## **INDUSTRY** BANGLADESH



# **BANGLADESH RMG INDUSTRY**

COVID-19 RESPONSE PLAN GUIDELINE & RISK ASSESSMENT

## **INDUSTRY** BANGLADESH

#### VALIDITY

This document was initially prepared based on evidence available to date with regards to the SARS-CoV-2 virus and the COVID-19 disease as of May 2020. This is a working paper and will be updated according to significant new developments in research on the novel coronavirus.

#### DISCLAIMER

This document is based on the available evidence and the recommendations of reputable organizations such as the World Health Organization, the United States and the European Centres for Disease Control and Prevention, the Singapore Ministry of Health and others, as cited at the time of publishing. The available knowledge about COVID-19 is rapidly changing and such recommendations may change accordingly. Although Industry Bangladesh will strive to keep these guidelines up to date, we recommend consulting the websites of these organizations and any newly available evidence for the most recent updates.

The document was prepared as a working paper by Industry Bangladesh and independently reviewed by two faculty members of BRAC James P Grant School of Public Health (an institute of BRAC University) to certify that the public health and medical information provided in this document meets the global and country standards. It should be noted that this document is not part of a commissioned project by either BRAC James P Grant School of Public Health or BRAC University and the that reviewers worked independently of their affiliation with the School and the University.

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#### ACKNOWLEDEGMENTS

This document was written as a sense of civic duty (and completely voluntarily) to help the nation's vulnerable population whose livelihoods have been so adversely affected by the economic impact of the COVID-19 lockdown. It is the authors' intention that employers will be able to use this information to keep their workplaces safe and protect their employees from being further affected.

#### INDUSTRY BANGLADESH

Industry Bangladesh (IB) is a non-profit organization, whose mission is to influence the adoption of modern and socially responsible business practices within Bangladesh's readymade garments (RMG) industry. Established in February 2020, Industry Bangladesh endeavors to drive meaningful, impact-driven reform by uniting all major stakeholders across the global apparel value chain within a neutral forum to propose sustainable solutions to the operational and social challenges facing the Bangladesh RMG Industry.

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### 1. INTRODUCTION

The COVID-19 pandemic is the deadliest outbreak of an infectious disease that the world has ever witnessed since the Spanish flu in 1918. It has exposed the weaknesses of nearly every major economy in the world and revealed a severely constrained and dysfunctional global healthcare ecosystem, which struggled to provide timely access to care for millions around the world. In so doing, it has left even the world's preeminent public health and infectious disease experts conflicted on how to systemically slowdown the virus transmission – resulting in global economic 'shutdowns' (since March 2020) in efforts to "flatten the curve".

Ever since, what has transpired economically has been nothing short of catastrophic. This impact has been especially pronounced in the emerging economies of the world, where a large portion of the labor force are employed in the informal sector. This has sparked the great debate on whether economies should remain shut (and prioritize the safety of people's lives) or whether economies should begin reopening (and prioritize people's economic livelihoods).

Bangladesh and its key driver of economic growth, the RMG industry, have been at the forefront of this debate. In a country where monetary policy responses are not sufficient to support a long-term, nationwide economic shutdown, the Government of Bangladesh (GOB) seems to have limited alternatives to choosing livelihoods over lives and begin to re-open the economy. Hence, as Bangladesh begins to re-open its economy, the RMG industry must carefully weigh the risks and opportunities between a) opening now and minimizing losses from order cancellations and b) opening later and incurring large financial losses.

While the primary objective of this report is to offer the Bangladesh RMG leaders a standardized, industryspecific COVID-19 response plan and risk management solution, it has also been designed to provide industry leaders with a framework to think through their overall business continuity challenges and to help them resolve these challenges in a holistic manner.

#### 1.1 WHAT IS COVID-19 AND HOW DOES IT SPREAD?

Coronavirus Disease 2019 (COVID-19) is a respiratory disease caused by the SARS-CoV-2 virus. As of May 22<sup>nd</sup>, 2020, the disease has affected 216 countries and infected over 5.2 million people. Compared to other global pandemics, COVID-19 has been one of the deadliest with a mortality rate of approximately 6.5%. Further, concurrent nationwide 'lockdowns' over the last 60 days have disrupted nearly every aspect of daily life, including travel, trade, tourism, food supplies, mental health and financial markets.

To reduce the impact of COVID-19 on businesses, employees, customers, and the public, it is important for all employers to prepare a plan on how to mitigate the infection risk of COVID-19 within their premises. For employers who have already planned for influenza pandemics, planning for COVID-19 may involve updating plans to address the specific exposure to risks, sources of exposure, routes of transmission, and other unique characteristics of SARS-CoV-2. Employers who have not prepared for pandemic events should prepare themselves and their workers immediately to avoid a further shock from potentially worsening outbreak conditions. Lack of continuity planning can result in a cascade of failures as employers attempt to address challenges of COVID-19 with insufficient resources and workers who might not be adequately trained for jobs they may have to perform under pandemic conditions.

#### **SYMPTOMS OF COVID-19**

Infection with SARS-CoV-2, the virus that causes COVID-19, can cause respiratory illness ranging from mild to severe and, in some cases, can be fatal. Symptoms typically include cough, diarrhea, fever, headache, muscle aches, shortness of breath, sore throat and a loss of taste or smell. Some people infected with the virus have reported experiencing other non-respiratory symptoms. Other people, referred to as asymptomatic cases, have experienced no symptoms at all. According to the CDC, symptoms of COVID-19 may appear in as few as 2 days or up to 14 days after exposure.

#### HOW SARS-COV-2 SPREADS

Although the research is still very limited, SARS-CoV-2 is typically transmitted via person-to-person, including:

- □ Through respiratory droplets produced when an infected person coughs or sneezes
- Between people who are in close contact with one another (within about 2m)

These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs. It is, however, important to understand that "droplets" are an umbrella term for two different types of particles. The first is simply called a 'droplet' (between 10 and 100 micrometers) and second is called an "aerosol" (0.3 micrometers or less). The distinction between these two types of particles is essential to understand, as each particle remains airborne for different amounts of time. Droplets remain in the air for only about 10 minutes, while aerosols can remain in the air for several hours. This is because the weight of the droplets is over 30x heavier than that of aerosol particles, which means that aerosols are very difficult to move without flowing air.

It may be possible that a person can get COVID-19 by touching a surface or object that has SARS-CoV-2 on it and then touching their own mouth, nose, or possibly their eyes, but this is not thought to be the primary way the virus spreads. People are thought to be most contagious when they are most symptomatic (i.e., experiencing fever, cough, and/or shortness of breath). Some spread might be possible before people show symptoms; there have been reports of this type of asymptomatic transmission with this new coronavirus, but this is also not thought to be the main way the virus spreads.

Learning the routes of transmission of SARS-CoV-2 is the first step to effective prevention. Section 2 will elaborate on this topic. It should be noted up front, however, that in an Interim Guidance issued by the WHO on May 16, 2020, it is **not recommended to disinfect environmental surfaces or clothes by spraying or fogging** (fumigating) of certain chemicals like formaldehyde, chlorine-based or quarter ammonium compounds, due to the adverse health effects on workers in facilities where these methods are being utilized. Thus, the recommended prevention controls (in order of most to least effective) for RMG organizations, are simply a combination of or a more detailed modification of the following:

- □ Increasing air circulation and ventilation rates (to combat aerosol transmission)
- Environmental and personal hygiene (to combat contact transmission)
- Awareness campaigning
- □ Social distancing (to combat droplet transmission)
- U Wearing PPE (to combat droplet transmission)

### 1.2 ECONOMIC IMPACT OF COVID-19

The COVID-19 pandemic has been a bitter pill for the Bangladesh economy to swallow. Once projected to grow at 8.1% (which, if achieved, would have been the fastest growing economy in the world in 2020), Bangladesh's GDP is now projected to grow at merely 3.0% due to the negative spillover effects of the global pandemic. Further, due to more than 90% of its work force working in the informal economy and over 70% not having a bank account (and thus, not having access to savings), the Government of Bangladesh (GoB) does not have the luxury to keep the economy under lockdown for extended periods of time and has to face the grim reality of opening up its economy despite putting millions of lives at risk of contracting the virus. COVID-19, therefore, is both an economic and a humanitarian crisis for Bangladesh.

The Bangladesh RMG sector is the second-largest exporter of garments in the world and has been the economic backbone of Bangladesh for the last 35 years – contributing more than 13% to the country's GDP and comprising more than 80% of the nation's exports. Today, it employs 4.1 million people directly and when accounting for the entire 'fibre-to-garment' value chain, the industry employs nearly 6.1 million people. Each employee, on average, has 3 family members who are dependent on them. Which means that nearly 24.4 million people (6.1 million employees + 18.3 million dependents) are dependent on the RMG sector for their livelihoods.

Since the beginning of the March 25<sup>th</sup> "general holiday", the \$34 billion RMG industry has reportedly faced order cancellations worth nearly \$3.2 billion (greater than 10% of the projected annual industry sales for 2020). Hence, to mitigate further economic fallout the GoB granted RMG factories the permission to gradually re-start operations from April 26<sup>th</sup>, 2020 onwards.

While this may be a short-term improvement, the economic recession in the United States of America, the United Kingdom and the European Union, together with the projected slowdown in apparel consumption (due to job losses, salary cuts, and other reductions to the foreign end-consumers' disposable incomes), the economic outlook for the Bangladesh RMG industry remains bleak until the emergence of a COVID-19 vaccine.

For the moment, the best way to ensure a successful future for the Bangladesh RMG industry is to protect the most significant asset the industry (and the country) has – its employees.

#### 1.3 BUILDING A CULTURE OF EMPATHY

In these uncertain times, it is very important for every organization to build a culture of empathy. Many of the global best practice approaches suggested by the WHO may not be fully applicable in the local context of Bangladesh. Hence, all internal and external stakeholders of an RMG organization will need to adjust to managing under many new restrictions. This will inevitably lead to emotional stress. However, just as the leaders of an RMG organization will be concerned about the health of their business, the employees of the organization will fear losing their jobs or be torn between taking care of a vulnerable family member and work.

It is, therefore, of utmost importance to build a culture where the managerial staff are trained to be more understanding towards the needs of the workers, and the HR departments' paid leave policies are made more lenient. If this is not done, the risk could be that a worker comes to work whilst ill and spreads the infection to

their colleagues. Such a scenario would not be desirable from either a humanitarian perspective or a business / economic perspective; because if an outbreak occurs in the factory premises, the factory will have to consider shutting down once again.

In contrast, if a worker is made to feel protected and understood, it is likely that she will provide more productive and loyal service to her organization. Hence, building a culture of empathy, during these uncertain times is as much a business need as it is a humanitarian approach to navigating this crisis.

### 1.4 NEED FOR A RESPONSE PLAN

Though the world has not experienced a pandemic like that of COVID-19 since the Spanish Influenza in 1918, its occurrence highlights the need for organizations to take preemptive measures to neutralize the impact of the crisis. Business continuity planning (otherwise referred to as disaster preparedness planning) involves identifying organizational resources, determining roles and responsibilities, developing policies and standard operating procedures (SOP) to reach a level of preparedness that would enable timely and effective response to an unforeseen event, when it occurs. The actual planning process is preliminary in nature and is performed in a state of uncertainty until an actual emergency occurs. After the occurrence, plans must be adapted to fit the situational context – this is referred to as a response plan.

To manage the contagion of COVID-19 within an RMG organization (whether at the factory or head office), it is imperative to act in a swift and coordinated manner; otherwise, lives may needlessly be lost – which would invite further unforeseen financial, legal and health & safety risks that would need to be managed. Hence, having a detailed COVID-19 response plan and SOP is paramount to an RMG organization's future success.

The objective of this document, therefore, is to advise the Bangladeshi RMG organizations to not only develop their own COVID-19 preparedness and response plans, but to implement them in a systematic manner, based on a standardized, industry-specific health & safety management and risk assessment framework. Upon reading this document, the respective organizations should be able to:

- Develop a business continuity plan to identify and address the risks associated with COVID-19
- Establish a business continuity committee to map organizational risks at the departmental level and implement controls accordingly
- □ Raise staff awareness on prevention measures to minimize risk of COVID-19 transmission
- □ Apply standard operating procedures (SOPs), based on global best practices, to improve current operating standards for:
  - Capacity Planning & Management related to Social Distancing
  - Environmental hygiene (particularly in high risk zones)
  - Preventive and emergency medical treatment for all employees
- □ Use administrative tools to properly enforce control measures
- □ Monitor the overall effectiveness of risk containment across all sites

## 2. COVID-19 PREVENTION GUIDELINE: CREATING A RESPONSE PLAN

A typical vertically integrated RMG organization in Bangladesh (commonly referred to as a 'composite garment mill') has 15 major divisions, and more than 60 sub-divisions. Further, between an organization's a) head office, b) factory, and c) sample department, there are at least 50 physical zones which need to be accounted for. Hence, any type of strategic planning for an RMG organization is a complex process, which requires the right balance between being comprehensive and detail oriented. Further, when trying to create a plan to control the contagion of a highly infectious virus like SARS-CoV-2, it may seem a nearly insurmountable task.

To simplify the complexity and eliminate the time required to formulate the plan, Industry Bangladesh has developed a proprietary 5-step approach called COMAR. The approach has been designed to reduce the time required to build a plan and spend more time implementing the appropriate controls. It is important to note, however, that planning is an ever-evolving process and that the plan must regularly be updated based on the latest guidance from the WHO and the Bangladesh Ministry of Health and Family Planning (MOHFP).

That said, the **COMAR** approach to creating a response plan can be achieved by following these five steps:

- 1. **C**reate a business continuity committee (BCC) to build the organization's plan
- 2. Organize the enterprise into controllable zones
- 3. **M**ap the risk by zone
- 4. Apply and enforce the recommended set of controls to mitigate risk
- 5. Report back to the Business Continuity Committee on a bi-weekly basis

Since the most time-consuming aspects of the COMAR approach are steps 2 and 3, this document has provided RMG organizations with the option to use the IB Risk Identification Matrix as a standard and proceed straight to applying controls to manage the risk. Alternatively, the organization can use the risk framework as a guidance to produce their own bespoke versions.

#### 2.1 BUSINESS CONTINUITY COMMITTEE (BCC)

Business continuity refers to the strategic and tactical capabilities of an organization to keep its operations running at an acceptable level of risk, despite the occurrence of an unforeseen disruption. Some examples of disruptions that can adversely influence the company's financial performance and/or brand image are:

- □ Force majeure unforeseen situations, including natural and technological disasters that endanger people and infrastructure
- □ Health and safety threats, including mass injuries to employees
- Security threats, including both cybersecurity and physical security threats (e.g. theft, homicide, etc.)
- Geopolitical threats, including political strikes, blockades and acts of war, terrorism, and extremism
- Legal threats (e.g. lawsuits for wrongful termination, sexual harassment, and gross negligence),
- □ Sustainability compliance threats (e.g. wrongful disposal of hazardous chemicals), and
- Risks associated with globalization (e.g. impact of an economic recession in your foreign customer's core markets)

Therefore, efficient risk management requires a robust business continuity planning process to be in place.

The business continuity committee's (BCC) primary role is to lead the response planning process, supervise the implementation of the plan and monitor the achievement of the target outcomes against the plan. Further, since the business continuity plan is a subset of an organization's overarching corporate strategic plan, it is advised that the BCC be comprised of three essential members:

- □ A strategic leader who will set the target outcomes desired from the response plan
- □ An operational leader who will establish a process by which to achieve the target outcomes, and
- A financial leader who will arrange the requisite financial support to execute the response plan.

To support the BCC in the execution of the response plan, it is recommended to form a task force known as the BCC Response Team to coordinate the implementation of the plan. This team would be comprised of the core business department heads (e.g. Merchandising, Production, Administration, Medical, Compliance, etc.) so that the implementation of the response plan can be integrated with daily operations. Further, to enforce the control measures and achieve the target outcomes, it is recommended to form a BCC Enforcement Team, which will be comprised of a set of "team leaders" who would be empowered to administer the risk controls as a matter of priority across the various premises and departments of the RMG organization. Finally, to establish the target outcomes, the response plan and the administration of controls should be reviewed through a bi-weekly risk assessment due to the rapidly changing environment related to COVID-19.

