

4 August 2020



In the spirit of collaboration, Unilever is pleased to share its own practices and control measures as may be relevant to you during this unprecedented pandemic. However, it is impossible for Unilever to be aware of all of the local and particular risks and circumstances that you inevitably face in your day-to-day operations. For those reasons, this document is provided in good faith for general information purposes only and we make no representations, warranties or assurances as to its accuracy, completeness, effectiveness or validity. The information is provided without any express or implied warranty of any kind, including with respect to fitness for any particular purpose, and is subject to change. Unilever disclaims all losses or damages whatsoever (including, without limitation, damages for negligence, loss of profits, injury or death) arising out of the use of or non-use of the information provided. This information is not designed to, and does not, provide business or professional advice. By relying upon or taking decisions based the information provided, you do so entirely at your own risk. Accordingly, we encourage you to take independent professional and/or expert advice as you consider necessary.

		Tier 1
		WHO risk low: prepare and monitor
External Conditions		No transmission
Factory Response Team		<p>Factory Covid19 crisis team is in place and it is verifying daily:</p> <ul style="list-style-type: none"> • Tier Updates • Monitoring subject 0 - subject 1 - symptomatic and managing absenteeism • Training • Communication • Factory Covid19 crisis team should include: Factory Head, Human Resources, Safety and Health Environment Manager, Operations manager, Engineering, Quality with Public Health Authority support and Communication support
DECISION MAKING	<p>In case of: -subject 0 -subject 1 -self-reported symptoms subject</p>	NA
Management of cases	whether they have entered the plants or not	<p>Use your own protocol for contact tracing. If you don't have a protocol, please seek local advice as necessary.</p> <p>Respecting local legislation and individual privacy and following the procedure stated above, each factory should have a daily record and tracking of the following cases and monitor their potential links (employees part of the same area, part of the same shift/team, contemporary time off due to symptoms, etc.)</p> <ul style="list-style-type: none"> - Subject 0 - Subject 1 - Subject 1a Symptomatic - Recovered and Re-admitted to work
Factory Shutdown (if needed)		NA
Cleaning the factory (partial or full area) after a case		NA
Prepare to restart the factory		N/A

Covid19 checklist before restart		N/A
Tier implementation information	Communication & Training	Record and store details about all communications and training related to Covid19
Workers Risk factors		Many countries have set out specific guidance for businesses and non-healthcare settings. Each site must comply with local legislation.
Entrance	Site Visitors	Any visitor in the Site must be communicated in advance identifying: <ul style="list-style-type: none"> • Clear reason for the visit (create a survey/daily basis checklist) • Visitors have submitted their previous country / places visited • Submit declarations about their physical conditions • Submit transportation mode used to reach the site • No contact with any suspicious person coming from Risk Areas or Countries
	Site Employees + regular contractors transportation mode	Business as usual
	Employees + Regular Contractor Screening	Any employee must report if they had travelled in a tier 4 country, anytime a country is moving to tier 4
	Employees additional Checking Working Hours	Business as usual
	Truck driver Screening + declaration	<ul style="list-style-type: none"> • Truck Driver report previous country / places visited • Truck driver submits a declaration about their physical conditions
Change Room		Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
Office Meeting		Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
Personal Protection Equipment	Related to Covid19 protection	Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
Masks Standard Operating Procedures		As per Tier 4
Shoulder to shoulder operation (e.g. manual packing) + 4hands operation (e.g. breakdown maintenance)		Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.

Zoning & Social Distancing	To facilitate contact tracing	Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
Canteen	Activity	Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
	Canteen Crew Screening	No crew screening
Cleaning Activities	Site Office	
Shop floor Activities	Shift Change	Regular flow of people
	During routine activities	Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
	Quality LAB	Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
	Machine Cleaning and Disinfection	Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
Extra Care	Sanitization and cleaning cycles	Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
Restrooms	Sanitization and cleaning cycles	
Smoking areas	Usage of smoking areas where applicable	Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
Warehouse Activities Finished Goods/ Raw & Packaging Materials in the plant	Forklifts	Business as usual
	Warehouse Activities	Business as usual
	Warehouse Sanitization	Business as usual
General recommendation	Masks, Sanitization, and Cleaning equipment	Follow local regulation
	Thermometers and additional equipment for control	
	Occupational Health & Safety + Process Safety	

		Tier 2
		WHO risk medium: low-medium rate of human transmission
External Conditions		Low-medium rate of human transmission Private living conditions allow to isolate subject 0 - subject 1 - symptomatic people. Private living conditions allow personal hygiene practice The factory is having no cases neither close contact cases Symptomatic cases are not related to each other and minimum risk that they are related to covid19 and their number is aligned to regular sick leave cases
Factory Response Team		Factory Covid19 crisis team is in place and it is verifying daily: <ul style="list-style-type: none"> • Tier compliance • Monitoring subject 0 - subject 1 - symptomatic and managing absenteeism • Training • Communication • Factory Covid19 crisis team should include: Factory Head, Human Resources, Safety and Health Environment manager, Operations manager, Engineering, Quality with Public Health Authority support, Communication support and be in contact with Manufacturing Head
DECISION MAKING	In case of: -subject 0 -subject 1 -self-reported symptoms subject	Follow Tier 4 Decision making
Management of cases	whether they have entered the plants or not	Use your own protocol for contact tracing. If you don't have a protocol, please seek local advice as necessary.
		Respecting local legislation and individual privacy and following the procedure stated above, each factory should have a daily record and tracking of the following cases and monitor their potential links (employees part of the same area, part of the same shift/team, contemporary time off due to symptoms, etc.) <ul style="list-style-type: none"> • Subject 0 • Subject 1 • Subject 1a Symptomatic Recovered • Re-admitted to work
Factory Shutdown (if needed)		Follow Tier 4 Factory shutdown

