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.
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
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 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 workforce journey, and 4 environments (office, retail, field, manufacturing).
Understanding protection across workforce journey
Workforce-protection interventions across manufacturing, office, retail, and field environments

Hierarchy of hazard controls

1. CDC Hierarchy of Controls; OSHA Hazard Prevention and Control

- **Elimination**
- **Substitution**
- **Engineering controls**
- **Administrative controls**
- **PPE**

**Least effective**

1. **Pre-entry**
   - Policy and education
   - Workforce communication

2. **Travel to work**
   - Public, employer-sponsored, and individual transport
   - Entrance controls

3. **At work**
   - Manufacturing environment
   - Office environment
   - Retail environment
   - Field environment

4. **Common spaces**
   - Meeting rooms
   - Break rooms
   - Hallways
   - Restrooms
   - Other

5. **Post-infection**
   - Isolation
   - Tracing & isolation
   - Facility response
   - Insurance
   - Liability

- Test and isolate
- Upgrade equipment
- Clean & disinfect
- Separate in space & time
- Drive safe behavior norms
- Increase awareness
- Insure and respond
- Use protective equipment

**Most effective**
## Intervention tracker across the workforce journey

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<th>Pre-entry</th>
<th>Travel to work</th>
<th>At work</th>
<th>Common spaces</th>
<th>Post-infection</th>
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<td><strong>Test &amp; isolate equipment</strong></td>
<td>Contactless thermometer</td>
<td>Improve air filtration/ventilation</td>
<td>Replace communal food options</td>
<td>Limit larger gatherings</td>
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<tr>
<td><strong>Clean &amp; disinfect</strong></td>
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<td>32: Provide disinfectants to customers and employees</td>
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<td>76: Reinforce &amp; monitor PPE gear</td>
<td>93: Improve air filtration/ventilation</td>
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<td>78: Minimize handles</td>
<td>94: Replace communal food options</td>
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<td>23: Use private transport</td>
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<td>80: Minimize handles</td>
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</table>
Sample journey: Manufacturing environment

Travel to work and pre-entry

- Use of masks required during employee commutes
- Temperature checks

At work

- Modularized spaces, with limited interaction across spaces
- High-frequency cleaning of high-touch surfaces and spaces
- Masks and other appropriate PPE required at all times
- Improved air filtration/ventilation
- Clear posters on safety guidance and sickness protocols

Common space use

- Separated lunch seating with dividers on dining tables
- Use of disposable dishes at cafeterias

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)

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Sample journey: Office environment

Travel to work and pre-entry

- Masks required and provided for employees
- Limited entrance for non-employees

At work

- Reorganized seating (6 feet apart)
- Headcount limited below fire-code limit (e.g., limiting number of entries by shifts)
- Masks required at all times (except when working individually more than 6 feet apart)
- Increased frequency of cleaning of high-touch surfaces

Common space use

- Separated lunch seating
- Increased frequency of cleaning with visibly monitored cleaning schedules

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)

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Sample journey: Retail environment

**Travel to work and pre-entry**

- Staggered entry and work shifts

**At work**

- Guidance on no-questions-asked sick leave
- Upgraded PPE encouraged, required, and/or provided
- Plexiglass shields installed at cash registers

**Common space use**

- Increased cleaning of high-touch surfaces and spaces (e.g., bathrooms)

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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**
- Modularized spaces, with limited interaction across spaces
- Discuss safety practices at tailboard meetings
- 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

Test & isolate

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

Employee health questionnaire on COVID-related symptoms
Subsidized opt-in connected thermometer programs

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Training employees on what to expect when returning to the workplace

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

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Establishing two-way communication channels as employees prepare to return

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

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

**App-based training**

<table>
<thead>
<tr>
<th>Symptoms awareness</th>
<th>Workplace environment</th>
<th>Personal hygiene</th>
<th>Outside workplace</th>
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<td>✗ Main symptoms</td>
<td>✗ Company policy</td>
<td>✗ Shop floor</td>
<td>✗ Tips</td>
</tr>
<tr>
<td>✗ Self-contingency measures</td>
<td>✗ Work permits</td>
<td>✗ Meeting room</td>
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</tr>
<tr>
<td>✗ Protecting others</td>
<td>✗ Live assistance</td>
<td>✗ Restroom</td>
<td></td>
</tr>
</tbody>
</table>