#### 2.1.1 ORGANIZATION STRUCTURE



## 2.1.2 ROLES & RESPONSIBILITIES

ROLE	TEAM	PREMISE	DEPARTMENT	RESPONSIBILITY
Planning	Business	Head Office	All	Develop the COVID-19 preparedness and response plan
	Continuity Committee (BCC)			Set the target controls based on the initial risk assessment, and communicate the desired outcomes from the response initiative
				<ul> <li>Establish a monitoring framework and create a bi-weekly reporting mechanism</li> </ul>
				Communicate the plan and the weekly updates to the Board of Directors
				Maintain open and transparent communication with all employees to manage unnecessary anxiety or panic
Coordination	BCC Response	Head Office	Merchandising	Review how the controls will impact order management and deliver timelines
				Communicate transparently with Customers to manage timelines so that the established controls are NOT compromised, and the safety of production staff is not jeopardized
				Manage order plan according to the capacity constraints established by BCC to enforce 'social distancing' controls at the factory
			Finance	Review how the controls will impact the short and long- term liquidity of the business and adjust financial plans accordingly
				Optimize working capital financing (e.g. government stimulus package support, loan restructuring and deferred payables) to support implementation of risk mitigation controls like the purchase of PPE, sanitation, and medical equipment
				Provide guidance to Merchandising on required order flow to maintain operations with desired controls being in place
			Supply Chain	Arrange procurement of materials required to execute response plan
				<ul> <li>Work with Merchandising, Production, Store and Finance to optimize purchasing volume and minimize supplier deliveries</li> </ul>
		Factory	Production	Review how the controls will impact the productivity of production and set transparent timelines with Merchandising
				Train root-level managerial staff to manage according to the mandatory controls
				Communicate daily with workers to manage their mental health and make them feel safe

ROLE	TEAM	PREMISE	DEPARTMENT	F	RESPONSIBILITY
Coordination	BCC Response	ALL	Administration		Coordinate the formation of the BCC Enforcement Team and ensure the presence of members from all core departments to maintain shared accountability in execution
					Coordinate with BCC, Merchandising and Finance to ensure enough liquidity to pay employee salaries according to the Bangladesh Labor Laws and the target administrative controls set in place by BCC
					Create an SOP for distribution of PPE to all necessary parties (enlist the support of Store team to carry out the distribution)
					Coordinate with Compliance team to create necessary checklists and SOPs to enforce controls are in place across all the premises
			Medical		Train the BCC Enforcement Team to support the medical facility staff in carrying out routine health checks
					Train the medical staff across all premises to understand and follow the daily medical SOP guidelines recommended by the BCC
					Provide daily situation reports to the BCC with regards to the identification and treatment of 'moderate risk', 'high risk' or COVID-19 positive cases
			l.T.		Activate and enable software to facilitate remote communication and coordination between the BCC Response and BCC Enforcement Teams
					Provide alternative solutions to avoid the use of fingerprint or iris scanner-based attendance monitoring systems
					Facilitate the enabling of digital payroll systems
					Provide remote access to ERP systems to enable prolonged 'work-from-home' solutions wherever possible
			Compliance		Create a daily reporting cadence with BCC enforcement teams
					Train the Internal Audit staff to understand the desired application of risk controls
					Conduct routine un-announced audits to ensure compliance
					Escalate the communication of non-compliant activity directly to BCC and Board of Directors
			Worker PC / OSH Committee		Nominate 2 leaders (1 male and 1 female) to participate in planning meetings
					Provide periodic, informal COVID-19 awareness training to workers
					Inform Administration if any workers are hiding their symptoms, and counsel worker to seek medical advice

ROLE	ТЕАМ	PREMISE		RE	SPONSIBILITY
Control	BCC Enforcement	Head Office	Office Space		Enforce and monitor the administrative risk controls across the various departments
	Team		Communal Area(s)		Enforce and monitor the engineering controls across both the office spaces, communal areas
					Enforce and monitor the administrative controls across the communal areas
		Factory	Admin Area(s)		Enforce and monitor the administrative within the designated area(s)
					Enlist the help of Maintenance Team to enforce and monitor the engineering controls across the entire factory premise
			Storage Facilities		Enforce and monitor the administrative controls within the designated area(s)
			Production: Fabric		Enforce and monitor the administrative controls within the designated area(s)
					Monitor the health of the workers both formally and informally
			Production: RMG		Enforce and monitor the administrative controls within the designated area(s)
					Monitor the health of the workers both formally and informally
			Communal Area(s)		Enforce and monitor the administrative controls within the designated area(s)
		Sample	Production: Sample		Enforce and monitor all mandatory controls per BCC and BCC Response Team's instructions

#### 2.2 ORGANIZE THE ENTERPRISE INTO CONTROLLABLE ZONES

Figure 1: Physical Area Segmentation of a Standard Knit or Woven 'Composite' Garment Organization



Figure 2: Physical Area Segmentation of a Standard Sweater Garment Organization



Figure 3: Department-Wise Breakdown of a Standard 'Composite' RMG Organization



#### 2.3 MAP THE RISK BY ZONE

Figure 4: IB Risk Identification Matrix (IB-RIM) for the Bangladesh RMG Sector

			STAFF	VISITOR	RESIDENTIAL COMMUNITY	
PREMISE	SECTION	DEPARTMENT	DENSITY	FREQUENCY	EXPOSURE <sup>2</sup>	RISK
Head Office	Office Space		Low	Hign	Unknown	Low
		Supply Chain	Low	Low	Unknown	Low
		Commercial	Low	Low	Unknown	Low
		Information Technology	Low	Low	Unknown	Low
		Finance	Low	Low	Unknown	Low
		Human Resources	Low	Low	Unknown	Low
		Internal Audit	Low	Low	Unknown	Low
		Compliance	Low	Moderate	Unknown	Low
		Administration	Low	Low	Unknown	Low
	Meeting Rooms	All	Moderate	High	Unknown	Moderate
	Communal Area(s)	Reception	High	High	Unknown	High
		Lift	High	High	Unknown	High
		Stairwell	Moderate	Low	Unknown	Moderate
		Restrooms	High	High	Unknown	High
		Canteen	High	Moderate	Unknown	High
		Visitor Waiting Area	Low	High	Unknown	Moderate
		Parking	Low	High	Unknown	Moderate
Factory	Administration: Office Area	Merchandising	Moderate	Low	Moderate	Moderate
		Supply Chain	Moderate	Low	Moderate	Moderate
		Commercial & Logistics	Moderate	Low	Moderate	Moderate
		Finance	Moderate	Low	Moderate	Moderate
		Human Resources	Moderate	Low	Moderate	Moderate
		Internal Audit	Moderate	Low	Moderate	Moderate
		Compliance	Moderate	Low	Moderate	Moderate
		Administration	Moderate	Low	Moderate	Moderate
		Meeting Rooms	Moderate	High	Unknown	Moderate
	Administration:	Time Section	High	High	High	High
	Other	Security Section	High	High	High	High
		Fire Station	Low	Low	High	Moderate
		Treasury & Payroll	High	Low	High	High
		(Cash Disbursement)				
		Medical & Childcare	High	Moderate	High	High
		General Store	Low	Low	High	Moderate

<sup>1</sup> Staff Density = No. of Employees per Square Foot

<sup>2</sup> Residential Community Exposure = the likelihood of a department staff's residential community having a COVID-19 positive case

8851405	0-0-0			VISITOR		
Factory	SECTION	DEPARIMENT Entranço / Exit	High	FREQUENCY	EXPOSURE <sup>2</sup>	RISK
Factory		Visitor Waiting Area	Moderate	High	Unknown	High
			High		High	Modorato
		Stainwell / Lift	High	High	High	High
		Restrooms	High	High	High	High
		Praver Pooms	High		High	High
			High	Low	High	High
		Dormitorios	High	Low	High	High
		Dorhing	Low	Modorato	Linknown	Modorato
	Storago Espilition	Varn	Low		High	High
	Storage Facilities		Low		High	High
			Low	High		
		Dyes & Chemicals	Low	LOW	High	Hish
			Low	High	Hign	High
		Accessories	Low	Hign	Hign	Hign
		Finished Goods	Low	High	High	High
		Leftover / Wastage	High	Moderate	High	High
		Loading / Unloading	Low	High	High	High
	Production:	Knitting	Low	Low	High	Moderate
	KIIII FADIIC	Dyeing	Low	Low	High	Moderate
		Finishing	Low	Low	High	Moderate
	Production: Woven Fabric	Warping	Low	Low	High	Moderate
	woven Fabric	Weaving	Low	Low	High	Moderate
		Dyeing & Finishing	Low	Low	High	Moderate
	Production Floor:	Production Planning	Moderate	N/A	Moderate	Moderate
	Fabric (All)	Quality	Moderate	N/A	Moderate	Moderate
		Maintenance	Moderate	N/A	Moderate	Moderate
	Production:	Cutting	High	Low	High	High
	Garment	Printing	Moderate	Low	High	Moderate
		Embroidery	Moderate	Low	High	Moderate
		Sewing	High	Moderate	High	High
		Ironing	High	Low	High	High
		Packing & Finishing	High	High	High	High
	Production:	Coning / Winding	Low	Low	High	Moderate
	Garment (Sweater)	Knitting	Low	Low	High	Moderate
		Linking	High	Low	High	High
		Washing	Low	Low	High	Moderate
		Finishing	Moderate	High	High	High
		Packing	High	High	High	High
	Production Floor:	Production Planning	Moderate	N/A	Moderate	Moderate
	Garments (All)	Industrial Engineering	Moderate	N/A	Moderate	Moderate
		Quality	Moderate	N/A	Moderate	Moderate
		Maintenance	Moderate	N/A	Moderate	Moderate

PREMISE	SECTION	DEPARTMENT	STAFF DENSITY <sup>1</sup>	VISITOR FREQUENCY	RESIDENTIAL COMMUNITY EXPOSURE <sup>2</sup>	RISK
Sample		Entrance / Exit	High	Low	High	High
		Restrooms	High	Low	High	High
		Pattern Making	Low	Low	High	Moderate
		Cutting	Low	Low	High	Moderate
		Sewing	High	Low	High	High
		Finishing	Low	Low	High	Moderate
		Material Storage	Low	Low	High	Moderate
		Machine Storage	Low	Low	High	Moderate

#### 2.4 HIERARCHY OF CONTROLS

Once the risks have been mapped, the next step is for the BCC to determine *how* to effectively control these risks. Controls are measures put in place to reduce the potential harm posed by an identified risk. A few familiar controls that are already deployed by RMG factories to mitigate various other types of risks (e.g. building safety, occupational injuries, hazardous chemical disposal, power outages, machine breakdowns, etc.) are: a) standard operating procedures (SOP), b) rules, c) safety equipment, d) training material, e) prohibitions, and f) supervision. Each of these controls were applied using a risk management framework, known as the *hierarchy of controls*.

The hierarchy of controls is how the field of occupational health thinks about protecting workers from any hazard - physical, biological, or otherwise. The framework classifies all risk mitigation measures into five types of controls from most effective (at the top) to least effective (at the bottom). Using the hierarchy of controls as a response framework, RMG organizations can take a range of actions - weighing the effectiveness and financial impact of each - to combat the transmission of SARS-CoV-2 in their respective facilities.



Figure 5: The Hierarchy of Controls

The first step to effectively controlling any type of risk using the hierarchy of controls, however, is to acknowledge (and communicate to an organization's employees) that there is no such scenario as *zero risk*. This is because managing risks always involves a trade-off. This is especially true when battling the great invisible enemy, which is the novel coronavirus. One can eliminate the risk of transmission by keeping the factory shut, but each day the factory remains closed, there is a financial loss being incurred. Hence, the goal of any type of risk management exercise is to be prepared *as best as possible* to *minimize* the risk of infection in the organization's premises. To effectively do so, consider the definitions of each type of control first.

The first, and most effective type of control, is known as **elimination**. The best line of defense against any type of risk is to simply eliminate it – easy right? In the global effort to slowdown the transmission of the novel coronavirus, global public health experts advised governments around the world to issue mandatory "stay-at-home" orders to effectively execute the famous risk mitigation strategy, which became known as "flattening the curve" – a means of managing patient care within the constraints of the country's healthcare infrastructure. According to the data presented by Johns Hopkins University's COVID-19 Critical Trends Report (May 2020), the elimination controls executed through the "stay-at-home" orders have indeed been effective at flattening the curve. The trade-off of this approach, however, was the loss in economic productivity over the last 60 days, which has resulted in the world's economy being on the brink of a collapse and trillions of dollars of economic stimulus packages being planned to absorb the spillover effects of the lockdowns.

In the context of managing the transmission of SARS-CoV-2 in the RMG factories, the business continuity committees must weigh their own risk-reward trade-off before determining when to re-open their factories, or subsequently when to close them down again in the future, if the situation requires them to do so.

The second type of control is known as **substitution**. In Vietnam, many RMG factories have been operating at reduced capacity over the last 60 days. They have been doing so by running a rotational shifting system, where Group A works for the first half of each month, while Group B works for the second half of the month. During the period when Group B works, the workers in Group A are encouraged to remain in self-isolation in their homes. By creating work teams that are physically isolated from one another, the factory remains operational while reducing over-crowding at the workplace and risking mass transmission.

The third type of control is known as **engineering controls.** This is an effective way to create structural defenses against the virus, this refers to strengthening building and environmental controls. Engineering controls can range from using portable air purifiers in office rooms to installing technologically advanced fixtures like 'contactless' entryways, elevators, sinks, and toilet flushes. In addition, having an enhanced disinfection protocol in place that clearly spells out the locations, timing and frequency of cleaning is critical, as well as training cleaning staff on these new procedures.

In the context of RMG organizations, engineering controls prompt business continuity committees to seek advice from their maintenance departments on how to adjust the following levers in their buildings (whether at the factory or otherwise): a) ventilation, b) air quality, c) thermal health, d) moisture, e) dusts and pests, f) safety and security, g) water quality, h) noise, and i) lightning and views. Considering the airborne transmission of the coronavirus, it is especially important RMG organizations to consider effective engineering controls to improve ventilation and air supply throughout their premises. Improving these measures will serve long-term benefits beyond the immediate fight against the coronavirus.

The fourth type of control is known as **administrative controls**. These refer to changes in administrative policies that enhance social distancing and environmental hygiene controls already put in place by substitution and engineering controls. The principle focus of administrative controls should be on reducing staff density in an organization's buildings. This might seem a nearly impossible task when considering the context of RMG factories in Bangladesh, but it must be noted that social distancing controls can be enforced through time and space.

Consider the example mentioned with regards to the shift-based operations (a form of substitution control) currently in place by Vietnamese RMG factories. That is a step to reduce staff density in the workplace. This may be further enhanced through scheduling (a form of an administrative control). For example, if an organization were to stagger arrival and departure times for certain departments within the same shift by one hour, it can prevent crowding at the elevators and common areas. Another option, recommended by Professor Joseph Allen of Harvard T.H. Chan School of Public Health, would be to alternate work-from-home and office days. This would be an effective way of managing social distancing in densely populated head offices of certain RMG organizations because only half of the organization would be in the building on a given day. This tactic may also mitigate the employees' exposure to rush hour crowding in public transportation.

The last control measure is **personal protective equipment (PPE)**. While this measure may be the least effective, it is also the least costly. Hence, it is seen as a 'quick-win' prevention measure, which can be easily adopted. More importantly, PPE is a preventive measure to protect non-infected staff from an infected employee, who may be an asymptomatic carrier of the SARS-CoV-2 virus. Hence, employees should be trained on how to properly don (wear) and doff (dispose) PPE and should be provided with the necessary equipment according to level of their exposure to community transmission.

Finally, it is important to remember that an effective risk mitigation strategy will require a multi-layered set of controls to be established across the organization and a well-coordinated effort by the members of the business continuity teams to execute the change. Each decision on the controls to be applied should weigh the effectiveness of the solution with the financial cost associated with. That said, any additional costs required to apply the right set of controls to ensure the safety of the employees should be viewed as an investment that will generate future value for the organization, as opposed to a sunk cost. After all, containing the risk of SARS-CoV-2 transmission is a business problem, as much as it is a humanitarian one.

The recommended controls provided below have been adapted from global best-practice occupational safety and health guidelines and adapted for the local context of the Bangladesh RMG industry.

#### 2.4.1 RECOMMENDED CONTROLS BY ZONE

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Head Office	Office Space	All	High	Engineering	Increase air supply and exhaust ventilation; utilize window airing, wherever possible
					□ Install high-efficiency air filters and utilize portable air purifiers to improve the indoor air quality
					Adjust floor layout to ensure 2.0m distance between desks; if not possible, Install physical barriers (e.g. plexiglass or clear plastic sneeze guards) between desks
					Install automatic doors to create 'contactless' entryways, if possible; consider keeping all doors open during office hours, if not possible
					Install motion-sensors to enable 'contactless' lighting, if possible; consider disabling light switches in rooms and managing lighting centrally, if not possible
					<ul> <li>Install 'contactless' dispensers of hand sanitizer, disinfectant wipes, and paper towels in common areas (e.g. printing / photocopying booths and pantries)</li> </ul>
				Administrative	Enable work-from-home policies for non-essential departments
					Establish shift-based operations (e.g. 8AM to 2PM, and 3PM to 9PM) for essential departments and stagger arrival times for each department within each shift by 10 minutes to maintain social distancing
					Provide hand sanitizers (min. 60% alcohol based) for all desks and encourage hourly hand-washing routines for support staff
					Establish cleaning SOP to regularly disinfect 'high-touch' environmental surfaces (e.g. tables, chairs, walls, light switches, computer peripherals, electronic equipment, touch screens and controls, counter tops, stairway rails, floors, walls, and other fixed items)
					Dest SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness
					Establish policy making it mandatory for employees to wear face masks and gloves during office hours

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
			Moderate	Engineering	Increase air supply and exhaust ventilation; utilize window airing, wherever possible
					Utilize air purifiers to improve indoor air quality
					Create 'contactless' entryways by keeping all doors open during office hours
					□ Install 'contactless' dispensers of hand sanitizer, disinfectant wipes, and paper towels in common areas
				Administrative	Enable work-from-home policies for non-essential departments
					Maintain one shift for essential departments, but establish staggered timings per department over 2 hours (e.g. Merchandising to arrive at 9AM, Supply Chain and Finance to arrive at 10AM, etc.)
					Provide hand sanitizers (min. 60% alcohol based) for all desks and encourage hourly hand-washing routines for support staff
					Establish cleaning SOP to regularly disinfect 'high-touch' environmental surfaces
					D Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness
					Establish policy making it mandatory for employees to wear face masks and gloves during office hours
Head Office	Office Space	All	Low	Engineering	Increase air supply and exhaust ventilation; utilize window airing, wherever possible
					Create 'contactless' entryways by keeping all doors open during office hours
					□ Install 'contactless' dispensers of hand sanitizer, disinfectant wipes, and paper towels in common areas
				Administrative	Enable work-from-home policies for non-essential departments
					Maintain one shift for essential departments, but establish staggered timings per department over 2 hours (e.g. Merchandising to arrive at 9AM, Supply Chain and Finance to arrive at 10AM, etc.)
					Provide hand sanitizers (min. 60% alcohol based) for all desks and encourage hourly hand-washing routines for support staff
					Establish cleaning SOP to regularly disinfect 'high-touch' environmental surfaces
					D Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness
					Establish policy making it mandatory for employees to wear face masks and gloves during office hours

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Head Office	Meeting Rooms	ALL	High	Engineering	<ul> <li>Restrict access to ALL meeting rooms until Ministry of Health and Family Planning's guidance on social distancing changes</li> <li>Increase air supply and exhaust ventilation, despite the rooms not being utilized</li> </ul>
				Administrative	<ul> <li>Communicate interim guidance that ALL meetings should be conducted online</li> <li>Establish cleaning SOP to regularly disinfect 'high-touch' environmental surfaces, even when meeting rooms are not in use</li> </ul>
			Moderate	Engineering	<ul> <li>Allow access to large meeting rooms, for meetings of up to 5 people ensuring that seats are arranged at least 2m apart and everyone part; restrict access to all other meeting rooms until Ministry of Health and Family Planning's guidance on social distancing changes</li> <li>Increase air supply and exhaust ventilation for ALL rooms (even restricted rooms)</li> </ul>
					□ Adjust meeting room layout to ensure chairs are placed a minimum of 2m apart from
				Administrative	<ul> <li>Communicate interim guidance that ALL meetings of more than 5 people should be held online</li> <li>Establish SOP for using meeting room safely</li> </ul>
					Establish cleaning SOP to regularly disinfect 'high-touch' environmental surfaces, even when meeting rooms are not in use
					Provide sufficient supplies of hand sanitizer and PPE for meeting participants
			Low	Engineering	Allow access to large meeting rooms, for meetings of up to 7 people ensuring that seats are arranged at least 2m apart and everyone part; restrict access to all other meeting rooms until Ministry of Health and Family Planning's guidance on social distancing changes
					Increase air supply and exhaust ventilation for ALL rooms (even restricted rooms)
					□ Adjust meeting room layout to ensure chairs are placed a minimum of 2m apart from
				Administrative	Communicate interim guidance that ALL meetings of more than 5 people should be held online
					Establish SOP for using meeting room safely
					Establish cleaning SOP to regularly disinfect 'high-touch' environmental surfaces, even when meting rooms are not in use
					Provide sufficient supplies of hand sanitizer and PPE for meeting participants

