

Guidelines for a Healthy Work Environment and Addressing the COVID-19 Crisis

This document provides guidance based on best practices from the International Labour Organisation (ILO) and World Health Organisation (WHO) on Corporate Responsibility considerations when addressing COVID-19 impacts. PVH may continue to update these guidelines with the most relevant information as the ILO, national governments and other organizations continue to issue and evolve their guidance on the COVID-19 situation.

General Guidance

We fully understand the challenges faced by our business partners as a result of COVID-19. As such, we encourage our business partners to:

- **Protect workers in the workplace to minimize the direct effects of the COVID-19**, in line with [WHO recommendations and guidance](#)
- **Employment termination or retrenchment should be a last resort.** If actioned, retrenchment should be conducted responsibly
- **Ensure that those workers who may contract the virus or suspect that they have the virus may take sick leave without negative repercussions** and are **compensated** at their **full regular wage** during the period of recovery and self-isolation
- Ensure that any **measures implemented to fight the virus do not unduly restrict workers freedom of movement or right to organize**
- **Follow government requirements or recommendations regarding the suspension of large gatherings and close factories as necessary** for the appropriate duration to protect the health of workers and their communities

- **Communicate clearly, regularly, transparently and in a language your employees can understand on matters related to:**
 - The impact of COVID-19 on your operations
 - The public health and safety measures being implemented
 - Company policies and procedures on sick leave, annual leave and redundancy
 - Changes to your financial situation as a result of COVID-19
- Ensure that **workers who are sent home because of a lack of work** are compensated according to the labor law
- Be aware of **government measures, social protection and support for workers, including income support, cash transfer, social assistance, unemployment insurance benefits, job protected leave etc.** and **communicate this information to workers in a manner which is understandable to them**

Health and Safety¹

Below you will find information and tools on how to prepare your operations for addressing COVID-19. It is advisable that **these measures be implemented even if COVID-19 has not arrived in the communities where you operate, as they can help protect your staff and reduce working days lost due to illness and stop or slow the spread of COVID-19 if it arises.** In the event your business operations are suspended, it is recommended that these guidelines be followed upon resumption of work.

¹ Getting your Workplace Ready for COVID. World Health Organization

Preventing the Spread of COVID-19

Cleaning & Protective Equipment:

- Provide sufficient virus-prevention supplies, such as anti-bacterial soap, hand sanitizer, tissues, trash baskets, and facemasks
- Conduct deep cleans of the workplace, dormitory, canteen, rest area and public area using (70% alcohol solution, or bleach solution at 1000ppm) during non-working hours. Attention should be paid to factory surfaces, including equipment, chairs, workstations, floors, restrooms, offices, door handles, etc.
- Enhance housekeeping and cleaning frequency
- Ensure that workers have access to places where they can wash their hands with soap and water
- Require workers to wear facemasks during working hours

Precautionary Measures:

- Measure body temperature daily for everyone entering factory compound or dormitory area, including visitors
- Consider providing special transportation for workers who depend on public transportation and ensure those vehicles operate at limited capacity (i.e. 30%-40%) to allow for social distancing
- Controlled measures should be taken to minimize number of visitors in the factory premise. Access area for the visitors should also be monitored to minimize possibility of COVID-19 spreading
- Consider increasing the space between workers on the line. Health experts say that creating 2 meters/ 6 feet of distance between workers can decrease the spread of the virus
- Workers shall have a gap of at least one hour between shifts, where applicable
- If you have an on-site clinic, make sure your health professionals have the necessary resources and are up to date on care protocol. Consult with local hospital and health bureau for guidance
- Take necessary precautions in the cafeteria, including staggering dining time or lunch breaks to enforce social distancing, providing take-out, installing preventative barriers, single use, vs community shared

- Make sure that those preparing food continue to follow health guidelines
- Consider discontinuing nonessential travel to location with ongoing COVID-19 outbreaks
- Consider canceling work events or reducing the number of face to face meetings
- Comply with national directives with respect to resumption of work in the event business operations were stopped which includes social distancing
- While reopening factory after the closure, contact and travel history of the workers should be checked if the workers or their family members have been in direct contact with someone that has the symptoms of the virus
- Consider having only some of the workforce resume initially and continue to increase the percentage of workers on-site over time

Awareness and Communication:

- Consider providing necessary hygiene education to raise awareness and promote the daily practice of everyday preventive actions at all times, like washing hands and covering your mouth when you cough or sneeze. Posters and brochures from WHO could be useful resources, video, text messages etc. can be used to consistently communicate these messages
- Prepare for worker absences by establishing communication channels (like WeChat or WhatsApp) for checking and monitoring workers who are absent due to symptoms of the virus
- Create a communication plan for if a worker is identified as having the virus and ensure that local authorities are alerted
- Establish communication channels to address workers' questions and requests or to point them to the correct authorities
- Identify hospital/clinics which are authorized to treat COVID-19 patients and consider creating a list of such facilities

Listening to the concerns of workers:

- Encourage workers to speak up, address their concerns, stress or fear, and provide resources for psychological support
- Send out messages to let workers know that management is listening and are there to help

Taking precautions when recruiting:

- Require recruiters to wear facemasks and conduct recruitment in an open area or well-ventilated room
- Check travel history of candidates and their family members and confirm if they have been in direct contact with someone that has the symptoms of the virus
- Consult with local hospitals or health bureau for guidance on candidates with travel history to heavily infected areas

Additional resources

- [ILO COVID-19 Checklist and Management Tool](#)
- [Latest information from WHO on where COVID 19 is spreading](#)
- [WHO COVID-19 Portal](#)
- [WHO Communications Resources on COVID-19](#)

