



Safely back to work in the new normal

Result of first analysis of COVID-19 protocols

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randstad



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THE ADECCO GROUP



ManpowerGroup®

Introduction

This booklet is the result of a first round of data collection of COVID-19 protocols by alliance partners Randstad NV, the Adecco Group and ManpowerGroup. The focus of the protocols in this booklet is based on 10 different countries¹ across the sectors Transport & Logistics, Automotive, Manufacturing & Life Sciences, Construction, and Food.

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

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

The result is a booklet containing an overview of 110 measures, which can support the development of COVID-19 protocols. The overview aims to provide insights into what measures can be considered to make a tailored protocol.

Please note that this is **not** an implementation guide, local and subject-specific expertise is required to develop specific COVID-19 protocols. For questions, please refer to one of the Alliance Partners ([see position paper SB2W](#)).

Disclaimer

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

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

Overview of categories in the protocol grid

Details next page

Control level

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

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

Measure categorization

Type of measure

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

Industry

The industry for which this protocol measure is important/relevant

Country

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

COVID policy and source

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

Measure description

Topic name

A topic name for the measure

Measure

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

Work situation

A situation related to work for the which the measure is valid

Effect measurement

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

Work instructions

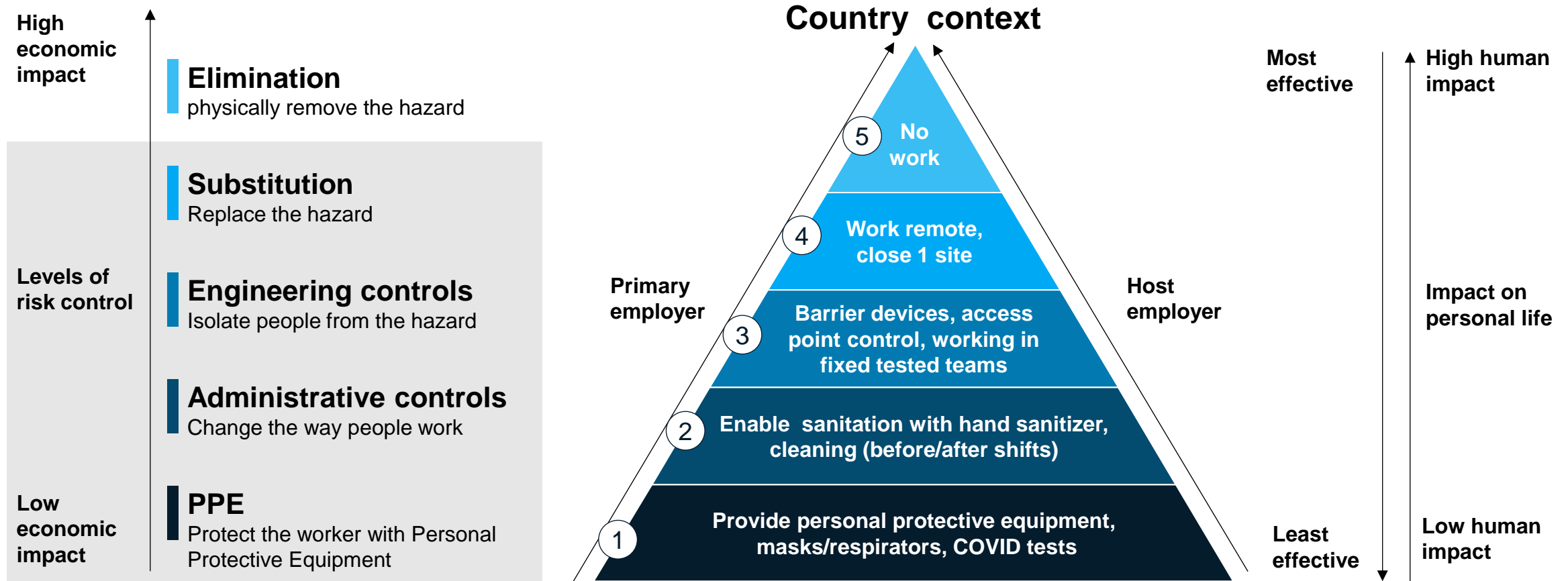
How to put the preventative measure into action at work; a practical and clear, the "how to"

Infrastructure requirements

Any items that are required to make the work instructions happen

Levels of Control to categorize the measurements

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



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

How risk levels can be applied in a COVID protocol

Illustrative example

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

① Personal protective equipment (PPE)

