

COVID PROTOCOL CHECKLIST - SECTOR BUSINESS SERVICES

Background The COVID-19 health crisis is posing unparalleled challenges to people, organisations and economies around the world. In dealing with a new normal, in which physical distancing, extra hygiene measures, regular testing, and other solutions will be crucial, it is time for companies to prepare for a safe return to work. This document is aimed to support this endeavor by demonstrating good practice measures that we've collectively captured and found useful for the **Business Services sector**. Recommendations are advisory in nature, inspirational in content, and merely intended to assist the creation of a tailored protocol supporting a safe and healthy workplace.

How to use this document This document should be seen as an **overall checklist** of measures that can be considered to safeguard a company and its workforce in line with local policies for COVID. The protocol is broken down into topics with accompanying measures and a corresponding risk level. In case a subtopic has multiple suggested measures it is advised to consider which level of risk is best suited for a company specific situation. The document is dynamic in nature. Meaning it will be updated according to changes in policies or additional relevant good practices that we capture across the globe.

Risk level Hierarchy of Controls - 5 levels of control are grounded in Safety management Systems such as the ISO 45001 and ANSI 1-10. Starting from 1, a high level of control with low risk up to lower levels of control with higher risk. Please use further guidelines to apply the right level of risk into your company situation.

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

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.

MEASURES TO CONSIDER PER TARGET GROUP

	Measure	Risk level	Country	Comments	To do	Necessary	Check?
EMPLOYEE	Follow-up personal health & hygienic guidance for COVID at home before going to work	3 - Engineering controls	Not all	Temperature checks not allowed everywhere, e.g. not in Belgium and the Netherlands (April 29th)	1. Perform 'Self-Checks' of temperature and symptoms prior to leaving for work, and when returning home. 2. Stay at home if you have any of the following symptoms: a cold, runny nose, sneezing, sore throat, mild cough, fever (from 38 ° C and up). 3. Stay at home if someone in your household has a fever (from 38 ° C) and / or shortness of breath until everyone is free of symptoms for 24 consecutive hours.	At home thermometer	<input type="checkbox"/>
	Follow-up personal health & hygienic guidance for COVID at work	3 - Engineering controls	All		1. Maintain 1.5 meters physical distance and do not shake hands. 2. Follow guidelines and agreements regarding working hours, transport, lunch, meetings, agreements, protective equipment and hygiene measures. Point out when others are not in compliance with the rules and guidelines. 3. Wash your hands at least 6 times a day, following the hygiene instructions. At least: before and after eating, after visiting the toilet, after traveling by public transport and after cleaning activities. Cough and sneeze in your elbow and take disposable tissues with you	Washing facilities	<input type="checkbox"/>
EMPLOYER	Propose work from home to all company	2 - Substitution	All		Disseminate rules for working from home	Laptop, mobile phone	<input type="checkbox"/>
	Ensure employees can work remote	2 - Substitution	All		needs to be filled with work instructions for arranging IT working remote specific to company situation	ICT support for remote working (provide laptop,	<input type="checkbox"/>
	Supply (cross border) employees with proof of vital job	2 - Substitution	All	Applicable to lockdown countries (e.g. Spain)	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.	Declaration per employee	<input type="checkbox"/>
	Reduce face to face communication to a minimum	3 - Engineering controls	All		Use digital tools such as video call or telephone call for communicating with colleagues	ICT to ensure employees can communicate digitally	<input type="checkbox"/>
	Fill new COVID vacancies	4 - Administrative controls	All		1. Key roles left vacant which damages overall productivity. Instruct local management that work ceases until specific roles are filled in. As an example the newly created toilet attendants, testers, temp screeners on the construction sites. 2. Adjust payrates upwards temporarily to encourage workers to take roles.	Internal vacancies list	<input type="checkbox"/>
	Take care of well-being of all workers	4 - Administrative controls	All		Examples: 1. Employees in production and the distribution center get a 'corona bonus' as a token of appreciation for commitment in this hectic time. 2. All workers have free access to: psychological services and virtual gym 3. Pay extra days for employees with children	Rewards & benefits of HR department	<input type="checkbox"/>
	Verify employee data of reported sickness, verify and categorize correctly	4 - Administrative controls	All	Applicable for EU	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	<input type="checkbox"/>
	Install protective screens for staff exposed to customers / visitors	5 - Personal protective equipment	Not all	Not everywhere, e.g. in Belgium not mandatory. Employer keeps freedom to	Install Plexiglas screens where employees need to face visitors or customers to protect them (mandatory)	Creation and acquisition	<input type="checkbox"/>
CLIENTS/VISITORS	Limit nr of clients in each area and time of stay	3 - Engineering controls	All		Respect 1 client per 15m ² , with a maximum stay of 30 minutes per client	Markings on floor, timers, signs	<input type="checkbox"/>
	Don't allow visitors unless proven extreme hygiene and additional controls.	4 - Administrative controls	Not all	Temp checking not allowed everywhere, e.g. not in Belgium and the Netherlands and max distance is 1,5 meter without mask. (May 11th)	Extreme hygiene and disinfection when entering and leaving for all visitors.(temperature control before accessing, mask at distances less than 2m with anyone, disinfect hands frequently)	Protocol for visitors	<input type="checkbox"/>
	Ask visitors and new employees to declare symptom free	4 - Administrative controls	Not all	Not allowed everywhere, e.g. not in Belgium and the Netherlands (April 29th)	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	<input type="checkbox"/>
	Require external vendors to wear a face mask	5 - Personal protective equipment	Not all	Not allowed everywhere, e.g. not in Belgium (April 29th)	All external suppliers should wear a face mask	Process and signs as entry points	<input type="checkbox"/>

