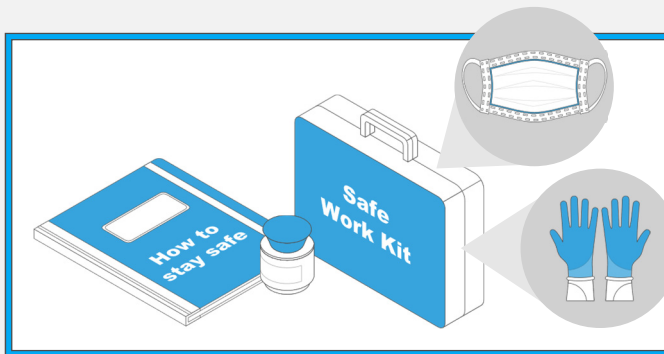
- Grocery stores in the United States
- American multinational food and beverage corporation
- American theme park and entertainment complex

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

PPE Usage				
OSHA Risk Level	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 (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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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

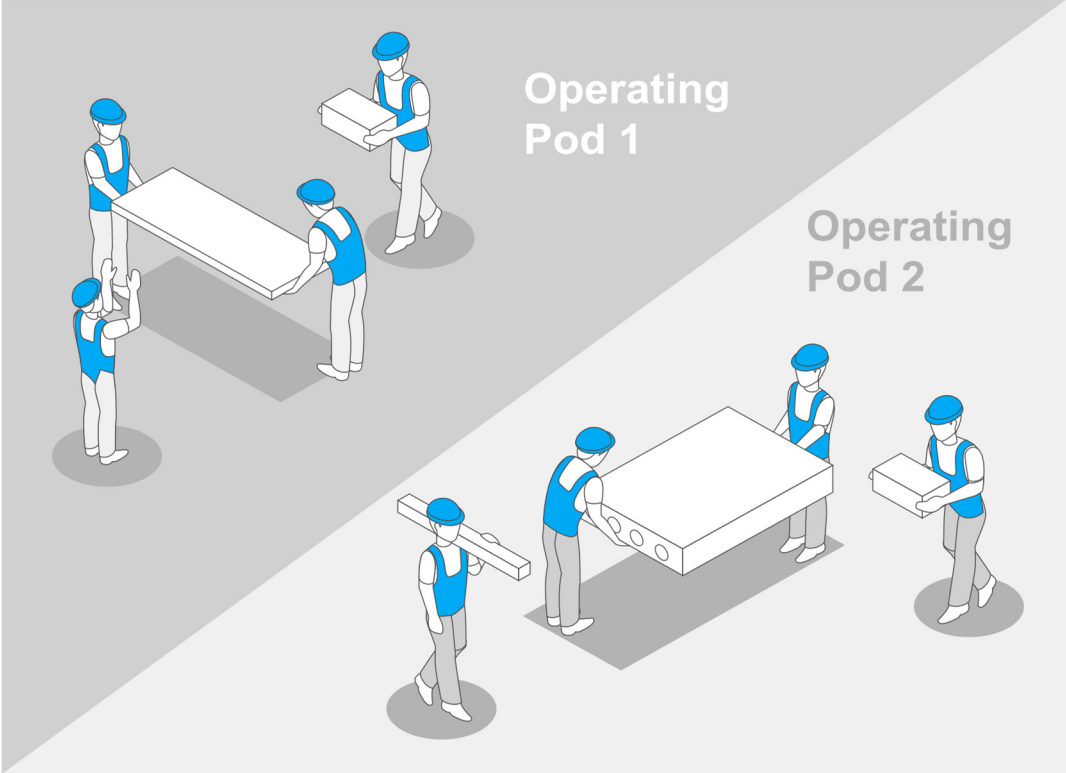
Disinfect employee uniforms at the end of the day

Provide mask disinfection cabinets at regular distances

Where this has been done

- Multinational automotive manufacturer in China
- American multinational automotive manufacturer
- Taiwanese electronics manufacturer

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



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Separate in space & time

Office

Manufacturing

Retail

Field

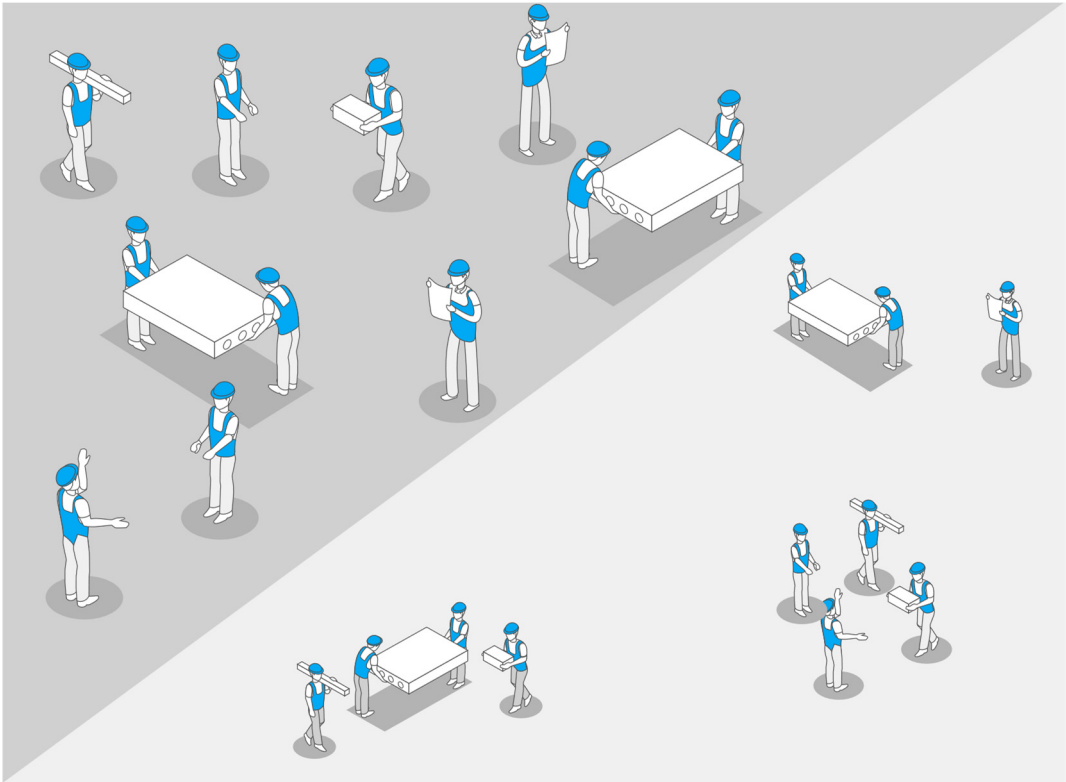
Description of potential intervention

- 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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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

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

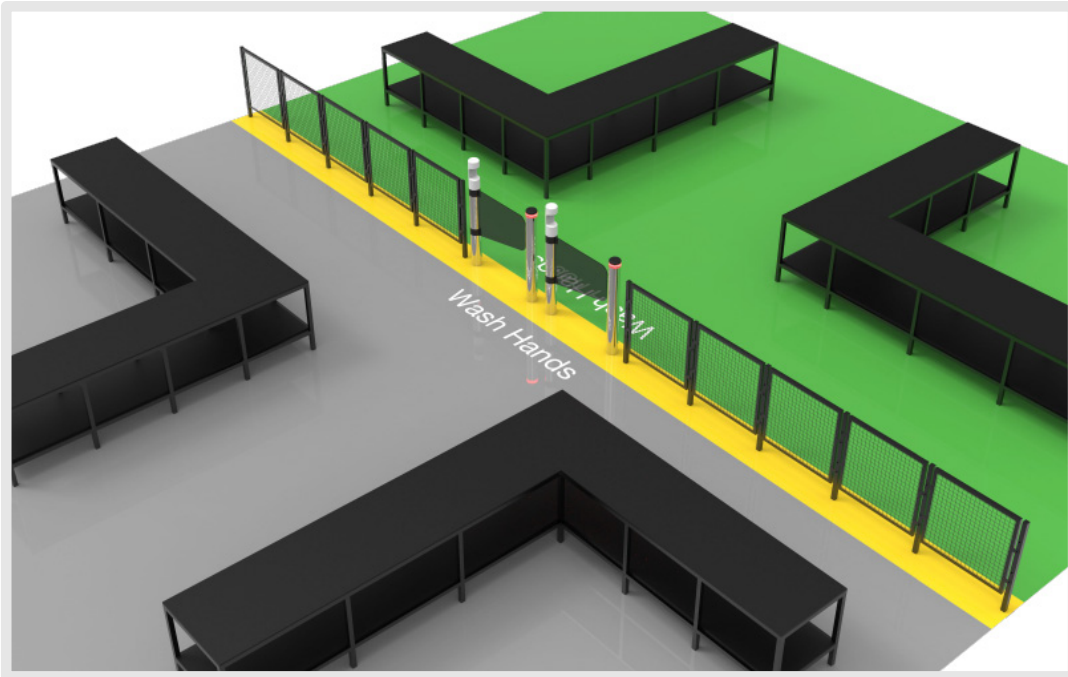
Corporate offices for conglomerates in South Korea

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

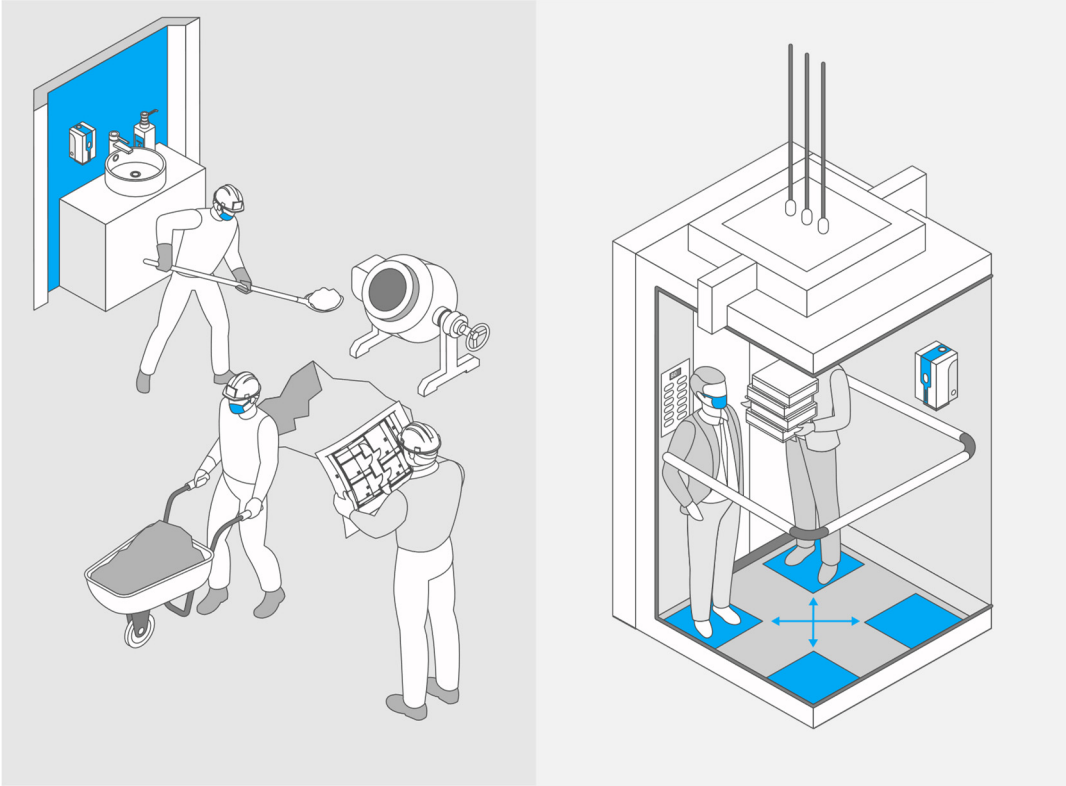
Restrict movement through various parts of the office for staff working in that particular section

Where this has been done

Taiwanese electronics manufacturer

American multinational technology conglomerate

Providing cleaning equipment to employees and customers



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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

Making contactless thermometers visibly available onsite



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Upgrade equipment

Office

Manufacturing

Retail

Field

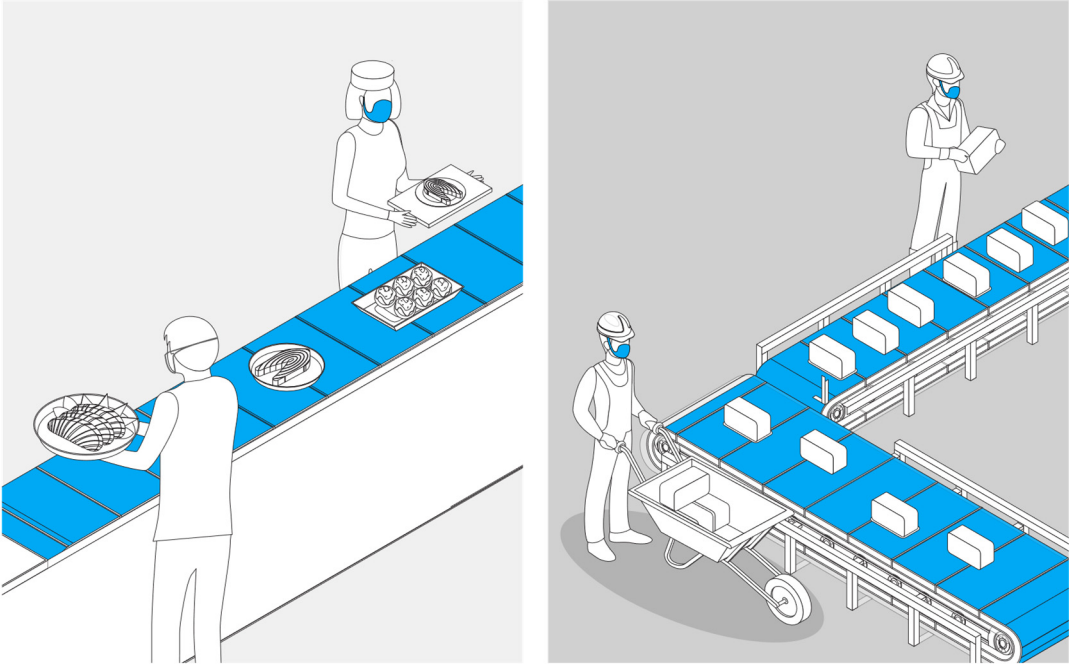
Description of potential intervention

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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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 conveyer 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

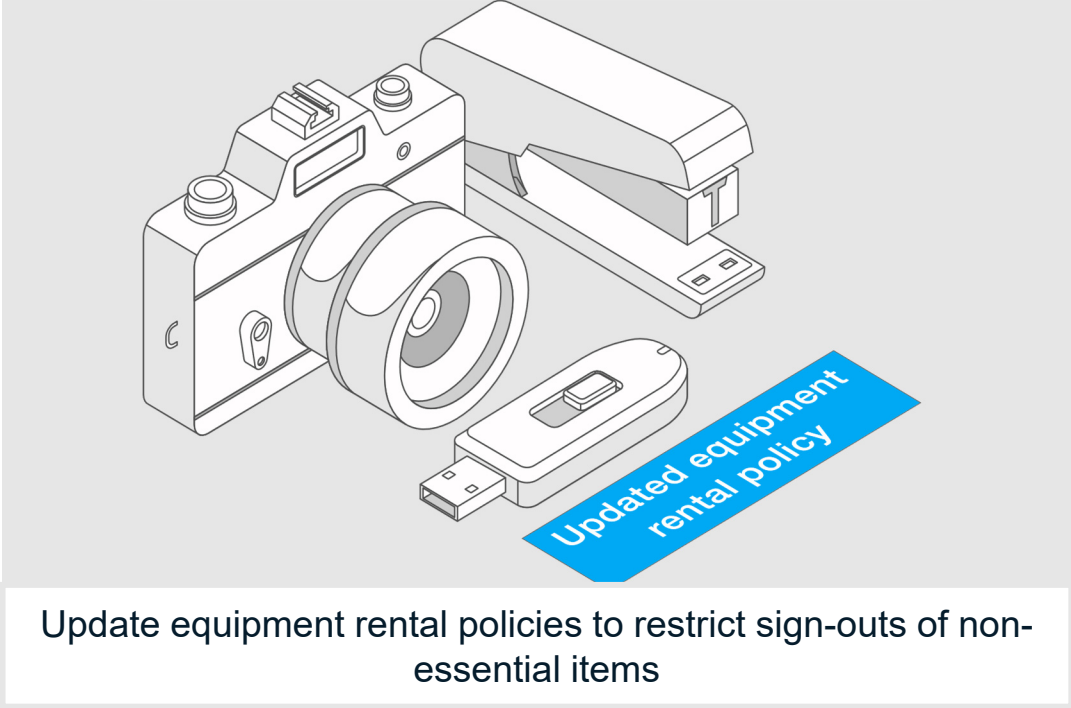
Where this has been done

Restaurants in China

American utilities companies

Manufacturing factories in China

Limiting equipment sharing between employees



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Separate in space & time

Office | Manufacturing | Field

Description of potential intervention

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

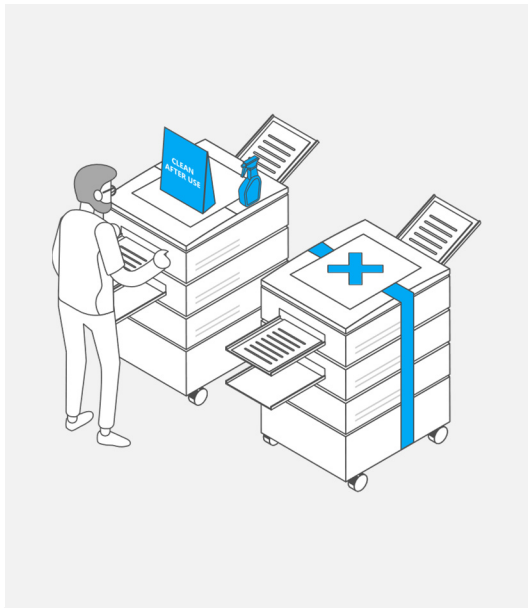
Remove shared office equipment such as staplers, printers, pens, etc.

