Re-Opening Safely Playbook

A Guide for COVID-19 Pandemic Preparedness and Response

Adapted from the Lear Corporation: Safe Work Playbook

www.reopeningsafely.ca

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DISCLAIMER

The content of this Re-Opening Safely Playbook (hereinafter referred to as the "Playbook") is provided for general information purposes. The content should not be considered as legal, consulting or any other professional advice. This Playbook is to be understood as a guideline on what to consider when Re-Opening a workplace during the COVID-19 pandemic. The health and safety of workers is our number one priority and our hope in sharing this information is that it may be of assistance to our collective colleagues and partner businesses.

Please be advised that some or all of the information contained in this document may not be applicable to some businesses or workplaces. We strongly recommend that before implementing any of the ideas contained herein you carefully evaluate and consult with outside legal counsel familiar with your organization's particular factual situation regarding the legality, applicability and potential efficacy of this information in your place of business before making any decisions.

Akash Kapoor Advisors Inc. assumes no responsibility or liability for any errors or omissions in the content of the Playbook and for any unwanted or unintended consequences arising out of or related to the adoption, or decision not to adopt, any of the practices or procedures contained in the Playbook.

This Playbook is to be used as a corporate and recommended practice guideline and aligns with the applicable authorities such as the Public Health Agency of Canada and the World Health Organization (WHO) recommendations to the greatest extent possible.

The Playbook is a working document and will be updated on a best efforts basis from time to time to reflect changes in directives and to include new recommended practices as they become available given the fluidity of this situation. While we have made every attempt to ensure the information contained in the Playbook has been obtained from reliable sources, all information in the Playbook is provided "as is," with no guarantee of completeness, accuracy, timeliness or of the results obtained from the use of this information, and without warranty of any kind, express or implied, including, but not limited to warranties of performance, merchantability and fitness for a particular purpose.

This Playbook provides general recommendations for use in most workplaces. Due to circumstances that may be unique to a particular workplace, there may be some situations in which a workplace will require accommodation(s) to implement the recommendations of the Playbook. Such accommodations may need to be authorised by management or the organization's Health and Safety committee if applicable.

EXECUTIVE SUMMARY

The safety and well-being of our staff, clients and communities we are a part of are paramount in our approach to Re-Opening Safely. This Playbook is intended to provide general guidance, operational protocols and suggestions for reinforcing safe practices for all employees on the Company Sites and suggestions for the responsibilities and needs of the Company to adhere to the protocols and guidance provided herein.

The Re-Opening Safely Playbook is a comprehensive guide to many of the key considerations, tactics and operational specifics that are to be considered to safely Re-Open your business. The Framework provides the overarching strategic view of considering Re-Opening in the midst of a pandemic scenario. The Key Elements summarise the overarching operating themes that we try to consider in Re-Opening Safely, while the Pre-Return to Work Goals provide the considerations to complete prior to even opening.

Key Elements
- Setting up a Pandemic Response Team
- Cleaning and Disinfection Protocols, Personal Protective Equipment
- Physical Distancing Strategies in the Workplace
- Implementing New Structures in the Workplace
- Daily Self-Screening, On-Site Health Screening, Screening of Visitors/Contractors
- Protocols for Isolating Employees who become ill in the Workplace

Pre-Return to Work Goals
- Establish a sanitary baseline in the Site's **BEFORE** the offices Re-Open
  - The Head Office and the other Site Locations should be 100% disinfected prior to anyone returning to work
  - Address tight control on access (entrance and exit) to facilities during the deep-cleaning protocols
  - Ongoing protocols will be addressed, trained for and assigned
- **If your business has remained open during this time**
  Begin by resetting the baseline:
  - Consider authorizing a deep clean during an off-day
  - Consider staggering shifts to avoid physical overlap between employees
  - Consider implementing and using the Employee Protocols in the Playbook at these Sites also
- Prepare for what happens if/when an active employee/visitor/contractor tests positive for COVID-19?
- Pandemic Response Team has been established and prepped
- Determine the Site's various Capacity limits and how will the requirements for adherence to Physical Distancing protocols and employee safety be achieved? (Remote work, rotating shifts, virtual meetings, physical markers, decals, signage, compliance, etc.)
- The Company should provide the included surveys to employees prior to returning to work

Topics Addressed
- Pandemic Response Team, responsibilities
- Personal Protective Equipment, Material/Equipment Inventory required
- Disinfection Measures
- Deep-Cleaning and Disinfection Protocol
  - Identify and contract for a third-party firm to engage with this ongoing exercise
  - Disinfectant protocol and approved resources
- Inbound Packages
- Audit Checklist
- Isolation Protocol
- Physical Distancing Protocol
- Daily Self-Screening and On-Site Health Screening Protocols
- Employee Travel Protocols
- Self-Quarantine and Return to Work Protocol
- Visitor and Contractor Protocol
- Employee Training
- Health and Wellness
- Physical Structure, Signs and High-Touch Point, and Common Areas

RE-OPENING SAFELY – THE FRAMEWORK

In considering the broad framework of Re-Opening in the midst of a pandemic scenario, we considered 3 major themes for our Framework:

1. Governance & Risk
2. People Health & Safety
3. Workplace Preparation & Management

The Key Stakeholders and drivers of those thematic pieces are the "WHO" in the descriptions below.

The sub-elements within each of the 3 major themes, we believe, represent all of the considerations needed to assess a Re-Opening protocol. We are clear that not all topics can be addressed in documents of this nature.

We shade in BLUE the elements directly addressed in the Playbook. The elements shaded in BLACK are briefly identified, however the Executive Leadership must consider and incorporate their decisions on those items in enacting the Playbook prior to its execution.

Governance and Risk – WHO: Executive, PRT, Legal, Board
- COVID-19 Pandemic Response Team
- Return to Work Approach
- Government (Local, National) guidelines, Local Health guidelines
- Governance requirements
- Insurance and Legal Review
- Employment Standards/Employment Law review
- Risk Analysis - Mitigation Plan

Keys – Playbook, Pandemic Response Team, Legal and regulatory reviews, ESA standards, Insurance reviews, Board governance

People Health and Safety – WHO: Employees/Visitors/Contractors
- Employee ability and readiness to return to physical workspace – Surveys
- Employee remote/virtual work – Employee needs
- Travel guidelines
- PPE
- Employee Training and certification
- Employee Health and Wellness
- Physical Distancing guidelines
- On-Site protocols – Screening, symptoms, testing, self-isolation, contact tracing, positive case protocol

Keys – Control Access to Site/Screening protocols, Physical Distancing protocols, PPE protocols, Office Sanitization and Hygiene protocols, Employee Travel Protocol, Isolation and Self-Quarantine protocols

Workplace Preparation and Management – WHO: Unit Managers, Leaders
- Workplace design, security (common spaces, office design, movement and flow, signage)
- In-house and Remote Technological readiness
- Cleaning, Disinfecting and Sanitization protocols
- Workforce Management, Workplace Flow (scheduling, staggered start/stop, etc.)
- Visitors/Contractor Access
- On-Site protocols – Screening, symptoms, testing, self-isolation, contact tracing, positive case protocol

Keys – Physical structure changes required, Pre-Return to Work protocols, Control Access to Site/Screening protocols, Physical Distancing protocols, PPE protocols, Office Sanitization and Hygiene protocols, Isolation and Self-Quarantine protocols

IDEAS NOT ADDRESSED IN THE PLAYBOOK THAT NEED TO BE CONSIDERED

This Playbook is to be used as a Corporate and Recommended Practice Guideline and it does not cover all topics related to the Business Operations of the Company and its Sites. Management must still be aware of these important topics and discuss and consider them as part of the Business operations **prior to Re-Opening any Site**, as they will pertain directly to the safety of all employees and will result in a smoother transition into new protocol and improve the flow of operation.

- Enforcement – what to do in instances of non-compliance with guidelines and protocols
- Specific Employment Standards – local jurisdictional standards, specific laws regarding employment and human resource management
- Specific vendors for materials and inventory, as well as cleaning, considered in the Playbook
- Individual Company and department processes
- Remote, staggered and virtual work scheduling and considerations (see below)
- Building, Landlord or Property Manager Protocols and Guidelines – Coordination and compliance with building Guidelines and Protocols is imperative to create a consistent, seamless and safe environment for all employees
- Contractors, Temporary and PT staff training and adherence to policy and protocol must also be addressed
- Legal and Insurance reviews with appropriate Stakeholders
- Governance reviews with Board and appropriate Stakeholders

LABOUR – REMOTE & VIRTUAL WORK CONSIDERATIONS

The most important and vital component of the Playbook is the safety and well-being of our staff, clients and communities we are a part of. We do discuss labour needs and work flows throughout the document, however the employees and labour force are the most vital part of the Company and it is essential to highlight the potential concepts and ideas that Management and the Leadership must discuss, decide on and execute to as part of the Guidelines and Protocols envisioned in the this Playbook. These are points for discussion and should be considered in the decision and implementation throughout this process.

Remote Work & Virtual Environments

Where possible, the use of Remote Work and Virtual environments is encouraged. The Physical Distancing requirements, the fluidity and divergence of local guideline and the ultimate safety of the employees (travel, high-touch points, proximity to potentially asymptomatic colleagues) suggest that the continuation of Remote work and virtual environments is recommended and preferred where possible.

- Management should discuss who is essential On-Site and whom is non-essential On-Site*
- All non-essential should be prioritized for remote work

*Essential vs Non-Essential - in this context, refers to the absolute physical need to be on the physical Site for logistical purposes. For example: if an employee does not have access to a particular technology required to fulfill duties and obligations, or if manual labour On-Site is required or any other reason that the duties and obligations of the particular role cannot be fulfilled through a Virtual or Remote protocol, then they will be considered Essential to be present On-Site.

- Virtual environments for remote workers should be solidified and contracts negotiated
- Virtual environments for On-Site workers should also be encouraged in order to adhere to the Physical Distancing guidelines and protocols in the Playbook
- Management and HR, along with Site Leaders must consider and discuss scheduling, potential rotation of On-Site employees and the physical considerations of staggering employees seated in proximity to each other in the Seat configuration On-Site.
- Management and HR, along with Site Leaders, must consider and discuss workflow in this hybrid environment, employee engagement strategies and enough flexibility to encourage new ideas and strategies to maintain and enhance the Company culture
- Policies to engage in virtual 1 on 1 sessions to provide direct feedback, coaching and maintain connection must be considered and implemented
- Policies to maintain performance expectations and reviews must be enforced
- Maintain clear communication lines and respect in all communications. Discuss transparency as a key trait to maintain camaraderie, foster loyalty and maintain accountability in communication
- Discuss what happens if an employee refuses to work citing COVID-19 and safety and have clear and consistent communications prepared to address concerns and questions
- Management must consider the potential of labour continuity and disruption due to potential illness or absenteeism

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MAJOR DECISION POINTS FOR EXECUTIVE/MANAGEMENT TEAMS

The Playbook envisions a number of decision points that Management must discuss, consider and finalize prior to Re-Opening any Site. These decision points pertain directly to the execution and enforcement of the guidance and protocols in the Playbook. They will directly impact the safety of all employees and will result in a smoother transition into new protocol and improve the flow of operation. While all of the points are not listed below, the major points are brought forward. The individual sections and topics throughout the Playbook should be scrutinized and the additional decision points addressed and executed to as well.

- **Have the appropriate Leaders been appointed and trained for the Pandemic Response Team? Have the Site Responsibilities been assigned?**
- **Capacity of Physical Spaces? – For example, number of chairs per room, people in rooms, restroom and lunchroom capacity**
- **Medical certificates – will they be required for return to work protocols?**
- **Labour resources for Sanitization and Disinfection - Who will clean? Will dedicated resources be hired, will individuals be responsible for their own protocol, will there be rotating volunteer responsibilities?**
- **Public Transportation – What are the protocols for employees arriving through public transportation?**
- **In order to avoid peak travel times/periods, how will flexibility in shift timing be assessed?**
- **Professional Health Care Worker – Will a dedicated resource be hired, brought in house? Who can fill the role at the Company Sites in lieu of an On-Site reference?**
- **What are back-up plans for disruption in essential On-Site staff due to potential COVID-19 related absence or other absence?**
- **How will employee schedules be adjusted to accommodate the guidance and protocols in the Playbook?**
  - **How will remote work, staggered shifts and rotating office use be scheduled and decided on?**
- **Has the Company contracted third-party resources for Deep-Cleaning Protocol upon triggering?**
- **What is the Company position on Masks and other PPE for employees – medical, non-medical, self-supplied, Company-supplied?**
- **Are there Physical changes required at Sites? Have they been executed to? Have the signage and floor markers been distributed and put into the appropriate locations On-Site for maximum visibility and effectiveness?**
- **Have Site specific needs been addressed and modified for use in the Playbook?**
- **Have PPE and Disinfectant supply inventories been completed? Have the order and re-order protocols been put in place and vetted for potential supply disruption? Have additional redundancies been considered and implemented? Have the specific specifications for all supplies and PPE been agreed to and encoded for all Sites?**
- **Have On-Site screening protocols been discussed, decided and assigned?**
- **Have Site Leaders co-ordinated with Building managers and Landlords to ensure the Guidance and Protocols for the Site are consistent and delineation of responsibility clear and documented?**
- **Have all employees signed off on the receipt, reading and understanding of all training documents and materials provided to them prior to return to work? Is it documented appropriately?**
- **Have all the sections and topics been addressed by the Pandemic Response Team and the issues, modifications and any other considerations been addressed, audited, signed off and brought to the Executive for final approval and sign-off?**

RE-OPENING SAFELY – TIMELINE

The First 10 Days

Key Elements

The first 10 days provide the foundation for the execution of the Playbook.

