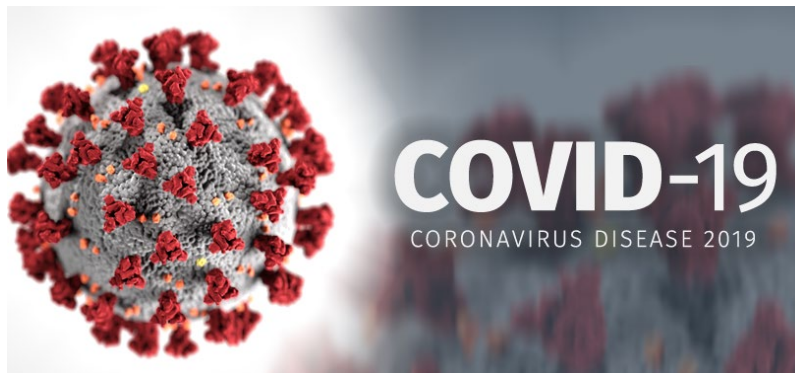


# COVID-19 (Coronavirus) Playbook for Sub-Trades



# **Coronavirus (COVID-19)**

## **Incident Response Playbook**

The purpose of this Playbook is to provide a resource in preparing a plan to respond to the spread of coronavirus (COVID-19) to ensure we do our utmost to provide an experience of extraordinary care while serving people in their time of need. The best way to approach this threat is to develop plans to protect the health of safety of those that come in contact with our brands, including employees, contractors, customers and vendors.

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## **The Facts as We Know Them Today**

1. For a brief and informative summary to better understand what the COVID-19 is and how to stay safe, [click here](#) to view a 5-minute YouTube video from the World Health Organization.
2. Additional Resources for COVID-19
  - [How COVID-19 spreads](#)
  - [Recognizing Symptoms](#)
  - [Prevention](#)
  - [Training Course on COVID-19](#)
  - [More Training Courses - multiple languages](#)
3. For a COVID-19 Global Case heat map [Click Here](#)
4. To view World Health Organization daily situation reports [Click Here](#)
5. Sources to gain additional facts:
  - [Center for Disease Control and Prevention](#)
  - [World Health Organization](#)
  - [Government of Canada](#)

## **Protecting Your Office (local environment)**

### ***The Critical:***

- Creating a safe environment within home and offices with the main emphasis on mitigating and containing the disease itself.
- Ensure business continuity.

### ***The Practices:***

1. **Communicate actively and with regular cadence with employees through your established channels**
  - Video
  - Email
  - Business Portals/Intranet
  - Company used apps
  - Social Media (private groups)
  - Text message alerts/reminders
2. **Actively encourage hand hygiene and protective protocols**  
<https://www.cdc.gov/coronavirus/2019-ncov/specific-groups/guidance-business-response.html>
  - Select a leader in your office to direct ALL questions and concerns related to COVID-19. This leader should document all requests/questions/concerns
  - Identify dedicated resource to maintain office cleanliness standards and adequate supplies

- Place posters/visuals throughout office space where likely to be seen (copies of posters are located in Teams Folder and screenshots shown on pages 8-13).
- Provide clean hand washing facilities
- Instruct employees on hand washing protocols (wash hands often with soap and water for at least 20 seconds)
- Offer alcohol-based hand sanitizers when regular facilities are not available (or to people on the road)
- Provide boxes of tissues and encourage their use. Provide no-touch disposal receptacles for use by employees.
- [Shield coughs and sneezes with a tissue, elbow, or shoulder](#) (not the bare hands)
- Provide disinfectant wipes and supplies throughout the office and actively encourage employees to clean objects that are touched frequently, such as doorknobs, handles, railings, kettles, etc. more often with regular disinfectants or soap and water
- Remind staff to not share cups, glasses, dishes and cutlery and ensure dishes are washed in soap and water after use
- Remove magazines and papers from waiting areas or common rooms
- Make sure ventilation systems are working properly
- Clean a person's workstation or other areas where they have been if they are sick
- Use social distancing techniques, such as using telephone, video conferencing, or the internet to conduct as much business as possible (including within the same building), allow employees to work from home, or to work flexible hours to avoid peak public transportation times or crowding the workplace

### **3. Ensure sick employees stay home**

- Employees who appear to have acute respiratory illness symptoms (i.e. cough, shortness of breath) upon arrival to work or become sick during the day should be separated from other employees and be sent home immediately
- Employees who have symptoms of acute respiratory illness are recommended to stay home and not come to work until they are free of fever (100.4° F [37.8° C] or greater using an oral thermometer), signs of a fever, and any other symptoms for at least 24 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants). Employees should notify their supervisor and stay home if they are sick.
- Employees who are well but who have a sick family member at home with COVID-19 should notify their supervisor and refer to CDC guidance for [how to conduct a risk assessment](#) of their potential exposure
- Maintain flexible policies that permit employees to stay home to care for a sick family member
- Use a monitoring system to track staff absences due to the virus

