RESUMING OPERATIONS

April 2020
Outlook

- **U.S. Best-case scenario:** If social distancing continues to reduce the rate of infection, cases will peak in mid-May.

- **U.S. Worst-case scenario:** If the rate stays the same, the peak won't happen until mid-June.

- Trump Administration’s emerging guidelines for reopening:
  
  - **Phase one:** Restaurants, movie theaters, sporting venues, places of worship and gyms can reopen if they observe strict social distancing. Elective surgeries can resume when appropriate on an outpatient basis.
  
  - **Phase two:** Schools and organized youth activities like camps can reopen. Nonessential travel can resume, and people can start circulating in parks, outdoor recreational areas and shopping centers, while avoiding gatherings of more than 50 individuals unless unspecified precautionary measures are taken. Restaurants, movie theaters and other large venues can operate under moderate social distancing rules.
  
  - **Phase three:** Vulnerable individuals can resume public interactions but practice social distancing. Employers can resume unrestricted staffing of workplaces. Large public venues can operate under limited social distancing rules. Visits to senior care facilities and hospitals can resume.
People’s expectations of normal have changed and our journey “back” will come with challenges that require smart planning, precise communications and adaptability.

Three Phases of Change

- **ACUTE OUTBREAK**
  - Bracing for impact
  - Operating under threat

- **RECOVERY**
  - Restarting operations
  - Planning for full-speed

- **NEW NORMAL**
  - Rethinking business models, in light of recent commitments
The Journey Back to Work

The Journey Back to Work does not start at the workplace. It starts at home – and as people move through their day, companies and employers need to take every step of this journey into consideration before “opening” for business again.

**HOME**
- Does your employee feel safe to leave home?
- Does my employee have childcare/caregiving covered?
- Do they have someone at home who is vulnerable to getting infected?
- Has their financial situation changed?

**TRANSPORTATION**
- Do they need to get on public transportation? Are they comfortable doing so?
- Are their commuting costs going to increase?

**RETAIL**
- Do I need to limit the number of customers at my stores?
- Do I need to build protection for registers?
- How do we do contactless payment?

**OFFICE**
- Do people feel comfortable sitting next to each other? Sharing elevators?
- How are common areas managed?
- Kitchens? Bathrooms?
- Do we allow flexible schedules where people can work from home?
- Do we need new signage to remind people of new policies?

**MANUFACTURING**
- Does their need to be more distancing between employees?
- Is my product at risk at getting contaminated?

**DISTRIBUTION**
- Does their need to be more distancing between employees?
- Is my product at risk at getting contaminated?

**Can I enforce testing (temperature check) on all employees?**
- Do I need to provide my employees with PPE?
Recovery Phase: Helping Employees on Their Journey Back to Work

**ASSESS & PREPARE**
1. Assess employee expectations for a safe return to work and implement necessary physical changes
2. Prepare for different scenarios for return to work

**DEVELOP & COMMUNICATE**
3. Develop policies and procedures and implement physical changes for safe return to work
4. Communicate clearly and constantly on new policies and procedures

**REASSESS**
5. Accept and encourage feedback on policies & procedures
6. Keep employees updated of ongoing improvements and any new developments
Sample: enclosed below are some of the arrangements that the teams need to make across all offices and manufacturing sites before commencing operations:

### Checklist

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify POCs in key departments- identify officials from health and police departments and CM’s office to stay informed about the situation on ground and plan well in advance</td>
<td>✔</td>
</tr>
<tr>
<td>Update the SOS contact lists for all employees returning</td>
<td>✔</td>
</tr>
<tr>
<td>Form a small task force at each location, if not already in place, to oversee the situation while keeping everyone involved</td>
<td>✔</td>
</tr>
<tr>
<td>Arrange for protective gear for all the employees – Masks, gloves, hand sanitizers, handwash provisions etc.</td>
<td>✔</td>
</tr>
<tr>
<td>Provide Infrared Thermometers at all entry points – office receptions and factory entrances</td>
<td>✔</td>
</tr>
<tr>
<td>Regular sanitization of the facility and common areas and facilities</td>
<td>✔</td>
</tr>
<tr>
<td>Relook at EHS rules being followed across locations – introduce new measures to keep a check on the spread of the virus like removal of biometric sign ins, disinfect entry gates or sprays etc.</td>
<td>✔</td>
</tr>
<tr>
<td>Evaluate the intimation process to be followed to contact all workers about operations resuming and relook at quality checks in view of the current situation</td>
<td>✔</td>
</tr>
<tr>
<td>Schedule mandatory training sessions to educate the workforce and all those visiting the premises, on symptoms of COVID 19, preventive measures, social distancing procedures in common areas, bathrooms, parking lots, etc.</td>
<td>✔</td>
</tr>
<tr>
<td>Create communication collaterals like script and FAQs for all roles engaging with external stakeholders like sales, marketing, customer service, etc.</td>
<td>✔</td>
</tr>
<tr>
<td>Create a site safety assessment tool to assess re-entry and anticipate second wave of COVID-19</td>
<td>✔</td>
</tr>
</tbody>
</table>
Step 2: Create a COVID-19 Employee Dashboard