Add increased measures around disinfection of equipment once returned

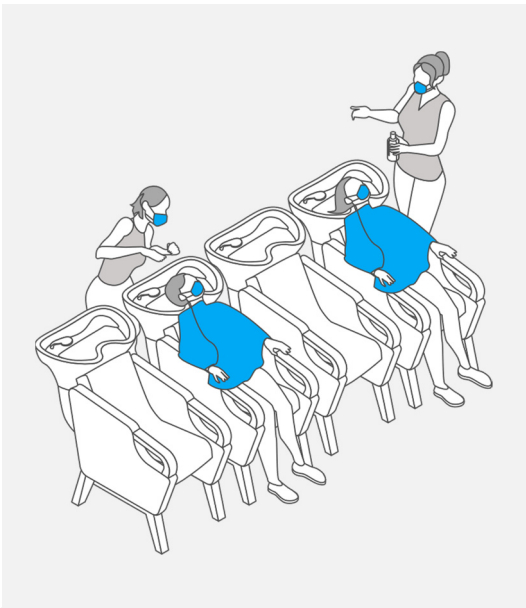
Where this has been done

Corporate offices of multinational aerospace manufacturer

Alternating equipment and cleaning between customer or employee use



Alternate use of shared office equipment



Alternate salon chairs periodically

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1. Hospitality refers to the travel and hospitality work environments

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Clean & disinfect

Office

Manufacturing

Retail

Hospitality¹

Description of potential intervention

Alternate all equipment used by employees and customers such as salon chairs, exercise machines in gyms, printers in offices, etc

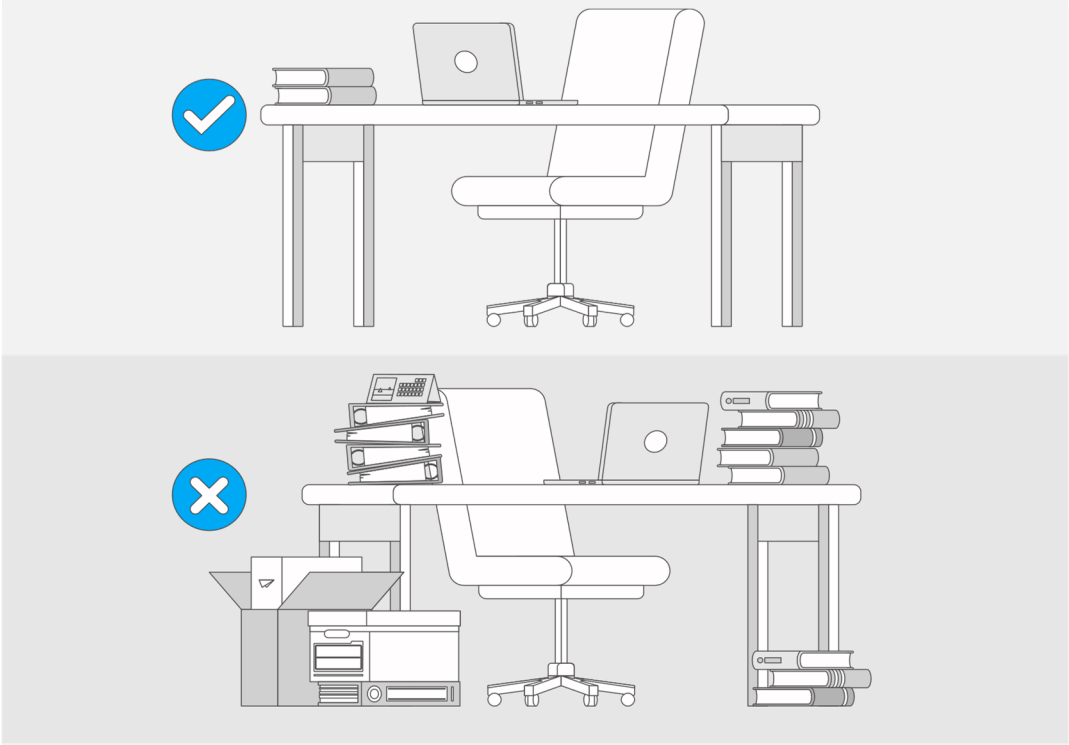
Follow CDC guidelines to clean the equipment; include additional cleanings between customer or employee use

Institute gym-like policies requiring equipment wipe-down after use

Where this has been done

- American multinational fitness chain
- American multinational restaurant chain
- American airline company

Instituting a clean desk/work station policy for all employees



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Drive safe behavior norms

Office

Description of potential intervention

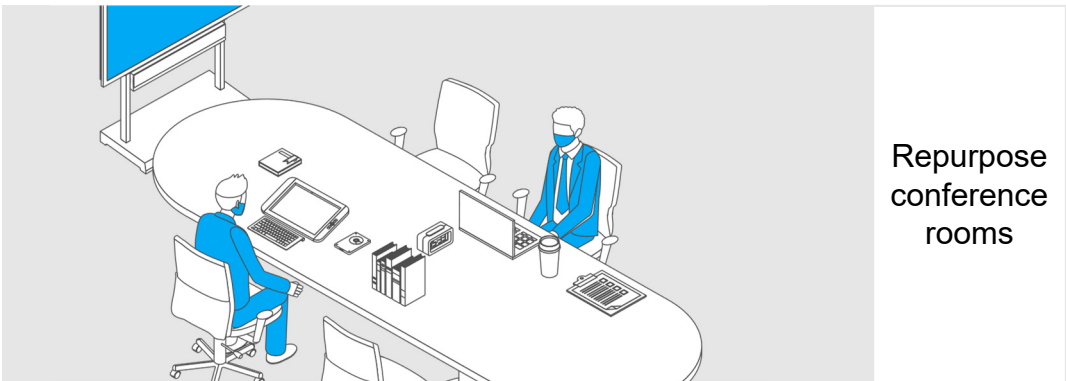
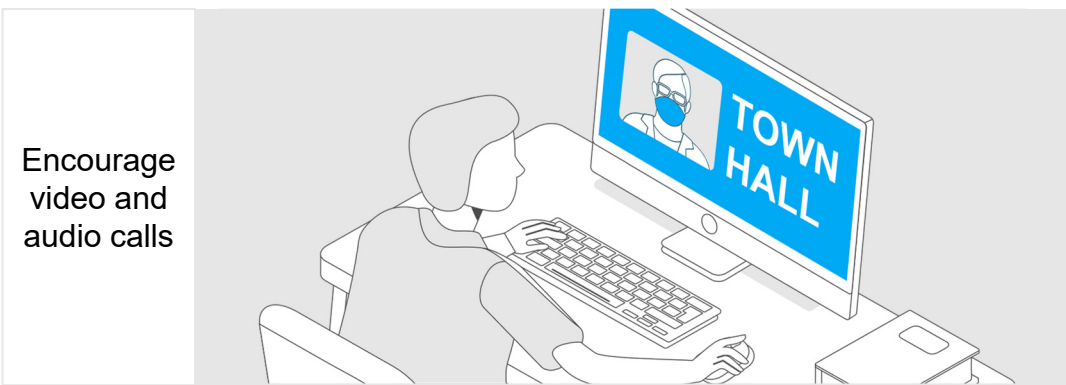
Institute a clean desk policy to support overall office health and safety with daily cleaning and disinfection after the work day

Where this has been done

Global corporate offices of large fast food chain

American multinational automotive manufacturer

Limiting larger gatherings and employee meetings



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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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Drive safe behavior norms

Office

Manufacturing

Retail

Field

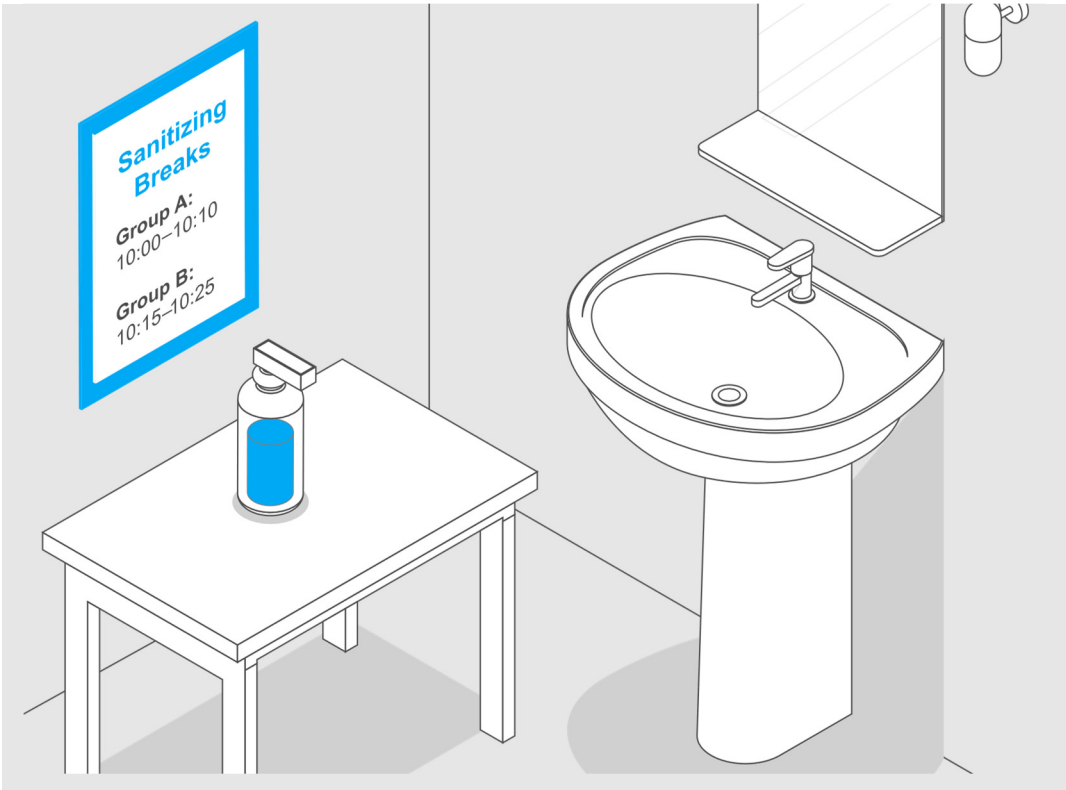
Description of potential intervention

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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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)



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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.

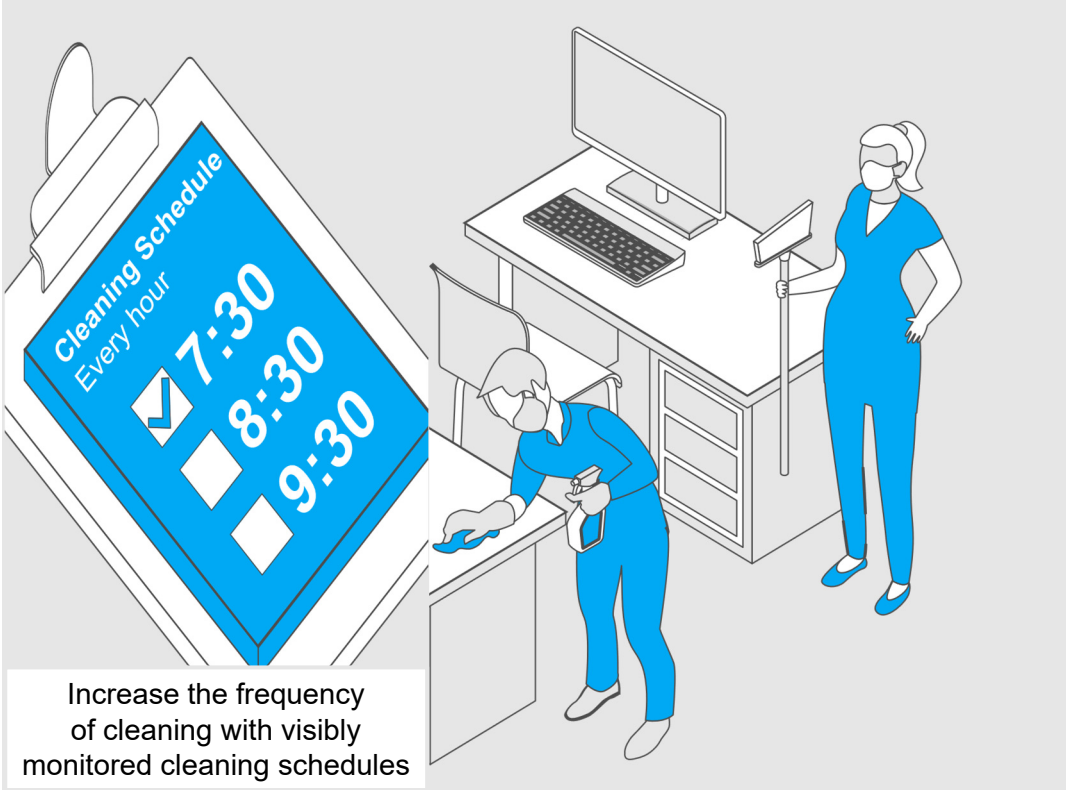
Increase frequency of cleaning of those surfaces throughout the workday

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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Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

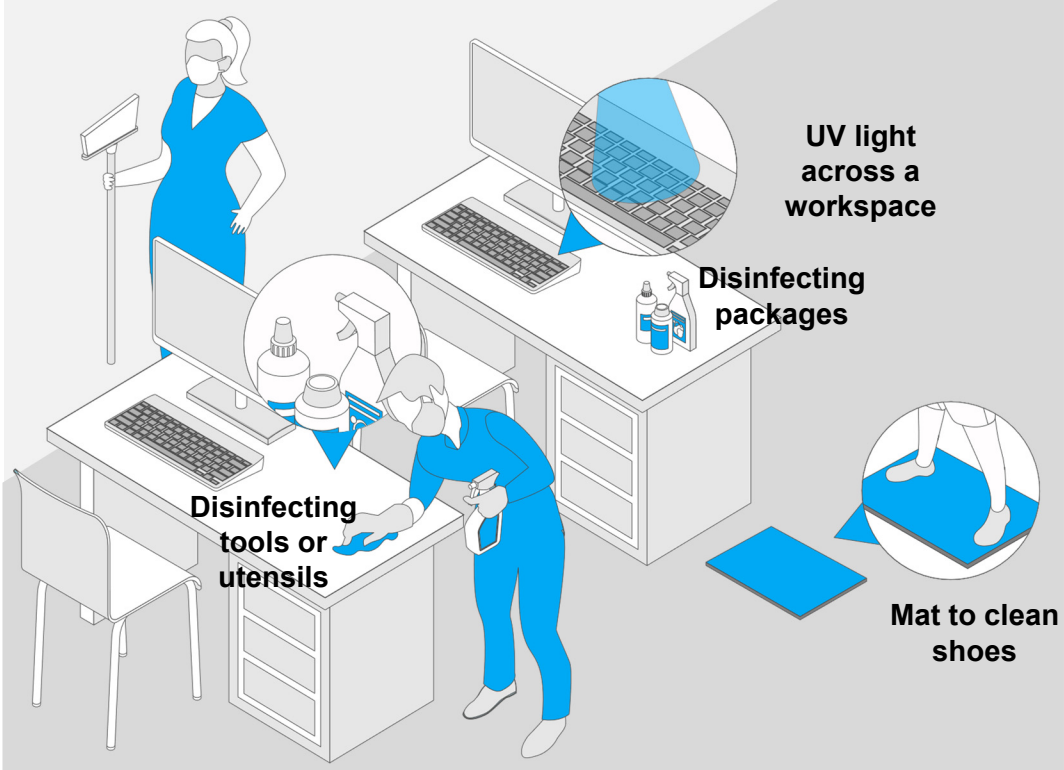
Visible recording and monitoring of cleaning

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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Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

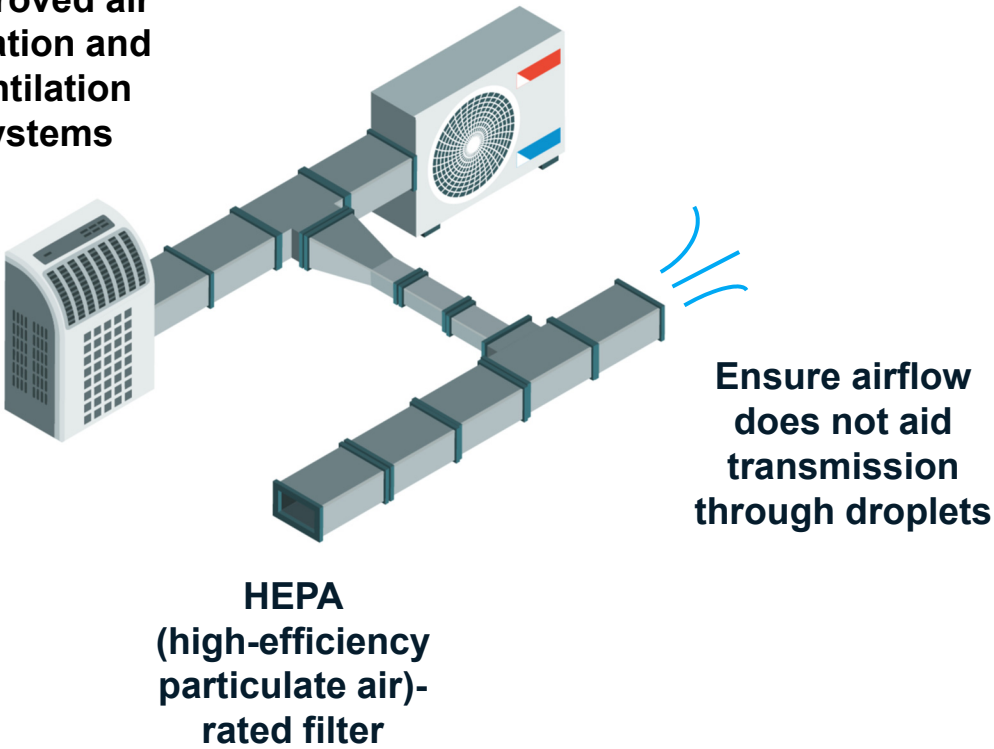
- Use **ultraviolet germicidal irradiation** to clean critical-function rooms (e.g., operations centers, real-time market trading desks, IT operations centers, call centers, kitchens, etc)
- Increase use of **iodine/ethanol for sanitization** (e.g., mat infused with product to clean shoes)
- All common 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



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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