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

① Personal protective equipment (PPE)

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

② Administrative controls

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

② Administrative controls

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

② Administrative controls

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

② Administrative controls

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

② Administrative controls

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

② Administrative controls

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

② Administrative controls

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

③ Engineering controls

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

③ Engineering controls

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

③ Engineering controls

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

③ Engineering controls

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

③ Engineering controls

| 1. Measure categorization | | | | 2. Measure description | | | | | Comments |
|---------------------------|----------|---------------|--|---|--|--------------------|---|---|----------|
| Type of measure | Industry | Country | COVID Policy and source | Topic name | Measure | Work Situation | Work instructions | Infrastructural requirements | |
| Machine | All | All | 4 - Government policy: maintain hygiene at high level | Hardware, Tools | Clean tools after use | Tool sharing | No tool sharing without cleaning process | Cleaning material | |
| Machine | All | All | 4 - Government policy: maintain hygiene at high level | Machines in canteen / restaurant / communal areas | Close vending machines for food and beverages | Breaks | Close down all non essential machines such as vending machines. | Vendors such as coffee machines may need to be closed down. Communication is needed to ensure employees can bring their own food and beverages. | |
| Compliance | All | United States | 2 - Government policy: reduce contact between people | Access Policies | Set clear policies for workplace access | Access | Set clear policies for workplace access in line with CDC, OSHA and other required standards | Signs and additional H&S staff at any access points | |
| Compliance | All | All | 3 - Government policy: prevent spread when symptoms or when in risk category | Health checks at work | Develop a protocol for infected person on site | Protocol infection | <p>Example 1:</p> <ol style="list-style-type: none"> 1. Communicate your circumstance and report incident to the Prevention Service, which will indicate how to proceed. 2. The infected employee must remain at home in a quarantine period established by the company. 3. The infected employee will fill out a Possible Form Contagion to Third Parties together with the doctor via telephone. 4. Employees who have had prolonged contact with infected employee should be informed and start using masks 5. There will be a cleaning of the area (s) where the employee who is in this area has been course <p>Example 2:</p> <p>Communicate with the Responsible or HR You will be asked to stay home preventively and to contact the 112 or contact telephone number of the Public Health Service of your Community.</p> | A document or protocol which outlines responsibilities and actions to be taken | |

4 Substitution

| 1. Measure categorization | | | | 2. Measure description | | | | | Comments |
|---------------------------|----------|---------|--|----------------------------|---|----------------|--|--|-------------------|
| Type of measure | Industry | Country | COVID Policy and source | Topic name | Measure | Work Situation | Work instructions | Infrastructural requirements | |
| Personal | All | All | 3 - Government policy: prevent spread when symptoms or when in risk category | High risk groups | Protect the workplace: suspicion is reason enough | All | <p>Suspecting that an employee or his/her family members have the coronavirus is reason enough to keep an employee away from the workplace. You can repeatedly instruct that people who show signs of any of the below symptoms are temporarily not welcome at the workplace. Repeat this during every first contact and request people to carry out any scheduled appointments via telephone. Keep away people from the workplace who:</p> <ul style="list-style-type: none"> • Have mild respiratory complaints (nasal catarrh, coughing, sore throat) and/or a fever. • Have had close contact with a person with respiratory complaints and/or fever (a confirmed or probable COVID-19 case). Close contact refers to: <ul style="list-style-type: none"> o Being in the presence of a sick person within two meters distance for 15 minutes. o Sharing the same living area with a sick person. o Direct contact with a sick person (such as shaking hands) • Have returned from abroad in the past 14 days. <p>If staying at home after close contact is not possible, then provide a personal workspace and ensure this employee avoids contact with colleagues. After working, make sure the employee cleans the workspace with regular cleaning agents. As soon as this person experiences or starts experiencing health problems, urge this person to be in quarantine at home.</p> | Self-isolation/quarantine instructions for at home | Detailed measures |
| Inter-relational | All | All | 1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft) | Canteen / restaurant areas | Close break rooms and/or canteens | Breaks | Employees must use the workplaces for the breaking time | | |
| Inter-relational | All | All | 1 - Government policy: keep physical distance (1,5 m, 2 m or 6 ft) | Meeting distance | Cancel all face-to-face meetings | Meetings | No physical meetings are allowed. All meetings must be done digitally (video or telephone call) | ICT to ensure employees can communicate digitally | |

4 Substitution

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

4 Substitution

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

5 Elimination

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