Maple Leaf Foods’
COVID-19
Pandemic Plan

Last Update: July 16, 2020
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PREFACE

Maple Leaf Foods Inc. (MLF) strives for zero occupational injuries and diseases in the workplace, a goal driven by a commitment to employee safety as stated in MLF’s OHS Policy and MLF’s Safety Promise. The **Occupational Health & Safety Policy** clearly states, “the elimination of occupational injuries and diseases in all our facilities.” It further states, “We believe that zero occupational injuries, while challenging, is an attainable goal.” The **Safety Promise** states, “We commit to becoming a global leader in food safety and job safety.” To achieve this, Maple Leaf Foods Inc. strives to make employee safety an integral part of our workplace culture.

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**Occupational Health & Safety Policy**

**OCCUPATIONAL HEALTH & SAFETY POLICY**

The directors, officers & employees of Maple Leaf Foods Inc. are dedicated to the elimination of occupational injuries and diseases in all our facilities. We believe that zero occupational injuries, while challenging, is an attainable goal.

This is only possible if we all accept responsibility for our own safety as well as that of our co-workers. We expect managers to develop and implement procedures for the prevention of injuries and diseases in their area of responsibility. We further expect managers to include health & safety in their business plans with measurable goals and objectives. We expect supervisors to ensure that machinery and equipment are safe, and that their employees are working in compliance with established safe work practices. We expect employees to follow established safe work practices and procedures for their own protection, as well as for the protection of co-workers.

All visitors to our sites, including contractors and sub contractors, are required to comply with our policies, procedures and rules, which are in place to prevent occupational injuries and diseases.

All of our facilities are required to have in place an occupational health & safety management program, which meets or exceeds local regulatory standards and supports the goal of this policy.

It is in all of our best interests to integrate health and safety into our daily activities, both on and off the job.

**Our goal is to always provide consumers safe, great tasting food produced in a safe work environment.**

- We commit to becoming a global leader in food safety and job safety, and providing the focus and resources needed to achieve this goal.
- We commit to establishing a culture of food safety and work place safety with high performance teams, where people are encouraged and expected to act on any concerns they may have.
- We commit to measuring our safety performance, with testing and benchmarking against globally recognized standards.
- We commit to continuously seeking better ways to make safe food, and to make it safely.
- We commit to openly sharing our knowledge with government, industry, and consumers, so we can learn from them and they can learn from us.
- We commit to transparency and conduct in pursuit of better performance and public confidence.
- We commit to behaving in the most responsible and transparent way possible, placing the safety of our people and our consumers first. If there is ever a breach.

**This is our Safety Promise.**

Michael M. McCain
President & Chief Executive Officer
On behalf of Maple Leaf Foods Inc.
July 2018
INTRODUCTION

This Pandemic Plan has been created to prepare for and respond to a pandemic COVID-19 outbreak in an appropriate and timely manner.

The plan's key objectives include:
1. Achieving effective preparation and response through clear processes for Maple Leaf Foods’ employees and stakeholders.
2. Sharing appropriate information with employees, customers, industry partners, and government in a timely manner.
3. Modifying procedures to protect our people, our business, and our community.

This guide is designed to help Maple Leaf Foods minimize the risk that a COVID-19 pandemic poses to the health and safety of employees, the continuity of business operations, and the effect on the community. It is intended to provide Maple Leaf Foods sites with the basic information they require in preparing a continuity plan to mitigate the potential effects of a pandemic.

As with any risk that threatens the viability of business operations, continuity planning is critical. All Maple Leaf Foods sites must take immediate steps to develop continuity plans that:
1. protect our people;
2. protect our business and minimize disruptions; and
3. protect our community and help prevent negative impacts on customers, consumers, and the economy.

While a pandemic cannot be stopped, proper preparation may reduce its impact.

This guide provides the information that will assist all Maple Leaf Foods sites in preparing business continuity plans.

Maple Leaf Pandemic Program Model
Maple Leaf Foods’ Company Policy

The goal is for us to maintain our high performance and the function of our business, while minimizing our in-person social interactions for the immediate future.

As of March 12, 2020:

1. Work from home if possible
   - To the extent possible, you are asked to work from home and leverage technology solutions available to you.

2. Eliminating all in person meetings, unless absolutely required
   - We have cancelled any meetings that are not essential and replaced them with leveraging technology as much as we possibly can.
   - If meetings or events absolutely cannot be conducted remotely and an in-person meeting is required, there cannot be more than 20 people in attendance. (Reduced to a maximum of 5 people in attendance in Ontario as of March 29, 2020.)

3. No visitors please!
   - No external visitors are permitted at our sites or offices, except for essential services required to run the business.

4. Stop visiting business partners in person
   - We have implemented a ban on visits to our customer offices, suppliers, producers or other business partners
   - All planned visits should be cancelled and replaced with technology engagements.

5. No business travel
   - We have implemented a ban on business travel.

6. Personal travel implications
   - If you or members of your household are travelling internationally, we ask that you report this to your supervisor or Human Resources so that our quarantine policies, which are possibly changing daily, can be properly applied to you.

Revised On March 14, 2020

Following any international travel by you, you must self-quarantine for 14 days from the date of return and before returning to the workplace, you must complete our COVID-19 screening tool.

So, for example, if you:
   - returned from an international trip 10 days ago, you must quarantine for 4 more days
   - are currently in another country and return, you must self-quarantine for 14 days from the return date
   - go to another country and come back, you must self-quarantine for 14 days from the return date.

Revised On March 31, 2020

- The Meadowvale Campus was closed and locked (only accessible with MLF employee card for authorized personnel). Employees with essential roles whose work cannot be conducted at home may request for authorization by completing the “Work At Meadowvale Campus Request Form”.
Revised On April 21, 2020

- All employees and visitors (including contractors and temporary agency employees) must be screened everyday using the “COVID-19 Screening Tool”. That is, there will be 100% screening of everybody who enters a MLF site.

Revised On June 8, 2020

- At this time, we are expecting to delay the full general opening of our corporate offices until at least September 1st.

EDUCATION

The key to preventing disease outbreak is understanding the disease. Maple Leaf Foods has implemented various educational initiatives.

- Communication to and education for our employees:
  - Signage and training material have been developed.
  - The objective is to fully understand perception versus risk, as well as to understand the North American outlook and the global outlook.
  - Town Hall online meetings have been provided across all Maple Leaf Foods sites to cover COVID-19 pandemic fundamentals (background and origin, global status, spread, symptoms, complications, mode of transmission, disease prevention by protection and response strategies (e.g. hand hygiene, coughing/sneezing etiquette), and contingency plans.
PROTECTING OUR PEOPLE

Social Distancing
Social distancing is a strategy to limit the spread of COVID-19, the disease caused by the coronavirus. This is a conscious effort to reduce contact between people to slow down the spread of the virus. Even if you are symptom free and not part of an at-risk group, you still need to change your lifestyle starting today to avoid contracting and spread of the virus.

*The goal is to do everything possible to limit our in-person interactions, while finding new and more protective ways to operate the physical infrastructure so the food still flows*

Social Distancing In Our Plant Environments
- Plant employees asked to report to work, abide by our screening and social distancing processes.
- While working on the production floor or other plant areas, all employees are to:
  - Wear your Personal Protective Equipment (PPE).
  - Observe Good Manufacturing Processes (GMPs).
  - Wash, sanitize hands regularly, cough/sneeze into upper sleeve or elbow (not your hands).
  - Avoid physical contact wherever possible.
- Further preventative options are to be explored, such as:
  - Staggering start times and break times to avoid large groups of employees.
  - Designating other rooms for break areas.
  - Reducing non-critical meetings and non-essential visitors.
  - Increasing our sanitation and disinfection practices.
COVID-19 Screening

- To help maintain a healthy workforce and workplace, all visitors (including contractors and agency employees) will be screened every day for influenza-like illness prior to coming into the workplace.
- Privacy requirements (Canada’s Personal Information Protection and Electronic Documents Act /PIPEDA and United States’ Health Insurance Portability and Accountability Act/HIPAA) will be managed and people will be treated with respect and dignity during the screening process.
- MLF’s COVID-19 Screening Tool is used to determine if visitors and employees should be excluded from the workplace due to illness or exposure. If visitors are not pre-screened over the telephone (preferable screening method), they will need to be screened before entering beyond the entrance area.
- Maple Leaf Foods employees are also screened for any COVID-19 compatible symptoms with unknown cause within the past week. (Reference: Centers for Disease Control and Prevention’s/CDC’s “Discontinuation of Isolation for Persons with COVID-19 Not in Healthcare Settings (Interim Guidance)"
- Unwell employees are instructed to stay home until their symptoms have disappeared and are followed up with on a daily basis.
- If anybody screened with the tool indicate “yes” for any flu-like symptoms (i.e., fever, cough, shortness of breath, difficulty breathing, chills, runny nose, sore throat, weakness, muscle aches, headache, diarrhea, vomiting, or new smell or taste disorders), the screener immediately contacts the site COVID-19 designate/site HSSE designate in person or over the telephone. Any individuals who are in self-quarantine for 14 days post-travel and/or exposure risk are tracked at the site level.
- Any employees who have received COVID-19 testing for medically based reasons (e.g., significant exposure with household contacts, relevant travel history, symptomatic, advised by medical professional, etc.) are also tracked by the Senior HSSE Team.
- Before any employee can return to the workplace from self-quarantine, it must be approved by the site COVID-19 designate through the “COVID-19 Screening Tool” process.
- Effective April 22, 2020, all employees and visitors (including contractors and temporary agency employees) must be screened everyday using the “COVID-19 Screening Tool”. That is, there will be 100% screening of everybody who enters a MLF site.
- CFIA inspectors are not in the position to sign COVID-19 screening forms (or similar documents). They are required to follow the policies, procedures, and terms of employment established by their employer, the CFIA. They must, however, participate in the MLF temperature monitoring procedures prior to entering the MLF site.
- Please refer to the Screening SOP and Screening Guidelines for detailed requirements.
Self-Quarantine/Self-Isolation

- Self-quarantine or self-isolation means staying home and not going anywhere, unless you need medical care. Many COVID-19 patients are advised to isolate at home while they recover.

- Persons with COVID-19 who have symptoms and were directed to care for themselves at home may discontinue isolation under the following conditions (based on the Centers for Disease Control and Prevention’s/CDC’s “Discontinuation of Isolation for Persons with COVID-19 Not in Healthcare Settings (Interim Guidance)”):
  - At least 3 days (72 hours) have passed since recovery defined as resolution of fever without the use of fever-reducing medications and
  - Improvement in respiratory symptoms (e.g., cough, shortness of breath); and,
  - At least 10 days have passed since symptoms first appeared.

How To Self-Isolate and Prevent Spread To Others In Your Home:

- Stay home:
  - Do not use public transportation, taxis or rideshares.
  - Do not go to work, school or other public places.
  - Your health care provider or public health unit will tell you when it is safe to leave.
  - Avoid having visitors in your home unless necessary.
  - If necessary, visits must be kept short and social distancing must be observed at all times.
  - Postpone all non-essential appointments until you are out of isolation.
  - Keep away from seniors and people with chronic medical conditions (e.g., diabetes, lung problems, and immune deficiency).

- Avoid contact with others:
  - Stay in a separate room away from other people in your home as much as possible.
  - Use a separate bathroom, if you have one.
  - Make sure that shared rooms have good airflow (e.g., open windows).

- Cover your coughs and sneezes:
  - Cough or sneeze into your upper sleeve or elbow, not your hand.
  - Throw used tissues in a lined wastebasket to make disposal safer and wash your hands.
  - After emptying the wastebasket, wash your hands.