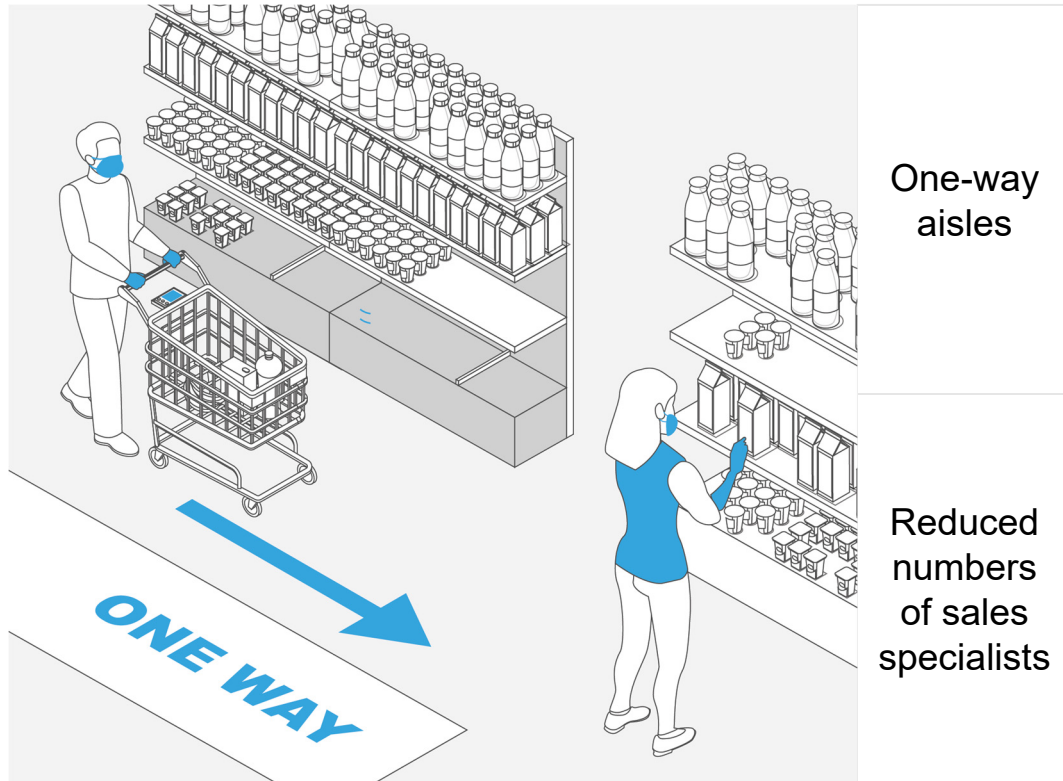
Where this has been done

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

American multinational automotive manufacturer

Global commercial real estate company

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

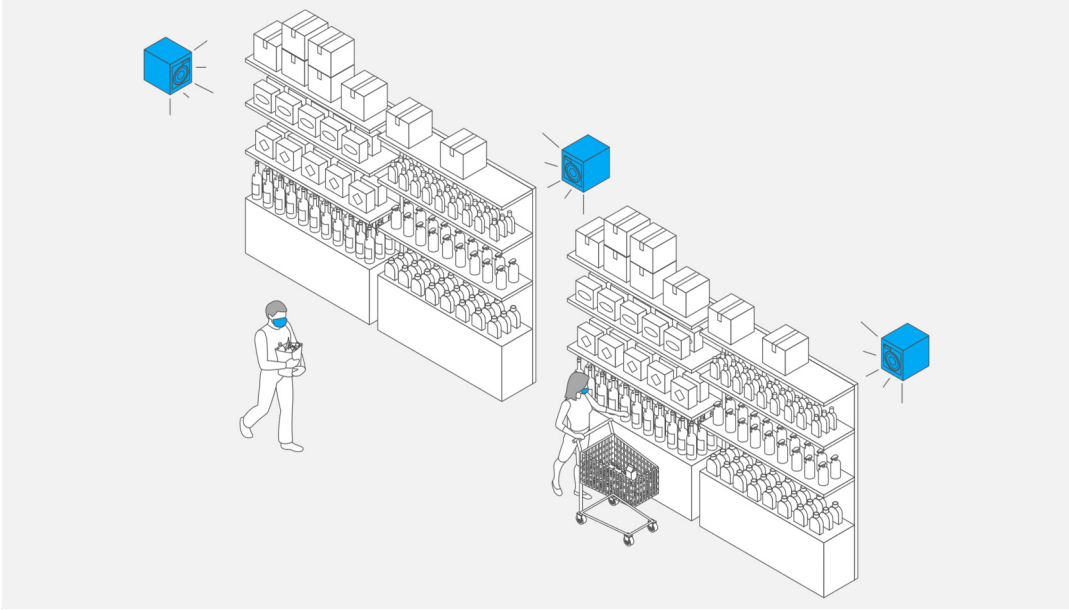
Where this has been done

American grocery stores

American multinational aerospace and defense manufacturer

American commercial real estate company

Using in-store PA announcements to reinforce healthy habits and physical distancing



In-store PA announcements

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Drive safe behavior norms

Retail

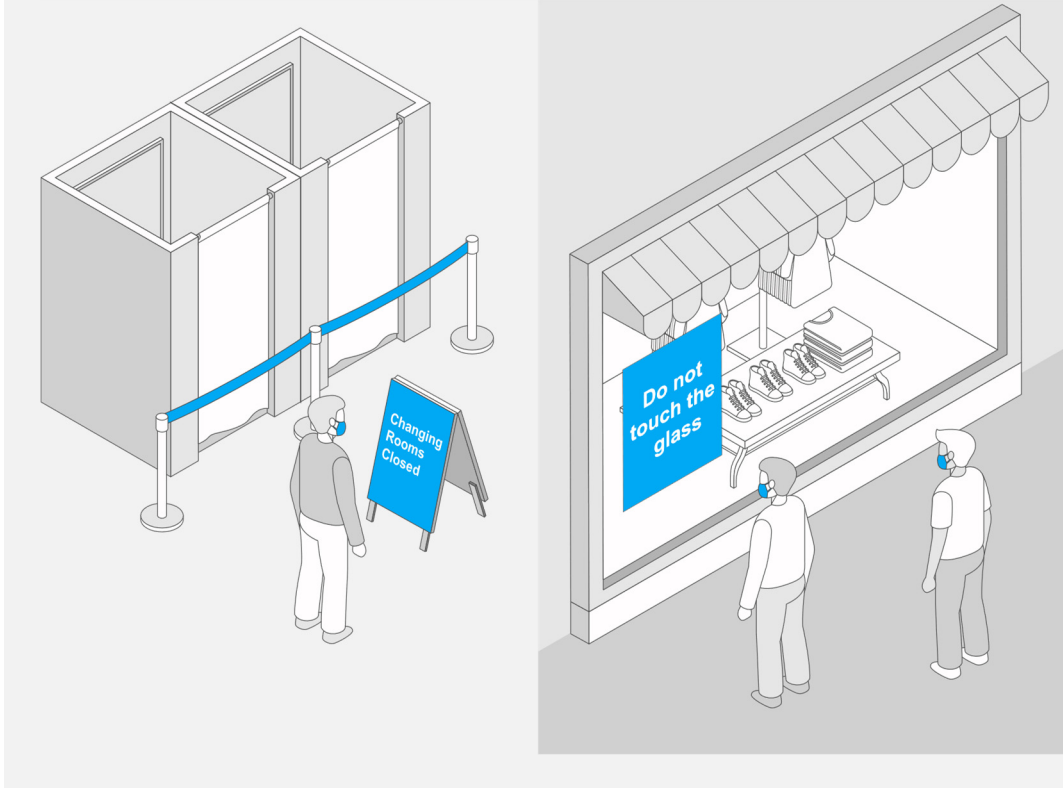
|

Hospitality¹

Description of potential intervention

Use in-store radios to reinforce healthy habits and encourage customers and employees to follow physical distancing rules

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

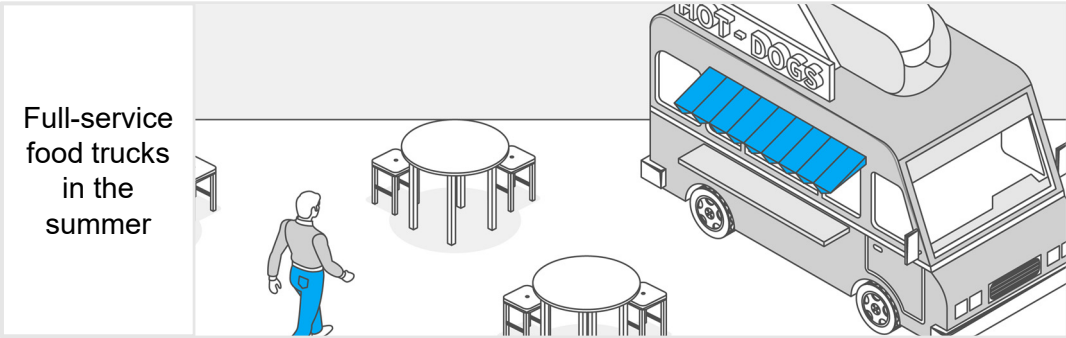
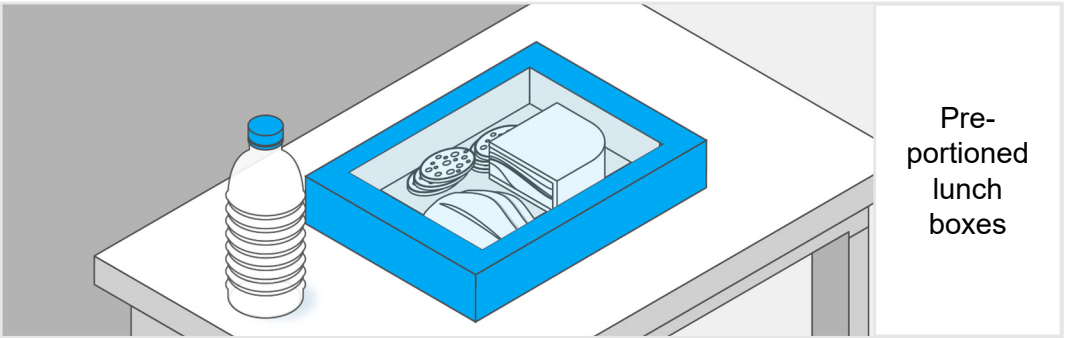
Encourage **customers not to return items** to shelves

Where this has been done

Large American supermarkets

Multinational clothing retailers

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



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Upgrade equipment

Office | Manufacturing | Retail | Field | Hospitality¹

Description of potential intervention

Swap self-service lunch options like buffets for prepackaged and portioned meals to minimize shared utensils and exposure risk during the meal

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

Remove condiments or items at tables that remain between customers

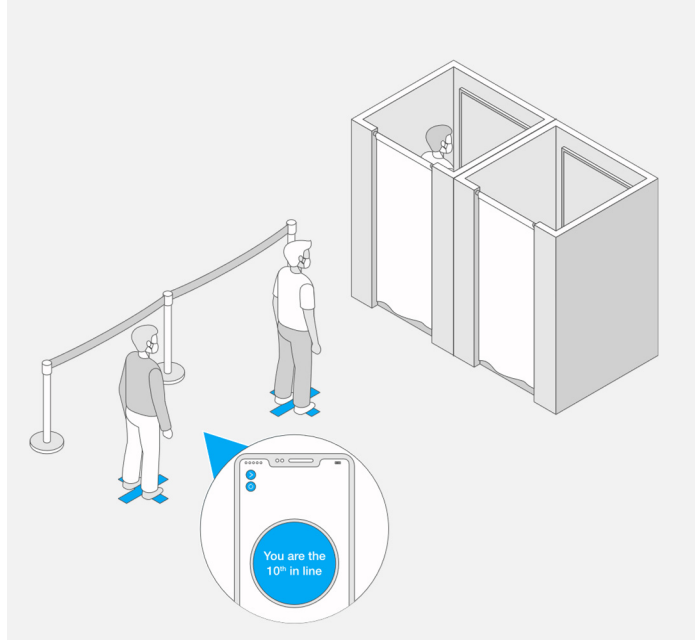
Remove self-service food extras such as drink dispensers, napkins, utensil trays, etc

Where this has been done

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

American multinational automotive manufacturers

Ensuring physical separation between customers



Queue for fitting room



Spacing between employees and customers

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Pre-entry

Travel to work

At work

Common areas

Post-infection

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

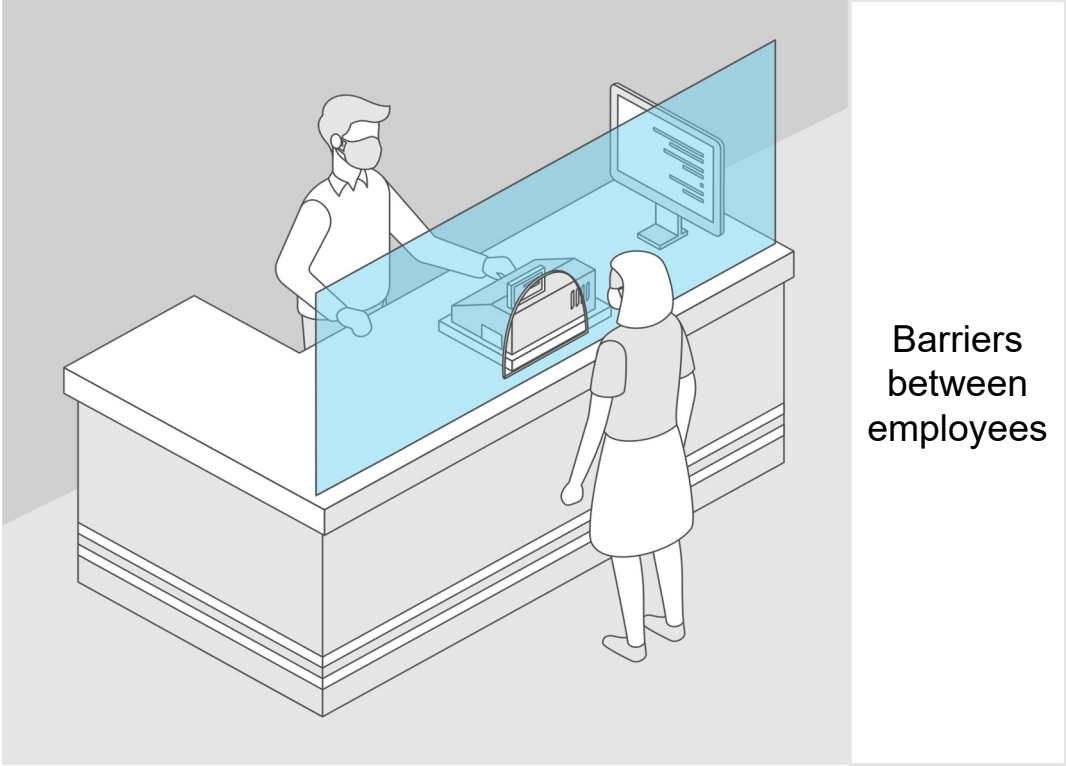
Adopt virtual waiting area or queue and use online appointment scheduling where feasible

Where this has been done

American grocery stores

Multinational retail stores in China

Installing plexiglass barriers between employees and customers



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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

Restructuring physical stores to operate as ‘dark stores’



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Pre-entry

Travel to work

At work

Common areas

Post-infection

Upgrade equipment

Retail

Description of potential intervention

Restructure physical stores to become “dark stores” (similar to dark kitchen): operations are store-front only, for walk-up sales or online orders & delivery, no customers allowed in the store’s physical space

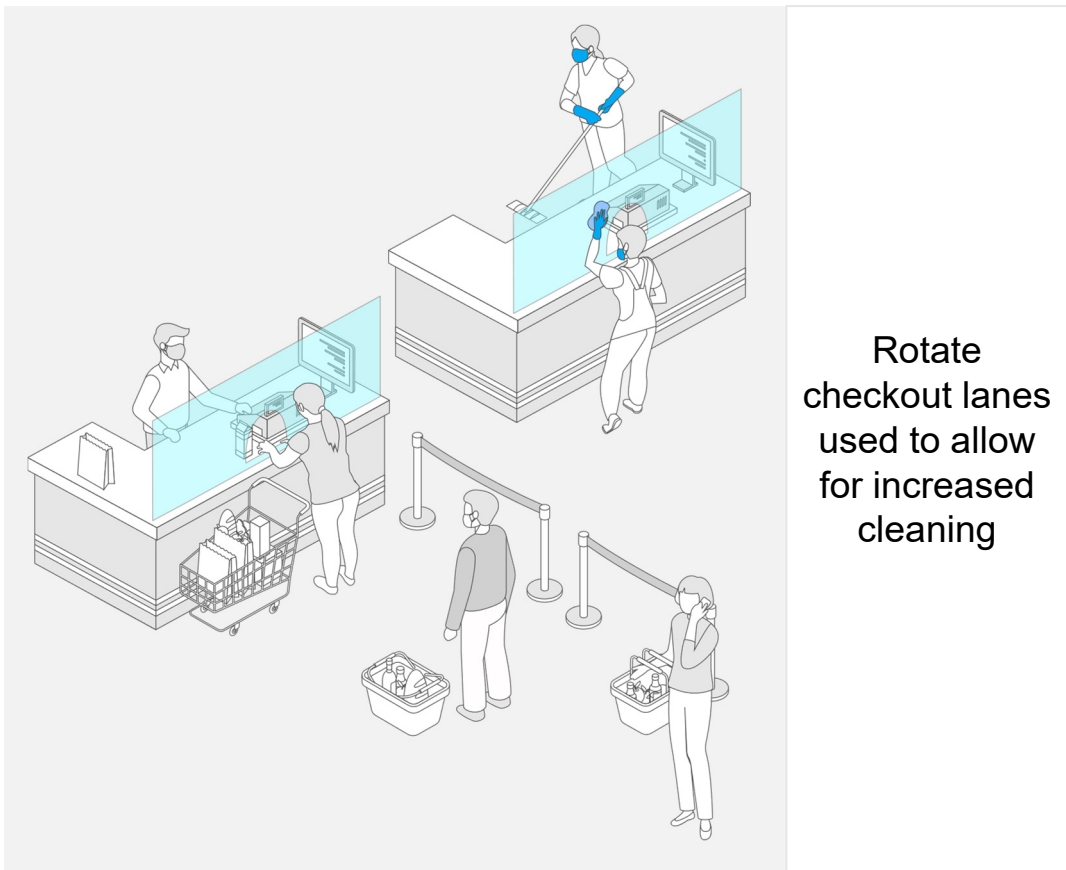
Set up street-front counters so that customers can buy sundries, groceries, or other goods without entering

Where this has been done

American multinational food and beverage corporation

American grocery stores

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



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Separate in space & time

Retail

Description of potential intervention

Alternate cash-register lanes to reduce congestion

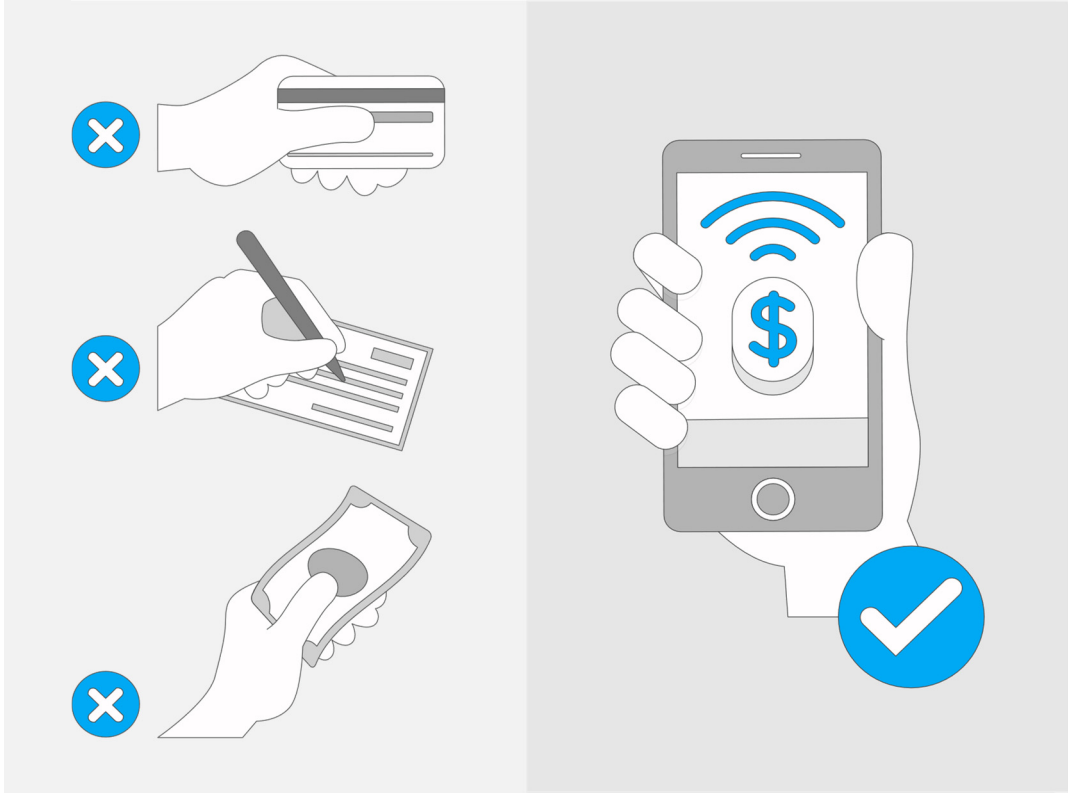
Rotate lanes to allow for cleaning

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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Upgrade equipment

