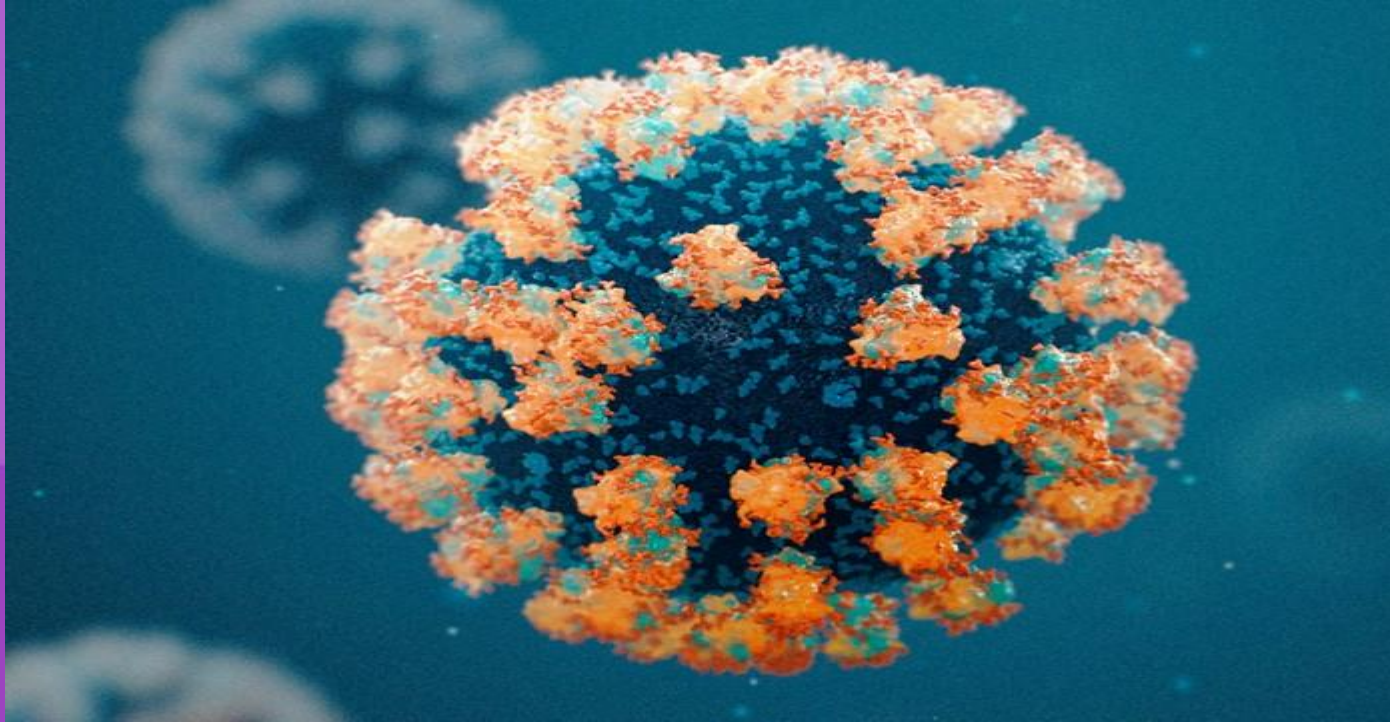


Return to Workplace



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4x4 Approach

Our 4 Lenses

WHO lens



Unilever lens



Local government lens



Employee lens



Our 4 Principles



**People safety is #1
priority**



Unilever

Leading the UL way
guided by our purpose &
culture



Applying prudence
& care during return to
work process



Protecting Business
continuity whilst
embedding new WoW
which have proven successful

Gating criteria 1 – Health Indicators










Elements to be evaluated to ease the Tier level						
Internal Health Indicators	Employee cases	No employees reporting symptoms suggestive of COVID-19 through symptom checking	Only occasional employees reporting symptoms suggestive of COVID-19 through symptom checking	Moderate levels of employees reporting symptoms suggestive of COVID-19 through symptom checking	High level of employees reporting symptoms suggestive of COVID-19 through symptom checking	The highest scoring component that sets the overall factor score.
	Employee sickness absenteeism	Normal level of sickness absenteeism for the time of year in that country	Normal level of sickness absenteeism for the time of year in that country	Pockets of absenteeism due to sickness, often with underlying common factors connecting the absent employees	High level of sickness absenteeism	
	Employee isolation absenteeism	No absenteeism related to quarantining or shielding	Low levels of absenteeism related to shielding rather than quarantine	Moderate levels of absenteeism due to quarantine and shielding	High level of absenteeism due to employees in local quarantine and shielding	
	TIER	1	2	3	4	
External Health indicators	WHO transmission status	No new cases	Sporadic cases	Clusters of cases	Community transmission	The highest scoring component that sets the overall factor score. Example: tests available for all (2) but shortages of ICU beds (4) means community health factor = 4
	Availability of published R0	0	Available and below 0.7	Available and between 0.7-1	Available and Above 1	
	Hospital Capacity	Hospitals have sufficient capacity to treat COVID-19 cases as 'business as usual', without cancellation of routine care	Hospitals have sufficient capacity to treat COVID-19 cases with cancellation of some non-urgent care	Hospital capacity under strain with cancellation of most non-urgent care	Local healthcare critical care capacity under strain, with cancellation of care for non-COVID-19-related conditions	
	Testing Capacity	Testing capacity remains available and in use for suspected cases and contacts	Very few positive tests as % of total tests (with flat or increasing test capacity)	Reducing positive tests as % of total tests (based on a flat or increasing testing capacity)	Testing reserved for high priority groups: hospital patients and front-line healthcare staff	
	National trajectory new cases	National trajectory of case numbers has declined to zero over previous 14 days	National trajectory of case numbers has declined to under 10 cases per day over previous 14 days	National trajectory of case numbers has been declining over previous 14 days	National trajectory of new case numbers has been increasing / stabilising over previous 14 days	
	National trajectory of deaths	National trajectory of deaths has been declining over previous 14 days / reached zero	National trajectory of deaths has been declining over previous 14 days	National trajectory of deaths has been declining over previous 14 days	National trajectory of deaths has been increasing over previous 14 days	
	TIER	1	2	3	4	