Track and monitor employee's health globally to anticipate a second wave of COVID-19

# of Reported Cases - As of Apr 9, 2020

- Includes 29 contractors
- Positive tests this week [insert cite location]
<table>
<thead>
<tr>
<th>Safe Code</th>
<th>Safe Code Definition</th>
<th>Office Reopening Guidance</th>
</tr>
</thead>
</table>
| **Code 5** | Rate of Infection: Accelerating  
- Broad stay at home orders  
- Social distancing requirements in place  
- Normal activities cancelled or postponed (school, sports, etc.)  
- PPE and additional safety protocols required for all activities  
- COVID-19 testing not available or very limited  
- COVID-19 widespread ongoing transmission (CDC Level -3) | Offices completely shutdown  
- Only work from home activities being performed  
- No one in the office until further notice, with exception of building maintenance (requires approval)  
- Deep cleaning and sanitization practices  
- Strict health & safety protocols in place  
- Extensive travel/visitor restrictions in place – no travel OR business critical only |
| **Code 4** | Rate of Infection: Peaking or decelerating slope for less than 2 weeks  
- Broad stay at home orders  
- Social distancing requirements in place  
- Normal activities cancelled or postponed (school, camps, sports, etc.)  
- PPE and additional safety protocols required for all activities  
- COVID-19 tests available but very limited  
- COVID-19 widespread ongoing transmission (CDC Level -3) | Offices open ONLY to business-critical personnel  
- Use office only for business-critical tasks that are required and can’t be performed at home  
- Very limited number of employees in the office (requires ELT approval)  
- Enhanced cleaning and sanitization practices  
- Strict health & safety protocols in place  
- Extensive travel/visitor restrictions in place – not travel OR business critical only  
- Offices fully set up to drive adherence to social distancing guidelines (at least 2m or 6ft) and no F2F meetings |
| **Code 3** | Rate of Infection: Decelerating slope for more than 2 weeks or low risk of resurgence  
- Limited stay at home orders  
- Social distancing requirements in place  
- Normal activities starting to resume (school, camps, sports, etc.) with crowd size limitations  
- PPE recommended for most activities and additional safety protocols in place  
- COVID-19 tests available but not broadly  
- COVID-19 ongoing community transmission (CDC Level -2) | Offices open with strong encouragement to work from home  
- Use office only for business activities with flexibility to work from home  
- Expectation that 50-75% of employees continue to work from home  
- Enhanced cleaning and sanitization in place  
- Strict health & safety protocols in place  
- Some travel/visitor restrictions in place – require Team Leader and VP approval  
- Reduced hours of operation in the office, to support split shifts and additional cleaning/sanitization  
- Offices fully set up to drive adherence to social distancing guidelines and no F2F meetings  
- Changes to facilities services and some not available (Cafeteria, Health Center, Mail, etc.) |
| **Code 2** | Rate of Infection: Decelerating slope for more than 1 month  
- No stay at home orders  
- Limited social distancing requirements  
- Normal activities in place (school, camps, sports, etc.)  
- PPE optional for most activities and revised safety protocols in place  
- COVID-19 tests widely available  
- COVID-19 limited community transmission (CDC Level -1) | Offices open with less encouragement to work from home  
- Use office for most business activities with flexibility to work from home  
- Expectation that 10-25% of employees continue to work from home  
- Enhanced cleaning and sanitization in place  
- Less strict health & safety protocols in place  
- Some travel/visitor restrictions in place – require Team Leader approval  
- Normal hours of operation with teams alternating times in the office if needed  
- Offices set up to drive adherence to social distancing guidelines in common areas (at least 2m or 6ft) – max 10 in F2F meeting  
- Cafeteria, Health Center, Mail and other facilities services open with some changes |
Step 4: Chalk out a detailed plan to initiate work

Draw out the plans to resume operations – some pointers to consider

- Can all employees report to work, or will there be select few departments resuming work?
- How are we extending WFH?
  
