

# Our Covid-19 Mitigation Journey

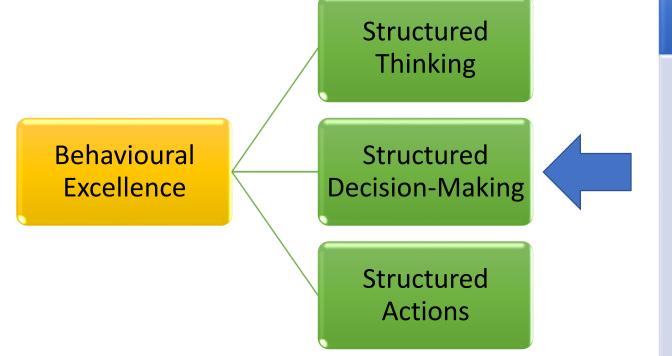
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- Natural Response to Crisis = Fear and Uncertainty
- Success in the face of crisis comes when we are able to transition from fear and uncertainty to CONFIDENCE
- In the Food Industry, we face an invisible enemy everyday PATHOGENS
- With Covid-19- 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

#### The Response to Crisis



#### Systems Thinking

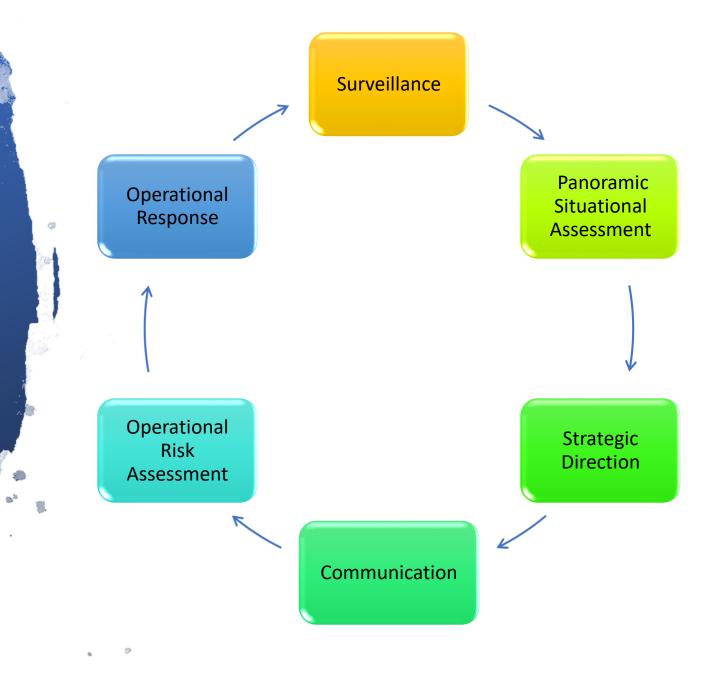
- Human Resource Management
- HSE Management
- Food Safety Management
- Quality Management
- Operations and Asset Management
- Supply Chain Management

#### Robust Environmental Input

 Robust, Reliable, Relevant Environmental Data Covid-19 Strategic Management Framework (3SCO<sub>2</sub>)

Its focus :

Individual Care and Protection Operational Continuity Customer Service and Stability



### COVID-19 Strategic Management Framework

#### Surveillance

Continuous datacollection 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, toolbox 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

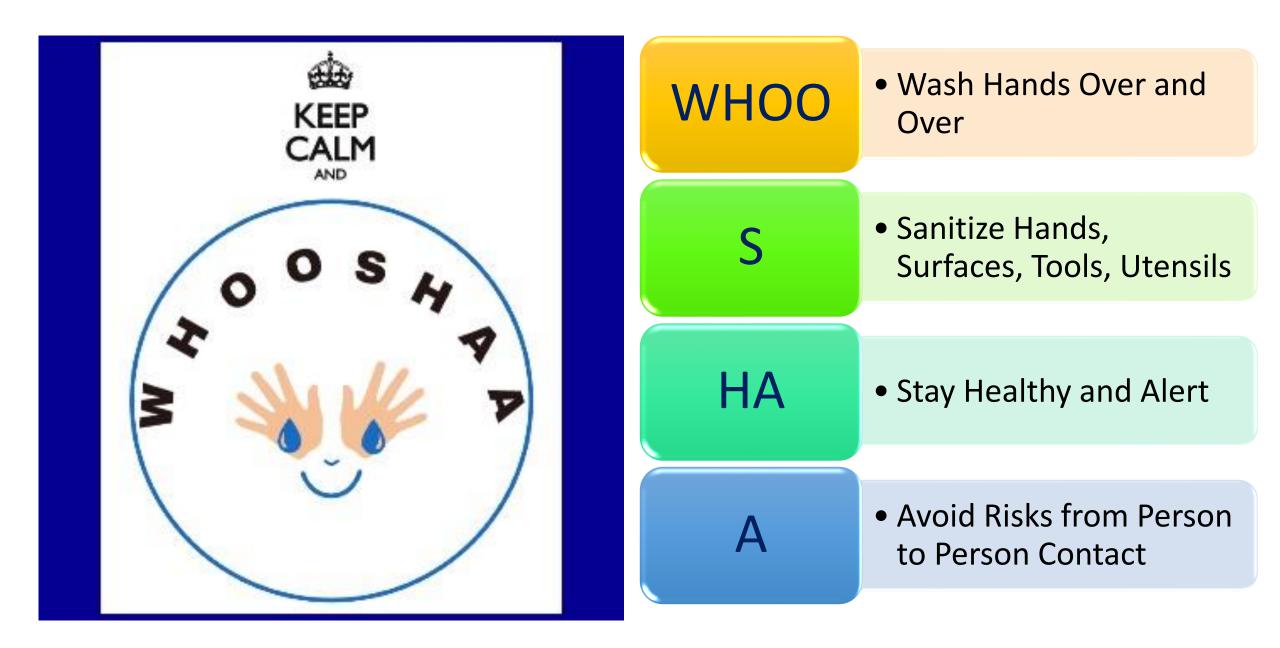
Covid-19 WhatsApp Groups

#### **Daily Management Reviews**

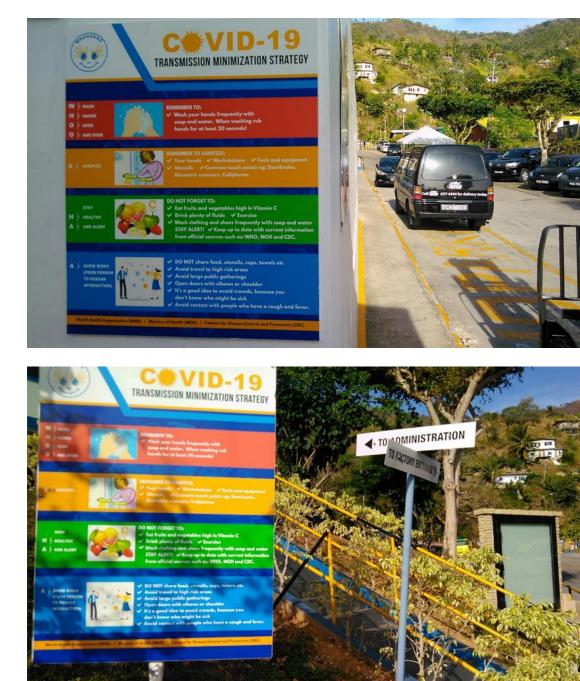
Daily Team Meetings and Toolbox Sessions

**Optimal Use of Signage** 

Use of the WHOOSHAA Campaign to keep the conversation alive









### 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.