Reopening workplaces: A collection of workforce-protection interventions

May 18, 2020

This document is intended to provide general insight and best practices rather than specific, customized client advice. Further, this document does not constitute legal advice. Employers should engage their own legal counsel to ensure all adopted recommendations are compliant with applicable laws in their jurisdictions, particularly with respect to collection and use of employee health data.
COVID-19 is, first and foremost, a global humanitarian challenge.

Thousands of health professionals are heroically battling the virus, putting their own lives at risk. Governments and industry are working together to understand and address the challenge, support victims and their families and communities, and search for treatments and a vaccine.

This document is meant to help senior leaders understand the COVID-19 situation and how it may unfold, and take steps to protect their employees and customers.

Read more on McKinsey.com ➔
Context & how to use this document

This document reflects a database of interventions that have been used in companies around the globe across manufacturing, retail, office, and field environments.

This document is meant to illuminate the measures different organizations are taking to ensure protection across the workforce journey.

This document does not represent vetted McKinsey recommendation or guidance on best practices.

Organizations should consider all local regulations and country-specific circumstances before implementing specific interventions.
This document compiles ~70 interventions for protecting workforces as workplaces reopen.

~70 interventions used worldwide, across

8 levers of protection,

5 phases of the workforce journey, and

4 environments (office, retail, field, manufacturing)
Understanding protection across workforce journey
Workforce-protection interventions across manufacturing, office, retail, and field environments

Hierarchy of hazard controls

1. CDC Hierarchy of Controls; OSHA Hazard Prevention and Control

Substitution
Elimination
Engineering controls
Administrative controls
PPE

Pre-entry
Travel to work
At work
Common spaces
Post-infection

Policy and education
Workforce communication
Public, employer-sponsored, and individual transport
Entrance controls
Manufacturing environment
Office environment
Retail environment
Field environment
Meeting rooms
Break rooms
Hallways
Restrooms
Other
Isolation
Tracing & isolation
Facility response
Insurance
Liability

Test and isolate
Upgrade equipment
Clean & disinfect
Separate in space & time
Drive safe behavior norms
Increase awareness
Insure and respond
Use protective equipment

Least effective
Most effective

McKinsey & Company
**Intervention tracker across the workforce journey**

<table>
<thead>
<tr>
<th>Pre-entry</th>
<th>Travel to work</th>
<th>At work</th>
<th>Common spaces</th>
<th>Post-infection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test &amp; isolate</td>
<td>Upgrade equipment</td>
<td>Clean &amp; disinfect</td>
<td>Separate in space &amp; time</td>
<td>Drive safe behavior norms</td>
</tr>
<tr>
<td>12</td>
<td>23</td>
<td>48</td>
<td>41</td>
<td>17</td>
</tr>
<tr>
<td>Conduct at-home health surveys</td>
<td>Set up temperature-testing stations at entry</td>
<td>Provide contactless thermometers</td>
<td>Establish &quot;remote-first&quot; practices</td>
<td>Provide mental-health services</td>
</tr>
<tr>
<td>13</td>
<td>24</td>
<td>42</td>
<td>43</td>
<td>18</td>
</tr>
<tr>
<td>Train employees on what to expect</td>
<td>Communicate safety protocols clearly at entry</td>
<td>Reduce operating hours to accommodate additional cleaning</td>
<td>Reduce high-contact services</td>
<td>Increase safety protocol for company travel</td>
</tr>
<tr>
<td>14</td>
<td>25</td>
<td>44</td>
<td>44</td>
<td>19</td>
</tr>
<tr>
<td>Establish two-way communication</td>
<td>Limit on-site capacity</td>
<td>Stagger work shifts among employees</td>
<td>Limit larger gatherings</td>
<td>Stagger sanitation breaks</td>
</tr>
<tr>
<td>15</td>
<td>26</td>
<td>45</td>
<td>45</td>
<td>20</td>
</tr>
<tr>
<td>Require return-to-work trainings</td>
<td>Restrict non-employee entry</td>
<td>Group employees into teams</td>
<td>Implement one-way store aisles</td>
<td>Separate in space &amp; time</td>
</tr>
<tr>
<td>16</td>
<td>27</td>
<td>46</td>
<td>46</td>
<td>21</td>
</tr>
<tr>
<td>Educate employees</td>
<td>Dedicate hours for vulnerable groups</td>
<td>Ensure separation between customers</td>
<td>Ensure separation between customers</td>
<td>Drive safe behavior norms</td>
</tr>
<tr>
<td>17</td>
<td>28</td>
<td>47</td>
<td>47</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increase safety protocol for company travel</td>
</tr>
<tr>
<td>18</td>
<td>29</td>
<td>48</td>
<td>48</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Stagger lunch hours</td>
</tr>
<tr>
<td>19</td>
<td>30</td>
<td>49</td>
<td>49</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Improve air filtration and ventilation</td>
</tr>
<tr>
<td>20</td>
<td>31</td>
<td>50</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Reduce communal resources</td>
</tr>
<tr>
<td>21</td>
<td>32</td>
<td>51</td>
<td>51</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize use of handles</td>
</tr>
<tr>
<td>22</td>
<td>33</td>
<td>52</td>
<td>52</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize communal food service</td>
</tr>
<tr>
<td>23</td>
<td>34</td>
<td>53</td>
<td>53</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Implement curbside pickups</td>
</tr>
<tr>
<td>24</td>
<td>35</td>
<td>54</td>
<td>54</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Encourage deep cleaning</td>
</tr>
<tr>
<td>25</td>
<td>36</td>
<td>55</td>
<td>55</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>26</td>
<td>37</td>
<td>56</td>
<td>56</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>27</td>
<td>38</td>
<td>57</td>
<td>57</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>28</td>
<td>39</td>
<td>58</td>
<td>58</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>29</td>
<td>40</td>
<td>59</td>
<td>59</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>30</td>
<td>41</td>
<td>60</td>
<td>60</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>31</td>
<td>42</td>
<td>61</td>
<td>61</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>32</td>
<td>43</td>
<td>62</td>
<td>62</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>33</td>
<td>44</td>
<td>63</td>
<td>63</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>34</td>
<td>45</td>
<td>64</td>
<td>64</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>35</td>
<td>46</td>
<td>65</td>
<td>65</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>36</td>
<td>47</td>
<td>66</td>
<td>66</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>37</td>
<td>48</td>
<td>67</td>
<td>67</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>38</td>
<td>49</td>
<td>68</td>
<td>68</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>39</td>
<td>50</td>
<td>69</td>
<td>69</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>40</td>
<td>51</td>
<td>70</td>
<td>70</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>41</td>
<td>52</td>
<td>71</td>
<td>71</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>42</td>
<td>53</td>
<td>72</td>
<td>72</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>43</td>
<td>54</td>
<td>73</td>
<td>73</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>44</td>
<td>55</td>
<td>74</td>
<td>74</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>45</td>
<td>56</td>
<td>75</td>
<td>75</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>46</td>
<td>57</td>
<td>76</td>
<td>76</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>47</td>
<td>58</td>
<td>77</td>
<td>77</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>48</td>
<td>59</td>
<td>78</td>
<td>78</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>49</td>
<td>60</td>
<td>79</td>
<td>79</td>
<td>54</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>50</td>
<td>61</td>
<td>80</td>
<td>80</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>51</td>
<td>62</td>
<td>81</td>
<td>81</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>52</td>
<td>63</td>
<td>82</td>
<td>82</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>53</td>
<td>64</td>
<td>83</td>
<td>83</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>54</td>
<td>65</td>
<td>84</td>
<td>84</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>55</td>
<td>66</td>
<td>85</td>
<td>85</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>56</td>
<td>67</td>
<td>86</td>
<td>86</td>
<td>61</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>57</td>
<td>68</td>
<td>87</td>
<td>87</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>58</td>
<td>69</td>
<td>88</td>
<td>88</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>59</td>
<td>70</td>
<td>89</td>
<td>89</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>60</td>
<td>71</td>
<td>90</td>
<td>90</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>61</td>
<td>72</td>
<td>91</td>
<td>91</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minimize contact policies</td>
</tr>
<tr>
<td>62</td>
<td>73</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>63</td>
<td>74</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>64</td>
<td>75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>65</td>
<td>76</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>66</td>
<td>77</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>67</td>
<td>78</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>68</td>
<td>79</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>69</td>
<td>80</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>70</td>
<td>81</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>71</td>
<td>82</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>72</td>
<td>83</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>73</td>
<td>84</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>74</td>
<td>85</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75</td>
<td>86</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>76</td>
<td>87</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>77</td>
<td>88</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>78</td>
<td>89</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>79</td>
<td>90</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>80</td>
<td>91</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

