



**COMING BACK TO WORK
AFTER THE COVID-19 CRISIS**

AGENDA

Context

Adjusting the workplace

Our back to work plan



Context

SO MANY QUESTIONS, TOO FEW ANSWERS



Organization & efficiency of work

- How many people can I accommodate at the same time?
- Team A and B organization?
- Reconciling remote working and work in the office?
- Make the best use of workspaces?



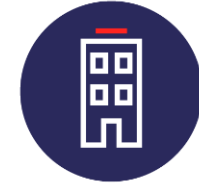
Health & Hygiene

- Relevant distancing rules?
- Ensure hygiene for all?
- What kind of food serving?
- What communications in work and living spaces?



Employee Engagement

- My corporate culture?
- To keep the social bond alive?
- Make it easier for my teams to go to work on a daily basis?

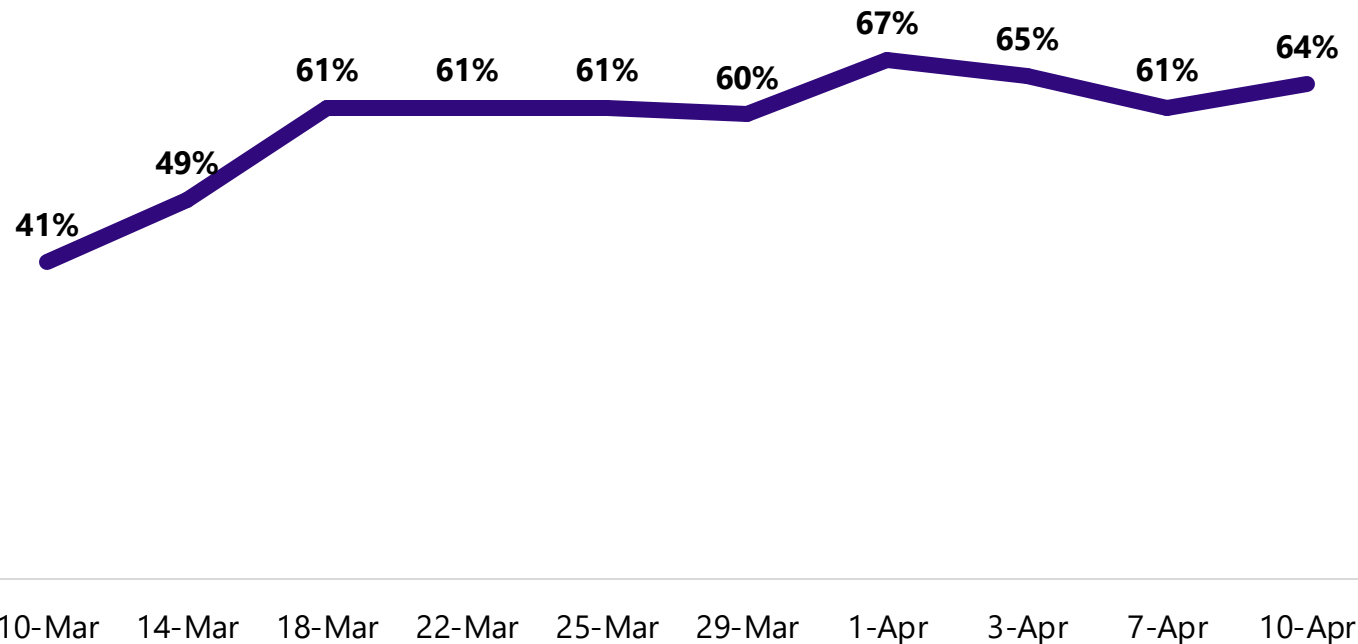


Buildings & infrastructure

- Adjustment of my office capacity?
- Actions essential to the recovery?
- Point of vigilance for my equipment and infrastructure?
- What to do with common areas?

CONCERN IS STABLE AND REMAINS HIGH

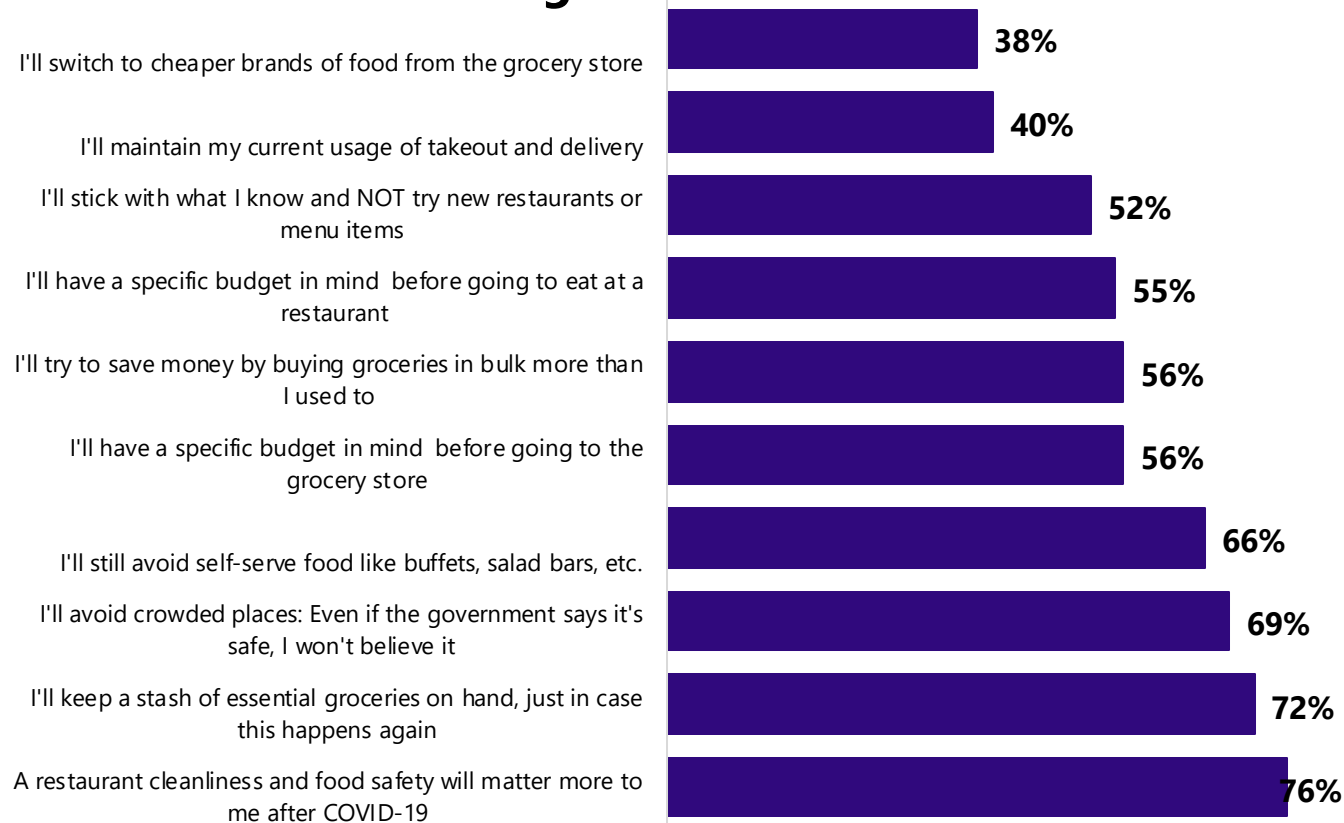
% of people very concerned with **COVID-19**



Roughly 2/3 of customers are concerned with being infected with COVID-19. Beyond mandatory measures, if businesses want to have their people back in the offices, it is necessary to commit on going beyond the obvious.