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Head Office	Communal Areas	Reception   Waiting Area	High	Engineering	Establish 'contactless' entryways by installing automatic doors and turnstiles, wherever possible; as an alternative, consider keeping all doors open and removing all manual turnstiles during office hours
		Lift   Stairwell			Install metal detectors and eliminate physical frisking at security checkpoints
					Increase air supply and exhaust ventilation; utilize portable air purifiers to improve indoor air quality, wherever possible
					Install 'contactless' dispensers of hand sanitizer, disinfectant wipes, and paper towels at the Reception and prior to entering the Lift
					Install a "drive-through"-style partitions for receptionists
					Establish separate entrances for staff, visitors, and deliveries, wherever possible
					Establish a quarantine zone for office supply deliveries
					Install social distancing markers 2m apart from entrance lobby to the central lift area, as well as the stairwell area
					Install thermal scanners or cameras to conduct temperature checks of individuals
					Deactivate fingerprint or iris scanner-based attendance systems and substitute with either:
					<ul> <li>attendance record via face scanner, or</li> <li>attendance record via ID Card Swipe or Tap</li> </ul>
				Administrative	Establish SOP to check staff's temperature at the entrance
					Establish strict no-visitor policy until further guidance from Ministry of Health and Family Planning; only allow pre-authorized, essential visitors (e.g. customers, investors, non-executive board members, etc.)
					Establish work-from-home policy for non-essential departments
					Establish shift-based operations with staggered entry times for essential departments to reduce crowding and maintain social distancing standards
					Establish cleaning SOP to regularly disinfect 'high-touch' environmental surfaces
					D Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Head Office	Communal Areas	Reception   Visitor Waiting Area   Lift   Stairwell	Moderate	Engineering	<ul> <li>Increase air supply and exhaust ventilation</li> <li>Install 'contactless' dispensers of hand sanitizer, disinfectant wipes, and paper towels</li> <li>Establish separate entrances for staff, visitors, and deliveries, wherever possible</li> <li>Establish a quarantine zone for office supply deliveries</li> <li>Install social distancing markers 2m apart from entrance lobby to the central lift area, as well as the stairwell area</li> <li>Deactivate fingerprint or iris scanner-based attendance systems and substitute with either: <ul> <li>attendance record via face scanner, or</li> <li>attendance record via ID Card Swipe or Tap</li> </ul> </li> </ul>
				Administrative	<ul> <li>Enable work-from-home policies for non-essential departments</li> <li>Establish strict no-visitor policy until further guidance from Ministry of Health and Family Planning; only allow pre-authorized, essential visitors (e.g. customers, investors, non-executive board members, etc.)</li> <li>Maintain one shift for essential departments, but establish staggered timings per department over 2 hours (e.g. Merchandising to arrive at 9AM, Supply Chain and Finance to arrive at 10AM, etc.)</li> <li>Establish cleaning SOP to regularly disinfect 'high-touch' environmental surfaces</li> <li>Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness</li> </ul>

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Head Office	Communal Areas	Reception   Visitor Waiting Area   Lift   Stairwell	Low	Engineering	<ul> <li>Increase air supply and exhaust ventilation</li> <li>Install 'contactless' dispensers of hand sanitizer, disinfectant wipes, and paper towels</li> <li>Establish a quarantine zone for office supply deliveries</li> <li>Deactivate fingerprint or iris scanner-based attendance systems and substitute with either: <ul> <li>attendance record via face scanner, or</li> <li>attendance record via ID Card Swipe or Tap</li> </ul> </li> </ul>
				Administrative	<ul> <li>Enable work-from-home policies for non-essential departments</li> <li>Establish strict no-visitor policy until further guidance from Ministry of Health and Family Planning; only allow pre-authorized, essential visitors (e.g. customers, investors, non-executive board members, etc.)</li> <li>Maintain one shift for essential departments, but establish staggered timings per department over 2 hours (e.g. Merchandising to arrive at 9AM, Supply Chain and Finance to arrive at 10AM, etc.)</li> <li>Establish cleaning SOP to regularly disinfect 'high-touch' environmental surfaces</li> <li>Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness</li> </ul>

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Head Office	Communal Areas	Restrooms	High         Moderate         Low	Engineering Administrative	<ul> <li>Increase air supply and exhaust ventilation</li> <li>Deactivate restrooms and / or toilet stalls which have poor air-circulation</li> <li>Install 'contactless' sinks, toilet flushes and trash cans, wherever possible</li> <li>Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels</li> <li>Activate every-other urinal in ALL men's toilet facilities to ensure social distancing in the restrooms</li> <li>Post instructions to flush toilets after closing the toilet lid</li> <li>Establish SOP to clean restrooms every hour (disinfect high-contact objects and surfaces)</li> </ul>
				Engineering Administrative	<ul> <li>Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness</li> <li>Increase air supply and exhaust ventilation</li> <li>Deactivate restrooms and / or toilet stalls which have poor air-circulation</li> <li>Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels</li> <li>Activate every-other urinal in ALL men's toilet facilities to ensure social distancing in the restrooms</li> <li>Post instructions to flush toilets after closing the toilet lid</li> <li>Establish SOP to clean restrooms every hour (disinfect high-contact objects and surfaces)</li> <li>Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness</li> </ul>
				Engineering	<ul> <li>Increase air supply and exhaust ventilation</li> <li>Deactivate restrooms and / or toilet stalls which have poor air-circulation</li> <li>Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels</li> </ul>
				Administrative	<ul> <li>Post instructions to flush toilets after closing the toilet lid</li> <li>Establish SOP to clean restrooms every hour (disinfect high-contact objects and surfaces)</li> <li>Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness</li> </ul>

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Head Office Cor Are	Communal	Canteens	High	Engineering	Increase air supply and exhaust ventilation
	Areas				Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
					Reduce seating capacity in the canteen area or revise cafeteria seating layout to ensure 2m distance between tables
					Organize the seating layout of each table in a 'zig-zag' pattern to ensure social distancing
					Replace shared apparatus (e.g. ketchup bottles, salt and pepper shakers, etc) with disposable packets
				Administrative	Establish staggered lunch break sessions per department; limit time to 30 mins per session
					Establish SOP to clean canteen after every session (by disinfecting high-contact objects and surfaces)
					Post social distancing signage in every table to ensure staff adheres to company protocol
					□ Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
			Moderate	Engineering	Increase air supply and exhaust ventilation
					Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
					Reduce seating capacity in the canteen area
					Organize the seating layout of each table in a 'zig-zag' pattern to ensure social distancing
					Replace shared apparatus (e.g. ketchup bottles, salt and pepper shakers, etc) with disposable packets
				Administrative	Establish SOP to clean canteen after every session (by disinfecting high-contact objects and surfaces)
					Post social distancing signage in every table to ensure staff adheres to company protocol
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
			Low	Engineering	Increase air supply and exhaust ventilation
					Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
					Organize the seating layout of each cafeteria table in a 'zig-zag' pattern to ensure social distancing
				Administrative	Establish SOP to clean canteen after every session (by disinfecting high-contact objects and surfaces)
					Post social distancing signage in every table to ensure staff adheres to company protocol
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Head Office	Communal	Parking	High	Engineering	Increase air supply and exhaust ventilation for underground parking lots
	Areas	Driver's Waiting Area			Install disinfection chamber for vehicles entering the parking lot, where cars are wiped with disinfectant solution using a rubber blade and window cleaner (with a handle that is 1m long at least)
					Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
					Revise the seating layout of the Driver's Waiting Area to ensure social distancing
				Administrative	Provide all company vehicles (hired and owned) with hand sanitizer and disinfectant wipes
					Conduct temperature screenings of drivers three times every day
					Establish daily vehicle cleaning SOP so that the interiors of company vehicles are regularly disinfected
					Provide drivers with face masks and gloves, and require them to wear it (especially while driving)
			Moderate	Engineering	Increase air supply and exhaust ventilation for underground parking lots
			Administrative		Install disinfection chamber for vehicles entering the parking lot where cars are wiped with disinfectant solution using a rubber blade and window cleaner (with a handle that is 1m long at least)
					Revise the seating layout of the Driver's Waiting Area to ensure social distancing
				Administrative	Provide all company vehicles (hired and owned) with hand sanitizer and disinfectant wipes
					Conduct temperature screenings of drivers three times every day
					Establish daily vehicle cleaning SOP so that the interiors of company vehicles are regularly disinfected
					Provide drivers with face masks and gloves, and require them to wear it (especially while driving)
			Low	Engineering	Install disinfection chamber for vehicles entering the parking lot where cars are wiped with disinfectant solution using a rubber blade and window cleaner (with a handle that is 1m long at least)
					Revise the seating layout of the Driver's Waiting Area to ensure social distancing
				Administrative	Provide all company vehicles (hired and owned) with hand sanitizer and disinfectant wipes
					Conduct temperature screenings of drivers three times every day
					Establish daily vehicle cleaning SOP so that the interiors of company vehicles are regularly disinfected
					□ Provide drivers with face masks and gloves, and require them to wear it (especially while driving)

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Administration	ALL (excl.	High	Engineering	Increase air supply and exhaust ventilation for all relevant areas
		Office, Medical			□ Install plexiglass partitions to separate Security and Time & Attendance Section staff from workers
					Deactivate fingerprint or iris scanner-based attendance systems and substitute with either:
					<ul> <li>attendance record via face scanner, or</li> <li>attendance record via ID Card Swipe or Tap</li> </ul>
					Install 'contactless' dispensers of hand sanitizers or hand rubs in key areas across the factory
					Install social distancing markers (1.5m apart) leading up to Time & Attendance Section so that workers (without mobile bank accounts) who will collect their salary in cash can maintain social distancing standards
					Create a quarantine area for delivery of office supplies
					Install social distancing markers (1.5m apart) leading up to the quarantine area for office supplies, so that the loaders can maintain proper social distancing standards
				Administrative	Establish a policy to pay 100% of staff and worker salaries via digital modalities by end of June 2020; consider an SOP for hygienic distribution of cash-based salaries for the interim period
					<ul> <li>Display communication material promoting SARS-CoV-2 prevention, including information on national helplines and emergency contact numbers across the entire factory premise</li> </ul>
					Establish an SOP for disinfecting the office supplies prior to receipting the goods at the General Store
					Develop and establish an SOP for hygienic distribution of petty cash
					Establish SOP to disinfect fire safety equipment, daily
			Moderate	Engineering	Increase air supply and exhaust ventilation for all relevant areas
					Deactivate fingerprint or iris scanner-based attendance systems and substitute with either:
					<ul> <li>attendance record via face scanner, or</li> <li>attendance record via ID Card Swipe or Tap</li> </ul>
					Install 'contactless' dispensers of hand sanitizers or hand rubs in key areas across the factory
					Install social distancing markers (1.5m apart) leading up to Time & Attendance Section so that workers (without mobile bank accounts) who will collect their salary in cash can maintain social distancing standards

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Administration	ALL (excl. Office, Medical		Administrative	Establish a policy to pay 100% of staff and worker salaries via digital modalities by end of June 2020; consider an SOP for hygienic distribution of cash-based salaries for the interim period
	& Childcare)	& Childcare)			<ul> <li>Display communication material promoting SARS-CoV-2 prevention, including information on national helplines and emergency contact numbers across the entire factory premise</li> </ul>
					Establish an SOP for disinfecting the office supplies prior to receipting the goods at the General Store
					Develop and establish an SOP for hygienic distribution of petty cash
					Establish SOP to disinfect fire safety equipment, daily
			Low	Engineering	Increase air supply and exhaust ventilation for all relevant areas
					Deactivate fingerprint or iris scanner-based attendance systems and substitute with either:
					<ul> <li>attendance record via face scanner, or</li> </ul>
					<ul> <li>attendance record via ID Card Swipe or Tap</li> </ul>
					□ Install 'contactless' dispensers of hand sanitizers or hand rubs in key areas across the factory
				Administrative	Establish a policy to pay 100% of staff and worker salaries via digital modalities by end of June 2020; consider an SOP for hygienic distribution of cash-based salaries for the interim period
					Display communication material promoting SARS-CoV-2 prevention, including information on national helplines and emergency contact numbers across the entire factory premise
					Establish an SOP for disinfecting the office supplies prior to receipting the goods at the General Store
					Develop and establish an SOP for hygienic distribution of petty cash
					Establish SOP to disinfect fire safety equipment, daily

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Administrative	Medical &	High	Engineering	Increase air supply and exhaust ventilation for all relevant areas
		Childcare			Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
					Create separate reception areas for patients with symptoms of respiratory illness to reduce risk of community transmission, while they wait to consult a healthcare professional (HCP)
					Create a quarantine area (min. 100 SQFT) where patients (upon consultation with on-site HCPs) deemed to be 'at risk' of being infected with SARS-CoV-2 can remain in isolation prior to being transferred to the nearest hospital or prior to being sent for a 14-day home quarantine
					Install shoe rack outside childcare center to ensure that children can take off their shoes prior to entering the facility
				Administrative	Establish a triage protocol for patient flow management
					Partner with local telehealth enterprises to provide workers with efficient access to treatment
					Provide adequate PPE for HCPs to treat patients at risk of being infected with SARS-CoV-2
					Enforce a strict, daily environmental cleaning and disinfection SOP for the on-site medical and childcare facilities
					Ensure on-site HCPs are equipped with proper PPE to execute their duties safely
					Utilize existing SOP for hazardous chemicals to dispose of medical supplies and waste
					Separate staff and patient bathrooms
					Ensure that janitorial staff are equipped with proper PPE to handle medical waste disposal
			Moderate	Engineering	Increase air supply and exhaust ventilation for all relevant areas
					□ Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
					Create separate reception areas for patients with symptoms of respiratory illness to reduce risk of community transmission, while they wait to consult a healthcare professional (HCP)
					Install hand washing facility and shoe racks outside childcare center to ensure that children maintain high standards of personal hygiene

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	ctory Administrative	Medical &		Administrative	Establish a triage protocol for patient flow management
		Childcare			Partner with local telehealth enterprises to provide workers with efficient access to treatment
					Provide adequate PPE for HCPs to treat patients at risk of being infected with SARS-CoV-2
					Enforce a strict, daily environmental cleaning and disinfection SOP for the on-site medical and childcare facilities
					Ensure on-site HCPs are equipped with proper PPE to execute their duties safely
					Separate staff and patient bathrooms
					Utilize existing SOP for hazardous chemicals to dispose of medical supplies and waste
					Ensure that janitorial staff are equipped with proper PPE to handle medical waste disposal
			Low	Engineering	□ Increase air supply and exhaust ventilation for all relevant areas
					□ Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
					Install hand washing facility and shoe racks outside childcare center to ensure that children maintain high standards of personal hygiene
				Administrative	Establish a triage protocol for patient flow management
					Partner with local telehealth enterprises to provide workers with efficient access to treatment
					□ Provide adequate PPE for HCPs to treat patients at risk of being infected with SARS-CoV-2
					Enforce a strict, daily environmental cleaning and disinfection SOP for the on-site medical and childcare facilities
					Ensure on-site HCPs are equipped with proper PPE to execute their duties safely
					Separate staff and patient bathrooms
					Utilize existing SOP for hazardous chemicals to dispose of medical supplies and waste
					Ensure that janitorial staff are equipped with proper PPE to handle medical waste disposal

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Administration:	Office Space	High	Engineering	Increase air supply and exhaust ventilation; utilize window airing, wherever possible
	Office Area	(All Depts)			□ Install high-efficiency air filters and utilize portable air purifiers to improve the indoor air quality
					Adjust floor layout to ensure 2.0m distance between desks; if not possible, Install physical barriers (e.g. plexiglass or clear plastic sneeze guards) between desks
					Create 'contactless' entryways by keeping all doors open during office hours
					<ul> <li>Install 'contactless' dispensers of hand sanitizer, disinfectant wipes, and paper towels in common areas (e.g. printing / photocopying booths and pantries)</li> </ul>
				Administrative	Provide hand sanitizers (min. 60% alcohol based) for all desks and encourage hourly hand-washing routines for support staff
					D Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness
					Establish policy making it mandatory for employees to wear face masks and gloves during office hours
			Moderate	Engineering	Increase air supply and exhaust ventilation; utilize window airing, wherever possible
					Utilize air purifiers to improve indoor air quality
					Create 'contactless' entryways by keeping all doors open during office hours
					Install 'contactless' dispensers of hand sanitizer, disinfectant wipes, and paper towels in common areas
				Administrative	Provide hand sanitizers (min. 60% alcohol based) for all desks and encourage hourly hand-washing routines for support staff
					D Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness
					Establish policy making it mandatory for employees to wear face masks and gloves during office hours
			Low	Engineering	Increase air supply and exhaust ventilation; utilize window airing, wherever possible
					Create 'contactless' entryways by keeping all doors open during office hours
					Install 'contactless' dispensers of hand sanitizer, disinfectant wipes, and paper towels in common areas
				Administrative	Provide hand sanitizers (min. 60% alcohol based) for all desks and encourage hourly hand-washing routines for support staff
					D Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness
					Establish policy making it mandatory for employees to wear face masks and gloves during office hours

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Administration: Office Area	Meeting Rooms	High	Engineering	Restrict access to ALL meeting rooms until Ministry of Health and Family Planning's guidance on social distancing changes
					Increase air supply and exhaust ventilation, despite the rooms not being utilized
					Disinfect meeting rooms on a weekly basis, despite the rooms not being utilized
				Administrative	Communicate interim guidance that ALL meetings should be conducted online
			Moderate	Engineering	Allow access to large meeting rooms, for meetings of up to 5 people; restrict access to all other
					meeting rooms until Ministry of Health and Family Planning's guidance on social distancing changes
					Increase air supply and exhaust ventilation for ALL rooms (even restricted rooms)
					Disinfect utilized meeting rooms after every use and restricted meeting rooms every week
					Adjust meeting room layout to ensure chairs are placed a minimum of 2m apart from
				Administrative	Communicate interim guidance that ALL meetings of more than 5 people should be held online
					Establish SOP for using meeting room safely
					Provide sufficient supplies of hand sanitizer and PPE for meeting participants
			Low	Engineering	Allow access to large meeting rooms, for meetings of up to 7 people; restrict access to all other meeting rooms until Ministry of Health and Family Planning's guidance on social distancing changes
					Increase air supply and exhaust ventilation for ALL rooms (even restricted rooms)
					Disinfect utilized meeting rooms after every use and restricted meeting rooms every week
					□ Adjust meeting room layout to ensure chairs are placed a minimum of 2m apart from
				Administrative	Communicate interim guidance that ALL meetings of more than 5 people should be held online
					Establish SOP for using meeting room safely
					Provide sufficient supplies of hand sanitizer and PPE for meeting participants
PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
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Factory	Communal	Entrance / Exit	High	Engineering	Establish separate entrances for staff, visitors, and deliveries, wherever possible
	Areas	Waiting Area   Stairwell / Lift			Establish a 'contactless' passageway (at least 3m wide) at the staff entrance, wherein staff will have their temperature checked and be provided hand sanitizer as they walk in
					Do NOT spray employees with hazardous chemicals, as it will have adverse effects on their health
					Install thermal scanners or cameras to conduct temperature checks
					Install social distancing markers 1.5m apart from the entrance to the stairwell area
					Install metal detectors and eliminate physical frisking at security checkpoints
					Deactivate fingerprint or iris scanner-based attendance systems and substitute with either:
					<ul> <li>attendance record via face scanner, or</li> <li>attendance record via ID Card Swipe or Tap</li> </ul>
					Increase air circulation in stairwell and other common corridors
					Revise waiting area seating layout to maintain 2m distance in between seats
				Administrative	Establish SOP to review capacity planning on a weekly basis (based on demand plan)
					Operate at limited capacity until further guidance from Ministry of Health and Family Planning
					<ul> <li>Establish work-from-home policy for non-essential departments</li> <li>Establish shift-based operations with staggered entry times for essential departments to reduce crowding and maintain social distancing standards</li> </ul>
					Establish SOP to check staff's temperature at the entrance
					Establish strict no-visitor policy until further guidance from Ministry of Health and Family Planning; only allow pre-authorized, essential visitors (e.g. customers, investors, non-executive board members, etc.)
					Establish cleaning and disinfection SOP for each area and maintain strict adherence
					Establish policies making it mandatory to wear PPE in all communal areas across the factory
					D Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS	
Factory	Communal Areas	Entrance / Exit   Waiting Area	Moderate	Engineering	Establish a 'contactless' passageway (at least 3m wide) at the staff entrance, wherein staff will have their temperature checked and be provided hand sanitizer as they walk in	
		Stairwell / Lift			Do NOT spray workers with hazardous chemicals, as it will have adverse effects on their health	
					Install social distancing markers 1.5m apart from the entrance to the stairwell area	
					Install metal detectors and eliminate physical frisking at security checkpoints	
					Deactivate fingerprint or iris scanner-based attendance systems and substitute with either:	
					<ul> <li>attendance record via face scanner, or</li> <li>attendance record via ID Card Swipe or Tap</li> </ul>	
					Increase air circulation in stairwell and other common corridors	
					Revise waiting area seating layout to maintain 2m distance in between seats	
			Administrative	Establish SOP to review capacity planning on a weekly basis (based on demand plan)		
					Operate at limited capacity until further guidance from Ministry of Health and Family Planning	
					<ul> <li>Establish work-from-home policy for non-essential departments</li> <li>Establish shift-based operations with staggered entry times for essential departments to reduce crowding and maintain social distancing standards</li> </ul>	
					Establish SOP to check staff's temperature at the entrance	
						Establish strict no-visitor policy until further guidance from Ministry of Health and Family Planning; only allow pre-authorized, essential visitors (e.g. customers, investors, non-executive board members, etc.)
					Establish cleaning and disinfection SOP for each area and maintain strict adherence	
					Establish policies making it mandatory to wear PPE in all communal areas across the factory	
					D Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness	