Prior to the First 10 days, the Pre-Return to Work Goals (see Executive Summary) must be achieved and executed. All of the Key Elements highlighted in the Executive Summary, and throughout the Playbook, must have been:

- Implemented
- Communicated to employees
- Read, understood and acknowledged by all employees. The acknowledgement, initial training and sign-off of having read and understood all documentation received must be completed, received and compiled prior to Return to Work

Baseline

After a baseline is set for Sites that are Re-Opening through a deep-cleaning and virtual/on-line training materials for all employees, the opening of the office and the next 10 days are for setting the tone and monitoring compliance to the Protocols presented.

Training

All returning employees must attend the mandatory Day 1 training and re-review the Training materials.

Set-up, Monitoring, Compliance, Modifications

The PRT, Site Leaders and Executive must ensure the protocols are set-up, monitor compliance and discuss any changes and modifications to make the guidelines and protocols more effective for the safety of the employees.

Employee Survey - Feedback

Employee surveys will gauge important initial feedback that can guide the PRT and Executive assessment of the Guidelines and Protocols in the Playbook.

The First 30 Days

Key Elements

The first 30 days provide insight into the execution of the Playbook and for setting the tone, monitoring compliance and assessing the effectiveness of the protocols On-Site.

Mid-term

After a baseline is set for Sites that are Re-Opening through a deep-cleaning and virtual/on-line training materials for all employees, the opening of the office and the next 30 days are for setting the tone and monitoring compliance to the Protocols presented.

Training – Continuous Review

All new employees must attend the mandatory Day 1 training and re-review the Training materials that were sent prior to their start date. Regular training updates must be provided to ensure all employees are kept current with modifications to the Playbook and changes to the timing and outlook for the provisions in the Playbook.

Monitoring, Compliance, Modifications

The PRT, Site Leaders and Executive must continue to ensure and monitor compliance to the Guidelines and Protocols in the Playbook and discuss any changes and modifications to make the guidelines and protocols more effective for the safety of the employees.

Employee Survey - Feedback

Employee surveys will continue to gauge important feedback from the field.

The Next 90 Days and Beyond

Key Elements

The next 90 days and beyond provides the rationale for systematic and long-term changes to the business from the Pandemic:

Long-term: Re-assess the External Environment (Continue every 30 days thereafter)

As execution and monitoring to the Protocols and Guidelines in the Playbook continues, the longer-term outlook must provide for monitoring of local regulation, changes to the pandemic response and the business strategy.

On-going Monitoring, Compliance, Modifications (Continue every 30 days thereafter)

As in the first 30 days, The PRT, Site Leaders and Executive must continue to ensure and monitor compliance to the Guidelines and Protocols in the Playbook and discuss any changes and modifications to make the guidelines and protocols more effective for the safety of the employees, taking into the account the External environment.

Employee Survey – Feedback (Continue every 30 days thereafter)

Employee surveys continue to gauge important feedback that can guide the PRT and Executive Teams in their analysis of all aspects of the business as it relates to Pandemic Planning, Analysis and Execution.

CONSIDERATIONS FOR PHYSICAL CHANGES TO SITES

The safety and well-being of our staff, clients and communities we are a part of are paramount in our approach to Re-Opening Safely. These are physical changes that Company Leadership and Site Management may need to consider in executing to the Guidance and Protocols in the Playbook.

Each Site location must assess physical changes required to maintain Protocols of safety, Physical Distancing, and disinfection/cleanliness.

These include, but are not limited to:
- Client Intake
- Client Return
- Client interaction
- Physical Barriers for Client/Visitor interaction with staff
- Physical Changes for internal Distancing Protocols in Site
- Physical area for Isolation Protocols and Quarantine
- Physical Changes to common Bathrooms, Kitchen Facilities
- Inventory Supply intake and storage
- HVAC/Ventilation system maintenance and Compliance to Protocol
- Door, Cupboard, Handle maintenance, and Disinfection
- PPE Disposal (storage in-between, handling, etc.)
- Common use items throughout Facilities
- Use of common elements (Fridge, Lockers, Cupboards, Coffee Machines, and Other Appliances)
- Refresher of Specialty Equipment Storage, Disposal in light of current COVID-19 protocols
- Entering, exiting protocols, and Material/Contracting required
- Physical Signage

Each Office location must assess physical changes required to maintain Protocols of safety, Physical Distancing and disinfection/cleanliness. These include, but are not limited to:
- Visitor/Client interaction
- Physical Changes for internal Distancing Protocols
- Physical area for Isolation Protocols and Quarantine
- Physical Changes to common Bathrooms, Kitchen Facilities
- Inventory Supply intake and storage
- HVAC/Ventilation system maintenance and Compliance to Protocol
- Door, Cupboard, Handle maintenance, and Disinfection – how to and what to do?
- PPE Disposal (storage in-between, handling, etc.)
- Common use items throughout Facilities
- Use of common elements (Fridge, Lockers, Cupboards, Coffee Machines, and Other Appliances)
- Entering, exiting protocols and Material/Contracting required
- Physical Signage

A DAY IN THE LIFE

These Day in the Life personas are examples only and provide the broad context around the kinds of decisions and actions required throughout a typical day. They are intended to look at the perspective of the personas that are routinely coming into a Company Site on an average day. They will clearly be having many iterations and different kinds of interactions not captured here; however, the level of care and mindfulness around staying safe, adhering to Company protocols and understanding local regulations at common touch points will require vigilance.

Re-Opening Safely – A Day in the Life

A Day in the Life of Carla
How does she come in and what does she do along the way?

1	2	3	4	5	6	7	8	9	10
Start of Day: Self-Screening	Transport to Site: Public Transportation (Bus)	Stop for Coffee	Arrive at Site: Landlord Protocol	Arrive at Site Entry: Company Site Protocol	Restroom Breaks: Company Site Protocol	Hybrid Meetings: Company Protocols	Exit Site: Company Protocol and PPE	Transport to Home: Public Transportation	Home: Dealing With PPE

1. Carla woke up and completed her daily self-screening. She was not exhibiting any symptoms and was cleared to go to work.

2. Carla does not have any alternative transportation and therefore must take the public bus. She agreed with her boss to stagger her start-time, so she could come in at off-peak hours. She left the house with a non-medical face mask, hand sanitizer, and disinfectant wipes. Once on the bus, Carla, practiced physical distancing (2 meters apart), avoided touching any surfaces and wiped down those she had touched, and did not touch her face. Once off the bus, Carla, disinfected her hands, and adhered to the company policy on hygiene and masks.

3. Carla disinfected her hands before and after she purchased her morning coffee. Carla also disinfected her cup just to be safe.

4. Upon arriving at the Site, Carla waited until all other employees had entered the building and made sure to maintain a 2-meter distance between everyone else.

5. Upon entering the Site Carla waited at the front desk and read all company signage - she sanitized her hands, discarded her non-medical grade mask, and maintained the 2-meter distance instructed. Carla followed the tape on the floor which directed her to follow a path to her desk - where there would be no cross-direction interaction. Once at her desk, Carla wiped down her desk and all tools with the office disinfectant wipes and began her busy day.

6. Carla drank her coffee so fast she suddenly had to use the restroom! On Carla's restroom break she disinfected her hands prior to leaving her desk. Upon entering the restroom she opened the door with a disinfectant wipe (supplied by the office) and then discarded it after opening a stall. After washing her hands with warm water for 20 seconds in the restroom, she used paper towel to open the restroom door and then discarded it once back at her desk. She then sanitized her hands one more time, just to be safe.

7. Carla had a scheduled Zoom call at 3:00pm for those in and out of the office. She prepared to Carla also disinfected her enter the call and plugged in cup just to be safe. Once at her desk, Carla wiped down her desk and all tools with the office disinfectant wipes and began her busy day. headphones.

8. Carla finished her long day at work and was ready to begin her journey home. She waited until it was time to walk to the bus stop and sanitized her hands. She waited to makes sure no one else was leaving at the exact same moment and followed the direction of the tape (on the floor) to direct her to the exit. As she left the building, she put on her non-medical grade mask and waited for the bus to arrive - maintaining a distance of 2 meters from everyone else at the stop.

9. Upon entering the bus, Carla took a seat at least 2 meters away from anyone else - since she had staggered her shift time, Carla was no longer travelling during peak times and there were fewer people riding the bus. While on the bus Carla disinfected her hands and did not touch her face or any surface.

10. Once Carla was finally home, she immediately disinfected her hands and discarded her mask in the closed bin garbage she had placed outside. When she entered her home, she took off all her clothes, and washed her hands for 20 sec with warm water and soap. After changing into her comfy sweats Carla had successfully completed her safe journey home.

Re-Opening Safely – A Day in the Life

A Day in the Life of Roger
How does he come in and what does he do along the way?

1	2	3	4	5	6	7	8	9	10
Start of Day: Self-Screening	Transport to Site: Personal Vehicle	Stop for Gas	Arrive at Site: Landlord Protocol	Arrive at Site Entry: Company Site Protocol	Lunchroom Breaks: Company Protocols	In-person Meetings: Company Site Protocols	Exit Site: Site Protocol and PPE	Transport to Home: Personal Vehicle	Home: Dealing With PPE

1. Roger woke up and completed his daily self-screening. He was not exhibiting any symptoms and was cleared to go to work.

2. Roger used his own vehicle to commute to work. He made sure to pack his metal lunch box, disinfectant wipes, nitrile gloves, and his portable hand sanitizer before leaving his house.

3. Oh no! Roger needed to stop for gas before continuing his commute to work. He disinfected his hands before exiting his car and wiped down the pump with disinfectant wipes while he also wore his gloves. After Roger payed for his gas at the pump, contactless, he carefully discarded his gloves in the garbage and entered the vehicle. Then Roger disinfected his hands just to be safe.

4. Upon arriving at the Site, Roger waited until all other employees had entered the building and made sure to maintain a 2-meter distance between everyone else. When he reached the elevator, he followed the physical distancing rules to wait his turn for the elevator. Only 1 person at a time are allowed on. He wiped down the buttons prior to use and then again after getting off the elevator. He disposed of the PPE and disinfectant wipes prior to entering the company area of the Site.

5. Upon entering the Site Roger waited at the front desk and read all company signage — he sanitized his hands, wiped down his metal lunch box, and maintained the 2-meter distance instructed. Roger followed the tape on the floor which directed him to follow a path to his desk — where there would be no cross-direction interaction. Once at his desk, Roger wiped down his desk and all tools with the office disinfectant wipes and began his busy day.

6. Since Roger brought his lunch to work in a metal lunch box , he preferred to eat at his desk. However he had placed his lunch box in the lunchroom fridge — Roger disinfected his hands prior to leaving his office and wiped down the handle of the fridge with the office disinfectant wipes — After grabbing his lunch box and settling back in at his desk, Roger sanitized his hands again with his hand sanitizer and enjoyed his turkey sandwich.

7. Roger had a scheduled in-person meeting at 3:00pm. As per protocol he sanitized his hands prior to leaving his desk and walked toward the boardroom. The door in the meeting room was already propped open, and there were 2 windows slightly opened. He disinfected a chair to sit on which was exactly 2 meters away from the next chair and they began the meeting. He connected the virtual platform for those not in the room. After the meeting had ended Roger returned to his desk and proceeded to disinfect his hands.

8. Roger was finished his long day at work and was ready to begin his commute home. He waited to make sure no one else was leaving at the exact same moment and decided to sanitize his hands in the meantime. When it was safe to do so, Roger followed the direction of the tape (on the floor) to direct him to the exit. As he left the building, he maintained a 2meter distance from everyone else in the parking lot.

