

Our Covid-19 Mitigation Journey

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The Response to Crisis

- Natural Response to Crisis = Fear and Uncertainty
- Success in the face of crisis comes when we are able to transition from fear and uncertainty to CONFIDENCE
- In the Food Industry, we face an invisible enemy everyday – PATHOGENS
- With Covid-19- same war, different battle
- We fight this enemy (with Confidence) via **Behavioural Excellence**
- We enable **Behavioural Excellence** using 2 weapons:
 - **Adherence to Values** (Sincerity, Excellence, Respect, Valour, Empowerment)
 - **Structure** and **Repetition**

Covid-19 Strategic Management Framework (3SCO₂)

Its focus :

Individual Care and Protection
Operational Continuity
Customer Service and Stability



COVID-19 Strategic Management Framework

Surveillance

Continuous data-collection and observation efforts from approved reliable sources:

- Global
- Regional
- National

Situational Assessment

The process by which information gathered via surveillance, is used to assess the potential organizational impacts of current developments

Strategic Direction

Data-driven decision making and determination of alert status to guide appropriate response protocols.

COVID-19 Strategic Management Framework

Communication

Constant employee / management awareness and feedback.

Situational scenario communication guidelines

Operational Risk Assessment

Business Services (e.g. ITC, Payroll) and Supply Chain Disruption

Social Unrest and Lawlessness

Site-specific Covid transmission

Operational Response Planning

Defined Mitigation Strategies and Controls

Defined Situational Responses



Transmission Minimization Education

Sharing of:

- **Covid-19 Strategic Management Protocol**
- **Covid-19 Management Toolkit**
 - **Covid-19 Risk Assessment Guideline**
 - **Business Continuity Risk Assessment**
 - **Special Covid-19 Cleaning and Sanitation Procedures**
 - **Covid-19 Screening Protocol**
 - **Covid-19 WHOOSHA Campaign**



Individual Care and Protection

- Installation of additional Hand Wash Stations and Hand-Sanitizing Stations
- Staggered hours of work and break periods
- Work-from-home facilitation and virtual meetings
- Additional lunch facilities
- Employee screening including touchless temperature checks
- Employee PPE – face-shields, desk-shields, facemasks, sanitizing lotion
- Personal hygiene including uniforms protocol enforcement
- Transportation protocol changes to facilitate physical distancing
- WHOOSHA campaign – posters, bags, tool-box talks

Operational Continuity

Creation of cross-functional Covid-19 management teams at each site to effect protocols

Increased stock cover from suppliers and engagement of alternative sourcing

Critical equipment spares management and critical equipment service management

Heightened supplier communication

Remote Business Service Engagement

Tightened security protocols



Customer Service and Stability

- Production Streamlining to decrease operational complexity
- Temporary rationalization of SKU production
- Implementation of transmission minimization controls at the Distribution Centre and at customer interfaces
- Modified sales planning e.g. weekly orders to fortnightly orders, fortnightly orders to monthly orders to minimize contact frequency
- Outfitting sales and merchandizing team members with the necessary tools to safely engage customers and the public when necessary



CONSTANT
COMMUNICATION
IS KEY

Covid-19 WhatsApp Groups

Daily Management Reviews

Daily Team Meetings and Toolbox
Sessions

Optimal Use of Signage

Use of the WHOOSHAA Campaign to
keep the conversation alive

KEEP
CALM
AND



WHOO

- Wash Hands Over and Over

S

- Sanitize Hands, Surfaces, Tools, Utensils

HA

- Stay Healthy and Alert

A

- Avoid Risks from Person to Person Contact







THANK YOU

Remember, our confidence in our ability to win this battle, comes from behavioural excellence.

Let's do the right thing, on time, every time, and we can get through this together.