Retail

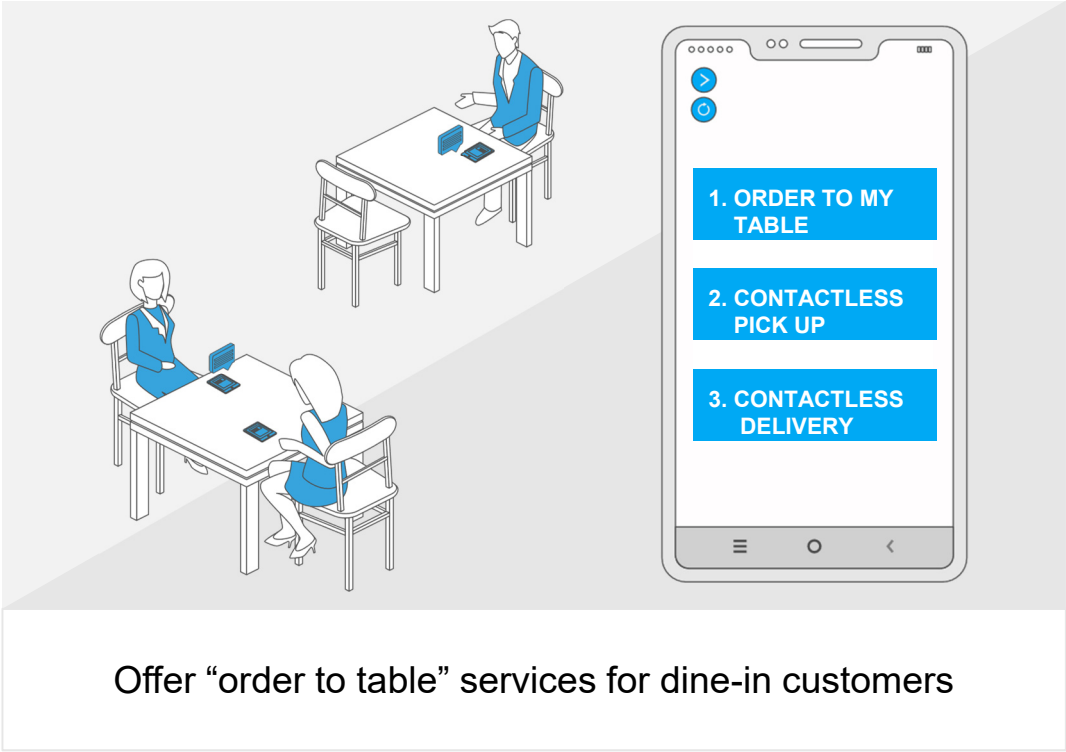
Description of potential intervention

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

Where this has been done

Large US supermarkets

Offering preordering and digital ordering for food services



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Drive safe behavior norms

Retail

Description of potential intervention

Offer online menus that customers can use in place of paper menus

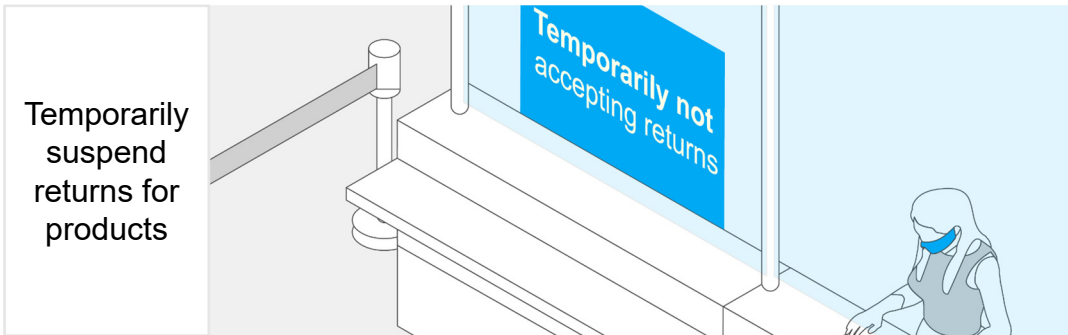
Offer order-to-table or order-from-table services for customers who prefer digital ordering while dining in

Where this has been done

American fast casual restaurant chain

American theme park and entertainment complex

Altering return and cancellation policies



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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

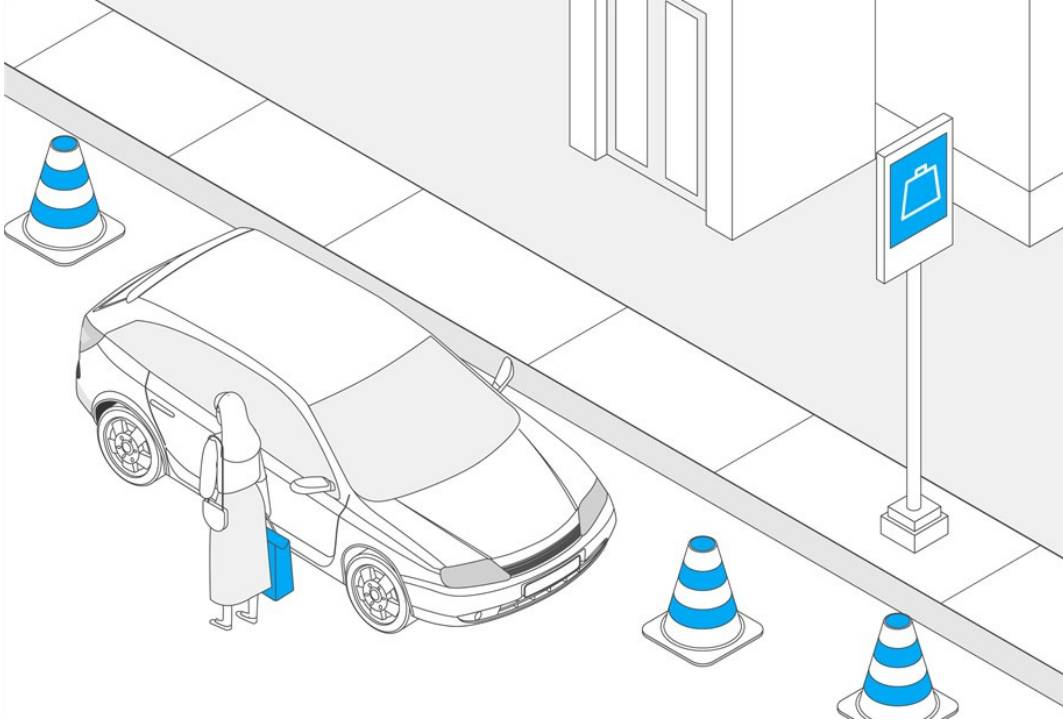
For pre-booked tickets, offer no-fee changes and cancellations (airlines)

Where this has been done

Multinational retail stores in the United States and Canada

Global airline in Asia and Europe

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

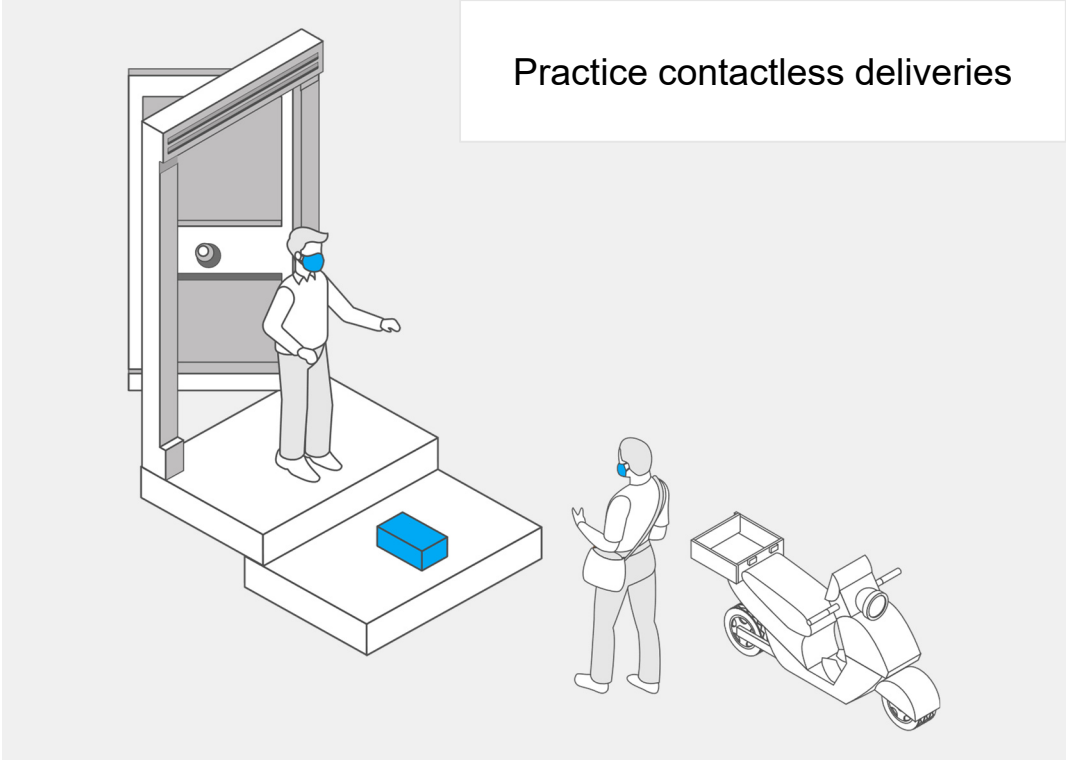
Encourage customers to use curbside pickup over in-store options

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

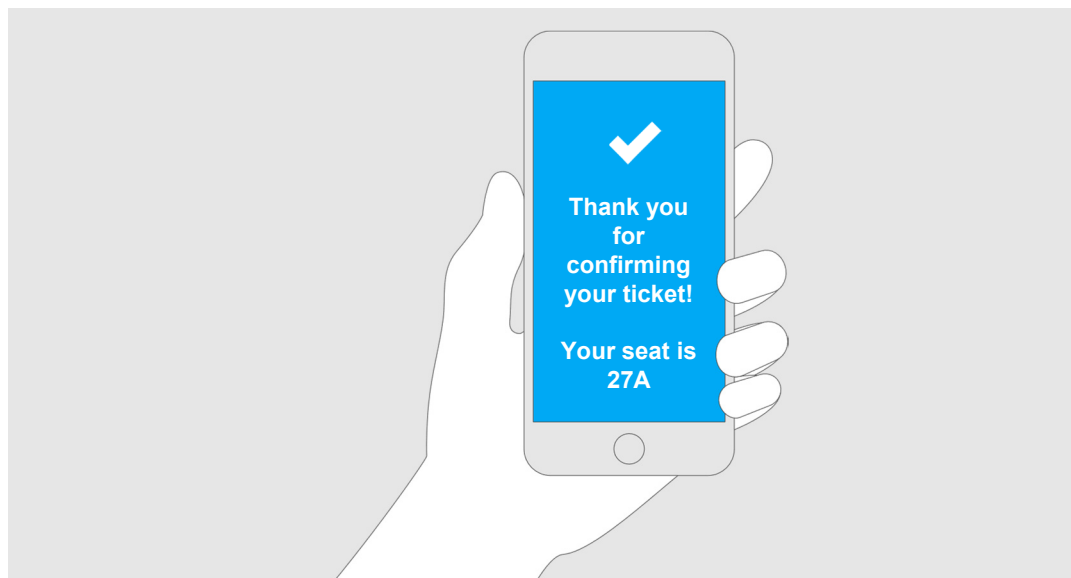
Where this has been done

American food delivery services

American multinational beverage corporation

American multinational automotive company

Using software to space out ticketed passengers



Allocate seats to ensure physical distancing between passengers

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Hospitality¹

Description of potential intervention

Block middle seats in ticketing systems to automatically space out passengers

Allow passengers to book seats together but drop seats between different groups of passengers

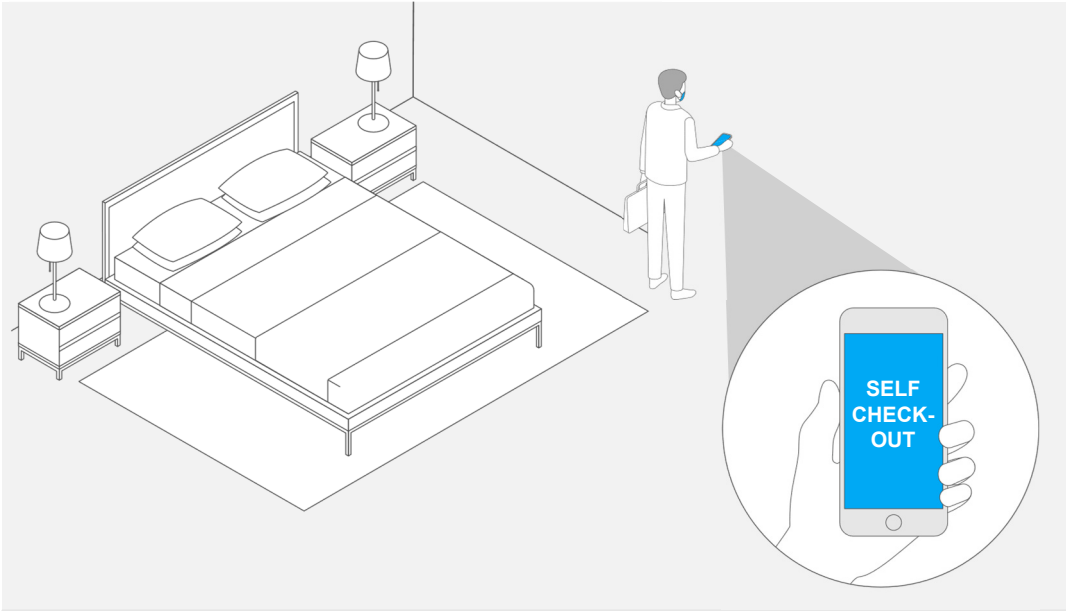
Automatically assign passengers to window seats to the extent possible to maximize the space between passengers

Where this has been done

East Asian high-speed rail system

American airline companies

Encouraging self check-in and check-out to reduce crowds and waiting in the lobby



Encourage guests to use phone applications for self check-in and check-out

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Separate in space & time

Hospitality¹

Description of potential intervention

Provide private check-in and express check-out services that do not require waiting in the lobby

Encourage guests to check-in on the hotel's app and access their room via digital keys, skipping the front desk entirely

Where this has been done

American multinational hotel chains

Creating a culture of community responsibility and collective health



Normalize individual responsibility to maintain best practices

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Drive safe behavior norms

Office

Manufacturing

Retail

Field

Hospitality¹

Description of potential intervention

Emphasize each **individual's role in the health of the entire community** (e.g., one sickness can infect your colleagues, their families, the colleagues of their families)

Increase individual responsibility and accountability to self-report and stay home if they fear infection

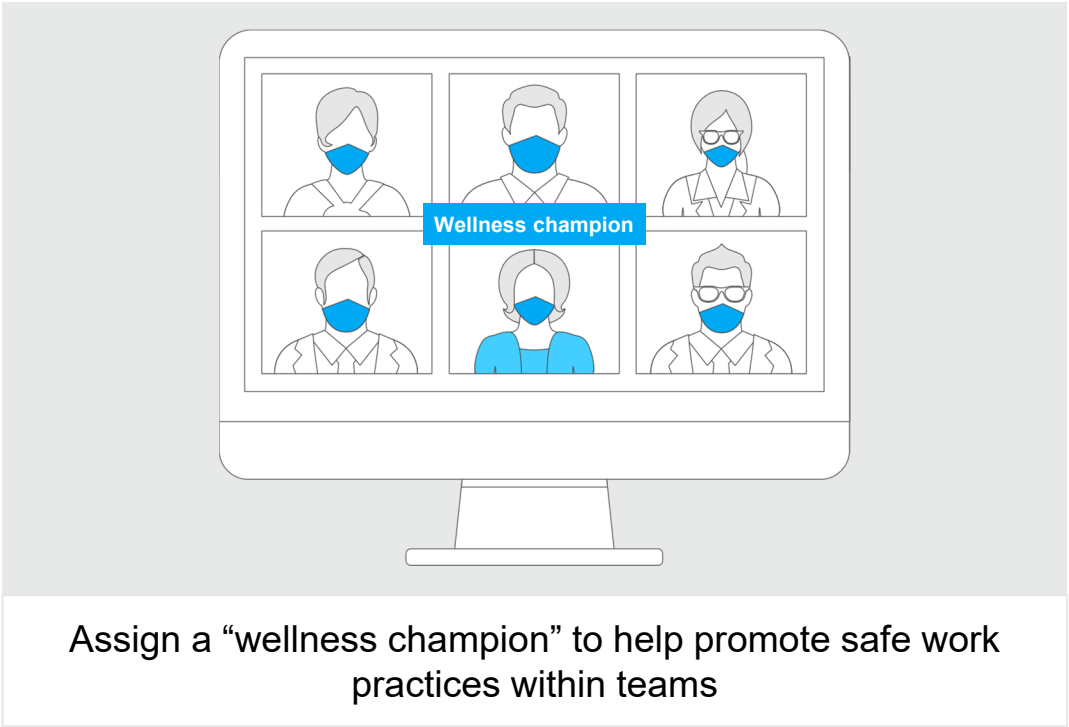
Normalize (and even celebrate) **socially responsible behavior** (e.g., advising colleagues on safe practices and healthy hygiene)

Where this has been done

Global corporate offices of large fast food chain

American multinational automotive company

Considering appointing ‘wellness champions’ to encourage adoption of safety protocols



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Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality¹

