



# 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



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# Introduction

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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 countries<sup>1</sup> 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

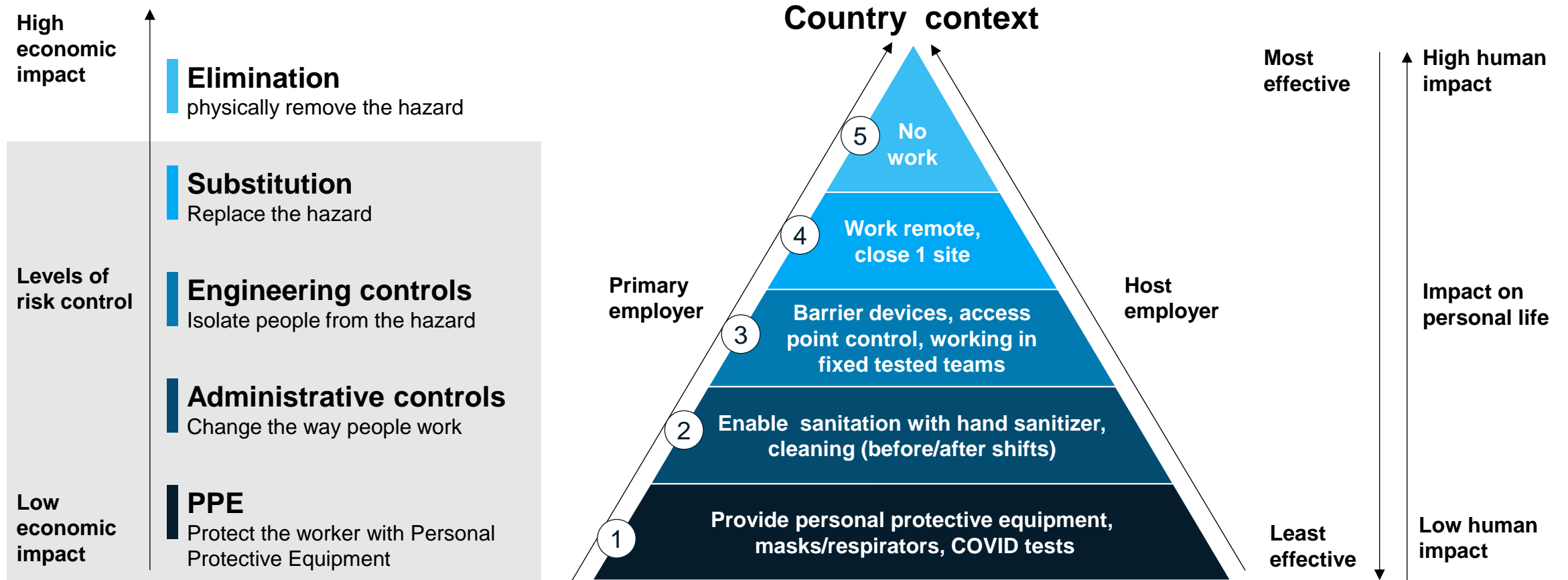
How to put the preventative measure into action at work; a practical and clear, the "how to"

### 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

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<b>Level of risk control</b>	<b>Canteen and / or breaks measures a company could consider to adopt</b>
<b>Elimination</b> physically remove the hazard	n/a
<b>Substitution</b> Replace the hazard	Instruct employees to stay at their workplaces for their breaking time
<b>Engineering controls</b> Isolate people from the hazard	Identify dedicated eating areas on site and ask employees to bring prepared meals and refillable drinking bottles from home
<b>Administrative controls</b> 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
<b>PPE</b> 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"> <li>• Symptomatology of the disease</li> <li>• Incubation period</li> <li>• Forms of contagion</li> <li>• Prevention measures</li> <li>• Recommendations in case of home isolation</li> </ul>	Computer 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"> <li>• Rules for the use of masks</li> <li>• Rules and prevention measures in travel</li> <li>• Hand washing technique</li> </ul>	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 <sup>2</sup> , 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&amp;S team and collect H&amp;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	

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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"> <li>1. Communicate your circumstance and report incident to the Prevention Service, which will indicate how to proceed.</li> <li>2. The infected employee must remain at home in a quarantine period established by the company.</li> <li>3. The infected employee will fill out a Possible Form Contagion to Third Parties together with the doctor via telephone.</li> <li>4. Employees who have had prolonged contact with infected employee should be informed and start using masks</li> <li>5. There will be a cleaning of the area (s) where the employee who is in this area has been course</li> </ol> <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

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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"> <li>• Have mild respiratory complaints (nasal catarrh, coughing, sore throat) and/or a fever.</li> <li>• 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"> <li>o Being in the presence of a sick person within two meters distance for 15 minutes.</li> <li>o Sharing the same living area with a sick person.</li> <li>o Direct contact with a sick person (such as shaking hands)</li> </ul> </li> <li>• Have returned from abroad in the past 14 days.</li> </ul> <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	

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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		

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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	