CONSUMERS WILL RETAIN THEIR PRECAUTIONARY MEASURES AFTER QUARANTINE

% of which of these statements will be true when social distancing eases after COVID-19?



Source: datassentials

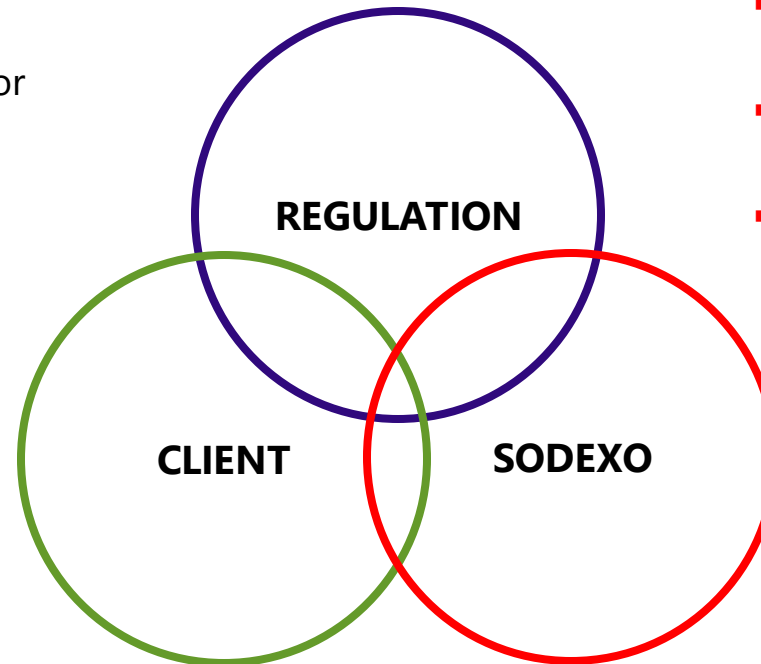
Even when we're no longer sheltering in place, nearly **75% of consumers across all generations will retain many habits developed during quarantine**, from stocking up on essential groceries to being mindful of health and sanitation practices. Gen Z, Millennials and Boomers differ, however, about money; more than **two-thirds of younger consumers are more likely to maintain specific budgets**, adopt frugal tactics, or switch to cheaper brands, compared to fewer than one-third of Boomers who would do the same. **Boomers are also significantly less likely (73%) to order more takeout** and delivery post-COVID, perhaps a lingering attachment to socialized dining.



Adjusting Our Workplace

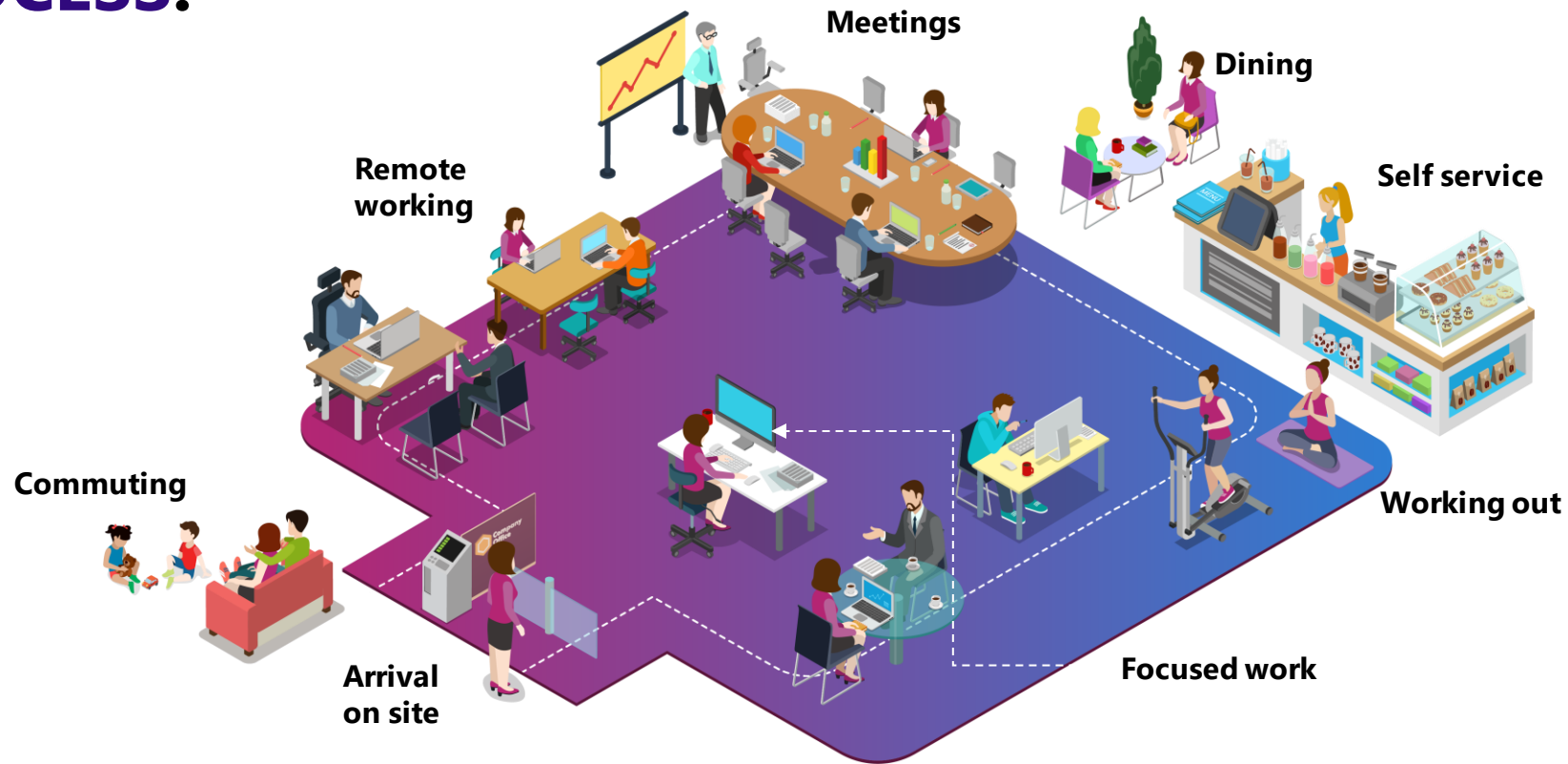
SODEXO ANALYZES POST COVID-19 REGULATIONS AND ENSURES THE COMPLIANCE ON ALL SITES

- Government regulation (Government may have strict regulation on MUST HAVE PPE for site reopening – special inspection team / penalty at city level to guide and approve if manufacturing or offices meet requirement or not)
- Planning and close collaboration with local government to understand policy and crisis development – full transparency
- Clear definition of position (low or high activity) & a potential remobilization go-live date
- Determine the MUST HAVE PPEs for people onsite (Client employees / contractors / visitors...)