GENERAL HEALTH MEASURES								
	Measure	Risk level	Country	Comments	To do	Necessary	Check?	
Air Exchanges	Increase air exchanges per CDC guidance	3 - Engineering controls	All		1. Make sure areas receive numerous air changes per CDC guidance, also consider upgrading filtering systems. 2. Additional Risk Evaluation for areas such as freezers, coolers, ovens or similar areas where extreme changes in temperature may affect the use of PPE and/or desired safe behavior			<input type="checkbox"/>
Health checks	Provide temperature checks to your Conduct COVID test only in suspicious cases	3 - Engineering controls 4 - Administrative controls	Not all All	Not allowed everywhere, e.	Conduct random visual and temperature checks during workday When a suspected case is discovered, perform a covid test. Hereby minimizing risk in the production	Thermometer, employees who are capable to COVID test kits		<input type="checkbox"/> <input type="checkbox"/>
Presence tracking	Track presence of all staff and visitors at the site	4 - Administrative controls	All	Mind legal implications e.g. data privacy	Tracking should be done for 15 days after entering the site	Log sheet		<input type="checkbox"/>
Infected person	Develop a protocol for an infected person on site	4 - Administrative controls	All		1. Communicate with the Responsible or HR 2. You will be asked to stay home preventively and to contact telephone number of the Public Health Service of your Community. 3. Quarantine employee(s) & cleaning area of work.	A document or protocol which outlines responsibilities and actions to be taken		<input type="checkbox"/>
Investigation	Investigate any potential COVID-19 cases and take prompt and appropriate remedial action	4 - Administrative controls	All		Investigate any potential COVID-19 cases and take prompt and appropriate remedial action			<input type="checkbox"/>
High risk groups	Classify employees by risk group. Protect the workplace: suspicion is reason enough to let employees work remote	2 - Substitution 3 - Engineering controls	All All		Employees belonging to the 3 main risk categories cannot access the company. 1. Suspecting that an employee or his/her family members have the coronavirus is reason enough to keep an employee away from the workplace. People who show signs the aspects stated below are temporarily not welcomed. Repeat this during every first contact and request people to carry out any scheduled appointments via telephone. Keep away people from the workplace who: • Have mild respiratory complaints (nasal catarrh, coughing, sore throat) and/or a fever. • Have had close contact with a person with respiratory complaints and/or fever (a confirmed or probable COVID-19 case). Close contact refers to: • Being in the presence of a sick person within two metres distance for 15 minutes. • Sharing the same living area with a sick person. • Direct contact with a sick person (such as shaking hands) • Have returned from abroad in the past 14 days.	Questionnaire to gather data on risk groups Self-isolation/quarantine instructions for at home		<input type="checkbox"/> <input type="checkbox"/>
	Contact the workers in vulnerable group and issue a report to authorities	4 - Administrative controls	Spain	Policy in Spain to go to Public Health Service	SPRL health service must evaluate the presence of especially sensitive workers, establish the nature of special sensitivity of the worker and issue a report on prevention, adaptation and protection measures. The workers will go to the Public Health Service with the issued report issued by the Occupational Medicine Doctor to process the discharge due to special vulnerability.	Form for vulnerable groups		<input type="checkbox"/>
Handwashing breaks	Permit handwashing breaks	4 - Administrative controls	All		Permit handwashing breaks as often as necessary (e.g., every 60 minutes)	Potentially additional cleaners & pop-up handwashing stations across construction sites		<input type="checkbox"/>
Disinfecting wipes	Supply employees with disinfecting wipes for workstations	4 - Administrative controls	All		Supply workers with disinfecting wipes for workstations	Disinfecting wipes		<input type="checkbox"/>
Mental health	Free online mental health seminars for workers in need	4 - Administrative controls	All		Promote seminars & helpline numbers to workers	Promotion		<input type="checkbox"/>
Provide PPE	Provide PPE in high risk areas	5 - Personal protective equipment	All		1. Provide and make employees use gown, mask, gloves, anti-splash eye protection, soap and water (or hand sanitizer). 2. Always ensure the existence of sufficient stocks. Managers should review fit/function of PPE, and prepare to replace or address situations where lack of PPE is an issue in the work stream	Gown, mask (surgical or FFP2 if available), gloves, anti-splash eye protection, soap and water (or hand sanitizer).		<input type="checkbox"/>