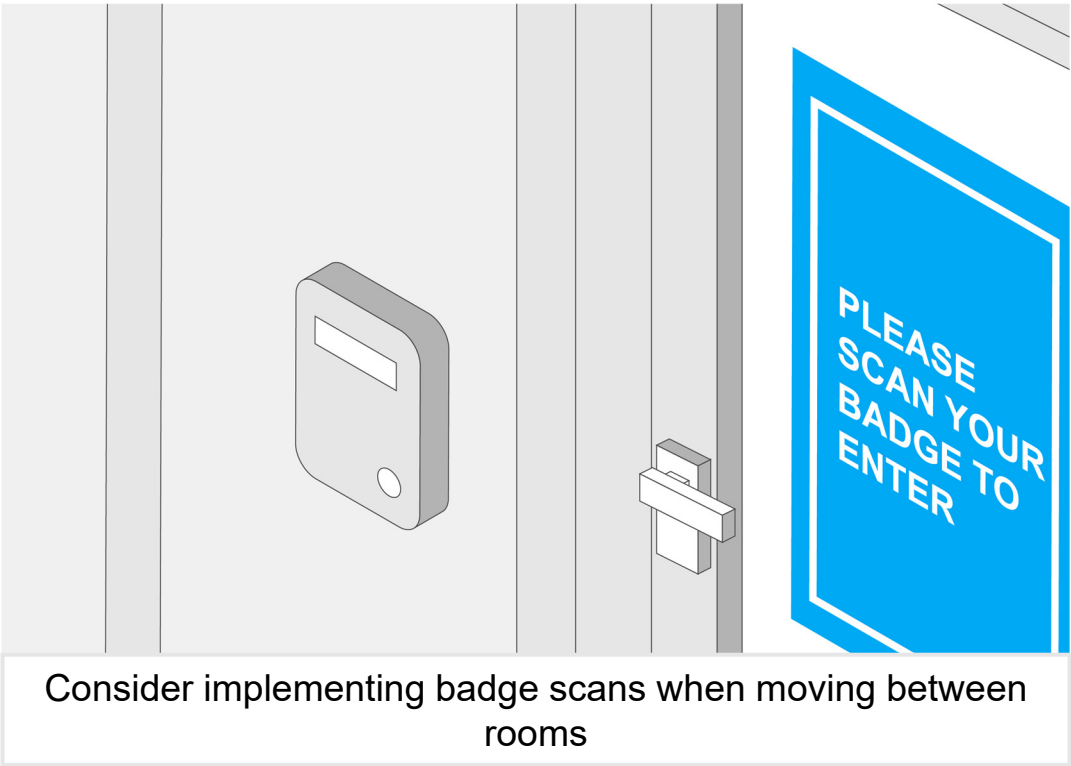
Description of potential intervention

Encourage team leaders or members of teams to step up as “wellness champions”—promoting team safety practices (such as regular temperature checks) and directing team members to appropriate resources

Where this has been done

- Corporate offices of an American multinational
- South Korean automotive manufacturer
- American grocery chain

Monitor adherence to physical distancing guidelines to inform helpful interventions



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Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality¹

Description of potential intervention

Install **badge scanners** at the entrance to each room to generate live data of employee traffic for:

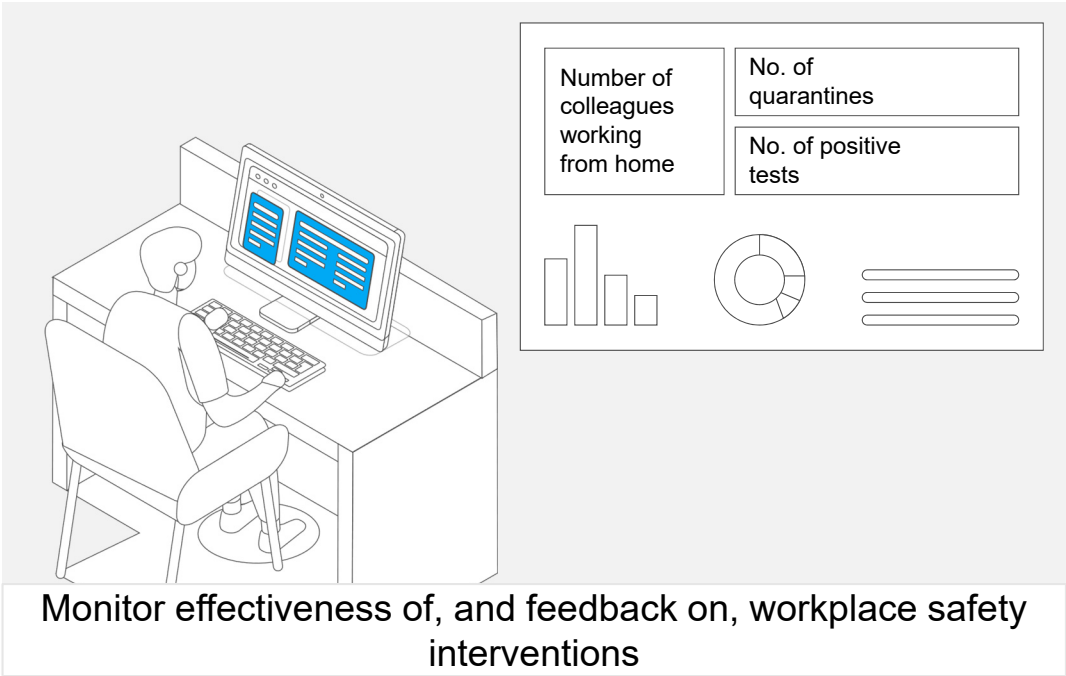
- Identifying **employees** with high transmission potential (e.g., move through 10x more rooms and floors than average)
- **Consider intervention based on** empirical data on movement patterns
- Better understanding **high-traffic areas** to reorganize office norms and equipment accordingly

Have **digital sign-in desks** between rooms (to evaluate rates of movement)

Where this has been done

Corporate offices in the United States
Multinational automotive manufacturer

Continuous reevaluating, updating, and improving of safety measures



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Insure & respond

Office | Manufacturing | Retail | Field | Hospitality¹

Description of potential intervention

Collect customer and employee feedback on safety measures and use this to inform changes to current interventions

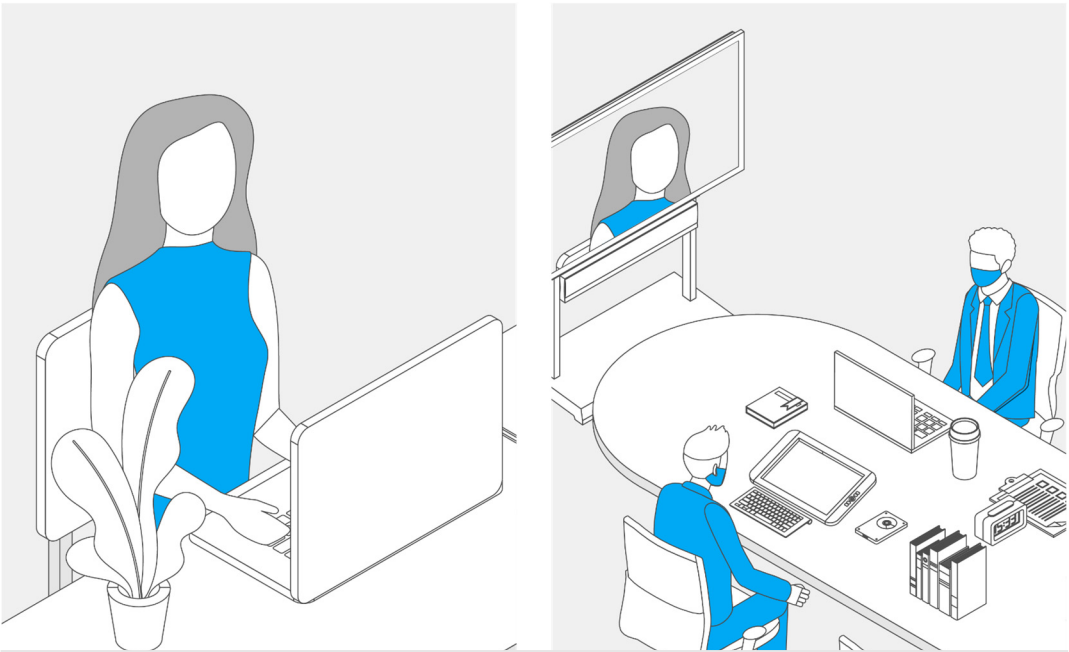
Track organizational and macro health statistics to make decisions on easing or updating of safety measures

Where this has been done

Global corporate offices of large fast food chain

American multinational online retail company

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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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)

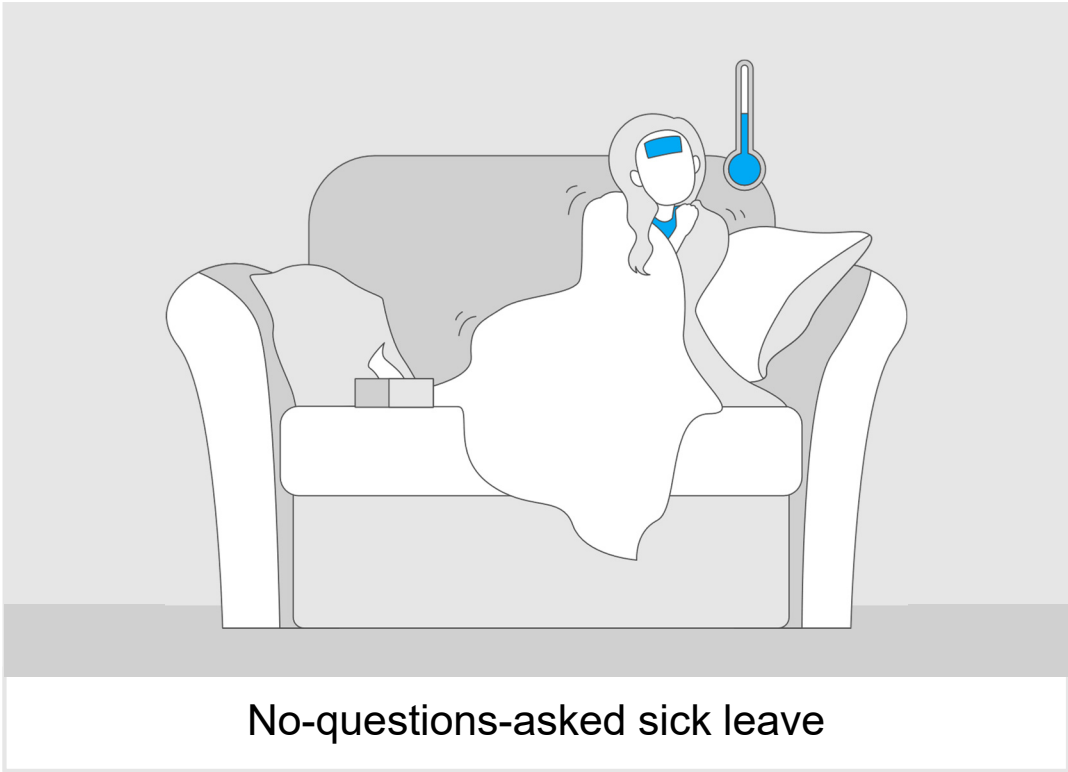
Consistently use digital tools (e.g., code management, documentation management, defect tracking, integration) and introduce measures to help with digital fatigue

Where this has been done

American financial services company

South Korean conglomerates

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



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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 polices that will apply during the ongoing conditions

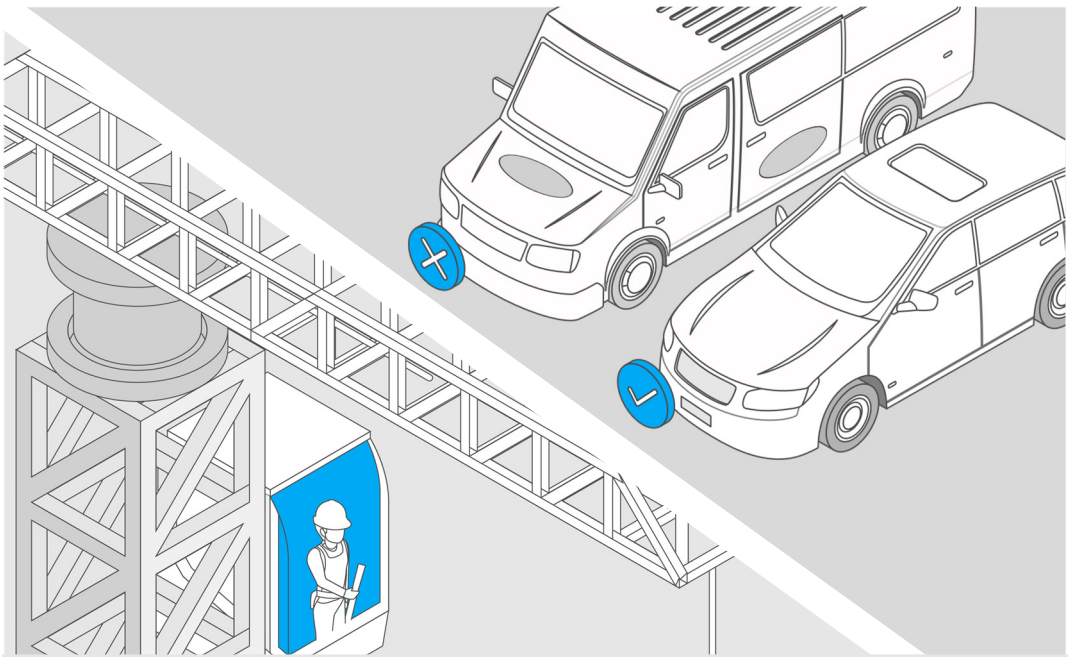
Reimburse sick time off and institute short-term disability leave programs and emergency leave policy

Where this has been done

American multinational technology conglomerate

South Korean multinational conglomerates

Introducing safety protocols for vehicles used for work



Encourage use of personal vehicles and ensure one employee per vehicle, per shift, where possible

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Separate in space & time

Manufacturing | Retail | Field | Hospitality¹

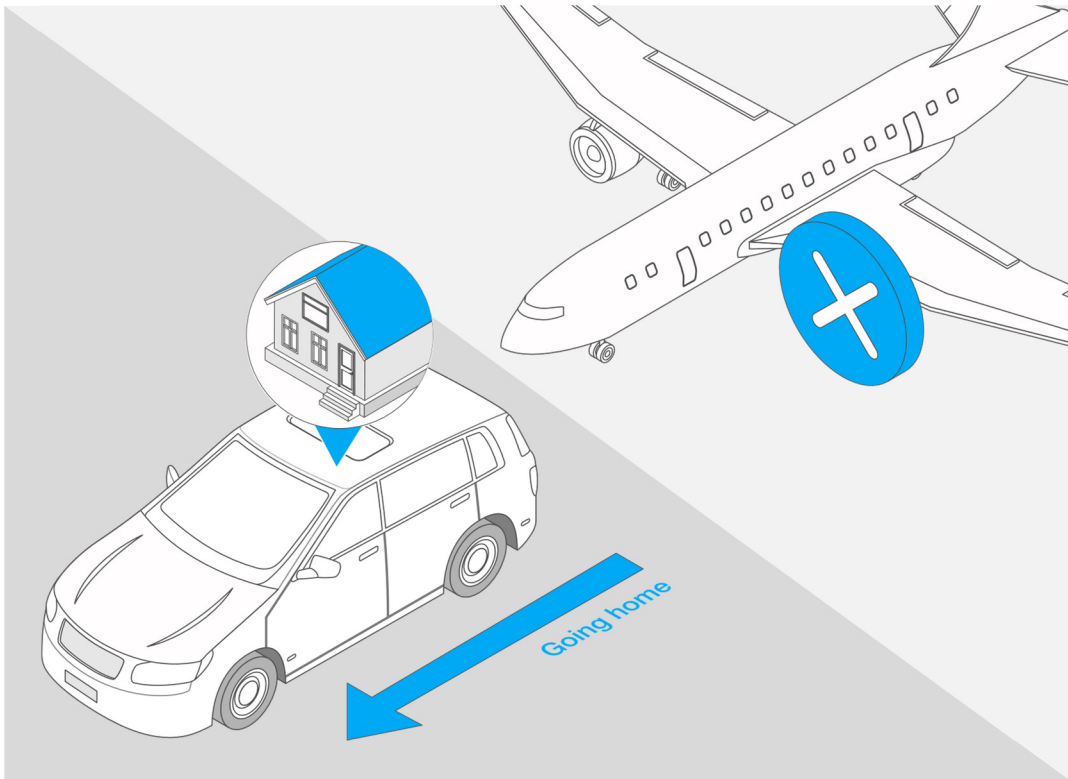
Description of potential intervention

- Encourage use of personal vehicles as opposed to shared company vehicles at work, where possible
- Allow employees to take company vehicles home to limit vehicle sharing and the need to come into the central location
- Provide long-term rental vehicles for employees
- Adjust mileage and gasoline reimbursement policies to support personal vehicle use
- Ensure that there is only **one employee per vehicle**, per shift, where possible in field sites

Where this has been done

- Global corporate offices of large fast food chain
- American multinational online retail company

Implementing strict domestic, national, and international travel policies



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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

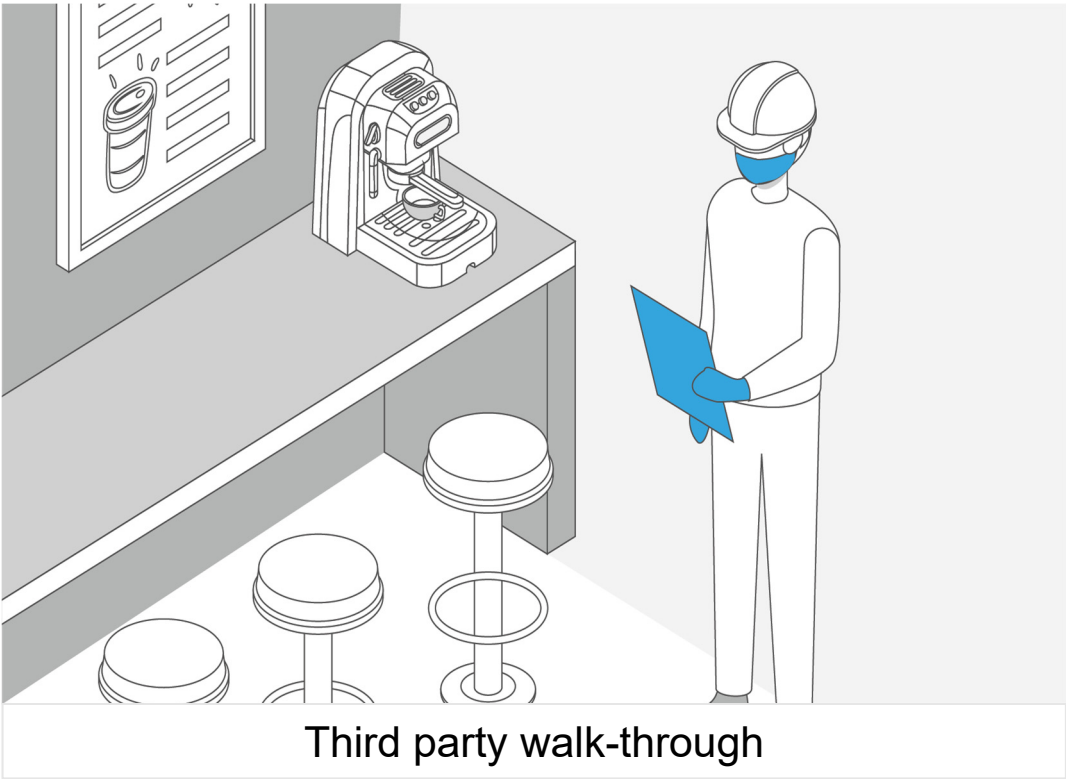
American multinational beverage corporation