- Sodexo to provide MUST HAVE PPE to Sodexo employees by service line
- Sodexo procurement strategy mid-term / short term / long term
- Procurement, Ops, HR and senior management to jointly decide on the quantity and consumption schedule

WE ADAPT TO THIS NEW CONTEXT BY STUDYING CAREFULLY YOUR EMPLOYEES JOURNEY, AND ADAPTING TO EVERY STEP OF THE PROCESS.



Site restart process



Welcome back to work packages



Preventive disinfection cleaning



Human temperature monitoring



Convenience Grab & Go



Changes to support social distancing



Digital retail and digital services



Onsite health communication regime



HVAC filter changes

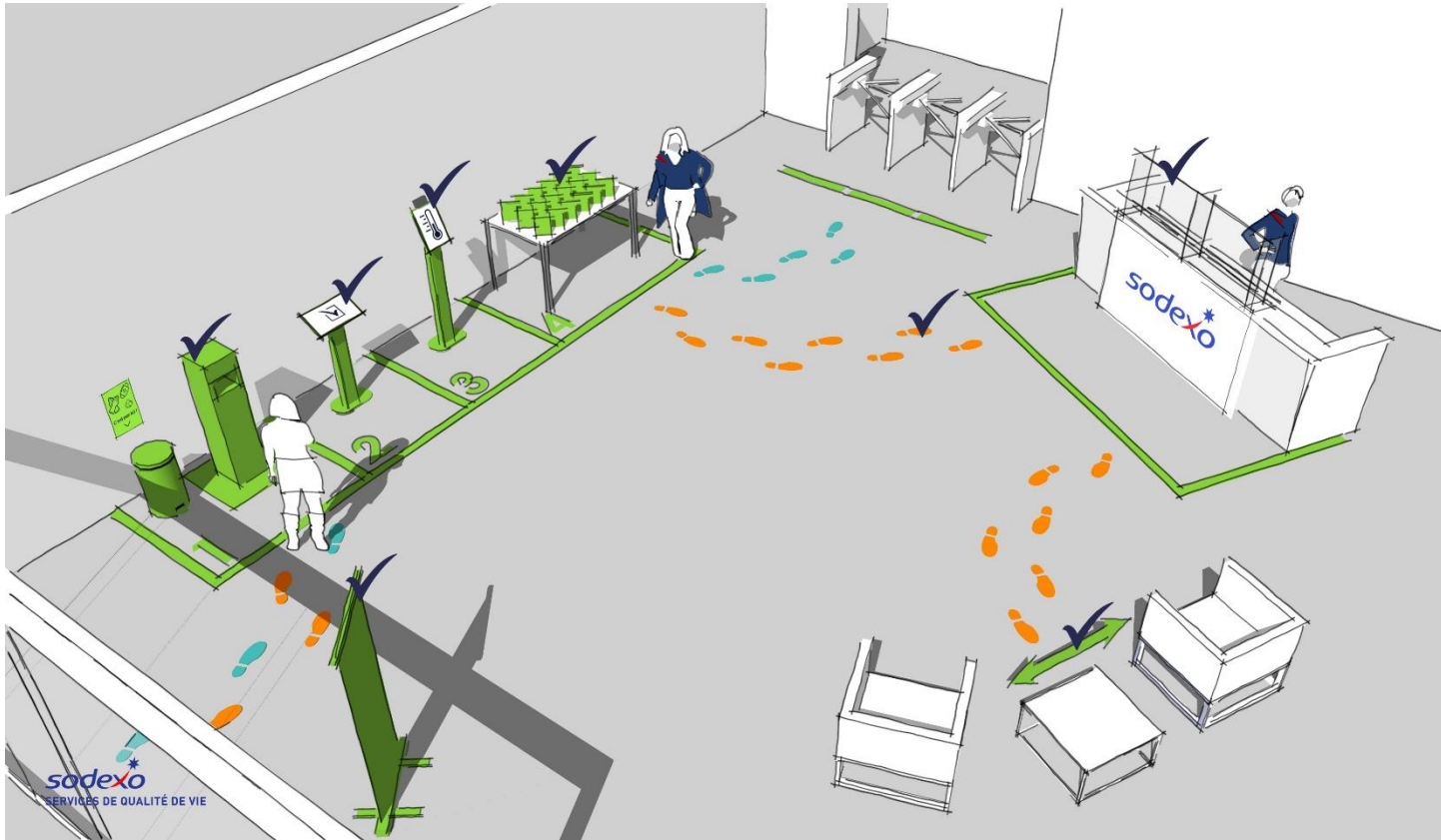


Reactive disinfection cleaning

ARRIVAL AT THE OFFICE (RECEPTION)

BEST PRACTICES FOR YOUR ORGANIZATION

- Organize return to work by rotation in 2 teams (A/B): preferably 1 week out of 2, or 2-3 days/week
- Daily return of your employees in waves
- Limit external visitors



WHAT SODEXO RECOMMENDS

- Reorganization and floor signage, roll up banner and video on social behavior and hygiene rules
- Voluntary and anonymous temperature check via thermal imaging camera – based on client requests
- On the first day of return to work, give away a welcome kit: hydroalcoholic gel, mug, water bottle, educational booklet "rules of life", touchscreen pen
- Check correct enforcement of A/B team rotation
- Adapted procedure for visitors: Digital pre-registration and health questionnaire

USING THE STAIRS

BEST PRACTICES FOR YOUR ORGANIZATION

- Promote use of stairs as much as possible
- Limit the maximum number of people per elevator
- Define which doors to remain open with the fire safety audit



2x/day



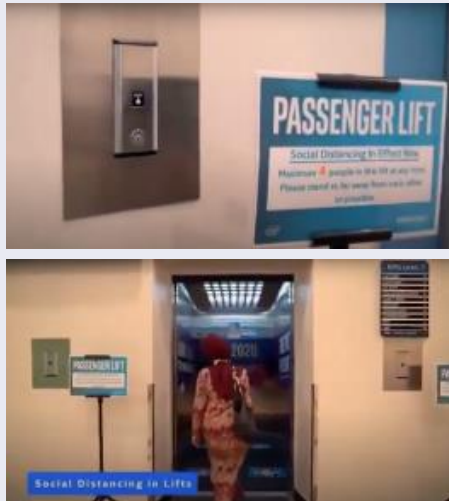
WHAT SODEXO RECOMMENDS

- Ground floor signage, in elevators and on stair landings
- Use of the stairs: go up to the right and go down to the left.
- Provide disposable wipes to hold the bannister and install trash bins
- Doors: use of a door stopper, a latch lock or change the handle to a "contactless" model
- Educational communication posters to explain good practices
- Strengthen cleaning/disinfection frequencies