1. The list of safety interventions evolves as we learn more about the virus. Follow CDC, WHO and local health authorities for latest information on the virus, how transmission occurs, and relevant safety guidelines.

---

1. XX

---

McKinsey & Company
Sample journey: Manufacturing environment

Travel to work and pre-entry

Use of masks required during employee commutes

Temperature checks

At work

Modularized spaces, with limited interaction across spaces

High-frequency cleaning of high-touch surfaces and spaces

Clear posters on safety guidance and sickness protocols

Masks and other appropriate PPE required at all times

Improved air filtration/ventilation

Common space use

Separated lunch seating with dividers on dining tables

Use of disposable dishes at cafeterias

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Sample journey: Office environment

Travel to work and pre-entry

- Masks required and provided for employees
- Limited entrance for non-employees

At work

- Reorganized seating (6 feet apart)
- Headcount limited below fire-code limit (e.g., limiting number of entries by shifts)
- Masks required at all times (except when working individually more than 6 feet apart)
- Increased frequency of cleaning of high-touch surfaces

Common space use

- Separated lunch seating
- Increased frequency of cleaning with visibly monitored cleaning schedules

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Sample journey: Retail environment

**Travel to work and pre-entry**

- Staggered entry and work shifts
- Upgraded PPE encouraged, required, and/or provided

**At work**

- Guidance on no-questions-asked sick leave
- Plexiglass shields installed at cash registers

**Common space use**

- Increased cleaning of high-touch surfaces and spaces (e.g., bathrooms)

---

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be reevaluated regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Sample journey: Field environment

Travel to work and pre-entry

- Allow use of personal vehicles to minimize contact
- Contactless temperature checks prior to entry

At work

- Modularized spaces, with limited interaction across spaces
- Discuss safety practices at tailboard meetings
- Masks and other appropriate PPE required at all times
- Clear posters on safety guidance and sickness protocols

Common space use

- Minimize number of people in trailers
- Stagger and distance pick-up of supplies at the yard

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Pre-entry
Completing periodic health-risk categorization through at-home surveys

Where this has been done
- Chinese multinational technology company
- American multinational aerospace and defense manufacturer
- Multinational automotive manufacturer

### Test & isolate

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

**Send out online health self-assessment program** to all employees every Sunday regarding COVID-19 related symptoms
- Those who do not reply would be separately examined at the entrance of company facilities the next day
- Survey helps determine health risk of employees and advises readiness to return to work

**Opt-in program for subsidized connected thermometers** system for early warning

---

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Training employees on what to expect when returning to the workplace

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Increase awareness

Office | Manufacturing | Retail | Field

Description of potential intervention

Use online and remote channels to share guidance with employees on what to expect when returning to the workplace. Include information on the following:

- **Sick leave, compensation, and up-to-date policy** guidance
- **Database on resources and support available** to employees (mental health, childcare, policy guidelines, privacy safeguards)
- **Information on new work practices, infrastructure** and changes to daily schedule and operations
- **Personal wellness** guidance for outside of the workplace

Where this has been done

American multinational automotive manufacturer
American industrial equipment manufacturer

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Establishing two-way communication channels as employees prepare to return

Online town halls, information campaigns, and trainings

Increase awareness

Office | Manufacturing | Retail | Field

Description of potential intervention

**Develop online modules and trainings** to ensure employees have adequately understood all new guidelines and resources

**Conduct virtual town halls** with leadership to address questions in a company-wide forum and ensure clarity of message to workforce

**Proactively survey employees to gather feedback** on measures adopted and to communicate new workplace safety measures

Share **pre-packaged print material** (consistent with displays and posters used in the workplace)

Where this has been done

Chinese multinational technology company

American multinational automotive manufacturer

Multinational banking and financial services company

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Ensuring employees have completed all return-to-work trainings prior to entry

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

App-based training

Increase awareness

Office | Manufacturing | Retail | Field

Description of potential intervention

Allow entrance to worksite only after passing an app-based test provided to workers on prevention measures

Where this has been done

American multinational hospitality company
Taiwanese electronics manufacturer
American multinational automotive manufacturer

COVID-19 prevention - TEST

Symptoms awareness
- Main symptoms
- Self-contingency measures
- Protecting others

Workplace environment
- Company policy
- Work permits
- Live assistance

Personal hygiene
- Shop floor
- Meeting room
- Restroom

Outside workplace
- Tips

Pre-entry | Travel to work | At work | Common areas | Post-infection
Educating employees on safe commute, work, and personal-wellness practices

Increase awareness

Office | Manufacturing | Retail | Field

Description of potential intervention

Train employees on commuter-safety practices such as wearing masks in public, avoiding rush hour, choosing to walk for part of the trip, etc

Require use of PPE on commute to work

Provide employees with sanitation packs to be used for public transport, such as mini sanitizers, quick-access wipes, and gloves

Train employees on best practices for cleaning and disinfecting following use of public transport and prior to entry

