COVID-19 ACA/IFSA Guideline

January 2021
1st Edition

Preface

The World Health Organization (WHO) declared a pandemic on 11 March 2020 due to the spread and severity of COVID-19. The Airline Catering Association (ACA) and the International Flight Services Association (IFSA) together developed this COVID-19 ACA/IFSA Guideline to provide members with direction on managing this pandemic infectious disease outbreak and to support safe business operations. This guide supersedes the former individual ACA and IFSA guides.

This combined guidance addresses the global nature of the industry and the ACA/IFSA collaboration leveraged expertise from both international airlines and airline caterers. This single resource serves to guide mitigation based on risk assessment for catering kitchens and airline inflight services globally.

This document is designed to support and guide the airline and airline catering industry worldwide to undertake the necessary contingency planning and action to prepare and respond to COVID-19 pandemic. In addition to this guidance, it is absolutely key that companies remain updated on applicable governmental guidance, laws, and regulations relative to COVID-19 as the situation changes frequently and regulations vary in each country/state/province.

Acknowledgements

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1. Purpose

Globally more than 3 billion onboard meals are produced and delivered every year. Inflight catering is an absolutely key element of the air transport value chain and in order to accommodate demand in a safe and efficient way, the sector has put in place a number of widely recognized measures and guidelines on top of an already existing comprehensive set of rules and directives.

Faced with the most significant pandemic in a century or so, the Airline Catering Association (ACA) and International -In-flight Services Association (IFSA) have felt the need of providing extra guidance on safe business operation (partial or full) throughout the COVID-19 crisis. In addition to this guidance, it is absolutely key that airline catering organizations remain fully appraised of and updated on applicable governmental guidance and requirements relative to COVID-19. They must keep in mind that the situation changes frequently, and that directives may vary according to the prevalence of the outbreak in each country.

ACA/IFSA propose several guiding principles to ensure that a safe, best-practice approach is applied to all business activities. Recognizing that airports, airlines and aircraft are all different, this document takes a pragmatic approach in implementation – highlighting and giving guidance on the ways in which individual locations and situations can best be re-engineered to meet the updated health safety standards.

Some overarching principles apply throughout however: observing physical distancing wherever possible, wearing a face mask and scrupulous and frequent hand hygiene.

2. Background

Businesses around the world have curtailed operations or closed in response to COVID-19 and those still open have implemented preventive measures prescribed by government to prevent disease spread.

To support global business resumption and/or continuing safe operation, industry specific guidance is needed that is responsive to a shifting pandemic risk landscape and business needs. This guidance is critically needed to ensure the safety of employees and customers alike.

Building on global COVID-19 best practices, a risk-based protocol has been created with trigger points for escalating or reducing prescribed preventive controls according to risk. Designed to be firm, yet responsive the standardized controls are also adaptable to changing local and regional conditions and governmental guidelines.

As COVID-19 risks diminish and controls subside this protocol may be considered as a possible framework for future disease epidemics and/or pandemics.

3. Pandemic Overview

On 31 December 2019, the World Health Organization (WHO) was informed of a cluster of cases of pneumonia of unknown cause detected in Wuhan City, Hubei Province, China. On 12 January 2020, it was announced that coronavirus had been identified in samples obtained from cases and that initial analysis of virus genetic sequences suggested that this was the cause of the outbreak. On 11 March 2020, the WHO categorized the coronavirus outbreak as a pandemic.

In response to COVID-19, countries across the globe have implemented a range of public health and social measures, including movement restrictions, partial closure or closure of schools and businesses, quarantine in specific geographic areas and international travel restrictions. As the local epidemiology of the disease changes, countries are adjusting (i.e. loosening or reinstating) these measures accordingly. As transmission intensity fluctuates countries control measures may fluctuate. This requires establishing protective measures, including directives and capacity to promote and enable standard COVID19 prevention as outlined in this guideline.

Considering the global nature of the airline catering industry and the need for practicable industry COVID-19 requirements, this joint ACA/IFSA guideline provides a standardized, best-practice framework. The framework includes four distinct levels or stages of COVID-19, each with defined characteristics and recommended preventive controls. Airline catering companies can utilize the multi-level framework and preventive controls to create business-specific procedures, guidance documents and training materials bespoke to their needs. Local and country laws must be considered in addition to this guideline and must be adhered to wherever applicable.

4. Management Systems

It should be noted the COVID-19 plan is an addendum to a company's Management System and Crisis Plan. In time of a crisis, such as this pandemic, the written crisis plans which has been previously created must be activated and maintained by the core cross functional team and through the changing data continuously updated specific to COVID-19.

The COVID-19 plan must be a written plan managed by a cross functional team to include procedures on:

- A risk assessment that includes local governmental requirements of business, cross functional management team reviewed (experts as needed) and employee handling, reporting, change in business activities and process.
- Local and/ or national government guidance pertaining to crisis (reporting of cases, employee practices and so forth).
- External communication between government bodies, customers, suppliers, and other contracted companies. The plan shall insure exchange of necessary information.
- Internal communication of updated procedures to each & every employee at all levels of the organization.
- Additional safety measures for all parts of the business (people, premises, policies, procurement).
- Training on updated or additional procedures to all levels of employees and properly documented.
- Written commitment of people and resources (monetary, supplies. training) to this crisis plan.
- Records of the implementation of the programs as well as review meeting minutes shall be kept in secure and accessible for internal/external review.

Organization shall build COVID-19 Pandemic Committee and identify the workplace coordinator to keep close communication with all stakeholders and coordinate COVID-19 pandemic response and monitoring implementations at different levels. (Refer to Company's Workplace Crisis manual if applicable)

Team Member Name	Title	Signature	Team Role	Contact info (Cell # and Email)
	Operational VP/General Manager		Team Leader	
	Quality Management		Workplace Coordinator	
	Human Resource Management		Labor consultant	
	Sales Representative		Customer Relations	
	Occupational Safety Representative		Employee Work Safety	
	Operation Representative		Essential supply management	
	Sanitation Representative		Cleaning and disinfecting	

5. Risk Assessment System

The pandemic response measures are defined following a risk assessment approach, with all known relevant risks to human health and safety considered. Direct human contact and respiratory droplet and aerosol transmission, along with the lower risk from contact with inanimate objects were considered in the risk assessment. With no current scientific evidence of foodborne COVID-19 transmission this pathway was not considered in the risk assessment. The risk assessment identified potential risks to human health due to COVID-19 in the airline catering industry.

The resulting controls are intended to mitigate the risk of COVD-19 infection to staff, visitors, contractors, customers and passengers to as low as reasonably practicable. It must be noted that risks may be mitigated through a variety of controls. Specific controls may already be in place in line with local regulatory requirements. It is not the intention of this guideline to change current controls if they are adequately addressing the risk of infection in line with local regulatory requirements or local government advice.

It is acknowledged that most countries are at differing levels of infection and associated controls implemented by their governments. For the purpose of this risk assessment, three (3) levels of active pandemic management and one (1) level for pre/post pandemic management according to WHO declaration have been chosen. The below table serves as a generic guideline of various conditions of escalation and de-escalation in the parameters that are standard across the airline catering industry. Under such post-pandemic conditions businesses would:

- Suspend pandemic controls and resume standard operational compliance standards and protocols; and
- Return to pandemic pre-planning status described in Business Continuity Plans.