Cleaning the factory (partial or full area) after a case		Follow Tier 4 Cleaning the factory (partial or full area) after a case
Prepare to restart the factory		Follow Tier 4 Restarting the factory
Covid19 checklist before restart		As per Tier 4 Checklist
Tier implementation information	Communication & Training	Record and store details about all communications and training related to Covid19
Workers Risk factors		<p>Many countries have set out specific guidance for businesses and non healthcare settings. Each site must comply with local legislation. In case there is no specific local rule, the following guideline should be followed: With the support of Human Resources and Public Health Authority, and in all cases in compliance with local law requirements regarding employee and privacy rights, identify workers risk factor and define proper actions e.g.:</p> <ul style="list-style-type: none"> • Older age (65+ years old); presence of chronic medical conditions, including immunocompromising conditions; pregnancy, etc. -> Public Health Authority to define who should stay home.
Entrance	Site Visitors	<p>Any visitor in the Site must be approved by the Factory Heads identifying:</p> <ul style="list-style-type: none"> • Clear reason for the visit (create a survey/Daily basis checklist) • Visitors have submitted their previous country / places visited • Visitor has been on quarantine in the last 14 days? • Visitors are at local city for the last 14 days? • They submit a declaration about their physical conditions • They submit transportation mode used to reach the site • No contact with any suspicious person coming from Risk Areas or Countries
	Site Employees + regular contractors transportation mode	<ul style="list-style-type: none"> • Keep using regular way of transportation • Using masks while commuting on public transportation is recommended • Avoid to be in contact with people that demonstrate symptoms of coughing or sneezing
	Employees + Regular Contractor Screening	<p>All Site employees must report any travel in the last 2 weeks and on a weekly basis:</p> <ul style="list-style-type: none"> • Any travel to infected and restricted areas • Any contact with infected person • Any contact with suspicious person (Cough, Sneezing, fever, headache)

		<ul style="list-style-type: none"> Report immediately to direct manager any symptom (Cough, Sneezing, fever, headache)
	Employees additional Checking Working Hours	Only if employee present any symptom
	Truck driver Screening + declaration	<ul style="list-style-type: none"> - Truck Driver (TD) report previous country / places visited - TD has been on quarantine in the last 14 days? - TD submits a declarations about their physical conditions - TD submits a declarations about No contact with any symptomatic/potentially infected person coming from Risk Areas or Countries - Hand sanitization before handing over documents to security - warehouse team -one at a time entrance thermal screening -> Temperature below 37.5C
Change Room		Refer to your own operating procedures. If you don't have your own operating procedures, please seek local advice as necessary.
Office Meeting		<p>As per standard procedures</p> <ol style="list-style-type: none"> 1. Frequent Hand Hygiene must be maintained 2. High touch points in room cleaned on completion of meeting 3. Optimal ventilation in room.
Personal Protection Equipment	Related to Covid19 protection	<p>If employees, contractors and visitors cannot respect social distancing >2m, they must wear:</p> <ol style="list-style-type: none"> 1) surgical masks or respirators as per risk identification. 2) safety goggles or safety glasses or face shields* are personal choice <p>*face shields not certified must be tested and approved before use.</p> <p>For all Personal Protection Equipment, proper Standard Operating Procedures and training about usage must be in place.</p>
Masks Standard Operating Procedures		As per Tier 4
Shoulder to shoulder operation (e.g. manual packing) + 4hands operation (e.g. breakdown maintenance)		Employees, contractors and visitors performing shoulder to shoulder operation must wear masks + glasses
Zoning & Social Distancing	To facilitate contact tracing	As per standard procedures.

		Easing down from Tier 3, factory should maintain control of zones and be ready to have proper contact tracing in case of subject0 case happens in the factory
Canteen	Activity	Use your own protocols to prevent contamination of products and seek local advice as necessary.
	Canteen Crew Screening	Use your own protocols to prevent contamination of products and seek local advice as necessary. Canteen crews should follow Tier 2 screening protocol
Cleaning Activities	Site Office	Regular activity as per standard Use your own protocols to prevent contamination of products and seek local advice as necessary.
Shop floor Activities	Shift Change	Regular flow of people maintain social distancing
	During routine activities	Assure Regular cleaning and sanitization. Avoid crowded situation and start practicing social distancing (>2m)
	Quality LAB	Assure Regular cleaning and sanitization as per your own operating procedures and seek local advice as necessary. Minimize situations where multiple workers are working in limited space. Start practicing social distancing (>2m)
	Machine Cleaning and Disinfection	Assure Regular cleaning and sanitization - Machine sanitization and disinfection as per your own operating procedures.
Extra Care	Sanitization and cleaning cycles	Assure regular routine of cleaning
Restrooms	Sanitization and cleaning cycles	Use your own protocols to prevent contamination of products and seek local advice as necessary.
Smoking areas	Usage of smoking areas where applicable	Assure regular routine of cleaning
Warehouse Activities Finished Goods/ Raw & Packaging Materials in the plant	Forklifts	Assure regular routine of cleaning
	Warehouse Activities	Assure regular routine of cleaning
	Warehouse Sanitization	Assure regular routine of cleaning

General recommendation	Masks, Sanitization, and Cleaning equipment	<ul style="list-style-type: none"> • Evaluate consumption and establish replenishment levels • Establish Safety Stock • Identify committed suppliers able to deliver • Only employees who are performing 4-hands tasks should wear the mask (e.g. mechanics/fitter who are performing tasks on multiple lines and are in contact with multiple operators, logistic operators who may serve multiple lines) • All other employees (not wearing masks) should rigorously maintain social distancing > 2m and practice zoning. In case sanitizer or hygiene cleaning product at risk of out of stock for extra, connect with local regulatory bodies or medical professionals for support. • Avoid "homemade" solutions that could create risks. The procedure about how to wear mask should be regulated with the proper protocol about the Personal Protection Equipment (if not yet ready)
	Thermometers and additional equipment for control	<ul style="list-style-type: none"> • Establish proper number of Thermometers • Develop proper training • Develop proper forms for data collection
	Occupational Health & Safety + Process Safety	<ul style="list-style-type: none"> • Emergency responders must be always in place at the site. • Maintain an onsite person in the Safety Critical Roles • Prepare substitution plan for all critical workers running processes with risk (e.g. Ammonia plant). • Please refer to your own Process Safety Risk protocol.