Where this has been done

American multinational automotive manufacturers
American multinational electronics retailer

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Support employees’ behavioral health

Drive safe behavior norms

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Provide behavioral health telehealth services, through employee insurance or direct contracts with clinical care telehealth vendors

Expand benefit coverage of EAP programs

Subsidize subscriptions to behavioral health and wellness apps (e.g., mindfulness)

Where this has been done

American multinational energy corporation
American telecommunications company
American financial services company

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Travel to work
Increasing safety protocol for company-sponsored travel

Separate in space & time

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Restrict seating on company-operated shuttles to half capacity

Temperature-check employees prior to boarding the shuttle

Disinfect shuttle vehicle after each trip. Provide disinfecting kits and PPE to shuttle operators/drivers

Where this has been done

American multinational automotive manufacturer
Multinational aerospace and defense manufacturer
European multinational consumer goods company

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int, and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites))
Staggering entry for employees and customers

Separate in space & time

Office | Manufacturing | Retail

Description of potential intervention

Institute a ‘flexible commuting’ policy for all employees to avoid rush hours and stagger entry windows

Adopt virtual waiting areas or online appointment scheduling to reduce congestion at entry

Where this has been done

South Korean electronics conglomerate
American multinational automotive manufacturer
Taiwanese electronics manufacturer

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Increasing controls at entry point (1/2)

Separate in space & time

Office | Manufacturing | Retail | Field

Description of potential intervention

Maintain distance of 6 feet between individuals lining up for entry

Camera-controlled entry to the building after entry criteria is met to prevent congestion

Separate points of entry and exit to minimize and streamline contact between employees

Where this has been done

American multinational technology conglomerate
American banking and financial services company
Taiwanese electronics manufacturer

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Increasing controls at entry point (2/2)

Separate entrance for critical teams

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Separate in space & time

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Dedicate building entrances for specific teams and functions to minimize overlap and exposure for the following:

- All critical personnel
- Personnel working in the control room
- Specific groups of teams

Where this has been done

American multinational technology conglomerate
American multinational automotive manufacturer
Taiwanese electronics manufacturer

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
## Setting up temperature-testing stations at entry

![Temperature cameras to measure temperature at entrance](image)

**Test & isolate**

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

**Description of potential intervention**

- **Conduct temperature checks** of employees
- **Heat-sensing camera** implemented at entrance that tracks temperature of employees
- **QR code scanner** at entry to confirm employees have passed health criteria (e.g., COVID-19 symptoms, not on quarantine list)

**Where this has been done**

- South Korean electronics conglomerates
- American multinational food producer
- American utilities company

---

*Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.*

*Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)*
Communicating safety protocols clearly at entry

Posters of safety protocol, with QR scanner for detailed procedures

Increase awareness

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
</tr>
</thead>
</table>

Description of potential intervention

Hang posters at entry points as part of broader information and learning campaign

Place QR code on the door that launches an illustrated guide to the shop’s safety procedures

Where this has been done

- American multinational automotive manufacturer
- Taiwanese electronics manufacturer
- American multinational hospitality company

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Limiting on-site capacity

Separate in space & time

Office | Manufacturing | Retail | Field

Description of potential intervention

Update, reduce capacities for work spaces—for employees as well as customers

Prohibit entry for non-employees or visitors or else potentially require visitor sign-ins

Restrict entry for specific zones such as production floors

Implement 1-in-1-out measures where feasible

Where this has been done

Grocery stores in the United States and Europe
European multinational aerospace company

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Restricting non-employee entry

Limited entrance for non-employees

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Pre-entry

Travel to work

At work

Common areas

Post-infection

Separate in space & time

Office | Manufacturing | Retail

Description of potential intervention

Prohibit entry for visitors, non-badged contractors, and non-employees except for critical activities

Screen non-badged contractors/vendors with health questionnaire and temperature check before allowing on site for deliveries, repairs, etc.

Consider requiring pre-approval for all non-employee entrants to the office

Where this has been done

South Korean automotive and industrial conglomerate

American consumer electronics retail company

American multinational automotive manufacturer

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Providing disinfectants as well as disinfected bags, carts, and trolleys at entry

Clean shopping carts
Provide hand sanitizer and disinfecting wipes

Clean & disinfect
Office | Manufacturing | Retail

Description of potential intervention

Institute regular cleaning of items shared by customers (e.g., shopping carts, bags, trolleys)

Provide hand sanitizer and disinfecting wipes (for cellphone screens) before entry

Consider requiring employees or customers to leave any non-essential items in a designated storage area prior to entry

Where this has been done
South Korean conglomerate
American multinational hospitality company
American fast-casual restaurant chain
Grocery stores in the United States

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Implementing dedicated hours or spaces for vulnerable populations

Separate in space & time
Retail

Description of potential intervention

Implement dedicated shopping hours for vulnerable groups (elderly, persons with disabilities, and pregnant women) to reduce risk of infection for at-risk persons

Extend opening times to allow flexibility for vulnerable populations and to reduce density of customers in the store at a given time

Have dedicated spaces such as check-out registers for vulnerable groups

Balance extra hours with time allotted for extra cleaning as well

Where this has been done

American multinational technology conglomerate
Grocery stores in the United States

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Encouraging or mandate appropriate PPE\(^1\) gear (1/2)

Use protective equipment

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Forbid anyone who doesn’t wear face masks from entering company buildings

Alternatively, recommend face masks and gloves in all or specifically designated areas of the company

Compensate employees for buying face masks

Provide face masks (and safe working kits) to employees for free and distribute upon entry

Where this has been done

South Korean conglomerates

South Korean multinational automotive manufacturer began preparation of mask production for its own employees

American multinational automotive manufacturer

PPE required or provided at entry

Safe working kits

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

1. Critical PPE (surgical masks, N95, etc) must continue to be reserved for healthcare workers and other medical first responders. Use should be in accordance with local government and health organization guidelines.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Encouraging or mandate appropriate PPE¹ gear (2/2)

Details in Appendix

PPE Usage

<table>
<thead>
<tr>
<th>OSHA Risk Level</th>
<th>Respirators and masks</th>
<th>Gowns</th>
<th>Eye protection</th>
<th>Gloves</th>
</tr>
</thead>
<tbody>
<tr>
<td>High to very high risk</td>
<td><img src="image" alt="Icon" /></td>
<td><img src="image" alt="Icon" /></td>
<td><img src="image" alt="Icon" /></td>
<td><img src="image" alt="Icon" /></td>
</tr>
<tr>
<td>Medium risk</td>
<td><img src="image" alt="Icon" /></td>
<td><img src="image" alt="Icon" /></td>
<td><img src="image" alt="Icon" /></td>
<td><img src="image" alt="Icon" /></td>
</tr>
<tr>
<td>Low risk</td>
<td><img src="image" alt="Icon" /></td>
<td><img src="image" alt="Icon" /></td>
<td><img src="image" alt="Icon" /></td>
<td><img src="image" alt="Icon" /></td>
</tr>
</tbody>
</table>

Use protective equipment

Office | Manufacturing | Retail | Field

Description of potential intervention

Encourage or mandate PPE usage based on work environment:

- Healthcare workers given either N95 respirators (used for 5–7 days) or 2 masks per day
- Production employees wear polyester gloves and glasses
- Office employees and customer-facing employees given daily masks (cloth masks are sufficient)

Where this has been done

South Korean conglomerates
American multinational automotive manufacturer

1. Critical PPE (surgical masks, N95 respirators, etc) must continue to be reserved for healthcare workers and other medical first responders. Use should be in accordance with local government and health organization guidelines.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
At work
Staggering work shifts among employees

Separate in space & time

| Office | Manufacturing | Retail | Field |

Description of potential intervention

Stagger shifts and/or implement flexible work hours to prevent overlap between employees and improve contact tracing.