- Wash your hands:
  - Wash your hands often with hot, soapy water for at least 20 seconds.
  - Dry your hands with a paper towel and discard.
  - Use an alcohol-based hand sanitizer (with minimum of 70% isopropyl alcohol) if soap and water are not available.

Temperature Monitoring

Employee safety, as well as our customers and consumers safety, are our #1 priority. Now, more than ever, we must work together to supply safe, wholesome product to the public.

The Senior Leadership Team has been investigating the use of temperature checks as a preventative measure in the workplace. Upon guidance from our medical professionals and as a preventative measure, Maple Leaf Foods has endorsed this process.

All employees, visitors, and contractors will be required to have their temperature taken, upon entry to the facility. A trained individual in administering temperature checks will use a “Thermal Infrared Thermometer” and any individuals who have a temperature of 37.5°C or 99.5°F or higher will not be permitted to enter any Maple Leaf Foods facility.

Our health and safety team has identified and trained specific individuals to administer the temperature checks in a respectful and dignified manner.

The appropriate training is provided to the individuals taking the temperature checks. The measuring and recording of a temperature, which involves no contact with the individual whose temperature is being measured, does not require health professional credentials. Training is provided to the screeners.

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**TEMPERATURE MONITORING**

Ensuring all our workers, visitors, contractors and temporary workers who enter our premises are in good health is our utmost priority. The temperature test is solely to be used to determine if an individual may have a symptom of COVID-19.

1. You will be asked to have your temperature taken prior to entry at any Maple Leaf Foods, Inc. facility.
2. If you have a temperature of 37.5°C (99.5°F) or higher, you will not be permitted to enter.
3. Temperature will be taken using a NO TOUCH Infrared thermometer, held 5 cm from your forehead.
4. Your privacy is important to us! Your temperature will be taken in a private area as designated by your site leader.

What’s your temperature today?

**TEMPERATURE MONITORING PPE**

Ensuring the safety of all our workers is our top priority!

PPE donning steps for trained personnel performing thermal screening

1. Perform hand hygiene before putting on PPE.
2. Put on face mask (N95 or KN95). With both hands, mould over the bridge of your nose. Then, put on a face shield over the mask.
3. Put on gloves.

What’s your temperature today?
Carpooling

- Safer carpooling practices were shared across Maple Leaf Foods to provide some information for those who have to carpool and how to reduce the spread of COVID-19.
  - If you have ANY symptoms, stay home and contact your health provider. DO NOT risk spreading this virus, or any illness.
  - When possible, avoid carpooling to work. When you must carpool, ask all riders to wash hands thoroughly for 20 seconds with warm, soapy water before getting in the car.
  - Limit the number of people in one vehicle at a time as much as possible.
  - Space out seating as much as possible to keep distance and avoid contact.
  - Wipe any contact surfaces (like door handles and seat belts buckles) with soap and water or sanitizer before every instance of carpooling. Always read the label and follow the product instructions. Also, test it first on a small spot.
  - Don’t touch your eyes, nose or mouth while carpooling.
  - Follow cough etiquette by coughing into your sleeve or a tissue, disposing the tissue afterwards and washing your hands.
  - Upon arriving at work or at home, wash your hands for at least 20 seconds with hot, soapy water and use an alcohol-based hand sanitizer when available.
  - Wash your hands and use hand sanitizer frequently throughout the day whether at home or at work.
  - Face protection must be worn at all times while carpooling. (Note: Face shield by itself is insufficient. A mask or respirator must be worn.)

COVID-19 Face Protection and Physical Barriers

- Effective April 17, 2020, all employees, contractors, temporary employees, and visitors (including emergency personnel) are required to wear face protection (as approved by the Corporate Food Safety and Quality and Senior HSSE Team Face Cover Committee) at all times while at any Maple Leaf Foods site (e.g., everywhere on MLF property, including parking lots, screening area, production, offices, test kitchens, product or process development pilot plants/kitchens, walk-in freezers and coolers, laboratories, welfare areas, maintenance shops, distribution centres, barns, farms, feed mills, hatcheries, during the COVID-19 pandemic, except while eating, drinking, or smoking during breaktimes. Masks may only be removed if working alone in a closed office.
- When walking on the parking lot to the screening area, personal face protection (at least 2 layers and without MLF approval) can be worn. If a buff is worn on the parking lot, the fabric must be doubled up and it must be able to cover the mouth and nose. Physical distancing of at least 6 feet (2 metres) must be maintained. The personal face protection (at least 2 layers) worn on the parking lot must be washed on a regular basis.
- Single layer face covering and masks with exhalation valves are not permitted anywhere on MLF property. (Note: Exhalation valves differ from N95 respirator two-way values.) Non-MLF-purchased masks (i.e., not approved by Corporate FSQ/Senior HSSE Face Cover Committee) are not permitted past the screening area.
• Effective July 16, 2020, while using the washrooms, face protection must be worn. For “Ready-To-Eat (RTE)” plants (including both “raw” and “RTE” production areas), masks worn outside production areas (including washrooms, welfare areas, cafeterias, etc.) must not be worn in production areas. New masks must be donned when entering into production areas. For “raw” plants, masks worn in cafeterias or in areas where food is consumed may not be worn in production areas. Masks may only be removed if working alone in a closed office.

• Also, workers must not share face masks or respirators unless sterilized by an approved method.

• Where there may be a shortage of mask supply, alternate masks may be used as approved by the Corporate Food Safety and Quality (FSQ) and Senior HSSE Team Face Cover Committee. All face coverings must be approved by the Corporate FSQ/Senior HSSE Face Cover Committee prior to purchase. Single layer face coverings and non-MLF-purchased (i.e., not approved by Corporate FSQ/Senior HSSE Face Cover Committee) are not permitted at MLF sites. (Refer to the “Allowable Face Protection During COVID-19” document and MLF approved mask catalogue.)

• Face protection must be used in conjunction with other important prevention measures:
  o at least 6 feet (2 metres) social distance where possible;
  o frequent handwashing with soap and warm water for at least 20 seconds or alcohol-based hand sanitizer to maintain clean hands and fingernails;
  o respiratory etiquette with coughing or sneezing (i.e., using sleeve);
  o routine cleaning of frequently used surfaces and objects;
  o isolation for a symptomatic individual who is suspected of having, or known to have (confirmed or positive), COVID-19 (such individuals would not be allowed on any MLF site).

• Used/soiled face protection must be removed following the removal process.

• Screeners wear face protection (e.g., face shield and/or shield to the face/plexiglass and N95 or KN95) and gloves prior to screening all employees and visitors (including contractors and temporary employees).

• Face protection (personal or company-provided) must be worn prior to entering screening area, including waiting in line for screening. If personal face protection is not used, then company-provided face protection can be given to employees during the prior shift so that they can wear it for the next shift as soon as they enter the MLF property (e.g., exiting their vehicle or walking onto MLF property) so that they already are wearing the face protection at the screening.

• Used/soiled face protection must be removed following the removal process as outlined under “requirements/procedure in the “COVID-19 Face Protection and Physical Barriers” SOP.

• Physical Barriers:
  o Configure communal work environments so that employees are spaced at least 2 metres (6 feet) apart, if possible. Current information about the asymptomatic spread of COVID-19 supports the need for social distancing and other protective measures within a meat and poultry processing work environment. Changes in production practices may be necessary in order to maintain appropriate distances among employees.
  o Modify the alignment of workstations, including along processing lines, if feasible, so that employees are at least 2 metres (6 feet) apart in all directions (e.g., side-to-side and when facing one another), when possible. Ideally, modify the alignment of workstations so that employees do not face one another. Consider using markings and signs to remind employees to maintain their location at their station away from each other and practice social distancing on breaks.’
o Use physical barriers, such as strip curtains, plexiglass or similar materials, or other impermeable dividers or partitions (Food Safety-approved), to separate employees from each other, if feasible. If a physical barrier is added to the production floor, the barrier’s design must be reviewed, assessed, and signed off by FSQ and Sanitation Director. It must follow current Food Safety and Sanitation protocols. Food Safety and Sanitation risks, defined mitigations, and changes to protocols must be documented.

o When physical barriers between employees less than 2 metres (6 feet) apart are not feasible (e.g., when there is significant impact on production), face protection (i.e., mask coverings) and eye protection (i.e., safety glasses) are required. Such employees must practise safe and frequent hand hygiene. (Place handwashing stations or hand sanitizers with at least 60% alcohol in multiple locations to encourage hand hygiene. If possible, choose hand sanitizer stations that are touch-free.)

o Disinfect frequently and/or use anti-fog wipes to prevent employees needing to take off the glasses.

o Add additional clock in/out stations, if possible, that are spaced apart, to reduce crowding in these areas. Consider alternatives, such as staggering times for employees to clock in/out touch-free methods (e.g., supervisor checks off names from a list at the entrance and later manually enters into the system).

o Remove or rearrange chairs and tables, or add partitions to tables in break rooms and other areas where employees may frequent to increase employee separation. Identify alternative areas to accommodate overflow volume, such as training and conference rooms, trailers, or using outside tents for break and lunch areas.

o Conceptual barrier drawings assist sites in installing/designing barriers for COVID-19. The details for each installation will be done at the site level.

- Cafeteria Table Barrier

  ![Cafeteria Table Barrier Diagram]

  **Install notes:**
  1. All radii to be 2".
  2. Mount angle 2x2x1/8".
  3. Mount with (4) 1/4" bolts and nuts.
  4. All dimensions in inches.

  **Notes:**
  1. Utilize sanitary design principles.
  2. Constructed of non-porous materials that will withstand the daily sanitation process.
     Ideally should be minimum 1/8" thick Lexan.
  3. Designed to be cleaned in place daily to minimize the burden of sanitation.

- Production Conveyor Barrier
• Reception Barrier

**RECEPTION BARRIER**

Install notes:
1. All radii to be 2".
2. Mount angle 2x2x\( \frac{1}{2} \)".
3. Mount with (4) \( \frac{1}{2} \)" bolts and nuts.
4. All dimensions in inches.

Notes:
1. Utilize sanitary design principles.
2. Constructed of non-porous materials that will withstand the daily sanitation process. Ideally should be minimum \( \frac{3}{8} \)" thick Lexan.
3. Designed to be cleaned in place daily to minimize the burden of sanitation.

• Wash Sink Barrier
COVID-19 Golden Rules

- Certain behaviours reduce the risk of significant illness or death. Maple Leaf Foods has identified the following required positive behaviours as part of the COVID-19 Golden Rules to protect you and your families:
  1. Report immediately.
  2. Wear face protection.
  3. Complete daily screening.
  4. Observe social distancing.
  5. Follow cough and sneeze GMPs.

Please refer to the “COVID-19 Face Protection and Physical Barriers” SOP.

COVID-19 PANDEMIC PLAN
MLF SharePoint Sites

There are lots of resources, documents, posters, pictures, etc. that have populated our MLF SharePoint sites. Here are the 3 main COVID-19 MLF SharePoint sites:

- Emergency Management Council (EMC) SharePoint Site
- COVID-19 Crisis Communications Resource Center
- Manufacturing Community SharePoint Site

![MLF COVID-19 SHAREPOINT SITES: What Are In These Sites?](image)

**Emergency Management Council (EMC) SharePoint Site**

- Communication:
  - EMC Meetings
  - Memo
  - Presentations (Pandemic Plan, Online Town Hall Meetings)
  - Health Practitioners’ Contact
- Tools:
  - Screening Tool
  - 10 Step Process
  - COVID-19 Playbook
  - Temperature Monitoring
  - Posters
  - Q&A for People Managers
- Other Information:
  - Plant Shared Resource
  - Social Distancing Catalogue
  - Function Response Plan

**COVID-19 Crisis Communications Resource Center**

- Overall Plan - Process & Procedure
- Key Messages
- Current Operational & Other Media Statements
- Customer Communications
- For Maple Leaf Foods People Managers & Leaders
- IS Communications
- Internal Comms Strategy and Documents
- myMLF Coronavirus Resource Centre
- Covid-19 Bulletins (internal)
- Maple Leaf Foods - Essential Services Documents
- Greenleaf Foods - Essential Services Documents
- Media Gallery - Photos & Videos
- Quick Links

**Manufacturing Community SharePoint Site**

- The standardized templates for reporting on COVID-19 site contingency planning:
  - by plant
  - by business unit/area

![Welcome to the MLF Emergency Management Council Site For COVID-19!](image)

Welcome to the MLF Emergency Management Council Site For COVID-19!