		Tier 3
		WHO risk high: high rate of human transmission
External Conditions		High rate of human transmission Private living conditions allow to isolate subject 0 - subject 1 - symptomatic people. Private living conditions allow personal hygiene to practice The factory is having no cases neither close contact cases
Factory Response Team		Factory Covid19 crisis team is in place and it is verifying daily: <ul style="list-style-type: none"> • Tier compliance • Monitoring (subject 0 - subject 1 - symptomatic and managing absenteeism) • Training • Communication • Factory Covid19 crisis team should include: Factory Head, Human Resources, Safety and Health Environment Manager, Operations manager, Engineering, Quality with Public Health Authority support, Communication support and be in contact with their Manufacturing Head
DECISION MAKING	In case of: -subject 0 -subject 1 -self-reported symptoms subject	Follow Tier 4 Decision making
Management of cases	whether they have entered the plants or not	Use your own protocol for contact tracing. If you don't have a protocol, please seek local advice as necessary. Respecting local legislation and individual privacy and following the procedure stated above, each factory should have a daily record and tracking of the following cases and monitor their potential links (employees part of the same area, part of the same shift/team, contemporary time off due to symptoms, etc.) <ul style="list-style-type: none"> • Subject 0 • Subject 1 • Subject 1a Symptomatic • Recovered and Re-admitted to work
Factory Shutdown (if needed)		Follow Tier 4 Factory shutdown

Cleaning the factory (partial or full area) after a case		Follow Tier 4 Cleaning the factory (partial or full area) after a case
Prepare to restart the factory		Follow Tier 4 Restarting the factory
Covid19 checklist before restart		As per Tier 4 checklist
Tier implementation information	Communication & Training	Record and store details about all communications and training related to Covid19 Record and store details about extra cleaning activities
Workers Risk factors		<p>Many countries have set out specific guidance for businesses and non healthcare settings. Each site must comply with local legislation. In case there is no specific local rule, the following guideline should be followed: With the support of Human Resources and Public Health Authority, and in all cases in compliance with local law requirements regarding employee and privacy rights, identify workers risk factor and define proper actions e.g.:</p> <ol style="list-style-type: none"> • Older age (65+ years old); presence of chronic medical conditions, including immunocompromising conditions; pregnancy, etc. -> Public Health Authority to define who should stay home.
Entrance	Site Visitors	<p>Any visitor in the Site must be approved by the Factory Heads identifying:</p> <ul style="list-style-type: none"> • Clear reason for the visit Create a survey/(Daily bases checklist) • Visitors have submitted their previous country / places visited • Visitor has been on quarantine in the last 14 days? • Visitors are at local city for the last 14 days? • They submit a declaration about their physical conditions • They submit transportation mode used to reach the site • No contact with any symptomatic person • No contact with any person coming from high risk areas or Countries • Thermal screening -> Temperature below 37.5C, no cough, no sneezing • Hand sanitization before entering the site • Site should maintain proper record of all visitors having symptoms and Temperature > 37.5C (respecting privacy rules) and not allow them to enter the site

	<p>Site Employees + regular contractors transportation mode</p>	<ol style="list-style-type: none"> 1. Whenever possible employees should not use crowded transportation mode e.g. (public bus, trains and metro); the usage of personal vehicles is recommended. 2. Carpooling should be supported by local factory management; in case of carpooling keep the passengers consistent in the same car. In case employees must use public transportation (as the only practical solution), employees should: 1) Avoid crowded routes and take alternative ones 2) wear masks during the journey and disinfect hands regularly. 3. Apply cleaning protocols. 4. Open windows to safely ventilate the vehicle during/after the journey. Signed report is displayed to identify time of last cleaning cycle. 5. Bus drivers should wear mask at all time. Check specific protection for drivers such as passengers should not sit within 2m of the driver seat, glass booth around driver, etc. 6. Site should maintain proper record of transportation mode, cleaning routine and employees for company provided shuttle buses. 7. In case employees have to use public transportation (as the only practical solution), employees should: <ul style="list-style-type: none"> - avoid crowded routes and take alternative ones - wear masks during the journey and disinfect hands regularly.
	<p>Employees + Regular Contractor Screening</p>	<p>All Site employees must report any travel in the last 2 weeks and daily:</p> <ul style="list-style-type: none"> • Any travel to infected and restricted areas • Any contact with infected person • Any contact with suspicious person (Cough, Sneezing, Fever) • Thermal screening -> Temperature below 37.5C no cough, sneezing • Hand sanitization before entering the site • Site should maintain proper record of all employees (respecting privacy rules) having symptoms and temperature > 37.5C who are send back home.
	<p>Employees additional Checking Working Hours</p>	<p>Only if employee presents any symptom</p>
	<p>Truck driver Screening + declaration</p>	<ul style="list-style-type: none"> • Truck Driver report previous country / places visited • Truck driver has been on quarantine in the last 14 days?