Important note: It will be at the discretion of health and safety professionals within each business to determine if an identified risk is adequately controlled by existing processes or an alternate method beyond those recommended herein. In cases where alternative method(s) are proposed an internal review and approval process should be established involving impacted stakeholders to ensure the alternative controls achieve the desired level of safety. Nevertheless, this guidance document provides a list of measures in Chapter 8 which might be considered and applied to airline catering business and adapted according to risk levels as mandated by health authorities.

| Level 0	Level 1	Level 2	Level 3
= pre/post pandemic conditions:	= epidemic in another country emerging with high probability for pandemic according to WHO	= pandemic has been announced by WHO and cases in the country	= Wide community spread
Plan pandemic controls for standard operational compliance standards and protocols			
	Domestic and international flights open into market	Limited international and domestic flights only	Limited to no aircraft movement or airport lockdowns
	Borders open very limited quarantine of inbound foreign travelers	Borders open, allowing international visitors, but with quarantine for incubation period per local government	Border lockdown in place, either state or country
	Social distance and COVID-19 hygiene measure not regulated by government	Social distancing and COVID-19 hygiene measures in place	Social distancing and COVID-19 hygiene measures in place, restrictions on large gatherings, small gatherings in public
	Local infections tally zero in two incubation periods	Local transmission in single digits or transmission from OS sources	High number/exponential increase of local cases
	No confirmed cases in unit in the last 30 days	Suspected case in unit in the last 30 days	Confirmed case in unit in the last 30 days
Suspend pandemic controls for standard operational compliance standards and protocols Return to pandemic pre-planning status described in Business Continuity Plans			

For each Level
Risk Assessment of
Business Impact

Level 3

Level 2

Level 1

Level 0

Typical Pandemic Outbreak
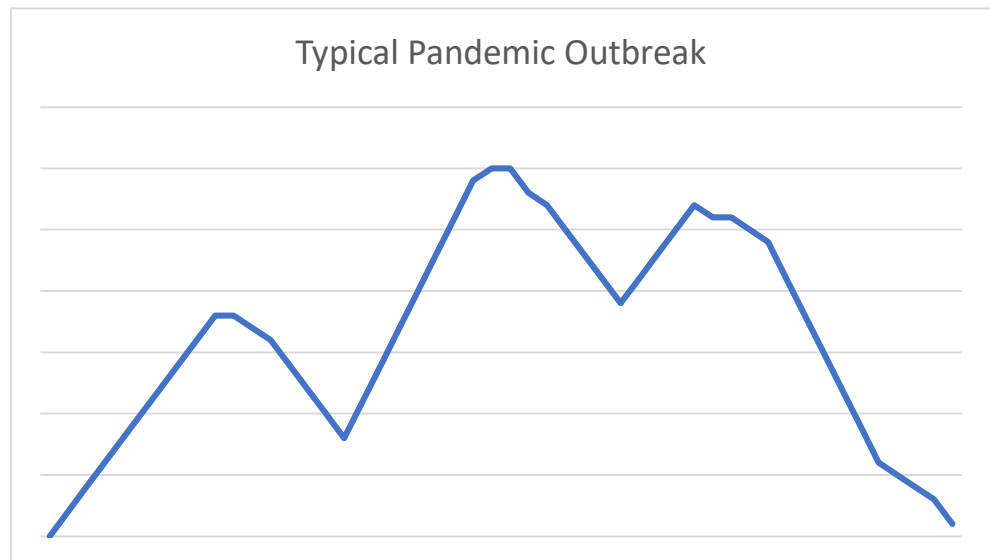
*Picture is for illustrative purposes only. Picture Source: ACA/IFSA Joint Guideline

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6. Risk Design Approach

The pandemic situation due to COVID-19 has triggered all airline catering companies to implement various prevention and control measures. Besides measures prescribed by global, regional, or local authorities' individual companies may have added specific requirements and some customers are requesting their own additional controls.

As an industry, we will need to decide what the most effective measures are to keep our staff, customers/passengers, vendors and visitors safe. Although the measures displayed hereafter are already commonly applied and have been established through risk assessments, there is an element of perception required by customers/passengers that goes beyond factual risk.

The following pages present the proposed airline catering industry guidelines for three (3) levels of active pandemic management. Those different severity levels will fluctuate throughout the pandemic in line with the local risk.

Scope/Boundary of Work
All offices and operating businesses globally
Staff health and ensuring business continuity, Inc, security and loss prevention
Key focus is on the recovery stages (last stages)

Regional Risk Levels	Unit Risk Assessment	Measures needed
Low Risk	----	Categorize the preventive measure
Medium Risk	Full Risk Register List	Gather data/key SOPs from WHO, customers, etc.
High Risk	----	4P's: 1) People, 2) Premises, 3) Policies, Processes & Procedures, 4) Procurement.

7. Assessing Risk & Mitigation

Businesses have a moral and legal obligation to protect people from harm. This includes taking reasonable steps to protect workers, visitors, contractors and others from COVID-19. Assessing potential harm and selecting controls necessary to reduce potential harm is known as "risk assessment and mitigation." The risk assessment and mitigation process supports the design of fact-based controls to protect people and assets.

In the case of COVID-19, the steps employed in the risk assessment and mitigation process included:
- Identification of work activities or situations that may cause transmission of the virus
- Consideration of who might be at risk
- Deciding how likely it is that someone could be exposed
- Developing actions to remove the activity or situation, or if this isn't possible, control the risk to as low as reasonably practicable using the hierarchy of controls.

The hierarchy of controls groups actions by their effectiveness in reducing or removing hazards. As the image below shows:

Hierarchy of Controls

Most effective

Elimination		Physically remove the hazard
Substitution		Replace the hazard
Engineering Controls		Isolate people from the hazard
Administrative Controls		Change the way people work
PPE		Protect the worker with Personal Protective Equipment