CLICK on the category names below to access the documents:

1. Standards/SOPs
2. Communication (EMC Meetings, Memos, Presentations)
3. Tools
4. Other Information
5. Plant Shared Resource
6. Social Distancing Catalogue
7. Function Response Plan
COVID-19 PANDEMIC PLAN

COVID-19 Crisis Communications Resource Center

Manufacturing Community SharePoint Site
KEYS TO ATTACK COMPLACENCY THROUGH BUY-IN

Across the company, there needs to be a continuous urgency to keep getting better with zero complacency! We must never lose sight of safety and the COVID-19 initiatives in our midst. Complacency is unacceptable and actually unfair to our employees.

There are three main areas of focus to attack complacency:
1. Communication:
2. Testing Our Systems:
3. Engagement:

To support the three main areas of focus, each area has a 30-day, 60-day, and 90-day execution plan.

In addition to attacking complacency, the audit program will continue that includes weekly layered processing audits, monthly validations, and scorecard reports.

### Communication:

<table>
<thead>
<tr>
<th>30 Days</th>
<th>60 Days</th>
<th>90 Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1st letter: family engagement and reminder of safety protocols, vacation</td>
<td>• 2nd letter: taking care back to school</td>
<td>• 3rd letter: preparing for cold and flu season during pandemic</td>
</tr>
<tr>
<td>• Weekly motivational video and written message by Site Leadership Teams</td>
<td>• Front line staff video for department-specific areas</td>
<td>• Video message involving our staff coming back to the organization</td>
</tr>
<tr>
<td>• Update to unions regarding the future outlook</td>
<td>• Key stakeholder updates with Public Health, CFIA, union leadership</td>
<td>• Info cast go live at all sites</td>
</tr>
<tr>
<td>• Revamping of daily Ops meetings</td>
<td>• HSSE medical update for Site Leadership Teams</td>
<td>• Info cast – weekly message for all staff</td>
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<tr>
<td>• Pilot – info cast system at Walker Drive and a Poultry plant (TBD)</td>
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# COVID-19 PANDEMIC PLAN

## Testing Our Systems:

<table>
<thead>
<tr>
<th><strong>30 Days</strong></th>
<th><strong>June 30</strong></th>
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<tbody>
<tr>
<td>• Stress testing – current systems in place</td>
<td></td>
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<tr>
<td>• GoPro footage, including nights and weekends to ensure program compliance</td>
<td></td>
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<tr>
<td>• Disinfection Effectiveness – SOP compliance on common touch point surfaces in non-production areas</td>
<td></td>
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<tr>
<td>• Colder weather planning</td>
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<tr>
<td>• Heat map process kicked off at all sites</td>
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<tr>
<td>• Layered Process Auditing – Vitals template reviewed weekly</td>
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<thead>
<tr>
<th><strong>60 Days</strong></th>
<th><strong>Aug. 31</strong></th>
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<tbody>
<tr>
<td>• Stress testing – current systems in place</td>
<td></td>
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<tr>
<td>• GoPro footage, live and random during the call to ensure program compliance</td>
<td></td>
</tr>
<tr>
<td>• Disinfection Effectiveness – Swab verification on treated common touch point surfaces in non-production areas</td>
<td></td>
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<tr>
<td>• Heat maps completed with 80% of staff at least 6 feet (2 metres) apart or behind barriers</td>
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<tr>
<td>• Car pooling and public transit evaluation</td>
<td></td>
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<table>
<thead>
<tr>
<th><strong>90 Days</strong></th>
<th><strong>Sept. 30</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Stress testing – original systems and new systems implemented</td>
<td></td>
</tr>
<tr>
<td>• +/- on actual system, determine course of action for next 90 days</td>
<td></td>
</tr>
<tr>
<td>• Outdoor drone monitoring surveillance of parking lots and people flow during shift change to ensure program compliance</td>
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<tr>
<td>• Cold weather plans</td>
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<tr>
<td>• Heat maps expanded with 90% of staff at least 6 feet (2 metres) or behind barriers</td>
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</table>

## Engagement

<table>
<thead>
<tr>
<th><strong>30 Days</strong></th>
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<tbody>
<tr>
<td>• Tabletop exercises engaging hourly employees and union stewards</td>
</tr>
<tr>
<td>• Joint COVID-19 Team (mirror Joint OHS Committee)</td>
</tr>
<tr>
<td>• Education provided to employees’ families</td>
</tr>
<tr>
<td>• COVID-19 Golden Rules review</td>
</tr>
<tr>
<td>• Care packages issued to all employees (cloth masks and sanitizer for family members)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>60 Days</strong></th>
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</thead>
<tbody>
<tr>
<td>• Establish best practices for positive site findings</td>
</tr>
<tr>
<td>• Share tabletop exercises’ best practices across the company</td>
</tr>
<tr>
<td>• Establish monthly share group meetings</td>
</tr>
<tr>
<td>• Heroes Among Heroes across business units/areas</td>
</tr>
<tr>
<td>• Share One-point-lessons</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th><strong>90 Days</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Tabletop exercises at each site – cross-business unit/area engagement with Plant Managers and Site Leadership Team roles</td>
</tr>
</tbody>
</table>
RESPONDING TO A CONFIRMED COVID-19 CASE

Sanitation

- Maple Leaf Foods’ “Response to a Coronavirus (COVID-19) Positive in the Workplace Plant” standard operating procedures detail the steps for cleaning and disinfection of affected workstations, non-production areas, offices, welfare areas, or pathways which an employee who has tested positive for COVID-19 had access to.
- Plant production areas that are cleaned and sanitized daily is sufficient to assure a safe environment for front line employee to manufacture food products every day.
- Sanitation processes must be executed with the correct staffing and time to achieve consistent and acceptable results.
- Scheduled non-daily tasks (deep cleaning and heat intervention) must be completed as scheduled.
- Disinfection procedures in non-production areas (welfare areas, hallways, etc.) support enhanced hand hygiene practices. Common touchpoint surfaces (such as tables, door handles, etc.) are disinfected at regular intervals throughout normal business hours.
- In the event that an employee tests positive for COVID-19, the impacted site will undergo a deep clean procedure of all auxiliary areas, cafeteria, washrooms, welfare areas, etc.
- Please refer to Maple Leaf Foods’ “Response to a Coronavirus (COVID-19) Positive in the Workplace” SOP for further details. The procedure is outlined below:
  - **Determine the scope of the cleaning/disinfection.**
    - Secure the premises: The main office door is to be closed and locked. A note is to be placed on the front door of the building alerting employees not involved in the cleaning/disinfection to not enter until permitted to do so. Everybody entering the premises must wear: face mask, disposable gloves and eye protection.
    - All welfare areas, travel pathways, and common touchpoint surfaces are in scope to be cleaned and disinfected. The focus will be on “horizontal” surfaces.
    - Individual work stations are out of scope; however, “hotel” work stations are in scope.
  - **Performing cleaning and disinfecting of the affected areas.**
    - The janitorial employees must be wearing a face protection, protective eyewear and disposable gloves at all times while performing this task.
    - The janitorial staff must clean all surfaces with soap and water (5% concentration) and the surfaces must be dry before the disinfection step.
    - Janitorial staff must replace PPE with new PPE before starting disinfection.
    - Janitorial staff are to use a 500 ppm bleach solution to effectively disinfect all welfare areas, travel pathways, and common touchpoint surfaces. The focus will be on “horizontal” surfaces. The solution is not to be applied to a cloth damp with water as this will dilute the disinfectant. Contact time of 2 min is required before surfaces can be wiped dry. Use a clean cloth the wipe dry the disinfected surfaces.
    - Once all surfaces have been disinfected, used gloves, face masks and wipes must be placed inside of a secured garbage bag. The garbage bag is then taken to the designated garbage area and disposed of. All reusable items such as pails, mops, cloths, etc. must be cleaned and disinfected.
    - Janitorial staff conducting the cleaning are to wash hands with soap and hot water for 30 seconds after the task has been completed.’

COVID-19 Return to Work

- **Return To Work Notifications:**
  - An employee (including contractors and temporary employees) must immediately notify their designated sick line or Human Resources designate over the telephone (prior to returning to the workplace) if:
▪ returning from international travel (interprovincial/interstate travel guidelines may also apply) with exceptions (e.g., commercial transportation of goods and services); refer to local provincial or state guidelines;
▪ showing flu-like symptoms (i.e., fever, cough, shortness of breath, difficulty breathing, chills, runny nose, sore throat, weakness, muscle aches, headache, diarrhoea, or vomiting) or new smell or taste disorders;
▪ being tested for COVID-19 for medically based reasons (e.g., significant exposure with household contacts, relevant travel history as above, symptomatic, advised by medical professional, etc.) or anyone in the household being tested for COVID-19; or;
▪ receiving a positive test result for COVID-19.

○ Site COVID-19 designate follows up with employees (including contractors and temporary employees) for any of the above-mentioned conditions before they return to the workplace.

○ Every day, the site COVID-19 designate must call the employee who has been tested for COVID-19 to follow up on the test result.

○ In the case of a positive COVID-19 employee confirmation:
  ▪ Site COVID-19 designate immediately notifies the site leadership team (SLT) and Regional HSSE Manager;
  ▪ Site Leader notifies VP of Manufacturing.
  ▪ Site Human Resources (HR) designate contacts Corporate HR business partner.
  ▪ Site Food Safety and Quality Assurance designate contacts Food Safety and Quality Director.
  ▪ Senior HSSE Team launches (EMC) notification to inform other senior MLF stakeholders.
  ▪ Site COVID-19 designate consults with and follows public health’s recommendations for any positive COVID-19 employees.
  ▪ Site COVID-19 designate provides immediate verbal notification to Canadian Food Inspection Agency (CFIA) and the local Public Health unit for direction of what to do at the workplace.