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Communal Areas	Entrance / Exit   Waiting Area	Low	Engineering	Establish a 'contactless' passageway (at least 3m wide) at the staff entrance, wherein staff will have their temperature checked and be provided hand sanitizer as they walk in
		Stairwell / Lift			Do NOT spray workers with hazardous chemicals, as it will have adverse effects on their health
					Install social distancing markers 1.5m apart from the entrance to the stairwell area
					Install metal detectors and eliminate physical frisking at security checkpoints
					Deactivate fingerprint or iris scanner-based attendance systems and substitute with either:
					<ul> <li>attendance record via face scanner, or</li> <li>attendance record via ID Card Swipe or Tap</li> </ul>
					Increase air circulation in stairwell and other common corridors
					Revise waiting area seating layout to maintain 2m distance in between seats
			Administrative	<ul> <li>Operate at limited capacity until further guidance from Ministry of Health and Family Planning         <ul> <li>Establish work-from-home policy for non-essential departments</li> <li>Establish shift-based operations with staggered entry times for essential departments to reduce crowding and maintain social distancing standards</li> </ul> </li> <li>Establish SOP to check staff's temperature at the entrance</li> <li>Establish strict no-visitor policy until further guidance from Ministry of Health and Family Planning; only allow pre-authorized, essential visitors (e.g. customers, investors, non-executive board members, etc.)</li> </ul>	
					Establish cleaning and disinfection SOP for each area and maintain strict adherence
				Establish policies making it mandatory to wear PPE in all communal areas across the factory	
					Post SARS-CoV-2 prevention and environmental hygiene signs in high traffic areas to raise awareness

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Communal	Restrooms	High	Engineering	Increase air supply and exhaust ventilation
	Areas				Deactivate restrooms and / or toilet stalls which have poor air-circulation
					Install 'contactless' sinks, toilet flushes and trash cans, wherever possible; wherever it is not possible, consider using pedal faucets and trash cans (at a minimum)
					Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
					Activate every-other urinal in ALL men's toilet facilities to ensure social distancing in the restrooms
				Administrative	Post instructions to flush toilets after closing the toilet lid
					Establish SOP to clean restrooms every hour (disinfect high-contact objects and surfaces)
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
			Moderate	Engineering	Increase air supply and exhaust ventilation
					Deactivate restrooms and / or toilet stalls which have poor air-circulation
					Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
					Activate every-other urinal in ALL men's toilet facilities to ensure social distancing in the restrooms
				Administrative	Post instructions to flush toilets after closing the toilet lid
					D Post instructions to turn off faucet, operate flush or push shower by covering it with a disinfectant wipe
					Establish SOP to clean restrooms every hour (disinfect high-contact objects and surfaces)
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
			Low	Engineering	Increase air supply and exhaust ventilation
					Deactivate restrooms and / or toilet stalls which have poor air-circulation
					Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels
				Administrative	Post instructions to flush toilets after closing the toilet lid
					D Post instructions to turn off faucet, operate flush or push shower by covering it with a disinfectant wipe
					Establish SOP to clean restrooms every hour (disinfect high-contact objects and surfaces)
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Communal	Canteen	High	Engineering	Increase air supply and exhaust ventilation
	Areas				Install hand washing facilities outside the canteen area (make sure soap is properly replenished)
					Reduce seating capacity in the canteen area or revise cafeteria seating layout to ensure 2m distance between tables
					Organize the seating layout of each table in a 'zig-zag' pattern to ensure social distancing
					□ Replace shared apparatus (e.g. ketchup bottles, salt and pepper shakers, etc) with disposable packets
				Administrative	Establish staggered lunch break sessions per department; limit time to 30 mins per session
					Establish SOP to clean canteen after every session (by disinfecting high-contact objects and surfaces)
					Post social distancing signage in every table to improve adherence
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
			Moderate	Engineering	Increase air supply and exhaust ventilation
					□ Install hand washing facilities outside the canteen area (make sure soap is properly replenished)
					Reduce seating capacity in the canteen area
					Organize the seating layout of each table in a 'zig-zag' pattern to ensure social distancing
					□ Replace shared apparatus (e.g. ketchup bottles, salt and pepper shakers, etc) with disposable packets
				Administrative	Establish SOP to clean canteen after every session (by disinfecting high-contact objects and surfaces)
					Post social distancing signage in every table to improve adherence
					Dest SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
			Low	Engineering	□ Increase air supply and exhaust ventilation
					□ Install hand washing facilities outside the canteen area (make sure soap is properly replenished)
					Organize the seating layout of each cafeteria table in a 'zig-zag' pattern to ensure social distancing
				Administrative	Establish SOP to clean canteen after every session (by disinfecting high-contact objects and surfaces)
					Post social distancing signage in every table to improve adherence
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Communal	Prayer Rooms	High	Engineering	Prohibit access to prayer rooms, until further guidance from Ministry of Health and Family Planning
	Areas				□ If area did not have proper natural air circulation before, consider re-locating the prayer area to
			Moderate		somewhere that has access to open-air circulation and a large space where people can pray by maintaining 2m distance between one another
			Low		
			Llinh	Administrativo	$\Box$ Maintain a weakly SOD to clean and disinfact prover score (despite temperaty cleaves)
			підп	Administrative	
			Moderate		
			Low		
Factory	Communal	Dormitories	High	Engineering	Restrict access to all dormitories that do not have windows
	Areas				Increase air circulation and ventilation; use window airing with ceiling or portable fans
			Moderate		Pay special attention to air supply in communal bathrooms
					□ Revise layout to ensure beds are placed a minimum of 1.5m apart from each other, wherever possible
			Low		Install additional handwashing facilities, which are adequately stocked with cleaning supplies
			High	Administrative	Train workers living in dorms on how to improve personal hygiene and environmental cleanliness
					Post SARS-CoV-2 infection and prevention signage in every dorm to increase awareness
			Moderate		Establish SOP to clean and disinfect dormitories twice a day, bathrooms every hour
					Provide hand sanitizer, disinfectant wipes, and paper towels in dorms
			Low		Provide fresh linen every day, to reduce risk of contact-based transmission
					□ Encourage workers to do their laundry every day and provide them supplies to do so

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Communal Areas	Parking   Driver's Waiting Area	High	Engineering	<ul> <li>Install disinfection chamber for vehicles entering the parking lot, where cars are wiped (NOT sprayed) with disinfectant solution using a rubber blade and window cleaner (with at least a 1m long handle)</li> <li>Revise the seating layout of the Driver's Waiting Area to ensure social distancing</li> </ul>
				Administrative	<ul> <li>Provide all company vehicles (hired and owned) with hand sanitizer and disinfectant wipes</li> <li>Conduct temperature screenings of drivers three times every day</li> <li>Establish daily vehicle cleaning SOP so that the interiors of company vehicles are regularly disinfected</li> </ul>
					<ul> <li>Provide drivers with face masks and gloves, and require them to wear it (especially while driving)</li> <li>Train drivers on how to prevent infection and transmission of SARS-CoV-2</li> <li>Instruct drivers to wash hands every hour</li> </ul>
		ModerateEngineeringInstall with cAdministrativeProvidAdministrativeProvidEstableProvidInstruInstruLowEngineeringInstall with cAdministrativeProvidInstruEngineeringInstall out cEngineeringInstall out cInstruProvidInstruProvidInstruProvidInstru	Moderate	Engineering	<ul> <li>Install disinfection chamber for vehicles entering the parking lot, where cars are wiped (NOT sprayed) with disinfectant solution using a rubber blade and window cleaner (with at least a 1m long handle</li> <li>Revise the seating layout of the Driver's Waiting Area to ensure social distancing</li> </ul>
				Administrative	<ul> <li>Provide all company vehicles (hired and owned) with hand sanitizer and disinfectant wipes</li> <li>Conduct temperature screenings of drivers three times every day</li> <li>Establish daily vehicle cleaning SOP so that the interiors of company vehicles are regularly disinfected</li> <li>Provide drivers with face masks and gloves, and require them to wear it (especially while driving)</li> <li>Instruct drivers to wash hands every hour</li> </ul>
			<ul> <li>Install disinfection chamber for vehicles entering the parking lot, where cars are wiped (NOT sprayed) with disinfectant solution using a rubber blade and window cleaner (with at least a 1m long handle</li> <li>Revise the seating layout of the Driver's Waiting Area to ensure social distancing</li> </ul>		
				Administrative	<ul> <li>Provide all company vehicles (hired and owned) with hand sanitizer and disinfectant wipes</li> <li>Conduct temperature screenings of drivers three times every day</li> <li>Establish daily vehicle cleaning SOP so that the interiors of company vehicles are regularly disinfected</li> <li>Provide drivers with face masks and gloves, and require them to wear it (especially while driving)</li> <li>Instruct drivers to wash hands every hour</li> </ul>

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Storage	All	High	Engineering	Establish a quarantine zone for incoming goods to be disinfected, outside of the storage area
	Facilities				Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels in both the quarantine area and the stores
					Establish social-distancing markers from unloading zone to quarantine zone, and then again from quarantine zone to storage area entrance
					Utilize "contactless" material handling equipment (e.g. conveyor belts, forklifts, etc.) inside the store, wherever possible
					Increase air supply and ventilation across all aisles within the storage area
				Administrative	□ Where "contactless" material handling equipment available, restrict access of loaders beyond the entrance of the storage area; where this is not possible, supervise transport of goods so loaders maintain a 1.5m distance between themselves
					Establish a shift-based routine where loaders operate on 14-day shifts (e.g. Group A works for 14 days, and then goes on leave for 14 days, while Group B works)
					Coordinate with Supply Chain team to minimize delivery frequency to once-a-week, where possible
					Establish SOP to disinfect incoming material; utilize appropriate disinfectant solutions based on the material being disinfected (do not spray, wipe only)
					Provide appropriate PPE to staff and loaders, and establish policy making it mandatory to wear PPE
					Conduct routine health checks on loaders
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
			Moderate	Engineering	Establish a quarantine zone for incoming goods to be disinfected, outside of the storage area
					Install 'contactless' dispensers of soap, hand sanitizer, disinfectant wipes, and paper towels in both the quarantine area and the stores
			Low		Establish social-distancing markers from unloading zone to quarantine zone, and then again from quarantine zone to storage area entrance
					Increase air supply and ventilation across all aisles within the storage area

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Storage	All	Moderate	Administrative	Coordinate with Supply Chain team to minimize delivery frequency to once-a-week, where possible
	Facilities				Establish SOP to disinfect incoming material; utilize appropriate disinfectant solutions based on the material being disinfected (do not spray, wipe only)
			Low		□ Supervise transport of goods so loaders maintain a 1.5m distance between themselves
			LOW		Provide appropriate PPE to staff and loaders, and establish policy making it mandatory to wear PPE
					Conduct routine health checks on loaders
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
	Production:	All	High	Engineering	Increase air supply and ventilation across the fabric production floor
	Fabric (All)				Utilize industrial air purifiers to improve air quality, where possible
					D Position floor pellets 1.5m apart to ensure that WIP greige fabric batch loaders maintain social distancing
					Establish markers (1.5m apart) where wet fabric trolleys should be placed during (knit) dyeing operations, which will ensure that dyeing operators maintain social distancing
					Install markers (1.5m apart) in the Quality Inspection Area to ensure that quality department staff can maintain social distancing, while inspecting finished fabric
					Position floor pellets 1.5m apart to ensure that loaders transporting finished fabric rolls from Fabric Finishing to Cutting section maintain social distancing; or to ensure that loaders loading Finished Fabric rolls onto trucks for transportation to Cutting section maintain social distancing
					Consider pursuing a combination of the following engineering solutions: a) duct sanitization, b) ultraviolet (IV) germicidal treatment, and c) installation of HEPA filters, to improve air quality generated by precision ACs inside dyeing laboratories
				Administrative	Establish strict protocol preventing shift overlapping or unauthorized shift roster changes
					Establish daily cleaning SOP to disinfect high-touch (machinery and equipment) surfaces
					Operate all machine controls with gloves and other appropriate PPE
					Reduce sub-contract orders, wherever it is financially feasible to do so, to minimize visitor frequency
					Install hand sanitizer stations across ALL operational sections of the Fabric Production Unit (e.g. Knitting, Weaving, Dyeing & Finishing, etc.), where possible; substitute with hand washing facilities, wherever sanitizers are not cost-effective or are not available

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory P	Production:	All	Moderate	Engineering	Increase air supply and ventilation across the fabric production floor
	Fabric (All)				Utilize industrial air purifiers to improve air quality, where possible
					Establish markers (1.5m apart) in the Quality Inspection Area to ensure that quality department staff can maintain social distancing, while inspecting finished fabric
					Increase preventive maintenance checks for air-conditioners in the dyeing laboratories; consider installing HEPA filters, to improve air quality
					Supervise loaders in high-traffic areas to maintain social distancing
					Establish strict protocol preventing shift overlapping or unauthorized shift roster changes
					Establish daily cleaning SOP to disinfect high-touch (machinery and equipment) surfaces
					Operate all machine controls with gloves and other appropriate PPE
					Install hand sanitizer stations across ALL operational sections of the Fabric Production Unit (e.g. Knitting, Weaving, Dyeing & Finishing, etc.), where possible; substitute with hand washing facilities, wherever sanitizers are not cost-effective or are not available
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
			Low	Engineering	Increase air supply and ventilation across the fabric production floor
					Establish markers (1.5m apart) in the Quality Inspection Area to ensure that quality department staff can maintain social distancing, while inspecting finished fabric
					Increase preventive maintenance checks for air-conditioners in the dyeing laboratories; consider installing HEPA filters, to improve air quality
					Supervise loaders in high-traffic areas to maintain social distancing
					Establish strict protocol preventing shift overlapping or unauthorized shift roster changes
					Establish daily cleaning SOP to disinfect high-touch (machinery and equipment) surfaces
					Operate all machine controls with gloves and other appropriate PPE
					Install hand sanitizer stations across ALL operational sections of the Fabric Production Unit (e.g. Knitting, Weaving, Dyeing & Finishing, etc.), where possible; substitute with hand washing facilities, wherever sanitizers are not cost-effective or are not available
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Production:	All	High	Engineering	<u>General:</u>
	Garments (All)	(except Sewing)			□ Leave doors open during office hours, where possible to create "contactless" passageways
	(*)	connig)			Increase air supply and ventilation across the production floor
					Consider installing HEPA air filters and running the HVAC system on full exhaust mode (particularly in sweater garment units with airconditioned knitting sections)
					Consider using industrial air purifiers to improve indoor air quality
			Moderate		Woven & Knit: (Cutting and Finishing Sections):
					Revise layout to ensure 1.5m distance between individuals, where possible, establish markers (1.5m apart) to maintain social distancing
					Create an unloading zone (Cutting) and a loading zone (Finishing), beyond which loaders are restricted from entering the floor to ensure social distancing and avoid over-crowding the floor
			High	Administrative	<u>General:</u>
					Establish daily cleaning SOP to disinfect high-touch surfaces and equipment
					Conduct routine health checks on operational staff and workers
			Moderate		Provide hand sanitizers at every workstation to reduce disruption; if not cost-effective or unavailable, establish scheduled breaks to allow operators to clean their hands
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
					Provide training (digitally) and communication material (flyers) to educate workers on how to improve personal hygiene at work and at home, to prevent community transmission of SARS- CoV-2
					Woven & Knit: (Cutting and Finishing Sections):
					Consider establishing shift-based operations, where layout changes and social distancing markers are not feasible; create a 1-hour buffer between shifts to ensure cleaning of the floor prior to the start of the next shift
					Establish strict protocol preventing shift overlapping or unauthorized shift roster changes

PREMISE	SECTION	DEPARTMENT		CONTROL TYPE	RECOMMENDED CONTROLS
Factory	Production:	All	Low	Engineering	Leave doors open during office hours, where possible to create "contactless" passageways
	Garments (All)	(except Sewing)			Increase air supply and ventilation across the production floor
		0,			Consider installing HEPA air filters and running the HVAC system on full exhaust mode (particularly in sweater garment units with airconditioned knitting sections)
					Consider using industrial air purifiers to improve indoor air quality
				Administrative	Establish daily cleaning SOP to disinfect high-touch surfaces and equipment
					Conduct routine health checks on operational staff and workers
					Provide hand sanitizers at every workstation to reduce disruption; if not cost-effective or unavailable, establish scheduled breaks to allow operators to clean their hands
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
					Provide training (digitally) and communication material (flyers) to educate workers on how to improve personal hygiene at work and at home, to prevent community transmission of SARS- CoV-2
Factory	Production:	Sewing	High	Engineering	Revise layout to ensure 1.5m distance between workstations, where possible
	Garments (All)		Moderate		Where layout changes are not possible, consider installing physical barriers (e.g. clear plastic sneeze guards) between workstations
			High	Administrative	Where social distancing is not possible, consider operating at reduced capacity by grouping lines by product category (based on demand plan) and alternating category groups every 14 days, until August 31, 2020:
					For example, Lingerie and Underwear lines would operate from June 1 to June 14, while Polo Shirts and T-Shirt lines would operate from June 15 <sup>th</sup> to June 30 <sup>th</sup>
					Conduct routine health checks on operational staff and workers
			Moderate		Provide hand sanitizers at every workstation to reduce disruption; if not cost-effective or unavailable, establish scheduled breaks to allow operators to clean their hands
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
					Provide training (digitally) and communication material (flyers) to educate workers on how to improve personal hygiene at work and at home, to prevent community transmission of SARS-CoV-2