Gating criteria 2 – Market Indicators

Elements to be evaluated to ease the Tier level						
Market Indicators	Public Transportation	Operating normally - no physical distancing required - no masks needed	Country has lifted most of the restrictions. Countries may require to use mask Countries may not require to apply physical distancing if not practically possible.	Country has lifted some restrictions. Country may require use of masks while using public transportation Countries may require to implement physical distancing on public transportation.	Country still in lockdown. Transportation can be used only for those allowed to move	The highest scoring component that sets the overall factor score. Example Public transportation 2 and physical gathering at 3 -> Public condition factor = 3
	Social gathering places (e.g. Shops - School - Businesses Cinema - Restaurants)	Open as normal	Open with some measures still in place (either physical distancing or use of masks)	Restricted opening, with physical distancing and use of masks required and limits on numbers/types of operation (eg delivery only)	Only essential businesses open	
	TIER	1	2	3	4	

- Tier should be reduced 21 days after health indicators and market indicators are one tier lower than current country Tier. e.g.: week 18 Health factor = 3 + Market factor = 3 -> week 22 Tier proposed to move down from T4 -> T3
- 21 time frame allows sufficient time to assess the full impact of changes in community and/or public factors and to prevent rapid swings backwards and forwards between tiers if social measures are reapplied quickly and/or disease transmission increases.
- If community/public factor scores increase, then there should be immediate move back up the Tiers again

Overview of the Easement Criteria and Tiers

	 Employee Phasing	 Employee Phasing	 Employee Phasing	 Employee Phasing	
	<ul style="list-style-type: none"> New normal protocols 	<ul style="list-style-type: none"> Offices, R&D, reduced capacity Priority roles return SUs work in resp Tier protocol 	<ul style="list-style-type: none"> Offices 100% office WFH Factories working w PPE Field Sales Safe Store Practices* 	100% WFH	
Tiers	<div style="background-color: #cccccc; padding: 10px; border: 1px solid black;"> TIER 1 RISK LOW </div>	<div style="background-color: #90ee90; padding: 10px; border: 1px solid black;"> TIER 2 RISK MEDIUM </div>	<div style="background-color: #ffff00; padding: 10px; border: 1px solid black;"> TIER 3 RISK HIGH </div>	<div style="background-color: #ff0000; padding: 10px; border: 1px solid black;"> TIER 4 RISK VERY HIGH </div>	<div style="background-color: #800000; padding: 10px; border: 1px solid black;"> TIER 5 RISK EXT HIGH </div>
Gating Criteria			Government eases restrictions -> +21 days		
1) R0	R0 = 0	R0 < 0.7	R0 = 0.7-1	R0 > 1	R0 > 2
2) WHO Status	No cases but pandemic active globally	Sporadic cases	Clusters of cases	Community Transmission	High Community Transmission
3) Medical and public factors	 <ul style="list-style-type: none"> 0 cases last 14 days Deaths reached 0 per day Hosp capacity enough Testing sufficient No employee symptoms Public transport operating normally, no masks needed Social / public places open as normal 	 <ul style="list-style-type: none"> Cases < 10 / day / deaths decline for 14 days Hospital capacity sufficient Few +ve tests as % Low emp. symptoms & absenteeism Country lifted most of restrictions, may still require using masks Social / public places open with some measures still in place 	 <ul style="list-style-type: none"> Cases/deaths decline for 14 days Hosp cap. under strain Reducing +ve tests as % Mod. emp. symptoms & absenteeism Country lifted some restrictions, may require masks in public transport Restricted opening social / public places 	 <ul style="list-style-type: none"> Cases/deaths increase Hosp capacity under strain High emp symptoms & absenteeism Transportation only allowed for specific groups Only essential business open 	
	Return to 'new normal'	Easement continues	<ul style="list-style-type: none"> Easement begins Mandatory Employee Training 	Local IMT monitoring & crisis management	Local IMT monitoring & crisis management

Workplace Readiness – ‘Safe 6’ principles



1. Prepare the Building

2. Prepare the Workforce

3. Control Access

4. Creating A Social Distancing Plan

5. Reduce Touch Points & Increase Cleaning

6. Communicate for Confidence

‘Safe 6’ principles to ensure Office Facilities readiness

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