Least effective

Picture Source: https://www.cdc.gov/niosh/topics/hierarchy/
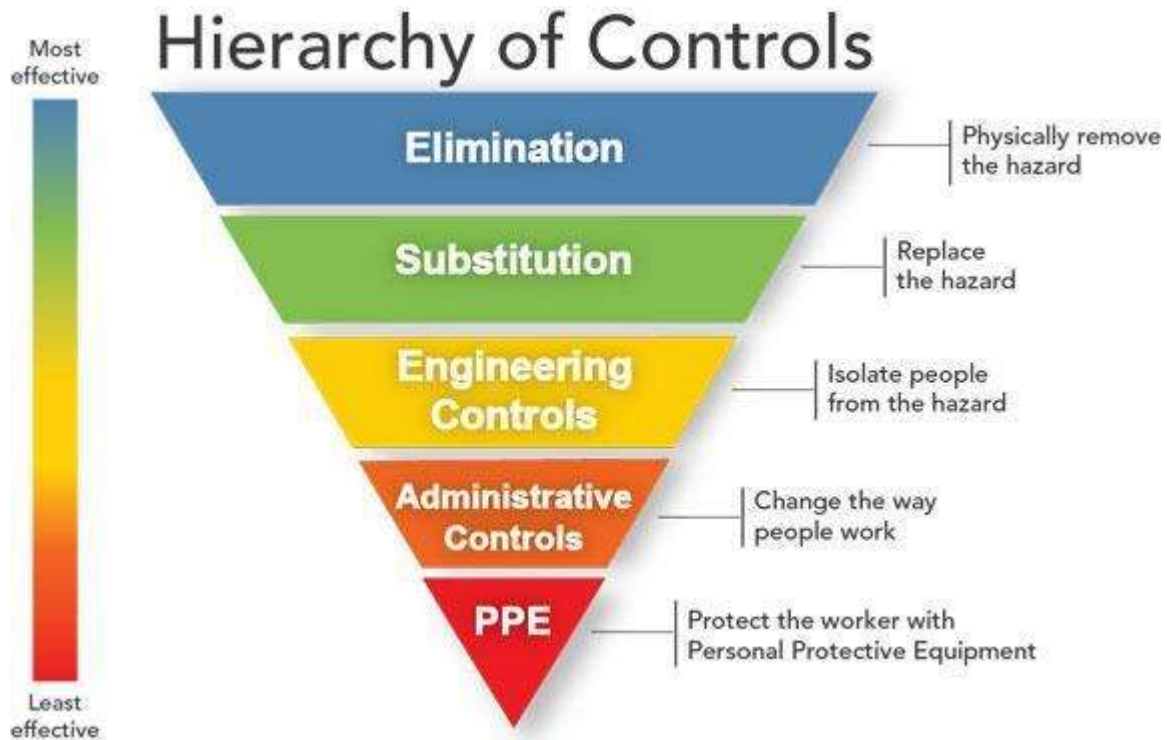
Recognizing the primary means of COVID-19 transmission is via respiratory droplet, aerosol, and/or direct human contact, the COVID-19 Guidance applies "4P's" principles in targeting areas of the business most impacted or critical in terms of human health and safety. Grouping target control measures together under "P" for Pandemic reinforces a proactive, prevention mindset among staff, visitors and customers. The 4P's are key areas of risk related to People, Premises, Policies, Processes & Procedures and Procurement. The table below provides an overview.

Review this overview to reflect the categories:

People	Premises	Policies, Processes & Procedures	Procurement
Personal Protection (PPE)	Physical Distancing (Social)	Cleaning & Disinfection	Supply Chain
Personal Hygiene	Facilities	Suppliers for Airline Caterers	
Screening	Transportation Vehicles	Visitors	
Employees		Risk Assessment & Mitigation	
Management		Aircraft Loading	
Communication			

8. Pandemic Response 4P's

The following checklists have been created as planning tools to aid airline catering businesses in their pandemic continuity readiness reviews. As such, they should be considered guidelines to promote consideration of key risk factors germane to the specific business and its locations. The checklist is meant as an additional risk mitigation for COVID-19 and not to be conflated with airline catering facilities existing control measures. (i.e. food safety, security, etc.)

Note: This allocation of risk mitigation to the different levels in the following chart as indicated by a check mark in each column is only a suggested practice and should be reviewed against local risk.

8.1 PEOPLE					
Personal Protective Equipment (PPE)*		L0	L1	L2	L3
	PPE protocol defined for each work area / employee role according to local laws and directives and following best practice defined by WHO and other competent authorities		✓	✓	✓
	Employees are trained and documented in proper PPE use for their role		✓	✓	✓
	All PPE is available in sufficient quantity in the areas where it is needed, and is correctly stored to keep it hygienic and in good condition			✓	✓
	Adequate provision is made for collection and safe disposal of used, soiled, damaged or otherwise unusable PPE			✓	✓

Personal Hygiene	L0	L1	L2	L3
Personal hygiene protocol defined for operations and administrative area	✓	✓	✓	✓
Wash areas, bathrooms, locker rooms, and cleaning stations fit for purpose (location, capacity, refill and cleaning schedules) ensuring they do not become areas of congestion or waste accumulation		✓	✓	✓
Etiquette on coughing and sneezing, no handshaking, minimizing touching of face, minimize common contact (e.g. walls, handrail, doorknobs, desks and other surfaces)		✓	✓	✓
Proper and regular handwashing or proper sanitizer use when handwashing is not possible		✓	✓	✓
Documented training of pandemic procedures for personal hygiene shall be available		✓	✓	✓
Screening	**L0**	**L1**	**L2**	**L3**
Additional screening measures in place for all persons entering the facility (including health self-assessment forms for use before arrival and on-site, checklists for supervisors and meeting hosts, temperature checks etc.)			✓	✓
Inspection and surveillance measures to monitor compliance and support infection traceability if required, in line with directives and best practice, with informed consent and transparency appropriate to the setting			✓	✓
Appropriate measures according to local directives put in place for high risk employee to inform and support them in mitigating any special risks.		✓	✓	✓
Documented training of pandemic procedures for screening shall be available		✓	✓	✓
Employees	**L0**	**L1**	**L2**	**L3**
Employees trained in all the measures relevant to their role that are required to mitigate infection risk (including PPE use, personal hygiene, physical distancing, new procedures, awareness of symptoms and risk factors)		✓	✓	✓
Employees aware of their personal or household risk factors and is aware of the high-risk employee management procedure		✓	✓	✓
Employees demonstrate sufficient knowledge and understanding how they can protect themselves and others from COVID-19 and is this demonstrated through the safety culture		✓	✓	✓
Employees aware of the name and contact information to report symptoms or illness and consult with COVID-19 related issues and questions		✓	✓	✓
Management	**L0**	**L1**	**L2**	**L3**
Management trained in the measures that are required to mitigate infection risk (including PPE use, personal hygiene, physical distancing, new procedures, awareness of symptoms and risk factors) and be able to handle COVID-19 related reporting and procedures including positive case response		✓	✓	✓
Management shall Identify Crisis and Emergency/Pandemic Committee on COVID-19 within the organization at different levels to lead committee activities and implement preventive measures/procedures		✓	✓	✓
Management shall consider Implement flexible worksites, work hours, and meeting and travel options			✓	✓

		L0	L1	L2	L3
	Management shall consider a plan or special arrangements for high risk employees at workplace to minimize the exposures of COVID-19 among high risk employees		✓	✓	✓
	Management shall establish practices to identify COVID-19 symptoms in order to minimize the spread of COVID-19 and be in accordance with recommendations from health authorities		✓	✓	✓
	Management shall develop contingency plan to continue essential business functions including permits, licenses, passes, insurance documents	✓	✓	✓	✓
Communication		**L0**	**L1**	**L2**	**L3**
	Organization shall have internal communication systems and be able to collect COVID-19 related information/report effectively from different levels of organization(s)	✓	✓	✓	✓
	Organization shall have external communication systems to receive and deliver COVID-19 related preventive measures and information among customers, visitors, contractors, suppliers and other external stakeholders	✓	✓	✓	✓
	Organization should consider using common languages and infographics to facilitate employee understanding		✓	✓	✓
	Organization shall provide employees a clear point of contact to report COVID-19 symptoms or diagnosis and to consult with employee meeting the health authorities' criteria to return to work	✓	✓	✓	✓
	Organization should maintain communication with health authorities and be able to receive/deliver information related to COVID-19 as requested and as necessary	✓	✓	✓	✓
	In case of complete shutdown contact airlines, other customers and airport authorities to confirm any new requirements prior to start up		✓	✓	✓
	Organization shall monitor public health authority communications about COVID-19 and ensure stakeholders have access to current information	✓	✓	✓	✓