**Increase awareness**

**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

Wearing a mask during commute

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

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Supporting employee childcare

Virtual childcare for older children

Communicate all childcare related resources and policies to employees

Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality

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

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Support employees’ behavioral health

Behavioral health telehealth services

Drive safe behavior norms

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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

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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

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Marking seats to ensure physical distancing during travel

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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

Separate in space & time

Office | Manufacturing | Retail | Field | Hospitality

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

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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)
Closing off parking lots and parking spaces to limit customer capacity

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

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)
Staggering entry for employees and customers

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)

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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)

Separate entry and exit

Maintain physical distancing in entry queue

Camera-controlled entry

-6 feet spacing

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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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)

Separate entrance for critical teams

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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

Temperature cameras to measure temperature at entrance

Test & isolate

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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

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)

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Communicating safety protocols clearly at entry

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

Posters of safety protocol, with QR scanner for detailed procedures

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)

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Limiting on-site capacity

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

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Restricting non-employee entry

Limited entrance for non-employees

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Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office | Manufacturing | Retail

Description of potential intervention

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

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

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

Where this has been done

South Korean automotive and industrial conglomerate

American consumer electronics retail company

American multinational automotive manufacturer
Providing disinfectants as well as disinfected bags, carts, and trolleys at entry

Clean & 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

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)

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Implementing dedicated hours or spaces for vulnerable populations

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)

Dedicated shopping hours for vulnerable populations

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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 PPE\(^1\) gear (1/2)

**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**

---

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.
Encouraging or mandate appropriate PPE\(^1\) gear (2/2)

**Details in Appendix**

### PPE Usage

<table>
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Infrequent use of respirators and gowns in medium risk category\(^1\)

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### Use protective equipment

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### 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

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1. Critical PPE (surgical masks, N95 respirators, 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)
At work
Staggering work shifts among employees

5:00 pm

5:30 pm

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

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)

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Reducing operating hours to accommodate additional cleaning

Reduced operating hours so more deep cleaning can be done

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

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)

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

Clearly denote expected practices

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).

Increase awareness

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**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

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Highlighting new workplace-safety processes and policies on prominent displays

Informational materials in displays and advertising

Where this has been done
- American multinational automotive manufacturer
- Taiwanese electronics manufacturer
- American multinational aerospace and defense company

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

Drive safe behavior norms

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<th>Retail</th>
<th>Hospitality¹</th>
</tr>
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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

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)

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Encouraging or mandate appropriate PPE\(^1\) gear (1/2)

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)

PPE required or provided at entry

Safe working kits

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.

Use protective equipment

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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

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\(^1\) PPE: Personal Protective Equipment
Encouraging or mandate appropriate PPE\(^1\) gear (2/2)

Details in Appendix

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\(^1\) Critical PPE (surgical masks, N95 respirators, 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.

Use protective equipment

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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

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)
Limiting sharing and disinfect PPE at regular intervals

Provide mask disinfection cabinets

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

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

Where this has been done
Chinese internet technology company
American real estate services company
American advertising company

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

Separate in space & time

Office | Manufacturing | Retail | Field

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

Separate in space & time

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**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

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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)
Ensuring physical separation within the office space

Separate seating arrangements

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)
Ensuring physical separation through the use of zones

Clear separation of zones

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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

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).