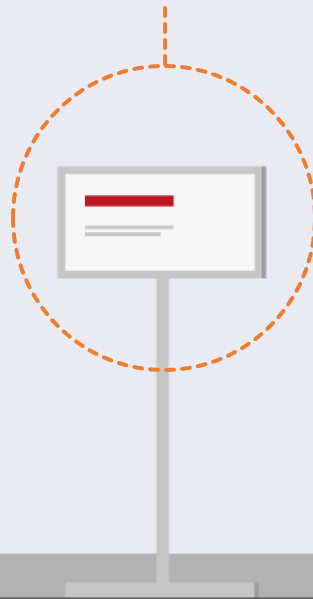
USING THE ELEVATOR

RECOMMENDATIONS

Reduce elevator capacity to half (if the elevator capacity is 8, should be reduce to 4 passengers only)



Place communication materials at / on every elevator door



Include hand sanitizer in the lift to invite the user to use disinfectant every time they select their floor



Practice social distancing and include safety signage on elevator floor

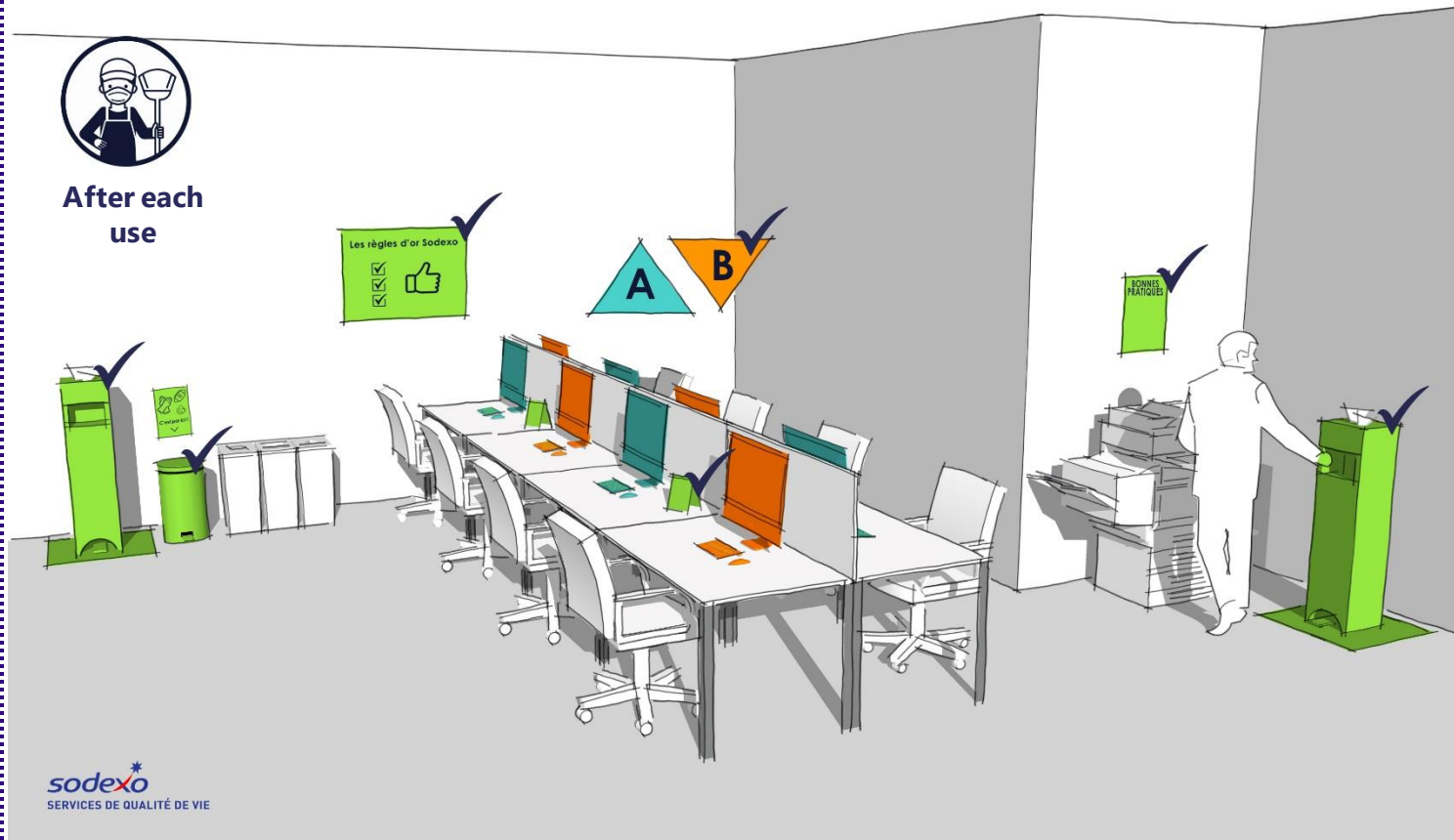
STAND HERE



WORKING AT A DESK

BEST PRACTICES FOR YOUR ORGANIZATION

- Install each employee in staggered rows according to team A / B
- Turn cubicles/shared offices into individual offices
- Use individual headphones for calls, do phone meetings at your workstation



WHAT SODEXO RECOMMENDS

- Dedicated poster on each desk to indicate attendance, then the cleaner will confirm the cleaning/disinfection according to the reinforced protocols
- Increase the number of closed waste collection points
- Individual disinfection of their workstation via specialized distributor. Disinfectant wipes for photocopiers

ATTENDING A MEETING

BEST PRACTICES FOR YOUR ORGANIZATION

- Limit the number of people per room
- Define, through a technical audit, a minimum time between meetings to ensure air renewals
- Fill in an attendance record



WHAT SODEXO RECOMMENDS

- Adapted layout of the room, updated information on booking software
- Cleaning/disinfection twice a day (morning/afternoon)
- Doors: use of latch lock or change the handle to a "contactless" model
- Dedicated communication medium in Meeting rooms; use of a touchscreen pen
- If keeping the use of the phone-boxes, reinforce cleaning/disinfection and use space attendance record
- Remove shared flipchart and pens

HAVING A COFFEE / USING VENDING MACHINES

BEST PRACTICES FOR YOUR ORGANIZATION

- Doors left open as much as possible
- Remove disposable cups, use of mug and personal water bottle
- Use of beverage machines with touchscreen pens if possible