  Consider factors that go into getting back to work (e.g., public transportation, childcare, medical conditions, high-risk individuals, family concerns). Until when is the extension, start of school year in Sept?
- Do you need to re-evaluate the work hours or organize shifts on a rotation bases etc?
- Which are the critical production lines that will need to resume? In which states? How many assembly lines and shifts?
- How many workers will come in while factoring in the guidelines pertaining to social distancing etc.?
- What are the special provisions that can be made to safeguard the health of the employees and support staff at the site?
- What are the health screening processes put in place?
  - Will there be nurses on staff administering the health screens? If not, will there be screening training for staff?
- Is there a need to make special arrangements to help employees manage food services within the premise?
- Should there be floor monitors to ensure guidelines are being meet?
- Is there a need to organize demonstrations and conduct drills for all the workers about entry and exit temperature checks, using the disinfectant entry gates or sprays, practicing social distancing and mask use?

Leadership team to conduct a townhall to share the plan with all the employees and address all queries in a transparent manner

Send out communication to partners/vendors informing them that operations are starting at the office and the factory site.

Take stock of critical services that the need to be arranged for smooth operations.
**RED ALERT – SCENARIO PLANNING**

**EMPLOYEES**

- An employee who has resumed work tests positive – leading to panic amongst co-workers about being exposed to the infection
- **Addressing rumors** – factoring in the uncertainty of the situation, there are constant issues of false information creating panic which need to be addressed (spread of infection, inadequate safety measures, processes being followed, new directives etc.)
- Company’s decision to downsize – important to stay empathetic while communicating about tough decisions.
- Salary cuts/lay-offs/mandatory unpaid holidays etc.

**CUSTOMERS**

- Fake news about quality of products being compromised at manufacturing sites - products/goods acting as carriers of the virus
- Customer tests positive after interacting with a company employee/partner
- Customer complaints about shortages

**NORMATIVE**

- Oversight in seeking necessary approvals
- Failure to map all relevant authorities and keeping them informed about the company plans
- Lapse in adhering to guidelines and notifying necessary stakeholders
- Inadequate support from the authorities – health department, change in directives without prior intimation to companies

**PARTNERS**

- Partners caught defying health and safety guidelines
- Partners testing positive post engaging with the company
- Non-cooperation or unfair demands from partners causing disruption of services
- Lack of availability of labor at factories/transportation/warehousing
Take into consideration cultural differences from around the world

<table>
<thead>
<tr>
<th>U.S.</th>
<th>APAC</th>
<th>Europe</th>
<th>LATAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organize demonstrations for employees on how to navigate entry and exit temperature checks, using the disinfectant entry gates or sprays, practicing social distancing and mask use <em>(all countries)</em></td>
<td>• Handwashing education is necessary <em>(see appendix)</em></td>
<td>• Education on mask guidelines is necessary</td>
<td>• Education on mask guidelines is necessary</td>
</tr>
<tr>
<td></td>
<td>• Precautions for mass transit travel, offer ridesharing perks</td>
<td>• Precautions for mass transit travel, offer ridesharing perks</td>
<td>• Communicate via WhatsApp</td>
</tr>
<tr>
<td></td>
<td>• Health certificates are issued to employees by government for re-entry <em>(China)</em></td>
<td></td>
<td>• Communicate via WhatsApp</td>
</tr>
<tr>
<td></td>
<td>• Mandatory health surveys before re-entry <em>(India)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Communicate via WeChat and TikTok</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Step 5: Reinforce the basics

It's important to create awareness communication across all areas in the campus/site. This will be done through posters/running videos/notices

- Restrict and stop gathering in groups and restrict unnecessary meetings and movements
- Always maintain distance with people by 6 feet
- Sneeze into your elbow
- Dispose napkins / masks in designated dustbins which will be kept across the campus
- Avoid hugging, kissing, handshake while greeting. Adopt the *namaste*
- Avoid touching eyes, nose and mouth
- Always wash your hands with Soap and water. Do not share plates / coffee and any beverages with your friends and colleagues
- Every employee will wear a mask (which will be provided) no employee can be without a mask except during lunch hours
- Avoid touching surfaces including walls, railings, doors, gates etc. Avoid crowding in elevators