9. Roger entered his car and disinfected his hands as well as wiped down his lunch box with a disinfectant wipe. Roger had a swift drive home as he decided any traffic, and listened to his favorite radio station

10. Roger was not wearing any PPE when he arrived home but just to be safe, he washed his hands for 20 sec with warm soap and water and changed into his evening track suit — his hygienic day had finally come to an end

OVERVIEW OF TOPICS AND TASKS

Topic	Tasks
Pandemic Response Team (PRT)	• Set up the Pandemic Response Team (PRT) • Have a plan in place to adopt this corporate framework and develop Site-specific protocols
Preventative Material Inventory	• Confirm operations has an adequate supply of Disinfectant Supplies and has the minimum quantity On-Site with the amounts on order with lead time • Confirm stock of PPE and has the minimum quantity On-Site and on order with lead time, along with required users of such materials • Have touch-less thermometers On-Site for employee screening
Personal Protective Equipment	• Review and understand protocol for PPE • Responsibility for ensuring there are adequate supplies, there are multiple supplier contacts and appropriate lead times for ordered materials
Disinfection Measures	• Disinfect Sites prior to anyone returning to work • Replace HVAC air filters or clean/disinfect • Implement the General Disinfection Procedures
Deep-Cleaning and Disinfection Protocol	• Review, understand, and prepare for the triggering of the Deep-Cleaning and Disinfection Protocol: identify an external company, coordination and supervision of cleaning process, PPE requirements and disposal
Inbound Packages	• Manage incoming packages/supplies in accordance with Playbook standards
Audit Checklist	• Implement Audit • Communicate results and follow-up on any non-conformities
Isolation Protocol & Coordinator Training	• Review and understand protocol • Isolation Coordinator (volunteer) identified and trained • Protocol in place to isolate employees if symptomatic On-Site • Print out forms and protocol to be available as needed
Physical Distancing Protocol	• Review and understand protocol • Complete and continue to adhere to the Physical Distancing including any considerations on external items • Implement and adhere to physical/visual markers
Daily Self-Screening and On-Site Health Screening Protocol	• Daily Self-Screening protocol is distributed to all employees for voluntary, home self-screening • HR team prepared to receive inquiries or reports of symptomatic employees prior to shift/start of work • Ensure protocol for pre-shift screening prior to Site entry • Ensure barriers are in place to prevent anyone from missing screening protocol • Review and understand "Overview of Health Screening Procedure"
Employee Travel Protocol	• Review and understand protocol — monitoring updated travel information • Assess need for business travel — cancel/postpone all non-essential travel • Before, While and After Travelling procedure for all travelling employees • Create an active database to log all employee travel
Self-Quarantining and Return to Work Protocol	• Review and understand protocol and adjust as necessary for local, legal and cultural environment
Visitors & Contractors Self-Screening	• Plan in place for screening Visitors and Contractors — visitor restrictions, directions for visitors/contractors • Visitors & Contractor Self-Screening Checklist printed and available as needed
Employee Training	Host Pre-Return to Work Trainings: • Review of Safe Work Playbook with FT, Salaried and PT employees • Training for Health Screeners & Isolation Coordinators • Training for Disinfection Team & HR Team Host First Day Trainings/Orientation: • Localize Playbook presentation & materials to be consistent with type of facility, geography • Host first-day training orientation for all staff • Ensure all Employees have read, understood and acknowledged the materials provided. Acknowledgement, initial training & sign-off of having read and understood all documentation received must be completed, received, compiled prior to Return to Work
Health & Wellness: Signage	• Self-Screening Checklist • Create and Print Facility Signage and Post On-Site • Consider physical markers (floor tape/paint)

PANDEMIC RESPONSE TEAM (PRT)

WHAT

The **Pandemic Response Team** is a cross-functional team formed to lead and execute the 6 key elements established within this framework.

WHO

Human Resources is to coordinate and lead the set-up of the PRT.

Appropriate procedures for backing up Key Leaders in the event of absence should also be anticipated and implemented through cross-training or multiple assignment of responsibilities.

Listed below are recommended Task Leaders in the Head Office and Site Locations.

Task Leaders can be added to as the situation develops and they can also be reduced to have a single individual bear responsibility for more than one of the identified tasks (in the event the necessary labour is not available).

Site Manager
- This individual has the overall responsibility for the Site's pandemic preparedness and response plan.
- They will also co-ordinate with the Executive sponsors and align with the adoption and changes from the relevant authorities.

Employee Access Control Leader
- This individual works with the Site to manage Physical Distancing logistics for:
  - Staff entering and departing
  - Visitor and contractor protocols
- Additionally, they will support the other leaders (specifically the Virus Prevention and Protocols Leader) by providing Site-specific options regarding Physical Distancing On-Site and On-Site property.
- They will also provide potential mitigation measures to manage the risk of employees required to work within less than 2 metres apart from each other.

Virus Prevention and Protocols Leader
- This individual will work to develop protocols to ensure the wellness of all employees On-Site and the overall pandemic preparedness and response plan.
- They will ensure alignment with all the other crisis units in the business.

Sanitization and Disinfection Leader
- This individual will manage the daily and periodic disinfection logistics, including:
  - Routine and Deep Cleaning
  - Disinfection Processing (aligned with protocols set by Virus Prevention and Protocols Leader)
- The leader will also ensure 100% compliance with the Company's disinfection protocol and any Site or regional variations.

Communication and Training Leader
- This individual will manage all pandemic related communications, in alignment with Human Resources.
- The leader will also manage the training activity across the Site related specifically to the pandemic preparedness and response including all employees, management and PRT training.
  - This will be in full alignment and accord with the Company Playbook and any other Company COVID-19 policy and guideline directives

Personal Protective Equipment and Materials Leader
- This individual will procure all necessary supplies to implement and sustain the Site pandemic and preparedness response plan.
  - This includes direct procurement for the Site and coordination with the Company's head of procurement for accessing centrally located supplies and leveraging the combined buying power of the Company.

PANDEMIC RESPONSE TEAM (PRT)

TASKS

Set Up the Pandemic Response Team

Have the plan to adopt the over-arching protocols in this document across Sites

Appoint (or hire) and train appropriate Leaders for the Pandemic Response Team

Assign Leaders Site Responsibilities

Develop Site-specific Protocols

- There must be a plan in place for the Integration of all Building Protocols; a discussion between stakeholders (Building managers, Landlords, property managers) to coordinate any/all activities for the Site is necessary

SPECIFICS

- The Team should meet daily
- Keep informed of changes identified by the established Public Health and Governmental authorities to protocols, recommendations and communications;
  - Appropriately adopt the protocols
  - Appropriately leverage resources
  - Communicate appropriately

GUIDANCE

Suggestions for Staffing the PRT

We recognize that in considering the need to staff a Pandemic Response Team, different size businesses will have varied labour capacities and constraints. The following are suggestions on the types of profiles the roles may entail, whether staffing the PRT with internal staff or hiring externally. Smaller entities may wish to combine multiple roles into one labour resource due to staffing limitations.

	If Staffed Internally	If Staffed Externally
Site Manager	COO, Office Manager, HR Lead	Team Lead, experience with direct reports, project management, multi-Site exposure
Employee Access Control Leader	Front Desk to support Site Manager	Front Desk, Office Support experience
Virus Prevention and Protocols Leader	First-Aid accredited Staff Leader, H/R, Nurse or Medical Practitioner	Chief Medical Officer, Nurse Practitioner, First-Aid Training
Sanitation and Disinfection Leader	Sanitization Staff to support Site Manager	Sanitation Team building experience, management of multiple Site protocols
Communication and Training Leader	Communication Team, H/R, Training Team	Communication background, experience building Training programs
PPE and Materials Leader	Procurement/Operations Team	Procurement experience

PREVENTATIVE MATERIAL INVENTORY

WHAT
The **Preventative Material Inventory** is a process to confirm the Sites supply of both Disinfectant Supplies and Personal Protective Equipment

- It will include the minimum required supply of those items for the Site and the number of items on order taking into account the replenishment time
- In addition, the Site should have a touch-less thermometer(s) for employee screening
- Communicate with other Leaders in PRT to maintain an understanding of minimum supplies, multiple suppliers for continuity of supply, and appropriate lead times to maintain inventory at the determined level

WHO
Personal Protective Equipment and Materials Leader

TASKS

Disinfectant Supplies:
- Confirm the supply of approved material, including soap, disinfection spray, hand sanitizer, paper towels and tissues currently at the Site and the amounts on order with the confirmed delivery dates
- Confirm the Site has the minimum quantity of supply of disinfectant supplies

Personal Protective Equipment:
- Confirm the stock of masks, gloves and glasses/shields currently at the Site and the amounts on order with the confirmed delivery dates
- Confirm the Site has the minimum quantity of supply of PPE
- Confirm the number of required users of materials On-Site – any medical employees, screeners and cleaning crews are required to wear gloves, masks and glasses/shields.

Quantity is to be determined based on the size of the Site and amount of employees

SPECIFICS
Confirm appropriate specifications and quantity required for the items listed below for the Site

This chart is to be used only as a reference — Please revise and add as necessary for your particular Site and local jurisdictional needs. Local regulations should be complied with when they are different from what is recommended here.

PREVENTATIVE MATERIAL INVENTORY

	Item	Specifications	Quantity (TBD by Site)
1.	Mask	**Disposable surgical masks (1-day)**	
2.	Nitrile Gloves	**Surgical Nitrile Gloves (1 use)**	
3.	Infrared Thermometer	**Medical infrared thermometer/ Measures range 32°C to 42.5°C and meets the Canadian Governments standards**	
4.	Disinfectant Spray/Wipes	**~0.1% bleach solution is needed, which can be attained by performing a 1:10 dilution of common laundry bleach**	
5.	Spray Bottles	**1-liter plastic spray containers**	
6.	Sanitization Floor Stand	**Hand sanitizer dispenser floor stand**	
7.	Hand Sanitizer (refills)	**Sanitizer with Alcohol 60%/Local Brand "Sanitizer"**	
8.	Hand Soap	**Hand soap / Local brand**	
9.	Paper Towels	**Paper Towel "Bounty"**	
10.	Glasses/Face Shields	**Safety glasses / Polycarbonate**	
11.	Bio-Hazard Container	**Bags that can be sealed and tagged as contaminated material**	

PERSONAL PROTECTION EQUIPMENT (PPE)

WHAT
Protection of the Company's workforce is afforded via the following recommended actions:
- Personal Hygiene
- Physical Distancing
- Frequent Disinfection of Common and Shared Surfaces

WHO
The PRT and the Team Leaders for PPE and Sanitization

TASKS
Review and Understand the protocols for PPE
Responsibility for ensuring there are adequate supplies as required by the Company's Pandemic Plan
Responsibility for ensuring multiple Supplier contacts, particularly in this period of high material shortages
Responsibility for ensuring appropriate Lead times for on-order material to ensure continuity of supply

SPECIFICS

Masks

Face Masks are required PPE for a limited number of pandemic response and management personnel at each Site:
- Medical and isolation team members
- Health screeners
- Disinfection team members
- Employees with broad exposure to other employees
- Use of non-medical grade face masks on Company premises is to be discussed with Site manager
  - If the Physical Distancing protocols cannot be adhered to in any circumstance On-Site (for example the 2-meter distancing protocols), the use of masks is recommended
- Personal face masks may be used by employees in lieu of a Company-supplied mask, if the mask meets Public Health Authority specifications for medical masks
  - Notwithstanding the above, Pandemic Response Team members are required to use Company-supplied face masks where possible

- Face masks are an important risk mitigation strategy where Physical Distancing cannot be consistently practiced and can reduce the risk of transmission of COVID-19 from sick yet asymptomatic employees overall
- Face masks continue to be in critical shortage globally, so their re-use provides significant benefit, and for many may be the difference between having a mask or none at all. Please refer to your Site Manager for updated guidance on the re-use of face masks and the accepted practice On-Site
- Medical Grade Face masks are for the protection of the Pandemic Response Team and the Management Team at the point of contact with anyone COVID-19 symptomatic
- N95, FFP2(3) or equivalent protection must be prioritized for use by isolation and medical team members as they are more likely to be exposed to employees who are COVID-19 symptomatic
- Dependant on decision of Leadership Team, the On-Site usage of non-medical grade masks by Employees may be permitted due to the critical shortage of supply. The re-use of masks will also be dependent on the decision of the Leadership Team, in compliance with local guidelines

Face Shields
- Face shields may be worn as a precautionary measure at Sites where employees are working within 2 meters of other employees

Gloves
- Gloves are for Isolation Team Members and those members performing disinfection of common and shared areas
- Gloves are not generally recommended for use unless mandated by local laws
  - If mandated, the Company should provide gloves

DISINFECTION MEASURES

WHAT
The Initial goal is to establish a sanitary baseline in the office Sites **BEFORE** the Sites Re-Open
- The Head Office and the Site Locations should be 100% disinfected prior to anyone returning to work
- Address tight control on access (entrance and exit) to facilities during the deep-cleaning protocols

Ongoing protocols will be addressed, trained for and assigned. Site-specific circumstances must be taken into consideration for the sanitization and disinfection protocols On-Site.

WHO
Sanitization and Disinfection Leader

TASKS
Disinfect Site prior to return to work – for those at work; schedule and complete a deep-clean
Replace all HVAC air filters – alternatively, clean and disinfect if advised by contractor
Implement the General Disinfection Measures – routine, frequency and protection measures outlined below and/or discussed with Site Leader and modified

SPECIFICS
During initial disinfection and sanitization of Site:
- Tight controls on entry and exit from Site during cleaning process, including:
  o Security
  o Sanitization Vendor(s)
  o PRT Members

Routine sanitization and disinfection include all areas of Site — with special attention to high contact/ touch areas, including (but not limited to):
- Restrooms
- Common areas and common surface areas
- Kitchen and appliances
- Doors
- Handles
- Computer screens, keyboards and peripherals
- Storage room

Foreign Items and Lunch Bags in the Office
- When bringing foreign items into the office such as bags, it is important that they are as safe and clean as possible to ensure the safety of all employees working in the same vicinity
  o If the item can be washed regularly it is recommended that after each use it be properly washed with an approved antibacterial or disinfectant material
  o If the item is made of a denser or harder material, such as a metal lunch box, it is recommended that prior to putting it on any surface in the Site, that it be effectively cleaned with a disinfectant wipe
- In the event that neither of these options are possible it is recommended that the item not be brought onto the Site; where that is not possible, the items should remain on the floor near or under the desk and after each use, the employee disinfects their hands to refrain from spreading any germs or bacteria onto other surfaces

DISINFECTION MEASURES

- The checklists provided below are generally applicable for an office setting - specialty Sites with particular circumstances may need to provide further insight to their Site Leader and PRT to produce an appropriate checklist for disinfection, sanitization and PPE Protocols.
- **A weekly checklist** (examples provided below), detailing the area, disinfection content, type of disinfectant, disinfection method and frequency should be created and implemented at each Site to reduce the risk of the spread of infection, **reviewed by and under the leadership of the PPE Leader**
- The disinfection and sanitization steps should be taken routinely, based on the indicated frequencies to disinfect workspaces, surfaces, chairs, tables and other high-touch areas to protect employees
- Proper personal sanitary practices, like handwashing after use of restrooms will also be necessary

Stock Items	Week #	Quantity (if below required amount, place order)	Order Time	Lead Time	Expected Delivery	Signature
Mask						
Nitrile Gloves						
Infrared Thermometers						
Disinfectant Spray/Wipes						
Spray Bottles						
Hand Sanitizer						
Hand Soap						
Tissue/Paper Towel						
Glasses/Face Shields						
Bio-Hazard containers (emptied)						
Clorox Total 360						

Specific Sites may have protocols and needs that are particular to their Site – please discuss with the Site Manager any additions and revisions or changes to protocol as required.