WHAT SODEXO RECOMMENDS

- Floor signage in front of machines, indication of the maximum number of people in the room, use of a touchscreen pen
- Cleaning kit for everyone to wash their mug
- Increased cleaning/disinfection frequencies, at least 3 times a day
- Hand disinfection terminal and/or wipe dispenser
- Reorganization of furniture according to distance or condemnation of seats and tables; close shared fridges
- Dedicated "Coffee Area"

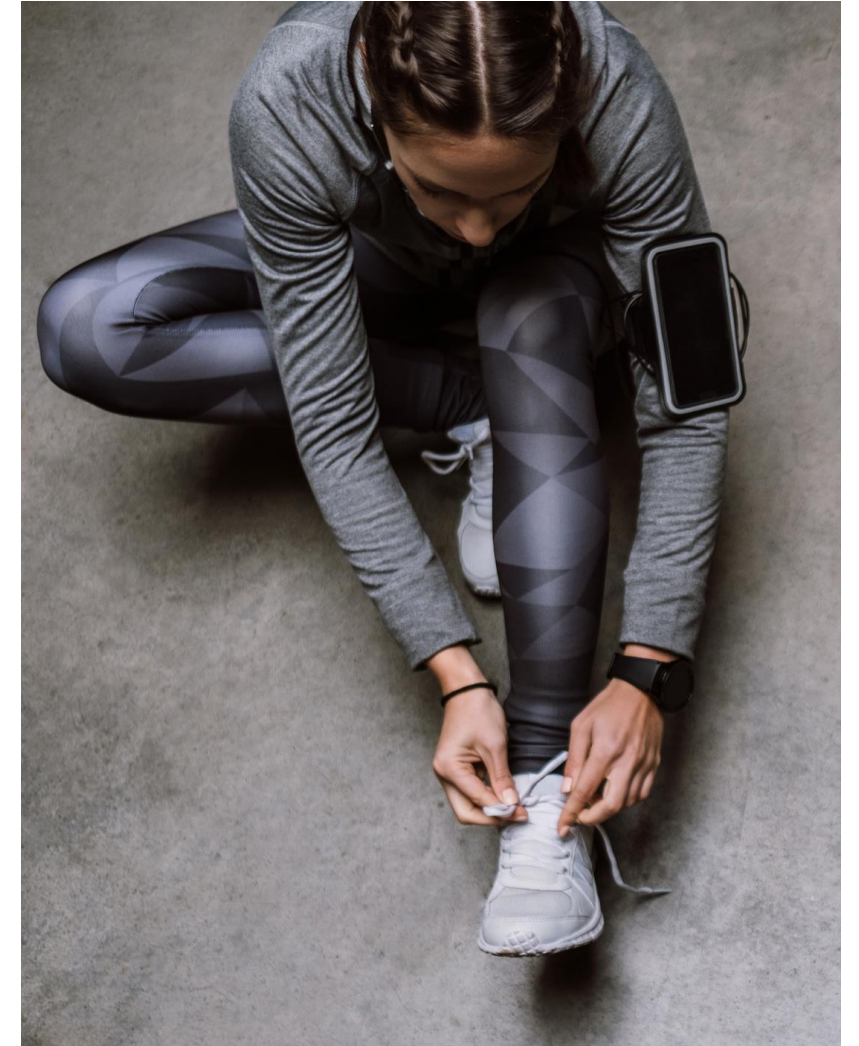
WORKING OUT AT THE GYM

BEST PRACTICES FOR YOUR ORGANIZATION

- At the beginning, leave the gym closed
- Promote outdoor sports or online courses
- If maintaining, limit the number of people/equipment and cancel or adapt group classes

WHAT SODEXO RECOMMENDS

- Doors: use of latch-lock or install a "contactless" model
- Individual kits (towel, soap, gloves)
- Reorganization of equipment/machines to maintain appropriate social distancing
- Cleaning/disinfecting equipment after each use
- Disinfection of individual changing rooms/showers after each use
- Provide antimicrobial soap for hand hygiene and hand moisturizer
- Dedicated communication



USING THE MAIL ROOM

BEST PRACTICES FOR YOUR ORGANIZATION

Delivery

- Where possible vehicle should remain outside, packages will be offloaded outside. Operator should pick up deliveries from the mailroom, minimizing contact
- Define with your client the disinfection protocol needed to be carried out by subcontractors or Sodexo for all mail, packages, boxes etc.

Mail room area

- Isolate entrance with sneeze guards if this is not the case.
- Define what PPE should be worn.
- Floor signage in case of customers going to the mailroom.
- Equipment to be sanitized at the end of shift.

Process

- No mail distribution at desks and remove the need for physical signatures (Photo evidence instead).
- Mail and packages to be picked up by the end user from the mail room

counter or 1 central pigeon hole.

▪ **A new mailroom service**

- For employees who are working from home - mail and packages should be sorted into departments & employee locations, entered into the system and the employee is to be informed over phone or by email.
- This solution will allow handling of required documents and would also reduce the number of people who have to come to the office.



TECHNICAL SERVICES – NINE RECOMMENDATIONS

1. Increase air supply and exhaust ventilation

In buildings with mechanical ventilation systems, extended operation times are recommended. Change the system timers to start ventilation a couple of hours earlier and switch off later than usual. A suggested solution is to keep the ventilation on 24/7 and with no people possibly lowered but not switched off.

2. Exhaust ventilation systems of toilets

Kept on 24/7 and making sure that under-pressure is created.

3. Window- Ventilation

In buildings without mechanical ventilation systems actively use operable windows.

4. Safe use of heat recovery sections

Turn off rotary heat exchangers, because virus particles in extract air may re-enter the building.

5. Room air cleaners

Use special UV cleaning equipment for supply air or room air treatment

especially in health care facilities.

6. Humidification and air-conditioning

There is no need to change humidification systems' setpoints. Considering the springtime that is about to start, these systems should not be in operation. The "sweet spot" for indoor air is between 40% and 60% relative humidity.

7. Do not recirculate air

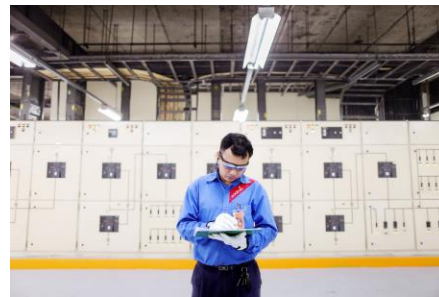
Virus particles in return ducts can also re-enter a building.

8. Duct cleaning

No changes are needed to normal duct cleaning and maintenance procedures. Much more important is to increase the fresh air supply, avoiding recirculation of air according to the recommendations above.

9. Change of outdoor air filters

We do not recommend changing existing outdoor air filters and replace them with other type of filters nor do we recommend changing them sooner than normal.



SHUTTLE BUS

BEST PRACTICES FOR YOUR ORGANIZATION

Staff (Driver / Chauffeur)

- Define PPE to be worn (gloves, masks, .. etc.).
- Isolate them behind a plexiglass guard if needed.
- Train staff on social distance recommendations.
- Safety – address driver task saturation / fatigue.
- Work with your client to prepare clear communication for shuttle bus users and display key rules for using the service at entrance and other viewpoints in the bus.

