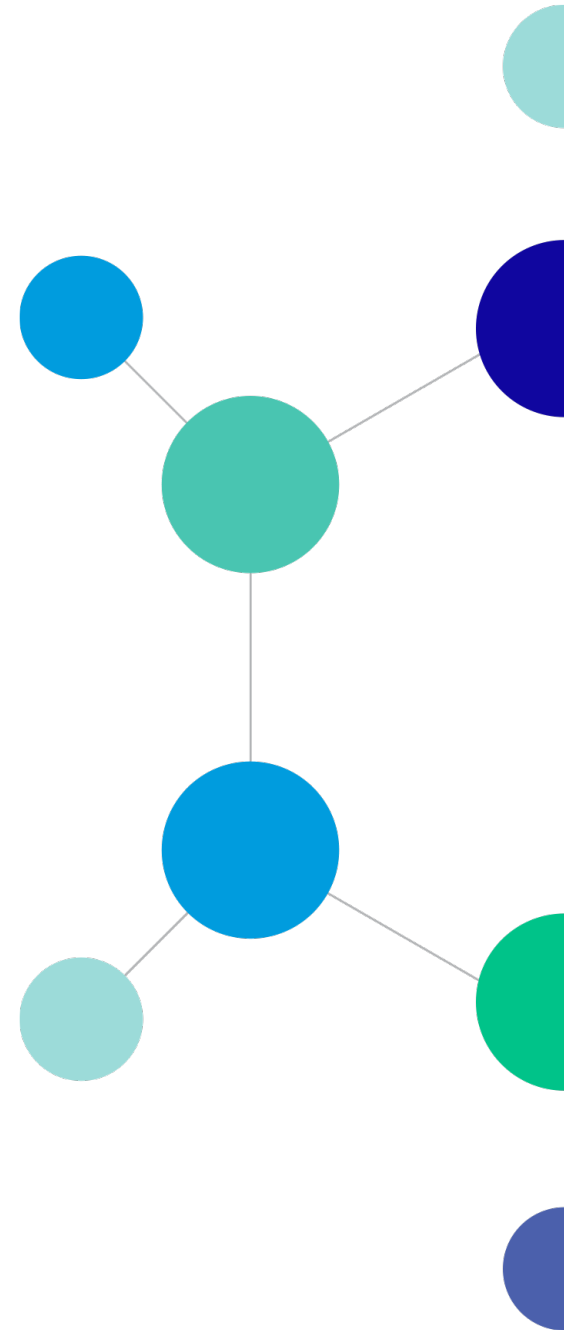


**COVID-19 Best Practices Roundtable:**

# **Reintegrating and Resuming Operations Post Shelter-In-Place**

Tuesday, May 5



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# Objectives / Agenda



Provide an overview of survey responses



Presentation of company action plans by DanChem, Strem Chemicals, Inc, Sun Chemical Corporation



Group/Attendee Discussion



# Survey Responses

More than 95% of companies still have employees working remotely!

