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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
- 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

<table>
<thead>
<tr>
<th>Internal Health Indicators</th>
<th>Employee cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>No employees reporting symptoms suggestive of COVID-19 through symptom checking</td>
<td>Only occasional employees reporting symptoms suggestive of COVID-19 through symptom checking</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee sickness absenteeism</th>
<th>Normal level of sickness absenteeism for the time of year in that country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal level of sickness absenteeism for the time of year in that country</td>
<td>Pockets of absenteeism due to sickness, often with underlying common factors connecting the absent employees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee isolation absenteeism</th>
<th>No absenteeism related to quarantining or shielding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low levels of absenteeism related to shielding rather than quarantine</td>
<td>Moderate levels of absenteeism due to quarantine and shielding</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TIER</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>External Health Indicators</th>
<th>WHO transmission status</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 new cases</td>
<td>No new cases</td>
</tr>
<tr>
<td>Available and below 0.7</td>
<td>Sporadic cases</td>
</tr>
<tr>
<td>Available and between 0.7-1</td>
<td>Clusters of cases</td>
</tr>
<tr>
<td>Available and Above 1</td>
<td>Community transmission</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hospital Capacity</th>
<th>Hospitals have sufficient capacity to treat COVID-19 cases as ‘business as usual’, without cancellation of routine care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitals have sufficient capacity to treat COVID-19 cases with cancellation of some non-urgent care</td>
<td>Hospital capacity under strain with cancellation of most non-urgent care</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Testing Capacity</th>
<th>Testing remains available and in use for suspected cases and contacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very few positive tests as % of total tests (with flat or increasing test capacity)</td>
<td>Reducing positive tests as % of total tests (based on a flat or increasing testing capacity)</td>
</tr>
<tr>
<td>Testing reserved for high priority groups: hospital patients and front-line healthcare staff</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>National trajectory new cases</th>
<th>National trajectory of case numbers has declined to zero over previous 14 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>National trajectory of case numbers has declined to under 10 cases per day over previous 14 days</td>
<td>National trajectory of case numbers has been declining over previous 14 days</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>National trajectory of deaths</th>
<th>National trajectory of deaths has been declining over previous 14 days / reached zero</th>
</tr>
</thead>
<tbody>
<tr>
<td>National trajectory of deaths has been declining over previous 14 days</td>
<td>National trajectory of deaths has been declining over previous 14 days</td>
</tr>
<tr>
<td>National trajectory of deaths has been increasing over previous 14 days</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TIER</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
</table>
## Gating criteria 2 – Market Indicators

### Elements to be evaluated to ease the Tier level

<table>
<thead>
<tr>
<th>Market Indicators</th>
<th>Public Transportation</th>
<th>Social gathering places (e.g. Shops - School - Businesses Cinema - Restaurants)</th>
<th>Tier</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operating normally - no physical distancing required - no masks needed</td>
<td>Open as normal, physical distancing or use of masks</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Country has lifted most of the restrictions. Countries may require to use mask if not practical.</td>
<td>Open with some measures still in place (either distancing or masks)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Country has lifted some restrictions. Countries may require use of masks while using public transportation.</td>
<td>Restricted opening, with physical distancing and limited numbers/operation</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Country still in lockdown. Transportation can be used only for those allowed to move</td>
<td>Only essential businesses open</td>
<td>4</td>
</tr>
</tbody>
</table>

- The highest scoring component that sets the overall factor score. Example: Public transportation 2 and physical gathering at 3 -> Public condition factor = 3

- 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**
- **TIER 1** (RISK LOW)
  - New normal protocols
- **TIER 2** (RISK MEDIUM)
  - Offices, R&D, reduced capacity
  - Priority roles return
  - SUs work in resp Tier protocol
- **TIER 3** (RISK HIGH)
  - Offices 100% office WFH
  - Factories working w PPE
  - Field Sales Safe Store Practices*
- **TIER 4** (RISK VERY HIGH)
  - 100% WFH
  - Offices, R&D, reduced capacity
  - Priority roles return
  - SUs work in resp Tier protocol
- **TIER 5** (RISK EXT HIGH)
  - 100% WFH

### Gating Criteria

**1) R0**
- **R0 = 0**
  - No cases but pandemic active globally
- **R0 < 0.7**
  - Sporadic cases
- **R0 = 0.7-1**
  - Clusters of cases
- **R0 > 1**
  - Community Transmission
- **R0 > 2**
  - High Community Transmission

**2) WHO Status**
- **R0 = 0**
  - No cases but pandemic active globally
  - Testing 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
- **R0 < 0.7**
  - Sporadic cases
  - Cases < 10 / day /deaths decline for 14 days
  - Hospital capacity sufficient
  - Few +ve tests as %
  - Low emp. symptoms & absenteeism
  - Country lifted some restrictions, may require masks in public transport
  - Restricted opening social / public places
- **R0 = 0.7-1**
  - Clusters of cases
  - 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
- **R0 > 1**
  - Community Transmission
  - Cases/deaths increase
  - Hosp capacity under strain
  - High emp symptoms & absenteeism
  - Transportation only allowed for specific groups
  - Only essential business open
- **R0 > 2**
  - High Community Transmission
  - Country lifted most of restrictions, may still require using masks
  - Social / public places open as normal

**3) Medical and public factors**
- **R0 = 0**
  - No cases but pandemic active globally
  - Testing sufficient
  - Few +ve tests as %
  - No employee symptoms
  - Public transport operating normally, no masks needed
  - Social / public places open as normal
- **R0 < 0.7**
  - Sporadic cases
  - 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
- **R0 = 0.7-1**
  - Clusters of cases
  - 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
- **R0 > 1**
  - Community Transmission
  - Cases/deaths increase
  - Hosp capacity under strain
  - High emp symptoms & absenteeism
- **R0 > 2**
  - High Community Transmission

**Return to ‘new normal’**
- Easement begins
- **Easement continues**
- **Easement continues**
- Local IMT monitoring & crisis management
- Local IMT monitoring & crisis management

*Field Sales Safe Store Practices*
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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