○ Verbal notification to CFIA is provided without any details for COVID-19 testing of a plant employee. If CFIA wants details, then verbally provide:
  ▪ last date at the establishment - XX, 2020; date COVID sample submitted – YY, 2020

○ In the case of a confirmed positive COVID-19 employee confirmation to CFIA, prepare the following information for a risk assessment:
  ▪ Employee 1 (name to be provided verbally to CFIA only if the employee consents):
    ▪ date of onset of symptoms
    ▪ date of confirmed diagnosis
    ▪ where the employee works
    ▪ Normal working hours (e.g., 3:30 p.m. – 12 midnight)
    ▪ Hourly employee’s position
      ▪ Where does the employee enter the plant, locker room location, specific spot in employee lunch room, where the employee enters which offices (main, supervisor, health unit), where the employee enters which hallways and rooms (inedible room, compactor, coolers, shipping dock)

• Return to Work Criteria With Confirmed or Suspected COVID-19:
  o Site COVID-19 designate (in consultation with Regional HSSE Manager) uses the below symptom-based strategy to determine when an employee, contractor, or temporary employee may return to work:
  o Employees are to be excluded from work until:
    ▪ At least 3 days (72 hours) have passed since recovery, which is defined as resolution of fever without the use of fever-reducing medications; and
    ▪ improvement in respiratory symptoms (e.g., cough, shortness of breath); and
    ▪ At least 10 days have passed since symptoms first appeared.
  o Note: If an employee was never tested for COVID-19, but has an alternate diagnosis (e.g., tested positive for influenza), criteria for return to work should be based on that diagnosis and complete internal screening.)
COVID-19 PANDEMIC PLAN

Reference: CDC’s “Discontinuation of Isolation for Persons with COVID-19 (Interim Guidance)"

<table>
<thead>
<tr>
<th>Process Steps</th>
<th>Notes</th>
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<tbody>
<tr>
<td>1. <strong>COVID-19 positive and symptomatic workers</strong> are removed from the workplace</td>
<td><strong>Pre-investigation</strong> starts when a workers goes for COVID-19 testing. The workers who have received test results immediately notify MLF.</td>
</tr>
<tr>
<td>and placed in self-isolation/quarantine at home as per CDC’s guidelines (see</td>
<td><strong>Investigation</strong> of any pending and positive COVID-19 cases must be launched (including map tracing and interviews).</td>
</tr>
<tr>
<td>“note” below).</td>
<td></td>
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<tr>
<td>2. <strong>Initial investigation</strong> (including movement map tracing) is deployed (e.g.</td>
<td><strong>Symptom monitoring</strong> of secondary contacts (i.e., workers who had contact with anybody who is positive COVID-19 or went for testing).</td>
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<tr>
<td>plant walkthrough, interviews, and data collection).</td>
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<tr>
<td>3. <strong>Secondary contacts</strong> continue to be monitored for COVID-19 symptoms.</td>
<td></td>
</tr>
<tr>
<td>Asymptomatic workers continue to work.</td>
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</tr>
<tr>
<td>4. <strong>Investigation:</strong> If there are more than 1 confirmed COVID-19 case, initiate</td>
<td><strong>Investigation:</strong> If there is only 1 confirmed case and it is an isolated situation, then continue to monitor for any symptoms.</td>
</tr>
<tr>
<td>MLF COVID-19 Risk Assessment.</td>
<td><strong>Risk assessment continues if &gt; 1 positive case.</strong></td>
</tr>
<tr>
<td>5. If the plant or processes cannot operate safely, the investigation continues</td>
<td><strong>Safe Operation:</strong> Decision includes review by MLF’s Senior Leadership Team.</td>
</tr>
<tr>
<td>and <strong>action items</strong> are identified to improve the program.</td>
<td></td>
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<tr>
<td>6. If the plant or processes can operate safely, plant opens/</td>
<td><strong>Safe Operation:</strong> Decision includes review by MLF’s Senior Leadership Team.</td>
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<tr>
<td>continues to operate.</td>
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Continuance of Plant Operation Model for COVID-19

- Both COVID-19 positive and symptomatic workers are removed from the workplace and placed in self-isolation/quarantine at home as per CDC’s guidelines.
- Initial investigation (including movement map tracing) is deployed (e.g., plant walkthrough, interviews, and data collection).
- Secondary contacts (i.e., workers who had contact with anybody who is COVID-19 positive or went for testing) continue to be monitored for COVID-19 symptoms. Asymptomatic workers continue to work.
- **Can plant/processes operate safely?** (Decision includes review by MLF’s Senior Leadership Team).
- Action items identified to improve program.
- Investigation continues.

Decision includes review by MLF’s Senior Leadership Team.

Plant opens/continues to operate.

End
Essential Workers and Symptom-Based Strategy for Return to Work

<table>
<thead>
<tr>
<th>Symptomatic vs. Asymptomatic</th>
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<tbody>
<tr>
<td>Start</td>
</tr>
<tr>
<td>Is a worker symptomatic?</td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>Asymptomatic worker continues to work with measures as per CDC’s guidelines.</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>Symptomatic worker is quarantined and may get tested at a later date if required.</td>
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<thead>
<tr>
<th>CDC’s Guideline for RTW</th>
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<tbody>
<tr>
<td>Screening for the return to work of previously symptomatic worker.</td>
</tr>
<tr>
<td>Worker can return to work if at least 3 days (72 hours) have passed since recovery, which is defined as resolution of fever (38°C) without the use of fever-reducing medications and improvement in respiratory symptoms (e.g., cough, shortness of breath); and at least 10 days have passed since symptoms first appeared.</td>
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*Based on Centers for Disease Control and Prevention’s guidelines.*

MLF’s Playbook (Quarantine Protocols)

Maple Leaf Foods’
COVID-19
Playbook
(Quarantine Protocol)*

*This Playbook has been reviewed, edited, and endorsed by the Public Health Agency of Canada (PHAC).

This document was prepared by Maple Leaf Foods Inc. solely for internal use by it and its subsidiaries (collectively “Maple Leaf”). It is being provided only in the interest of sharing information in the context of global efforts to fight the COVIC-19 pandemic. The information contained in this document should not be considered as advice or recommendations and should not be relied upon by any third party. Maple Leaf expressly disclaims any liability for any use or reliance on this document and the information contained herein.
EMPLOYEE AT A MAPLE LEAF FOODS SITE TESTS POSITIVE¹ FOR COVID-19

Assume: Employee received notification while at home but has likely had the virus for 1+ days at work.

Note: Steps are to be completed with urgency and immediacy from “time zero” (notification of the positive COVID-19 case).

The Maple Leaf Foods (MLF) site must use the following guidance to manage response.

1. **EXPECT NOTICE** - If an employee tests positive for COVID-19, it is expected that the employee must notify MLF. Site COVID-19 designate will follow up with employee for test results. Immediate verbal notification must be provided to the Canadian Food Inspection Agency (CFIA) upon receipt of a public health authority request for COVID-19 testing of a plant employee and a COVID-19 positive employee. It is likely that the local municipality will share additional expectations at this time. Expectations may differ by municipality or region. An approved letter may be later sent to CFIA that includes details from the investigation (e.g., risk assessment). The letter must be approved by senior leaders (e.g., Government Affairs, Operations, FSQA leads).

2. **FOLLOW HEALTH INSTRUCTIONS** - The site must consult with and follow public health’s recommendations relating to the site’s response and request for their assistance in determining the risks to the other employees (including CFIA employees). Any employee confirmed to test positive for COVID-2019 (symptomatic or asymptomatic) must comply with public health’s instructions. The employee will not be permitted to return to work until deemed healthy (all clear) as per Centers for Disease Control and Prevention’s (CDC) guidance:
   a) at least 3 days (72 hours) have passed since recovery, which is defined as resolution of fever (37.5°C or 99.5°F) without the use of fever-reducing medications; Improvement in respiratory symptoms (e.g., cough, shortness of breath); and at least 10 days have passed since symptoms first appeared.

3. **PROTECT PERSONNEL INFORMATION** - MLF managing personnel must not release personal information about employee’s identity or health status. (Note: investigating team may include multiple managers/supervisors; all must comply with confidentiality and privacy obligations). Employees may voluntarily disclose their status (e.g., to colleagues). They must inform MLF as per the “EXPECT NOTICE” above. Anyone who has access to an employee’s medical information must ensure they comply with confidentiality and privacy obligations.

¹ Similar procedures must be followed if an employee is at MLF with symptoms of coughing or shortness of breath with fever of 37.5°C or 99.5°F or higher or potential exposure to COVID-19 due to travel to impacted areas or contact with someone with the illness. Such an employee must be sent home and directed to contact their primary care provider or local public health unit over the telephone for further instructions, regardless of their travel or contact history.

² Public Health units continue to actively monitor the COVID-19 situation in collaboration with provincial or state and national health colleagues and stakeholders that include local hospitals and community agencies. Cases and potential suspect cases of the COVID-19 are reportable to local health authorities. If there are potential cases of which public health units have been notified, they would immediately follow up directly with these individuals to let them know. They would inform these individuals that they may have been exposed to a potential health risk, what signs and symptoms they should look out for, and when and what type of medical treatment should be sought out, if that becomes necessary. This work is part of routine public health follow-up of a case of an infectious disease. (See Appendix E.)
4. **GIVE NOTICE TO SITE’S COVID-19 DESIGNATE** - Based on MLF’s Incident Command structure and the MLF Pandemic Plan, the person who is given notice of the employee’s status must contact the site’s COVID-19 designate to provide the employee’s name, work location at the site, and contact information, including phone number.

5. **RESPOND AT THE SITE** - The site COVID-19 designate must immediately inform the site leader and the Regional Health, Safety, Security, and Sanitation (HSSE) Manager, Food Safety and Quality Director, and the Corporate Human Resources (HR) designate. Together they must comply with MLF Pandemic Plan and this guidance to coordinate response and assess the employee’s contact and movements at the site. Map employee movement. Assess potential contact with any employees who have been designated high risk. Also, take necessary steps to mitigate spread of the illness, including:

a) **LABOUR OBLIGATIONS** – Work with site HR to determine responsibilities under collective bargaining agreements.

b) **INTERVIEW** - To assess the employee’s contact and movements at the MLF site, the site COVID-19 designate must quickly coordinate telephone or electronic outreach to the employee to collect work-related information. (See Appendix A.)

c) **HEALTH GUIDANCE** – Contact MLF’s medical consultant and Health Practitioner’s Team.

d) **LOCAL OFFICIALS** - Contact local Canadian Food Inspection Agency (CFIA) and public health officials, follow recommendations of local public health, and manage site response. (See Appendix E.)

e) **INFORM IMPACTED PERSONNEL** – While protecting the employee’s identity and health status, inform employees who are potentially impacted by the movements of the infected employee of their possible exposure to COVID-19 in the workplace. Keep in mind to attempt to minimize any anxiety in the messaging. Work with Corporate Communications and HR to prepare employee communication (e.g., situation and next steps). The confidentiality of the infected employee must be kept as required by applicable law. Employees exposed to a co-worker with confirmed COVID-19 must be directed to the local Public Health for guidance for how to conduct a risk assessment of their potential exposure. Care must be taken to protect the individual’s (with confirmed COVID-19) identity.

f) **COVID-19 INVESTIGATION** – Assemble the “COVID-19 Investigation Team” including Food Safety, Quality Assurance, HSSE, Sanitation, Maintenance, and Operations. The HSSE and FSQA leads must be involved for coaching or support during the investigation. The COVID-19 designate will provide the team with information about the location(s) where the infected employee had contact with an employee movement map. Based on the severity of the problem, the Director, Occupational Health and Safety and/or V.P., Safety, Security, Sanitation, and Environment could request external support to lead the investigation. The COVID-19 Investigation Team reviews the map for a clear understanding of exactly where the infected employee had contact. If positive case confirmation is obtained after business hours, the investigation team should be called into action and begin the inspection process. Determine contamination sources and take a team approach to decide on the quarantine protocol option to proceed with (e.g., production quarantine or mass quarantine). If it is possible to define a cohort of employees who spent significant time within 6 feet or 2 metres of the infected employee, that cohort could go into a “production quarantine”. The object is to build some fencing around those potentially exposed. The investigation along with the very important public health consultation would help determine the quarantine option. See Appendix G: Continuance of Plant Operation Model for COVID-19. To the extent possible:

• restrict access to potentially impacted area(s) until the impacted areas are properly assessed and appropriate deep cleaning and disinfection has been conducted.

• provide alternate entry and exit routes for employees in or near impacted areas to avoid potentially impacted areas or allow for alternate work locations until the areas are properly assessed and appropriate sanitation is conducted.