Eliminate interactions across shifts by implementing the following:

- Video conferencing for handoffs and transfers from one work shift to the next
- Virtual onboarding and briefings (e.g., online conferencing services, conference calls)
- Briefings in the field to reduce large meetings

Where this has been done

South Korean conglomerate
American multinational automotive manufacturer

McKinsey & Company
Reducing operating hours to accommodate additional cleaning

Reduced operating hours so more deep cleaning can be done

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

### Clean & disinfect

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
</tr>
</thead>
</table>

#### Description of potential intervention

Reduce operating hours for deep cleaning of the space and sanitization of products

#### Where this has been done

- American grocery stores
- Grocery stores around the world

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Promoting healthy personal habits with high-visibility signage and media campaigns

Increase awareness

Office | Manufacturing | Retail | Field

<table>
<thead>
<tr>
<th>Description of potential intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote healthy habits with <strong>high-visibility signage</strong> across the work space (e.g., wash hands frequently)</td>
</tr>
<tr>
<td><strong>Leverage media and advertising to create awareness</strong> among employees and customers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Where this has been done</th>
</tr>
</thead>
<tbody>
<tr>
<td>American multinational aerospace and defense manufacturer</td>
</tr>
<tr>
<td>Global real estate services corporation</td>
</tr>
<tr>
<td>American multinational hospitality group</td>
</tr>
</tbody>
</table>
Highlighting new workplace-safety processes and policies on prominent displays

Informational materials in displays and advertising

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Increase awareness

Office | Manufacturing | Retail

Description of potential intervention

Display large posters or digital displays providing prominent, frequent reminders to employees of the new workplace situation, protocols and (crucially) the rationale behind it

Where this has been done

American multinational automotive manufacturer
Taiwanese electronics manufacturer
American multinational aerospace and defense company
Encouraging or mandate appropriate PPE\textsuperscript{1} gear (1/2)

PPE required or provided at entry

Safe working kits

Use protective equipment

Office | Manufacturing | Retail | Field

Description of potential intervention

Forbid anyone who doesn’t wear face masks from entering company buildings

Alternatively, recommend face masks and gloves in all or specifically designated areas of the company

Compensate employees for buying face masks

Provide face masks (and safe working kits) to employees for free and distribute upon entry

Where this has been done

South Korean conglomerates

South Korean multinational automotive manufacturer began preparation of mask production for its own employees

American multinational automotive manufacturer

---

\begin{itemize}
\item Critical PPE (surgical masks, N95, etc) must continue to be reserved for healthcare workers and other medical first responders. Use should be in accordance with local government and health organization guidelines.
\end{itemize}

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Encouraging or mandate appropriate PPE\(^1\) gear (2/2)

Details in Appendix

<table>
<thead>
<tr>
<th>OSHA Risk Level</th>
<th>PPE Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Respirators and masks</td>
</tr>
<tr>
<td>High to very high risk</td>
<td>![Image of PPE for high risk]</td>
</tr>
<tr>
<td>Medium risk</td>
<td>![Image of PPE for medium risk]</td>
</tr>
<tr>
<td>Low risk</td>
<td>![Image of PPE for low risk]</td>
</tr>
</tbody>
</table>

Use protective equipment

Office | Manufacturing | Retail | Field

Description of potential intervention

Encourage or mandate PPE usage based on work environment:

- Healthcare workers given N95 respirators (used for 5–7 days) or provided 2 masks a day
- Production employees wear polyester gloves and glasses
- Office employees and customer-facing employees given daily masks (cloth masks are sufficient)

Where this has been done

South Korean conglomerates

American multinational automotive manufacturer

---

1. Critical PPE (surgical masks, N95 respirators, etc.) must continue to be reserved for healthcare workers and other medical first responders. Use should be in accordance with local government and health organization guidelines.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Limiting sharing and disinfect PPE at regular intervals

![Image of disinfection cabinet]

**Use protective equipment**

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Field</th>
</tr>
</thead>
</table>

**Description of potential intervention**

Ensure protective clothing and PPE (including masks/face coverings) are not shared between employees or contractors or limit sharing to the extent possible.

- **Disinfect employee uniforms** at the end of the day.
- **Provide mask disinfection cabinets** at regular distances.

**Where this has been done**

- Multinational automotive manufacturer in China
- American multinational automotive manufacturer
- Taiwanese electronics manufacturer

---

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Ensuring physical separation within the office space

Separate seating arrangements

Separate in space & time
Office

Description of potential intervention

Redo seating arrangement to reduce contact and transmission risk between employees

Allocate permanent seats and temporarily restrict free seating assignment systems

Where this has been done
Corporate offices for conglomerates in South Korea
American financial services company
British multinational telecommunications company

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Ensuring physical separation through the use of zones

Clear separation of zones

Separate in space & time

| Office | Manufacturing |

Description of potential intervention

Separate different zones in manufacturing plants, with limited movement for employees between zones

Keep employees physically distanced on the manufacturing floor

Break up call center into zones with separate break areas, entrances and restrooms. Tape off with signage and prohibit crossing of zones without disinfection

Restrict movement through various parts of the office for staff working in that particular section

Where this has been done

Taiwanese electronics manufacturer

American multinational technology conglomerate

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Establishing ‘remote-first’ practices to improve culture for remote colleagues

Adopt ‘remote-first’ culture of video conferencing even when in the office

Drive safe behavior norms

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Establish the Big 5 of “remote-first” culture:

- Video conferencing by default
- Accessible, structured, and documented team meetings
- Document decisions, work in progress, etc.
- No sidebar conversations (unless you document them)
- Planned together-time (e.g., offsites)

Consistently use digital tools (e.g., code management, documentation management, defect tracking, integration) and introduce measures to help with digital fatigue

Where this has been done

American financial services company
South Korean conglomerates

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Grouping employees into critical function teams, operating pods, or work shifts (1/2)