DISINFECTION MEASURES

Personal Sanitation and Disinfectant Checklist						
Site:						
Date:						
Area:	Task		Action (if applicable)	Type of Disinfectant	Date	Signature
PERSONAL WORKSTATION	Yes	No				
Is there antibacterial gel? Wipes? Disinfectant? Sanitizer?						
Table/Desk/Door						
Computer Screen and Keyboard						
Chair						
Smartphone/Desk Phone						
Desk Accessories/Stationary						

Office Sanitation and Disinfectant Checklist						
Site:						
Date:						
Area:	Task		Action (if applicable)	Type of Disinfectant	Date	Signature
RESTROOMS	Yes	No				
Is there antibacterial gel? Soap? Disposable paper towels?						
Clean/Sanitize — **bathroom fixtures** (toilet handles, faucets, soap and towel dispensers)						
Clean/Sanitize — **door and stall handles**						
COMMON AREAS						
Is there antibacterial gel? Soap? Disposable paper towels?						
Clean/Sanitize — **tables, desks, chair-backs**						
Clean/Sanitize — **doorknobs and handles**						
Clean/Sanitize — **light switches, aisles/railings**						
Clean/Sanitize — **conference and meeting rooms** (remotes, televisions, touchscreens, projectors, whiteboard accessories - pens and erasers)						

DISINFECTION MEASURES

Area: **KITCHEN**	Task Yes	No	Action (if applicable)	Type of Disinfectant	Date	Signature
Is there antibacterial gel? Soap? Disposable paper towels?						
Clean/Sanitize — **appliance handles and controls** (fridge, toaster, oven, dishwasher, vending machine)						
Clean/Sanitize — **coffee station and coffee/tea service items**						
Clean/Sanitize — **countertops, tables, and chair backs**						

Completion of these tasks on a daily basis creates a form of compliance to the protocols in place and helps to reinforce the caution and protection needed to keep our staff as safe as possible.

These checklists will then be reviewed by the Site Leader and their next level manager as they complete their Audit.

DEEP-CLEANING DISINFECTION PROTOCOL

WHAT

Review, understand and prepare for the triggering of the Deep-Cleaning and Disinfection Protocol

The General Disinfection Measures Protocol described in the Audit section should be followed regularly. By contrast, the **Deep-Cleaning and Disinfection Protocol** is triggered **only** when an active employee is identified as positive for COVID-19 through testing.

Corona Virus COVID-19 - Deep Cleaning and Disinfection

COVID-19 "deep-cleaning" is triggered when an active employee is identified as being COVID-19 positive through testing. Sites may opt to have a deep cleaning performed for presumed cases, at their discretion.

Deep cleaning should be performed as soon as is practical after the confirmation of a positive test.

If a delay is proposed for greater than a shift, the Site is to gain consensus from both their Local Operations Team, the PRT and Executive Leadership. Then they must take steps to perform an additional disinfection of potentially impacted common surfaces during the interim period prior to deep cleaning if there is sufficient rationale to do so, and if they gain consensus of their Local Operations Team, PRT and Executive Leadership.

While the scope of deep cleaning is presumed to be the full Site, Sites may reduce their environmental footprint to be deep cleaned if there is sufficient rationale to do so, and they gain consensus of their Local Operations Teams, the PRT and Executive leaders.

Notwithstanding the above, if an active employee is confirmed to have a positive COVID-19 test, Sites may, in lieu of performing deep cleaning, shut down for a period of at least 7 to 10 days to allow for natural deactivation of the virus, followed by Site personnel/3rd party performing a comprehensive disinfection of all common surfaces.

WHO

PRT and Executive Leadership – The trigger point necessitates the **utmost attention** from the Leadership

TASKS

- Identify an approved external company that should carry out the deep cleaning activity, this company must have the minimum requirements of:
  - Trained personnel to execute the process of cleaning, disinfection and disposal of hazardous waste
  - Proper equipment and PPE to perform the task
  - All necessary procedures and local authorizations or permit to perform disinfection services and manage any waste generated
  - Use of approved COVID-19 disinfectant chemicals to perform activities (see Site disinfectant protocol)
  - Identify an alternative company resource to perform the deep cleaning and disinfection protocol, should the approved company be unavailable – this redundancy is imperative to ensure the Site can Re-Open in a timely manner
  - Identify the timing for Re-Opening of the office, and the appropriate protocols, post the deep-cleaning process

- The Site Pandemic Response Team and the Executive must coordinate and supervise the cleaning and disinfection process. They must ensure that:
  - There is a specific plan and strategy to clean all Site machinery / equipment, common areas, offices, and any typical areas where employees interact
  - Only authorized personnel can access the Site during the cleaning operation
  - All 3rd party team members are using required PPE and that it is also properly disposed of at the end of the process
  - Assure that employees are made aware that the work areas have been disinfected

Note: For the Company's purpose, deep cleaning is defined as a more comprehensive cleaning, using advanced technologies and more aggressive cleaning solutions, that is administered by an external 3rd party.

- Personal Protective Equipment (PPE) requirements for the Deep Cleaning team:
  - The use of PPE is to be determined by the cleaning contractor based on the chemicals used to conduct the disinfecting process, including proper wearing, storage, cleaning, decontamination, and disposal of PPE as biohazard waste

- Disposal
  - At the end of the process the cleaning company must follow the local regulations to dispose of all PPE and cleaning material used in a proper manner

INBOUND PACKAGES

WHAT
Following the Company's Playbook protocol for managing incoming supplies

WHO
Personal Protective Equipment and Materials Leader, Site Procurement Manager

TASKS
Manage incoming packages and perform appropriate disinfection of surfaces received using approved techniques, PPE and solutions

Particular situations are provided below:

If you receive an expedited package from an area where COVID-19 is present and are concerned about possible surface contamination, consider these steps:
- Wash your hands frequently with soap and water
- Use hand sanitizer when soap and water are not available
- Avoid touching your face, eyes, nose, or mouth

If packaged materials have been in transit and/or storage at the Site for more than 7 days from last human contact, no further action needs to be taken. While not necessary, where employee apprehension remains high, Sites may suggest the following additional precautions:
- Usage of personal protective equipment, such as; disposable nitrile gloves and/or the use of disposable surgical masks
- Disinfection of surfaces with a 10% bleach (sodium hypochlorite) solution made fresh daily, or a hospital-grade disinfectant - as appropriate to the surface(s) being treated (**note:** these chemical agents should only be used by trained and authorised personnel)

GUIDANCE
Suggestions to help complete the Tasks more effectively:
- Assign a PRT leader the responsibility of instituting a safe inbound package system
  - o Recommended PRT leaders — Site Manager, Virus Prevention and Protocols Leader, or Sanitization and Disinfection Leader
- Set up of a designated area for incoming packages where they can be:
  - o Properly sorted in a contained area
  - o Properly sanitized per Company policy and following protocol above, and
  - o Organized for efficient delivery in office or pick up by recipient
- Designate a specific team or person responsible for ensuring that these protocols are enforced, recorded and executed

AUDIT CHECKLIST

WHAT
Implement Audit Checklist and Enforce its use and compliance (Checklist Provided Separately)

Name:	
Date:	
Site:	
Inspection Area:	

General Disinfection Measures

Did the cleaning crew / employees receive training about the disinfection method and frequency?

Was hospital grade disinfectant or fresh 10% chlorine bleach solution (sodium hypochlorite solution) used as appropriate?

Did the team conduct a comprehensive cleaning in all work cell common surfaces?

Did the team conduct a comprehensive cleaning in all offices, desk and conference rooms (cabinets, desk, table, and chair surface)?

Did the team conduct a comprehensive cleaning in all general objects often used or touched (doors, windows, handles, faucets, sinks, and bathrooms)?

Did the team conduct a comprehensive cleaning in kitchen (tables, chair surfaces, dispensers, handles, and appliances)?

Did the team conduct a comprehensive cleaning in all common surfaces of common areas (seat, surfaces, door, windows, and floor)?

Did the team conduct a comprehensive cleaning in floors, walls and multiuse areas (tables, chair, surfaces, dispensers, etc.)?

2nd Layer Audit	**3rd Layer Audit**
Audit of the above performed by a higher-level manager	Audit of Layer 2 by Site Leader or a higher-level manager
• Were non-conformities raised? ☐ Yes ☐ No	• Were all non-conformities closed? ☐ Yes ☐ No
• If yes, were they actioned? ☐ Yes ☐ No	• If **no**, please provide reasons:
• If **no**, please provide reasons:	

WHO
Area Leader, Site Manager

TASKS
Identify:
- The areas On-Site that are to complete the checklist
- Who is responsible to Fill in the checklist in each unit?
- Who is responsible to Audit the checklist at each level?
- Who is responsible for communicating the results to the Executive Team?

Execute the checklist and enforce compliance in the 2nd and 3rd Layer Audits

Communicate the results to the Executive Team in an agreed upon manner and cadence

Follow-up on any non-conformities in the checklist and communicate the immediate mitigation and changes to ensure compliance

ISOLATION PROTOCOL AND COORDINATOR TRAINING

WHAT

The Isolation Protocol is for employees who become ill at work. It is recommended that employees are advised that if a person feels ill, or if someone observes that another employee is exhibiting symptoms of COVID-19 at work, to contact an Isolation Coordinator, as determined by each Site.

WHO

Isolation Coordinators, determined by each Site, should be selected from the following employees, as appropriate:

- Doctors and/or Nurses
- Health and Safety Leader
- Human Resources Manager
- Supervisor
- Emergency Team and/or First Aid Team Leaders

TASKS

Review and Understand the Protocol
Identify and Train a volunteer Isolation Coordinator
Establish a protocol to isolate employees if they are symptomatic On-Site. This includes:

- Isolation Room — to isolate the employee (DO NOT use the Infirmary or Sick Room)
- PPE
- Communication with Health Authorities and transportation based on their instructions
- Disinfection of the room
- Print out forms and protocol to be available as needed

SPECIFICS

Telephone communications are preferable so that the Isolation Coordinator can wear the appropriate PPE prior to aiding an ill employee.

If the Isolation Coordinator is directly contacted by an employee with a suspected infection, they must ask the employee to go directly to the designated Isolation Room using the most direct route.

ISOLATION PROTOCOL AND COORDINATOR TRAINING

PROCEDURE

- Once the suspected infected employee arrives in the Isolation Room, immediately provide them with a mask and nitrile gloves. Explain to them that it is to help protect other employees and prevent the spread of a potential virus.
- The Isolation Coordinator must complete a Suspected COVID-19 Case Form (see below, page 26) and call the local health authorities or medical office to seek advice regarding transportation and location.
- The Isolation Coordinator, and any others attending the suspected infected person, should also wear a protective mask and gloves while working with the suspected infected person. Ensure all PPE should be appropriately discarded post use, as well as a thorough disinfection of area and sanitization of hands.
- The Isolation Coordinator should direct the ill employee to leave work and go home or to the nearest health center as advised by the local health authority. Public transportation should not be used.
- If the infected person is well enough to drive their own vehicle, ask them to use it.
- If the PRT team is to transport the person in another vehicle, ensure that the infected person always keeps the mask on their face and wears a pair of nitrile gloves.
- The driver must wear a mask and gloves during the entire trip, removing, and properly disposing of them after returning to the Site.
- Once the vehicle has returned to the Site, ensure that it is cleaned, and all surfaces, seats, dashboards, door handles, seatbelts, etc., have been washed down with a disinfectant solution. All persons cleaning the vehicle must wear a mask and gloves while cleaning the vehicle.
- The Isolation Coordinator, in coordination with Site Manager, Human Resources and Executive support, must:
  - Identify persons who may have been in contact with the suspected infected employee. Unless required by the local health authority, the name of the infected employee should not be provided.
  - Advise employees that they may have been in contact with a suspected infected employee, to carry out a self-screening check every morning, and based on the results, contact the HR department.
  - Advise employees to contact a physician to obtain medical clearance to return to work, if require by the local jurisdiction, and as determined by the Executive Leadership.
- Ensure that both the isolation area and suspected employee's workstation or office is thoroughly cleaned and disinfected, in addition to all other common surfaces recently touched by the infected employee. All persons carrying out this cleaning must wear disposable nitrile gloves, and all support persons' PPE should be appropriately discarded prior to resuming normal work functions.