Responsible Retrenchment & Downsizing

Employment termination or retrenchment should be a last resort and the decision should be made based upon the full knowledge of the legal and economic context in which the business operates. Based on ILO guidelines, all parties should work to minimize employment termination and mitigate adverse effects of any termination to workers.²

Before considering termination, ILO recommends:

Suppliers may consider, as long as allowable by local law:

- Encouraging workers to take accrued paid leave (such as annual leave or long service leave)

- Allowing special provisions for workers with insufficient accrued leave to cover the period of shut down (for example, allowing staff to take annual leave in advance etc.)
- Redeploying workers to other parts of the business where available
- Reduction in hours or days of work
- Enforcement of retirement ages: asking workers to take early retirement
- Exploring alternative leave arrangements such as extended annual leave at half pay or no pay leave
- Other forms of support including legally available assistance or other forms of aid

If termination is unavoidable, suppliers should:

- Comply with legislation, directives and advice as a result of the current situation, company policy, employment contracts and collective agreements (Please see [Better Work's Guide on Managing and Transitioning Retrenchments Annex 3 Legal Requirements](#) for key questions)
- Inform relevant authorities, if required
- Consult with worker representatives and union (in compliance with applicable laws) and provide:
 - Reasons for termination contemplated
 - Number of categories of workers to be affected
 - Period over which termination are intended to be carried out
 - Provide an opportunity for workers representatives to consult on measures to be taken to avert or to minimize the terminations and measures to mitigate the adverse effects (i.e. alternative employment)
- Before making a decision to temporarily lay off workers and employer, before taking any decision to temporarily lay off workers (unless as a result of a government directive), consult the workers or union (if applicable) to see if alternative arrangements can be made

² [ILO Standards and COVID19](#)

Further guidance on how to structure and execute a responsible retrenchment process can be found in [Better Work's Guidelines on Managing Transitioning/Retrenchments](#).

In this document you will find information on developing a retrenchment plan, planning for severance pay, planning for assisting dismissed workers and managing the dismissal process. Additionally, these guidelines contain templates which can be used for the purposes described above.

For more information please also see [PVH's Corporate Responsibility Supply Chain Guidelines Appendix 10 Responsible Retrenchment](#).

Payment to Workers

Many governments have implemented legislative measures to ensure workers receive financial support from the government as a result of economic shutdowns due to COVID-19 (please see "**Country Specific Guidance**" below). Suppliers may serve as a key resource in ensuring that workers receive governmental or other support, whether monetary or in-kind.

If distributing cash payments to workers, it is recommended suppliers follow the health and safety measures outlined above, which include implementing social distancing measures, staggered arrivals of workers to the factory to collect funds and provision of PPE, are followed. Additionally, we encourage you to explore alternative mechanisms for ensuring workers receive any funds due. If you are interested in transitioning to a digitized wage payment system, please refer to the [Digital Wages Management Toolkit](#) for more information.

Migrant Workers

Crises can have a disproportionate impact on specific segments of the worker population such as migrant workers. All workers should be treated with equality, dignity and respect, irrespective of their gender and migration status. In order to mitigate some these potential negative impacts we encourage our business partners to follow the guidance from the International Office of Migration.³

Recruitment and migrant workers journey home:

- Enhance **due diligence on labor recruiters** who might attempt to circumvent national travel restriction measures, placing jobseekers and migrants at greater risk
- Ensure that measures are in place to observe **social distancing** and protect migrant health **during all stages of travel by providing PPE**
- Ensure "on-hold" hiring does not result in jobseekers being held by recruiters for indefinite periods of time
- Take affirmative action to promote migrant workers' freedom of movement. Employers have a responsibility to let the worker return home voluntarily and to provide direct access to identity and travel documents at any time

Living conditions, dormitories and hostels:

- **Reduce the number of employees sharing the same room to allow for social distancing and adjust eating or shower schedules** to limit or stagger the use of dormitory kitchens, canteens and personal hygiene facilities
- To the extent possible, **expand housing accommodations to allow for social distancing**
- Ensure workers have **access to potable water, food, electricity, other essential needs and emergency health care** in dormitories during conditions of quarantine, isolation or restricted mobility
- Take actions to **prevent migrant workers living in third party housing from forced eviction** because of inability to pay rent due to production slowdowns or workplace closures and the resulting loss of income including, engaging with third party owners, landlords or appropriate property management firms to implement mitigating measures to **prevent evictions**, where possible
- Consider providing **temporary coverage of accommodation costs** or free food in a workplace or dormitory canteen for workers with reduced income

³ [IOM Guidance for Employers and Business to enhance migrant worker protections during the health crisis](#)

Worker wellbeing & communication:

- Provide supports for migrant workers to address stress and anxiety including referrals to psycho-social support, counseling services and hotlines as they may face elevated levels of stress and anxiety related to COVID-19 as a result of being isolated and far from their homes
- Consider arranging a translator for migrant workers **to accompany them on medical or hospital visits or online doctor's visit**
- Consider **collecting regular feedback from migrant workers** to understand their needs and concerns
- Employer communication may also 1) support migrant workers with **up-to-date legal and administrative advice, assistance and information in cases where their jobs are impacted**; 2) help them **make decisions about their future**; and 3) **provide necessary documentation if they have** to leave the workplace

Country Specific Guidance

International organizations & government agency trackers:

The following international organizations and government agencies have compiled trackers for country responses to COVID-19 which will be updated on a regular basis:

- [ILO](#)
- [OECD](#)
- [US Chamber of Commerce](#)
- [International Monetary Fund](#)

Better Work:

Better Work has also issued guidelines for specific country contexts focusing on health and safety and relevant legal provisions in addressing the COVID-19 crisis. Please see the [Better Work COVID-19 webpage](#) to access this information.