



# COVID-19: Employee Safety & Wellbeing

## Risk Assessment – Restaurant Operations UK & Ireland

### Introduction

We have a duty to take all reasonable precautions to protect the health, safety and welfare of all employees. It was the safety of employees that was paramount in the decision to close restaurants in March and we are committed to only re-opening our restaurants at a time and in a way that complies with Government guidance and protects the health, safety and welfare of our employees and those visiting our restaurants.

We have used information from Government Advice for the UK and Ireland, guidance from global organisations including the World Health Organisation, and best practice from other McDonald's markets around the world. In addition, we continue to work closely with our Primary Authority (the London Borough of Barnet) and have tasked NSF International with validating the systems and procedures put in place to control the risks associated with the COVID-19 virus in our workplace.

### Scope

This risk assessment covers the re-opening and operation of McDonald's restaurants (directly owned and franchised) in the UK and Ireland.

In line with advice from the respective governments we are now able to offer Delivery, Drive Thru, Take Away, and Eat In service to our customers, although not all restaurants will be able to offer all service channels.

Separate risk assessments are available for the Isle of Man restaurant and for employees working in Head Office and Regional Office locations.

### Consultation & Engagement

Employees are consulted in connection with their individual circumstances prior to returning to work. Each employee is asked about their fitness to work and any other factors that may influence their ability to return to work safely (further details below). In addition, employees have a 'virtual meeting' before starting work and a 1:1 discussion with a manager at which times any concerns can be raised.

The speed of change and furloughing of most employees has meant that consultation in advance of our initial re-opening was not practical. Since first re-opening we have engaged in an ongoing basis with employees through an online survey.

We value and have continued to seek feedback from employees and any concerns can be raised directly with a manager at any time, by using the 'Hazard Reporting' system or with any member of the MySafety+Security team in the restaurant. Any concerns can also be raised through the People Services Helpdesk at Head Office.



## Who may be harmed and how?

COVID-19 is a highly infectious virus currently present at pandemic levels. It can be spread in the small water droplets created when sneezing, coughing, talking or breathing. The virus can be transferred to the hands and then spread onto other surfaces, although it does not survive well on most surfaces.

We need to guard against infected employees spreading the virus whilst in the workplace, and against non-employees (couriers, customers, contractors, etc.) infecting those working in or visiting the restaurants.

Ill-health caused by the virus can range from a very mild illness to severe illness requiring hospitalisation and in a small percentage of cases can result in death.

In view of the potential severity of infection, we have implemented an extensive series of controls to mitigate against this risk.

## Control procedures

### Health & Hygiene

#### Before re-opening

- All employees must update their status on 'MyStuff 2.0' to indicate if they are fit and able to return to work. Employees can indicate that they are not able to return to work for a number of reasons, e.g. they are isolated or shielded themselves, or as a result of someone in their household being vulnerable or extremely vulnerable, or they have other concerns about returning to work. Note: There is an equivalent list for Ireland with slight changes to reflect differences in their government's terminology and guidance.
- Where an employee indicates that they have concerns about returning to work, these concerns will be discussed individually and addressed wherever possible. This may include employees who are new or expectant mothers, or a disabled employee, and reasonable adjustments will be considered in relation to queries or concerns over a return to work.
- Before commencing their first shift, each employee must complete an online training module covering the additional hygiene, sanitising and fitness to work requirements. They also receive a printed 'Training Flyer' covering the new and enhanced procedures.
- A deep clean is completed in the days leading up to the initial restaurant re-opening. This is completed using a small team of experienced employees. Full instructions are provided as part of the Re-Opening Guide using McDonald's globally approved chemicals confirmed as effective against coronavirus.
- Each restaurant is issued with a Re-opening Workbook, this includes detailed guidance on cleaning and start-up of equipment, including equipment requiring statutory inspection and guidance on effective flushing of water systems to guard against the potential for Legionella. Those restaurants with more complex water systems (including water storage tanks) are given further advice on chlorination of these systems.
- Separate Workbooks detail the safeguards and procedures for each of the service channels as these are gradually added, for example as we add Eat In service each restaurant receives detailed safety and operational guidance.



## When re-open

- On arrival for each shift:
  - A contactless infrared thermometer is used to check the forehead temperature of each employee to ensure they do not have a high temperature (37.8°C or more), no temperatures are recorded
  - A 'Fitness to Work' poster reminds employees of the symptoms of COVID-19 and the actions to take in the event that they, or a member of their household, has symptoms
  - No employee is permitted to work if they, or someone they live with, has symptoms of COVID-19
- Employees are provided with a disposable face coverings to be worn at all times, apart from when they are on a break.
  - The face covering is CE marked and tested to EN 14683 (Type 1)
  - Training is provided on the correct way to put on the face covering and how to dispose of it
  - A designated bin is provided for disposal with a bin liner that is sealed for final disposal
  - A poster is displayed as a reminder of these procedures