		<ul style="list-style-type: none"> • Truck driver submits a declaration about <i>No contact</i> with any suspicious person coming from Risk Areas or Countries • Thermal screening -> Temperature below 37.5C, no cough, sneezing • Hand sanitization before handing over documents to security - warehouse team • Wearing mask all time
Change Room		<ul style="list-style-type: none"> • Depending on the size of the changeroom (e.g. number of showers, benches etc.) the site can define the maximum number of employees who can use the changeroom at same time to minimize contagious (e.g. limiting to 20-30 employees at a time) • Hands sanitization before wearing uniforms • Signs and communications should be visible and kept updated to remind staff about good hygiene and social distancing
Office Meeting		<ul style="list-style-type: none"> • Sanitize the room after every meeting <ul style="list-style-type: none"> - limit the number of people involved to those strictly necessary - if office is a separated building from the factory hall, safety glasses can be removed only in the office building.
Personal Protection Equipment	Related to Covid19 protection	<p>Employees, contractors and visitors must wear:</p> <ol style="list-style-type: none"> 1) surgical masks or N95 as per risk identification. 2) safety goggles or safety glasses or face shields* are personal choice <p>*face shields not certified must be tested and approved before use.</p> <p>For all PPE, proper SOP and training about PPE usage must be in place. Face shields cannot replace any other Personal Protection Equipment.</p>
Masks Standard Operating Procedures		As per Tier 4
Shoulder to shoulder operation (e.g. manual packing) + 4hands operation (e.g. breakdown maintenance)		Employees, contractors and visitors performing shoulder to shoulder operation must wear masks + glasses

<p>Zoning & Social Distancing</p>	<p>To facilitate contact tracing</p>	<ul style="list-style-type: none"> • Split the entire factory into zones. • Define number of employees allocated into each zone and evaluate social distancing (>2m) • Identify employees in each zone to support contact tracing • Clearly mark the areas where employees can NOT stand to avoid breaking social distancing rule • Limit the movements across the zones only to the absolutely necessary ones.
<p>Canteen</p>	<p>Activity</p>	<ul style="list-style-type: none"> • Organize employees to have meals in batches to avoid crowded situation • Use disposable cutlery, in case of durable cutlery, implement a protocol for washing • Make available table sanitizer • No visitor should be allowed to have lunch in the canteen • Sanitizing tables after every group of people (or individual employee) • Sanitize before and after every shift as per regular Canteen cleaning procedure
	<p>Canteen Crew Screening</p>	<ul style="list-style-type: none"> • Canteen crews should follow Tier 3 screening protocol as they are touching food and could be increasing the risk of spreading the virus. • Use your own protocols to prevent contamination of products and seek local advice as necessary.
<p>Cleaning Activities</p>	<p>Site Office</p>	<ul style="list-style-type: none"> • Everyday routine sanitizing for office front door/stairs/elevators/bathroom • Cleaning tools and equipment need to be stored independently, avoiding cross use. • Refer to your own protocols to prevent contamination of products and seek local advice as necessary.
<p>Shop floor Activities</p>	<p>Shift Change</p>	<p>Site could decide to organize employees flow in a way to minimize crowded situation depending on site layout.</p>
	<p>During routine activities</p>	<ul style="list-style-type: none"> • Frequent hands sanitizing, twice a shift (Minimum). • Implement social distancing (>2m between two employees) by establishing zoning for operators to work on their own (one operator at a time in the zone), and they would therefore not need to wear masks. • If "4 hands operators" (e.g. fitters) would need to work in the zone, zone regular operator (e.g. machine operators) should go in a separate isolated place.
	<p>Quality LAB</p>	<ul style="list-style-type: none"> • Increase frequency for cleaning & sanitization to daily for all types of lab. Frequent hands sanitizing for all Quality workers using Labs. A) Implement social distancing (>2m) B) If social distancing is not possible: <ul style="list-style-type: none"> - Organize the activity in such a way that analyses are performed and equipment are used individually, one after another (i.e. working in series)

		<ul style="list-style-type: none"> - If not possible to work in series use Personal Protection Equipment and follow your protocols • All equipment and surfaces touched by each worker should be cleaned and sanitized (e.g. work bench, lab equipment, glassware, keyboards/mouse etc.) before another worker is using them.
	Machine Cleaning and Disinfection	<ul style="list-style-type: none"> -Machine sanitization and disinfection as per SOP. -Machine externals that are commonly touched (e.g. touch screen – handles – switches) should be sanitized at least twice per shift and a risk assessment may be conducted to determine if a higher frequency is necessary. -Some governments may require evidence of the sanitization.
Extra Care	Sanitization and cleaning cycles	<ul style="list-style-type: none"> • Twice a shift routine sanitization for factory common areas / shop floor /office where there is concentration of people. • Use Alcohol (Alcohol percentage to be based on local regulation where applicable) sanitizer or Sodium Hypochlorite Solution
Restrooms	Sanitization and cleaning cycles	Use your own protocols to prevent contamination of products and seek local advice as necessary.
Smoking areas	Usage of smoking areas where applicable	<ul style="list-style-type: none"> • Evaluate the possibility to close the smoking areas. • Restrict access to limited number of people, avoid crowded situation. • Any cigarette left over (e.g. cigarette butt) to be disposed properly to avoid any possible contacts. • Implement and follow hygiene practices advised locally.
Warehouse Activities Finished Goods/ Raw & Packaging Materials in the plant	Forklifts	<ul style="list-style-type: none"> • Twice a shift parts of the machines that are commonly touched (Belt, handle and Drive Wheel) must be sanitized.
	Warehouse Activities	<ul style="list-style-type: none"> • Keep clean working area • Keep sanitizing hands • Keep 2-meter distance from colleagues performing another task
	Warehouse Sanitization	<ul style="list-style-type: none"> • Twice a day sanitization for offices, stairs, elevators • Cleaning tools and equipment need to be stored independently, avoiding cross use
General recommendation	Masks, Sanitization, and Cleaning equipment	<ul style="list-style-type: none"> • Evaluate consumption and establish replenishment levels • Establish Safety Stock • Identify committed suppliers able to delivery • In case of Personal Protection Equipment shortage (for any not foreseeable reason), Personal Protection Equipment must be prioritized and must be used for all 4-hand operations that are not respecting social distancing. If social distancing cannot be

		<p>respected and there are not enough Personal Protection Equipment, the factory should stop some lines/operation and reduce the density of the people and strictly respect social distancing.</p> <ul style="list-style-type: none"> • In case there could be employees not wearing masks, they must strictly follow social distancing, working in individual dedicated zones like individual offices. • Always forecast for sanitizers or hygiene cleaning product adequately. Avoid "homemade" solutions that could create risks • The procedure about how to wear mask should be regulated with the proper protocol about the Personal Protection Equipment (if not yet ready)
	<p>Thermometers and additional equipment for control</p>	<ul style="list-style-type: none"> • Establish proper number of Thermometers • Develop proper training • Develop proper forms for data collection
	<p>Occupational Health & Safety + Process Safety</p>	<ul style="list-style-type: none"> • Emergency responders must be always in place at the site. • Maintain an onsite person in the Safety Critical Roles • Trained and AVAILABLE substitution workers to replace Safety critical roles (e.g. Ammonia plant) • Please refer to your own Process Safety Risk protocol.