<table>
<thead>
<tr>
<th>Pre-entry</th>
<th>Travel to work</th>
<th>At work</th>
<th>Common areas</th>
<th>Post-infection</th>
</tr>
</thead>
</table>

Separate in space & time

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Group employees into “operating pods” that work together (travel, live, and eat together, as applicable) to facilitate health tracking and reduce risk of infection among different pods

Divided critical function teams with groups alternating work in-office or using satellite sites

Limit retail work shifts to the same group of employees with minimal overlap time among groups

Alter assignments for work tasks that occur in close proximity (less than 6 feet) by pairing technicians into a “team” and do not rotate individuals with other teams

Where this has been done

Chinese internet technology company
American real estate services company
American advertising company

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Grouping employees into critical function teams, operating pods or work shifts (2/2)

Separate in space & time

Office | Manufacturing | Retail | Field

Description of potential intervention

Shift to multiple, smaller staging sites instead of concentrated, larger staging sites to limit contact with or exposure to larger crews

Design smaller staging sites to allow for CDC physical distancing recommendations (currently 6 feet of distancing at all times)

Where this has been done

South Korean conglomerates

American multinational automotive manufacturer

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Providing cleaning equipment to employees and customers

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Clean & disinfect

Office | Manufacturing | Retail | Field

Description of potential intervention

Provide cleaning supplies, hand sanitizer, and sanitation supplies, for all crews located at staging areas

Installation of hand sanitizer dispensers throughout building

Disinfecting wipes available in neighborhoods and meeting rooms

UV light cell-phone disinfectants available in both lobbies

Where this has been done

American multinational automotive manufacturer
American multinational hospitality groups
International fitness chain

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Implementing one-way store aisles with fewer sales specialists

One-way aisles

Reduced numbers of sales specialists

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Separate in space & time

Retail

Description of potential intervention

Implement **one-way aisles in stores** to reduce density of traffic and unnecessary interactions

**Reduce the number of sales specialists on the floor** to decrease congestion and transmission risk

Where this has been done

American grocery stores

American multinational aerospace and defense manufacturer

American commercial real estate company

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Reducing high-contact, in-store services

Drive safe behavior norms

Retail

Description of potential intervention

Eliminate in-store food samples in grocery stores and restaurants

Discourage touching of merchandise and trying on of clothes (e.g., signs to not touch glass, close changing rooms)

Disinfect test products after each demo

Encourage customers not to return items to shelves

Where this has been done

Large American supermarkets
Multinational clothing retailers

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Ensuring physical separation between customers

Separate in space & time

Retail

Description of potential intervention

Consider requiring distance of at least 6 feet between shoppers based on physical distancing guidelines

Space out customer queues for fitting rooms and at cashiers with floor markers

Adopt virtual waiting area or queue and use online appointment scheduling where feasible

Where this has been done

American grocery stores

Multinational retail stores in China

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Making contactless thermometers visibly available onsite

At work
Common areas
Post-infection
Pre-entry
Travel to work
At work
Common areas
Post-infection
Upgrade equipment
Office | Manufacturing | Retail | Field

Description of potential intervention

Include contactless thermometers in all offices and worksites (e.g., in first aid kits) to encourage safe, opt-in temperature testing through the day

Where this has been done

American multinational automotive manufacturer
American multinational technology conglomerate

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Minimizing person-to-person contact for material distribution

Separate in space & time

Office | Manufacturing | Retail | Field

Description of potential intervention

Minimize person-to-person contact for material distribution by using drop points

Increase use of conveyer belts for material distribution such as for material deliveries on factory floors

Use small slides and conveyor belts for food transfer between employees and customers

Where this has been done

Restaurants in China
American utilities companies
Manufacturing factories in China

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Limiting equipment sharing between employees

Update equipment rental policies to restrict sign-outs of non-essential items

Separate in space & time

Office | Manufacturing | Field

Description of potential intervention

Temporarily suspend equipment sign-out programs such as for audio equipment, cameras, etc.

Remove shared office equipment such as staplers, printers, pens, etc.

Add increased measures around disinfection of equipment once returned

Where this has been done

Corporate offices of multinational aerospace manufacturer

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Limiting larger gatherings and employee meetings

Encourage video and audio calls

Repurpose conference rooms

Drive safe behavior norms

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Limit in-person gatherings to no more than 2 people to a room

Cancel non-business-critical, in-person activities (e.g., happy hours, community service)

Hold necessary group meetings (e.g., town hall, steering committee, board meetings) via video conference wherever possible (even if employees are in the office)

Where this has been done

South Korean steel manufacturer

South Korean multinational conglomerates

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Moving in-person processes to digital

Drive safe behavior norms

Office | Manufacturing | Retail | Field

Description of potential intervention

Move paper-based and in-person processes to digital forms (e.g., various construction forms, checklists, maps, timesheets)

Where this has been done

South Korean conglomerate
North American hospitality chains and retailers
American financial services company

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Encouraging frequent and staggered sanitization breaks for all employees

Clean & disinfect

Office | Manufacturing | Retail | Field

Description of potential intervention

Have opt-in, staggered hand washing breaks to allow for frequent cleaning without causing congestions

Encourage use of alcohol-based hand sanitizer at certain time intervals

Where this has been done

Multinational automotive manufacturer in China
American multinational automotive manufacturer
Global commercial real estate company

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Emphasizing high-frequency, high-visibility cleaning (1/2)

Visible cleaning schedules displayed

High-frequency cleaning—increase to every 2 hours from every 6 hours

Clean & disinfect

Office | Manufacturing | Retail

Description of potential intervention

Frequent cleaning of high-traffic areas and surfaces (e.g., lobbies, communal tables, cafeterias, bathrooms, elevators, stairways)

Clearly indicate surfaces that are frequently touched by employees to raise awareness.

Increase frequency of cleaning of those surfaces throughout the workday

Increase routine sanitization of common areas to every 2 hours from every 6 hours

Where this has been done

Automotive manufacturer in South Korea
American multinational automotive manufacturer
American multinational hospitality groups

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Emphasizing high-frequency, high-visibility cleaning (2/2)

Increase the frequency of cleaning with visibly monitored cleaning schedules

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Clean & disinfect

Office | Manufacturing | Retail

Description of potential intervention

Visible recording and monitoring of cleaning

Cleaners can update a ‘confirmation of cleaning’ list or display in a highly prominent location upon completion of cleaning

Where this has been done

Automotive manufacturer in South Korea
American multinational automotive manufacturer
American multinational hospitality groups

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Ensuring appropriate deep-cleaning of surfaces and spaces