**Note:** Canadian Food Inspection Agency’s (CFIA) site visit should be viewed as an inspection/investigation to gain more facts and understanding of the situation. CFIA’s inspection is above and beyond the internal investigation.
6. **PROPERLY DISINFECT** – Ensure sanitation/janitorial crew properly disinfects impacted areas and common areas the employee may have visited. Refer to MLF’s “Sanitation and Disinfection During COVID-19” Standard.

7. **QUARANTINE PROTOCOL** – Refer to MLF’s quarantine protocol in Appendix C based on severity of incident.

8. **MEDIA STATEMENT** – Corporate Communications will prepare a media statement and provide guidance with media communication. Refer to “Maple Leaf Foods’ Media Protocol: What to do if you are contacted or approached by the media”.

9. **CORPORATE HUMAN RESOURCES** – Corporate Human Resources will advise the union of what has occurred and the steps that MLF are taking to address the situation.
VISITOR\(^3\)/CONTRACTOR/AGENCY WORKER TO MLF SITE TESTS POSITIVE FOR COVID-19

**Note:** Steps are to be completed with urgency and immediacy from “time zero” (notification of the positive COVID-19 case).

The MLF site must use the following guidance to manage response.

1. **EXPECT NOTICE** - If a visitor/contractor/agency worker tests positive for COVID-19, it is expected that the visitor/contractor/agency worker must notify MLF. That notice will likely be given to the visitor’s/contractor’s/agency worker’s point of contact. The visitor’s/contractor’s/agency worker’s contact information will be provided to MLF, who will contact them to follow up on test results, to provide immediate verbal notification to the Canadian Food Inspection Agency (CFIA) and Public Health, and to ensure an appropriate response at the site.

2. **FOLLOW HEALTH INSTRUCTIONS** - The site must consult with and follow local public health’s recommendations relating to the site’s response and request for their assistance in determining the risks to the other employees (including CFIA employees). (See Appendix E.) Any person confirmed to test positive for COVID-19 (symptomatic or asymptomatic) must comply with public health’s instructions. The visitor/contractor/agency worker will not be permitted to return to the site until deemed healthy (all clear) as per CDC’s guidance:
   - At least 3 days (72 hours) have passed since recovery, which is defined as resolution of fever (37.5°C or 99.5°F) without the use of fever-reducing medications and improvement in respiratory symptoms (e.g., cough, shortness of breath); and at least 10 days have passed since symptoms first appeared.

3. **PROTECT PERSONNEL INFORMATION** - MLF managing personnel must not release personal information about visitor’s/contractor’s/agency worker’s identity or health status. (Note: Investigating team may include multiple managers/supervisors; all must comply with confidentiality and privacy obligations). Visitors/Contractors/Agency workers may voluntarily disclose their status (e.g., to colleagues). They must inform MLF as per the “EXPECT NOTICE” above. Anyone who has access to a visitor’s/contractor’s/agency worker’s medical information must ensure they comply with confidentiality and privacy obligations.

4. **RESPOND AT THE SITE** - The site COVID-19 designate must inform the site leader, the Regional Health, Safety, Security, and Sanitation (HSSE) Manager, Food Safety and Quality Director, and Corporate Human Resources (HR). Together they must comply with MLF Pandemic Plan and this guidance to coordinate response and assess the visitor’s/contractor’s/agency worker’s contact and movements at the site. Map their movement. Assess potential contact with any employees who have been designated high risk. Also, take necessary steps to mitigate spread of the illness, including:

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\(^3\) A federal Inspector is not a visitor, but still must follow safety and FSQA requirements. All non-MLF employees (except a federal inspector, e.g., Canadian Food Inspection Agency, Food and Drug Administration, United States Department of Agriculture) will be considered visitors for the purposes of this guidance.
COVID-19 PLAYBOOK
Supplement to Pandemic Plan, Emergency Plans, and Continuity of Operations Plans

a) INTERVIEW - To address the visitor’s/contractor’s/agency worker’s contact and movements at the MLF site, the site COVID-19 designate must quickly coordinate telephone or electronic outreach to the visitor/contractor/agency worker, or if not possible, to the point of contact and or meeting attendees to collect information. The approved script for this interview is included in Appendix A.

b) HEALTH GUIDANCE – Dispatch MLF’s medical consultant and Health Practitioner’s Team.

c) LOCAL OFFICIALS - Contact local Canadian Food Inspection Agency (CFIA) and public health officials and follow the recommendations of the local public health unit.

d) COVID-19 INVESTIGATION – Assemble the “COVID-19 Investigation Team” including Food Safety, Quality Assurance, HSSE, Sanitation, Maintenance, and Operations. The HSSE and FSQA leads must be involved for coaching or support during the investigation. The COVID-19 designate will provide the team with information about the location(s) where the infected visitor/contractor/agency worker had contact with a movement map. Based on the severity of the problem, the Director, Occupational Health and Safety and/or V.P., Safety, Security, Sanitation, and Environment could request external support to lead the investigation. The COVID-19 Investigation Team reviews the map for a clear understanding of exactly where the infected visitor/contractor/agency worker had contact. If positive case confirmation is obtained after business hours, the investigation team should be called into action and begin the inspection process. Determine contamination sources and take a team approach to decide on the quarantine protocol option to proceed with (e.g., production quarantine or mass quarantine). If it is possible to define a cohort of employees who spent significant time within 6 feet or 2 metres of the infected visitor/contractor/agency worker, that cohort could go into a “production quarantine”. The object is to build some fencing around those potentially exposed. The investigation along with the very important public health consultation would help determine the quarantine option. See Appendix G: Continuance of Plant Operation Model for COVID-19. To the extent possible:

- restrict access to potentially impacted area(s) until the impacted areas are properly assessed and appropriate deep cleaning and disinfection has been conducted.
- provide alternate entry and exit routes for employees in or near impacted areas to avoid potentially impacted areas or allow for alternate work locations until the areas are properly assessed and appropriate sanitization is conducted.

Note: Canadian Food Inspection Agency’s (CFIA) site visit should be viewed as an inspection/investigation to gain more facts and understanding of the situation. CFIA’s inspection is above and beyond the internal investigation.

e) INFORM IMPACTED PERSONNEL – While protecting the visitor’s/contractor’s/agency worker’s identity and health status, inform employees who are potentially impacted by the movements of infected visitor/contractor/agency worker of their possible exposure to COVID-19 in the workplace. The confidentiality of the infected visitor/contractor/agency worker must be kept as required by applicable law. Employees exposed to a visitor/contractor/agency worker with confirmed COVID-19 must be directed to local Public Health for guidance for how to conduct a risk assessment.

f) PROPERLY DISINFECT – Ensure the sanitation/janitorial crew properly deep cleans and disinfects the impacted areas and common areas the affected visitor/contractor/agency worker may have visited. Refer to MLF’s “Sanitation and Disinfection During COVID-19” Standard.

g) QUARANTINE PROTOCOL – Refer to MLF’s quarantine protocol, Appendix C based on incident severity.

h) MEDIA STATEMENT – Corporate Communications will prepare a media statement and provide guidance with media communication. Refer to “Maple Leaf Foods’ Media Protocol: What to do if you are contacted or approached by the media”.

i) CORPORATE HUMAN RESOURCES – Corporate Human Resources will advise the union of what has occurred and the steps that MLF are taking to address the situation.
The MLF site must use the following guidance to manage response.

1. **EXPECT NOTICE** - If the country, province, state, or a community issues a COVID-19 related public health declaration, guidance or restrictions, it is expected that employees will find out either from the Government of Canada, Public Health Agency of Canada, Centers for Disease Control and Prevention, provincial or state government, local public health unit, or local media. MLF will also communicate to team members of applicable direction as provided by the government.

2. **GIVE NOTICE TO LEADERS** - Based on MLF’s Incident Command structure and Pandemic Plan, the leader who is given notice of the community status must contact the site COVID-19 designate. The site designate would then follow in accordance to item #3, “Respond At The Site”.

3. **RESPOND AT THE SITE** - The site COVID-19 designate must inform the site leader and together they must comply with the MLF Pandemic Plan and this guidance to coordinate response and take necessary steps to mitigate spread of the illness, including:
   a. **LOCAL OFFICIALS** – Verbally contact local Canadian Food Inspection Agency (CFIA) and local public health officials and follow the recommendations of the local public health unit.
   b. **HEALTH GUIDANCE** – Dispatch MLF’s medical consultant and Health Practitioners’ Team. Assess potential contact with any employees who have been designated high risk.
   c. **CONSIDER INCIDENT COMMAND** – In accordance to MLF’s and the site’s Emergency Response Plan and Procedures, consult with the Regional HSSE Manager to manage the site response. Site Incident command will work with MLF’s Health Practitioners’ Team in consultation with the medical consultant.
   d. **AT THE NEXT START-UP OF OPERATIONS**
      - Remind sick individuals to stay home regardless of illness. The interactions with symptomatic individuals increase the risk level for contracting COVID-19 among those sick with other illnesses.
      - Continue practice of social distancing (i.e., six feet or two metres distance between individuals) to the extent practical.
      - Instruct the use of audio and video teleconferencing capabilities, where possible.
      - Implement rigorous sanitation and disinfection procedures at all locations where groups of people congregate. Refer to MLF’s “Sanitation and Disinfection During COVID-19” Standard.
      - Follow MLF’s quarantine protocol chart in Appendix C based on the severity of the outbreak.
      - COVID-19 is transmissible on some surfaces. Sites must comply with MLF’s “Sanitation and Disinfection During COVID-19” Standard, FSQA procedures and use CDC recommended guidance. Each plant must add an additional preventive measure to treat the common touchpoints of welfare areas and pathways in plant non-production areas. This includes: treating common touchpoint areas as per the SOP on an hourly basis during regular business hours, developing a site checklist that identifies each surface and completing a daily record to document the execution of the task.

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4 Government acknowledged local or regional community spread of COVID-19 or widely-acknowledged demonstration of efficient and sustained human-to-human transmission of the virus within a geographic area.

5 This may include legally enforceable directives issued under the authority of a relevant federal, provincial, state, or local entity that, when applied to a person or group, may place restrictions on the activities undertaken by that person or group, potentially including movement restrictions or a requirement for monitoring by a public health authority, for the purposes of protecting the public’s health. Federal, provincial, state, or local public health orders may be issued to enforce isolation, quarantine, or conditional release.
e. VISITOR/CONTRACTOR/AGENCY WORKER CONSIDERATIONS

• Refer to MLF’s latest visitor/contractor policy and procedures. In accordance to MLF’s visitor directive (March 12, 2020) there are to be no external visitors permitted at sites or offices, except for essential services required to run the business. Examples of essential services include pest control, laundry services, services for MLF policy/procedure and legislative compliance, temporary agency workers, etc. For essential services, limit visitors/contractors/agency workers to essential, time-sensitive visits only (e.g., equipment repairs, services that ensure compliance to MLF’s policies/procedures and legislation), as well as require all visitors/contractors/agency workers be overseen by a responsible MLF contact and limit access to essential areas required for the visitor/contractor/agency worker to be on-site.

• Prior to arrival at a MLF site, all visitors/contractors/agency workers will be screened based on health concerns or recent travel using MLF’s COVID-19 Screening Tool, available on the HSSE SharePoint site.

4. REQUEST CHANGES TO OPERATIONAL STATUS - Before any alteration of operational status (e.g., closure, limiting operations, etc.) at a MLF site, the site leader must consult with MLF’s Crisis Team and VP, Manufacturing.