LOCATION

Where possible, the Isolation Room should be an exterior room (building or tent structure)

- If unavailable, an enclosed area away from the general population can be used

SAMPLE COVID-19 CASE FORM

Report for Employees/Visitors Presenting Symptoms at Work

Name: **Date:**

☐ Visitor   ☐ Employee   ☐ Contractor

Job Title: **Worksite:**

Location of Isolation:

Address:

Symptoms noticed:

☐ Temperature >38C (100.4F) or higher

☐ Dry Cough — Shortness of breath, difficulty breathing, pneumonia in both lungs

☐ Running nose

☐ Sneezing

☐ Muscle Pain

☐ Tiredness

☐ Loss of Taste or Smell

Time of fever on-set: _____ Time of isolation: _____

Symptoms and isolation periods will be updated periodically as information becomes available following the emergence of a pandemic virus strain.

Where referred to:

Notes:

DETAILS OF REPORTER

Name: **Job title:**

Telephone Number:

Coronavirus preparation and arrangements to be made for employees who become ill at work.

PHYSICAL DISTANCING PROTOCOL

WHAT
Physical Distancing is a simple yet very effective mechanism to prevent potential infection, that relies on physical distance between each other to avoid infection.

WHO
Everyone follows this Protocol

TASKS
Review and Understand the Physical Distancing Protocol
Complete and Continue to adhere to the Physical Distancing guidelines
Capacity of Physical Spaces – For example, Site capacity, number of chairs per room, people in rooms, restroom and lunchroom capacity
Considerations – no external food, protocols for bringing food, external device management, supply purchasing, staggered start times and finish times etc.
Physical and Visual Markers On-Site to assist with adherence to Protocols

SPECIFICS
Physical Distancing in Practice:
- Staying 2 meters apart from other employees
  - To ensure and help employees keep the 2-meter distance from other employees, physical markers will be placed on the floor to:
    - Guide employees to walk in a one-way flow direction, and
    - To remain 2 meters apart in all working, waiting and common areas
  - Lines and markers — may come in the form of tape, decals or paint
- Eliminating contact with others, such as handshakes, or embracing
- Avoid anyone who appears to be sick, including symptoms outlined in the Self-Screening Tool
- Avoid touching surfaces that have been touched by others, where feasible
- No meetings of greater than 5 persons to occur until further notice (5 persons only if the space capacity requirements are not exceeded and Physical Distancing protocols can be met).
- Employees must be reminded to avoid touching their faces and must wash their hands thoroughly with soap and water several times during the work hours to reduce risk and prevent person-to-person potential infections

Physical Distancing is to be conducted in the following areas or during these processes, (but is not limited to these):
- Common Areas
- Entrance/Exit Areas of all Sites
- Kitchens
- Bathrooms
- Office areas
- Meeting rooms
- Waiting areas
- Workstations
- During Shift changes, Breaks, Meal Breaks
- Change rooms

PHYSICAL DISTANCING PROTOCOL

GUIDANCE

Physical Distancing During Shift Changes, Start and End Times

Start and End times as well as Shift changes must be managed thoughtfully to reduce infection risk and leverage the opportunity to ensure optimal disinfection of the workplace. Start times must be staggered with enough time to allow employees to come and go with minimum interaction between shifts.

- **The Site Manager** will have to evaluate and co-ordinate to achieve maximum effect

Helpful Tips to Communicate

- Avoid gathering when entering and exiting the Facility
- Remain in your car until your scheduled start time window
- Ensure 2 meters of space between each person if a line has formed to enter the Site
- If a line has formed, ensure marking to assist with maintaining 2 meters distance from others
- When you talk to someone in line, make sure you do not point your head directly at them
- Do not touch the time clock (where applicable) or entry door handle with an exposed finger(s) or hand
- Do not touch your face before you have had a chance to wash your hands

Things to Consider

- Should security be stationed near entry doors at opening and closing office hours?
- How should waiting lines be accommodated during inclement weather?
- How and when should PPE be handed out?
- Do you have the ability to prop doors open at start/end times and during shift change to minimize door handle touching or to install toe kicks on the doors?
- How to disinfect time clocks (where applicable) each time it is touched by an employee? For example: Station an employee to observe the time clock (where applicable) at a safe 2 meters distance to disinfect the computer clock if it is inadvertently touched to avoid holding up the line
- Is it practical and effective to do away with punching in and out for a few weeks and pay employees an automatic 40 hours and reconcile the time post?

Physical Distancing in Offices

- Office work should be organized to ensure Physical Distancing: a physical separation of 2 meters minimum between employees
- Avoid face-to-face desk layouts

Recommendation for Physical Distancing in Offices

- Cubicles should have dividers when people are working within 2 meters (6 feet) of one another

If Workstations are less than 2 meters apart:

- Work designs should avoid face-to-face operations with less than the minimum requirement of 2 meters apart. If this condition cannot be met, employees should be provided with alternative measures to mitigate their exposure, such as:
  - Face masks
  - Face shields
  - Body orientation
  - Physical barriers installed where practical; the barriers must be cleaned multiple times throughout the work shift

- Meeting rooms should be organized to hold only the number of chairs compliant with the appropriate spacing. Sitting or standing positions should not exceed the minimum distance required
- Communicate similar messages and arrange meetings over two or three shifts when possible to help reduce the number of people in the office at any given point in time
  - Only a pre-determined number of employees should be in any single physical meeting per capacity designations, permitting a physical distance between each of at least 2 meters (6 feet)
- Interaction to exchange information or quick meetings on the office floor space should respect the Physical Distancing requirement of 2 meters
- Remote work may be assigned when possible or when mandated by the government to keep the operation efficient and communications flowing
- Encourage self-cleaning of work-spaces multiple times during the shift with special attention of the most used surfaces such keyboards, monitors, chair arm rests, desks, cubicle dividers, among others

PHYSICAL DISTANCING PROTOCOL

Physical Distancing in Common Areas
- Increase cleaning intervals to ensure a clean environment at all times
- Ensure Physical Distancing is maintained
- Avoid non-essential gatherings

Recommendation for Physical Distancing in Common Areas
- Physical Distancing is a simple yet very effective mechanism to prevent potential infection, that relies on simple distance to avoid infection. In practice, this means:
- Staying 2 meters apart from other employees
- Eliminating contact with others, such as handshakes, embracing
- Avoid anyone who appears to be sick, including symptoms outlined in the Self-Screening Tool
- Avoid touching surfaces that have been touched by others, where feasible
- Limit access to set times or stagger the timing of breaks, meal timings, start work time and end work time
- Personal items are not allowed to be left in common areas and must be stored in personal area.
- Install shelves in the lunchroom for lunch 'boxes'
- Limit fridge usage to limit contact with other persons materials
- No external food services may deliver to the Site until further notice
  - The Company must use its discretion when deciding on this subject as the use of food delivery services activates the need for multiple protocols (PPE, disinfection measures, inbound packages, Physical Distancing, etc.) to ensure Site safety
- Parking Lots – observe surroundings on entry/exit of Facility to ensure maintenance of appropriate distance
- Change Rooms – ensure any locker spaces are spaced 2 meters apart or are reassigned to observe that distance
- Also stagger access to be in line with start/end/break times

For Sites that have Elevators
Physical Distancing must always be maintained, meaning that while waiting for the elevator or while in the elevator, everyone must keep 2 meters apart. **Coordination with the Building Site (landlord, property manager etc.) is essential to ensure protocols and responsibilities are clear and consistent.**

- There will be physical markers to determine how far apart people must be while waiting for the elevator
- Before entering the elevator, everyone must sanitize their hands at the hand sanitation floor stand —avoid touching your face during your time on the elevator
- While on the elevator everyone should remain 2 meters apart - if 2 meters cannot be maintained due to the size of the elevator, it is recommended that only one person may ride at a time
  - Shift times, if possible, may be staggered to allow for fewer to arrive at the same time and to decrease the risk of interaction or long wait times
- If possible, avoid directly touching the elevator buttons with bare hands and attempt to use a disinfectant wipe or sanitary paper towel
- Once off the elevator sanitize or wash hands for 20 seconds with warm water and soap, before touching any other surface

Elevators must be cleaned and wiped down at least once a day (or more depending on resources available and local regulations)
- This can be done by a hired individual, a volunteer, or a full-time dedicated resource

PHYSICAL DISTANCING PROTOCOL

Helpful Tips to Communicate

WHO:
Dependant on Executive Team and PRT decisions on the potential use of full-time dedicated internal cleaning crew (positioned in key high-touch areas), individual responsibilities (self-clean), or rotating responsibilities amongst designated employees.

Seating and Capacity
- Reduce seats to the optimal number allowable in the break room, while considering the acceptable distancing of 2 meters
- Limit and/or space chairs appropriately
- Place signage on tables to ensure proper Physical Distancing in-between each seat
- Post capacity of the meeting, common, lunchrooms and other areas
- Consider allowing employees to sit only on one side of a table
- Remind employees not to arrive to breaks early

Break Times
- Separate times by 10-15 minutes to have enough time to wipe tables, seats, all surfaces, refrigerator, appliances, and other common surfaces after each use

Cleanliness and Sanitation
- Station one employee to observe the safe 2-meter distance and to disinfect the items noted above if they are inadvertently touched
- Provide enough supplies for employees to clean up after themselves (wiping down tables, etc.)

Food Storage
- As noted, consider adding as many refrigerators and/or shelving units to accommodate additional bags if you are limiting access

Bathroom Usage During the Workday and at Break Times

WHO:
Dependant on Executive Team and PRT decisions on the potential use of full-time dedicated internal cleaning crew (positioned in key high-touch areas), individual responsibilities (self-clean), or rotating responsibilities amongst designated employees.

- Increase cleaning intervals to ensure a clean environment at all times and make sure Physical Distancing is maintained

Recommendation for Physical Distancing for Bathroom Usage
- Establish a maximum capacity for the Facility that allows for Physical Distancing
  - Post the maximum capacity and other personal hygiene signage
- Cleanliness and Sanitation
  - Station one employee to observe the safe 2-meter distance and to disinfect the area if surfaces and items are inadvertently touched
  - Provide enough supplies for employees to clean up after themselves (faucets, fixtures, switches, handles, etc.)

DAILY SELF-SCREENING PROTOCOL

WHAT
The **Daily Self-Screening Protocol** is in place to prevent sick or symptomatic employees from leaving their homes and decrease the likelihood of spreading the infection at work

WHO
- All Employees
- Human Resources Lead On-Site is the point of contact

TASKS
Provide all employees with a Self-Screening document and links to Public Health Agency of Canada Site for on-line Self-Screening Tool

Prepare the Human Resources Team to receive inquiries or reports of symptomatic employees prior to shift

SPECIFICS
If the employee does not recognize symptoms in their Daily Self-Screening and if the employee is deemed symptomatic upon reporting to work or is deemed symptomatic during the employee's shift or after the employee has spent any time in the Facility, reference the **Isolation Protocol.** (see page 24)

If the employee is confirmed positive for COVID-19 by a medical professional, reference the **Self-Quarantine and Return to Work Protocol**. (see page 35)

See Self-Screening Information for resources and example (see page 46).

Alternative resources, such as On-Demand Virtual Care solutions, may also be potentially considered in conjunction with the recommendations if available in region and feasible for the employee to access. Two examples are below:

Personal care example: **Babylon by TELUS Health**. For more information, see -
(https://www.telus.com/en/on/health/personal/babylon?linktype=ge-meganav)

Employee benefit plan example: **Akira by TELUS Health**. For more information, see –
(https://www.telus.com/en/health/organizations/group-health-benefits/employers/akira)

ON-SITE HEALTH SCREENING

WHAT

In-line with the Daily Self-Screening and Isolation Protocols, **On-Site Health Screening** will supplement the Screening protocols to help decrease the likelihood of spreading the infection at work prior to entry to the Site.

- Each Site will determine the level of pre-entry screening as outlined below

WHO

Employee Access Control Leader

TASKS

Overview of Health Screening Procedure

- Temperature reading (decided Site by Site, by PRT with oversight from Executive Team)
- Observation for overt symptoms
- Verbal/non-verbal confirmation of daily self-screening
- This is intended as a pre-entry, **pre-shift screening only**: The screening does not need to be completed between shift start to end
- The Employee Access Control Leader, with support of the PRT, will organize the process, and select additional team members to help
- Reference the Self-Quarantine and Return to Work Protocol on page 35 for employees that are confirmed positive for COVID-19 by a medical professional

Employees returning to work from an approved medical leave should be directed to contact their HR representative and submit a medical certificate releasing them to return to work, as determined by the Executive Leadership.

Notes:

- Please refer to the Local Health Department recommendation/guidelines to manage medical leaves due to COVID-19
- If an employee does not accept the daily self-screening or pre-entry screening, the Company will direct the employee to leave work, obtain medical clearance, and provide an official certificate prior to returning to the Company premises — following the local Site's medical leave regulation
  - o Legal requirements should be reviewed in each local and provincial Site
- If an employee is confirmed to have COVID-19, the Company will inform all employees in the immediate work area
  - o Unless required by the local health authority, the name of the infected employee should not be provided
  - o Quarantine of any healthy employees will be determined upon consultation with local health officials, generally occurring when COVID-19 is not prevalent in the vicinity, but not where the virus is prevalent in the community
- Employee personal data and confidentiality must be protected
- Communication of current protocol to all employees needs to be delivered with a preventive approach to avoid alarm
- All employees should be advised and prepared that Health Care Professionals and/or Local Health Authorities may ask about **contact tracing** —any and all recent contact with other people

EMPLOYEE TRAVEL PROTOCOL

WHAT
Employee travel can increase the possibility of contracting COVID-19 and risks the health and wellness of the staff, clients, suppliers and all associated with the Company. This includes travel to the Site locations.