### **4. Understand and implement health guidelines for individuals infected**

- <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/symptoms.html>
- <https://www.cdc.gov/coronavirus/2019-ncov/php/risk-assessment.html>

### **5. Implement remote working policies, guidelines and protocols**

## Preparing for Consultations with Customers in their Homes and Businesses

### **The Critical:**

- Instill confidence **prior to first contact** via websites, emails to educate clients about our awareness, concern, caution and preparedness.
- Build client confidence **during our first contact** by demonstrating how we are addressing COVID-19 concerns and what they can expect when we arrive
- Set up communication channels for all Team Members (Employees) and Trades (Sub Contractors) to hear same message to ensure consistency.

### **The Practices:**

#### **1. Prior to the team members visit in home**

- Hold a Team Huddle to educate on COVID-19 and steps we are taking to prevent spread of virus
- Define the resources team members should bring with them while out in the field (could include: fact sheet, tissues, hand sanitizer, disinfecting wipes, gloves, mask, full PPE)
- Repeat the message used in first contact as an initial greeting to ensure our customers know exactly what will happen during our visit.
- Request that customers notify us prior to arrival if anyone in the house or business is sick or showing signs of respiratory illness
- Prior to and after each consultation, all samples and other materials should be cleaned with disinfecting wipes.
- Hold dress rehearsals at office related to 1. Communicating with homeowner the precautions we are taking to prevent spread of virus 2. How to wash hands properly for 20+ seconds 3. How to disinfect properly
- ALL Trades (Sub Contractors) to communicate with Project Managers regarding expectations around precautions during in-home visits, see below.

#### **2. During the in-home visit**

Greeting: In addition to our standard protocols at the front door, consider the following:

- Stand an extra step back from the door to create a safe distance
- Respectfully decline physical contact (handshake)
- Sanitize hands (with 60% alcohol content) **in front of** the client
- Ask if the client had a chance to review our health visit guidelines or if they would like us to review them (*as described above*)
- Show the client the preventative resources you've brought to ensure their property is left clean and virus-free
- Wipe down surfaces prior to and after visit with sanitizing wipes

## **Other Impacts/Considerations**

### ***The Critical:***

- Establish protocols for when illness is suspected.

### ***The Practices:***

- Protocols for suspected illness in internal environment
  - Self-detected
  - Peer suspected
  - *If an employee is confirmed to have COVID-19, employers should inform fellow employees of their possible exposure to COVID-19 in the workplace but maintain confidentiality as required by the Americans with Disabilities Act (ADA).*
  - Employees exposed to a co-worker with confirmed COVID-19 should refer to CDC guidance for [how to conduct a risk assessment](#) of their potential exposure.
  - Cross-train personnel to perform essential functions so that the workplace is able to operate even if key staff members are absent.
- Protocols for suspected illness in external environment
  - Suspected customer and/or home environment unsafe
  - Suspected contractor/associate/partner unsafe
- Protocols for infected persons in the Franchise Business
  - If franchisee infected, executes leadership plan and decision-making tree
  - If office space used is in franchisee's home, identify contingency location
  - Health guidelines for individual infected
  - [Co-worker follow up and testing protocols](#)
  - Supplier follow up (when supplier was in contact with infected person from our brand)
  - Customer follow up (when customer was in contact with infected person from our brand)

Visuals to use:

<https://www.cdc.gov/nonpharmaceutical-interventions/pdf/do-your-part-slow-spread-flu-item5.pdf>

# Protect yourself and others from getting sick

## Wash your hands



- after coughing or sneezing
- when caring for the sick
- before, during and after you prepare food
- before eating
- after toilet use
- when hands are dirty
- after handling animals or animal waste