5. MEDIA STATEMENT – Corporate Communications will prepare a media statement and provide guidance with media communication. Refer to “Maple Leaf Foods’ Media Protocol: What to do if you are contacted or approached by the media”.

6. CORPORATE HUMAN RESOURCES – Corporate Human Resources will advise the union of what has occurred and the steps that MLF are taking to address the situation.
APPENDIX A

INTERVIEW OF MLF EMPLOYEE OR VISITOR/CONTRACTOR/AGENCY WORKER WHO TESTS POSITIVE FOR COVID-19

The designated interviewer (i.e., site COVID-19 designate) must directly contact the interviewee preferably by phone and ask the following questions:

1. Have you notified your supervisor (and/or site HSSE leader) of your illness?
2. What approximate date did you start feeling ill?
3. Have you been tested for COVID-19?
   a. If so, are the results available?
   b. If the results are not available, when are the results expected to be available? (This would facilitate the required follow-up.)
   c. If the results are available, what were the results?
   d. What date did you test positive or were diagnosed with coronavirus?
4. Have you contacted or have you been contacted by your local public health unit for instructions on quarantine or testing for coronavirus?
5. Have you been advised by medical officials to isolate? If so, starting when and for how long?
6. Have you been in contact (within 6 feet or 2 metres) with someone possibly with the coronavirus or in a region where the virus is located? In countries with high caseloads, where have you travelled? (The virus has now been located across Canada. In regions within the workplace, this would be part of the local public health investigation.)
7. Where is your workstation (or multiple locations if rotating jobs) located or where was your meeting or visit?
8. Besides your workstation, is there any other location at MLF where you spent more than 15 minutes? (e.g., cafeteria)
9. What personal protective equipment (e.g., face protection, N95/KN95 respirators) do you wear and where is it worn (e.g., production areas)?
10. Who, if anyone, did you have close contact with (within 6 feet or 2 metres) at work or at this site, (e.g., in change rooms, cafeterias, washrooms, hallways, etc.)?
11. How do you arrive to work or to this site (drive, transit/metro, bus, other)?
12. Which door do you use when entering and departing your work area? Map employee movement.
13. Which washrooms do you typically use in your building or which washrooms did you use in this building while you were on site (if any)?
14. Where is your locker located for your personal belongings?
15. Who is your point of contact outside of the plant in event of emergency?
16. Is there anything else we should be made aware of?

All information must be recorded and stored in a secure system to protect the interviewee’s privacy.
Government Declared Outbreak\(^6\) of COVID-19 in Canada or Near a MLF Site VISITOR/CONTRACTOR/AGENCY WORKER SCREENING AT AN OPERATING MLF SITE

All non-MLF employees (except a federal inspector, e.g., Canadian Food Inspection Agency, Food and Drug Administration, United States Department of Agriculture) will be considered visitors for the purposes of this guidance. All visitors/contractors/agency workers seeking entry to MLF site must comply with the following security screening guidance.

Refer to MLF’s latest visitor/contractor policy/procedure. In accordance to MLF’s visitor directive on March 12, 2020, there are to be no external visitors are permitted at our sites or offices, except for essential services required to run the business. For essential services, limit visitors to essential, time-sensitive visits only (e.g., agency workers, equipment repairs, services that ensure compliance to MLF’s policies/ procedures and legislation), as well as require all visitors/contractors/agency workers to be monitored/overseen by a responsible MLF contact and limit visitor/contractor/agency worker access to essential areas required for the visitor/contractor/agency worker to be on-site.

1. **RECONSIDER VISITORS** - Employees must reconsider in-person meetings and avoid bringing visitors to MLF sites, including postponing in-person meetings or using virtual meeting capabilities such as teleconferencing, video, and webinars to the greatest extent possible.

2. **MLF CONTACT** - All visitors/contractors/agency workers must be overseen by a responsible MLF contact and limit visitor/contractor/agency worker access to essential areas required for the visitor/contractor to be on-site.

3. **VISITORS/CONTRACTORS/AGENCY WORKERS** – Visitors/Contractors/Agency workers must complete MLF’s COVID-19 Screening Tool. If they are allowed to visit following the screening and their visit is deemed to be essential to run the business, the visitors/contractors/agency workers must provide: 1) name; 2) MLF point of contact; and 3) estimated time of arrival or appointment time for all visitors/contractors/agency workers at least 24 hours in advance of the visit, except for emergency repairs. Site Leader must approve any exception. Only visitors/contractors/agency workers confirmed as scheduled under this process will be allowed to enter the site.
   a. Have you, someone living in your household, someone with you have been in close or frequent contact with, or someone you are caring for been diagnosed with COVID-19 (coronavirus 2019) or had any contact with a confirmed case of COVID-19?
   b. In the last 14 days, have you returned from international travel? Please refer to MLF’s latest travel policy. (International travel directive became into effect on March 14, 2020.)
   c. Do you currently have, or have you had, within the last 72 hours, any cold or flu symptoms with a fever greater than 37.5°C or 99.5°F or acute respiratory distress (e.g., shortness of breath and coughing)? *(CDC’s guidance: At least 3 days (72 hours) have passed since recovery, which is defined as resolution of fever (37.5°C or 99.5°F) without the use of fever-reducing medications and improvement in respiratory symptoms (e.g., cough, shortness of breath); and at least 10 days have passed since symptoms first appeared.)*

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\(^6\) Demonstration of efficient and sustained human-to-human transmission of the virus or a government acknowledged local or regional community spread of COVID-19.
MLF COVID-19 Quarantine Protocol Scenarios

See Appendix G for the decision trees for “Continuance of Plant Operation Model for COVID-19” and “Essential Workers and Symptom-Based Strategy for Return to Work”.

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<tr>
<th>Scenario</th>
<th>Action Required</th>
<th>Notifications Required</th>
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</table>
| One case confirmed | • Apply MLF’s “10-Step Process” (see Appendix D) and ensure the positive employee is quarantined.  
   • Site designate quickly coordinates a telephone or electronic outreach to the employee to collect work-related information.  
   See Appendix A.  
   • Site designate interviews the employees with whom the positive case may have had contact (e.g., who they all encountered that meets the contact criteria of less than 6 feet or 2 metres for more than 10 minutes).  
   • If there is a possible transmission, then affected symptomatic employees are removed from the workplace and placed on self-isolation/quarantine at home as per as per CDC’s guidance. (See page 13 for “Process Steps”.)  
   o At least 3 days (72 hours) have passed since recovery, which is defined as resolution of fever (37.5°C or 99.5°F) without the use of fever-reducing medications and improvement in respiratory symptoms (e.g., cough, shortness of breath); and at least 10 days have passed since symptoms first appeared.  
   • Follow direction from the local Public Health unit on how to inform the employees at the site.  
   • Corporate Communications will prepare a media statement and provide guidance on employee communication (e.g., situation and next steps).  
   • Human Resources (HR) or site COVID-19 designate informs employees there was a positive at the site (with no names mentioned due to confidentiality), and appropriate measures have been taken with deep cleaning and disinfection, distancing, history tracking, etc. HR to inform the union of what has transpired and next steps. (HR to have Q&A ready to deal with staff anxiety over a concern from a positive in their site. Respecting and dealing with employees who want to stay at home due to personal concerns (e.g., health concerns if they may be high risk due to underlying health issues or in contact with susceptible individuals, such as young children or elderlies).  
   • See Appendix G: Continuance of Plant Operation Model and Symptom-Based Strategy for Return to Work.  
   • Deep clean and disinfect the area where employee worked. | • COVID-19 positive employee calls the site designate/HSSE designate. If a symptomatic employee is at home and is known to be pending test results (as per the site tracker tool), the site must call the employee to follow up on the test result.  
   • Site designate notifies the site leadership team (SLT) and Regional Health, Safety, Security, and Environment (HSSE) Manager when the case has been confirmed.  
   • Site designate provides an immediate verbal notification to the Canadian Food Inspection Agency (CFIA) and the local Public Health unit for direction of what to do at the workplace.  
   • Site Leader notifies VP of Manufacturing when the case has been confirmed.  
   • Site Human Resources (HR) designate contacts Corporate HR business partner when the case has been confirmed.  
   • Site Food Safety and Quality Assurance designate contacts Food Safety and Quality Director when the case has been confirmed.  
   • Senior HSSE Team launches Emergency Management Council (EMC) notification to inform other senior MLF stakeholders. |
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<tr>
<th>Scenario</th>
<th>Action Required</th>
<th>Notifications Required</th>
</tr>
</thead>
</table>
| More than one COVID-19 case confirmed        | ● Follow actions for “One case confirmed”.  
● Depending on the extent of the exposure, potentially shut down production lines/rooms/departments.  
● Telephone the local Public Health unit to rule out workplace transmission.  
● Refer to site’s business continuity plan.  
● See Appendix G: Continuance of Plant Operation Model for COVID-19. | ● Follow notifications required for “One case confirmed” to determine if other employees are exposed and implement daily monitoring.  
● If there is a likelihood of or possible workplace transmission of COVID-19, then Workers’ Compensation Board report/OSHA record/report is to be submitted. (Gather as much information to help determine whether it is workplace transmission.) |
| Plant/Site shutdown                          | ● Apply MLF’s COVID-19 “10-Step Process” (Appendix D).  
● Refer to site’s and MLF’s business continuity plan.  
● See Appendix G: Continuance of Plant Operation Model for COVID-19.  
● Deep clean and disinfect the area where the employee worked.  
● HR to inform the union and work through the plant closure process outlined in the collective agreement.  
● Corporate Communications will prepare a media statement and provide guidance on employee communication (e.g., situation and next steps). | ● Follow notifications required for “More than one COVID-19 case confirmed”.  
● EMC functions will notify applicable external parties (e.g., Canadian Food Inspection Agency, Food and Drug Administration, United States Department of Agriculture). |
| Multiple plant/site shutdowns                | ● Apply MLF’s COVID-19 “10-Step Process”.  
● Refer to site’s and MLF’s business continuity plan.  
● See Appendix G: Continuance of Plant Operation Model for COVID-19.  
● Deep clean and disinfect the area where the employee worked.  
● HR to inform the union and work through the plant closure process outlined in the collective agreement.  
● Corporate Communications will prepare a media statement and provide guidance on employee communication (e.g., situation and next steps). | ● Follow notifications required for “Plant/Site shutdown”.  
● EMC functions will notify applicable external parties (e.g., Canadian Food Inspection Agency, Food and Drug Administration, United States Department of Agriculture). |
## 10-Step Process

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<tr>
<th>Step</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>In the case of a positive COVID-19 confirmation, notify the plant SLT. Site designates (Plant Manager, HSSE, FSQ, HR) immediately contact VP Operations, Regional HSSE, FSQ Director and Corporate HR. Provide immediate verbal notification to Canadian Food Inspection Agency and Public Health immediately. Send employee home.</td>
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<tr>
<td>2</td>
<td>Deploy MLF playbook, launch EMC notification, and use that as vehicle to let other senior stakeholders know. Health Practitioners’ Team and medical consultant are assembled.</td>
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<tr>
<td>3</td>
<td>Site COVID-19 Team lead at the site determines on the phone whether the employee contracted from travel or an unknown community origin (as they are at home).</td>
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<td>4</td>
<td>Site COVID-19 Team lead determines the date the employee fell ill. Consider this as day 0.</td>
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<tr>
<td>5</td>
<td>Interview Stage: Site COVID-19 Team lead conducts the interviews (e.g., map employee movement).</td>
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<tr>
<td>6</td>
<td>Activate the Investigation Team. Refer to the process steps and “Continuance of Plant Operation Model for COVID-19” in the “COVID-19 Return To Work” section of MLF’s Pandemic Plan.</td>
</tr>
<tr>
<td>7</td>
<td>Commence a deep clean of all auxiliary areas, cafeteria, washrooms, welfare area, etc. No extra cleaning will be required on the production lines other than regular sanitation and normal PPE.</td>
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<tr>
<td>8</td>
<td>Home quarantine would be reserved for COVID-19 positive and symptomatic staff based on the Centers for Disease Control and Prevention’s (CDC’s) guidance.</td>
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<tr>
<td>9</td>
<td>Establish communication protocol to plant personnel and organization.</td>
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<tr>
<td>10</td>
<td>Implement a screening mechanism as indicated and or re-admission guidelines.</td>
</tr>
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</table>
APPENDIX E