American multinational automotive company

Corporate offices of an American multinational company

Common spaces

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



Third party walk-through

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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

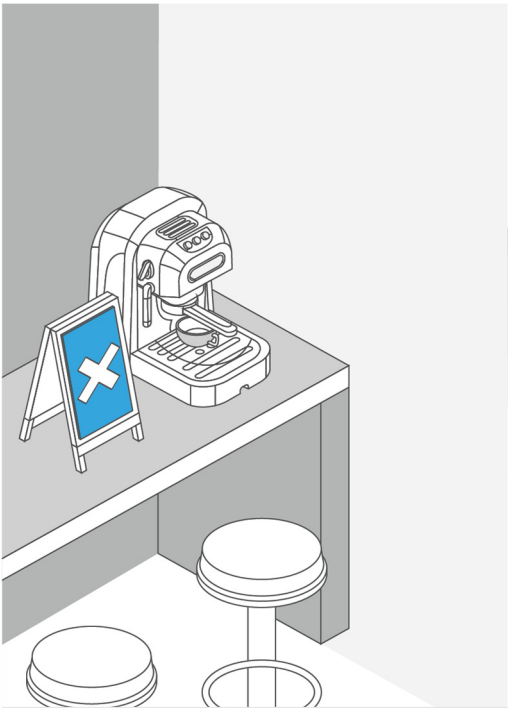
Where this has been done

American multinational aerospace and defense manufacturer

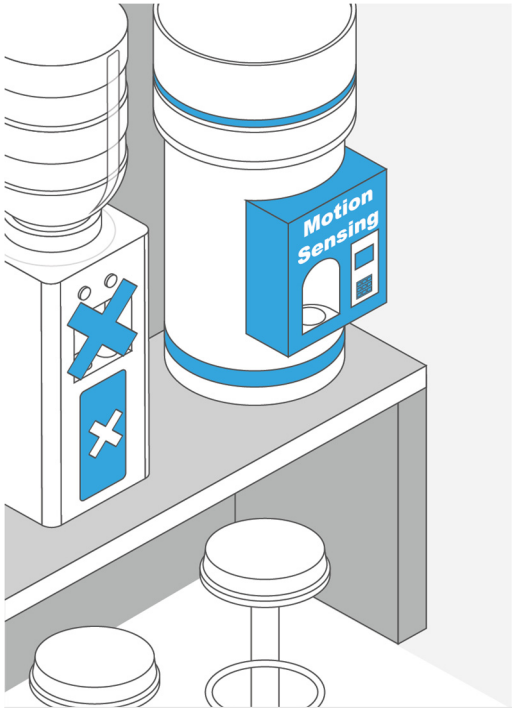
Global commercial real estate company

American multinational technology conglomerate

Removing or replacing high-touch communal resources



Replace coffee dispensers



Install motion-sensing water filling stations

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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

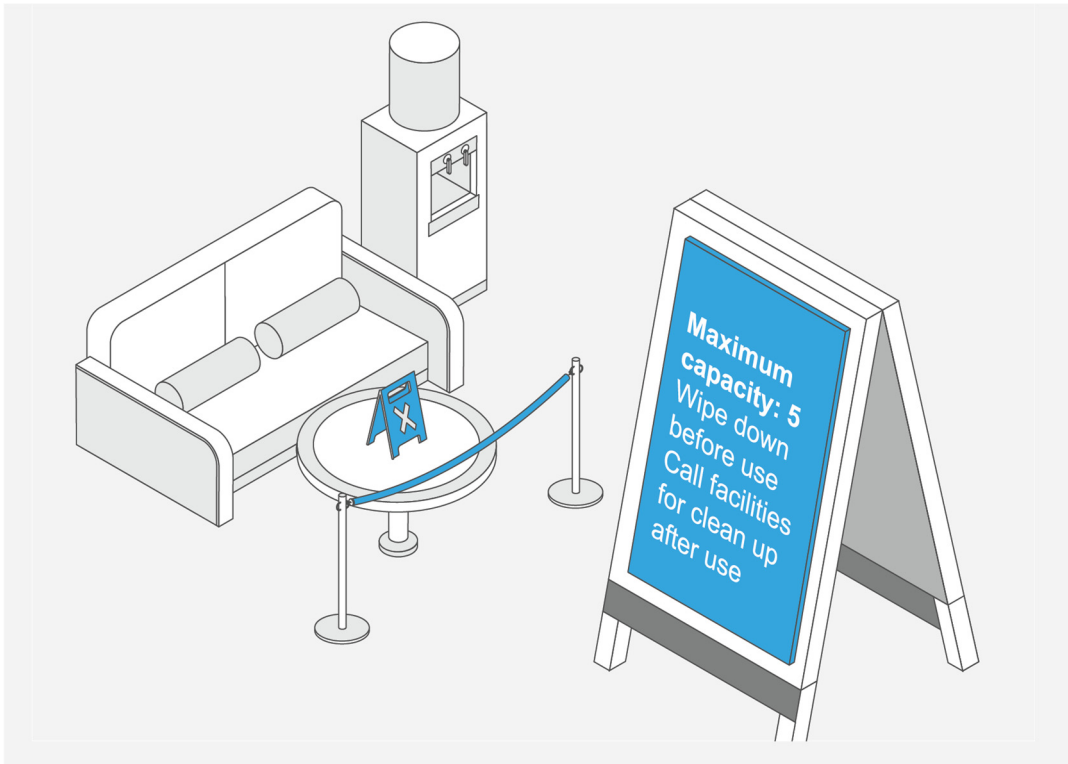
Where this has been done

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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Separate in space & time

Office | Manufacturing

Description of potential intervention

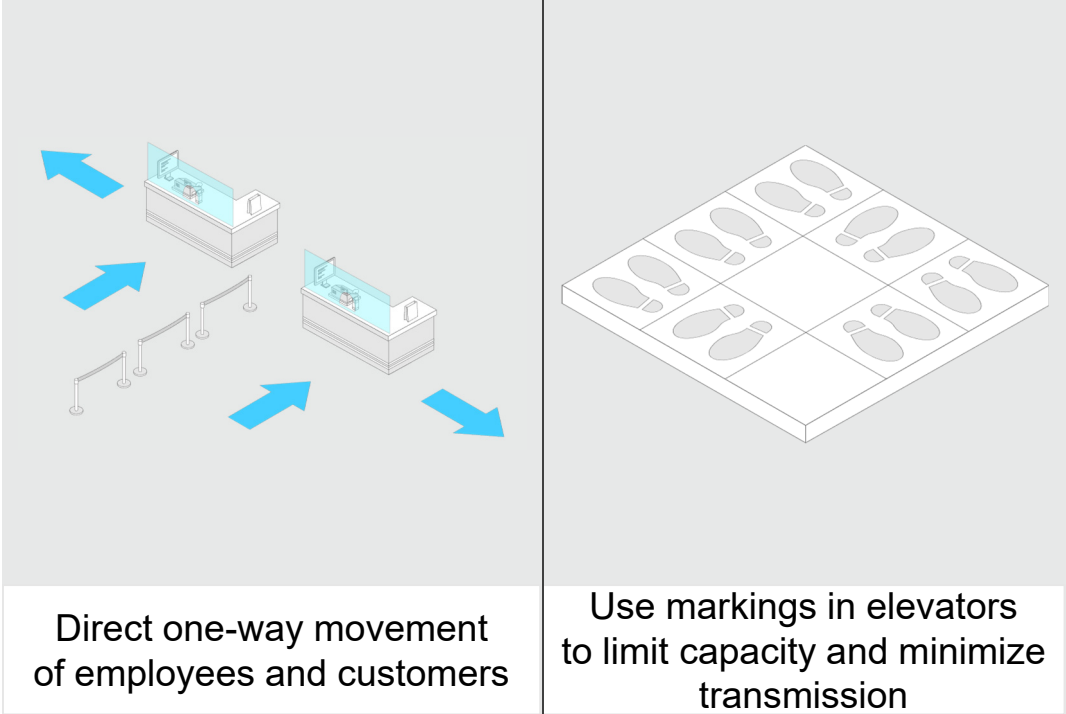
Common areas to be cordoned off initially

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

Using decals and other markings to encourage physical distancing practices



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Drive safe behavior norms

Office

Manufacturing

Retail

Hospitality¹

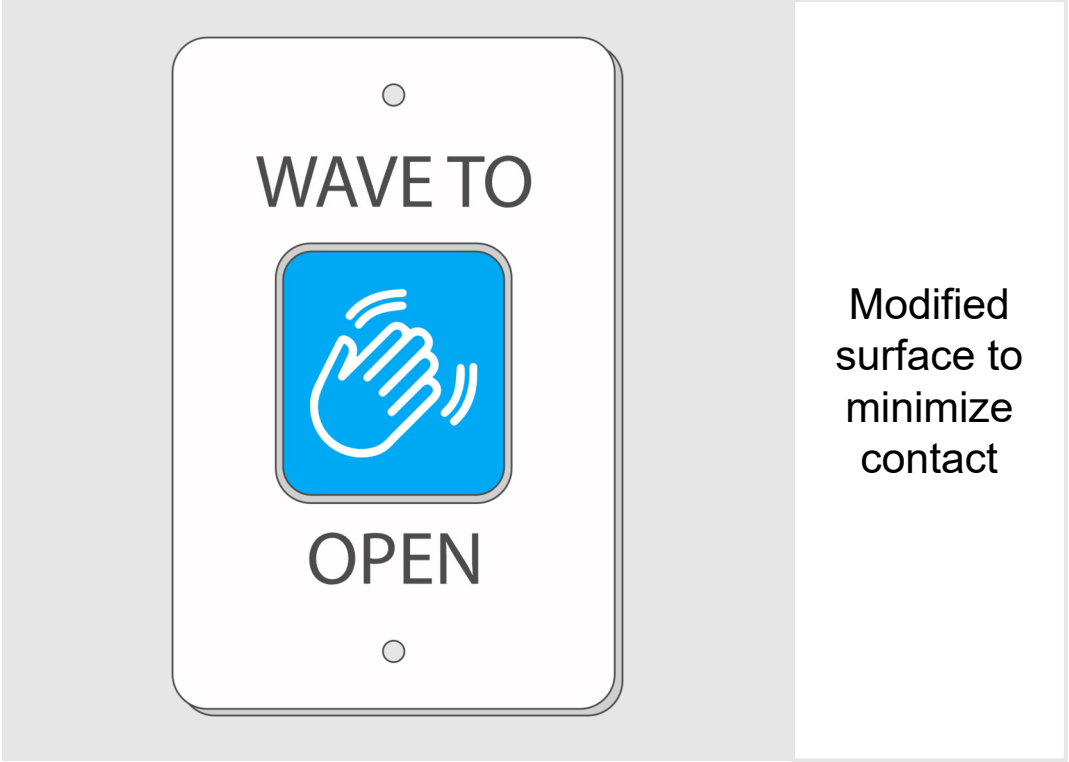
Description of potential intervention

- Use decals on elevator floors to reemphasize capacity limit and passenger orientation
- Use bold circles around work desks, water fountains, copy machine, etc, to indicate safe distances at which people may stand
- Use arrows to guide one-way movement through aisles, corridors and similar spaces

Where this has been done

- Grocery stores in the United States
- American multinational food and beverage corporation
- American theme park and entertainment complex

Minimizing use of handles and physical interfaces



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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

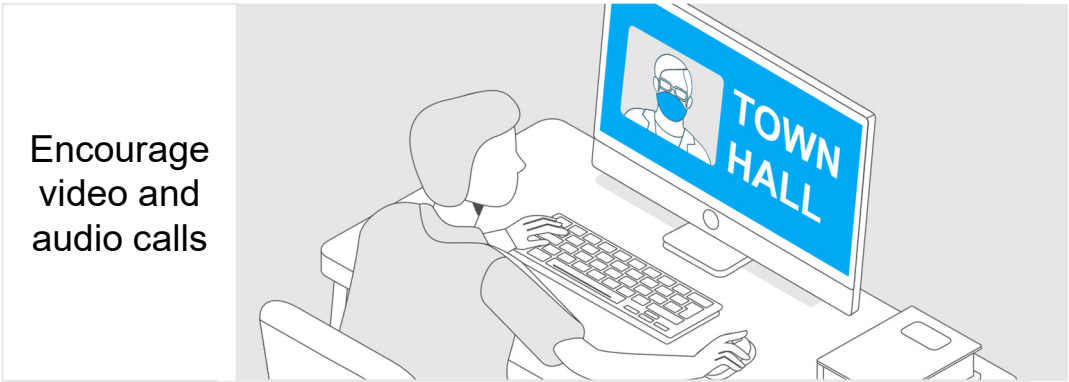
Remove need for physical interface where possible, such as leaving doors open

Where this has been done

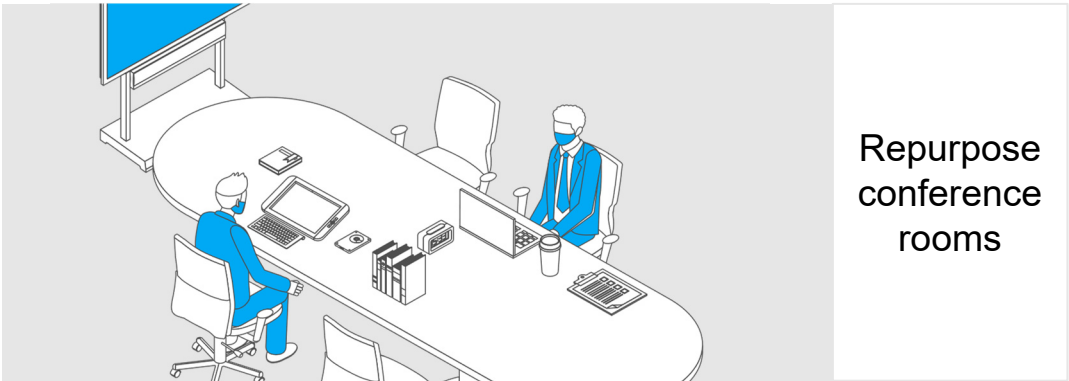
Corporate offices in China

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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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)

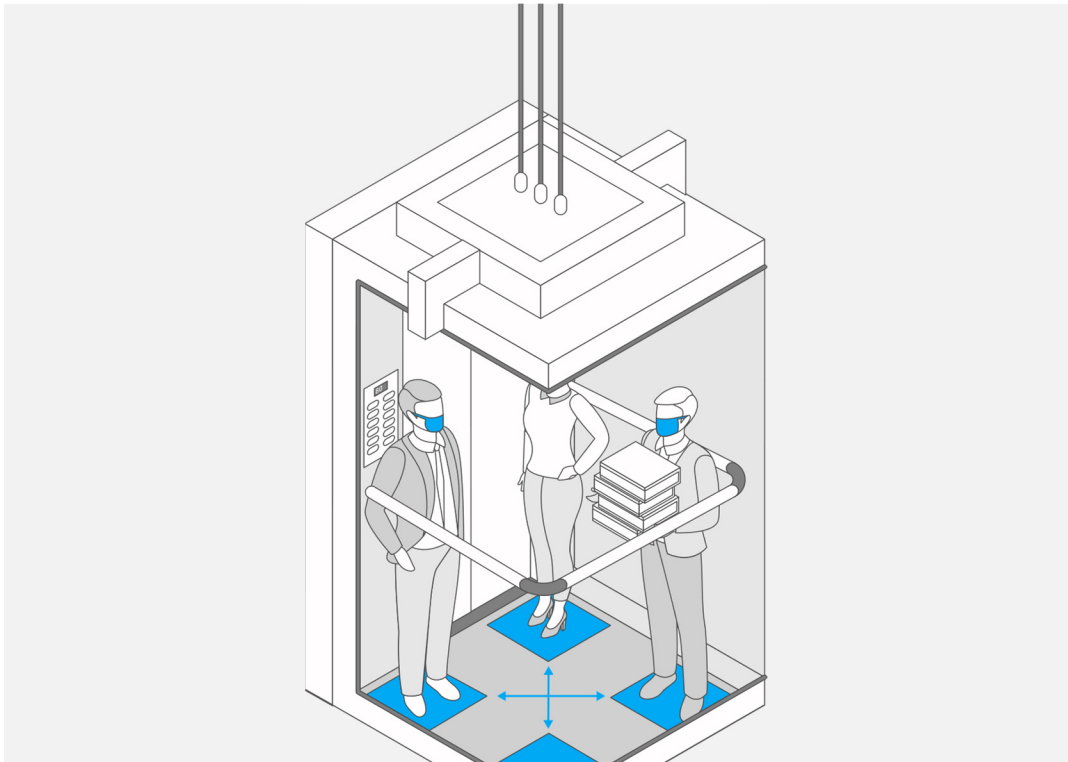
Hold necessary group meetings (e.g., town hall, steering committee, board meetings) **via video conference** wherever possible (even if employees are in the office)

Where this has been done

South Korean steel manufacturer

South Korean multinational conglomerates

Limiting capacity of elevators to facilitate physical distancing



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Separate in space & time

Office

Manufacturing

Retail

Hospitality¹

Description of potential intervention

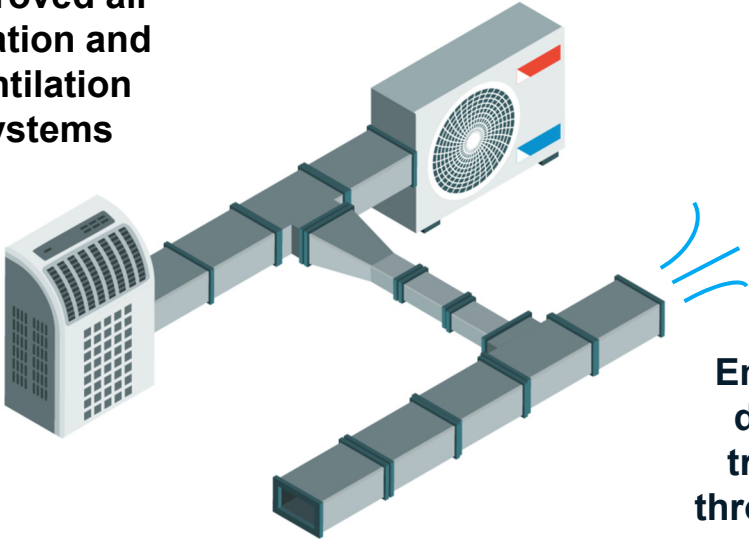
Limit capacity of elevators to enforce physical distancing (e.g., two people in small elevators, four in large)

Where this has been done

American multinational hotel chain
Global commercial real estate company

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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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