Health checks at work	Use eligible to work certificates or app	2 - Substitution	US	Consider local privacy concerns before implementing this measure	1. An individualized certificate for each worker will be delivered and sent by email, which can be presented if they require it at any control. This certificate will demonstrate if the employee is eligible for work. 2. Share and remind workers of the measures to consider	Certificates or mobile application		<input type="checkbox"/>
MEASURES PER WORK SPACE								
	Measure	Risk level	Country	Comments	To do	Necessary	Check?	
Building	Avoid work with physical contact	1 - Elimination	All		1. Non-essential physical work that requires close contact between employees should not be carried out. 2. 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		<input type="checkbox"/>
	Establish max amount of people allowed in building to ensure safe distance.	2 - Substitution	All		1. According to guidelines 1 person should be allowed per 10m2 of the building surface. 2. Reception or security should count or it can be registered via the entrance passes.	Extra reception or security personnel 'Clickers' to count number of people coming in		<input type="checkbox"/>
	Change shifts schedule	3 - Engineering controls	All		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		<input type="checkbox"/>
	Restrict flexible work spaces	4 - Administrative controls	All		1. Make sure employees use the same work station every day. This includes the same chair, table and computer/keyboard/mouse. 2. Each employee will need to be assigned for a specific work station and it is not allowed to sit somewhere else.	One work station for each of the employees		<input type="checkbox"/>
Entrance(s)	Close all entrances	1 - Elimination	All		Close all entrances as all work is to be done from home	Signs and banners		<input type="checkbox"/>
	Measure temperature and fill out questionnaire before entering workplace on a daily basis	1 - Elimination	Not all	Not allowed everywhere, e.g. not in Belgium and the Netherlands (April 29th)	Measure temperature at entrance (optional), ask employees to fill in questionnaire at entrance (optional).	Questionnaire (updated regularly)		<input type="checkbox"/>
	Separate entrances for different shifts	2 - Substitution	All		If it doesn't add more congestion, you can limit the number of entrances open	Signs and banners		<input type="checkbox"/>
	Prevent congestion at access points	3 - Engineering controls	All		1. Stop all non-essential visitors. Reduce the number of people in attendance at site inductions and consider holding them outdoors wherever possible. 2. Introduce staggered start and finish times (of breaks) to reduce congestion and contact at all times. 3. Monitor site access points to enable social distancing – you may need to change the number of access points 4. Remove or disable entry systems that require skin contact e.g. fingerprint scanners. 5. Drivers should remain in their vehicles if the load will allow it and must wash or clean their hands before unloading goods and materials. 6. Create walkways and/or barriers that are clear and attached to work surfaces/flooring to prevent movement or creating additional hazards.	Signs and additional H&S staff at any access points		<input type="checkbox"/>
	Avoid queuing by making sure employees stand well apart	4 - Administrative controls	All		Informing employees to respect physical distancing at the entrance and stand well apart	Tape to mark distance		<input type="checkbox"/>
Waiting area	Reduce people in waiting area to a minimum	3 - Engineering controls	All		Chauffeurs should be able to wait in other areas when physical distance cannot be ensured.	Provide additional waiting areas		<input type="checkbox"/>
Walking route	Create wider footpaths & fixed walking directions	3 - Engineering controls	All		Inform all employees to maintain fixed walking distance that are indicated with arrows on the footpaths	arrows on the floor and barrier tape		<input type="checkbox"/>
	Separate people flows	4 - Administrative controls	All		Implement floor signage to separate the flow in all circulation and queuing zones at the workplace	Floor signage		<input type="checkbox"/>
Elevators	Limit the number of people in elevators and sanitize elevators regularly	4 - Administrative controls	All		1. Provide clear instructions on physical distancing in elevators (e.g., entering elevator one by one, limited number of people in elevator) 2. Provide paper tissues to press elevator buttons	Process, paper tissues, stickers with maximum number of passengers		<input type="checkbox"/>
Sanitary	Provide hand cleaning opportunities at workplace	4 - Administrative controls	All		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.		<input type="checkbox"/>