Clean & disinfect

- **Office**
- **Manufacturing**
- **Retail**

**Description of potential intervention**

- **Ultraviolet germicidal irradiation** to clean critical-function rooms (e.g., operations centers, real-time market trading desks, IT operations centers, call centers, kitchens, etc)
- Increase use of **iodine/ethanol for sanitization** (e.g., mat infused with product to clean shoes)
- All common tools, utensils, and kitchen equipment disinfected daily after closing with **bleach or ethanol**
- All goods/packages shipped between facilities or between central kitchen and restaurants **sanitized on both ends**

**Where this has been done**

- American multinational technology conglomerate
- South Korean multinational automotive manufacturer

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Improving air filtration and ventilation to remove aerial antigens

**Improved air filtration and ventilation systems**

- **HEPA** (high-efficiency particulate air)-rated filter
  - Ensure airflow does not aid transmission through droplets

**Upgrade equipment**

- **Office**
- **Manufacturing**
- **Retail**

**Description of potential intervention**

- Install high-efficiency air filters and increase ventilation rates in the work environment
- Avoid using central air conditioning and heating systems where possible

**Where this has been done**

- Multinational automotive manufacturer in South Korea heightened ventilation requirements beyond government guidelines
- American multinational automotive manufacturer
- Global commercial real estate company

---

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Installing plexiglass barriers between employees and customers

Barriers between employees

Upgrade equipment

Retail

Description of potential intervention
Install physical glass barriers to minimize the spread of disease between employees and customers entering the store

Where this has been done
Grocery and supermarket chains in North America
American multinational hospitality group
Global commercial real estate company

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Alternating and rotate lanes for cash registers to reduce congestion and allow for extra cleaning

Rotate checkout lanes used to allow for increased cleaning

Separate in space & time
Retail

Description of potential intervention
Alternate cash-register lanes to reduce congestion
Rotate lanes to allow for cleaning
Allow 6 feet of space in checkout lines

Where this has been done
American grocery stores

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Migrating entirely to contactless payment

Upgrade equipment

Retail

Description of potential intervention

Enforce contactless transactions (e.g., no cash, Apple Pay, WeChat Pay, contactless card taps)

Where this has been done

Large US supermarkets

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Implementing curbside pickups

Upgrade equipment

Retail

Description of potential intervention

Implement curbside pickups for online or mobile app orders
Use apps to coordinate customer entry into pickup aisles
Encourage customers to use curbside pickup over in-store options

Where this has been done
American grocery stores and supermarkets
American electronics, books, and shoe stores

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Defining safety protocols for delivery workers and drivers

Practice contactless deliveries

Drive safe behavior norms

Retail | Field

Description of potential intervention

Contactless delivery: Place the package in front of the door, step back, wait until the client picks up the package, pick up the empty box (if applicable)

Implement app-based tipping for delivery drivers

Ask delivery truck drivers not to leave their vehicles during deliveries where possible

Where this has been done

American food delivery services
American multinational beverage corporation
American multinational automotive company

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Altering return and cancellation policies

Full refunds for airline ticket purchases

Temporarily suspend returns for products

Drive safe behavior norms

Retail

Description of potential intervention

Temporarily suspend return of all physical items

Extend return policy for 30 days (or similar period) until COVID-19 restrictions are lifted

For pre-booked tickets, offer no-fee changes and cancellations (airlines)

Where this has been done

Multinational retail stores in the United States and Canada

Global airline in Asia and Europe

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Issuing clear guidance on sick leave, compensation, and related policies

Drive safe behavior norms

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Institute a flexible sick leave policy (e.g., no questions asked) to help drive an office culture of responsibly staying home with any symptoms.

Proactively develop and communicate compensation, attendance and reliability, PTO, and related polices that will apply during the ongoing conditions.

Reimburse sick time off and institute short-term disability leave programs and emergency leave policy.

Where this has been done

American multinational technology conglomerate
South Korean multinational conglomerates

No-questions-asked sick leave

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Implementing strict domestic, national, and international travel policies

Pre-entry | Travel to work | At work | Common areas | Post-infection

Drive safe behavior norms

Office | Manufacturing | Retail | Field

Description of potential intervention

Consider requiring employees to report all national and international travel and issue guidance on self-quarantines

Prohibit or limit non-essential travel (domestic, international, or even within the city)

Advise employees who exit the building for external business meetings during the day to go straight to home rather than return to office

Where this has been done

American multinational beverage corporation
American multinational automotive company
Corporate offices of an American multinational company
Common spaces
Identifying high-risk areas based on a walk-through assessment

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Drive safe behavior norms

Office | Manufacturing | Retail | Field

Description of potential intervention

Have an employee, employee team, or third-party perform a walk-through assessment to identify high-risk, high-touch areas

Use this assessment to inform new safety measures

Where this has been done

American multinational aerospace and defense manufacturer

Global commercial real estate company

American multinational technology conglomerate
Removing or replacing high-touch communal resources

Upgrade equipment

Office | Manufacturing | Retail | Field

Description of potential intervention
Remove or provide alternatives for high-touch communal resources with individualized services, such as the following:

• Replace coffee machines with individual coffee deliveries
• Use bottled water or motion-sensing water dispensers in place of water fountains
• Remove vending machines

Where this has been done
American multinational aerospace and defense manufacturer
American multinational automotive manufacturer
Global commercial real estate company

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Closing common areas and provide strict protocols for reopening

Separate in space & time

Office | Manufacturing

Description of potential intervention

Common areas to be cordoned off initially

Specify employee usage protocols for all must-use common areas including pre-booking spaces for use, cleaning before and after use, limiting the capacity, etc

Where this has been done

American multinational supermarket chain
American multinational aerospace and defense manufacturer
American multinational automotive manufacturer
Minimizing use of handles and physical interfaces

Modified surface to minimize contact

Upgrade equipment

Office | Manufacturing | Retail

Description of potential intervention

Greater use of motion-control doors and interfaces throughout the work space

- Reduces the risk of workers touching a contaminated surface
- Could help to reduce the cleaning requirement

If motion control is not available, option to modify item to minimize contact such as foot-operated door handles

Remove need for physical interface where possible, such as leaving doors open

Where this has been done

Corporate offices in China

Global corporate offices of fast food chain is installing hands-free door openers and towel dispensers

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Limiting larger gatherings and employee meetings

Encourage video and audio calls

Repurpose conference rooms

Drive safe behavior norms

Office | Manufacturing | Retail | Field

Description of potential intervention

Limit in-person gatherings to no more than 2 people to a room

Cancel non-business-critical, in-person activities (e.g., happy hours, community service)

Hold necessary group meetings (e.g., town hall, steering committee, board meetings) via video conference wherever possible (even if employees are in the office)

Where this has been done

South Korean steel manufacturer

South Korean multinational conglomerates

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
**Improving air filtration and ventilation to remove aerial antigens**

**Upgrade equipment**

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
</tr>
</thead>
</table>

**Description of potential intervention**

*Install high-efficiency air filters and increase ventilation rates in the work environment*

*Avoid using central air conditioning and heating systems where possible*

**Where this has been done**

*Multinational automotive manufacturer in South Korea heightened ventilation requirements beyond government guidelines*

*American multinational automotive manufacturer*

*Global commercial real estate company*

---

**HEPA (high-efficiency particulate air)-rated filter**

Ensure airflow does not aid transmission through droplets
Emphasizing high-frequency, high-visibility cleaning (1/2)

Visible cleaning schedules displayed

High-frequency cleaning—increase to every 2 hours from every 6 hours

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Clean & disinfect

Office | Manufacturing | Retail

Description of potential intervention

Frequent cleaning of high-traffic areas and surfaces (e.g., lobbies, communal tables, cafeterias, bathrooms, elevators, stairways)

Clearly indicate surfaces that are frequently touched by employees to raise awareness.