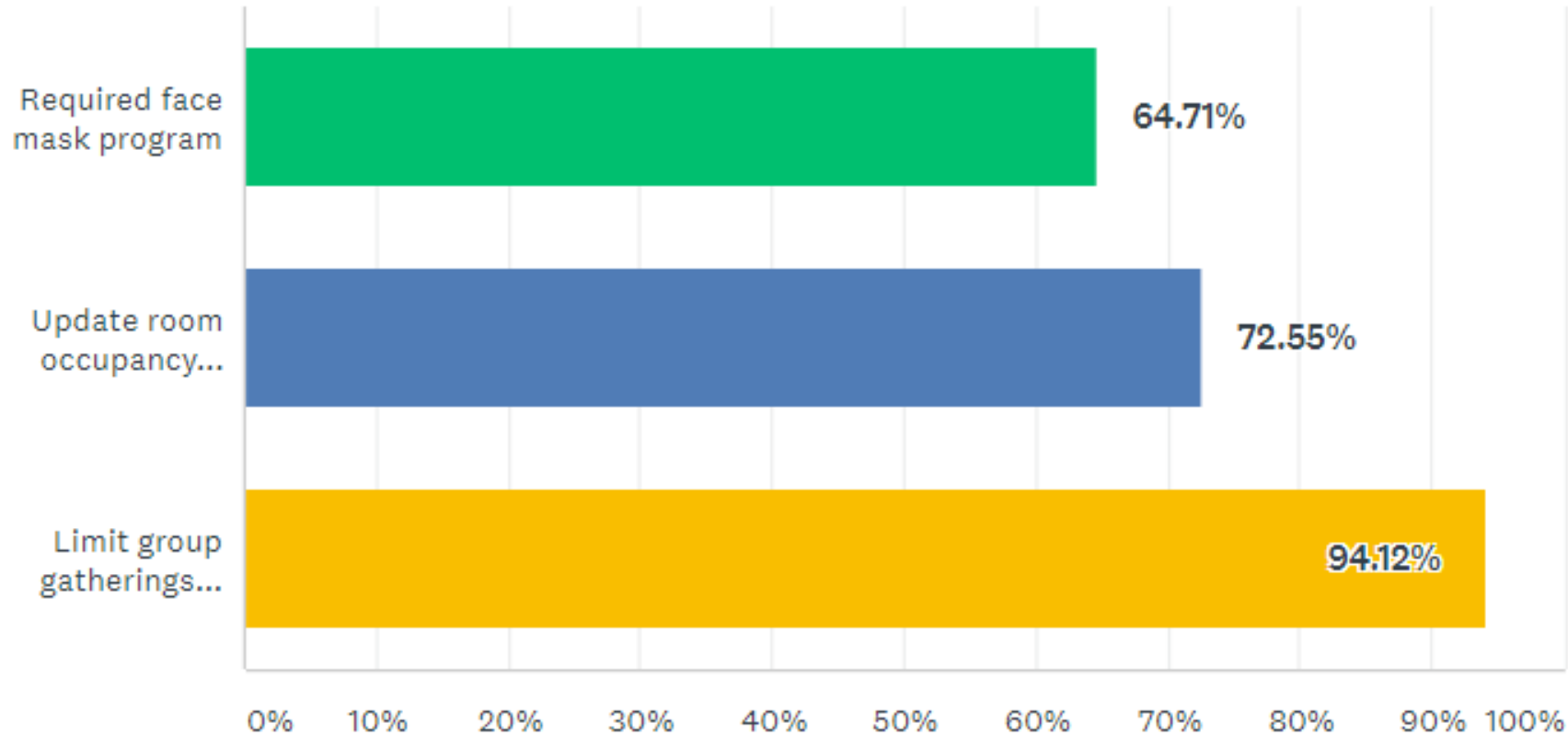
- 65% plan to start reintegrating teams after Shelter-in-Place Orders are lifted
- 35% will make decision to return based on other circumstances such as employee feedback and safety

# Other Feedback

- After careful evaluation of the situation where the employees reside and work.
- When testing, medical treatment and vaccine is provided where needed.
- It will be phased approach.
- When shelter-in-place orders are lifted, and specific family situations are normalized.
- We are working HARD on understanding the impact on essential employees first.
- As it makes sense. We have been pretty successful working remotely.
- Undetermined at this time.
- When we feel the need.
- Per company decision.



# Systems to Implement Social Distancing



## Other Systems:

- Restroom limitations
- Eliminated use of physical time clock
- Staggered the working shifts of our essential plant personnel and isolated them by area
- Remove chairs, mark locations and walking routes

# When will you lift travel restrictions?



# Post-COVID-19 Considerations

## Key employee concerns about returning to work:

- Maintaining distancing and open environments in the office
- Meeting the demand of PPE and hand sanitizer
- Fear of an uptick in cases once everyone returns to work
- Family issues (day care, home schooling, elderly family member)

## Will you allow more teleworking opportunities?

- Yes - 70 percent



# Our Speakers



Mary Barksdale  
DanChem



Ephraim Honig  
Strem Chemicals, Inc.