Changing areas	Close changing rooms	2 - Substitution	All	For some sectors, e.g. Food and Life Sciences, it is forbidden to take work clothes home at the end of the day, not even to wash them individually at home. Industrial laundry company is in charge of ensuring that all workers have clean and disinfected clothing to carry out their work activities.	Employees have to arrive in work clothes and cannot change on site	Provide work clothes to every employee which can be taken home	<input type="checkbox"/>
	Lower capacity in shower/change areas	3 - Engineering controls	All		1. Shower/dressing: in shifts/small groups with delays Increase ventilation in enclosed spaces 2. Focus on changing working clothes quickly Increase number of lockers	Signs which clarify number of people allowed in shower/change areas Provide more lockers and changing necessities	<input type="checkbox"/>
Meeting areas	Cancel all face-to-face meetings	1 - Elimination	All		All meetings must be done digitally (video or telephone call)	ICT to ensure employees can communicate digitally	<input type="checkbox"/>
	Request to refrain from having in-person group gatherings	2 - Substitution	All		Request to cancel group gatherings		<input type="checkbox"/>
	Take away chairs and tables to limit meetings participants	3 - Engineering controls	All		Easy and clear instruction regarding frequency and number of people attending meetings	n/a	<input type="checkbox"/>
	No groups larger than 10	4 - Administrative controls	All		Do not allow groups larger than 10 to gather.	Process	<input type="checkbox"/>
Canteen/restaurant areas	Close break rooms or canteens	1 - Elimination	All		Employees must use the workplaces during their breaking time		<input type="checkbox"/>
	Eat alone, do not allow face to face lunch	2 - Substitution	All		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	<input type="checkbox"/>
	Install separators in the canteen and lunch rooms	3 - Engineering controls	All		Create and install temporary disposable cardboards or plastic separator in lunch rooms and common areas	Creation and acquisition	<input type="checkbox"/>
	Limit the number of people in common areas	4 - Administrative controls	All		Set up lunch shifts (by teams) to guaranty physical distancing during lunch time our breaks	Rotation process	<input type="checkbox"/>
Vending machines	Close vending machines for food and beverages	1 - Elimination	All		Close down all non essential machines such as vending machines.	Vendors such as coffee might be needed to close down appliances. Communication is needed to ensure employees can bring their own food and beverages.	<input type="checkbox"/>
Meeting rooms	Limit meeting participants to absolute minimum	2 - Substitution	All		Consider holding meetings in open areas where possible.	Work instructions to employees on holding physical meetings Provide possibility to hold online meetings Provide heating modules when holding meetings in open areas	<input type="checkbox"/>
	Limit the number of chairs in a room or break area	3 - Engineering controls	All		1. Reduce the number of chairs in meeting or break rooms/areas by 50 percent to ensure physical 2. Divide by 2 the number of chairs in the meeting room and break room in order to physically guaranty the 3. Physical distancing	Facilities	<input type="checkbox"/>
Cash machines	Pay with card only, no cash	4 - Administrative controls	All		Do not accept cash payments Clean payment areas as they are high touch areas	Ensure digital payment methods are available	<input type="checkbox"/>