Increase frequency of cleaning of those surfaces throughout the workday

Increase routine sanitization of common areas to every 2 hours from every 6 hours

Where this has been done

Automotive manufacturer in South Korea
American multinational automotive manufacturer
American multinational hospitality groups
Emphasizing high-frequency, high-visibility cleaning (2/2)

Increase the frequency of cleaning with visibly monitored cleaning schedules

Clean & disinfect

Office | Manufacturing | Retail

Description of potential intervention

Visible recording and monitoring of cleaning

Cleaners can update a ‘confirmation of cleaning’ list or display in a highly prominent location upon completion of cleaning

Where this has been done

Automotive manufacturer in South Korea
American multinational automotive manufacturer
American multinational hospitality groups

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Ensuring appropriate deep-cleaning of surfaces and spaces

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).

Clean & disinfect

Office | Manufacturing | Retail

Description of potential intervention

Use ultraviolet germicidal irradiation to clean critical function rooms (e.g., operations centers, real-time market trading desks, IT operations centers, call centers, kitchens, etc)

Increase use of iodine/ethanol for sanitization (e.g., mat infused with product to clean shoes)

All common tools, utensils, and kitchen equipment disinfected daily after closing with bleach or ethanol

All goods/packages shipped between facilities or between central kitchen and restaurants sanitized on both ends

Where this has been done

Chinese multinational technology company
American multinational aerospace and defense manufacturer
Multinational automotive manufacturer
### Encouraging or mandate appropriate PPE¹ gear (1/2)

**Use protective equipment**

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

**Description of potential intervention**

- **Forbid anyone who doesn’t wear face masks** from entering company buildings
- Alternatively, recommend **face masks and gloves** in all or specifically designated areas of the company
- **Compensate employees for buying face masks**
- **Provide face masks (and safe working kits) to employees** for free and distribute upon entry

**Where this has been done**

- **South Korean conglomerates**
  South Korean multinational automotive manufacturer began preparation of mask production for its own employees
- **American multinational automotive manufacturer**

---

¹ Critical PPE (surgical masks, N95, etc) must continue to be reserved for healthcare workers and other medical first responders. Use should be in accordance with local government and health organization guidelines.

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites).
Encouraging or mandate appropriate PPE¹ gear (2/2)

Details in Appendix

<table>
<thead>
<tr>
<th>OSHA Risk Level</th>
<th>Respirators and masks</th>
<th>Gowns</th>
<th>Eye protection</th>
<th>Gloves</th>
</tr>
</thead>
<tbody>
<tr>
<td>High to very high risk</td>
<td>![Image of respirators and masks]</td>
<td>![Image of gowns]</td>
<td>![Image of eye protection]</td>
<td>![Image of gloves]</td>
</tr>
<tr>
<td>Medium risk</td>
<td>![Image of respirators and masks]</td>
<td>![Image of gowns]</td>
<td>![Image of eye protection]</td>
<td>![Image of gloves]</td>
</tr>
<tr>
<td>Low risk</td>
<td>![Image of respirators and masks]</td>
<td>![Image of gowns]</td>
<td>![Image of eye protection]</td>
<td>![Image of gloves]</td>
</tr>
</tbody>
</table>

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

1. Critical PPE (surgical masks, N95 respirators, etc) must continue to be reserved for healthcare workers and other medical first responders. Use should be in accordance with local government and health organization guidelines.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Use protective equipment

Office | Manufacturing | Retail | Field

Description of potential intervention

Encourage or mandate PPE usage based on work environment:
• Healthcare workers given N95 respirators (use for 5–7 days) or provided 2 masks a day
• Production employees wear polyester gloves and glasses
• Office employees and customer-facing employees given daily masks (cloth masks are sufficient)

Where this has been done

South Korean conglomerates

American multinational automotive manufacturer
Promoting healthy personal habits with high-visibility signage and media campaigns

Clearly denote expected practices

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Increase awareness

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Promote healthy habits with high-visibility signage across the workspace (e.g., wash hands frequently)

Use media and advertising to create awareness among employees and customers

Where this has been done

American multinational aerospace and defense manufacturer

Global real estate services corporation

American multinational hospitality group

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Highlighting new workplace safety processes and policies through prominent displays

Informational materials in displays and advertising

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Increase awareness

Office | Manufacturing | Retail

Description of potential intervention

Display large posters or digital displays providing prominent, frequent reminders to employees of the new workplace situation, protocols, and (crucially) the rationale behind it.

Where this has been done

American multinational automotive manufacturer
Taiwanese electronics manufacturer
American multinational aerospace and defense company
Staggering lunch hours and time spent in common areas

Staggered lunch schedule
Extended cafeteria operating hours

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Groups switch shifts every week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 1</td>
<td>6:00 - 1:00, 1:10 - 1:15, 7:00</td>
</tr>
<tr>
<td>Group 2</td>
<td>9:00 - 12:00, 12:30 - 1:30, 2:30 - 3:30</td>
</tr>
<tr>
<td>Group 3</td>
<td>10:00 - 1:00, 1:30 - 2:30, 3:00 - 4:00</td>
</tr>
</tbody>
</table>

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Separate in space & time

Office | Manufacturing

Description of potential intervention

Stagger lunch hours to reduce the number of people coming to cafeteria at one time

Extend operating hours for cafeterias in order to reduce number of people present in the space at any time

Similarly, stagger other routine activities in common areas

Where this has been done

South Korean automotive manufacturer

Corporate offices of South Korean conglomerates

American multinational automotive manufacturer

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Encouraging physical distancing in cafeterias

Tables spaced more than 6 feet apart

Separated lunch seating with dividers on dining tables

Separate in space & time
Office | Manufacturing

Description of potential intervention
Prevent physical proximity in cafeteria
- **Set up partitions** on dining tables
- Ensure employees are not sitting next to or facing each other at cafeterias (checkerboard arrangement)
- Encourage employees not to engage in conversation while eating

Where this has been done
European chemical manufacturer
American multinational automotive manufacturer
American multinational retailer

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Reducing or replace communal and self-serve options in food service

Pre-portioned lunch boxes

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Pre-portioned lunch boxes

Upgrade equipment

Office | Manufacturing | Retail

Description of potential intervention

Swap self-service lunch options like buffets for pre-packaged and portioned meals—minimizing shared utensils and exposure risk

In the summer, this can be done through food trucks in an open space

Remove condiments or items at tables that remain between customers

Remove self-service food extras such as drink dispensers, napkins, utensil trays, etc.