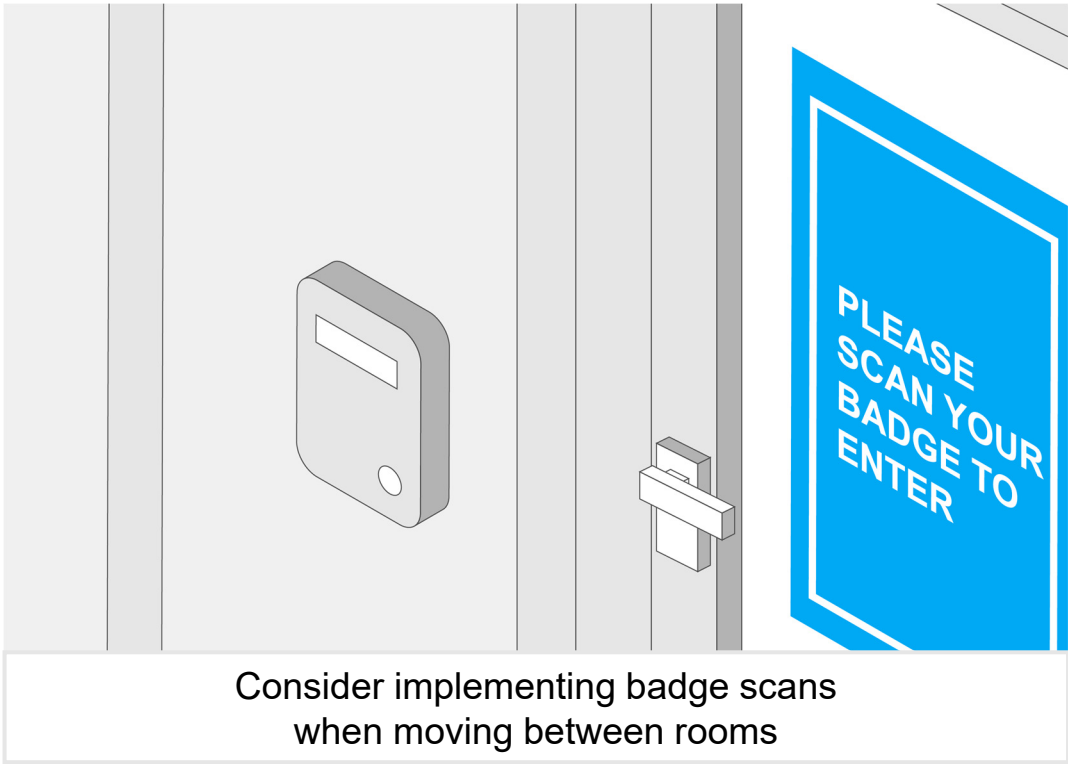
Where this has been done

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

American multinational automotive manufacturer

Global commercial real estate company

Monitor adherence to physical distancing guidelines to inform helpful interventions



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Drive safe behavior norms

Office

Manufacturing

Retail

Field

Hospitality¹

Description of potential intervention

Install **badge scanners** at the entrance to each room to generate live data of employee traffic for:

- Identifying **employees** with high transmission potential (e.g., move through 10x more rooms and floors than average)
- Consider intervention based on** empirical data on movement patterns
- Better understanding **high-traffic areas** to reorganize office norms and equipment accordingly

Have **digital sign-in desks** between rooms (to evaluate rates of movement)

Where this has been done

Corporate offices in the United States
Multinational automotive manufacturer

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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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

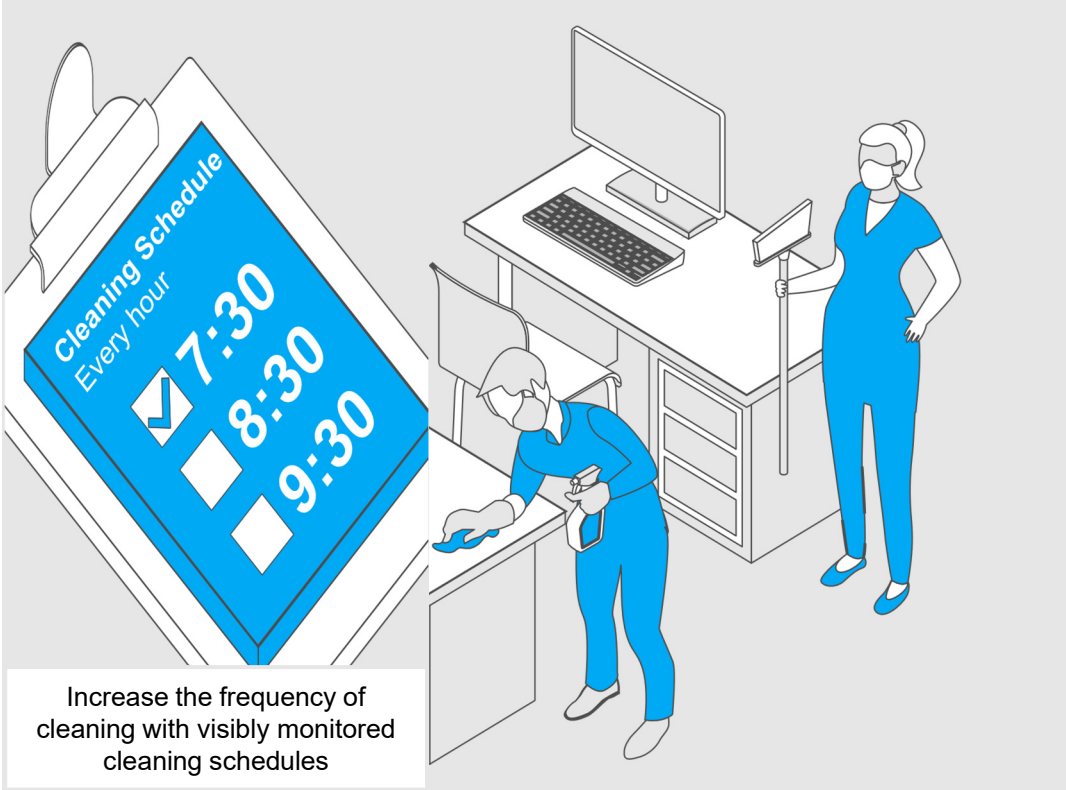
Where this has been done

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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Clean & disinfect

Office

Manufacturing

Retail

Description of potential intervention

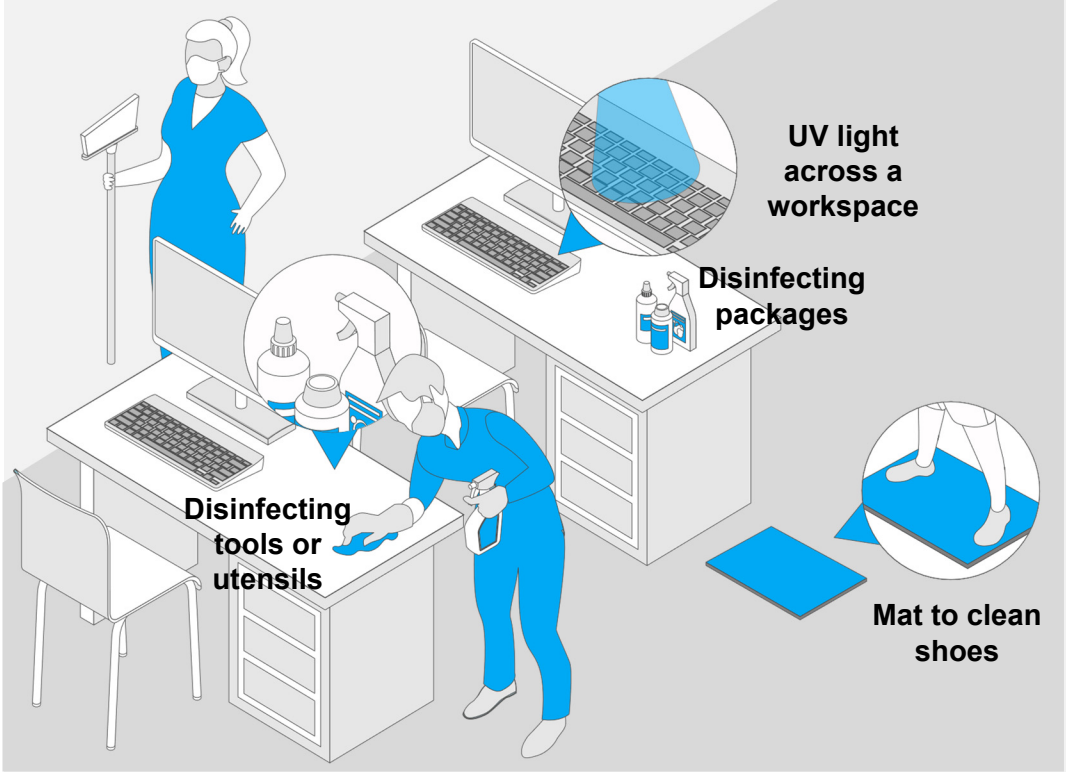
Visible recording and monitoring of cleaning

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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Clean & disinfect

Office | Manufacturing | Retail

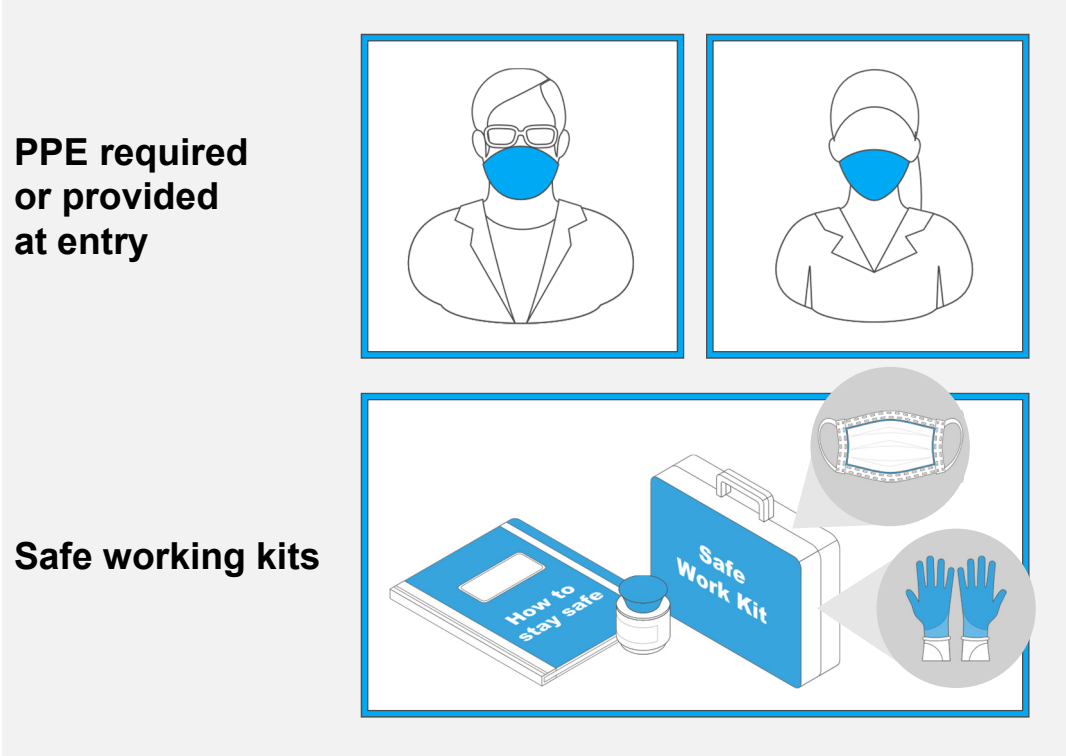
Description of potential intervention

- 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)



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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

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)

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

PPE Usage				
OSHA Risk Level	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:

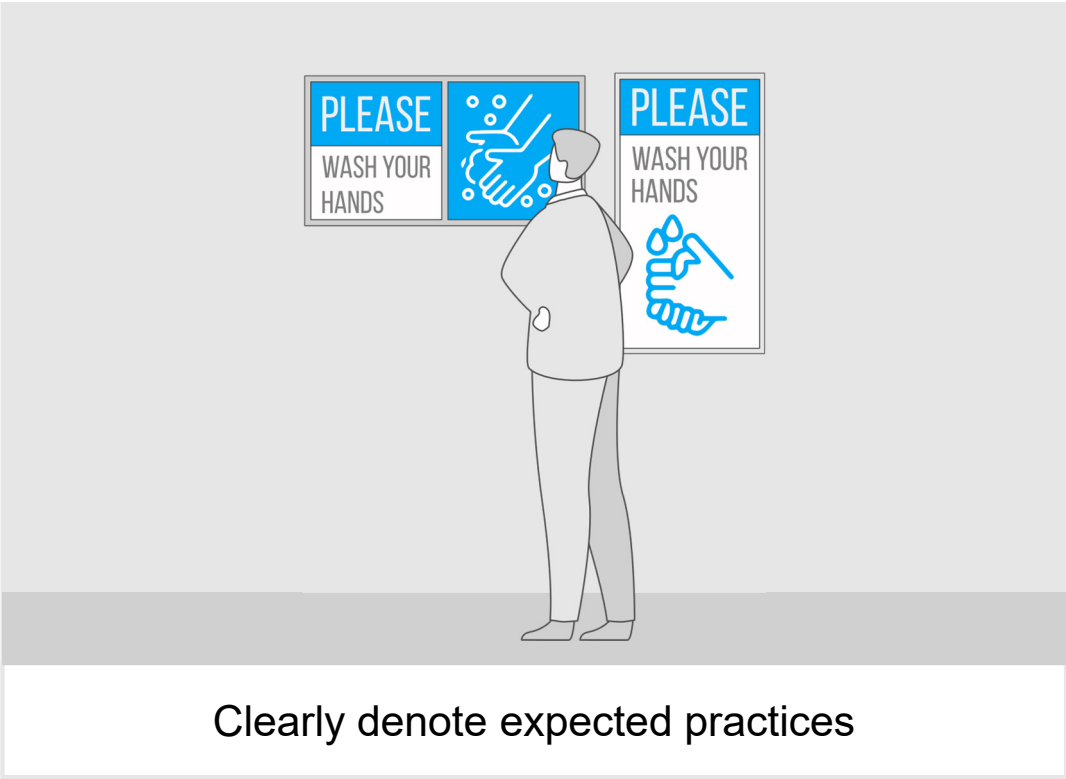
- Healthcare workers given N95 respirators (use for 5–7 days) or provided 2 masks a day
- Production employees wear polyester gloves and glasses
- Office employees and customer-facing employees given daily masks (cloth masks are sufficient)

Where this has been done

South Korean conglomerates

American multinational automotive manufacturer

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



Clearly denote expected practices

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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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Increase awareness

Office

Manufacturing

Retail

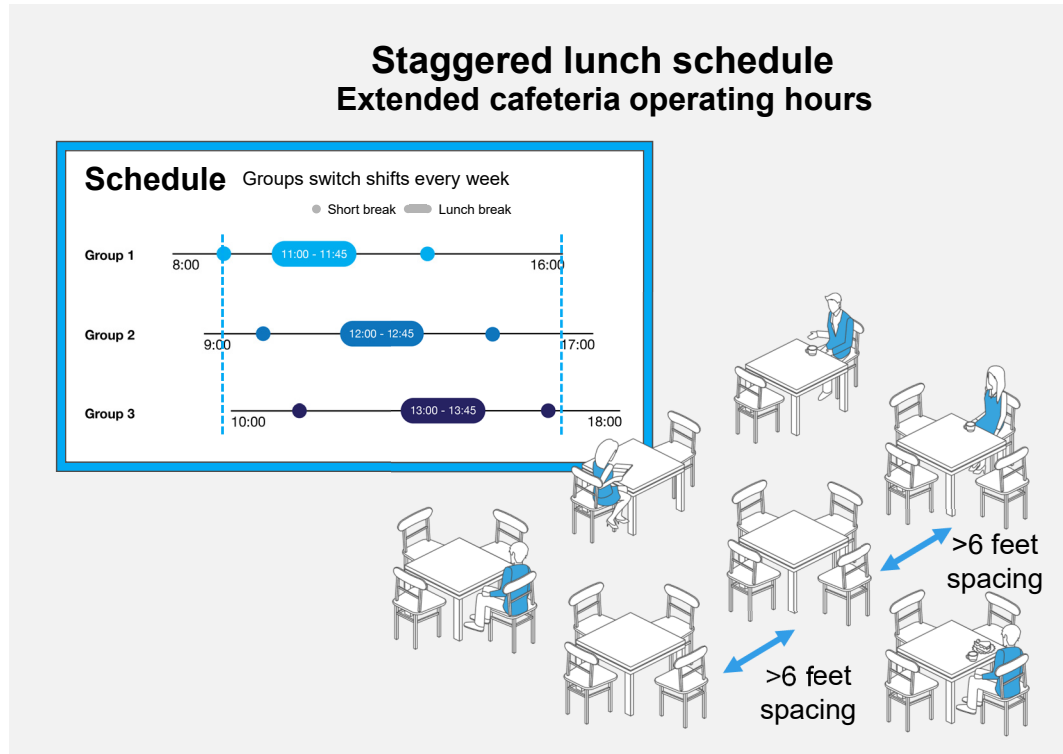
Description of potential intervention

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



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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

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

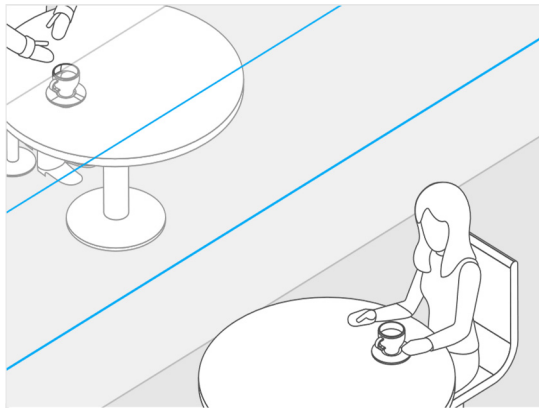
Where this has been done

South Korean automotive manufacturer

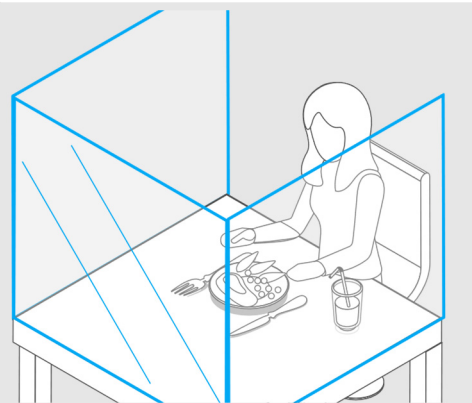
Corporate offices of South Korean conglomerates