8.2 PREMISES					
Physical distancing (social)		**L0**	**L1**	**L2**	**L3**
	Physical distance plan created to address specific risks and logistical factors unique to each location. Plans should consider the following:	✓	✓	✓	✓
	Workstations and all areas where people are present or move through have been assessed to minimize or avoid close contact. Consider spacing of equipment, demarcation on floors, access to areas on need-only basis, one-way systems, shift and break time staggering etc.	✓	✓	✓	✓
	Review capacity of offices, rooms, canteens etc., air handling (air flow and filtering capability), and consider caps on numbers of people in a space at a time	✓	✓	✓	✓
	Identify and address conditions where social distancing may be compromised such as: near time clocks; in hallways; at hand wash stations, entrances and exits, vending machines, and microwaves; and in cafeterias, restrooms, locker rooms, common areas/breakrooms and outdoor gathering areas	✓	✓	✓	✓
	Identify, where possible, flexible worksites, work hours, and meeting and travel options	✓	✓	✓	✓

Facilities		L0	L1	L2	L3
	Consider how premises should be configured for each pandemic risk level and what actions are needed to ensure business continuity when moving from one level to another (which may happen with little notice, e.g. if an infection cluster is discovered)	✓	✓	✓	✓
	Review design and maintenance of facilities and implement controls to minimize risk of spread: layout, smoothing flows with minimal crossovers, removing clutter, minimize common touch points etc.			✓	✓
	Consult with a heating, ventilation, and air conditioning engineer to ensure adequate ventilation and/or adjust ventilation in work areas to help increase circulation of outdoor air as much as feasible to minimize workers' potential exposure without compromising food safety		✓	✓	✓
	Use physical barriers, such as strip curtains, Plexiglas or similar materials, or other impermeable dividers or partitions to separate employees from each other, when physical distancing in all directions is not possible.			✓	✓
	Visual cues in place to support best practice: signage, floor markings (demarcation), or other visual cues to indicate where to stand when physical barriers are not possible			✓	✓
	Consider installing touchless devices such as faucets for the handwashing sinks, soap dispensers, sanitizer dispensers, paper towel dispensers, door access, employee punch clock, etc.	✓	✓	✓	✓
	Smooth shutdown / start up including appliance checks, training and communication, manuals, work instructions, etc.			✓	✓
Transportation Vehicle		L0	L1	L2	L3
	Consider specific cleaning and disinfecting plan for transportation Vehicles		✓	✓	✓
	Develop specific preventive control measures for COVID-19 (see under people, premises, policies without jeopardizing occupational health and safety for the drivers)		✓	✓	✓

8.3 POLICIES, PROCESSES & PROCEDURES					
Cleaning and disinfection		L0	L1	L2	L3
	Procedures updated to reflect cleaning and disinfection frequency and requirements for common touch points – production areas, cafes, break areas, vehicles, etc.		✓	✓	✓
	Develop a cleaning and disinfecting plan and procedures for disinfecting areas used by a COVID-19 symptomatic or diagnosed person. The procedure shall include the closing of affected area, disinfecting method, and an authority-approved chemical for intended surfaces		✓	✓	✓
	Procedures include measures to protect the person who performs the COVID-19 related cleaning and disinfecting activities, such as wearing skin protection, face covering, and, where needed, eye protection, etc.		✓	✓	✓
	Reassess documentation in use to minimize handling and transfer of paper from one place to another (consider electronic or wipeable laminated documents as alternatives)		✓	✓	✓
	Procedures include measures to clean and disinfect inbound airline equipment that potentially contaminated with COVID-19		✓	✓	✓
Suppliers to Airline Caterers		L0	L1	L2	L3

		L0	L1	L2	L3
	Materials handling and receiving processes updated to reflect measures that suppliers are taking proactively or have agreed with caterers			✓	✓
	Screening policy (outlined in People - Communications section) reviewed e.g. no free movement for pest control, chemical suppliers, maintenance, cleaners or with escort only. Consider special measures to track the movement of individuals should this be necessary.			✓	✓
Visitors		**L0**	**L1**	**L2**	**L3**
	Review visitor policy appropriate for each level. For example: only business critical visits; consider remote meeting as a first preference. If an onsite visit is unavoidable, consider the time and access that is required and restrict numbers to what is essential.			✓	✓
Risk Assessment and Mitigation Plan		**L0**	**L1**	**L2**	**L3**
	Execute the COVID-19 risk assessment and mitigation plan, as recommended by health authorities (this manual provides guidance)		✓	✓	✓
	COVID-19 risk assessment and mitigation plan include procedures to identify close contacts of those exposed to a person with confirmed COVID-19 through case investigation and contact tracing based on recommendations from health authorities		✓	✓	✓
	COVID-19 risk assessment and mitigation plan include procedures for workers who have had an exposure and subsequent return to work in line with local health recommendations		✓	✓	✓
Aircraft loading/unloading		**L0**	**L1**	**L2**	**L3**
	Develop, and assess for implementation, procedures for COVID-19 related aircraft loading/unloading based on recommendations from health authorities		✓	✓	✓
	Develop, and implement, procedures to protect field employees during transportation, aircraft loading and unloading activities in order to avoid contact and ensure social distancing		✓	✓	✓

8.4 PROCUREMENT					
Supply chain		**L0**	**L1**	**L2**	**L3**
	Adequate stocks and pipeline of PPE should be in place along with contingency options		✓	✓	✓
	Consider business continuity in the event an equipment supplier, product supplier or service provider is unable to provide service with little notice	✓	✓	✓	✓
	Consider the impact of changed customer requirements (menu, product, volume) on supplier operations to enable effective supply chain planning and liaise closely with them	✓	✓	✓	✓
	Assess business essential functions and identify main suppliers and alternative supplier that can provide critical goods and services for business essential functions	✓	✓	✓	✓
	Talk with business partners about your response plans. Share best practices with other businesses in your communities (especially those in your supply chain), and associations to improve community response efforts.	✓	✓	✓	✓

9. ACA/IFSA Agreement on Selected Measures

Based on CDC recommendations – Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19), all employers need to consider how best to decrease the spread of COVID-19 and lower the impact in their workplace**.** This may include activities in one or more of the following areas:

- To reduce transmission among employees
- To maintain a healthy work environment

These activities are covered in the 4Ps approach of this document. Given the need for a global applicability with quite differing health authority requirements, the following measures have been identified for further clarification. They are worded in a way to allow for local flexibility and are agreed upon by ACA/IFSA members:

P1 Measure "Health Screening upon entering the facility"

An active health screening shall be performed at the entrance for all persons. Decisions on health screening measures need to be based on health authority requirements, including data privacy compliance, applicable laws or limitations.

In regard to temperature measuring, there are varying requirements and recommendations and restrictions. When temperature screening is performed the screener needs to be provided with appropriate protective equipment.