Passengers

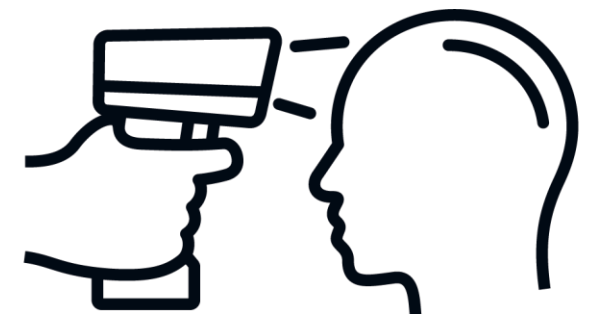
- Continue to encourage only essential travellers to sites.
- Passengers to provide name to bus drivers to record manifest, to support trace contacting if required.
- Passengers wipe down own seating area on boarding busses (alcoholic wipes available on arrival – subject to availability).
- Perform temperature checks before entering bus if needed.

Hygiene of Buses

- 1 to 2 cleaning per day.
- Increase frequency cleaning of hand rest and other touch points.
- Daily disinfection of curtains or remove curtains to avoid extra cleaning required where possible or use suitable alternative that is easy to disinfect.
- Deep cleaning of buses 1x per week (possibly weekend scope).



Sanitizing on shuttle bus prior to site



Check body temperature

USING THE LAUNDRY SERVICES

BEST PRACTICES FOR YOUR ORGANIZATION

Staff

- Define PPE to be worn (gloves, masks, etc.). Train staff on how to handle clothes.
- In the laundry room make sure that social distance norms are followed by staff
- Floor signage to indicate where staff should be standing while working (sorting, operating equipment, drying, ironing, folding etc).
- Work with your client to prepare clear communication for laundry service use.
- Wash contaminated items at a minimum of 60° C.

Collection / Distribution

- Organize drop off points where there is minimum to no contact between personnel.

- Organize your distribution system of clean laundry with no contact where possible.

Hygiene of laundry room

- 1 to 2 cleaning per day
- Including additional cleaning of hand rest and other touch points.
- Deep cleaning of laundry room 1x per week.
- Self service to be maintained.
- If the laundry room is self service - disinfect with 75% Ethyl alcohol after every use as higher disinfection of touchpoints is recommended.



AN ISOLATION ROOM CAN BE CREATED TO ACCOMMODATE PEOPLE SUSPECTED TO BE INFECTED

BEST PRACTICES FOR YOUR ORGANIZATION

Why an isolation room?

- Isolation rooms can be used as an infection control technique.
- Creating a designated area where people suspected to be infected can be isolated for several hours until appropriate medical care can be arranged.

How should an isolation room be equipped?

Ideally isolation room would be located away from the areas that have a lot of staff and activity and is enclosed with windows that face the outside of the building. The door kept closed at all times. The room should have the following items:

- Sign on the door with instructions for entering and exiting the room.
Logbook at the entrance; all users must be recorded with contact details, in case contact tracing becomes necessary.

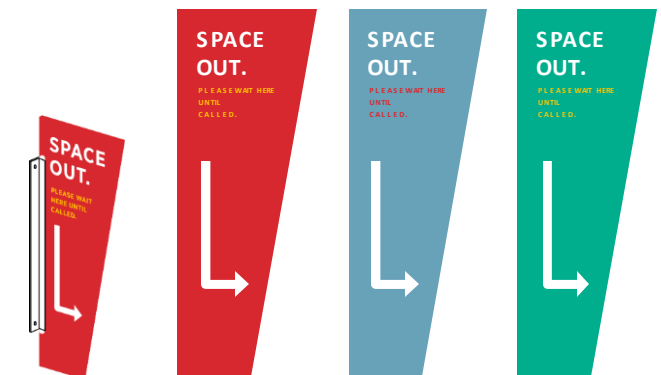
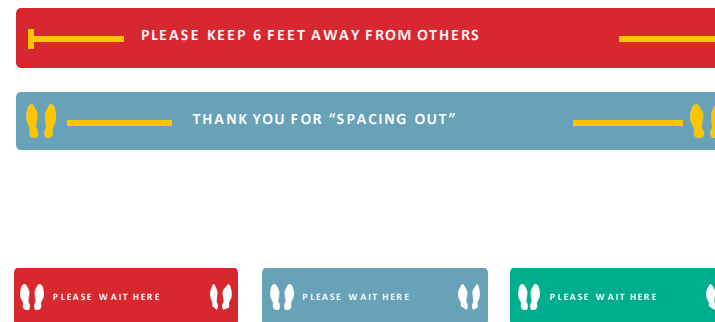
- Surgical masks for the ill person.
- A PVC chair or couch, which is easily disinfected after use.
- As little furniture and equipment as possible, but should include paper cups, disposable thermometers and a blood pressure apparatus (where possible) and disposable tissues.
- Hand washing and bathroom facilities. If this cannot be located within the room, a designated bathroom should be identified. No one else should use this bathroom during times when someone is in the isolation room.
- Adequate supplies for hand washing, First aid kit, waste bags and basket are to be in the room.



GOING TO THE RESTAURANT/CAFÉ: IMMEDIATE ACTIONS

BEST PRACTICES FOR YOUR ORGANIZATION

- Organize service waves
- Launch click-collect Apps such as Bite
- Access doors kept in an open position
- Floor signage upon entry explaining how we limit the number of people entering the premises
- Hand sanitizer; enforce hand-washing before entering
- Guest welcomed by a service agent or signage is placed to explain the direction of traffic, and new service standards
- Follow the signs: move forward, with no turning back allowed
- Install plexiglass shields to create a safety barrier
- Stop "Self-service" offer (vegetables, fruits, condiments)
- Contactless payment options



GOING TO THE RESTAURANT/CAFÉ

BEST PRACTICES FOR YOUR ORGANIZATION

In the dining room

- Staggered seating; rotate staff for cleaning/disinfection
- Dedicated signage
- No microwave, water pitchers/dispensers, table condiment sets

Additional solutions

- Individual click-collect via Bite App
- Fruit/vegetable baskets, Grocery 2GO, evening meals to go
- Drop off meal and catering solutions



READY-TO-GO MODEL IN A RESTAURANT



Planning

- Define stations that will be open and what menu and items is going to be offered
- Establish in coordination with client the daily service times if any changes are required to accommodate social distancing and size population.
- Establish in coordination with client the daily attendance in the building, to determine how many portions you will need to prepare for service times
- "Made to order" items will require additional resources

Staff

- All PPE standardized by Sodexo's safety team to be worn
- Avoid any contact between Sodexo personnel and guests
- Adjust staffing based on our offering and expected participation
- Consider rotational teams