Common areas	Enhance regular cleaning procedures and increase intensity of garbage collection	4 - Administrative controls	All		Clean all touch points regularly: (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 en suitable rubbish bins and cleaning supplies	<input type="checkbox"/>
Sites	Office and production departments need to be physically separated	3 - Engineering controls	All		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 areas	<input type="checkbox"/>
Desks	Avoid desk sharing without cleaning in between	4 - Administrative controls	All		Make sure employees use the same work station every day. This includes the same chair, table and computer/keyboard/mouse.	(Bluetooth) keyboards and mouses for all employees	<input type="checkbox"/>
Office Items	Take away all shared office items (e.g. printers, pens, phones)	3 - Engineering controls	All		Discontinue use of shared items (e.g., pens, phones)	Provide sufficient and suitable rubbish bins and cleaning supplies	<input type="checkbox"/>
	Clean shared items (pens, phones, printers) after use	4 - Administrative controls	All		No tool sharing without cleaning process	Cleaning material	<input type="checkbox"/>
TRAVEL							
	Measure	Risk level	Country	Comments	To do	Necessary	Check?
International travel	Do not allow international travel and collect information regarding	1 - Elimination	All		1. Do not allow international travel and collect information regarding employees' travel to other countries. 2. Provide instructions upon return	Instructions when returning from travel abroad	<input type="checkbox"/>
Import of workforce	New workforce cannot enter the country even with a Work Permit	1 - Elimination	US		Not allowed to enter the country		<input type="checkbox"/>
Commuting	Restrict people commuting together	3 - Engineering controls	All		Include physically removing seats or altering seating to disallow excess in a vehicle or exceptions	Travel instructions, additional buses/taxis	<input type="checkbox"/>
Avoid travel peaks	Adopt shift planning to reduce travel peaks	3 - Engineering controls	All		Implement rotation shifts to avoid peaks in public transport	No infection hazard due to personal contact with third parties	<input type="checkbox"/>
Company transport	Limit the number of riders in company vehicles and take hygiene measures on board	3 - Engineering controls	All		1. Avoid contamination in the vehicle, e.g., by requiring all users to wear a mask. 2. By cleaning the vehicle after usage 3. By limiting the number of riders in the vehicle	Potentially need for additional vehicles, cleaning and protection material	<input type="checkbox"/>
Individual transport to work	Compensate / reimburse additional travel expenses	4 - Administrative controls	All	Not part of prevention strategy, but may be included in HR policy.	Negotiate a specific compensation for employees that need to use their car for commuting to work	Guideline for reimbursement Invoicing individual cost	<input type="checkbox"/>
Exception for import of foreign workforce	New workforce may enter the country if the work is critical	4 - Administrative controls	Not all	Valid for Nordics	Exception to a ban to guarantee the security of critical supply		<input type="checkbox"/>
TRAINING & ONBOARDING							
	Measure	Risk level	Country	Comments	To do	Necessary	Check?
New employees & onboarding	Stop inflow of new employees	3 - Engineering controls	All		No new employees are allowed to start to protect existing population	HR processes must be paused	<input type="checkbox"/>
	Set up digital hiring and onboarding tools	4 - Administrative controls	All		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	<input type="checkbox"/>