P1 Measure "Employee Health self-assessment"

A health self-assessment should be provided to employees to perform each time before going to work, in order to avoid staff with symptoms traveling to the workplace. Employees should be trained to perform a health self-assessment and if symptoms are observed the employee shall inform their defined point of contact in the company, consult with his/her medical advisor. The health self-assessment style may vary from providing a reference matrix whereby the employee can quickly refer to symptoms by himself or by a documented system. Procedures to be followed according to local and company directives including data protection laws.

A non-punitive system should exist to allow staff to report sickness appropriately.

P1 Measure "Employee quarantine or isolation and return to work screen"

Depending on advice from a certified medical practitioner, an isolation or quarantine might be required. Isolation and quarantine are common public health strategies used to help prevent the spread of infectious diseases. Isolation and quarantine keep people who are sick or exposed to illness isolated for a defined period of time to prevent the disease spread. Quarantine times depend on health authority definitions.

Quarantine is used to keep someone who might have been exposed to COVID-19 away from others. Someone in self-quarantine stays separated from others, and their movements outside of their home location is limited. A person may have been exposed to the virus without knowing it (for example, when traveling or out in the community), or they could have the virus without feeling symptoms. Quarantine helps limit further spread of COVID-19.

Isolation is used to separate sick people from healthy people. People who are in isolation should stay home or seek care in a medical facility. In the home, anyone sick should separate themselves from others by staying in a specific "sick" bedroom or space and using a different bathroom (if possible).

Organization should have procedures in place that based on health authorities' recommendations and instructions to properly handle/screen employee who complete quarantine or isolation and return to work

P1 Measure "Personal protection equipment*"

- **Face masks**

The use of so-called half face masks are recommended or partly mandatory in several countries. There are 4 different types of masks in scope with different purposes:

A. Half face masks with certifications (mainly reserved for medical staff or when required by the job)
   1. Respirator masks
   2. Surgical masks (mouth nose protection)

B. Half face masks without certification, so-called community masks, and barrier masks or face cover
   1. Cloth masks (washable)
   2. Paper fleece masks (disposable)

A1) Respirator masks such as FFP 2 or N95 are certified through testing to protect the wearer from inhaling solid or fluid aerosols. In order to offer this protection level, a certification is required e.g. DIN EN 149-2001-10. The user of this mask must be properly trained and fit for the size of mask, since mask performance depends on achieving a tight seal against the face of the wearer. Respirator masks of this type are recommended for use by medical practitioners during close contact patient care and are not recommended for general use against COVID-19 by the general public or in non-medical business settings.

A2) Surgical 3-ply masks are used to protect the person in front of the wearer (e.g. the person that undergoes a surgery) from respiratory droplet dispersal by the wearer. As they are needed in operating theatres a certification is required to prove production standards and sterility e.g. DIN EN 14683:2019-6. Surgical 3-ply masks are recommended for use during pandemic levels where widespread COVID-19 transmission is active in the local area or during certain tasks or where physical distancing measures cannot be fully maintained.

B) Cloth barrier masks reduce the speed of droplet dispersal by the wearer, similar to a surgical mask, but do not contain a certification of performance. The barrier masks can increase the awareness of physical distancing and support the mindful caring of yourself and others.

Surgical masks, cloth masks and paper fleece masks are options, but always to be used in accordance with the manufacturer's instructions (i.e. to be used a set time period and either discarded or cleaned).

In regard to COVID-19 protection measures the mask is serving as a barrier and shall not include a vent or valve.

Requirements of health authorities must always be considered, and risk assessments performed. Washing of cloth masks and disposing of fleece masks need to follow a specific protocol to eliminate the risk of cross contamination.

Note: it is important to remind that the use of a mask alone is insufficient to provide an adequate level of protection, and other measures should also be adopted; indeed, masks can give a false sense of security,

leading to potentially less adherence to other preventive measures such as physical distancing and hand hygiene.

*Not OSHA definition

P1 Measure "Personal protection equipment*"

- **Gloves**

The use of gloves in context of protecting employees from COVID-19 infection is not seen as an effective protection measure. Washing hands with soap and water is one of the best defenses to prevent the spread of COVID-19. Gloves (such as disposable or multi-use) should still be used for some trained purposes (such as food handling, cleaning).

If gloves are not used appropriately, they can pose a risk of spreading the virus, putting workers and others at risk. When a person wears gloves, they may come into contact with the virus which is then transferred to other objects or their face if they do not replace and dispose of or clean their gloves between tasks. Gloves are not a substitute for frequent hand washing. Complacency while wearing gloves can reduce hand hygiene.

*Not OSHA definition

P1 Measure "Personal Hygiene"

- **Hand Washing**

There is a global common understanding that hand washing is one of the most effective ways to prevent spread of COVID-19. Adequate hand washing with soap and water, performed in a certain manner for a minimum of 20 seconds must be trained. Furthermore, guidance shall be given when and how to wash hands. If hands are visibly dirty, soap and water should be chosen over hand sanitizer. (Do not replace hand washing in food operations).

Picture Source: https://www.cdc.gov/coronavirus/2019-ncov/downloads/Handwashing-poster-adults.pdf

- **Hand sanitizing (rub)**

If soap and water are not readily available, regulatory approved alcohol-based hand sanitizer (e.g. at least 60% of alcohol) shall be provided.

Hand Sanitizing Technique

RUB HANDS FOR HAND HYGIENE! WASH HANDS WHEN VISIBLY SOILED

Duration of the entire procedure: 20-30 seconds

1a / 1b Apply a palmful of the product in a cupped hand, covering all surfaces;

2 Rub hands palm to palm;

3 Right palm over left dorsum with interlaced fingers and vice versa;

4 Palm to palm with fingers interlaced;

5 Backs of fingers to opposing palms with fingers interlocked;

6 Rotational rubbing of left thumb clasped in right palm and vice versa;

7 Rotational rubbing, backwards and forwards with clasped fingers of right hand in left palm and vice versa;

8 Once dry, your hands are safe.

Picture Source: https://www.who.int/gpsc/5may/Hand_Hygiene_Why_How_and_When_Brochure.pdf

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- **Respiratory Hygiene/Cough Etiquette:**

Maintaining good respiratory hygiene will prevent the spread of COVID-19 at the workplace.

- Cover your mouth and nose with a tissue when coughing or sneezing (If you don't have a tissue, cough or sneeze into your bent elbow, not your hands.)
- Use in the nearest waste receptacle to dispose of the tissue after use.
- Perform hand hygiene after having contact with respiratory secretions and contaminated objects/materials.
- Place hand sanitizers in multiple locations to encourage hand hygiene.

P1 Measure "Management"

- **Illness Report**

Facilities shall have procedures in place that are based on health authorities' recommendations and instructions to properly handle illness reports related to COVID-19. Facility shall follow the directions and collaborate with health authorities for history of contact tracing and inform fellow employees who had close contact based on recommendations and instructions.

P1 Measure "Management"

- **Training and Education**

Employee training and education is always key to implement and maintain operation procedures in manufacturing facilities. Sufficient training to all employees and managements (including existing and new hire employees) based on different levels of exposure will provide great support on prevention of COVID-19 spread. The training records shall be maintained and kept.

P1 Measure "Management"

- **Communication**

All communication and training should be easy to understand and should be provided in languages appropriate to the preferred languages spoken or read by the workers, if possible, be at the appropriate literacy level, and include accurate and timely information. Infographics are intuitive and are easy to understand. Poster/signage should be placed in strategic locations.