American multinational automotive manufacturer

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**

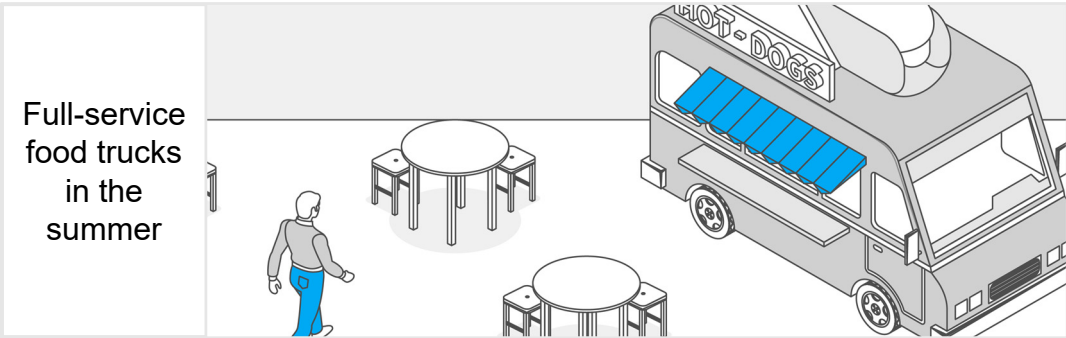
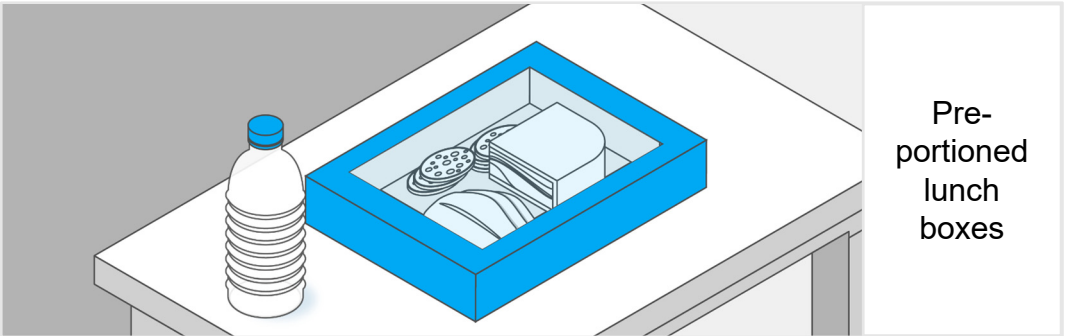
Where this has been done

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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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

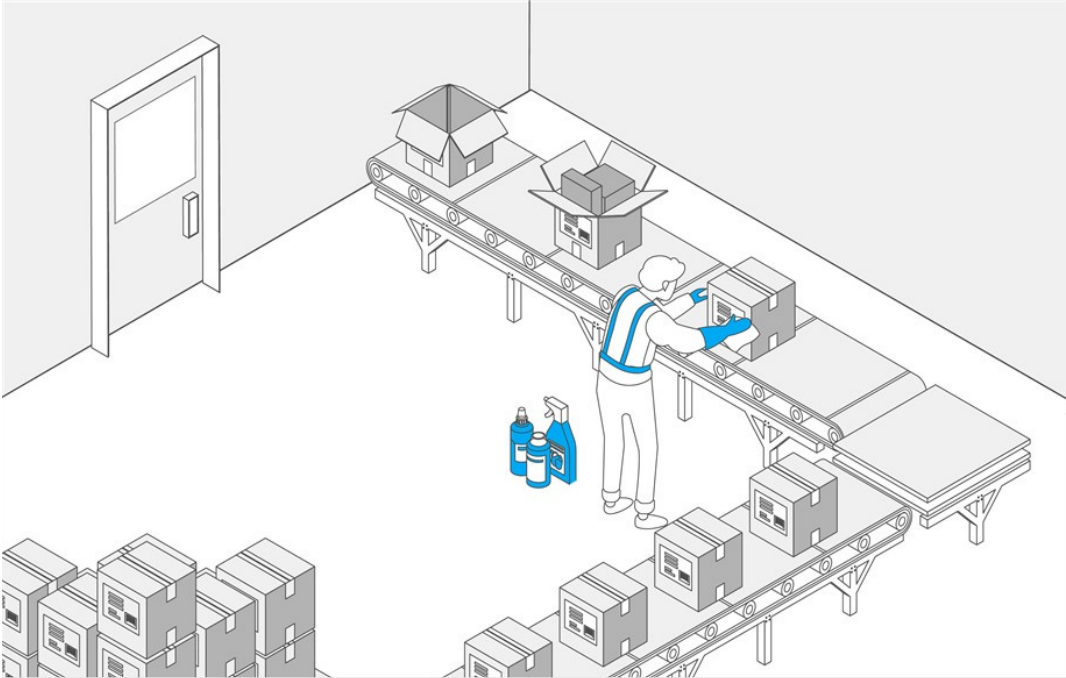
Remove self-service food extras such as drink dispensers, napkins, utensil trays, etc.

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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Clean & disinfect

Office

Manufacturing

Retail

Field

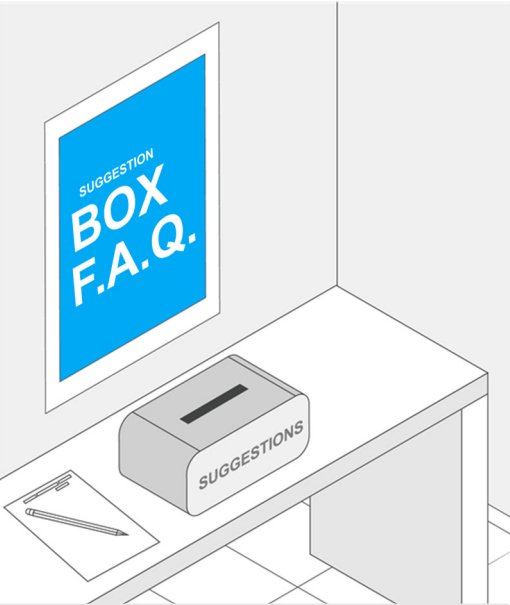
Description of potential intervention

- 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

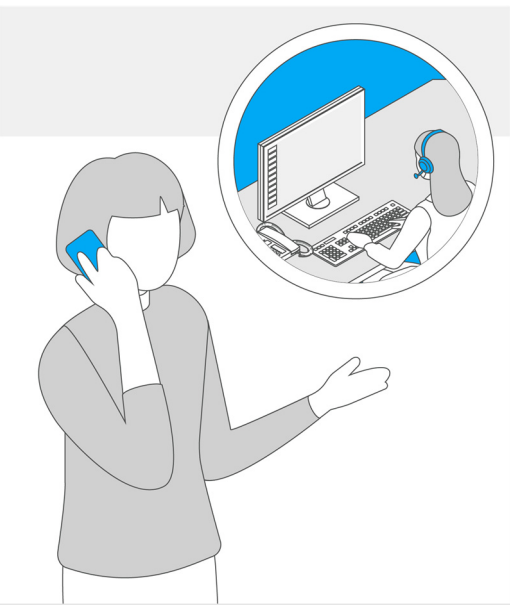
Where this has been done

- Chinese factories
- American advanced electronics manufacturer

Establishing team or communication chain to collect questions and concerns from community



Collect concerns/suggestions from employees and prominently display FAQ



Setup a hotline for employees to voice questions/concerns/suggestions

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Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality¹

Description of potential intervention

Collect feedback (queries and concerns) from frontline team members:

- Have supervisors collect queries and concerns from frontline team members every morning
- Set up a hotline to include suggestions/areas of improvement

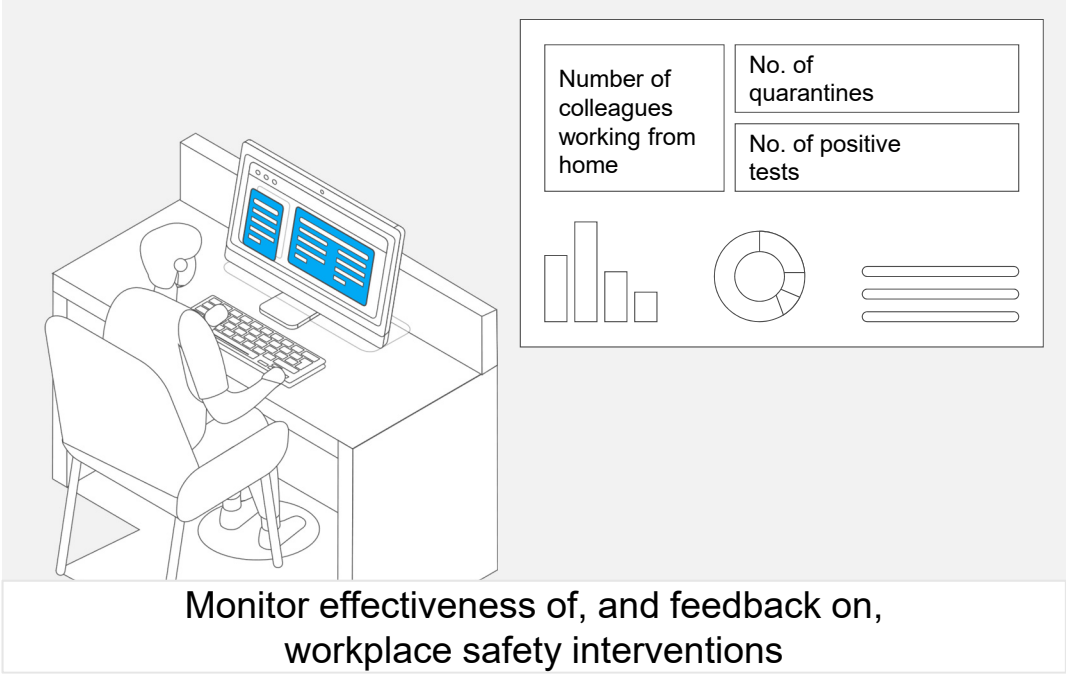
Publish an updated Q&A list (as frequently as possible):

- Display on monitors/posters around the factory daily
- Upload to a corporate website

Where this has been done

American multinational automotive manufacturers

Continuous reevaluating, updating, and improving of safety measures



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Insure & respond

Office

Manufacturing

Retail

Field

Hospitality¹

Description of potential intervention

Collect customer and employee feedback on safety measures and use this to inform changes to current interventions

Track organizational and macro health statistics to make decisions on easing or updating of safety measures

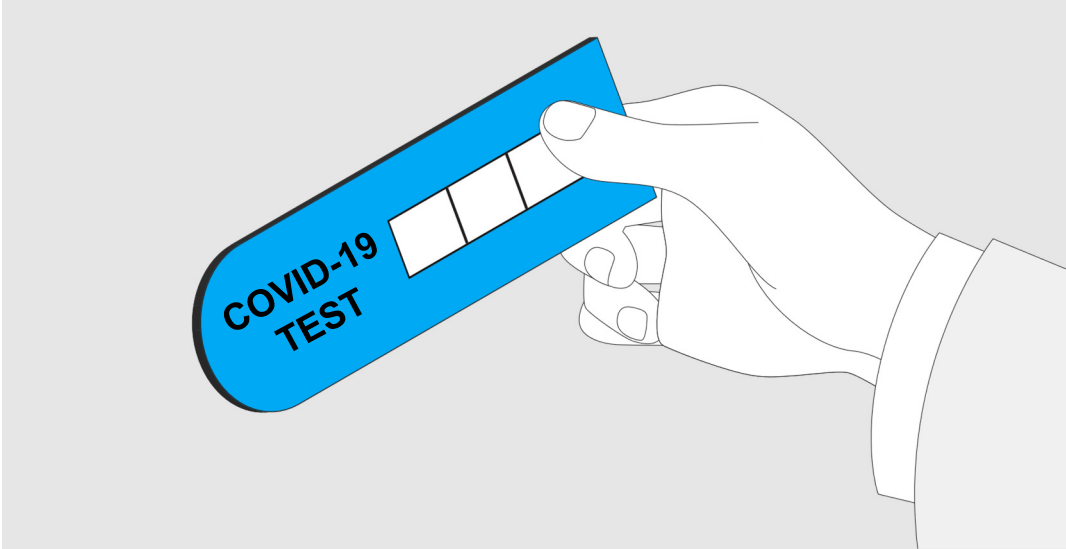
Where this has been done

Global corporate offices of large fast food chain

American multinational online retail company

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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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



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Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

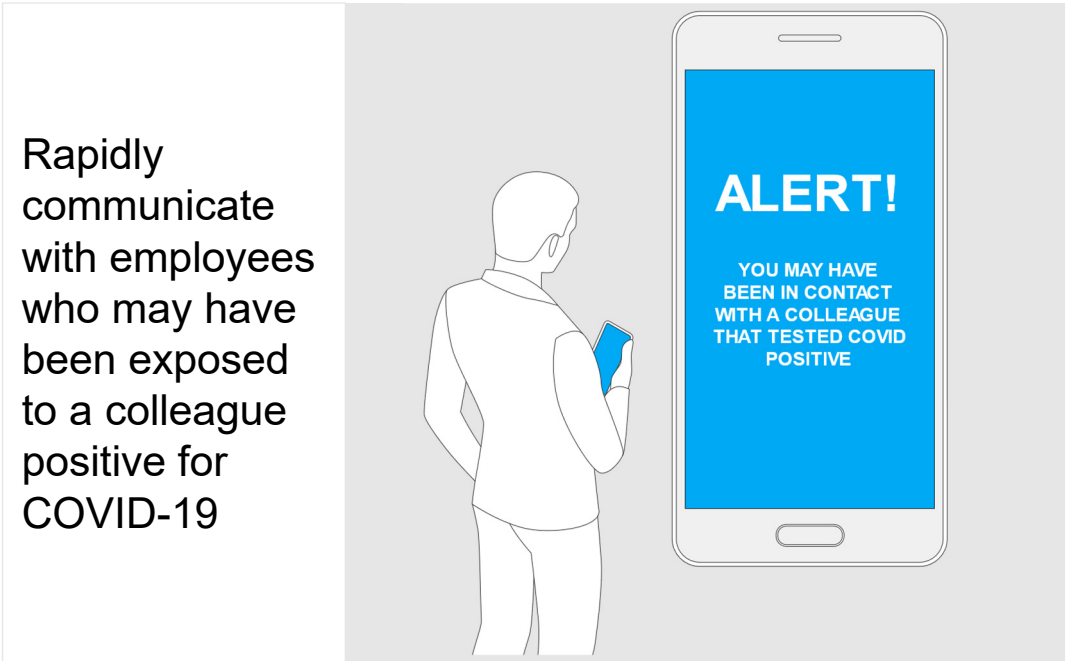
- Electronic tracking:** Track facilities where the employee has traveled through electronic monitoring (e.g., apps on phones)
- Badge tracking:** Introduce additional points of check-ins/check-outs to enter different work areas
- Calendar tracking:** Track calendar apps to identify employee contacts
- 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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Increase awareness

Office

Manufacturing

Retail

Field

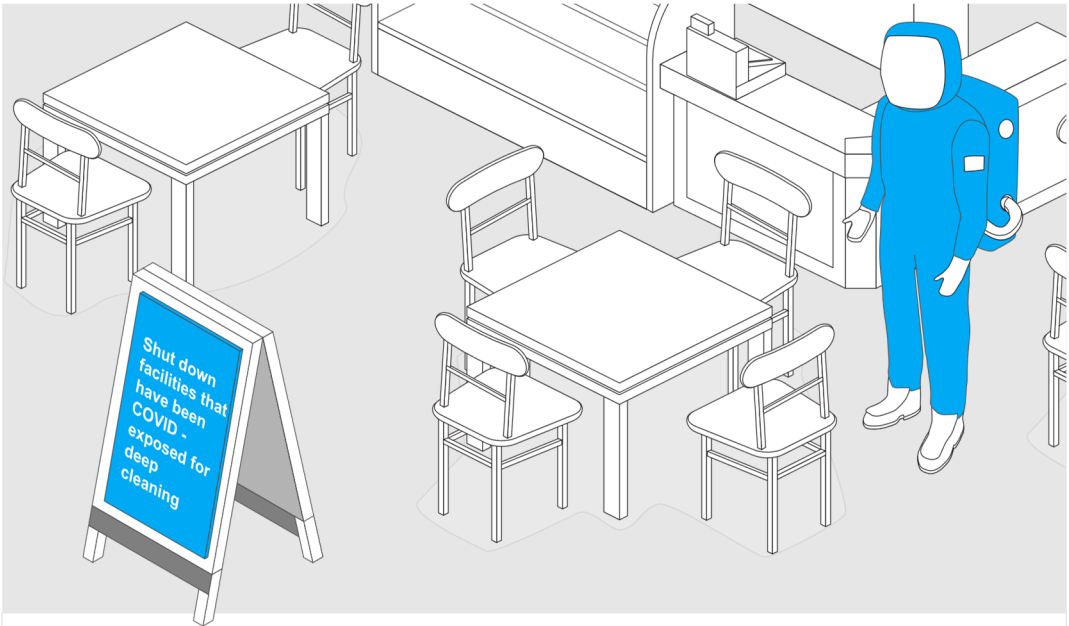
Description of potential intervention

- 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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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



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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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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

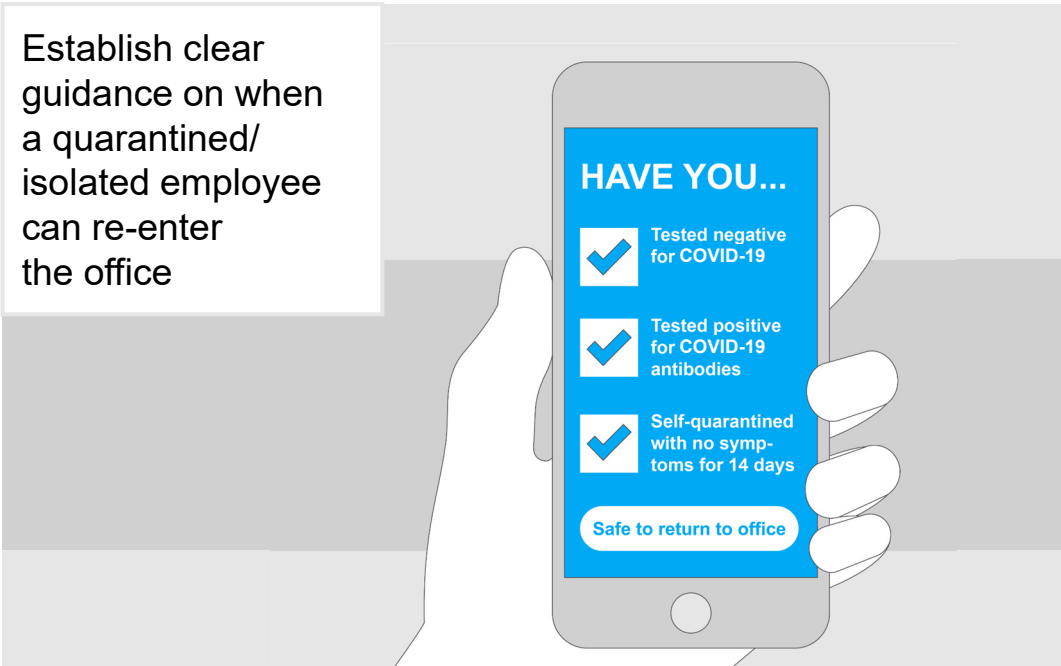
- Establish policies for employees to express safety concerns & accommodation requests
- Evaluate risks based on job functions (e.g., how much interaction)
- Structure a uniform policy by job function to mitigate inconsistency in consideration of case-by-case situations
- Determine policy for accommodating 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



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Drive safe behavior norms

Office

Manufacturing

Retail

Field

Description of potential intervention

Create clear criteria for return (eg, 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

Consider ramping up testing for workforce where possible



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Test & isolate

Office | Manufacturing | Retail | Field | Hospitality¹

Description of potential intervention

On-site: Offer diagnostic and antibody testing in the workplace

Health plan coverage: Expand medical coverage benefits to cover all test types

Where this has been done

American multinational online retail company

American multinational automotive company

American multinational food companies