Note: A clear full face visor (face shield) is available as an option.
- Employees wearing face coverings may experience fatigue more quickly than usual and this will be monitored – job rotation and/or additional short breaks may be required
- Contractors and other visitors working in the restaurant are provided with health guidance and their temperatures are checked. Face coverings will be provided if the contractor/visitor does not supply their own.
- A new Station Observation Checklist (SOC) is completed on all returning employees. This is a practical assessment completed by a manager or other suitably trained employee. It verifies the understanding and application of the new procedures and safe ways of working as detailed on the Additional Hygiene & Safety Training Flyer. The verification will be completed within the first 7 days of returning to work.
- There is increased cleaning and sanitising of all touch points and surfaces.
- Disposable gloves (blue polythene) are used by those employees working in the Service area who may potentially come into contact with couriers or customers. Any employees considered as food handlers (preparing food or drink) will not come into contact with couriers or customers and will not wear the blue gloves for hygiene reasons. Gloves are disposed of in a designated bin.
- We have worked closely with our McDelivery partners (Uber Eats and Just Eat) on courier appearance, hand hygiene, bag cleanliness.
  - Couriers are limited to one section of the Dining Area
  - Hand sanitiser and cleaning equipment is provided



- Summary of other additional hygiene measures:
  - Handwashing with anti-microbial soap has been increased to at least every 30 minutes for all employees – a hand washing procedure poster is displayed
  - Hand sanitisers are provided (over 60% alcohol or equivalent non-alcohol)
  - Paper towels are used for hand drying in place of warm air dryers for employees
  - Customer accessible toilets may be used for additional employee hand washing (if needed for a customer then area is fully sanitised before next use)
  - Employees use separate toilet facilities to customers, couriers or other visitors
  - Internal doors held open where safe to do so (not fire doors) to reduce contact with door handles
  - Employees are provided with additional guidance on uniform washing

## Operations & Social Distancing

**We are taking all reasonable steps to maintain a 2 metre distance in our workplace for employees, customers and contractors.**

**Where employees cannot be 2 metres apart we are mindful of the ‘1 metre with risk mitigation’ guidance (where applicable) and are doing everything practical to manage the risk of transmission, including the measures summarised below.**

- We have made a number of changes to the way we operate to reduce the number of employees on shift at any one time, and to allow effective social distancing at all times, including offering a reduced menu to simplify operational procedures and asking customers to pay by card.
- Free-standing and fixed Perspex screens will be used where possible to divide kitchen and service areas and aid social distancing, including:
  - Fixed screens at the Drive Thru payment and order present windows to limit the size of window opening
  - Full height screens in kitchens to separate work spaces where possible – these are movable if needed and have been approved by our Primary Authority for fire safety
  - Counter / table-top screens with a gap to allow items to be passed through
- Floor markings will be used in addition to the Perspex screens in the kitchen.
- In limited locations within the kitchen, 2 employees will work ‘facing away’ rather than being separated by a screen – this is in accordance with government guidance including:
  - UK: Working safely during COVID-19 in restaurants offering takeaway or delivery*
  - Ireland: Return to Work Safely Protocol*
- We have made changes to staff roles and responsibilities to minimise need for staff to move out of position.
- The number of customers and delivery couriers entering the restaurant for takeaway orders will be limited depending on the layout of the restaurant and managed by Customer Coordinators to maintain 2 metre social distancing. The same will apply to queues outside the building.
- Where Eat In service is offered, the flow of customers into the restaurant is controlled and the occupancy levels have been reduced by removing some tables and seating from use. Customers are asked to provide contact details in accordance with government guidelines. Tables are sanitised after every use.



- New 'contact-free' service procedures apply:
  - At the Drive Thru payment window for card and cash transactions (whilst cards are strongly encouraged we have the ability to take cash if absolutely necessary - employees are wearing gloves at this point)
  - For couriers collecting McDelivery orders from a dedicated location within the restaurant, using a 'hand-over' table
  - At the Front Counter and Drive Thru order collection window, where orders are handed out without contact for Take Away customers
  - For Eat In customers all food and drink will be taken to the seated customer(s) and placed on an adjacent table by the employee.
- Staff breaks will be staggered to ensure continued social distancing. Crew rooms can be limited in size and other areas, including sections of customer dining areas, may be used for breaks.
- There will be a 'one person only' rule for small areas, such areas may include Changing Rooms, Stock Rooms and Managers Offices. Posters are provided as reminders for any small areas.
- Good airflow and ventilation are factors in the control of COVID-19. All parts of the restaurant are equipped with a highly specified Heating Ventilation and Air Conditioning (HVAC) system and this is further enhanced by a Kitchen Extract system fitted over each grill and fryer station.
- All deliveries of food, packaging, cleaning supplies, etc. are provided by our distribution company, Martin Brower. We have worked with them to develop contact free procedures for deliveries and adapted our delivery procedures. A poster is provided as a reminder.
- Items such as pens must not be shared between individuals, equipment such as headsets on the Drive Thru are cleaned with a sanitiser wipe between use.
- First aid guidance for our first aiders has been updated with additional safeguards.
- If any employee finds that the return to work creates stress or anxiety, they should speak with their manager, and have access to independent and confidential advice through the Employee Assistance Program (see intranet for details).
- We will continue to communicate to employees through several channels, including direct communication from the Franchisee or manager, and through OurLounge – which contains a wide range of information and advice.
- Shift Managers will have a primary role of checking hygiene and ensuring full implementation of social distancing on each shift. They will be assisted in this role by allocated 'Wellness Managers'.
- We will communicate to customers that the service may not be quite as quick as it was before, and reinforce with managers that we will not compromise hygiene, safety or social distancing.

## Review

A review will be undertaken and local variations may apply in the event of a government re-introduction of restrictions, such as a localised lockdown.

This risk assessment will remain under frequent review and will be revised as necessary as we work through the phased re-opening plan, and taking into account changes in government guidance or our experience of operating the many new and revised procedures introduced to minimise risks associated with COVID-19.