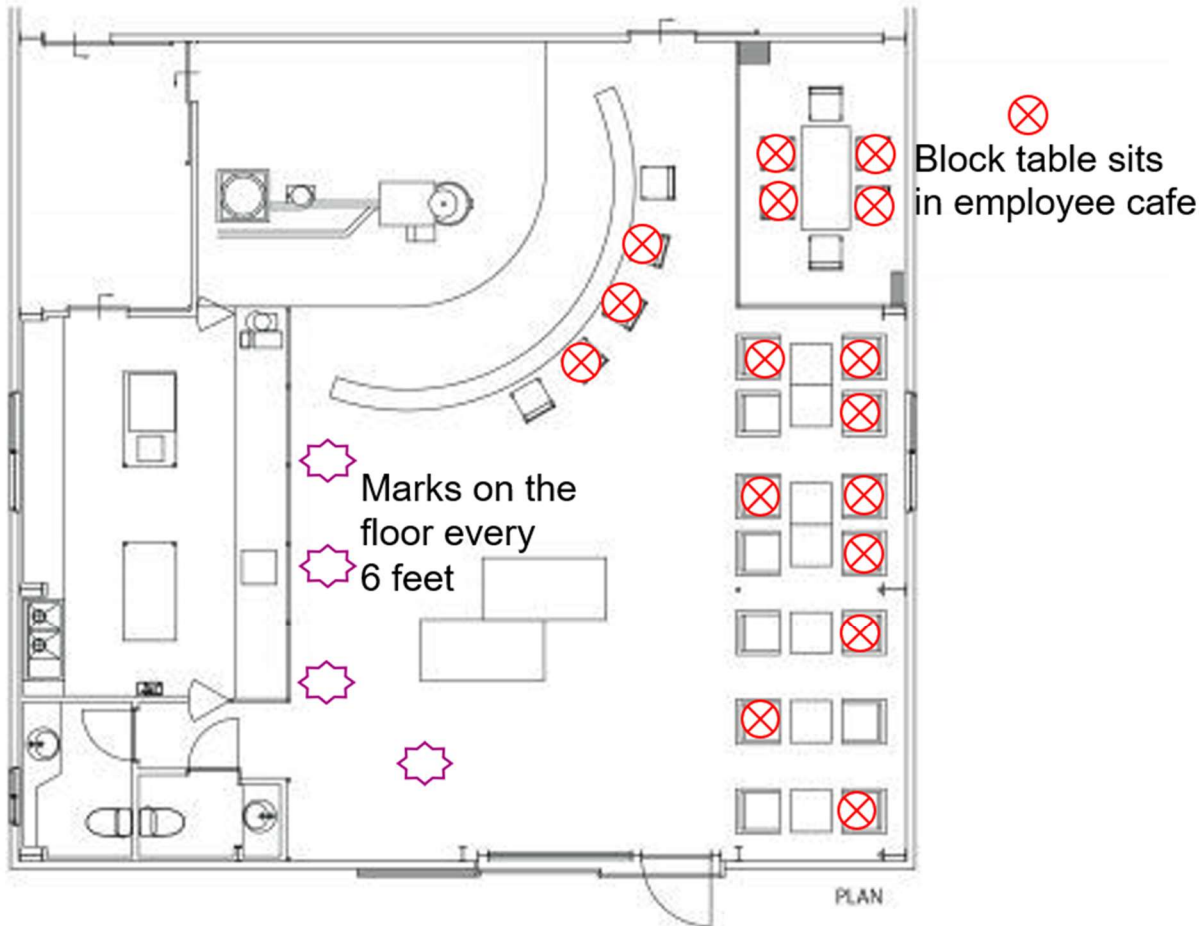## P2 Measure "Premises"

- **Physical Distancing (social)**

One way to slow the spread of viruses, such as coronavirus, is physical distancing. The more space between you and others, the harder it is for the virus to spread. As states and territories ease restrictions, it is important everyone continues to practice physical distancing.

All workplaces must develop a COVID-19 physical distancing plan in line with their health authorities' requirements. Actual minimum (social) distance varies by region and country and the physical distancing plan will need to reflect the guidance or requirement of the health authority. If such is absent, guidance of

a global authority (i.e. WHO) will need to be followed (= at least 1 meter / 3 feet between people when doable).

Physical (social) distancing plans will need to be applicable to inhouse employees as well as customers, visitors, agencies and vendors. At cases, the plan might call for a temporary ban of non-essential visitors, such as customers, auditors etc., to warrant proper execution of the plan.

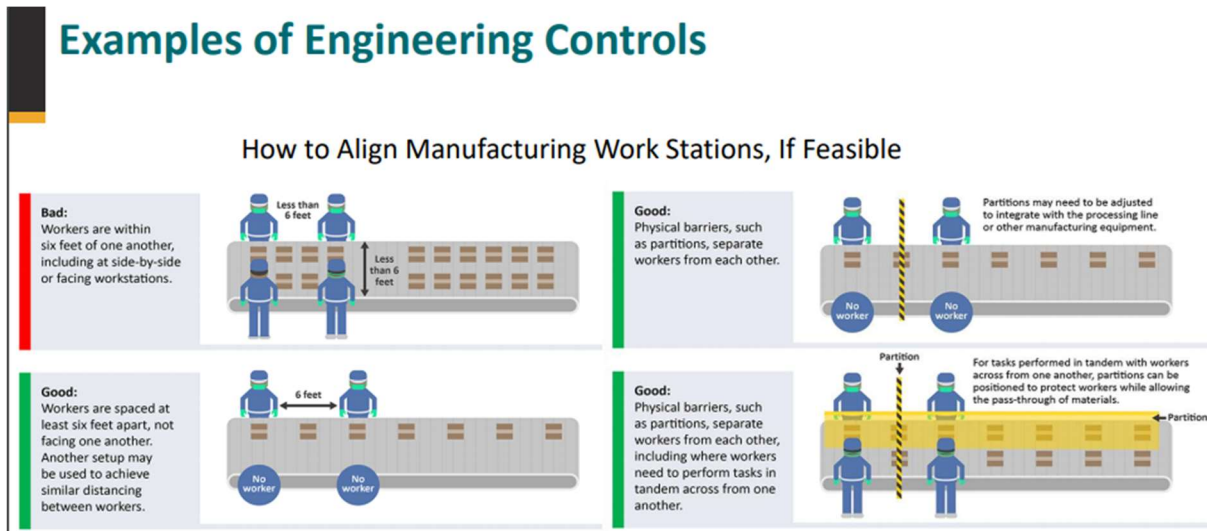Example for physical distance reminder in employee café:

Picture source: *https://www.archdaily.com*

P2 Measure "Premises"

- **Engineering Controls**

Engineering controls aim to protect workers by removing hazardous conditions or by placing a barrier between the worker and the hazard.

Control recommendations:

- Use physical barriers, such as strip curtains, Plexiglas or similar materials, or other impermeable dividers or partitions to separate manufacturing workers from each other, if feasible.

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- Adequate airflow should be considered to help reduce the concentration of airborne contaminants involving engineering experts.