		Tier 4
		WHO risk very high: crisis, very high rate of human transmission
External Conditions		<ul style="list-style-type: none"> Very high rate of human transmission Private living conditions allow to isolate subject 0 - subject 1 - symptomatic people. Private living conditions allow WHO recommended personal hygiene practice Dormitories or accommodation allow single room or double rooms (married employees). The accommodations allow to respect social distancing, self-isolation in case of symptoms and minimize infection risks in common areas. The factory is having NOT-linked positive cases or NOT-linked symptomatic cases.
Factory Response Team		<p>Factory Covid19 crisis team is in place and it is verifying daily:</p> <ul style="list-style-type: none"> Tier compliance Monitoring: subject 0 - subject 1 - symptomatic and managing absenteeism Training Communication Activities are documented Factory Covid19 crisis team should include (but not limited): Factory Head, Human Resources, Safety and Health Environment manager, Public Health Authority, Communication and be in contact with their Manufacturing Head and Local Incident management Team (as relevant and applicable).
DECISION MAKING	<p>In case of: -subject 0 -subject 1 -self-reported symptoms subject</p>	<ul style="list-style-type: none"> Response plan in place in case of a positive tested case has been previously detected in the factory. In case of individual specific needs (e.g. close contact at home), these must be managed with local medical team respecting privacy, confidentiality and fully aligned with Local Authority regulations and supplier's values and principles as relevant. Single or NOT Linked Subject 0; NOT Linked Subject 1; NOT Linked Self-reported symptoms subject. The decision to stop shifts, clean factory, quarantine and test factory team (where local authority allows) must be taken by Factory Head with the sign from their Manufacturing Head and Local Incident management Team (as relevant and applicable). Prepare an isolation room and together with Public Health Authority support develop a proper procedure to avoid contacts and follow local authority rules to move symptomatic subject to hospital or back home in a safe way.

<p>Management of cases</p>	<p>whether they have entered the plants or not</p>	<ul style="list-style-type: none"> • Use your own protocol for contact tracing. If you don't have a protocol, please seek local advice as necessary. <p>Respecting local legislation and individual privacy, each factory should have a daily record and tracking of the following cases and monitor their potential links (employees part of the same area, part of the same shift/team, contemporary time off due to symptoms, etc.)</p> <ul style="list-style-type: none"> • Subject 0 • Subject 1 • Subject 1a Symptomatic • Recovered and Re-admitted to work. <p>Maintain recording of all zones and those going across each zone every day to properly manage contact tracing.</p>
<p>Factory Shutdown (if needed)</p>		<p>Authority may shut down the factory – follow their procedures. In case of no specific local legislation, factory team should implement the following minimum mandatory steps to shut down the factory:</p> <ul style="list-style-type: none"> • Drive down equipment/processes in a safe manner (plan and people in place to shut down the factory) • Inform all next incoming shifts and local contractors • Contact local Authorities if special restrictions need to be considered • Inform suppliers and logistics team • Ensure security of site and very strict and formalized access control • Inform people of next steps. Communication is key! • Ensure all shut down procedures are followed (process safety and occupational safety risks need to be under control (e.g. pipes content) • Hygiene is under control • The limited number of people which are requested to stay on site should wear full Personal Protection Equipment during the shutdown period (N95 masks, glasses/goggle) until cleaning has been fully carried out and validated. • Understand the local authority conditions to restart if any and proactively put them in place in advance (e.g. some governments may request an audit before restarting)Inform the Division team to trigger the factory business continuity plan (BCP)/ alternative sourcing.
<p>Cleaning the factory (partial or full area) after a case</p>		<ul style="list-style-type: none"> • Factory needs to follow the local authority procedures that may require specific downtime and prescribe to clean the factory using specific procedures. In case there is no defined regulation, factory should stop for the amount of time needed to perform cleaning using protocols to prevent the contamination of all areas potentially infected

		<p>and keep the evidence of cleaning procedures to be shown to local authority as a preconditions to restart.</p> <ul style="list-style-type: none"> • A specific assessment of potentially infected areas should be done as result of contact tracing. Definition of areas to be cleaned should be approved by local Public Health Authority doctor and Head of Manufacturing (or relevant senior authority for supplier). • An emergency preparation plan should be developed to have a cleaning team and equipment ready in place to reduce the amount of shutdown time. This should include at minimum: <ol style="list-style-type: none"> 1. Identify Personal Protection Equipment needed 2. Identify who can conduct that cleaning operation. Clarify in advance and be ready with the plan. 3. Ensure disinfectant is identified and Material Safety Datasheet checked and understood 4. Use a diluted bleach solution or a disinfectant which complies to local environmental guidelines (e.g. 70% ethanol, sodium hypochlorite 5000 ppm). <p>Seek local guidance and approval before restarting your operations.</p>
<p>Prepare to restart the factory</p>		<p>Follow requests of local authorities. If the factory is closed for a long period of time (more than 2 days):</p> <ul style="list-style-type: none"> • Define proper safety - security monitoring plan. • Grant access to the site from the local authority for safety critical team. • Disable badge access, ensuring only authorized people getting in (emergency team, technical operators, security). • Plan for periodical inspection of Utilities and other critical situation (e.g. twice a week) and Water Treatment plant (e.g. daily check) during the Site shutdown (prepare for this in advance). • Define a partial start-up procedure where only limited amount of equipment/lines are restarted by a dedicated group of employees following safety rule and based on business priority. If available, use restart procedure after planned shutdown as a guideline. If not available, plan and prepare a detailed ramp up procedures. • Ensure technical/emergency support and supervision to meet quality, occupational safety and process safety standards If the factory is closed for a short period of time (e.g. 1-2 shift) the restarting procedure should be standard one (e.g. after weekend).
<p>Covid19 checklist before restart</p>		<p>Check list before restarting to assess external factor risk and Tier Compliance</p> <ol style="list-style-type: none"> 1) Accommodation 2) Transportation 3) Screening