### Clean & disinfect

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**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

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Making contactless thermometers visibly available onsite

Upgrade equipment

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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

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).
Minimizing person-to-person contact for material distribution

Where this has been done

Restaurants in China
American utilities companies
Manufacturing factories in China

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 conveyer belts for food transfer** between employees and customers

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Limiting equipment sharing between employees

Update equipment rental policies to restrict sign-outs of non-essential items

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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

Clean & disinfect

Office | Manufacturing | Retail | Hospitality

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

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)
Instituting a clean desk/work station policy for all employees

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

Encourage video and audio calls

Repurpose conference rooms

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

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)

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.
Moving in-person processes to digital

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

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

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

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)

Clean & disinfect

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<thead>
<tr>
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<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
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</table>

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

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

![Image of cleaning schedule and employees]

**Visible cleaning schedules displayed**

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

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**Clean & disinfect**

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<th>Retail</th>
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</table>

**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

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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)

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

Increase the frequency of cleaning with visibly monitored cleaning schedules.

**Clean & disinfect**

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<th>Retail</th>
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</table>

**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

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

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

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

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)

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Improving air filtration and ventilation to remove aerial antigens

Improved air filtration and ventilation systems

Ensure airflow does not aid transmission through droplets

HEPA (high-efficiency particulate air)-rated filter

Upgrade equipment

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</table>

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

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)

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Implementing one-way store aisles with fewer sales specialists

One-way aisles

Reduced numbers of sales specialists

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

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

Drive safe behavior norms

Retail | Hospitality

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

In-store PA announcements

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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)
Reducing high-contact, in-store services

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 100 or equivalently large international company websites)

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

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

Pre-portioned lunch boxes

Full-service food trucks in the summer

Pre-entry | Travel to work | At work | Common areas | Post-infection

Upgrade equipment

Office | Manufacturing | Retail | Field | Hospitality

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.

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).

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Ensuring physical separation between customers

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

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)

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Installing plexiglass barriers between employees and customers

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

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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Restructuring physical stores to operate as ‘dark stores’

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

Rotate checkout lanes used to allow for increased cleaning

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

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

1. ORDER TO MY TABLE
2. CONTACTLESS PICK UP
3. CONTACTLESS DELIVERY

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

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)

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Altering return and cancellation policies

Full refunds for airline ticket purchases

Temporarily suspend returns for products

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

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)

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Implementing curbside pickups

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

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).
Defining safety protocols for delivery workers and drivers

Practice contactless deliveries

Drive safe behavior norms

Retail | Field

<table>
<thead>
<tr>
<th>Description of potential intervention</th>
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<tbody>
<tr>
<td><strong>Contactless delivery:</strong> 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)</td>
</tr>
<tr>
<td>Implement <strong>app-based tipping</strong> for delivery drivers</td>
</tr>
<tr>
<td><strong>Ask delivery truck drivers not to leave their vehicles</strong> during deliveries where possible</td>
</tr>
</tbody>
</table>

**Where this has been done**
- American food delivery services
- American multinational beverage corporation
- American multinational automotive company

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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)
Using software to space out ticketed passengers

Allocate seats to ensure physical distancing between passengers

Thank you for confirming your ticket!
Your seat is 27A

Separate in space & time

Hospitality

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

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

Separate in space & time

Hospitality\(^1\)

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

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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)
Creating a culture of community responsibility and collective health

Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality

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

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)

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

Assign a “wellness champion” to help promote safe work practices within teams

Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality

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

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)
Monitor adherence to physical distancing guidelines to inform helpful interventions

Consider implementing badge scans when moving between rooms

Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality

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

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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)

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Continuous reevaluating, updating, and improving of safety measures

Monitor effectiveness of, and feedback on, workplace safety interventions

<table>
<thead>
<tr>
<th>Number of colleagues working from home</th>
<th>No. of quarantines</th>
<th>No. of positive tests</th>
</tr>
</thead>
</table>

Insure & respond

Office | Manufacturing | Retail | Field | Hospitality

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

### Drive safe behavior norms

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<th>Field</th>
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</table>

### 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

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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).