Front of house / Dining organization

- Organize space to ensure physical distancing of no less than 2 metres when possible
- Follow government recommendations to reorganize tables and chairs in dining area

FOOD PROGRAMMING - MANAGER'S GUIDES



simply to go

Adapting our prepackaged Simply To Go offering with

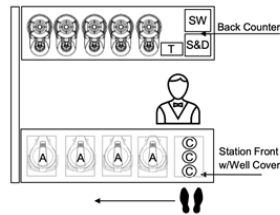
- New recipes to mitigate the absence of self-served stations
- New labelling to reinforce the information on allergens
- Packaging optimized to fit space requirement
- Compostable packaging and recyclable plastic
- Prepacked cutlery



CRUNCH
T I M E

NEW Crunch Time Snacking Options

- New prepacked products and features
- Local products focus as much as possible
- Prepackaged for convenience
- Satisfies all break time cravings



Hot beverage strategy

- Convert existing self-served Café station into served coffee station
- Create a served coffee station backed up by existing line & brewing equipment
- Stirrers, sugar, cream and milk available in single usage items, packaged



Cold beverage strategy

- No cold beverage fountains available
- Replace products with bottles and cans
- Suppliers should follow strict protocols under Sodexo supervision

CATERING READY-TO-GO MODEL – SERVICE CYCLE

1

- Pre order from set menu via catering platform
- Meal delivery with boxed lunches or snacks labelled for each guest
- Additional waste system to be installed on each conference meeting floor for appropriate disposal of compostable and recyclable items.



2

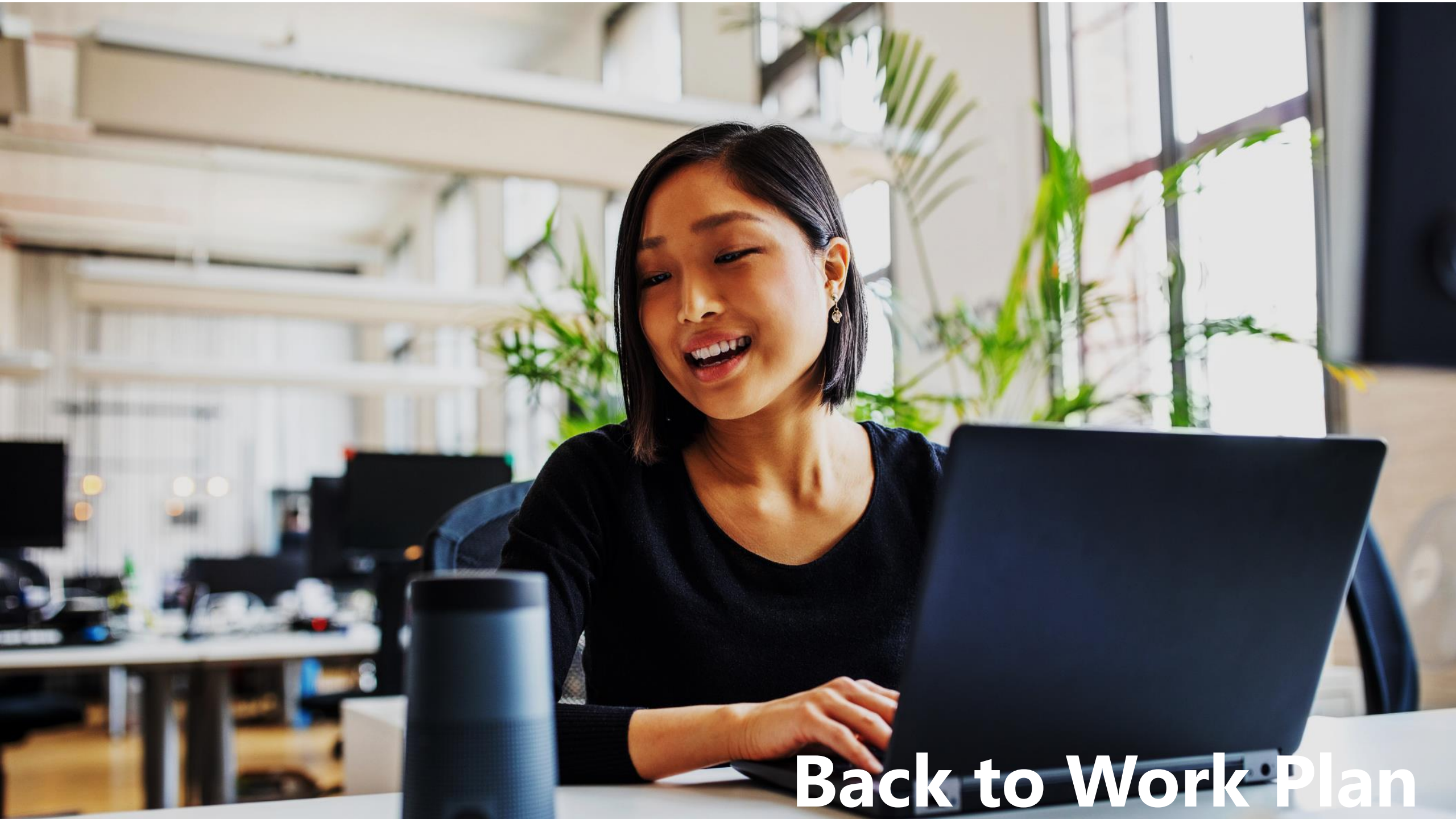
- All PPE standardized by Sodexo safety team to be worn
- Avoid any contact between Sodexo personnel and guests