# Supply chain actions to consider in response to COVID-19

## Immediate (2-4 weeks)

- Understand exposure**
1. **Determine truly critical components** and understand risks of tier 1 to tier 2 suppliers onwards
  2. **Define current inventory buffer** and locations<sup>1</sup>
  3. **Identify origin of supply** (i.e., Hubei/ Wuhan) to identify severity of risk
  4. **Conduct scenario planning** to understand financial and operational **implications in prolonged shutdown** (scenarios 2 and 3)
  5. **Work with S&OP to get 3-6 month accurate demand signal** segmenting likely to be impacted demand to **determine required supply**
- Take action to address anticipated shortages**
6. **Look to ramp up now on alternative sources** if supplies are in Hubei and accelerate exploration of additional options
  7. **Change mode of transportation** to reduce replenishment lead-time and **pre-book air freight<sup>2</sup> / rail capacity** as required by current exposure
  8. **Optimize limited production** determining highest margin and highest opportunity cost / penalty production
  9. **Collaborate** with all parties to **jointly leverage freight capacity, new/alternate supply sources**, etc.
  10. **Watch for extending lead times** to gauge performance and capacity against supplier promises
  11. **Use after sales stock as bridge** to keep production running
- Ensure resources required to restart**
12. **Work with supplier to source personal protective equipment for production lines** operating in affected markets (e.g., glasses, gloves and masks)
  13. Engage with crisis communication teams to **clearly communicate to employees** on infection risk concerns (e.g., disseminate facts about virus from credible source) and work from home options
  14. **Consider short-term stabilization for suppliers** (e.g., low-interest loan) to allow for a faster restart
- Understand additional options**
15. **Determine what portion of supply can be swung to another site** if shutdown persists **based on sourcing strategy** (single, dual, multi)
  16. **Identify ways to expedite qualification process** and/or insource
  17. **Determine possible geographies and supplier shortlists** in case alternate supply is required

1. Buffer stock from Chinese New Year may provide a cushion and potential false sense of security. Impact likely to be felt first in JIT supply chains (e.g., automotive).  
 2. Given costs, airfreight might not be an option for many industries; availability is already limited

## Mid-term (2-4months)

- Continuously improve material supply stability**
- Evaluating **alternative sourcing options for all the materials impacted** – availability of suppliers, additional cost due to logistics, tariffs, estimate of price increase of the components
- Enhance the **demand verification process** to correct inflated demand to mitigate the bullwhip effect
- Provide continuous **support the mid-small size tier 2-3 suppliers** in financial troubles
- Assess **regional risks** for current and backup suppliers
- Kick off designing resilient supply chain for the future**
- Establish a **supply chain risk function**
- Digitalize process and tools** to integrate demand, supply, and capacity planning
- Trigger the new supply network **design for resilience**
- Codify the processes and tools** created during the crisis management as formal documentation
- Convert war room into a **reliable risk management process**
- Build collaborative relationship w/ ext. partners**
- Work with government to explore **potential tax benefits**
- Actively engage investors** and other stakeholders to build transparency on the situation and get help





# DON'T SPREAD GERMS AT WORK

**If you're sick, stay home, rest, and remember to:**



Cover your coughs and sneezes with a tissue or your sleeve.



Wash your hands often with soap and water.



Talk to your supervisor about working from home.



U.S. Department of Health and Human Services  
Centers for Disease Control and Prevention

For more information: [www.cdc.gov/npd](http://www.cdc.gov/npd) | 1-800-CDC-INFO (232-4636) | [www.cdc.gov/info](http://www.cdc.gov/info)

DO YOUR PART

# SLOW THE SPREAD OF GERMS



Cover your coughs  
and sneezes



Stay home when  
you're sick



Wash your  
hands often



U.S. Department of  
Health and Human Services  
Centers for Disease  
Control and Prevention

For more information: [www.cdc.gov/npis](http://www.cdc.gov/npis)  
1-800-CDC-INFO (232-4636) | [www.cdc.gov/info](http://www.cdc.gov/info)



# STAY HOME IF YOU'RE SICK

If you're sick, stay home, rest, and remember to:



Cover your coughs and sneezes with a tissue or your sleeve.



Wash your hands often with soap and water.



Clean frequently touched surfaces and objects (for example, TV remotes and computers).



U.S. Department of Health and Human Services  
Centers for Disease Control and Prevention

For more information: [www.cdc.gov/npi](http://www.cdc.gov/npi) | 1-800-CDC-INFO (232-4636) | [www.cdc.gov/info](http://www.cdc.gov/info)

# CORONAVIRUS

## WHAT YOU NEED TO KNOW

### How does 2019-nCoV spread?

Human coronaviruses most commonly spread from infected person to others through

The air by coughing and sneezing

Close personal contact, such as touching or shaking hands

Touching an object or surface with the virus on it, then touching your mouth, nose, eyes before washing your hands

Exposure to live or wild animals

### SIGNS & SIMPTOMS

The flu-like symptoms like the name suggests is very similar to a common cold which could last for a few days. This includes:



Fever



Cough



Hard to breath

## HOW CAN I PROTECT MYSELF?

- Wash your hands often with soap and water for at least 20 seconds.
- Avoid touching your eyes, nose or mouth with unwashed hands
- Avoid close contact with people who are sick