WHO
- All Employees
- Human Resources is the point contact for all Self-Quarantine and Return to Work Protocols

TASKS
Regularly monitor travel advisories and provide updated information about the risk of travel
- (See Appendix D for sample of References that can be monitored for further information)

Assess the need for business travel based on the risks and benefits

Cancel or postpone all non-essential travel

Consider alternative approaches
- Virtual meetings; Zoom, Microsoft Teams, etc.

Create an active database to log all employee travel, including where, when and authorization

SPECIFICS
Before Travelling
- **Risk Assessment**
  - o Remain updated with information on areas where COVID-19 is spreading — provided by Sites such as:
    https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports/
  - o Understanding that during the pandemic travelling has become unpredictable and risk of exposure could lead to being quarantined abroad, or coming into contact with the virus during plane travel
  - o Before travelling, the Company must verify with the foreign diplomatic mission of your destination to see if its authorities have implemented any specific restrictions related to the employee's travel situation – the travel coordinator or Site HR Lead can assist
  - o Assess employees and avoid sending those considered to be at higher risk of serious illness — older employees and those with prior medical conditions
  - o All employees required to travel to locations reporting COVID-19 should be briefed by a qualified professional on proper precautions

While Travelling — If Deemed Necessary
- **Staying Safe**
  - o Encourage employees to wash their hands regularly and practice Physical Distancing protocol (2 meters distance) and provide them with small bottles of alcohol-based hand sanitizer (60%) to enable hygiene when water/soap isn't available
  - o Ensure employees know what to do and whom to contact if they begin to develop symptoms of COVID-19 or feel ill while travelling
  - o Ensure that your employees are completely aware and comply with the guidelines and restrictions in place from the local authorities where they are travelling

International Travel: Quarantine or Emergency Situations
- In the event an employee is travelling internationally, they must be prepared in case they are quarantined and should expect increased health screening measures at points of entry for international destinations — whether they are sick or not
- In case of emergency, the employee should call the closest Government of Canada office serving their location. If the office is closed, their call will be transferred to the Emergency Watch and Response Centre in Ottawa. The centre operates 24/7 and may be reached directly at +1 (613) 996-8885 (call collect where available) or sos@international.gc.ca.
- Employees should also be reminded, if quarantined or in an emergency, to check with their travel insurance provider to know more about their policy as it relates to COVID-19.
  - o It would also be beneficial to find out if they are covered for medical treatment if they were to become infected with COVID-19 and for extended stays outside Canada

EMPLOYEE TRAVEL PROTOCOL

Returning Employees

- **Remaining Safe**
    - o All employees must complete a Self-Screening prior to re-entering on the Site — **those who have returned from international travel are required to quarantine for 14 days and consistently self-monitor any symptoms (See Self-Screening Information, page 46).**
- Depending of the Results from the Self-Screening:
    - o Returning employees who answered "yes" on the Self-Screening, had potential contact with COVID-19, or develop symptoms related to COVID-19 (a temperature of >38C (100.4F) or higher, a dry cough, loss of taste or smell, running nose, chest pain, tiredness) must stay quarantined at home and self-isolate for 14 days, taking their temperature twice a day and consistently monitoring symptoms;
    - o They must also call their health care provider or the local public health department, giving them details of their recent travel and symptoms;
    - o Returning employees who pass the Self-Screening or are possibly asymptomatic and deemed essential On-Site are expected to be strictly self-monitoring and practicing Physical Distancing along with other preventative measures in this Playbook to diminish chances of exposure and transmission to others. This includes adherence to protocols around Personal Protective Equipment (PPE) usage and Physical Distancing provided in the Playbook;
    - o Travel to the Office is also Travel and appropriate screening must again take place prior to Site entry, even if Self-Screening was completed prior to transport to the Site Location (i.e. Public transportation, ride-sharing, etc.).

SELF-QUARANTINING AND RETURN TO WORK PROTOCOL

WHAT
Review and understand protocol and, as necessary, adjust for local, legal, and cultural Site differences

Note: Any adjustments made to the standard Playbook protocol should comply with local legal requirements and health authority direction.

WHO
All Employees (including travel), Contractors Human Resources is the point contact for all Self-Quarantine and Return to Work Protocols

SPECIFICS
Self-Quarantining
- Employees are requested to remain off Company Property for 14 days if they have:
  - COVID-19 symptoms (see COVID-19 Self-Screening Information, page 46)
  - Been directly exposed to COVID-19
  - Have a positive test for COVID-19

- Employees should avoid leaving home if possible
  - If necessary, they should practice Physical Distancing, and the hygiene practices that Local Health Authorities provide guidance for

- Working from home is expected to continue when possible, per the direction of your Human Resource Lead

Please follow the Local Health Authority for additional Self-Quarantine Guidance.

Return to Work Protocol
Employees who have been under home isolation/quarantine can return to work after the mandated period under the conditions noted below in either A or B.

NOTE: Where local health authority permits, everyone should be tested before returning to work and provide a medical certificate releasing them to return to work, as determined by the Executive Leadership.

Please ensure your local Human Resource Team has been contacted prior to returning to work, to discuss and ensure that any and all requirements have been met before you return to the Company premises. Confirmation of adherence to the listed criterion and consistency with Local Guidelines and the Public Health Agency of Canada is essential.

- **A. If you will NOT be tested to determine if you are still contagious, you can leave home after 3 points have been met:**
  You have had no fever for at least 72 hours (3 full days of no fever without the use of medication to reduce fevers), AND
  - Other identified symptoms have improved (for example respiratory, gastrointestinal and systemic have improved), AND
  - At least 10 days have passed since your symptoms first appeared

- **B. If you WILL be tested to determine if are still contagious, you can leave home after 3 points have been met:**
  - You no longer have a fever (without the use of medication to reduce fevers), AND
  - Other identified symptoms have improved (for example respiratory, gastrointestinal and systemic have improved), AND
  - You receive 2 negative tests in a row — 24 hours apart

VISITORS AND CONTRACTORS SELF-SCREENING

WHAT

- Establish a Plan for the screening of Visitors and Contractors
- Ensure the COVID-19 Visitor & Employee Self-Screening Form (see page 37) is printed and available as needed
- Ensure the Entry to the Site is appropriately screened for entry prior to physical access to the Site

WHO

Employee Access Control Leader

TASKS

Visitor Restrictions:

- Until further notice – The Company no longer allows normal visitation to our Site facilities
- To ensure the protection of both employees and visitors, meetings should take place virtually going forward
- When business-critical, in-person visits must occur, such as to allow equipment or facilities to remain operational, they should be in accordance with the Company's pandemic preparedness and response plan
- **Note:** that the Visitor Self-Screening Checklist forbids visits from people who have had known exposure to COVID-19 within the past 14 days or who are exhibiting symptoms consistent with COVID-19
- Visitors & Contractors must complete the COVID-19 Visitor & Employee Self-Screening Form (see page 37)

Host Directions for Visitors and Contractors

Please adhere to the Company's pandemic preparedness and response plan with respect to visitors and contractors.
This means:

- Visitation or contractor work is forbidden if there has been any **YES** response to the COVID-19 Visitor & Employee Self-Screening Form (see page 37). If "Yes" is checked for any response, please advise the visitor to leave the premises, notify appropriate Site personnel to disinfect any common surfaces touched by the visitor, and advise the Site Leader, HR, and the Executive of the incident.
- Visits or contractor work that does occur should limit exposure to employees as much as possible by:
  o Ensuring visitors/contractors take a direct route to meeting or work areas and do not unnecessarily interact with employees
  o Practicing Physical Distancing at all times and instructing visitors regarding our expectations (no handshakes or embraces, keeping 2 meters (6 feet) distance when interacting, etc.)
  o Practicing expected hygiene regarding washing hands, and covering coughs/sneezes, pointing out or providing Company guidance on this topic
  o Using dedicated meeting rooms where possible with common surfaces disinfected between meetings

COVID-19 Visitor & Employee Self-Screening Form

The safety of our employees, customers and visitors, remains the Company's primary concern. As the coronavirus (COVID-19) outbreak continues to evolve and spread globally, the Company is monitoring the situation closely and will periodically update Company guidance on current recommendations from the local Health Authorities.

To help prevent the spread of COVID-19 and reduce the potential risk of exposure to our employees and visitors, we are conducting a simple screening questionnaire. Your participation is important to help us take precautionary measures to protect you and everyone in the building.

Thank you for your time and cooperation.

I am a:

☐ Company Employee   ☐ Visitor at Company

Contact Information:

Name:

Mobile Number:

Email Address:

Location Name:

Employee Details:

Name:

Visitor Details:

Visitor's Company Name:

Name of Company Host:

If the answer is yes to one or more of the following questions, access to the Facility will be denied.

Are you showing any signs of one or more of the following symptoms?

Temperature >38C (100.4F) or higher, cough, shortness of breath, difficulty breathing, tiredness?

☐ Yes   ☐ No

Have you been exposed to someone with COVID-19 positive test results?

☐ Yes   ☐ No

Is the information you provided on this form true and correct to the best of your knowledge?

☐ Yes   ☐ No

EMPLOYEE TRAINING

WHAT

It is essential that **ALL** employees at all Sites understand the safety requirements, protocols and expectations that are in the Playbook to ensure everyone and their communities stay safe and prevent the spread of COVID-19.

We structured this generic training plan template to effectively disseminate this information to the Site's various teams and audiences. It is broken up simply between Pre-Return to Work Training and First Day Training or Orientation. All Site employees must participate.

The training plan may seem repetitive; however, the protocol and guidelines are numerous and to ensure the maximum adherence to the protocols and guidelines, the training is intended to inform and reinforce the information in a continuous and consistent manner with the employees at the Sites.

Note: For Employees at Sites that are open or operating at limited capacity currently, the training is also mandatory.

WHO

- **All Employees at all Sites** are to participate in both parts on the training on a mandatory basis.

- **Communication and Training Leader** will be the point of contact with support from the PRT and the Human Resources Lead.

  o Localization and Modification of materials for Site specifications must be coordinated through these points of contact to ensure consistency with the guidelines and protocols incumbent in the Site

TASKS

Deliver trainings on all the topics detailed on this page for both Pre-Return to Work & First Day Training or Orientation

Modify and Localize Playbook and other materials/presentations for Sites local guidelines and needs

Ensure the trainings are delivered consistently so all Site employees are fully aware and aligned with the Playbook protocols and guidelines

All Training can be reinforced through the use of signage at the Sites

Ensure all Employees have read, understood and acknowledged the materials provided. The acknowledgement, initial training and sign-off of having read and understood all documentation received must be completed, received and compiled prior to Return to Work

SPECIFICS

Pre-Return to Work Training:

Pre-Return to Work Training and Topics must be delivered to and reviewed by all Sites at least **1 week** prior to Re-Opening:

EMPLOYEE TRAINING

Topic	Audience	Content Included
Overview of Company's Re-Opening Safely Playbook response protocols and resources	All of Site's salaried employees working remotely	• Virtual Overview of Re-Opening Safely Playbook • Can be reviewed through Skype Virtual Training or other Virtual platform (1 week prior) or Daily review with Local Site Leaders • **Discuss Next Steps:** Checklist Items, First Day Back Training, Other Trainings
Disinfection Team Training	Varies (internal cleaning crew or external vendor)	• In-depth review of the role, responsibilities, and safety requirements for the Disinfection Team • PPE – content from Personal Protective Equipment Section • Deep Cleaning – Understand protocol, but external vendor will perform

Isolation Coordinator and Health Screening Leads	On-Site health screeners and volunteer Isolation Coordinator(s)	• In-depth review of the role, responsibilities, and safety requirements for the Isolation Coordinator and On-Site health screeners
		  o PPE
		  o Isolation Protocol
		  o Self-Screening (daily & On-Site)
		  o Self-Quarantine

HR/Attendance Policy	HR Team	• In-depth review of the protocols related to:
		  o Employee attendance
		  o Isolation Protocol
		  o Self-Quarantining and Return to Work Protocol
		  o Visitors and Contractors Self-Screening

EMPLOYEE TRAINING

Host First Day Trainings/Orientation:
- Modify and Localize Playbook presentation & materials to be consistent with the Site needs and geography
- Host first-day training orientation for all staff as they return to Site
  - o If rotating staff, host the orientation for all new returnees to Site until all employees have been oriented
- Deliver the Training for all the content described below to all Site employees

Materials

The Re-Opening Safely Playbook – Return to Work Presentation is in a separate attachment.