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS				
Factory	Production: Garments (All)	Sewing	Low	Engineering	Consider installing physical barriers (e.g. clear plastic sneeze guards) between workstations				
				Administrative	Consider running one shift with a staggered start time 2 hours apart, to minimize overcrowding in the entrance, exit and communal areas.				
					For example, Shift A would start at 6AM and end at 3PM; whereas shift B would start at 8AM and end by 5PM				
					Conduct routine health checks on operational staff and workers				
					Provide hand sanitizers at every workstation to reduce disruption; if not cost-effective or unavailable, establish scheduled breaks to allow operators to clean their hands				
					D Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness				
					Provide training (digitally) and communication material (flyers) to educate workers on how to improve personal hygiene at work and at home, to prevent community transmission of SARS-CoV-2				
Sample	All All	I	High	Engineering	Separate entry and exit pathways, wherever possible to ensure one-directional flow and minimize bottlenecks, which will eliminate overcrowding				
					Leave doors open during office hours, where possible, and control lighting via central fuse box				
					Increase ventilation rates in the work environment, especially in toilet facilities				
					Revise layout to ensure 1.5m distance between workstations				
					Create a quarantine area for deliveries of raw material or general items				
				Administrative	Establish daily cleaning SOP to disinfect high-touch surfaces and equipment				
					Provide hand sanitizers at every workstation to reduce disruption; if not cost-effective or unavailable, establish scheduled breaks to allow operators to clean their hands				
					D Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness				
					Provide training (digitally) and communication material (flyers) to educate workers on how to improve personal hygiene at work and at home, to prevent community transmission of SARS-CoV-2				

PREMISE	SECTION	DEPARTMENT	RISK LEVEL	CONTROL TYPE	RECOMMENDED CONTROLS
Sample	All	All	Moderate	Engineering	Separate entry and exit pathways, wherever possible to ensure one-directional flow and minimize bottlenecks, which will eliminate overcrowding
					Leave doors open during office hours, where possible, and control lighting via central fuse box
					Increase ventilation rates in the work environment, especially in toilet facilities
					Install physical barriers (e.g. clear plastic sneeze guards) between workstations
					Create a quarantine area for deliveries of raw material or general items
				Administrative	Provide hand sanitizers at every workstation to reduce disruption; if not cost-effective or unavailable, establish scheduled breaks to allow operators to clean their hands
					Post SARS-CoV-2 prevention and environmental hygiene signs in key areas to raise awareness
					Provide training (digitally) and communication material (flyers) to educate workers on how to improve personal hygiene at work and at home, to prevent community transmission of SARS-CoV-2
			Low	Engineering	Separate entry and exit pathways, wherever possible to ensure one-directional flow and minimize bottlenecks, which will eliminate overcrowding
					Increase ventilation rates in the work environment, especially in toilet facilities
					Create a quarantine area for deliveries of raw material or general items
				Administrative	Provide training (digitally) and communication material (flyers) to educate workers on how to improve personal hygiene at work and at home, to prevent community transmission of SARS-CoV-2

# 2.4.2 RECOMMENDED ADMINISTRATIVE POLICY REVISIONS<sup>3</sup>

Further to the risk mitigation controls recommended in Section 2.4.1, it is advised that employers consider the following changes to their payroll policies to and integrate these changes with their financial planning process to ensure timely payment of salaries:

- □ Ensure that sick leave policies are flexible and consistent with public health guidance and that employees are aware of these policies.
- □ Actively encourage sick employees to stay at home
- □ Talk with companies that provide your business with contract or temporary employees about the importance of sick employees staying home and encourage them to develop non-punitive leave policies.
- Do not require a healthcare provider's note for employees who are sick with acute respiratory illness to validate their illness or to return to work, as healthcare provider offices and medical facilities may be extremely busy and not able to provide such documentation in a timely way.
- Maintain flexible policies that permit employees to stay home to care for a sick family member. Employers should be aware that more employees may need to stay at home to care for sick children or other sick family members than is usual.
- **D** Recognize that workers with ill family members may need to stay home to care for them.
- Be aware of workers' concerns about pay, leave, safety, health, and other issues that may arise during infectious disease outbreaks. Provide adequate, usable, and appropriate training, education, and informational material about business-essential job functions and worker health and safety, including proper hygiene practices and the use of any workplace controls (including PPE). Informed workers who feel safe at work are less likely to be unnecessarily absent.
- Work with insurance companies (e.g., those providing employee health benefits) and state and local health agencies to provide information to workers and customers about medical care in the event of a COVID-19 outbreak.
- Collaborate with the Payroll and Finance teams on a weekly basis to plan enough liquidity to cover employee compensation and benefits, with regards to:
  - Sickness payments payable to employees in quarantine
  - Compensation in case of a mandatory closure
  - Compensation in case of absence of a substantial part of the workforce
  - Childcare obligations
  - Medical allowance or health insurance
  - Housing and transportation allowance
  - Maternity benefit
  - Mobile phone allowance

<sup>&</sup>lt;sup>3</sup> Better Work Bangladesh OSH Guidelines (April 2020).

CATEGORY	PREMISE(S)	RISK OF EXPOSURE⁴	RECOMMENDED PPE AT WORK
Board (Directors)	Head Office	Low	3PLY Cloth Masks (washed daily)
Executive Management (GM to CEO)	Head Office	Low	
Middle Management	Head Office	Moderate	3PLY Cloth Masks (washed daily)
(Assistant Manager to AGM)	Factory   Sample	Moderate	
Junior Management	Head Office	Moderate	
Senior Executive)	Factory   Sample	High	<ul> <li>3PLY Cloth Masks (washed daily)</li> <li>Eve goggles</li> </ul>
<b>Operational Staff</b> (Supervisor to Line Chief)	Factory   Sample	High	□ Shoe cover
<b>Operators</b> (Per Textile and RMG Gazette)	Factory   Sample	High	
Support Staff 1	Head Office	High	3PLY Cloth Masks (provide 2 masks so that they may be changed based on sweat build up)
and Drivers)	Factory   Sample	High	<ul> <li>Protective suit (for construction workers)</li> </ul>
Support Staff 2	Head Office	High	3PLY Cloth Masks (provide 2 masks so that they may be abapted based on sweet build up)
and Loaders)	Factory   Sample	High	<ul> <li>Protective suit (for construction workers)</li> </ul>
			disposal) and disposable gloves (for all others)
			<ul> <li>Eye goggles or Face Shield (for cleaners handling medical waste)</li> </ul>
			Rubber boots (for cleaners)
Medical Professionals	Factory	High	Healthcare Workers (HCW) treating any patient:
			<ul> <li>Surgical mask</li> <li>Gown</li> </ul>
			Disposable Gloves
			Eye goggles OR Face Shield
			Disposable Gloves     Eve goggles AND Face Shield

# 2.4.3 RECOMMENDED PERSONAL PROTECTIVE EQUIPMENT (PPE)

#### WHO Guidance on Personal Protective Equipment (PPE) in Bengali and English:

https://www.who.int/bangladesh/emergencies/coronavirus-disease-(covid-19)-update/steps-to-put-on-personal-protective-equipment-(ppe)

<sup>4</sup> Risk of exposure is defined by the likelihood of each category of staff to be exposed to COVID-19 via community transmission based on their living conditions.

# 2.4.4 EXCEPTIONAL RISK & CONTROLS

RISK LEVEL	RISK DESCRIPTION	RECOMMENDED CONTROLS
High	Getting Customer QC Inspectors to adhere to internal risk management	Send all customers an official announcement on how the organization's new COVID-19 management policies would affect routine visits by QC and Compliance Auditors
	protocols	Restrict access to anyone refusing to cooperate with visitor rules
		Penalize anyone internally supporting these individuals to circumvent the established SOPs
Moderate	Non-Compliance of shift changes in Sewing and Finishing Sections	Send all production managers an official announcement on how the organization's new COVID-19 management policies would affect their divisions and their staff
		Clearly communicate what is expected from the Production Managers to adhere to the internal guidelines
		Create an SOP where shift rosters are submitted to Admin teams 1 week in advance; however, accept changes up to 24 hours before the actual day
		Consider a '3-strike' penalty scheme: a) warning letter for first act, b) 'show- cause' for second act, and c) suspension without pay for third act
Moderate	Community transmission at the ATM Booths outside of the factories, where	Even though the ATM Booths may not be in the factory premises, take ownership in raising the workers' awareness on potential community transmission risk while collecting money at crowded ATM Booths
	workers will go to collect their salaries paid directly to their accounts	Advise workers to wear their masks to the ATM and keep them on throughout the duration of the time they are waiting in queue; educate them to maintain distancing
		Encourage workers to carry alcohol-based hand rubs or hand sanitizers, and a set of disinfectant (sanitary) wipes at all times
		Advise the workers to wipe the ATM booth keypad with sanitary wipes, prior to entering their PIN
		Immediately after they have withdrawn and stored the money, advise them to clean their hands with the alcohol-based hand rub or hand sanitizer
		Advise them not to touch their eyes, nose, mouth, or face with their hands

# 3. COVID-19 PREVENTION GUIDELINE: IMPLEMENTING THE RESPONSE PLAN

Once the organization's Business Continuity Committee members have created COVID-19 response plan, the hard part begins. As with any corporate strategic planning exercise, building the plan and executing the plan require encountering two very distinct sets of challenges. The main differences lie in the fact that execution requires coordination with a larger pool of people than creating the plan, it takes longer than the formulation of a plan, and finally it requires making decisions "outside of" or "not covered by the plan". Further, executing a response plan to contain the transmission of a highly contagious SARS-CoV-2 virus within a densely populated premises like garments factories, present an even more formidable challenge. So how does an organization effectively execute a COVID-19 response plan?

Effective execution will require the understanding of two main concepts: a) effective planning will anticipate the major execution challenges and b) execution will be a continuous process not just a finite action or a step. The COMAR approach aims to facilitate organizations in dealing with the first concept. However, the latter concept is critical to successful execution, as it emphasizes the need for the business continuity team to understand that execution is about developing a daily habit – not a setting the stage for a performance, which will eventually be taken down afterwards. To achieve this, RMG organizations' COVID-19 response plans need to rely on detailed standard operating procedures, which will need to be executed meticulously and religiously by the business continuity team members.

The final step to effective execution of a COVID-19 response plan, which will be discussed in Sections 3.2 and 3.3, is to continuously monitor the progress and effectiveness of the risk management controls that are in place.

# 3.1 STANDARD OPERATING PROCEDURES & CHECKLISTS

Standard operating procedures (SOPs) are a set of step-by-step instructions created to help employees carry out complex routine operations. SOPs aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with regulations. Checklists are part of broader SOPs, which are used to organize tasks at a more granular level. For example, the priority with which a patient is treated requires an SOP to be in place, however, how the medical facility needs to be prepared to treat a patient (e.g. which supplies it needs) requires using a checklist. To apply the recommended departmental controls discussed in Section 2, the RMG organization will need to rely on robust SOPs and checklists.

To help organizations to expedite the application of their risk prevention controls and enhance their medical responses, Industry Bangladesh has provided a set of SOPs that may be helpful during the execution of the plan. That said, these SOPs are merely guidelines, hence, each organization is encouraged to enhance these SOPs and checklists to fit their proprietary needs.

# 3.1.1 STAFF AWARENESS TRAINING (STAFF + WORKER)

CHIEF OPERATING OFFICER 1. Check that training program BCC includes a) social distancing, b) self-Does training Can social START YES YES END distancing be cleansing, and c) community content match maintained in prevention content approval training room? criteria? 2. Verify that social distancing can be maintained in training room ADMIN LEAD IT LEAD NO NO BCC RESPONSE 1. Propose training program based on 1. Instruct factory IT teams to set up BRAC's COVID-19 website the cafeteria with appropriate audiovisual equipment to deliver training 2. Prepare training schedule and to staff during lunch group workers into batches 3. Recommend to BCC for approval BCC ENFORCEMENT FACTORY ADMIN TEAM FACTORY ADMIN TEAM 1. Prepare and hand out print-based 1. Deliver video training / hand out training material (e.g. flyers and training materials at lunch time posters) provided in BRAC's 2. Maintain a training register to keep website to workers track of how many staff have received training

STANDARD OPERATING PROCEDURES (SOPs) – STAFF AWARENESS TRAINING (WORKER)

#### STANDARD OPERATING PROCEDURES (SOPs) – STAFF AWARENESS TRAINING (STAFF)



INSTITUTION	LINK TO AWARENESS TRAINING MATERIALS
1. BRAC James P Grant School of Public Health	BRAC University COVID-19 Awareness Information
2. Directorate General of Health Services Bangladesh	DG Health Services Guidelines & Training Material   Proper Use of Personal Protective Equipment (PPE)
3. Government of Bangladesh	COVID-19 Official Website
4. World Health Organization (WHO)	WHO Training Material in Bengali   WHO COVID-19 Online Training Courses   WHO Technical Guidance Documents   PPE
5. Johns Hopkins University of Medicine	COVID-19 Basics
6. Stanford School of Medicine	COVID Prevention Video
7. Social Distancing Videos	Video 1   Video 2   Video 3

# 3.1.2 CAPACITY PLANNING & MANAGEMENT



# 3.1.3 ADMINISTRATIVE MANAGEMENT

### MONTHLY WORKER SALARY DISBURSEMENT



### DAILY TRANSPORT MANAGEMENT



STANDARD OPERATING PROCEDURES (SOPs) – DAILY TRANSPORT MANAGEMENT

**N.B.** Do NOT disinfect vehicles by spraying. Use a water wiper and window cleaner soaked in appropriate disinfectant solution for the car and window's surface.

### **DAILY STAFF & VISITOR MANAGEMENT**



STANDARD OPERATING PROCEDURES (SOPs) – DAILY STAFF & VISITOR MANAGEMENT

**N.B.** Do NOT disinfect vehicles by spraying. Use a water wiper and window cleaner soaked in appropriate disinfectant solution for the car and window's surface.

# CHILDCARE CENTER MANAGEMENT

PREMISE(S)	SECTION	DEPARTMENT	PREPAREDNESS CHECKLIST				
Factory	Admin Area(s)	Childcare	Infection and Transmission Prevention Measures				
			Establish hand washing area in front of or in a convenient location that is near the factory's childcare center				
			Local language signage near the hand washing facility to remind all relevant parties to wash their hands prior to entering the center				
			COVID-19 awareness training to caregivers so they understand how to keep themselves and the children as safe as possible				
			Required Equipment and Supplies				
			Public health awareness signage both outside and inside the childcare facility				
			Hand soap to be placed into the hand washing area outside of the childcare center				
			Shoe rack at the entrance to ensure removal of shoes prior to entering				
			Rubber sandals for the children and caregivers to wear inside				
			Hand sanitizer, disposable wipes, tissues, and diapers to be provided inside the childcare center				
			No touch wastebaskets and disposable linen				
			Standard Operating Procedures				
			Instruct all parties (e.g. care givers, parents, children) to wash hands prior to entering the childcare facility; if possible, place an administrative staff at the entrance to supervise adherence to this protocol				
			Remove shoes upon entrance and replace with rubber sandals				
			If possible, provide fresh clothing for children so that they may change out of the clothes they arrived in; if not possible, request mothers to bring an extra set of clothes. Finally, if neither is possible, disinfect the child's clothes prior to entering the childcare center taking precaution not to use harmful chemicals which might risk injuring the child				
			Conduct daily health screenings of the caregivers and children, three times-a-day				
							Encourage parents to stay at home if their children are feeling ill and encourage them to call the factory's medical facility to determine if it is safe to come to work with the child or not
				If child, mother, and /or caregiver exhibits symptoms of COVID-19 politely escort them to the medical facility's isolation ward for observation			
			Cleaning & Disposal				
			Ensure high standards of cleanliness in areas where mother's will be breastfeeding; if possible, disinfect the area after each feed				
			Ensure daily cleaning of non-disposable linens (bed sheet, pillow cover, towels etc.) and toys in the room				
			Cleaners handling waste disposal should be fitted with surgical masks and disposable gloves				

PREMISE(S)	SECTION	DEPARTMENT	STANDARD GUIDANCE					
ALL	Communal	Entrance /	Star	ndard Operating Procedures				
	Area(s)	Exit		Wear appropriate PPE				
				Solutions must be diluted and mixed imm	nedia	tely prior to use and documented		
				All cleaning equipment must only be use	d witl	nin the designated area of use		
				To prevent cross-contamination, equipm not be used to clean floors, nor should th	ient u ney be	sed to clean walls and ceilings should e taken outside		
				If contact surface is visibly dirty, it should to disinfection	d first	be cleaned with soap and water prior		
				Start cleaning from cleaner areas and pr	ocee	d to dirtier areas		
				Soak the mop, cloth, or rag in 1% sodium wipe the following surfaces for AT LEAS <b>Appendix 4.1</b> :	op, cloth, or rag in 1% sodium hypochlorite (bleach) solution and care lowing surfaces for AT LEAST the <b>contact time</b> recommended in <b>4.1:</b>			
				<ul> <li>Handrails, handles and call buttons</li> </ul>				
				<ul> <li>Public counters</li> </ul>				
				<ul> <li>Intercom systems</li> </ul>				
				<ul> <li>Electronic equipment (telephones, Construction of the computer screens, keyboard, mouse)</li> </ul>	CTV, , and	printers, photocopy machines, other computer peripherals)		
				<ul> <li>Furniture (chairs and tabletops)</li> </ul>				
			<ul> <li>Doors, windows, and floors</li> <li>Soak the mop, cloth, or rag in a 70% alcohol-based solution and surfaces for AT LEAST the contact time recommended in Appendix</li> </ul>					
					based solution and wipe the following mmended in <b>Appendix 4.1</b> :			
				<ul> <li>Metal gates</li> </ul>				
				<ul> <li>Doorknobs and door handles</li> </ul>				
				<ul> <li>Security locks and keys</li> </ul>				
				Empty waste baskets and replace liners	(per c	cleaning frequency)		
				Carefully clean the cleaning equipment u	used			
				Store the equipment in the appropriate s cleaning supplies	storer	oom, and do not mix with other areas'		
				Wash hands with soap and water				
			Clea	ning Supplies	Disi	nfectant Solutions		
				Disposable gloves		1% sodium hypochlorite (bleach)		
				Disposable cloths / rags		Chloroxylenol (4.5% - 5.5%)		
				Bucket / pail		Benzalkonium Chloride		
				Мор				
				Plastic trash bags				
			Pers	sonal Protective Equipment	Fre	quency		
				Rubber boots		Recommended: Every 4 hours		
				Heavy Duty Gloves		Minimum: Daily (2x)		
				3Ply Cloth Mask				
				Eye goggles				
				Gown / apron				