Examples of Engineering Controls

How to Align Manufacturing Work Stations, If Feasible

Picture Source: https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-manufacturing-workers-employers.html

P3 Measure "Policies, Processes & Procedures"
- **Administrative Controls**

Organizations should establish written procedures and policies to control the risk, establish trainings in order to modify the way people work and promote safe behavior based on direction of health authorities and regulatory agencies.

Organizations may determine that modifying operation, production or administration areas as well as staggering employees across shifts would help to maintain overall capacity while measures to minimize exposure to COVID-19 at the workplace.

Identity bottlenecks where people may gather or form a line, like common areas, and consider using markings and signage to remind people to practice physical distancing.

Review people flow and identify surfaces employees may be able to avoid touching, for example, keep internal doors open, do not share office supplies and equipment.

P3 Measure "Policies, Processes & Procedures"

- **Cleaning and Disinfection**

COVID-19 spreads through respiratory droplets produced when an infected person coughs or sneezes. A person can acquire the virus by touching a surface or object that has the virus on it and then touching their own mouth, nose or eyes.

A keyway to protect workers and others from the risk of exposure to COVID-19 is by implementing appropriate cleaning and disinfecting measures for the workplace. Organization shall have a written cleaning and disinfecting plan and procedures for disinfecting areas used by a COVID-19 symptomatic or diagnosed person. The procedure shall include the closing of affected area, disinfecting method, and an authority-approved chemical for intended surfaces.

Four areas in consideration shall be risk assessed for enhancement of routine cleaning and disinfecting:

- <u>Common Areas/ High frequency touch points</u>: Café, locker room, restroom, punch in (or out) area, entrance door, stairs, hallway, smoking area, water drinking station, elevators etc.
- <u>General Administrative Areas</u>: General office, meeting room, copy & printing room, dispatch office, HR office, document storage room, etc.
- <u>Operational Areas</u>: Dish room, Assembly, Last Mile Logistics (Dispatch), Hot/Cold Production, Coolers, Material Warehouse, Equipment Warehouse, etc.
- <u>Catering Vehicles/ airline conveyance</u>:
  - Catering trucks: Loading bed/trunk, driver cabin
  - Support vehicles: driver cabin, back trunk
  - Airline trolley/carrier surfaces per customer request

A combination of cleaning and disinfection will be most effective in removing the COVID-19 virus.
- Cleaning: sufficient with a detergent and water.
- Disinfection: Once clean, surfaces can be disinfected with an authority-approved chemical for use against COVID-19, respecting concentration and contact time to ensure effectiveness.

When and how often your workplace, or certain surfaces, should be disinfected will depend on the likelihood of contaminated material being present, which needs to be evaluated through a local risk assessment. As a minimum this would include any time there has been a case or suspected case of COVID-19 at the workplace, or at workplaces with a high volume of workers, customers or visitors that are likely to touch surfaces.

Recommendations for enhancement of routine cleaning and disinfecting:

- Facility should maintain regular sanitation activities and make adjustments based on production volume and risk assessment.
- Facility may increase the cleaning and sanitation frequency for high touched surfaces in both operational and non-operational areas.
- The schedule and frequency can be revised based on production volume.
- The sanitation records should be properly documented and retained.
- All the sanitation crew who perform COVID-19 related sanitation and disinfecting tasks should receive proper training.

P3 Measure "Policies, Processes & Procedures"

- **Aircraft loading/unloading**
  a. **Meeting/ off-loading catering planes with a suspected or confirmed COVID-19**
     - Airline shall inform the health authorities about the suspected and/or confirmed person. Health authority determines if passenger and plane can be released.
     - The catering team may approach the airplane AFTER it is released by the health authorities. Follow local authorities' advice on protective equipment for unloading catering staff.

  b. **Airline Equipment handling for inbound flight with a suspected or confirmed COVID-19 person**
     - Dishwashing employees must wear disposable gloves and eye protection
     - Segregate all equipment from the affected flight into the designated area. Prioritize to front of queue and wash all on one machine if possible.

- Ensure the dish machine is running at required temperature prior to washing equipment and record as required by company's documentation system.
- Test the dish machine chemical concentration and record the concentration as required by company's documentation system.
- Disinfect empty carts and carriers with authority-approved chemical.

P3 Measure "Policies, Processes & Procedures"

- **Contact Tracing**

Organization shall collaborate with health authorities when investigating workplace exposures to infectious diseases, including COVID-19. Quick and coordinated actions, including case investigation and contact tracing, may lower the need for business closures to prevent the spread of the disease.

The contact tracing activities usually depend on the authorities, responsibilities, and capacities of local health departments, laws and directives; and the level of interest and capacity of the employer.

Organizations may consult with their company's human resources, legal, medical, and occupational safety experts. Decisions on contact tracing measures need to be based on health authority requirements, including data privacy compliance, applicable laws or limitations.

P4 Measure "Procurement"

- Supply chain assurance

Organizations should assess business essential functions and identify main suppliers and alternative supplier that can provide critical goods and services for business essential functions. This should include their response plans and reliability/ resilience.

- Identify alternative supply chains for critical goods and services- some goods and services may be in higher demand or unavailable.
- Identify core items and alternatives if needed.
- Get in contact with essential suppliers to share response plans, best practices with other business and associations to improve response efforts.
- Take inventory and notify customers of nominated or airline -owned items. Clarify dispensation of these items.

Annex A

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Annex B

Example Start-up Checklists

The following start-up checklists have been created as planning tools to aid airline catering businesses in restarting business operations that have been fully or partially closed due to a pandemic. As such, they should be considered guidelines to promote consideration of key risk factors germane to the specific business and its locations.

B1. People

☐	Org structure in place including any temporary changes, contact matrix updated
☐	Executive team confirmed
☐	Authorized agencies contacted and aligned with ramp-up requirements and timing
☐	Start-up team support from HQ and other units identified and confirmed
☐	Labor Unions: Formal communication to any organized labor representatives prepared
☐	Payroll is fully set up and tested
☐	Valid company ID & access cards sent to employees / reactivated and dates validated
☐	Uniforms issued for new employees / clean and in good order for existing employees
☐	PPE and emergency equipment available for all employees including any new measures
☐	HR policies available to all employees
☐	Operational labor team on board (cooks, assembly, warehouse, drivers, etc.)
☐	Catering induction performed / refresher training for existing staff
☐	Local HR induction performed / refresher training
☐	Agree return to work dates with individual staff, establish circumstances including e.g. childcare
☐	Ensure return to work plan for each returnee is documented and meets government support criteria
☐	Establish individual circumstances such as childcare demands, any need for counselling etc
☐	Identify critical vacancies or span of control gaps and recruit
☐	Put in place relevant communication structures to support staff through their return