Training

The topics covered are:
- Company's overall COVID-19 response
- Signs and Symptoms of COVID-19
- Daily Self-Screening Protocol
- Isolation Protocol for symptomatic employees on and off-Site
- Physical Distancing Measures On-Site
- Disinfection Measures
- Other, including; Employee Travel Protocols, Return to Work post-isolation and Visitor and Contractor Protocol

Key Logistics
- Host training on first day of Site Re-Opening. Additional training for Sites with rotating scheduling for return to work so that all employees at Site have access to training
- Invite all Employees
- Record attendance – mandatory training
- Virtual training through teleconference is preferred
- If using in person training:
  - o All protocols in Playbook regarding maximum capacity of gatherings, Physical Distancing and the other guidelines must be adhered to
  - o May require multiple sessions by unit at the Site to be in compliance with protocols and guidelines
- All training topics can be reinforced through the use of signage at the Sites. (Discussed below, pages 40-44)

Employee Back-Up

In the event an essential employee refuses to come to work;
- All employees should be offered the possibility for remote work
- The Site Manager will decide a back-up employee to take-on the responsibilities of the absent employee
- Cross-training potentials and protocols can be discussed with the Site HR Lead

HEALTH AND WELLNESS: SIGNAGE

WHAT

The review, printing, and posting of Facility signage is an important component of reminding and guiding all Site employees in the when, where, why, what and how to maintain a constant hygienic state and remain safe when on the Company premises.
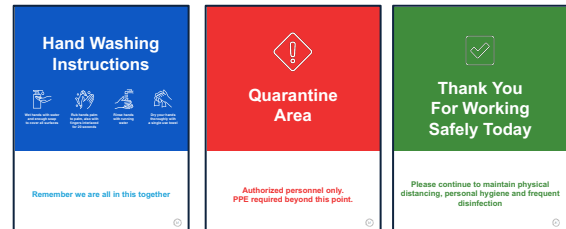
WHO

- All Employees should be aware and have read all posters/signage
- Posted around Site by Personal Protective Equipment and Materials Leader, supported by the remainder of the PRT

TASKS

Print multiple copies of various signage depending on how many are needed per area

Post signage in designated areas around Site

Consider physical markers for distancing references and flow of traffic, floor taping, painting, decals

SPECIFICS

All signage is available in a separate document and can be edited for Site specific information in conformity with local guidelines. Examples are provided below and can be provided in a separate file for use.

There is designated signage for:

- Entrance and Exit Doors
- Inside and Outside of Restrooms
- Inside and Outside of Cafeteria/Kitchen
- Quarantine Area
- Physical Distancing
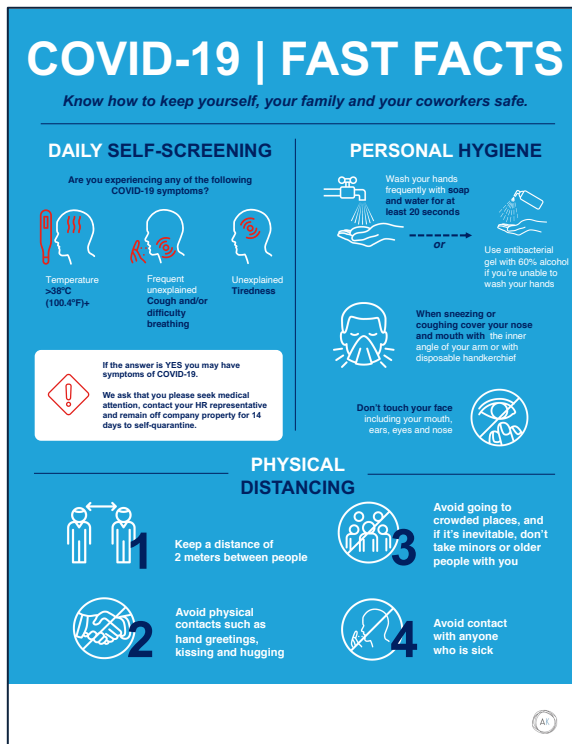- Personal Hygiene

Colour Significance:

Blue signage symbolizes sanitized areas

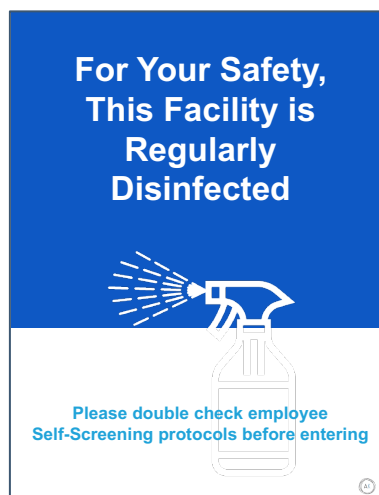**Red** signage symbolizes guidelines that must be followed to remain safe

Green signage symbolizes for non COVID-19 related use

HEALTH AND WELLNESS: SIGNAGE

INFOGRAPHIC EXAMPLES

COVID-19 | FAST FACTS
Know how to keep yourself, your family and your coworkers safe.

DAILY SELF-SCREENING

Are you experiencing any of the following COVID-19 symptoms?

Temperature >38°C (100.4°F)+

Frequent unexplained Cough and/or difficulty breathing

Unexplained Tiredness

If the answer is YES you may have symptoms of COVID-19.

We ask that you please seek medical attention, contact your HR representative and remain off company property for 14 days to self-quarantine.

PERSONAL HYGIENE

Wash your hands frequently with soap and water for at least 20 seconds

or

Use antibacterial gel with 60% alcohol if you're unable to wash your hands

When sneezing or coughing cover your nose and mouth with the inner angle of your arm or with disposable handkerchief

Don't touch your face including your mouth, ears, eyes and nose

PHYSICAL DISTANCING

1. Keep a distance of 2 meters between people
2. Avoid physical contacts such as hand greetings, kissing and hugging
3. Avoid going to crowded places, and if it's inevitable, don't take minors or older people with you
4. Avoid contact with anyone who is sick

OFFICE SAFETY REMINDERS
Know how to keep yourself, your family and your coworkers SAFE.

DAILY PRACTICES

1. Self assess your health daily
2. Keep a distance of 2 meters (6 feet) between people
3. Meetings should be kept to 5 employees (or less) or use Virtual Platform
4. Elevators, stairwells and coffee areas will have specific guidance to follow
5. All employees should hand wash frequently
6. Do not share office equipment – Staplers, pens, phones etc.

OFFICE MEASURES

The Facility has been cleaned and HVAC filters cleaned/disinfected

Reminders will be visible throughout the office

Additional hand sanitizer dispensers have been installed

Personal Protective Equipment will be provided

Routine disinfection of the following areas will be done multiple times throughout the day:

Elevators	Workstations	Stairways
Kitchen	Coffee Areas	Reception/Welcome Areas
Restrooms	Lunch Rooms	Employee Entrances/Exits

POSTER EXAMPLES

This Bathroom is Regularly Disinfected

Remember to wash your hands for at least 20 seconds

For Your Safety, This Facility is Regularly Disinfected

Please double check employee Self-Screening protocols before entering

This Kitchen is Regularly Disinfected

Remember we are all in this together

HEALTH AND WELLNESS: SIGNAGE

Hand Washing Instructions

Wet hands with water and enough soap to cover all surfaces

Rub hands palm to palm, also with fingers interlaced for 20 seconds

Rinse hands with running water

Dry your hands thoroughly with a single use towel

Remember we are all in this together

Physical Distancing Tips

Keep a distance of 2meters (6 feet) between people

Avoid physical contacts such as hand greetings, kissing and embracing

Avoid going to crowded places, and if it's inevitable, don't take minors or older people with you

Avoid contact with anyone who is sick

Remember we are all in this together

Personal Hygiene Tips

Wash your hands frequently with soap and water for at least 20 seconds

If you are unable to wash your hands with soap and water, use antibacterial gel with 60% alcohol

When sneezing or Coughing, cover your nose and mouth with the inner angle of your arm or with Disposable hanker chief

Don't touch your face including your mouth, ears, eyes and nose

Help stop cross-contamination

Please Practice Physical Distancing

Remember to stand 2 meters (6 feet) apart

Visitors Temporarily Not Allowed

Thank you for understanding

Temperature Check-Point

Please stand 2 meters (6 feet) apart

Quarantine Area

Authorized personnel only. PPE required beyond this point.

First Aid Room

Used only for medical and injury issues not related to COVID-19

Thank You For Working Safely Today

Please continue to maintain physical distancing, personal hygiene and frequent disinfection

PHYSICAL MARKER EXAMPLE –
TAPE ON THE FLOOR, DECALS

- Providing a direction/guide — will ensure all employees walk/flow in the same direction and no one crosses paths
- For example, everyone enters right and leaves on the left — following the tape
- Markers on the floor to facilitate distancing protocols and flow of traffic to minimize unintentional cross interaction within the 2-meter distance

APPENDIX A:
WHAT TO DO IF YOU DEVELOP A SYMPTOM OF COVID-19

Symptoms of COVID-19 include:
- a new cough or a chronic cough that gets worse, or
- a fever (greater or equal to 38°C or signs of a fever like shivering, flushed skin, excessive sweating), or
- difficulty breathing

If you **develop a symptom**, stay home and call your health care provider or local public health unit and tell them about your symptoms.
- Always call ahead before going to see a health provider or health care facility so that they can keep others from being exposed.

The following symptoms should be **considered urgent:**
- significant difficulty breathing (e.g., can't catch breath, gasping)
- chest pain or pressure
- new confusion or difficulty waking up

If you develop these urgent symptoms, call 911 and inform them that you may have COVID-19 and are at high risk for complications.

- We can all do our part in preventing the spread of COVID-19. For more information: Canada.ca/coronavirus or contact 1-833-784-4397

APPENDIX B:
SELF-SCREENING INFORMATION

The Company is concerned for your safety and the safety of your co-workers. We are monitoring the development of the Coronavirus Disease (COVID-19). In the interest of ensuring a safe and healthy work environment, **we recommend that you volunteer to monitor your health status by carefully completing this self-assessment below each day before coming to work.**

The Public Health Agency of Canada has a suite of tools and knowledge base that we will continue to rely on as the trusted resource for the duration of the Pandemic. They have an on-line tool and an App for self-assessment, by Province, accessible on your mobile device:

Canada Self-Assessment Tool and App:
https://ca.thrive.health/

COVID-19 Symptom Self-Assessment Tool:
https://ca.thrive.health/covid19/en

The Self-Assessment is to be completed daily by active employees before coming to work.

If you answer YES to any of the questions in the Self-Assessment Tool, please follow the guidelines provided in the Tool by the Public Health Authority, as you may have symptoms of COVID-19 or been potentially exposed to COVID-19.

Potential alternative care solutions, such as an on-demand Virtual Care solution, may also be considered in conjunction with the protocols and guidelines outlined throughout the Playbook. Two examples are below:

Personal care example:
Babylon by TELUS Health.
For more information see –
(https://www.telus.com/en/on/health/personal/babylon?linktype=ge-meganav)

Employee benefit plan example:
Akira by TELUS Health.
For more information, see –
(https://www.telus.com/en/health/organizations/group-health-benefits/employers/akira)

In the event of potential symptoms and/or exposure to COVID-19 and following adherence to the Guidelines for your personal well-being, we also ask that you do the following:
- **We ask that you contact your designated Human Resources Representative**
- **We ask that you follow the Guidelines and remain off of the Company office and Individual Properties for 14 days following the cessation of symptoms**
- **We ask that following the 14 Days, a written clearance by a Doctor be obtained and submitted to Human Resources for approval prior to returning to work**
- **Please keep in continuous contact with your Human Resources representative**

If you answer NO to all of the questions in the Self-Assessment Tool, please adhere to the guidelines provided in your training and by Human Resources regarding your work schedule and any precautions to be taken.

In the event you are unable to access the online Self-Assessment Tool, the App or a digital solution to complete the self-assessment, the Example below provides the 6 questions in the COVID-19 Symptom Self-Assessment Tool.

Note: each Province and Territory has a specific self-assessment tool available. Specific Province and Territory information is also available and can be found on-line through the links provided in Appendix D.

COVID-19 SELF-ASSESSMENT TOOL - EXAMPLE

https://ca.thrive.health/covid19/en

COVID-19 Symptom Self-Assessment Tool

Outil d'auto-évaluation des symptômes COVID-19

Powered by
Réalisé avec **thrive health**

Select a language/sélectionnez une langue:

English   français

Which Province or Territory are you currently located in?

Ontario

Ontario has established a province-specific self-assessment tool available on the **Government of Ontario website** - (https://covid-19.ontario.ca/self-assessment/). Please use that tool for province-specific information & resources.

This self-assessment tool will help determine whether you may need further assessment for COVID-19. You can complete this assessment for yourself, or on behalf of someone else, if they are unable to.

I'm not feeling well. What should I do next?

The Public Health Agency of Canada strongly urges anyone who has any two of the following symptoms: fever, cough, sore throat, runny nose, or headache to **ISOLATE** at home or another suitable location.

For more information on COVID-19, refer to the **Government of Canada COVID-19 website** - (https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html).

COVID-19 SELF-ASSESSMENT TOOL - EXAMPLE

1. Are you experiencing any of the following:
- Severe difficulty breathing (e.g. struggling to breathe or speaking in single words)
- Severe chest pain
- Having a very hard time waking up
- Feeling confused
- Losing consciousness

If YES:

Please call 911 or go directly to your nearest emergency department.

These symptoms require immediate attention. You should call 911 immediately, or go directly to your nearest emergency department.

If NO, continue on to next question.

COVID-19 SELF-ASSESSMENT TOOL - EXAMPLE

2. Are you experiencing any of the following:
- Mild to moderate shortness of breath
- Inability to lie down because of difficulty breathing
- Chronic health conditions that you are having difficulty managing because of difficulty breathing

If YES:

Please consult your family doctor. If you are unable to reach your regular health care provider, call Telehealth.