3

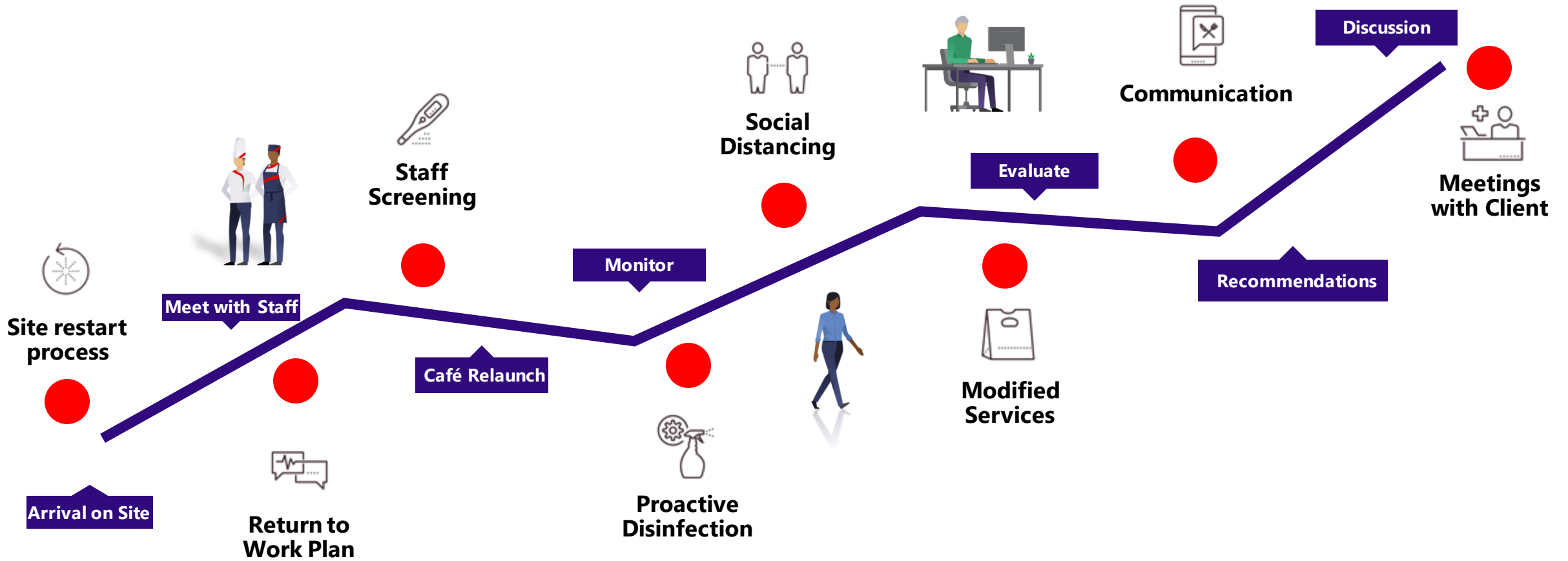
- Coordinate with client to include time gaps in between meetings for extra cleaning
- Follow government recommendations to recognize tables and chairs in meetings areas





Back to Work Plan

OUR TEAM HAS BEEN PREPARING A PROCESS TO GO THROUGH THE RE-OPENING



WE ARE PREPARING THE TEAM

To prepare for service, we need sufficient time to bring back the team and inform them of service changes and to train them on new protocols around safety and cleaning

MANAGEMENT TEAM

- Bring management team back to begin Return to Work Process
- Establish work schedule
 - In accordance with social distancing
- Implement new uniform standard:
 - Masks to be worn always

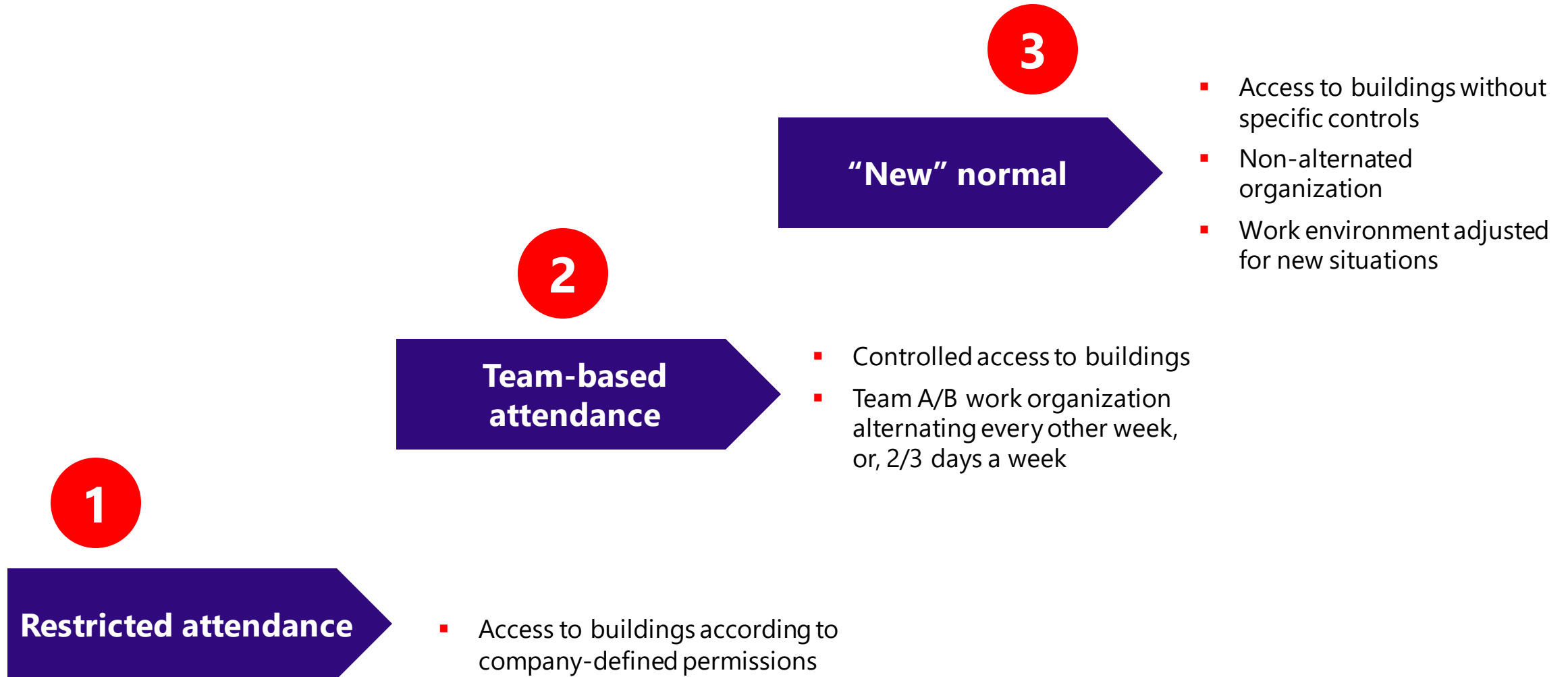
CHEF & COOKS

- Design workflow plan for all FOH and BOH stations to accommodate full service and elimination of self-service while in accordance with social distancing guidelines.
- Provide training and new systems on safety protocols
- Reiterate new uniform guidelines for all staff
 - Masks, etc.

BARISTAS & CASHIERS

- Provide gloves to cashiers
- Provide hand sanitizers
- Create physical barrier
- Eliminate hand to hand contact with guests
- Sanitize POS equipment and commonly touched surfaces

WE PHASE THE REOPENING, ACCORDING TO YOUR ACTIVITY



WE CAN ACTIVATE ALL THESE SOLUTIONS, DEPENDING ON YOUR STRATEGY OR GUIDELINES

Solutions	Phase
Technical audit and maintenance operations required	as soon as possible
Building safety-security audit	as soon as possible
Audit ventilation and replacement air filters	as soon as possible
Reorganization of common areas and workspaces	as soon as possible
Upgrading door openings: automatic doors, contactless handles	1 / 2 / 3
Deep cleaning of surfaces and equipment	1
Legionella analysis and/or water potability	1
Communication supports for each space and communication kit for tenants	2 / 3
Hand sanitizers and/or wipe dispensers	1 / 2 / 3
Re-designed reception	2 / 3
Increased frequency of day cleaning	2
Increasing and modifying waste systems	2

**WE ARE AT THE
SERVICE OF
OTHERS.**