B2. Operations

- ☐ Business continuity plan in place
- ☐ Local and international waste disposal processes in place (autoclave or external vendor)
- ☐ Flight Schedule(s) received from launch customer(s) including ramp-up and review points
- ☐ Transition plan agreed with incumbent caterer
- ☐ Aircraft configurations received from customers
- ☐ Par levels for main / rotable / disposable equipment defined
- ☐ Airline equipment for start-up received
- ☐ Catering procedures manual from customer received and understood
- ☐ Detailed recipes with ingredient lists received from launch customer
- ☐ Menu specifications available for production team
- ☐ Special meal requirements from customer understood and communicated
- ☐ System for receiving passenger figures from customer (HQ and outstation) understood
- ☐ Meal volumes forecast (daily, weekly, etc.) established
- ☐ Operational training planned (warehouse, cold kitchen, hot kitchen, dish wash, last mile, etc.)
- ☐ Warehouse training conducted
- ☐ Forklift operations training conducted
- ☐ Trucks and other ground service equipment in place and branded
- ☐ Catering truck positioning and aircraft door opening trainings conducted
- ☐ Dock schedule/truck loading plans confirmed
- ☐ Production schedules defined
- ☐ Packing and labelling plans defined, communicated and tested (dry run)
- ☐ Rostering & resource requirements identified and provisioned for week 1
- ☐ Rosters created with names confirmed for week 1
- ☐ Employees informed about their work schedule (roster) and assigned role

☐	Cold kitchen training conducted
☐	Hot kitchen training conducted
☐	Dish wash training conducted

B3. Compliance

☐	Certificate of occupancy in place
☐	Fire safety inspection passed, and/or approval received to restart operations
☐	Food health authority (local equivalent) final inspection passed and/or approval received to restart operations, permit in place
☐	Other governmental authority pre-operational inspections passed or approval received to restart operations
☐	Wastewater and/or grease trap operating permit in place
☐	Insurance coverage in place and insurer advised of restart date
☐	Bonded storage & customs licenses in place
☐	Alcohol license in place- when appropriate
☐	Trucks registered and licensed to operate airside
☐	Employees have valid airside passes and any other required access badges reactivated if necessary
☐	Drivers have valid airside driving reactivated if necessary
☐	Risk register developed
☐	Halal certification in place (where required)
☐	Kosher certification in place (where required)
☐	Process in place to address changes in COVID-19 risk levels (up or down)

B4. Food Safety & Quality

| ☐ | Food safety program have remained in place |
| ☐ | HACCP plan remains in place |

☐	Laboratory appointed for microbiological analysis
☐	Food safety, allergen, Kosher and Halal trainings performed
☐	Quality management system training performed
☐	Team familiarized with customer's quality manual
☐	All inventory stored during shutdown checked for quality and food safety as appropriate

B5. Information Technology

☐	Menu specifications and packing plan available in system / document repository
☐	Galley plans available in system / document repository
☐	Employee contact information (e-mail, phone numbers, mobile) set up and ready to use
☐	Employee assets ready and system access authorized (laptops, phones, printers, etc.)
☐	All required systems and applications (ERP, Office 365, etc.) installed and tested
☐	Network access granted to all employees from Day 1
☐	Training for airline systems performed to relevant staff
☐	Trolley management systems and/or labelling in place
☐	Reactivate licenses (Office, ERP, etc) for users that were suspended during lockdown
☐	Performance checks of laptops, desktops etc. whether left at the unit or taken home by employees
☐	Provide any refresher training, new starter training that may be required
☐	Ensure controls and permissions are correct (revoke any temporary lockdown permissions)
☐	Ensure all menus, Bill of Materials, validity dates etc are appropriate and exception reports working correctly
☐	Ensure that shared service centers are geared up, working with Finance, Procurement, etc.
☐	Liaise with IT service providers, contractors to reinstate service and support

B6. Procurement

☐	Supplier selection and on-boarding (food, laundry, maintenance, etc.)
☐	Supplier contracts agreed and signed
☐	Supplies ordering and delivery timetable defined and confirmed with suppliers
☐	Inventory management process confirmed with Operations
☐	P2P process agreed, and ordering process aligned with key stakeholders and systems
☐	Team ready and able to raise purchase orders from unit
☐	Suppliers geared up to resume supply per schedule

B7. Commercial

☐	Local customer station manager contacted
☐	Commercial agreement signed with launch customer(s), including pricing
☐	Communication system between catering business / customer defined and agreed
☐	Queries and complaints management process is ready
☐	Service level reporting procedure established with all customers
☐	Commercial & operational contacts details (name, e-mail, phone) communicated to customer
☐	Operational and commercial contacts trained and ready for operations start-up
☐	Confirm start-up date, schedule, ramp up and forecasts with customer
☐	Confirm menu changes, product approval and pricing and all set up on systems
☐	Confirm any changes to contacts, delivery procedures, ordering lead times, etc.

B8. Vehicles

Π	All vehicle licenses, registration and insurance to be validated and re-established as required
Π	Vehicles to have mechanical inspection, safety check and test drive before use

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Π	Vehicle passes to be checked and renewed or reactivated as necessary
Π	All drivers to be re-familiarized and retrained on vehicles
Π	Forklifts to be checked and drivers re-familiarized / retrained

B9. Communications 📢

☐	Branding in place (trucks, facilities, systems, etc.)
☐	Customer communications developed and approved
☐	Employee communications developed and approved
☐	Required notifications to airport authorities & regulatory bodies developed and approved
☐	Media / press communications developed and approved
☐	Opening event scheduled, all planning activities final

B.10 Inventory (Par Levels) 🖥️

☐	Full stock count verifying expiry dates and condition of stock and reconciliation with system
☐	Ensure any expiry dates that were extended with manufacturer support are correctly reflected
☐	Ensure all stock that was meant to be disposed of has been disposed and is no longer on site
☐	Ensure perishable stock that was frozen to avoid waste is on the system with proper material codes
☐	All stock is in correct location including stock that was relocated to consolidate storage

B11. Finance 🪙

☐	Invoice and payment processes in place and communicated to customers
☐	Accounts Payable process in place and communicated to suppliers
☐	Team ready to invoice first sales
☐	Team ready to pay first invoices from suppliers
☐	Bank account funded for week 1

☐	Corporate governance - financial delegation mechanism defined and communicated
☐	Financial reporting processes defined and communicated
☐	Confirm payment terms with suppliers and customers reflecting any changes on the system
☐	Reinstate normal payroll for returning staff making any adjustments arising from lockdown / furlough
☐	Process any required applications for government support (payroll, tax deferment, grants, etc.)

B12. Facilities

☐	Kitchen equipment cleaned and tested prior to use
☐	Refrigeration equipment tested
☐	Water pressure tested
☐	Gas connections tested and reviewed by authorities where required
☐	Security cameras and access controls in place
☐	Unit facilities readiness audit performed with GM
☐	Signage in place (safety, emergency, security and any other information)
☐	Unit demarcation completed - internal and external
☐	Emergency response and evacuation procedures defined, tested and communicated
☐	Fire plan defined and tested, equipment and team in place with any changes made for shutdown reviewed
☐	Induction plan for visitors in place including any revisions necessary due to COVD-19
☐	Maintenance services in place
☐	Cleaning services in place including any revisions necessary due to COVID-19
☐	Employees have access to their place of work
☐	Desk space set up for all employees (when applicable)
☐	Facilities services ready for employees (change rooms, lockers, toilets, canteen, etc.)
☐	Warehouse and storage areas comply with safety requirements
☐	Lifts, roller doors, electrical heaters, lighting all checked and functioning

☐	All water supplies turned on, taps run until water running clean and dish machine wash cycles run
☐	Chillers, stores, etc. thoroughly cleaned, labels verified, and stock placed in right location
☐	Manual handling equipment checked and in order