### DAILY ENVIRONMENTAL CLEANING MANAGEMENT

PREMISE(S)	SECTION	DEPARTMENT	STANDARD GUIDANCE					
ALL	Communal	Lifts,	Sta	ndard Operating Procedures				
	Area(s) Stairwells,			Wear appropriate PPE				
		Corridors and Landings		Solutions must be diluted and mixed imr	nedia	tely prior to use and documented		
				All cleaning equipment must only be used within the designated area of use				
				To prevent cross-contamination, equipm not be used to clean floors, nor should the	nent u hey b	sed to clean walls and ceilings should e taken outside		
				If contact surface is visibly dirty, it should to disinfection	d first	be cleaned with soap and water prior		
				Start cleaning from cleaner areas and pr	ocee	d to dirtier areas		
				Soak the mop, cloth or rag in 1% sodium wipe the following surfaces for AT LEAS <b>Appendix 4.1:</b>	Soak the mop, cloth or rag in 1% sodium hypochlorite (bleach) solution and carefully wipe the following surfaces for AT LEAST the <b>contact time</b> recommended in <b>Appendix 4.1:</b>			
				<ul> <li>Elevator doors, walls, and buttons</li> </ul>				
				- Public counters				
				<ul> <li>Stairwell handrails</li> </ul>				
				<ul> <li>Windows and Walls</li> </ul>				
				- Floors				
				Soak the mop, cloth, or rag in a 70% alcohol-based solution and wipe the following surfaces for AT LEAST the <b>contact time</b> recommended in <b>Appendix 4.1</b> :				
				<ul> <li>Metal gates</li> </ul>				
				<ul> <li>Doorknobs and door handles</li> </ul>				
				<ul> <li>Handlebars (for step-free access)</li> </ul>				
				<ul> <li>Security locks and keys</li> </ul>				
				Empty waste and replace liners (per clea	aning	frequency)		
				Carefully clean the cleaning equipment used				
				Store the equipment in the appropriate s cleaning supplies	storer	oom, and do not mix with other areas'		
				Wash hands with soap and water				
			Clea	aning Supplies	Disi	nfectant Solutions		
				Disposable gloves		1% sodium hypochlorite (bleach)		
				Disposable cloths / rags		Chloroxylenol (4.5% - 5.5%)		
				Bucket / pail		Benzalkonium Chloride		
				Мор				
				Plastic trash bags				
			Per	sonal Protective Equipment	Fre	quency		
				Rubber boots		Recommended: Every hour		
				Heavy Duty Gloves		Minimum: Daily (2x)		
				3Ply Cloth Mask				
				Eye goggles				
				Gown / apron				

PREMISE(S)	SECTION	DEPARTMENT	STA	STANDARD GUIDANCE				
ALL	Communal	Cafeteria	Star	itandard Operating Procedures				
	Area(s)			Wear appropriate PPE				
				All cleaning equipment must only be use	hin the designated area of use			
				Soak all dishes and utensils to be soaked in hot water for a minimum of 10 minut				
				prior to being cleaned with dishwashing soap or detergent				
			Soak the mop, cloth, or rag in 1% sodium hypochlorite (bleach) solution and caref wipe the following surfaces for AT LEAST the contact time recommended in Appendix 4.1:					
				– Tabletops				
				- Chairs				
				<ul> <li>Kitchen counters</li> </ul>				
				<ul> <li>Non-metallic containers</li> </ul>				
				based solution and wipe the following mmended in Appendix 4.1:				
			<ul> <li>Metallic containers (e.g. salt and pepper shakers, etc.)</li> </ul>					
				<ul> <li>Doorknobs and door handles</li> </ul>				
				<ul> <li>Handlebars (for step-free access)</li> </ul>				
			Empty waste and replace liners (per cleaning frequency)					
				Carefully clean the cleaning equipment u	ised			
				Store the equipment in the appropriate s cleaning supplies	torer	oom, and do not mix with other areas'		
				Wash hands with soap and water				
			Clea	aning Supplies	Disi	nfectant Solutions		
				Disposable cloths / rags		1% sodium hypochlorite (bleach)		
				Bucket / pail		Chloroxylenol (4.5% - 5.5%)		
				Мор		Benzalkonium Chloride		
				Plastic trash bags				
			Pers	sonal Protective Equipment	Fre	quency		
				Rubber boots		Recommended: Before and After		
				Disposable surgical mask or 3PLY cloth mask		every use <b>Minimum:</b> Daily (2x)		
				Dishwashing gloves		/		
				Eye goggles				

PREMISE(S)	SECTION	DEPARTMENT	STANDARD GUIDANCE						
ALL	Communal	Medical	Standard Operating Procedures						
	Area(s)	-		Wear appropriate PPE					
				Solutions must be diluted and mixed imm	nedia	tely prior to use and documented			
				❑ All cleaning equipment must only be used within the designated area of use					
				To prevent cross-contamination, equipm not be used to clean floors, nor should th	ent u ney be	sed to clean walls and ceilings should e taken outside			
				If contact surface is visibly dirty, it should first be cleaned with soap and water prior to disinfection					
				Start cleaning from cleaner areas and pr surfaces first and then floors last	oceed	d to dirtier areas; focus on high touch			
				Soak the mop, cloth, or rag in 1% sodium wipe the following surfaces for AT LEAS <b>Appendix 4.1:</b>	n hyp T the	ochlorite (bleach) solution and carefully <b>contact time</b> recommended in			
				<ul> <li>Handrails, handles and call buttons</li> </ul>					
				<ul> <li>Public counters</li> </ul>					
				<ul> <li>Intercom systems</li> </ul>					
				<ul> <li>Plastic-based medical equipment</li> </ul>					
				<ul> <li>Electronic equipment (telephones, CCTV, printers, photocopy machines, computer screens, keyboard, mouse, and other computer peripherals)</li> </ul>					
				<ul> <li>Furniture (chairs and tabletops)</li> </ul>					
				<ul> <li>Doors, windows, and floors</li> </ul>					
				□ Soak the mop, cloth, or rag in a 70% alcohol-based solution and wipe the following surfaces for AT LEAST the <b>contact time</b> recommended in <b>Appendix 4.1</b> :					
				<ul> <li>Doorknobs and door handles</li> </ul>					
				<ul> <li>Handlebars (for step-free access)</li> </ul>					
				<ul> <li>Security locks and keys</li> </ul>					
				<ul> <li>Metallic medical equipment</li> </ul>					
				Empty waste and make sure trash bag is	com	oletely sealed before disposing			
				Carefully clean the cleaning equipment u	ised a	and send the used rags for laundry			
				Store the equipment in the appropriate s cleaning supplies	torer	oom, and do not mix with other areas'			
				Wash hands with soap and water					
			Clea	ning Supplies	Disi	nfectant Solutions			
				Disposable cloths / rags		1% sodium hypochlorite (bleach)			
				Bucket / pail		Chloroxylenol (4.5% - 5.5%)			
				Мор		Benzalkonium Chloride			
				Plastic trash bags					
			Pers	onal Protective Equipment	Fre	quency			
				Rubber Boots		Recommended: Every hour			
				3PLY cloth mask		(premise); After every use (medical			
				Dishwashing gloves	equipment           Image: Minimum:	equipment)			
				Eye goggles		Minimum: Every 4 hours			
				Gown / apron					

PREMISE(S)	SECTION	DEPARTMENT	STANDARD GUIDANCE					
ALL	Communal	Childcare	Star	ndard Operating Procedures				
	Area(s)	-		Wear appropriate PPE				
				Solutions must be diluted and mixed imm	nediat	tely prior to use and documented		
				All cleaning equipment must only be used within the designated area of use				
				To prevent cross-contamination, equipment used to clean walls and ceilings should not be used to clean floors, nor should they be taken outside				
				If contact surface is visibly dirty, it should first be cleaned with soap and wat to disinfection				
				d to dirtier areas; focus on high touch				
				Soak the mop, cloth, or rag in 1% sodiun wipe the following surfaces for AT LEAS <b>Appendix 4.1:</b>	ochlorite (bleach) solution and carefully <b>contact time</b> recommended in			
				<ul> <li>Handrails, handles and call buttons</li> <li>Furniture (chairs and tabletops)</li> </ul>				
				<ul> <li>Doors, windows, and floors</li> </ul>				
				<ul> <li>Mothers' breastfeeding areas</li> </ul>				
			Soak the mop, cloth, or rag in a 70% alcohol-based solution and wipe the surfaces for AT LEAST the contact time recommended in Appendix 4.1:					
				<ul> <li>Doorknobs and door handles</li> </ul>				
				<ul> <li>Handlebars (for step-free access)</li> </ul>				
				<ul> <li>Security locks and keys</li> </ul>				
				Children's linen, clothes, rubber sandals (before facility opens and after it closes)	and t	oys to be cleaned twice every day		
				Empty waste and replace liners (per clea	ning	frequency)		
				Carefully clean the cleaning equipment u	sed a	and send the used rags for laundry		
				Store the equipment in the appropriate s cleaning supplies	torero	oom, and do not mix with other areas'		
				Wash hands with soap and water				
			Clea	aning Supplies	Disi	nfectant Solutions		
		-		Disposable cloths / rags		1% sodium hypochlorite (bleach)		
				Bucket / pail		Chloroxylenol (4.5% - 5.5%)		
				□ Mop □ Benzalkonium Chloride		Benzalkonium Chloride		
			Plastic trash bags					
			Pers	sonal Protective Equipment	Fre	quency		
		-		Rubber Boots		Recommended: Every 2 hours		
				3PLY cloth mask		(premise); breastfeeding area (after		
				Gown / apron		every use) <b>Minimum:</b> Daily (2x)		

PREMISE(S)	SECTION	DEPARTMENT	STA	STANDARD GUIDANCE				
ALL	Communal	Restrooms	Star	dard Operating Procedures				
	Area(s)			Wear appropriate PPE				
				Solutions must be diluted and mixed immediately prior to use and documented				
				All cleaning equipment must only be use	ed with	nin the designated area of use		
				To prevent cross-contamination, use a s than for the sink and commode	epara	te set of cleaning equipment for toilets		
				If contact surface is visibly dirty, it should to disinfection	d first	be cleaned with soap and water prior		
				Start cleaning from cleaner areas and pr surfaces first and then floors last	ocee	d to dirtier areas; focus on high touch		
				Soak the mop, cloth, or rag in 1% sodium hypochlorite (bleach) solution and wipe the following surfaces for AT LEAST the <b>contact time</b> recommended in <b>Appendix 4.1</b> :				
				<ul> <li>Toilet / commode</li> </ul>				
				<ul> <li>Toilet Lid</li> </ul>				
				- Toilet Floor				
				- Sink				
				<ul> <li>Soap dispenser (detergent and water)</li> </ul>				
				Soak the mop, cloth, or rag in a 70% alc surfaces for AT LEAST the <b>contact time</b>	ohol-t e reco	based solution and wipe the following mmended in <b>Appendix 4.1</b> :		
				<ul> <li>Tap and faucet</li> </ul>				
				- Push shower (warm water detergent	powd	er)		
				<ul> <li>Flush handle</li> </ul>				
				– Mirror				
				Do NOT use disinfectants spray on po toilet bowls or sinks, as it may create a	t <b>entia</b> n aero	ally highly contaminated areas like pool effect and spread the virus further		
				Empty waste and replace liners (per clea	aning	frequency)		
				Carefully clean the cleaning equipment of bleach solution or rinse in hot water	used a	and disinfect buckets by soaking in		
				Store the equipment in the appropriate s cleaning supplies	storer	com, and do not mix with other areas'		
				Wash hands with soap and water				
			Clea	ning Supplies	Disi	nfectant Solutions		
				Disposable cloths / rags		1% sodium hypochlorite (bleach)		
				Bucket / pail		Chloroxylenol (4.5% - 5.5%)		
				Мор		Benzalkonium Chloride		
				Plastic trash bags				
			Pers	sonal Protective Equipment	Fre	quency		
		-		Rubber Boots		Recommended: Every hour		
				Heavy duty gloves		Minimum: Every 4 hours		
				3PLY cloth mask				
				Gown / apron				
				Eye goggles				

PREMISE(S)	SECTION	DEPARTMENT	STANDARD GUIDANCE					
ALL	Communal Area(s)	Production (ALL)	Standard Operating Procedures					
				Wear appropriate PPE				
				Solutions must be diluted and mixed imp	media	tely prior to use and documented		
				All cleaning equipment must only be use	ed wit	hin the designated area of use		
			To prevent cross-contamination, use a s than for the sink and commode	te set of cleaning equipment for toilets				
				If contact surface is visibly dirty, it should to disinfection	d first	be cleaned with soap and water prior		
				Start cleaning from cleaner areas and proceed to dirtier areas; focus on high touch surfaces first and then floors last				
				Soak the mop, cloth, or rag in 1% sodium wipe the following surfaces for AT LEAS <b>Appendix 4.1:</b>	m hyp 5T the	ochlorite (bleach) solution and carefully <b>contact time</b> recommended in		
				<ul> <li>Tabletops, chairs and other fixtures (fabric quality, cutting, sewing, and finishing)</li> <li>Electronic equipment (computers, TV screens, etc)</li> </ul>				
				- Intercom				
				<ul> <li>Measuring tools (tape, rulers, etc.)</li> </ul>				
				<ul> <li>Windows and walls</li> </ul>				
				- Floors				
				Soak the mop, cloth, or rag in a 70% alcohol-based solution and wipe the following surfaces for AT LEAST the <b>contact time</b> recommended in <b>Appendix 4.1</b> :				
				<ul> <li>Metal-surface machinery and equipmediate</li> </ul>	nent			
				<ul> <li>Metal-surface machinery controls</li> </ul>				
				<ul> <li>Storage racks</li> </ul>				
				<ul> <li>Do NOT use disinfectants spray on potentially highly contaminated area sewing machines, as it may create an aerosol effect and spread the virus for</li> </ul>				
				Empty waste and replace liners (per cleaning frequency)				
				Carefully clean the cleaning equipment used and disinfect buckets by soaking in bleach solution or rinse in hot water				
				Store the equipment in the appropriate storeroom, and do not mix with other areas cleaning supplies		oom, and do not mix with other areas'		
				Wash hands with soap and water				
			Clea	aning Supplies	Disi	nfectant Solutions		
				Disposable cloths / rags		1% sodium hypochlorite (bleach)		
				Bucket / pail		Chloroxylenol (4.5% - 5.5%)		
				Мор		Benzalkonium Chloride		
				Plastic trash bags				
			Pers	Personal Protective Equipment Frequency				
				Rubber Boots		Recommended: Daily (3x)		
				Heavy duty gloves		Minimum: After every shift		
				3PLY cloth mask				
				Gown / apron				
				Eye goggles				

PREMISE(S)	SECTION	DEPARTMENT	STANDARD GUIDANCE					
ALL Communal Offi Area(s) Mee Roc	Communal Area(s)	Offices and Meeting	Standard Operating Procedures					
				Wear appropriate PPE				
	Rooms		Solutions must be diluted and mixed imr	tely prior to use and documented				
				All cleaning equipment must only be use	ed witl	nin the designated area of use		
				To prevent cross-contamination, use a separate set of cleaning equipment for toilets than for the sink and commode				
			If contact surface is visibly dirty, it should first be cleaned with soap and water prior to disinfection					
			Start cleaning from cleaner areas and proceed to dirtier areas; focus on high touch surfaces first and then floors last					
				Soak the mop, cloth, or rag in 1% sodiur wipe the following surfaces for AT LEAS Appendix 4.1:	n hyp T the	ochlorite (bleach) solution and carefully <b>contact time</b> recommended in		
				<ul> <li>Pantry counters</li> </ul>				
				<ul> <li>Tabletops, chairs, and chair handles</li> </ul>				
				<ul> <li>Pens, diary files and other desk utensils</li> </ul>				
				<ul> <li>Electronic equipment (telephones, ACs, computer screens, keyboards, mouse, mousepads, servers and server racks, CCTV, TV screens, remote controls, etc.)</li> </ul>				
			<ul> <li>Windows, walls, and doors</li> </ul>					
				Soak the mop, cloth, or rag in a 70% alcohol-based solution and wipe the following surfaces for AT LEAST the <b>contact time</b> recommended in <b>Appendix 4.1</b> :				
				<ul> <li>Doorknobs and door handles</li> </ul>				
				<ul> <li>Handrails and handlebars (for step-free access)</li> </ul>				
				<ul> <li>Ceiling fans</li> </ul>				
				<ul> <li>Door and windowsills</li> </ul>				
				Empty waste and replace liners (per cleaning frequency)				
				Carefully clean the cleaning equipment of bleach solution or rinse in hot water	used and disinfect buckets by soaking in			
				Store the equipment in the appropriate storeroom, and do not mix with other areas' cleaning supplies				
			Wash hands with soap and water					
			Clea	aning Supplies	Disi	nfectant Solutions		
				Disposable cloths / rags		1% sodium hypochlorite (bleach)		
				Bucket / pail		Chloroxylenol (4.5% - 5.5%)		
				Мор		Benzalkonium Chloride		
				Plastic trash bags				
		_	Personal Protective Equipment Frequency					
				Rubber Boots		Recommended: Daily (2x)		
				Heavy duty gloves		Minimum: Daily		
				3PLY cloth mask				
				Gown / apron				
				Eye goggles				

### DAILY CAFETERIA MANAGEMENT

STEP(S)		STANDARD OPERATING PROCEDURE
1		Operate cafeteria at 50% capacity for the next 3 months
2		All kitchen, cafeteria staff must wear <u>disposable</u> masks and gloves
3		Stagger the lunch hour for all departments and sections, to avoid over crowding
4		<ul> <li>Maintain social distancing by seating two people diagonally opposite each other in any table <i>Example:</i> the icon on the left shows a table, where the dark circles represent where a certain person should sit</li> <li>Shared utensils (e.g. ketchup bottles, salt and pepper shakers, etc.) should be replaced with sterilized, disposable packets (e.g. ketchup, salt, sugar, pepper, etc.), wherever possible. If not possible, eliminate the use of shared utensils altogether.</li> </ul>
		<ul> <li>Eliminate ALL face-to-face seating arrangements and maintain AT LEAST 1.5m distance between staff</li> <li>Unauthorized entry into the cafeteria (by any non-staff members) is to be strictly prohibited</li> </ul>
	. ſ.	Members of staff must wash hands after eating, before returning to their respective workstations

All cafeteria utensils must be soaked in hot water for A MINIMUM of 10 minutes prior to being washed with dishwashing soap or detergent

# 3.1.4 STORAGE MANAGEMENT

#### MATERIAL RECEIPT PROCESS



**N.B.** Do NOT disinfect vehicles by spraying. Use a water wiper and window cleaner soaked in appropriate disinfectant solution for the car and window's surface.