A healthcare provider will need to speak to you about your symptoms in more detail.

Provincial & Territorial Telehealth numbers:

If you are in **Alberta**, **British Columbia**, **Newfoundland and Labrador**, **New Brunswick**, **Nova Scotia**, **Prince Edward Island**, **Saskatchewan**, or the **Yukon**, call 811.

For **Manitoba**, call 204-788-8200 in Winnipeg or 1-888-315-9257 toll-free.

For the **Northwest Territories**, visit the Government of the Northwest Territories Site here (see page 58).

For **Nunavut**, call your local health care provider.

For **Ontario**, call 1-866-797-0000.

For **Quebec**, call 8-1-1 & 1-877-644-4545 (dedicated to COVID-19).

If NO, continue on to next question.

COVID-19 SELF-ASSESSMENT TOOL - EXAMPLE

3. Are you experiencing any of the following:
- Fever
- Cough
- Sore throat
- Runny nose
- Headache

If YES:

Please isolate. As a precaution, the Public Health Agency of Canada is asking anyone with symptoms (specifically 2 or more: fever, cough, sore throat, runny nose, or headache) to isolate.

Monitor your symptoms as directed by your healthcare provider or **Public Health Authority** until they advise you that you are no longer at risk of spreading the virus to others.

Your self-assessment is not complete. Finish the remaining questions to obtain complete recommendations on what steps you should take.

If NO, continue on to next question.

COVID-19 SELF-ASSESSMENT TOOL - EXAMPLE

4. Have you travelled to any countries outside Canada (including the United States) within the last 14 days?

If YES:

Please quarantine (self-isolate) for 14-days from your last exposure to the symptomatic person or upon your return to Canada.

All travellers returning to Canada are legally required to self-isolate for 14 days.

There's a chance you could get sick if it's been less than 14 days since your exposure. You should stay at home, avoid contact with others and self-monitor for any symptoms (fever, cough, sore throat, runny nose or headache). If you develop two or more symptoms, you should isolate yourself from others in your home and take this self-assessment again.

If you are a health care worker, follow the advice of your employer. If you are an essential service worker involved in the cross-border movement of goods/services you may be exempt from the legal requirement.

If you need more information, go to **Health Canada's COVID-19 website** –
(https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html).

If you are experiencing symptoms other than COVID-19, contact your family physician. If you are unable to reach your regular health care provider, call **Telehealth.**

If NO, continue on to next question.

COVID-19 SELF-ASSESSMENT TOOL - EXAMPLE

5. Within the last 14 days did you provide care or have close contact with a symptomatic person known or suspected to have COVID-19?
A close contact is defined as a person who:
- Provided care for the individual, including healthcare workers, family members or other caregivers, or who had other similar close physical contact without consistent and appropriate use of personal protective equipment; or
- Lived with or otherwise had close prolonged contact (within 2 metres) with the person while they were infectious; or
- Had direct contact with infectious bodily fluids of the person (e.g. was coughed or sneezed on) while not wearing recommended personal protective equipment.

If YES:

Please quarantine (self-isolate) for 14-days from your last exposure to the symptomatic person or upon your return to Canada.

All travellers returning to Canada are legally required to self-isolate for 14 days.

There's a chance you could get sick if it's been less than 14 days since your exposure. You should stay at home, avoid contact with others and self-monitor for any symptoms (fever, cough, sore throat, runny nose or headache). If you develop two or more symptoms, you should isolate yourself from others in your home and take this self-assessment again.

If you are a health care worker, follow the advice of your employer. If you are an essential service worker involved in the cross-border movement of goods/services you may be exempt from the legal requirement.

If you need more information, go to **Health Canada's COVID-19 website** –
(https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html).

If you are experiencing symptoms other than COVID-19, contact your family physician. If you are unable to reach your regular health care provider, call **Telehealth.**

If NO, continue on to next question.

COVID-19 SELF-ASSESSMENT TOOL - EXAMPLE

6. **Did you have close contact with a person who travelled outside of Canada in the last 14 days who has become ill (with 2 or more of the following symptoms: fever, cough, sore throat, runny nose or headache)?**
A close contact is defined as a person who:
- Provided care for the individual, including healthcare workers, family members or other caregivers, or who had other similar close physical contact without consistent and appropriate use of personal protective equipment; or
- Lived with or otherwise had close prolonged contact (within 2 metres) with the person while they were infectious; or
- Had direct contact with infectious bodily fluids of the person (e.g. was coughed or sneezed on) while not wearing recommended personal protective equipment.

If YES:

Please quarantine (self-isolate) for 14-days from your last exposure to the symptomatic person or upon your return to Canada.

All travellers returning to Canada are legally required to self-isolate for 14 days.

There's a chance you could get sick if it's been less than 14 days since your exposure. You should stay at home, avoid contact with others and self-monitor for any symptoms (fever, cough, sore throat, runny nose or headache). If you develop two or more symptoms, you should isolate yourself from others in your home and take this self-assessment again.

If you are a health care worker, follow the advice of your employer. If you are an essential service worker involved in the cross-border movement of goods/services you may be exempt from the legal requirement.

If you need more information, go to **Health Canada's COVID-19 website** –

(https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html).

If you are experiencing symptoms other than COVID-19, contact your family physician. If you are unable to reach your regular health care provider, call **Telehealth.**

If NO, continue on to next question.

Please stay at home as much as possible (and follow any local public health emergency requirements).

When outside of the home practice physical (social) distancing from others, avoid any crowded places. Self-monitor for symptoms of COVID-19, and wash your hands frequently.

If you develop two or more symptoms (fever, cough, sore throat, runny nose or headache), immediately go home, or stay home, and isolate yourself from others and follow the advice of your local Public Health Authority.

If you become aware of any potential exposure of cases of COVID-19, take this self-assessment again. If you need more information, go to the **Government of Canada's COVID-19 website** –

(https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html).

If you are experiencing symptoms other than COVID-19, contact your family physician. If you are unable to reach your regular health care provider, please call **Telehealth.**

APPENDIX C: EMPLOYEE SURVEY EXAMPLES

Surveys are an important feedback system that will allow employees to openly communicate with Leadership about all sentiments related to work and changes brought upon by COVID-19.
We ask that all employees take 15 minutes out of their day to answer these questions honestly as the response can have an impact on how policy and protocol will continue in the future.

EMPLOYEE SENTIMENT AROUND THE COVID-19 PANDEMIC

1.   Our organization has taken appropriate action in response to COVID-19.
     ☐ Yes   ☐ No

2.   Senior Leadership does a good job of sharing information regarding COVID-19.
     ☐ Yes   ☐ No

3.   Senior Leadership cares about my health and safety.
     ☐ Yes   ☐ No

4.   I am fully aware of how COVID-19 will affect my role at the organization.
     ☐ Yes   ☐ No

5.   I have confidence in the organizations ability to overcome the challenges faced by COVID-19.
     ☐ Yes   ☐ No

6.   I feel comfortable communicating concerns or making suggestions about COVID-19 to leadership.
     ☐ Yes   ☐ No

7.   I know that I can stop work if I think something is unsafe and leadership will not give me a hard time.
     ☐ Yes   ☐ No

8.   Systems are in place to enable Physical Distancing at our organization.
     ☐ Yes   ☐ No

9.   Over the past week, how often have you been practicing Physical Distancing?
     ☐ Yes   ☐ No

10. My colleagues are taking the COVID-19 virus seriously.
     ☐ Yes   ☐ No

11. Do you have any other feedback that you would like to share regarding the organization's response to COVID-19?
     ☐ Yes   ☐ No

12. What has the organization done in response to COVID-19 that has positively impacted the employee experience?

13. What question(s) do you have about COVID-19 and/or its impact on our organization that you would like answered?
     ☐ Yes   ☐ No

EMPLOYEE SENTIMENT AROUND REMOTE WORK

1. I have access to the things I need to succeed at work when working remotely.

   ☐ Yes   ☐ No

2. I am able to be just as productive while working remotely when compared to my usual work location.

   ☐ Yes   ☐ No

3. I have the materials and equipment I need to perform effectively at home/remotely.

   ☐ Yes   ☐ No

4. I have the technology I need to help me stay connected to my team when working remotely.

   ☐ Yes   ☐ No

5. While working remotely, I have a space where I can focus on work.

   ☐ Yes   ☐ No

6. Our organization welcomes new methods of working and communicating to improve team productivity.

   ☐ Yes   ☐ No

7. What additional resources would help you work effectively while remote?

8. Do you have any other feedback that would improve our new Remote Work environment?

   ☐ Yes   ☐ No

9. What has the organization has done to support the transition to remote work?

EMPLOYEE SENTIMENT AROUND RETURNING TO WORK

1. I have read and understand the recently updated organizational health and safety policies and procedures that have been put in place.

   ☐ Yes   ☐ No

2. I understand what is expected of me in maintaining a healthy and safe environment at work.

   ☐ Yes   ☐ No

3. I am comfortable returning to my work Site (e.g., office, facility, client locations).

   ☐ Yes   ☐ No

4. I am comfortable travelling for work if required.

   ☐ Yes   ☐ No

5. I am comfortable commuting via public transit to work.

   ☐ Yes   ☐ No

6. I would prefer to work from home if that option was extended to me.

   ☐ Yes   ☐ No

7. How can the organization best support you in transitioning back to work?

8. Will you have personal issues that require special accommodation upon returning to work (i.e. schools/daycare being closed)? Please provide more information.

   ☐ Yes   ☐ No

9. What has the organization done in response to COVID-19 that has positively impacted the employee experience?

10. What question(s) do you have about COVID-19 and/or its impact on our organization that you would like answered?

11. What have we learned from this new workplace normal that will enable our organization to operate even better as we move forward?

PSYCHOLOGICAL HEALTH AND SAFETY

1. I know what's expected of me at work.
    ☐ Yes   ☐ No

2. I am confident in the abilities of our senior leadership team.
    ☐ Yes   ☐ No

3. I am informed about important changes at work in a timely manner.
    ☐ Yes   ☐ No

4. I receive useful and timely feedback from my leader.
    ☐ Yes   ☐ No

5. Our organization provides clear, effective communication.
    ☐ Yes   ☐ No

6. All people in our workplace are held accountable for their actions.
    ☐ Yes   ☐ No

7. I feel comfortable to voice my opinion, even when it differs from the group opinion.
    ☐ Yes   ☐ No

8. Difficult situations at work are addressed effectively.
    ☐ Yes   ☐ No

9. It really feels like everybody is on the same team at my organization.
    ☐ Yes   ☐ No

10. There is an atmosphere of trust at my organization.
    ☐ Yes   ☐ No

11. The environment at this organization supports a balance between work and personal life.
    ☐ Yes   ☐ No

12. I have the materials and equipment needed to do my work right.
    ☐ Yes   ☐ No

13. My work is free from unnecessary interruptions and disruptions.
    ☐ Yes   ☐ No

14. I have the freedom to make decisions about my work.
    ☐ Yes   ☐ No

APPENDIX D: REFERENCES FOR FURTHER INFORMATION

Key Resources:

1. **Public Health Agency of Canada -** (https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html)

2. **World Health Organization -** (https://www.who.int/emergencies/diseases/novel-coronavirus-2019)

3. **Centers for Disease Control and Prevention -** (https://www.cdc.gov/coronavirus/2019-nCoV/index.html)

4. **Canadian Federation of Independent Business –** (https://www.cfib-fcei.ca/en/small-business-resources-dealing-covid-19)

5. **United States Environmental Protection Agency –** (https://www.epa.gov/coronavirus)

6. **General Occupational Health Advisory: COVID-19**
   Public Service Occupational Health Program (PSOHP), Health Canada - (https://www.canada.ca/content/dam/tbs-sct/documents/PSOHP-Occupational-Health-Advisory-COVID-19-03-15-2020-eng.pdf)

7. **Survey References –** (https://disengage-ressources.s3.ca-central-1.amazonaws.com/WorkTango+Recommended+Questions+-+COVID-19+and+RemoteWork.pdf)

8. **National Governors Association – Summary of State Actions Addressing Business Reopenings –** (https://www.nga.org/coronavirus-business-reopenings/)

Provincial and Territorial COVID-19 Resources:

1. **Alberta –** (https://www.alberta.ca/coronavirus-info-for-albertans.aspx)

2. **British Columbia –** (http://www.bccdc.ca/health-info/diseases-conditions/covid-19)

3. **Manitoba –** (https://www.gov.mb.ca/covid19/index.html)

4. **New Brunswick –** (https://www2.gnb.ca/content/gnb/biling/coronavirus.html)

5. **Newfoundland –** (https://www.gov.nl.ca/covid-19/)

6. **Northwest Territories –** (https://www.hss.gov.nt.ca/en/services/coronavirus-disease-covid-19)

7. **Nova Scotia –** (http://www.nshealth.ca/coronavirus)

8. **Nunavut –** (https://www.gov.nu.ca/health/information/covid-19-novel-coronavirus)

9. **Ontario –** (https://www.ontario.ca/page/how-ontario-is-responding-covid-19)

10. **Prince Edward Island –** (https://www.princeedwardisland.ca/en/topic/covid-19)

11. **Quebec –** (https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/)

12. **Saskatchewan –** (https://www.saskatchewan.ca)

13. **Yukon –** (https://yukon.ca/covid-19)