		<p>4) Factory population health condition 5) Personal Protection Equipment availability and usage 6) Social distancing 7) Zoning 8) Cleaning 9) Vulnerable workers 10) Workers with critical safety responsibility (WWTP, etc.) 11) Compliance level review and reinforcement 12) Communication to all factory team 13) Training Approved and signed-off by Factory Head, their Manufacturing Head and Local Incident management Team (as relevant and applicable).</p>
Tier implementation information	Communication & Training	<ul style="list-style-type: none"> • Record and store details about all communications and training related to Covid19 • Record and store details about extra cleaning activities
Workers Risk factors		<p>Many countries have set out specific guidance for businesses and non healthcare settings. Each site must comply with local legislation. In case there is no specific local rule, the following guideline should be followed:</p> <p>With support of Human Resources and Public Health Authority, identify workers risk factor and define proper actions (the following are examples and don't aim to be exhaustive of all possible situations):</p> <ol style="list-style-type: none"> 1) e.g., older age (65+ years old); presence of chronic medical conditions, including immunocompromising conditions; pregnancy, etc. -> Public Health Authority to define who should stay home. 2) e.g. living conditions like dormitories -> plan to move employees into hotels/location individual room. Provision of surgical masks (if surgical masks are constrained, consider cloth masks as alternative outside the factory). Consideration of a single room is indicated if the individual needs self-quarantine (e.g. individual with symptoms). Dormitories can continue to be considered if dorm operators are able to ensure twice daily temp check, enforce greater social distancing - limit number staying in each room, no congregation to self-cook meals - delivery of individual meals, appropriate toilet facilities, continuing emphasis on hand washing , improved environmental hygiene

		<p>3) e.g. private life conditions that may limit proper hygiene standard (no running water) - > provide sanitizer for personal usage at home. In case private living conditions create higher than normal risk to get infected, rent hotel accommodations (or similar) and agree with employees to move them to new location.</p>
<p>Entrance</p>	<p>Site Visitors</p>	<p>Any visitor in the Site must be approved by the Factory Heads identifying:</p> <ul style="list-style-type: none"> • Clear reason for the visit (created a survey with Daily bases checklist) • Visitors have submitted their previous country / places visited • Visitor has been on quarantine in the last 14 days? • Visitors are at local city for the last 14 days? • They submit a declaration about their physical conditions • They submit transportation mode used to reach the site • No contact with any suspicious person coming from Risk Areas or Countries • Thermal screening -> Temperature below 37.5C no cough, no sneezing • Hand sanitization before entering the site • Keep using masks constantly for ALL visitors • Site should maintain proper record of all visitors having symptoms and Temperature > 37.5C (respecting privacy rules) and not allow them to enter the site
	<p>Site Employees + regular contractors transportation mode</p>	<ul style="list-style-type: none"> • Avoid crowded transportation mode e.g. public bus, trains and metro. Use personal vehicles. Carpooling should be supported; in case of carpooling keep the passengers consistent in the same car. • Open windows to safely ventilate the vehicle during/after the journey. Signed report is displayed to identify time of last cleaning cycle. • Bus drivers should wear mask at all time. Check specific protection for drivers such as passengers should not sit within 2m of the driver seat, glass booth around driver, etc. Site should maintain proper record of transportation mode, cleaning routine and employees for company provided shuttle buses • Company shuttle bus limited to 20 employees per ride or eventually buses should have tagged usable seats no nearer than 2m from each other • Employees should wear masks while commuting.

	<p>Employees + Regular Contractor Screening</p>	<p>All Site employees must report any travel in the last 2 weeks and daily:</p> <ul style="list-style-type: none"> • Any travel to infected and restricted areas • Any contact with infected person • Any contact with suspicious person (Cough, Sneezing, fever, headache) • Thermal screening -> Temperature below 37.5C, no cough, no sneezing • Hand sanitization before entering the site. • Site should maintain proper record of all employee (respecting privacy rules) having symptoms and Temperature > 37.5C who are send back home.
	<p>Employees additional Checking Working Hours</p>	<ul style="list-style-type: none"> • Two times temperature screening: <ul style="list-style-type: none"> -Screening #1 at entrance as employees + regular contractor screening process -Screening #2 at lunch break or any regular break in the middle of the shift or at the end of the shift before leaving the factory <p>* Temperature can be taken before and just after lunch (using forehead infrared device), splitting the team into two groups and avoiding congested situations.</p>
	<p>Truck driver Screening + declaration</p>	<ul style="list-style-type: none"> • Truck drivers report previous country / places visited • Truck driver has been on quarantine in the last 14 days? • Truck driver submits a declaration about <i>No contact</i> with any suspicious person coming from Risk Areas or Countries • Thermal screening -> Temperature below 37.5C no cough, sneezing • Hand sanitization before handing over documents to security - warehouse team • Wearing mask all time
<p>Change Room</p>		<ul style="list-style-type: none"> • Change room limited to 20 employees at the same time • After any group complete uniform change, a cleaning cycle should be performed following your own cleaning standards. • If lockers layout still does not allow to respect social distancing, consider to: <ol style="list-style-type: none"> 1. Set up temporary structure to be used as locker. 2. Reduce number of employees per shift and reduce production 3. Hands sanitization before wearing uniforms 4. Signs and communications should be visible and kept updated to remind staff about good hygiene and social distancing