**ALL RECEPTION / COMMON AREAS**

**ALL OFFICE AREAS AND MEETING ROOMS**

**SHOP FLOOR**

**LUNCH AREAS AND RESTROOMS**

**TRANSPORTATION**
COMMUNICATE
### Who are we communicating to?

Start with mapping the key audiences and their apprehensions so that they can be addressed in a timely and transparent manner: (sample)

<table>
<thead>
<tr>
<th>Employees – Office staff, workers at the manufacturing sites, support staff at all locations</th>
<th>Customers / Consumers – End consumer of the service or product offered by the company</th>
<th>Channel Partners – Suppliers, distribution partners, third party vendors for the company</th>
<th>Regulators – state and local government, health department</th>
<th>Media actively reporting on developments on the ground / Analysts / Associations</th>
</tr>
</thead>
</table>
| **Apprehensions**  
- Is it safe to resume work?  
- Am I insured if infected? My family?  
- What measures will be taken to ensure my safety?  
- Will there be layoffs/salary cuts / re-deployment  
- Will the company survive this phase? | **Apprehensions**  
- Is it safe to interact with the company / its employees in the given situation? / Am I infection prone while engaging with them?  
- Is the product / service safe for use? Quality and Efficacy of delivery?  
- How is the company protecting its own people? | **Apprehensions**  
- Is it safe to engage with the company? / Is the company creating a safe environment for us to do business?  
- Will the company cover our losses?  
- Will the company provide adequate cover to labor? | **Apprehensions**  
- Is the company adhering to the directives?  
- Are the operations causing threat to anyone’s health and safety?  
- Has the company contributed effectively towards the community? | **Interest:**  
- Business Impact and Continuity  
- Supply chain efficacy  
- Collaboration vis a vis community / humanity  
- Growth rate vis a vis category – State / Globally |
Key messages

Sample messaging must evolve around three critical pivots above all else:

1. **Prioritizes health and safety of all**
   - Reassure all stakeholders about company’s commitment towards ensuring their health and safety – share stakeholder wise initiatives if any
   - Highlight measures being undertaken by the company to protect all stakeholders – regular health monitoring mechanisms, partnerships with healthcare providers to support on ground, availability of safety kits (masks, sanitizers, gloves, PPEs etc)
   - Ensure the facility or manufacturing site is regularly sanitized/ fumigated/social distancing enabled
   - Adherence to guidelines issues by the regulatory bodies

2. **Evoke a sense of pride**
   - Need for everyone to do their best to serve the community and its people in this hour of crisis – reiterate examples of employee volunteers in their local communities
   - Highlight the role played by employees – HR / IT / Admin / Front line sales staff / staff at factory / supply chain in business continuity and ability to resume operations to stabilize the economy
   - Showcase company’s contribution in form of community relief initiatives being undertaken by the company

3. **Reassure all about the company’s health**
   - Reiterate company’s commitment towards serving all its key stakeholders – prioritize key actions taken / augmented
   - Showcase organization’s capability to cope with the environment
   - Share vision for post COVID staggered growth phase

Communicate with stakeholders vis a vis: CEO video soundbytes / Virtual Meets / Newsletters / Media info notes etc.
## Sample Communications Plan

*See "Reopening Communications Plan and Cadence" document for additional details.*

<table>
<thead>
<tr>
<th>Days Out</th>
<th>Activities</th>
</tr>
</thead>
</table>
| 6 Days Out | - Email to executives, plant managers and division heads  
- Convey staggered re-entry stages |
| 5 Days Out | - Email to affected employees, accompanied with aMark Costa welcome back video  
- Replicate content on MyEastman with FAQ |
| 3 Days Out | - Tips and Tricks email to managers/ business unit leaders/operations staff  
- Email customers, suppliers and contractors about reentry |
| 2 Days Out | - Walk-through of office by facilities, etc. |
| 1 Day Out | - Update email to affected employees |
| Reopening Day | - Hosts townhall (w/virtual option) with Mark Costa site location  
- Have welcome kits developed (hand sanitizer, gloves, masks, etc.)  
- Post signage on hygiene protocols, any changes in process/policy/operations  
- Send press release about facility reopening  
- Share welcome back video on social and with employees |
Day 1: **Office Premises Entry**

- Visitors/employees maintaining distance of six feet
- All visitors and employees to be Thermal Inspected before entering the campus
- Mask to be provided to all visitors
- Do not encourage visitors without appointment (beyond the gate)
- At waiting area, everyone to be seated with a gap of six feet
Appendix