Public Health Units

Please refer to the site’s local public health unit for questions and follow-up on any positive confirmed cases of COVID-19. Here are some links to public health units:

- Alberta Health Services
- Saskatchewan Public Health Offices
- Manitoba Public Health Offices
- Ontario Public Health Units
- Quebec’s Info-Santé 211
- Seattle & King County Public Health
- Illinois Department of Public Health
- Massachusetts Department of Public Health
## Preparations Tips Checklist

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<tr>
<th>Checklist Item</th>
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<tbody>
<tr>
<td>□ Prepare several schematics of the site and include as part of a preparedness package to map out path of positive case employee or visitor/contractor movements.</td>
</tr>
<tr>
<td>□ Provide written direction and recommended tools for shutting down a production line/ room/department. Tools to have available: caution tape, warning signs, employee instruction signs, etc.</td>
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<tr>
<td>□ Develop communication guidelines for impacted employees. (Support by Corporate Communications.)</td>
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<tr>
<td>□ Develop sanitation employee work schedule to be contained in one area to prevent social or environmental spread of contamination. Suggestion: colour-coded identification (badges, bump caps for specific conveyor lines/rooms/department.</td>
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<tr>
<td>□ For plants, if feasible, have up-to-date and “living” site list of who is authorized to be in each room/area. Designated plant person to account for and monitor who is in each room/area.</td>
</tr>
<tr>
<td>□ Assign authority of the designated plant person to remove unauthorized personnel from restricted rooms/areas.</td>
</tr>
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</table>
Continuance of Plant Operation Model for COVID-19

**Start**

- Both COVID-19 positive and symptomatic workers are removed from the workplace and placed in self-isolation / quarantine at home as per CDC’s guidelines.
- Initial investigation (including movement map tracing) is deployed (e.g. plant walkthrough, interviews, and data collection).
- Secondary contacts (i.e. workers who had contact with anybody who is COVID-19 positive or went for testing) continue to be monitored for COVID-19 symptoms. Asymptomatic workers continue to work.

**Investigation**

- Is there more than 1 confirmed COVID-19 Case?
  - No: Plant opens / continues to operate.
  - Yes: Initiate MLF C-19 Risk Assessment
    - Can plant / processes operate safely? (Decision includes review by MLF’s Senior Leadership Team).
      - Yes: Plant opens / continues to operate.
      - No: Investigation continues

**Symptomatic vs. Asymptomatic Workers**

- Asymptomatic worker continues to work with measures as per CDC’s guidelines.
- Symptomatic worker is quarantined and may get tested at a later date if required.

**Screening for the Return to Work of Previously Symptomatic Worker**

- Worker can return to work if at least 3 days (72 hours) have passed since recovery, which is defined as resolution of fever (37.5°C) without the use of fever-reducing medications and improvement in respiratory symptoms (e.g., cough, shortness of breath); and at least 7 days have passed since symptoms first appeared.
Operators are to include the following procedures in their COVID-19 response plans.

1. The operator shall notify the CFIA immediately upon receipt of information of:
   - a public health authority request for COVID-19 testing of a plant employee
   - a COVID-19 positive employee

2. Information provided should include all pertinent details such as:
   - The date of confirmed diagnosis (if applicable)
   - The date of onset of symptoms and if the employee was at the establishment
   - The locations at the establishment where the employee delivered their functions, were likely present (lunch room, etc.) or travelled through (specific corridors, stairways, etc.)
   - Any other information relevant to identifying individuals who may have had contact with the positive employee.

3. When receiving information of a COVID-19 positive employee or employee being tested as a suspect case, the operator will:
   - notify local public health authorities
   - request local public health authorities’ assistance in determining the risks to other employees and to CFIA employees who also work at their establishment.

The operator will determine, as outlined in their response plan, if the duties of the employee(s) may have resulted in close contact, as defined by PHAC, with CFIA employees. The operator will notify the CFIA of their determination.

If the local public health authority is not able to provide assistance in the determination of risks to other employees, the operator shall seek the support of appropriate expertise (for example, Occupational Health and Safety professionals or Provincial/Industry working groups) to develop and implement the appropriate remediation plans, including ensuring appropriate action to be taken with individuals potentially exposed to the COVID-19 positive employee.

4. CFIA will ask the operator to provide information and documents to support an appropriate assessment of the risk to CFIA employees. While CFIA will consider the protocols/procedures in place by individual establishments, plus the particularities of the positive plant employee (where on the line, what kind of work, common areas with our employees, time spent with our employee, etc.) and ideally the advice from local public health, in the interim, if CFIA can’t get this advice quickly, the Agency will need to consider the other information to the best of its abilities and weigh the potential risk to our workforce with the impact on establishment operations/animal welfare.

5. Where local public health authorities have determined that a site investigation is required or the operator and CFIA agree that such a site investigation is necessary, the operator will request the participation of CFIA in the investigation. The purpose will be to appropriately determine the health impacts to CFIA staff. The CFIA will
identify a team which may include experienced slaughter/meat processing staff, Health and Safety Committee or Representative member, and if necessary, to provide technical advice the Area OSH Coordinator/Advisor as well as appropriate CFIA management.

6. Slaughter operators are reminded to consult with suppliers and CFIA regarding receipt of live animals should production be affected.

Outcomes:
- In collaboration with CFIA management and using information already collected, local public health authorities will make decisions regarding exposure to plant and CFIA employees, their need for self-quarantine and/or referral to health services for testing.
- Based on the information gathered above, some CFIA employees may be deemed to have had negligible risk and can be cleared for further work.
- An assessment of the operator’s plans for additional mitigation measures for COVID-19 will be jointly evaluated. Results from the CFIA review of written information from the company will be used by both CFIA and local public health authorities in the determination of appropriate steps to ensure the safety of all workers.
## COVID-19 Risk Assessment Template

**MLF COVID-19 Risk Assessment**

**Date of Assessment:** ____________  
**Revision:** new  
**Author:** ______________________  
**Site/Location:** ________________

### Purpose:

### Section A: Issue Description

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### Section B: Investigative Findings

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### Section C: Risk Assessment, Investigation Summary

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APPENDIX J

Risk Assessment Standard Approach

**Approach/Steps**

1. **Identify COVID-19 Risk Assessment (C-19 RA) Facilitator**
   - Assigned FSQA Director or designate
2. **Assemble team**
   - Plant Manager, local and regional FSQA, FSQA Managers, Regulatory FSQA Dir., additional FSQA Dir., other functions (corporate sanitation, HR, etc.)
3. **Communicate to assembled team**: Purpose, Approach, RASCI, Agenda
4. **Begin Investigation**
   - Follow Pandemic Plan (10 steps): medical assessment, interviews, plant walkthrough
   - Positive C-19 RA - advise people and business risks
5. **Finalize C-19 RA**
6. **Present Recommendation to decision makers and Finalize Decisions**
7. **Communicate and execute actions**

**Purpose**

1. **Assessment of COVID-19 spread on the site, given one or more positives for MUF employees, GTA employees, and contractors using a formalized COVID-19 Risk Assessment (based off of the Food Safety Risk assessment model)**
2. **Enable Decision Making** - Use COVID-19 Risk Assessment as a formal, fast-paced document
3. **Communicate to internal/external stakeholders**

**RASCI**

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**Typical Day 1 Agenda (customize for situation)**

1. **Determine C-19 RA facilitator**
2. **Assemble team**
3. **Communicate to assembled team** (kick-off meeting)
   - Purpose
   - Approach
   - RASCI
   - Agenda
4. **Start Investigation**
   - Follow 10 steps in Pandemic Plan, assess people and business risk
   - Draft C-19 RA (start having additional FSQA director review and edit)

**Typical Day 2-3 Agenda (customize for situation)**

- Setup daily work sessions until the following are completed:
  1. **Finalize C-19 RA (assessment of risk and recommendation)**
  2. **Present recommendation to decision makers**
  3. **Finalize decision**
  4. **Communicate and execute actions**
### Virtual Walk-Through, Low/Med/High

Risk Coding is based on how Covid is transferred by people:

- **Low**: No contact with another person OR other physical distance structure engaged (at least 2m), limited or no frequent disinfection
- **Medium**: Limited contact with another person and less than 15 minutes per person, but not physical structure engaged, cleaning occurs regularly but not after every person
- **High**: Direct contact with another person for more than 15 minutes and physical contact with objects

<table>
<thead>
<tr>
<th>Risk Classification</th>
<th>CFIA</th>
<th>Hourly Employees at Entrance to Plant</th>
<th>Hourly Employees Hourly in Wellness Area</th>
<th>Hourly Employees Hourly in Cafeteria</th>
<th>Plant Employees on Production Floor</th>
<th>Salary Employees on Production Floor</th>
<th>Salary Employees in Office</th>
<th>Cross Between Shifting</th>
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*Note: Hourly and salary employees include temporary workers, contractors, and anyone else visiting inside the plant*
**Pandemic Plan:**

- Maple Leaf Foods’ Pandemic Program Model includes:
  - **Operations’ Business Continuity Plans (Proactive)**
    - Standardize elements of business continuity in a “framework”.
    - Business and plants’ response and recovery plans
    - Business areas’ dashboard, including health initiatives
    - Business mitigation risk assessments
    - Operations have daily COVID-19 touchpoint conference calls with all plants
  - **MLF’s Playbook (Response)**
  - **MLF’s Emergency Management Council (EMC)**
    - Emergency Management Council’s sub-groups have also been assembled.
    - Ensuring impacted functions are involved with the response
  - **MLF’s Senior Leadership Team,**
    - Daily COVID-19 touchpoint conference calls with all Operations
  - **Government Agencies**
    - Partner with government agencies
    - Reference resources and guidance from Public Health, Centers for Disease Control and Prevention, World Health Organization
MLF’s Emergency Management Council (EMC):

- Maple Leaf Foods’ cross-functional teams have been assembled to:
  - Assess the overall risk to the business (internal and external);
  - Prepare functional recovery plans (example below);
  - Create a decision-making matrix;
  - Practice tabletop exercise(s).

- See example below of a functional group’s completed functional recovery plan.

### Example Functional Recovery Plan

**Functional Group: Sales**

**Phase 1 Scenario:** A team member showed up to work ill two days ago and left work early to go to the hospital. We do not know if the team member has COVID-19.

1. In the afternoon, you quickly learn that a number of all team members have spread and that some managers experienced stress that their team members go home early. Others have not shown signs of illness and are not exhibiting symptoms of illness.

2. A team member who had casual contact with the infected team member has informed the safety designate that he is feeling sick and is heading to the hospital to get tested. Several managers have been alerted that team members are calling in sick.