<p>Office Meeting</p>	<ul style="list-style-type: none"> • Meetings in office and room must be avoided In case it is really necessary to meet in a room: <ul style="list-style-type: none"> - Sanitize the room previously - keep the range > 2m - Keep using mask and eye protection - In case of screen tasks, eye protection can be removed only when working alone. 1 person per closed room. - Change air and open windows after every meeting where possible - Sanitize the room after the meeting
<p>Personal Protection Equipment</p>	<p>Related to Covid19 protection</p> <p>Employees, contractors and visitors must wear: 1) surgical masks or N95 as per risk identification. 2) safety goggles or safety glasses or face shields*</p> <p>*face shields not certified must be tested and approved before usage</p> <p>For all Personal Protection Equipment, proper Standard Operating Procedures and training about usage must be in place. If these are not in place, please seek local advice as necessary. Face shields cannot replace any other Personal Protection Equipment used in regular Standard Operating Procedures.</p>
<p>Masks Standard Operating Procedures</p>	<ul style="list-style-type: none"> • Use your own protocol for N95 and Surgical masks. If you don't have a protocol, please seek local advice as necessary.
<p>Shoulder to shoulder operation (e.g. manual packing) + 4hands operation (e.g. breakdown maintenance)</p>	<ul style="list-style-type: none"> • All possible effort must be done to reduce number of people working "shoulder to shoulder". • 4-hands operations (e.g. breakdown maintenance) must be performed strictly following Personal Protection Equipment recommendation and with hand sanitization before and after the operations.

<p>Zoning & Social Distancing</p>	<p>To facilitate contact tracing</p>	<p>1) Split the entire factory into zones. 2) Define number of employees allocated into each zone and evaluate social distancing (>2m) 3) Identify employees in each zone to support contact tracing. In each zone there should be a specific group of employees who can be clearly tracked. Groups should be kept separated in all activities inside the factory. 4) Clearly mark the areas where employees can NOT stand to avoid breaking social distancing. 5) Limit the movements across the zones only to the absolutely necessary ones (e.g. Quality - Maintenance - Logistics) 6) Define the employees (e.g. Quality - Maintenance - Logistic, etc.) who need to move across zones and define a shift card where they can self-register contacts and zone visited. 7) If Canteen and Changeroom are common zones follow social distancing and the direction stated in this Tier document for each specific area.</p>
<p>Canteen</p>	<p>Activity</p>	<ul style="list-style-type: none"> • Organize employees to have meals in small groups to avoid crowded situations • 4 employees per table max. • Maintain social distance >2m • Use disposable cutlery, in case of durable cutlery, wash following your own Sanitizing procedure • Sanitizing tables after every group of people (or individual employee) • Sanitize before and after every shift as per regular Canteen cleaning procedure • Would suggest closing Canteen services and move to pre-prepared meals where appropriate
	<p>Canteen Crew Screening</p>	<ul style="list-style-type: none"> • Canteen crews to follow your own cleaning protocols. If you don't have a protocol, please seek local advice as necessary.
<p>Cleaning Activities</p>	<p>Site Office</p>	<ul style="list-style-type: none"> • Everyday routine sanitizing for office front door/stairs/elevators/bathroom • Cleaning tools and equipment need to be stored independently, avoiding cross use. • Use your own protocols to prevent contamination of products and seek local advice as necessary.
<p>Shop floor Activities</p>	<p>Shift Change</p>	<ul style="list-style-type: none"> • Site must organize employees flow in a way to minimize contact. • Employees to be requested to access the site in 3 different groups at interval of 10 minutes each to manage screening, uniform changes and lines change.
	<p>During routine activities</p>	<ul style="list-style-type: none"> • Frequent hand sanitizing at least twice a shift (Minimum). • Keep 2-meter distance from colleagues performing another task. • When there are 4-hands operation it is mandatory to practice hand washing or sanitization before and after.

	<p>Quality LAB</p>	<ul style="list-style-type: none"> • Daily cleaning & sanitization – as per Tier 3 • Frequent hands sanitizing for all • For quality workers using LABs. <ol style="list-style-type: none"> 1. Implement social distancing (>2m) 2. Organize the activity in such a way that analyses are performed, and equipment are used individually, one after another (i.e. working in series) 3. Quality workers to use masks in the Lab. All equipment and surfaces touched by each worker should be cleaned and sanitized (e.g. work bench, lab equipment, glassware, keyboards/mouse etc.) before another worker is using them.
	<p>Machine Cleaning and Disinfection</p>	<ul style="list-style-type: none"> - Machine sanitization and disinfection as per SOP. - Machine externals that are commonly touched (e.g. touch screen – handles – switches) should be sanitized at least twice per shift and a risk assessment may be conducted to determine if a higher frequency is necessary. - Some governments may require evidence of sanitization
<p>Extra Care</p>	<p>Sanitization and cleaning cycles</p>	<ul style="list-style-type: none"> • Twice a shift routine sanitization for factory common areas / shop floor /office where there is concentration of people. • Use Alcohol (Alcohol percentage to be defined by local regulation) sanitizer or Sodium Hypochlorite Solution • For the administrative office, suggest having fresh air flow exchange where possible. • Check air filter and air-purifier and increase cleaning and maintenance if necessary
<p>Restrooms</p>	<p>Sanitization and cleaning cycles</p>	<ul style="list-style-type: none"> • Must use disposable paper on the top of Sanitary • Use your own protocols to prevent contamination of products and seek local advice as necessary.
<p>Smoking areas</p>	<p>Usage of smoking areas where applicable</p>	<ul style="list-style-type: none"> • Close the smoking areas. In case of any specific need, allow only single/individual usage of smoking area. • Any cigarette left over (e.g. cigarette butt) to be disposed properly to avoid any possible contacts. • Implement and follow hygiene practices advised locally