# INVENTORY AUDIT FOR FINANCIAL MONTH OR YEAR CLOSING



STANDARD OPERATING PROCEDURES (SOPs) - INVENTORY AUDIT
# 3.1.5 MEDICAL RESPONSE MANAGEMENT

## **ON-PREMISE MEDICAL FACILITY PREPAREDNESS CHECKLIST**

#### MEDICAL EDUCATION

- □ Educate staff about COVID-19 and why it is important to contain the outbreak
- Educate staff on practices to minimize chance of exposure to the respiratory pathogens (e.g. SARS-CoV-2, the virus that causes COVID-19)
- □ Train and educate staff with job- or task-specific information on preventing transmission of infectious agents
- Educate staff about COVID-19 evaluation and treatment of patients
- Educate staff on how to advise patients on community transmission prevention techniques and to develop improved self-hygiene standards
- Consult the Bangladesh <u>DG Health Services Guidelines on</u> treatment for COVID-19
- Educate Welfare Officers, Worker Participation Committee and Worker Occupational Safety & Health Committees on how to overcome cultural 'stigma' of contracting COVID-19
- □ Consider providing a 24/7 helpline for patients, in case they cannot get through to the national IEDCR helplines

#### **REQUIRED EQUIPMENT & SUPPLIES**

- Public health awareness signage (preferably with graphics) educating the organization on proper workplace behavior (e.g. correct hygiene and cough etiquette) to prevent infection and transmission of COVID-19
- Local language signage and health education materials instructing patients on the protocols to follow when they experience COVID-19 symptoms or test positive for COVID-19
- Alcohol-based hand sanitizer and masks placed at the entrance to medical facility
- **D** Boxes of disposable tissues for distribution to patients
- Single-use towels and tissues for distribution to patients
- No-touch wastebaskets and disposable liners
- Alcohol-based hand rub for reception, waiting, patient care and restroom areas
- Single-use gloves, N95 respirators, face shields / goggles, surgical masks, and gowns for medical practitioners and medical facility staff
- □ Appropriate disinfectant for environmental cleaning
- Buckets and single-use mops
- Adequate medical supplies (e.g. IV solutions, antivirals, antibiotics)

#### **TRIAGE & PATIENT FLOW SYSTEMS**

- Develop a triage protocol for the medical facility based on patient's risk of being exposed to community transmission
- Recommend that patients with respiratory symptoms and fever call the facility before arriving (if the symptoms occur outside of office hours or scheduled medical screening)
- □ Implement alternative patient flow systems
  - Distribute respiratory prevention packets consisting of a disposable surgical mask, facial tissues, and cleansing wipes to all symptomatic patients
  - Attempt to isolate all patients with suspected symptoms of any respiratory infection using doors, remote office areas, or negative pressure rooms, if available
  - Evaluate patients with acute respiratory illness (ARI) promptly
  - After delivering care, exit the room as quickly as possible and complete documentation in a separate, clean area
- When possible, reorganize waiting areas to keep patients with respiratory symptoms a minimum of 2m away from others and / or have a separate waiting area for patients with respiratory illness
- Consider arranging a separate entrance for symptomatic patients
- Explore alternatives to face-to-face consultation, such as providing more telemedicine appointments
- Designate an area at the facility (e.g. ancillary building or temporary structure) or identify a location in the area to be a 'respiratory virus evaluation center' where patients with fever or respiratory symptoms can seek evaluation and care
- D Postpone non-urgent outpatient activities
- □ For further information, please consult the Bangladesh <u>DG</u> <u>Health Service Guidelines on COVID-19 Clinical Management</u>

#### **ENVIRONMENTAL CLEANING & WASTE DISPOSAL**

- Routine cleansing and disinfection procedures as appropriate for SARS-CoV-2 in health care settings, including those patientcare areas in which aerosol-generating procedures are performed. Management of laundry, food service utensils, and medical waste should also be performed in accordance with routine procedures
- No touch methods should be used to dispose of waste materials with respiratory secretions
- Follow the organization's existing protocol for disposal of hazardous waste

## PATIENT RISK ASSESSMENT

### PATIENT MEDICAL HISTORY

- □ Are you male or female?
- □ If you are female? Are you pregnant?
- □ Which age bracket are you in?
  - Below 20
  - 21-30
  - 31-40
  - 41-50
  - 51-60
  - Above 60
- Do you have any pre-existing medical conditions?
  - Heart disease
  - Diabetes
  - Liver disease
  - Kidney disease
  - Chronic lung diseases
  - Neurological illness
  - Cancer
  - Other \_
- □ Are you a smoker? If yes, how often do you smoke?
  - Daily
  - Less than daily
  - Not at all
  - Don't Know

## PATIENT TRIAGE QUESTIONNAIRE

- Do you, to your knowledge, currently have COVID-19?
- □ Have you previously been infected by the SARS-CoV-2 virus?
- □ If Yes, have you been declared healed from COVID-19 clinically or have you tested negative with a nasal swab, nasopharyngeal swab, or blood test?
- Do you currently have any of the following symptoms?
  - Fever
  - Cough (with or without sputum)
  - Diarrhea
  - Headache
  - Muscle aches
  - Shortness of breath
  - Sore throat
  - Lack of smell and taste
- □ Did you have any contact with SARS-CoV-2-infected patients in the last month?
- Did you have any contact with subjects placed in quarantine, either self-imposed or organized by the health authorities, in the last month?
- Did you have any contact with subjects coming from highly epidemic regions (within Bangladesh or abroad) in the last month?
- □ Is there anyone who you have come into contact with over the last month a health-care worker?
  - If yes, how frequently have you come in contact?
  - If frequently, do you live with this person?
  - Has the person treated a SARS-CoV-2-infected patient in the last month?

## LIKELIHOOD OF COMMUNITY EXPOSURE

- □ What is your living situation?
  - Own house or apartment
  - Shared apartment with immediate family
  - Shared room with 1 person
  - Shared room with more than 1 person
- □ How often do you wash your hands every day?
  - After every meal (3x)
  - After every meal and prayer (8x)
  - Every hour (12 16x)

- Do you have access to private sanitation facilities (e.g. bathrooms, sinks, toilets, or latrines)?
- □ If not, how many people do you share sanitation facilities with?
  - Between 1 and 5
  - More than 5
- Do you have access to private kitchen facilities?
- □ If not, how many people do you share kitchen facilities with?
  - Between 1 and 5
  - More than 5

# TRIAGE PROTOCOL FOR ROUTINE MEDICAL SCREENING

CATEGORY	PREMISE(S)	PRIORITY	MEDICAL SCREENING FREQUENCY	RECOMMENDED TRIAGE PROTOCOL
Board (Directors)	Head Office	Low	Ad-hoc, based on the presence of symptoms	<ol> <li>Evaluate over telephone, before engaging in face-to-face triage</li> <li>If symptomatic, follow SOP for Patient Triage for 'At Risk' Patients</li> </ol>
Executive Management (GM to CEO)	Head Office	Low	Ad-hoc, based on the presence of symptoms	_
Middle Management (Assistant Manager to	Head Office	Moderate	Weekly (1x), unless there is a presence of symptoms	<ol> <li>Conduct 100% temperature screenings based on priority-level frequency</li> </ol>
AGWI)	Factory   Sample	Moderate	Weekly (2x), unless there is a presence of symptoms	2. If symptomatic, follow SOP for Patient Triage for 'At Risk' Patients
Junior Management (Junior Executive to	Head Office	High	Weekly (2x), unless there is a presence of symptoms	_
	Factory   Sample	High	Weekly (3x), unless there is a presence of symptoms	_
<b>Operational Staff</b> (Supervisor to Line Chief)	Factory   Sample	High	Weekly (3x), unless there is a presence of symptoms	
<b>Operators</b> (Per Textile and RMG Gazette)	Factory   Sample	Urgent	Daily (3x)	
Support Staff (Daily Labor, Cleaners,	Head Office	Urgent	Daily (3x)	
Workers, Drivers, etc.)	Factory   Sample	Urgent	Daily (3x)	_
Authorized Visitor	Head Office   Factory	Urgent	□ At entrance	

## TRIAGE PROTOCOL FOR 'AT-RISK' PATIENTS



EXCEPTION(S)	RECOMMENDATION
1. On-Premise Quarantine Ward	Quarantine wards should be located on-premise to separate and observe people whose symptoms are low to moderate, as determined by the Patient Triage rating; if employee is deemed to have symptoms of respiratory illness, please refer them to a hospital immediately
2. Home Isolation for Operators & Support Staff	Low-income staff will risk mass community transmission if prescribed home isolation. Hence, where possible, it is recommended that the employer organizes a temporary isolation ward (outside of the work premises), where the individual can self-isolate for a period of 14 days.
3. Contact Tracing for Operators & Support Staff	For junior management and below, prioritize contact tracing for vulnerable family members, residential neighbors and frequently visited public areas in the last 7 days. Obtain this record prior to sending them home or to hospital – if possible. Once, record is obtained, notify the close family members within 24 hours. Share records with local Upazila (municipality) public health authorities, on a weekly basis.
4. Testing & Sample Collection	The WHO recommendation for treating suspected or symptomatic cases would be to <b>test, isolate and contact trace</b> . At the time of publishing this document there is still a shortage of test kits and testing labs that collect samples directly from the factory. However, once available, it is recommended to arrange rapid testing kits for ALL symptomatic employees. CARE and Gana Shasthaya Kendra.

## **RE-INSTATEMENT OF VULNERABLE PATIENTS**



# 3.2 SELF-REPORTING PROTOCOL

To ensure that the implementation of the response plan is as strong as possible, organizations must monitor the situation regularly. The best way to achieve this is to integrate the reporting on the implementation within the organization's periodic management reviews. This will help build a culture where business continuity becomes ingrained into the organization's core strategic review process. That said, to minimize business disruption over the next 24 months, it is strongly recommended to prioritize separate Business Continuity Reviews and follow the protocol below, to stay in control of the rapidly evolving situation with COVID-19:

TEAM(S)	REVIEW CONTENT	FREQUENCY
BCC	Review rolling weekly order forecast for the next 12 weeks	Weekly
	Review weekly 'cash flow', collections and payables report to maintain financial health	
	Review weekly situation report and risk containment levels	
	□ Revise (strengthen or relax) implementation controls, based on medical experts' advice	
BCC-BOARD	Review any major changes to the Response Plan (e.g. financial investments required, changes in control, customer relations, compliance challenges, etc.)	] Weekly
	□ Review public relations communication strategy with respect to COVID-19 response	
BCC-BCR	Review the evolving situation with regards to disease transmission in the factory	Bi-Weekly
	Review recommendations to change control measures to enable more effective response	
	Review any conflicts between operations and risk mitigation controls	
BCR-BCE	Daily morning call to discuss any situational changes and review implementation goals	Daily (first 4 weeks)
	for upcoming day	Bi-Weekly (> 4weeks)

Managing business continuity risk in an evolving pandemic situation will not be an easy task. The rapidly evolving situation will create an inherent bias towards action, which will influence the level of discipline and rigor with which the risk mitigation controls can be implemented. There will also be a continuous (almost daily) dissonance between operational management and the internal compliance (BCE) teams. However, while effective execution of any strategy involves flexibility and compromise, it should be noted that the enterprises which make the fastest decisions, usually tend to be the ones who are most organized and structured. This is precisely because those with a plan, understand the consequences of taking any decisions that go against the plan. Having a robust self-reporting protocol in place will enhance the flow of information between the ground and the Board, which will enable the Board to make more relevant and timely decisions on how to respond to the challenges that present themselves.

# 3.3 RISK ASSESSMENT FRAMEWORK

To facilitate RMG organizations' business continuity teams to systematically review their COVID-19 response plans, Industry Bangladesh has created a proprietary risk evaluation matrix (Figure 6) for each organization to assess their implementation. The matrix is designed to help management teams understand how the level of preparedness relates to the level of risk containment. In an ideal situation, a high level of preparedness would result in a high degree of risk containment, in other words the disease transmission would be eliminated. However, this scenario will not realistically be possible until a SARS-CoV-2 vaccine will become available.

In the meantime, RMG organizations in Bangladesh, must strive to follow the COMAR approach and increase their level of preparedness, particularly building up the strength of their internal medical teams. Until a situation, when SARS-CoV-2 tests are made available to the public, it will be important to follow a strong patient triage protocol and isolate symptomatic employees swiftly and control the transmission from asymptomatic carriers by using the hierarchy of controls to develop an effective risk mitigation approach, that can enforce social distancing between individuals.

To enable RMG organizations' Board of Directors and BCC members to understand the effectiveness of their risk containment, it is recommended that Section 5 of the risk assessment questionnaire be revised on a bi-weekly basis. Sections 1-4 need to only be revised at the end of each month. The questionnaire can be accessed using this link:

## IB Risk Assessment Questionnaire





CRITERIA WEIGHT (%		
1.	CREATION OF COVID-19 RESPONSE PLAN	15%
	Formation of Business Continuity Committee	
	Creation of Response Plan	
	Risk Mapping Done at a Departmental Level for Head Office	
	Risk Mapping Done at a Departmental Level for Factory: All excl. Production	
	Risk Mapping Done at a Departmental Level for Factory: Fabric Production	
	Risk Mapping Done at a Departmental Level for Factory: Garments Production	
	Risk Mapping Done at a Departmental Level for Sample Department	
2.	RISK MITIGATION APPROACH: ADMINISTRATIVE CONTROLS	20%
	Staff Awareness Training Completed: Staff	
	Staff Awareness Training Completed: Workers	
	Availability of Paid Leave Policy	
	Availability of Work-From-Home Policy	
	Availability of Sanitation Equipment	
	SOP Adherence: Capacity Planning & Management	
	SOP Adherence: Administrative Management	
	SOP Adherence: Storage Management	
	Adherence to PPE Recommendation by Staff Category	
3.	RISK MITIGATION APPROACH: ENGINEERING CONTROLS	30%
	Ventilation and Air Supply	
	Environmental Hygiene	
	Premise Layout Changes	
4.	RISK MITIGATION APPROACH: MEDICAL PREPAREDNESS	35%
	Medical Facility Preparedness	
	Private Telemedicine Helpline Availability	
	On-Premise Isolation Ward	
	Medical SOP Adherence	
	Health Insurance for Employees?	
LEVE	L OF PREPAREDNESS	SCORE
	HIGH	> 75
	MODERATELY HIGH	60 – 75
	MODERATE	45 – 60
	MODERATELY LOW	30 - 45
	LOW	< 30

5.	RISK CONTAINMENT: COVID-19 PREVENTION STATUS	100%
	No. of Symptomatic Cases	
	No. of Infected Cases	
	No. of Re-Activated Cases	
	Risk Prevention Results	
EFFE	CTIVENESS OF CONTAINMENT	INDEX SCORE
	HIGH	> 75
	MODERATELY HIGH	60 – 75
	MODERATE	45 – 60
	MODERATELY LOW	30 - 45
		< 30
	LOW	- 50

Finally, regardless of how effectively your organization is managing the risk of community transmission, it is important to remember that the coronavirus will be an on-going risk for at least the next 24 months. Therefore, it is very important to maintain proper medical records of your employees to inform your own decision-making. To help you to achieve this, we have shared the IB-Health Risk Monitoring Template so you may use it for your daily use.

# 4. APPENDIX

# 4.1 RECOMMENDED CLEANING SUPPLIES<sup>8</sup>

Improving environmental cleanliness standards is one of the most effective preventive control measures that an organization can take in trying to contain the transmission of SARS-CoV-2. While some of the products may not be available in Bangladesh, it is important to note that the same active ingredients are available in alternative household and industrial cleaning products in Bangladesh. They will simply have a different brand name. Hence, the active ingredients have been provided to allow organizations to source the effective products in line with their own financial budgets.

For general precautionary cleaning, detergent and water are adequate. For disinfection of areas that are very likely to be contaminated with the SARS-CoV-2 virus (e.g. toilets), general household cleaning products that contain the adequate concentrations of active ingredients (A.I.s) can be used. It should be noted that **the WHO does NOT recommend spraying** these solutions to disinfect any surfaces (<u>WHO Interim Guidance</u>).

The suitable active ingredients and their effective concentrations are listed in Table 1. Table 1 provides guidance on the effective contact time (which is different among the various A.I.s) required by the A.I.s to act on a surface to be effective against coronaviruses. In addition to the use of cleaning agents, other treatments effective against coronavirus include steam and heat treatment. As the SARS-CoV-2 virus is new, no study has been published on the virus. This assessment is thus based on published scientific studies on coronaviruses, a group to which the SARS-CoV-2 virus belongs.

Important points to note when using disinfectants:

- Check the labels and use according to instructions and be aware of the potential hazard of each product.
- Avoid contact with eye and skin when handling cleaning products and keep them away from children.
- Do not mix different cleaning products and use in a well-ventilated area.
- □ For disinfection of highly contaminated surfaces or material, avoid the use of spray, and allow appropriate time needed for disinfection.

## TABLE 1: LIST OF ACTIVIE INGREDIENTS EFFECTIVE IN DISNFECTING SARS-COV-2.

S/N	ACTIVE INGREDIENT	CONCENTRATION RANGE	CONTACT TIME (MINS)
1	Accelerated hydrogen peroxide	0.50%	1
2	Benzalkonium chloride	0.05%	10
3	Chloroxylenol	0.12%	10
4	Ethyl alcohol	70%	10
5	lodine in iodophor	50 ppm	10
6	Isopropanol	50%	10
7	Povidone-iodine	1%	1
8	Sodium hypochlorite	0.05% to 0.5%	5
9	Sodium chlorite	0.23%	10

<sup>&</sup>lt;sup>8</sup> Singapore National Environmental Agency (NEA).

## DISCLAIMER

Any posting shown in the listing below does not constitute or imply any affiliation, relationship, or sponsorship by Industry Bangladesh of the products in the listing. Every product needs to be used in the right way and according to specification. Industry Bangladesh will NOT be responsible for any loss or damage arising from or incidental to any use of products in the listing.