3. A study of data later, the local Public Health Department has confirmed that team members had tested positive for COVID-19. Others have not shown off any signs but are nonetheless experiencing symptoms of illness. Team members are discussing the MLF policies. Multiple and non-recovery on MLF sites. The Safety HSSE Team is working with the Public Health Department to develop an outbreak response plan. The Safety HSSE Team has also made contact with the side to share the guidance provided to the poultry.
Phase 2 (Protecting Our Business) Tabletop Exercises:
• Building upon the phase one exercises the approach taken for phase 2 of the tabletop exercises will be real-life simulation. That is, these exercises will be conducted as if an actual COVID-19 positive case is taking place at a site.
• Beginning with the “10-Step Process”, each site will work with a facilitator to guide them through to completion of a risk assessment, including a virtual walk-through, action plan development, and discussion on communications within the site and to internal and external stakeholders (i.e., Public Health and CFIA).
• Purpose:
  o To make necessary changes to the site’s COVID-19 program as determined by the tabletop exercise (e.g. addressing identified gaps).
  o To involve the Emergency Management Council and functional groups for support as they would be in the event of an actual COVID-19 positive case.
  o Tabletop exercises for sites are scheduled by the facilitators. Site schedule order is determined by the operational Leaders by priority basis on their high-risk sites until all sites are completed.
• Start date: April 23, 2020

Internal Audits
Maple Leaf Foods’ Internal Audit team has assembled to conduct virtual audits of all MLF sites to ensure compliance to COVID-19 program initiatives. The audit purpose is to ensure systems of controls around COVID-19 response are designed and operating effectively to protect our employees and minimize disruption on the business.
• Audit approach: Developed audit criteria and conducted interviews (along with health and safety) with site COVID-19 teams and leadership. Rapid process to identify immediate gaps/exposure points
• Scope: MLF’s 34 sites (plants, hatcheries, barns, distribution centres, offices)

The Phase 1 and Phase 2 internal audit results are compiled in a tracker to monitor the completion of any identified gaps during the audit. See below for a screenshot of the audit results tracker. Phase 2 audits were conducted to audit the framework of the Business Continuity Plans.

Monthly Dashboard
• Each month the Senior HSSE team will conduct a full Phase 3 audit (HSSE standard operating procedures) with the sites.
• Layered Process Auditing (LPA) documentation will be utilized to verify and validate key line items. Other line items will be audited as well.
• Business Continuity Plan audit templates will be updated and the “heat sheet” below will reflect the current status of each site.
• The “heat sheet” will be included as the COVID-19 scorecard in the monthly HSSE update reports effective period 6 2020 to monitor the status of sites’ implementation of the requirements of the audit line items.
Validation Audits

Validation audits are important exercises for the sites and supporting Emergency Management Council functions. This will further help us understand how the Centers for Disease Control and Prevention’s guidelines are applied in the decisions and actions taken during the tabletop exercise of a COVID-19 positive case.

During the COVID-19 pandemic, video validation audits using technology (e.g., GoPro, cell phone camera) are to be conducted on at least a weekly basis across MLF. Best practice is to conduct the video validation on a daily basis or at the start of every shift. Video footage is effective in focusing validation on health initiatives and key control points (e.g., social distancing, temperature monitoring, cleaning and disinfecting keypads, door handles, etc.). The video validation process with technology (e.g., GoPro) can help verify correct steps are taken in implementing the COVID-19 program initiatives. Good practice with video validation includes playing the video footage during a “COVID-19 touchpoint meeting” with site leadership team members.

The video validation audits will also be incorporated into layered auditing. The results will be rolled up into Business Continuity Plan dashboards/scorecards to track execution of the controls. It is part of a continuous improvement process.

Visiting External or Internal Workplace

Return to Workplace Request Form:

- Prior to visiting any internal or external workplace, Senior Leadership Team member (requestor) completes the “Return To Workplace Request Form” and submits to the MLF Manager, Occupational Health and Safety (Senior HSSE Team) for approval as per the “steps” on the form.
- If the employee requires to pick up COVID-19 kit supplies from Meadowvale after the request form has been approved, then make a note on the form so that the approved form will be forwarded to the National Facilities & Emergency/Security Risk Manager.
- For non-permanent exemption office requests (e.g., visit the office for one day or a few days only), use the “Work At Office Request Form” with approvals by the 1-up Manager and Regional HSSE Manager or National Facilities and Emergency Risk Manager for the Meadowvale campus (instead of the “Return To Workplace Request Form”). Permanent exemptions for offices would fall under the “Return To Workplace Request Form.”
- After the “Return To Workplace Request Form” is approved by the Senior HSSE Team and President & Chief Operating Officer, then the requestor or designate contacts Purchasing to obtain the COVID-19 kit supplies as applicable (i.e., internal visits: face protection; external visits: face protection, sanitizer, thermometer, and wipes, if available). Then, the requestor or designate arranges with Meadowvale mailroom to obtain the supplies.

Visiting Internal Workplaces (MLF Sites):

- All employees will be required to wear face protection at all times upon arriving at the MLF property (e.g., including parking lots and screening area) during the COVID-19 pandemic, except while using the washrooms and while eating, drinking, or smoking during breaktimes. If a employee
COVID-19 PANDEMIC PLAN

has their personal face covering, it could be worn until they arrive at the screening area.

- While at the MLF site, all employees will comply with site-specific requirements (e.g., screening, personal protective equipment, social/physical distancing).
- Employees will keep a log and/or file a report of their visit (time of entry and exit, physical paths travelled to a reasonable level of detail, people with whom they may have interacted at close proximity or for prolonged periods of time).

Visiting External Workplaces:
- All employees will be required to have a COVID-19 kit (face protection, wipes, sanitizer, and thermometer).
- After the "Return To Workplace Request Form" is approved by the Senior HSSE Team and President & Chief Operating Officer, then the requestor or designate contacts Purchasing to obtain the COVID-19 kit contents as applicable (i.e., internal visits: face protection; external visits: face protection, wipes, sanitizer, and thermometer) prior to visiting the external workplace.
- Prior to arriving at the external site, the employee must complete the MLF screening tool and temperature-taking.
- While at external sites, they must wear face protection when leaving their vehicle. Then, site-specific protocols must be complied with. The more stringent personal protective equipment and screening requirements (MLF or external workplace) must be adhered to.
- Employees will keep a log and/or file a report of their visit (time of entry and exit, physical paths travelled to a reasonable level of detail, people with whom they may have interacted at close proximity or for prolonged periods of time).
Examples of Rationale For External and Internal Visits/Essential Tasks:

- Critical initiatives paused due to workplace closure
- Physical touch or in-person observation required
- Required for ongoing business operations, essential support or compliance
- Highly urgent (must be completed within 1-2 weeks)
- High negative impact of not implementing

Examples of Essential Tasks:

| Field representatives to visit stores to have an impact with store managers to push sales, ensure that MLF products are stocked and on the shelves, maximize the choices that stores make is to be MLF products or order in more cases of MLF product, ensure tags are up so that product can be ordered and shoppers are interested, build and set up displays and racking to make MLF products stand out. | Root cause investigation of L1/L2 positives. For example:
• Cross-functional, virtual review of video and pictures has not resulted in getting to root cause.
• A time series swabbing event related to listeria investigation must be led if the site team is not familiar or has not executed this process. |
| Site leader as part of facility build team (e.g., observe construction details, be part of some construction meetings where no technology exists, review items or concerns with representatives onsite), but try to limit attendance onsite. | Testing packaging equipment with minimal exposure to employees (e.g., on a weekend). For example:
• For changing process nationally or regionally;
• To understand if current equipment could handle the transition in its current state or require a capital upgrade.
To meet timelines for government grant application for equipment purchase. |
| Facility build team to be onsite when work progresses quickly and there is an essential requirement to be onsite (e.g., virtual technology no longer suffices). | Customer requests that require industrial equipment (e.g., for webinar/online “show” series |
**COVID-19 PANDEMIC PLAN**

**Re-Entry Criteria**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Business need</th>
<th>Threat level</th>
<th>Risk</th>
<th>Individual considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today</td>
<td>Known (based on initiatives that have been paused and persons)</td>
<td>Unknown (some broad criteria but no consistency for threat level)</td>
<td>Unknown (contingent on threat level)</td>
<td>Known (high personal barriers)</td>
</tr>
<tr>
<td>~3 months</td>
<td>Known (unchanged from above)</td>
<td>Information available (easier to assess)</td>
<td>Information available (easier to identify)</td>
<td>Known (reduced personal barriers)</td>
</tr>
<tr>
<td>~9 months</td>
<td>Known (unchanged from above)</td>
<td>Further information available (easier to assess)</td>
<td>Further information available (easier to identify)</td>
<td>Known (further reduced personal barriers)</td>
</tr>
</tbody>
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As time progresses:
- More information becomes available on each of the criteria for re-entry.
- Different protocols are required for each of the three areas.

**Re-entry architected around three phases**

- **Phase 1: Preserve & protect**
  - Resumption of essential business activities only (“pull approach”) managed by approval process
  - Office caps imposed if necessary

- **Phase 2: Orderly reopening**
  - Progression to “push approach”
  - Orderly return of certain functions
  - Reopening managed in gradual waves and pace accelerated according to threat and risk assessment and based on standardized scoring system

- **Phase 3: Return to new normal**
  - More aggressive re-entry pace progressing towards future of workplace

**Apply to three types of workplaces:**
1. Supply chain network
2. Office (mostly head office)
3. External to Maple Leaf
Visiting External and Internal Workplace SOP Flow Chart

External Operational Essential Services:

What Is An External Operational Essential Service?

- A service that is necessary to run the business and keep the site operational.
- A service, if not provided, would significantly impact the operations of a site (e.g., shutdown).

An approved external operational essential service provider will be permitted to a MLF site (with compliance to MLF’s protocols). There is a procedure to permit external operational essential services onsite. Although there is no approval form to complete, there is a list of external operational essential services that were approved by MLF’s Senior Leadership Team.

Examples of Approved External Operational Essential Services:

- Security
- Sanitation contractors
- Maintenance contractors (e.g., for equipment repairs, fire suppression, building structural repairs, Original Equipment Manufacturers)
- Third-party carriers
- Yard and parking lot care (not going into MLF buildings)
- Lagoon pumpers (not going into MLF buildings)
- Third-party auditors for our RWA/Health programs
- Technical support and RWA deliveries
- Feed and hog deliveries
- Breeder services
• Laundry services
• Pest control
• External safety consultants (e.g., to certify PPE to meet safety regulatory compliance)
• Food/Drink vending machine vendors
• Couriers (e.g., taking samples to the lab, files/documents delivery)

Procedure To Permit External Operational Essential Services To Be At A MLF Site:

• The site designate communicates with their Regional HSSE Manager about the requirement of the external operational essential service to be at the site.
• The site designate also communicates with the function’s operational VP.
• The function’s operational VP communicates with their 1-up/Senior Leadership Team member.
• The Senior HSSE Team will conduct a safety review of the request with the stakeholders.
• The Site Leader, operational VP, and Senior HSSE Team will confirm collaboratively the requirements for the external operational essential service to be onsite.
PROTECTING OUR COMMUNITY

Maple Leaf Foods’ Company Policy
- On March 12, 2020, Maple Leaf Foods implemented a ban on business travel.

Community Outreach and Work With Industry
- Maple Leaf Foods’ Senior Leaders have partnered with industry partners (North American Meat Institute, Canadian Manufacturers & Exporters, etc.) in an effort to help our community by sharing our pandemic plan.
- Maple Leaf Foods’ Senior Leaders are also collaborating with federal agencies (Public Health Agency of Canada, Canadian Food Inspection Agency). In addition, Maple Leaf Foods’ site designates are communicating with provincial and local public health agencies and Canadian Food Inspection Agency Inspections to share our pandemic plan.
- Maple Leaf Foods’ Senior Leaders are also sharing best practices with other businesses in our communities to improve community response efforts.
COVID-19 PANDEMIC PLAN