Warehouse Activities Finished Goods/ Raw & Packaging Materials in the plant	Forklifts	Twice a shift parts of the machines that are commonly touched (Belt, handle and Drive Wheel) must be sanitized. e.g. China requires to send pictures to government
	Warehouse Activities	<ul style="list-style-type: none"> • Keep clean working area • Keep fresh air flow exchanging • Keep sanitizing hands • Keep 2-meter distance from colleagues performing another task
	Warehouse Sanitization	<ul style="list-style-type: none"> • Twice a day sanitization for offices, stairs, elevators • Cleaning tools and equipment need to be stored independently, avoiding cross use
General recommendation	Masks, Sanitization, and Cleaning equipment	<ul style="list-style-type: none"> • Evaluate consumption and establish replenishment levels • Establish Safety Stock • Identify committed suppliers able to delivery • In case of Personal Protection Equipment shortage (for any not foreseeable reason), factory should stop some lines/operation and reduce number of people to guarantee that all workers can have Personal Protection Equipment. • Consideration to calculate masks demand in case of tier 4: if masks availability is restricted reduce number of employees in the factory and secure that no one would work without wearing masks. • The procedure about how to wear mask should be regulated with a proper protocol about the Personal Protection Equipment (if not yet ready)
	Thermometers and additional equipment for control	<ul style="list-style-type: none"> • Establish proper number of Thermometers • Develop proper training • Develop proper forms for data collection
	Occupational Health & Safety + Process Safety	<ul style="list-style-type: none"> • Emergency responders must be always in place at the site. • Maintain an onsite person in the safety critical roles • Trained and available substitution workers to replace safety critical roles (e.g. Ammonia plant) • Please refer to applicable Process Safety Risk protocol.

Tier Workplace controls examples	
Workplace Controls Examples	<p>During a COVID-19 outbreak, when it may not be possible to eliminate the hazard, the most effective protection for factories are (listed from most effective to least effective):</p> <p>1) engineering controls: physical separation, proper ventilation, etc.</p> <p>2) administrative controls: encouraging sick workers to stay at home. Minimizing contact among workers. Establishing alternating days or extra shifts that reduce the total number of employees in a facility at a given time, allowing them to maintain distance from one another while maintaining a full onsite work week. Developing emergency communications plans. Providing workers with up-to-date education and training on COVID-19 risk factors and protective behaviors (e.g., cough etiquette and care of PPE). Training workers who need to use protecting clothing and equipment how to put it on, use/wear it, and take it off correctly, including in the context of their current and potential duties. Training material should be easy to understand and available in the appropriate language and literacy level for all workers.</p> <p>3) safe work practices (a type of administrative control): Providing resources and a work environment that promotes personal hygiene. For example, provide, no-touch trash cans, hand soap, alcohol-based hand rubs containing at least 60 percent alcohol, disinfectants, and disposable towels for workers to clean their work surfaces. Requiring regular hand washing or using of alcohol-based hand rubs. Workers should always wash hands when they are visibly soiled and after removing any PPE. Post handwashing signs in restrooms.</p> <p>4) PPE: masks, gloves, glasses etc.</p>

Tier Compliance Level A - B - C

**Each Tier can have a different level of compliance defined below as A - B - C.
Each Factory Head should decide which level (A-B-C) to implement based on local IR status and local laws to guaranteed the highest standard of compliance for Tier implementation**

	Tier 2	Tier 3	Tier 4
A	Tier is implemented - assessment is made as a self-disciplined check from the factory leadership team	Tier is implemented - assessment is made as a self-disciplined check from the factory leadership team	Tier is implemented - assessment is made as a self-disciplined check from the factory leadership team
B	Tier is implemented and the Safety Health and Environment team is practicing a formal daily compliance audit of each element	Tier is implemented and the Safety Health and Environment team is practicing a formal daily compliance audit of each element	Tier is implemented and the Safety Health and Environment team is practicing a formal daily compliance audit of each element
C	Tier is implemented and the factory leader has activated an external "Tier Compliance Team" regulating and reporting the compliance of each element	Tier is implemented and the factory leader has activated an external "Tier Compliance Team" regulating and reporting the compliance of each element	Tier is implemented and the factory leader has activated an external "Tier Compliance Team" regulating and reporting the compliance of each element

Examples of Tier Assessment

<p>In case of: -subject 0 -subject 1 -self-reported symptoms subject</p>	<p>Verify that emergency plan is in place and tested with what-if scenarios. Contract tracing is effective. Zoning and Grouping are respected, and it is possible to classify FTE based on contact tracing procedures Communication channel is ready: all factory employees can be reached at any point in time. Communication with local authority is in place. Updates are constantly received and local authorities' rules to manage the infection are clearly understood. Emergency response team is ready and trained</p>
Site Visitors	<p>Data are clearly tracked and it is possible to verify on a daily/shift-base how many people have been sent back home and not allowed to enter the factory because showing symptoms or not respecting the entrance protocol. All UL shuttle buses should be assessed to verify social distancing, cleaning and sanitization routines record.</p>
Site Employees + regular contractors transportation mode	
Employees + Regular Contractor Screening	
Employees additional Checking Working Hours	
Truck drivers: screening + declaration	
Change Room	<p>Verify how many FTE are using Change room at same time. Verify sqm/FTE in the locker room</p>
Office Meeting	<p>Close offices room and have specific Covid19 Safety verification before any scheduled meeting. In case meeting are not avoidable, in each meeting there should be an appointed Safety Covid19 compliance person to check about social distancing and hygiene</p>
Zoning & Social Distancing	<p>Define a Tier Compliance Patrolling Team (TCPT) which is full time observing zoning, social distancing and hygiene practices for all other employees. Strengthen the actions to be taken if tier rules broken: in case of employees are breaking Tier rules (e.g. not wearing masks when requested, not respecting social distancing) there should be an initial verbal warning and more severe consequence management actions should be taken if employees are putting themselves and other colleagues at risk.</p>
Canteen	
Cleaning Activities	
Shop floor Activities	
Extra Care	
Restrooms	
Smoking areas	
Warehouse	