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

Drive safe behavior norms

Office | Manufacturing | Retail | Field

Description of potential intervention

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

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

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

Where this has been done

American multinational technology conglomerate

South Korean multinational conglomerates

No-questions-asked sick leave

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Introducing safety protocols for vehicles used for work

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

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

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)
Implementing strict domestic, national, and international travel policies

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

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)
Common spaces
Identifying high-risk areas based on a walk-through assessment

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

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Removing or replacing high-touch communal resources

Replace coffee dispensers
Install motion-sensing water filling stations

Upgrade equipment

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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

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)

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Closing common areas and provide strict protocols for reopening

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

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Hospitality</th>
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</table>

**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

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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).
Minimizing use of handles and physical interfaces

Modified surface to minimize contact

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)

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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

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

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)

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Limiting capacity of elevators to facilitate physical distancing

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

Where this has been done

American multinational hotel chain
Global commercial real estate company

Separate in space & time

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<th>Retail</th>
<th>Hospitality¹</th>
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</table>

Description of potential intervention

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

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)
Improving air filtration and ventilation to remove aerial antigens

Upgrade equipment

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<th>Retail</th>
</tr>
</thead>
</table>

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

Consider implementing badge scans when moving between rooms

Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality

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

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

Visible cleaning schedules displayed

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

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

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).

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

Increase the frequency of cleaning with visibly monitored cleaning schedules

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)

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

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.
Ensuring appropriate deep-cleaning of surfaces and spaces

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<th>Retail</th>
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**Clean & disinfect**

**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

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)
Encouraging or mandate appropriate PPE gear (1/2)

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

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**PPE required or provided at entry**

- Safe working kits

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

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).
Encouraging or mandate appropriate PPE1 gear (2/2)

Where this has been done
South Korean conglomerates
American multinational automotive manufacturer

Details in Appendix

<table>
<thead>
<tr>
<th>OSHA Risk Level</th>
<th>PPE Usage</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Respirators and masks</td>
</tr>
<tr>
<td>High to very high risk</td>
<td><img src="image1" alt="Respirators" /></td>
</tr>
<tr>
<td>Medium risk</td>
<td><img src="image1" alt="Respirators" /></td>
</tr>
<tr>
<td>Low risk</td>
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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)
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

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

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)

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Staggering lunch hours and time spent in common areas

Staggered lunch schedule
Extended cafeteria operating hours

Staggered lunch schedule
Extended cafeteria operating hours

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

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)

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Encouraging physical distancing in cafeterias

Separated lunch seating with dividers on dining tables

Tables spaced more than 6 feet apart

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)

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

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

Pre-portioned lunch boxes

Full-service food trucks in the summer

Pre-entry | Travel to work | At work | Common areas | Post-infection

Upgrade equipment

Office | Manufacturing | Retail

Description of potential intervention

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

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

Remove condiments or items at tables that remain between customers

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

Where this has been done

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

American multinational automotive manufacturers

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)

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Limit commercial access and disinfect external packages in shipping room

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

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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

Drive safe behavior norms

Office | Manufacturing | Retail | Field | Hospitality

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

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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).
Continuous reevaluating, updating, and improving of safety measures

<table>
<thead>
<tr>
<th>Number of colleagues working from home</th>
<th>No. of quarantines</th>
<th>No. of positive tests</th>
</tr>
</thead>
</table>

Monitor effectiveness of, and feedback on, workplace safety interventions

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)

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Insure & respond

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<th>Hospitality¹</th>
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</table>

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

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Description of potential intervention

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

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

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

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

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

Where this has been done

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

- American automotive manufacturer
- American technology conglomerate
- Global real estate company
Having clear contact-tracing measures to track and identify individuals and facilities exposed to potential risk

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

Drive safe behavior norms

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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

Rapidly communicate with employees who may have been exposed to a colleague positive for COVID-19

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

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

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)

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

Establish appropriate isolation and quarantine policies in accordance with regulations

Test & isolate

Office | Manufacturing | Retail | Field

Description of potential intervention

Quarantine policy: Establish quarantine policy, including following government guidelines and duration (i.e., 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

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

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

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)
Creating clear policy for returning to facilities

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

Drive safe behavior norms

Office | Manufacturing | Retail | Field

Description of potential intervention

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

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

Clearly communicate criteria for return with employees

Where this has been done

American multinational technology conglomerate
American multinational automotive manufacturer

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)

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Consider ramping up testing for workforce where possible

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<th>Test &amp; isolate</th>
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**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

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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)