Training employees	Instruct (safety) training via E-learning	2 - Substitution	All		The safety instructions (IFSG instructions) can be done by AS or client, every new worker must be instructed later (after corona) by the health department		<input type="checkbox"/>
	Limit on the job training	3 - Engineering controls	All		No training on the job where 1,5 meter can not be guaranteed		<input type="checkbox"/>
E-learning & training	Online course COVID-19	4 - Administrative controls	All		Online course with instructions on main characteristics of the virus and its associated disease: <ul style="list-style-type: none"> • Symptomatology of the disease. • Incubation period. • Forms of contagion. • Prevention measures. • Recommendations in case of home isolation 	Computer and internet connection and online training modules	<input type="checkbox"/>
COMMUNICATION							
	Measure	Risk level	Country	Comments	To do	Necessary	Check?
Purpose	Communicate as frequently as necessary on purpose and changes of measures in effect	4 - Administrative controls	All		Communicate as frequently as necessary on purpose and changes of measures in effect		<input type="checkbox"/>
Protocol	Send COVID newsletter with protocol to all employees and place banners/signs	4 - Administrative controls	All		The business communicates all Corona protocol updates in a newsletter to all employees and externals working at the site. Everyone needs to know about the rules and regulations.	Newsletter	<input type="checkbox"/>
Signs/banners	Put up signs with protocol information at entrance and other points.	4 - Administrative controls	All		The business communicates practical information regarding the set protocol by way of signs and banners (e.g. the floor marking the right walking route or banners at entrances or at elevators to make employees and visitors aware of the instruction)	Signs and banners	<input type="checkbox"/>
COMPLIANCE / ENFORCING THE PROTOCOL							
	Measure	Risk level	Country	Comments	To do	Necessary	Check?
Monitoring	Set up a monitoring governance of set protocols	4 - Administrative controls	All		Develop a monitor success plan to monitor the success of implemented protocols	Staff, system and policies	<input type="checkbox"/>
Random Checks	Perform random checks in all departments on full list of measures	4 - Administrative controls	All		Perform random checks in all departments on full list of measures to make sure protocols are put into practice		<input type="checkbox"/>
Background checks	Temporary reduction of compliance requirements	4 - Administrative controls	All	Mainly applies to health and education sector	Instruction to accept evidence that the DBS has been applied for is ok to start work. Also reduction of 2 references to 1 reference by NHS.	Educate hiring managers on the new compliance policy	<input type="checkbox"/>
Management	Create a central talent pool of qualified and inducted managers who are familiar with the projects and keep on the bench.	4 - Administrative controls	All		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	<input type="checkbox"/>
Appoint COVID H&S	Establish H&S guidelines for employees and communicate to clients	4 - Administrative controls	All		Appoint H&S team and collect H&S effect of measures relevant for sector/business/company	H&S guideline updated with COVID measures	<input type="checkbox"/>
PRECONDITIONS TO TAKE INTO CONSIDERATION WHEN MAKING A COMPANY SPECIFIC PROTOCOL							
Public transportation	If public transportation is limited in capacity, ask that part of the employees only utilize public transport, e.g. 50%. Clearly distinguish between train, bus, metro etc. Or, if public transportation is limited in capacity, ask employees to travel at different times, e.g. avoid rush hours. Clearly distinguish the above two points between train, bus, metro etc. Make an inventory of your workforce and their dependency on public transportation to verify the importance of this item						
Education & Child care	Look into the opening of schools and child care institution. Are parents expected to bring / pick up their children at designated moments? Which after-school activities are possible again and again (after-school care; sports)? What will be the class times / opening hours of these institutions that you can adjust your business hours and/or working hours for employees to? Make an inventory of your workforce and their dependency on schools/child care to verify the importance of this item						
Crowd control	What is the situation outside the premises of each of your company locations (shopping street, beach, stations, traffic)? Is there specific public support need to safeguard your company? Is there governmental guidance on how the maximum number of people per m2 is to be determined? Is it advisable to maintain separate visiting times for risk groups, e.g. from certain age? Is there specific advice to split employees into groups (per day / per week)? Can you validate whether client/visitors come from the same household?						
PPE, Tests and Apps	What is the availability of PPE? How can your company ensure the right and sufficient protective equipment is within reach? How can your company make use of the corona apps available in the country? Are they still to be developed and can they be used in admitting employees/clients/visitors or not? When it comes to testing, is this limited to performing temperature checks? Or is also medical testing is allowed? In both cases: how, how often, by whom, with whom?						
Policy changes & Financials	Ensure re-opening of your organization within this sector is financially feasible and beneficial, is there financial support from government where necessary What are costs related to PPE, tests, apps etc that is required for your employees, clients, visitors? Who pays? Which policies are going to change and on which date that are relevant for your company / region? Will it require different communication plans on a regional level?						
Supply chain	Make sure the full value chain can operate according to the guidelines Are there any conflicts with your protocol and the protocols of your key suppliers? Is your distributor capable of distributing according to your protocol? And your suppliers can deliver? Check international agreements						