S/N	PRODUCT NAME	ACTIVE INGREDIENT	CONTACT TIME (MINS)	PRECAUTION®
I. G	ENERAL CLEANING PRODUCTS			
1	AERIS ACTIVE	Benzalkonium chloride (2.0%)	10	
2	BIN BUDDY SPRAY CITRUS	Benzalkonium chloride (0.12%)	10	
3	CALFARME FOAMCARE SPRAY & WIPE ALL PURPOSE SURFACE SANITIZER	Benzalkonium chloride (0.1%)	10	
4	CIF POWER & SHINE MULTIPURPOSE ANTI-BAC SPRAY 700ML	Benzalkonium chloride (0.75%)	10	
5	CIF PROFESSIONAL ALL PURPOSE CLEANER	Benzalkonium chloride (0.75%)	10	
6	CIF PROFESSIONAL DISINFECTANT FLOOR CLEANER 5L	Benzalkonium chloride (1.2- 1.4%)	10	С
7	CLOROX DISINFECTANT WIPES	Benzalkonium chloride (0.184%)	10	
8	CLOROX SCENTIVA DISINFECTING MULTI- SURFACE CLEANER (VARIOUS SCENTS)	Benzalkonium chloride (0.3%)	10	
9	DETTOL ANTI-BACTERIAL SURFACE CLEANSER SPRAY	Benzalkonium chloride (0.07%)	10	
10	E-BIO DISINFECTANT CONCENTRATE	Benzalkonium chloride (1%)	10	С
11	FAIRPRICE ANTI-BACTERIAL WET WIPES	Benzalkonium chloride (0.1%)	10	
12	2XL FORCE WIPES	Benzalkonium chloride (0.1212%)	10	
13	2XL FORCE WIPES 2	Benzalkonium chloride (0.1778%)	10	
14	GK GERM KILLER GK AIR	Benzalkonium chloride (0.2%)	10	
15	GK GERM KILLER GK SURFACE	Benzalkonium chloride (0.5%)	10	
16	GK GERM KILLER GK CONCENTRATE (CITRONELLA/FLORAL)	Benzalkonium chloride (5%)	10	С
17	INTENSE RESCUE MULTIPURPOSE DISINFECTANT SPRAY BY ORGANICA	Benzalkonium chloride (0.05%)	10	
18	MAGICLEAN FLOOR CLEANER (VARIOUS SCENT)	Benzalkonium chloride (0.7%)	10	С

<sup>&</sup>lt;sup>9</sup> A = Corrosive to metals, wipe away residues with wet cloth after 10 minutes

B = Flammable at high concentration. Keep away from heat / sparks / open flames / hot surfaces

**C** = Not all recommended dilutions stated on the label meet the concentration requirement indicated in Table 1; adjustment in dilution ratio may be required.

S/N	PRODUCT NAME	ACTIVE INGREDIENT	CONTACT TIME (MINS)	PRECAUTION <sup>®</sup>
19	MAGICLEAN WIPER WET SHEETS	Benzalkonium chloride (0.05%)	10	
20	MAX CLEAN MULTIPRPOSE CLEANER-AQUA LILY	Benzalkonium chloride (0.2)	10	
21	MITU WETTIES FAMILY WET WIPES (VARIOUS SCENTS)	Benzalkonium chloride (0.05%)	10	
22	MR MUSCLE MULTI-PURPOSE CLEANER (VARIOUS SCENTS)	Benzalkonium chloride (0.1- 0.5%)	10	С
23	PURE ANTIMICROBIAL CONCENTRATE	Benzalkonium chloride (0.12)	10	A,C
24	PURSUE DISINFECTANT CLEANER ONE STEP	Benzalkonium chloride (1.5%)	10	С
25	SIMPLE GREEN CLEAN FINISH DISINFECTANT CLEANER	Benzalkonium chloride (0.15%)	10	
26	SPRAY NINE HEAVY DUTY CLEANER / DEGREASER / DISINFECTANT	Benzalkonium chloride (0.1%)	10	
27	SOFTESS ANTI-BACTERIAL WET WIPES (VARIOUS SCENT)	Benzalkonium chloride (0.08%)	10	
28	SOLUBALL FLOOR AND SURFACE DETERGENT CAPSULES (VARIOUS SCENTS)	Benzalkonium chloride (1.5)	10	С
29	STELLA HOME FABRIC SPRAY	Benzalkonium chloride (0.05%) Ethanol (25%)	10	В
30	SUPERSTEAM DOUBLE SAFE	Benzalkonium chloride (0.4%) Ethanol (60%)	10	В
31	SUPERSTEAM DOUBLE SAFE (IPA)	Benzalkonium chloride (0.4%) Isopropyl alcohol (70%)	10	В
32	SUPERSTEAM SANI-PINE	Benzalkonium chloride (3.2%)	10	С
33	SUPERSTEAM SANI SAFE	Benzalkonium chloride (0.4%)	10	
34	SWIPE THE SUPER CONCENTRATE DISINFECTANT FLOOR CLEANER	Benzalkonium chloride (3.2	10	С
35	VIMASOL DISINFECTANT AIR AND SURFACE	Benzalkonium chloride (0.75%)	10	
36	YURI AGANOL FLOOR CLEANER	Benzalkonium chloride (1%)	10	
37	YURI-SOL	Benzalkonium chloride (1.7%)	10	С
38	ZAZACORONA	Benzalkonium chloride (0.05%)	10	
39	DETTOL ANTISEPTIC DISINFECTANT LIQUID	Chloroxylenol (4.8%)	10	С
40	DETTOL ANTISEPTIC GERMICIDE	Chloroxylenol (4.8%)	10	С
41	FAIRPRICE ANTISEPTIC GERMICIDE	Chloroxylenol (4.8%)	10	С
42	WALCH ANTISEPTIC GERMICIDE (VARIOUS SCENTS)	Chloroxylenol (4.5-5.5%)	10	С

S/N	PRODUCT NAME	ACTIVE INGREDIENT	CONTACT TIME (MINS)	PRECAUTION <sup>®</sup>
43	JACKIE DISINFECTANT & AIR-FRESHENER	Ethyl alcohol (>80%)	10	В
44	JACKIE DISINFECTANT SPRAY	Ethyl alcohol (>80%)	10	В
45	LYSOL DISINFECTANT SPRAY (VARIOUS SCENTS)	Ethyl alcohol (60%)	10	В
46	YOUNG LIVING THIEVES SPRAY	Ethyl alcohol (72.6%)	10	В
47	BESTCHEM DISINFECTANT (250 ML, 500 ML)	Isopropyl alcohol (60-70%)	10	В
48	ENVIROCARE BLUE MAX DISINFECTANT	Isopropyl alcohol (75%)	10	В
49	BESTCHEM BLEACH DISINFECTANT	Sodium hypochlorite (3.5-4.5%)	5	A
50	BUDGET BLEACH	Sodium hypochlorite (3.25%)	5	A, C
51	BUSTER SINK & DRAIN ACTIVE FOAM CLEANER	Sodium hypochlorite (1.5%)	5	A
52	CLOROX ALL PURPOSE CLEANER WITH BLEACH	Sodium hypochlorite (2.4%)	5	А
53	CLOROX BLEACH ORIGINAL	Sodium hypochlorite (5.25%)	5	A, C
54	CLOROX CLEAN-UP ALL-PURPOSE CLEANER WITH BLEACH (VARIOUS SCENTS)	Sodium hypochlorite (2.4%)	5	A, C
55	CLOROX CLEAN-UP CLEANER + BLEACH	Sodium hypochlorite (1.84%)	5	А
56	D-BLEACH CHLORINATED BLEACH 4.5%	Sodium hypochlorite (4.5%)	5	А
57	DOMESTOS BLEACH SPRAY	Sodium hypochlorite (0.52%)	5	А
58	DOMESTO PROFESSIONAL THICK BLEACH	Sodium hypochlorite (5.2%)	5	A, C
59	ESSENTIAL WAITROSE THICK BLEACH ORIGINAL	Sodium hypochlorite (2.5-5.0%)	5	A, C
60	FAIRPRICE ANTI-BACTERIAL BLEACH	Sodium hypochlorite (5%)	5	A, C
61	GIANT ALL PURPOSE HOUSEHOLD BLEACH	Sodium hypochlorite (>=5.25%)	5	A, C
62	HOMENIKS BLEACH	Sodium hypochlorite (3.25%)	5	A, C
63	MAX CLEAN MOULD & MILDEW REMOVER	Sodium hypochlorite (1.95%)	5	А
64	MR MUSCLE MOLD & MILDEW	Sodium hypochlorite (1-5%)	5	А
65	YURI BLEACH (VARIOUS SCENTS)	Sodium hypochlorite (5.25%)	5	A, C

## II. BATHROOMS

1	DETTOL HEALTHY CLEAN BATHROOM	Benzalkonium chloride (0.1%)	10	
2	MAGICLEAN DAILY CARE TOILET FOAM SPRAY	Benzalkonium chloride (1%)	10	
3	MAGICLEAN DUAL POWER TOILET CLEANER (VARIOUS SCENT)	Benzalkonium chloride (0.1%)	10	
4	MAX CLEANER BATHROOM CLEANER-MOUNTAIN FRESH	Benzalkonium chloride (0.1%)	10	
5	MR MUSCLE BATHROOM 5 IN 1	Benzalkonium chloride (0.1-0.5%)	10	С
6	SWIPE BATHROOM EX BATHROOM CLEANER	Benzalkonium chloride (0.05- 0.2%)	10	
7	BUSTER BATHROOM PLUGHOLE UNBLOCKER	Sodium hypochlorite (3.2%)	5	А
8	BUSTER DEEP CLEAN FOAMER	Sodium hypochlorite (3.4%)	5	А
9	CLOROX TOILET BOWL CLEANER WITH BLEACH	Sodium hypochlorite (2.4%)	5	А
10	DOMEX PROFESSONAL TOILET & BATHROOM CLEANER	Sodium hypochlorite (3.0%)	5	A, C
11	DOMEX ULTRA THICK BLEACH	Sodium hypochlorite (1-3%)	5	A, C
12	MAGICLEAN BATHROOM STAIN & MOLD REMOVER	Sodium hypochlorite (2.7%)	5	A
13	MAGICLEAN TOILET BLEACH POWER CLEANER	Sodium hypochlorite (3.2%)	5	A, C
14	MR MUSCLE FOAMING BLEACH GEL (VARIOUS SCENTS)	Sodium hypochlorite (1-5%)	5	А
III. K	ITCHEN			
1	DETTOL HEALTHY CLEAN KITCHEN	Benzalkonium chloride (0.1%)	10	
2	MR MUSCLE KITCHEN CLEANER	Benzalkonium chloride (0.1-0.5%)	10	
3	MAX CLEANER KITCHEN CLEANER-PINK GRAPEFRUIT	Benzalkonium chloride (0.2%)	10	
4	MAGICLEAN KITCHEN BLEACH	Sodium hypochlorite (6%)	5	A, C
IV. O	THER			
1	BUSTER PROFESSIONAL PLUGHOLE UNBLOCKER-SHOWER & BATH	Sodium hypochlorite (3.2%)	5	A
2	MAGICLEAN PIPE & SINK CLEANER	Sodium hypochlorite (2.7%)	5	А
3	MAGICLEAN PIPE & SINK DECLOGGER	Sodium hypochlorite (2.9%)	5	А
4	MAX STRENGTH DRAIN UNBLOCKER	Sodium hypochlorite (1.6%)	5	А
5	MR MUSCLE SINK & DRAIN DECLOGGER	Sodium hypochlorite (1-5%)	5	А

# 4.2 HOW LONG SARS-COV-2 SURVIVES ON SURFACES

TAB	TABLE 2: COMMON SURFACES WHICH NEED TO BE FREQUENTLY DISINFECTED TO REDUCE TRANSMISSION OF SARS-COV-2			
S/N	SURFACE	EXAMPLES	EST. LIFETIME	
1	REFRIGERATOR (INTERIOR)	Glass or plastic shelf, fiber glass tray, plastic shelf, and metal or plastic shelf railings	Up to 28 days	
2	METAL	Doorknobs, jewelry, silverware	5 days	
3	GLASS	Drinking glasses, measuring cups, mirrors, windows	5 days	
4	CERAMICS	Dishes, pottery, mugs	5 days	
5	PAPER	Newspaper, books, posters, etc.	5 days	
6	WOOD	Furniture, decking	4 days	
7	PLASTICS	Milk containers, detergent bottles, public transportation seats, backpacks, and elevator buttons	2 to 3 days	
8	STAINLESS STEEL	Refrigerators, pots and pans, sinks, and water bottles	2 to 3 days	
9	CARDBOARD	Shipping Boxes	24 hours	
10	COPPER	Pennies, Tea Kettles, Cookware	4 hours	
11	ALUMINUM	Soda cans, tinfoil, watter bottles	2 to 8 hours	

# 4.3 PRACTICAL MEASURES FOR RISK MITIGATION IN BUILDING VENTILATION SYSTEMS<sup>10</sup>

- □ Secure ventilation of spaces with outdoor air
- Switch ventilation to nominal speed at least 2 hours before the building usage time and switch to lower speed 2 hours after the building usage time
- □ At nights and weekends, do not switch ventilation off, but keep systems running at lower speed
- **D** Ensure regular airing with windows (even in mechanically ventilated buildings)
- □ Keep toilet ventilation 24/7 in operation
- □ Avoid open windows in toilets to assure the right direction of ventilation
- □ Instruct building occupants to flush toilets with closed lid
- Switch air handling units with recirculation to 100% outdoor air
- □ Inspect heat recovery equipment to be sure that leakages are under control
- □ Switch fan coils either off or operate so that fans are continuously on
- Do not change heating, cooling, and possible humidification setpoints
- Do not plan duct cleaning for this period
- **D** Replace central outdoor air and extract air filters as usually, according to maintenance schedule
- Regular filter replacement and maintenance works shall be performed with common protective measures including respiratory problems

<sup>&</sup>lt;sup>10</sup> REHVA, Federation of European Heating, Ventilation and Air Conditioning Associations

# 4.4 EMPLOYEE CONTACT TRACING TEMPLATE

If a confirmed case is identified in the factory, the medical unit will provide advice to the following contacts:

- □ Any worker who has been in close face-to-face or touching contact
- Anyone who has spent any length of time with the worker while he or she was symptomatic
- □ Anyone who has cleaned up any bodily fluids of a confirmed case
- □ Any close friends or work colleagues
- Any worker living in the same household of a confirmed case

Contacts are not considered cases and if they are feeling well, they are very unlikely to have spread the infection to others:

- Those who have had close contact will be asked to self-quarantine at home for 14 days from the last time they had contact with the confirmed case. Designated public health services officials in the local area will likely follow up with the person in quarantine to see how his health is progressing
- □ If they develop new symptoms, or their existing symptoms worsen within the 14-day quarantine period, they should call the designated public health services officials for re-assessment
- □ If they are unwell at any time within their 14-day quarantine period and they test positive for COVID-19 they will become a confirmed case and will be treated for the infection. If testing is not available, but the symptoms are consistent with COVID-19, they may nonetheless be considered as a confirmed case
- □ Staff who have not had close contact with the original confirmed case do not need to take any precautions other than monitoring their health for symptoms and can continue to attend work.

A confirmed case of COVID-19 in the workplace will cause anxiety among co-workers and some may become stressed. Clear communication is important, directing workers to reliable sources of information about COVID-19. Managers should be supportive and understanding and as far as possible flexible on work arrangements.

To facilitate you with contact tracing, please find attached a <u>contact tracing template</u> for your records.

# 4.5 COMMUNITY PREVENTION GUIDELINES FOR WORKERS TO PRACTICE AT HOME

As the RMG operators and support staff usually live in shared accommodation facilities, the RMG organizations are recommended to raise COVID-19 transmission awareness so that the employees can take preventive measures to protect themselves and their family members from being exposed.

Any employee living in crowded spaces or shared accommodation should take the following measures to minimize their risk of infection:

- 1. Leave shoes outside the accommodation facility. Use separate shoes inside their homes.
- 2. Keep the face masks on until she takes a shower
- 3. Wash hands and feet using soapy water, soap, or liquid soap
- 4. Keep wallets, phones, name tags or ID cards, eyeglasses, and keys in a separate space. Disinfect them with a piece of cloth soaked in detergent solutions. Afterwards, clean them with a piece of cloth soaked in clean water.
- 5. When buying groceries on the way home, clean the grocery items using warm water
- 6. Keeping the face masks on, place the used clothes in a bag or basket or soak the used clothes in a detergent solution and wash them
- 7. If the face masks are made of clothes, wash them every day prior to reusing them. If wearing surgical masks, wear a new mask every day.
- 8. Take a shower to clean yourself at least once a day
- 9. Only leave your house for essential reasons. If you need to go out, remember to use face masks.
- 10. Follow instruction 1-8 every time you go out and enter your home
- 11. Avoid any type of social gathering and maintain social distancing
- 12. Make arrangements for handwashing (soap/liquid soap, hand rub, hand sanitizers), cleaning of household items and floor (detergents or bleaching powder)
- 13. If anybody at your home has COVID-19 symptoms, take precautionary measures before taking care of her/him
- 14. Call the medical personnel of your office if you develop any COVID-19 symptoms

# 4.6 GLOSSARY OF TERMS

TERM	DEFINITION
Disease	An abnormal condition affecting a living organism. Diseases are generally understood to be medical conditions that involve specific symptoms and signs.
Virus	An infectious agent that can replicate only within a host organism.
COVID-19	An acute respiratory illness caused by the novel coronavirus. The acronym stands for coronavirus disease 2019.
SARS-CoV-2	The virus, which causes the disease known as COVID-19. The acronym stands for severe acute respiratory syndrome coronavirus 2.
QUARANTINE	When a person (either on their own or based on state or medical advice) is separated from the community to determine whether the individual becomes sick with COVID-19. During quarantine, it is very important to restrict movement outside the quarantine area to only essential activities (e.g. food or medical supplies shopping). This is done for both the quarantined individual's and the community's benefit.
ISOLATION	Separates sick people who have tested positive for COVID-19 from people who are not sick.
OSH	Occupational Safety & Health (also referred to as Health & Safety)
GOB	Government of Bangladesh
who	World Health Organization
MOHFP	Ministry of Health & Family Planning
всс	Business Continuity Committee Team
BCR	Business Continuity Response Team
BCE	Business Continuity Enforcement Team\
SOP	Standard Operating Procedures
НСР	Health Care Professional
НСЖ	Health Care Worker

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# **INDUSTRY** BANGLADESH

## VALIDITY

This document was initially prepared based on evidence available to date with regards to the SARS-CoV-2 virus and the COVID-19 disease as of May 2020. This is a working paper and will be updated according to significant new developments in research on the novel coronavirus.

#### DISCLAIMER

This document is based on the available evidence and the recommendations of reputable organizations such as the World Health Organization, the United States and the European Centres for Disease Control and Prevention, the Singapore Ministry of Health and others, as cited at the time of publishing. The available knowledge about COVID-19 is rapidly changing and such recommendations may change accordingly. Although Industry Bangladesh will strive to keep these guidelines up to date, we recommend consulting the websites of these organizations and any newly available evidence for the most recent updates.

The document was prepared as a working paper by Industry Bangladesh and independently reviewed by two faculty members of BRAC James P Grant School of Public Health (an institute of BRAC University) to certify that the public health and medical information provided in this document meets the global and country standards. It should be noted that this document is not part of a commissioned project by either BRAC James P Grant School of Public Health or BRAC University and the that reviewers worked independently of their affiliation with the School and the University.

Neither Industry Bangladesh, BRAC University, BRAC JPGSH, nor the independent reviewers are liable for any direct, indirect, incidental damages or any other damages that would result from or relate to the use of the information presented in this document.

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This document was written as a sense of civic duty (and completely voluntarily) to help the nation's vulnerable population whose livelihoods have been so adversely affected by the economic impact of the COVID-19 lockdown. It is the authors' intention that employers will be able to use this information to keep their workplaces safe and protect their employees from being further affected.

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