Where this has been done

Multinational automotive manufacturer in South Korea increased lunch-box delivery volume in cafeterias

American multinational automotive manufacturers
Increasing hygiene protocols for shipping and receiving areas

Limit commercial access and disinfect external packages in shipping room

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Clean & disinfect

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

Limit commercial drivers’ access to shipping area and separate them from staff

Increase hygiene protocols for shipping/receiving areas (e.g., sanitize all incoming packages)

Enforce masks, gloves, and other PPE when dealing with external packages

Where this has been done

Chinese factories

American advanced electronics manufacturer

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Post-infection
Setting up clear measures to detect a COVID-19 positive case

Dedicated hotline for employees to rapidly notify employers of positive COVID-19 test results

Drive safe behavior norms

Office | Manufacturing | Retail | Field

Description of potential intervention

**Company policy:** Change company policy in compliance with applicable laws and regulations

**Communication:** Describe protocol in place for employees to communicate they have COVID-19

**Reporting:** Clear process that protects privacy, e.g., employee hotline, for employees to report a sick employee/suspected case

**Testing:** Establish testing requirements and have testing facilities available in the office, if possible

**Temperature checks:** Have thresholds of safe values for entry vs testing vs sending home

Where this has been done

Several multinational corporations in the United States have incorporated different combinations of these measures:

- American automotive manufacturer
- American technology conglomerate
- Global real estate company

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.
Having clear contact-tracing measures to track and identify individuals and facilities exposed to potential risk

Contact tracing has two critical implications: identifying people contacted & identifying facilities to be disinfected

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Drive safe behavior norms

<table>
<thead>
<tr>
<th>Office</th>
<th>Manufacturing</th>
<th>Retail</th>
<th>Field</th>
</tr>
</thead>
</table>

Description of potential intervention

**Electronic tracking:** Track facilities where the employee has traveled through electronic monitoring (e.g., apps on phones)

**Badge tracking:** Introduce additional points of check-ins/check-outs to enter different work areas

**Calendar tracking:** Track calendar apps to identify employee contacts

**Sign-in lists:** Maintain lists of in-person attendance in meetings

**Self declaration:** Ask employees to fill out a form to self declare which rooms they enter

**Interview employee/colleagues/manager:** Speak to the employee, colleagues and managers to understand who was in touch with the employee previously

**Employee schedules:** Find overlap between employees based on shift and movement monitoring (e.g., which employees were exposed to which other employees and the rooms they were in)

**Where this has been done**

Multinational automotive manufacturer

Multinational technology conglomerate
Communicating with employees who may have had contact with a patient positive for COVID-19

Rapidly communicate with employees who may have been exposed to a colleague positive for COVID-19

Increase awareness

Office | Manufacturing | Retail | Field

Description of potential intervention

Communicate policy: Communicate policy on contact tracing, usage of collected data, clear privacy policy and what actions to take if notified of potential exposure

Employee contact details: Refresh contact details of all employees (phone numbers and place of residence) to connect with employees

Obtain contact details of visitors and customers to enable easy communication regarding incidents or outbreaks (e.g., through a form or questionnaire)

Craft office-wide communication to inform employees of incidents, handle concerns, and inform of measures taken to ensure ongoing safety

Where this has been done

American multinational aerospace and defense manufacturer

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)
Disinfecting facilities post-infection

Shut down facilities that have been exposed to COVID-19 for deep cleaning

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.

Clean & disinfect

Office | Manufacturing | Retail | Field

Description of potential intervention

Trace which facilities were exposed to an incident (using contact-tracing data)

Disinfection: Ensure deep cleaning (following cleaning protocols) of areas where infected employee might have traveled to by doing the following:

- Implementing an immediate shutdown of affected areas
- Possibly shutting down an entire facility until deep cleaning is complete

Where this has been done

Multinational corporation offices across Europe and Asia
Establishing isolation and quarantine policies post-detection of an infected patient

Establish appropriate isolation and quarantine policies in accordance with regulations.

Test & isolate

Office | Manufacturing | Retail | Field

Description of potential intervention

Quarantine policy: Establish quarantine policy, including following government guidelines and duration (i.e., 14 days) and conditions for returning to work.

Quarantine enablement: Enable employees with no symptoms to stay productive during quarantine.

Testing: Consider COVID-19 testing for all employees who were in contact with a COVID-19 patient.

Where this has been done

Corporate offices in countries across the globe.
Providing reasonable accommodation to employees unable to enter the office due to safety concerns

Drive safe behavior norms

| Office | Manufacturing | Retail | Field |

Description of potential intervention

Create reasonable accommodation alternative for employees unable to go in due to safety concerns

- Establish policies for employees to express safety concerns & accommodation requests
- Evaluate risks based on job functions (e.g., how much interaction)
- Structure a uniform policy by job function to mitigate inconsistency in consideration of case-by-case situations
- Determine policy for accommodating employees in functions that generally require on-site presence (e.g., rotating them into different functions, use of leave)
- Determine possible process changes to accommodate remote work (e.g., rotations into other roles, technology enablement)
- Consider a uniform paid leave policy

Where this has been done

South Korean multinational conglomerates
American multinational technology conglomerate
Creating clear policy for returning to facilities

Establish clear guidance on when a quarantined/isolated employee can re-enter the office.

HIT YOU...
- Tested negative for COVID-19
- Tested positive for COVID-19 antibodies
- Self-quarantined with no symptoms for 14 days
- Safe to return to office

Drive safe behavior norms

Office | Manufacturing | Retail | Field

Description of potential intervention
Create clear criteria for return status:
- Tested positive, family member tested positive, on shift with colleague who tested positive, showing mild symptoms.
- Testing negative for COVID-19
- Testing positive for antibodies
- Self-quarantining for 14 days with no symptoms

Clearly communicate criteria for return with employees

Where this has been done
American multinational technology conglomerate
American multinational automotive manufacturer

Source: Industry expert interviews, government/public health websites (including, but not limited to, sources available at CDC.gov, WHO.int), and press research (including, but not limited to, sources available at NYT, WSJ, and specific Fortune 1000 or equivalently large international company websites.)

Does not reflect McKinsey guidance customized to individual company needs and should be vetted against applicable legal requirements (including employment, privacy, and health laws) and business objectives before application to a specific company, and should be revisited regularly to ensure ongoing efficacy and compliance with changing requirements due to global variance in employment, privacy, and health laws and regulations.