Chris Stenger  
Sun Chemical Corporation

# **SOCMA Roundtable**

## **Reintegrating and Resuming Operations Post Shelter-In-Place**

**5 May 2020**

**Mary Barksdale**  
**VP of Human Resources**





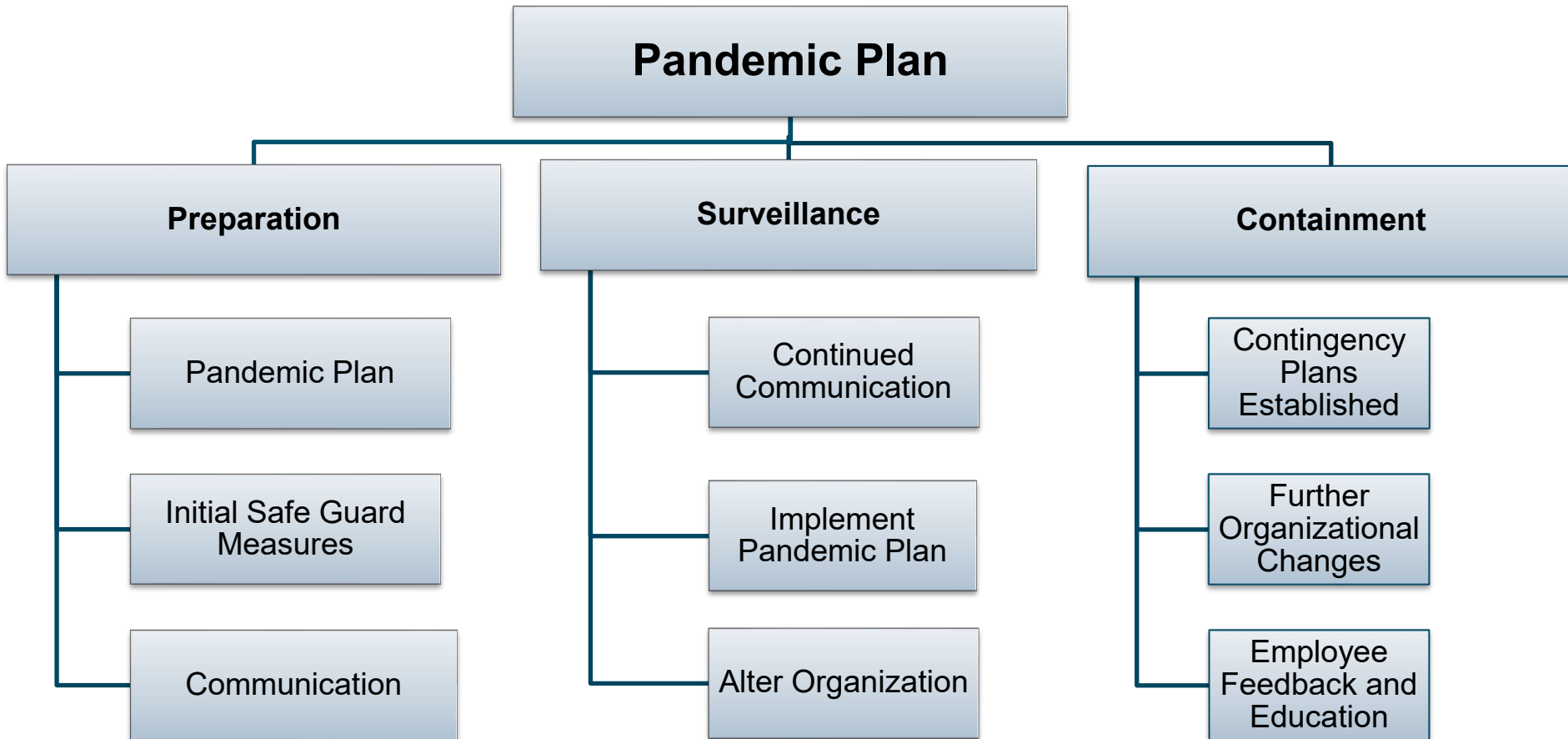
**Your Specialty Chemical Contract Manufacturer of Choice**



# SITE OVERVIEW

- Founded in 1960 as the Chemical Division of Dan River Textiles
- Premier specialty chemical contract manufacturer providing capacity and technical support
- Experience with a wide variety of manufacturing processes and chemistries
- Safety First approach with all projects
- Largest fleet of horizontal reactors of any custom chemical contract manufacturer





**Goal was to Protect and Stabilize the Business**

## Returning Phase

- Bring office personnel back 25%, 50%, 75%, 100% intervals
- Look at office plan structure to make sure it is within the social distancing guidelines
- Additional cleaning for bathrooms and office
- Look into touch free clocks
- All employees take their temperature before coming to work
- Assess the workflow of employees in and out of the administrative area
- Marking off conference rooms for social distancing guidelines
- Assess having virtual plant tours
- Assess how to make the hiring process less contact
- Virtual recruiting, i.e. interviews, attending virtual recruitment job fairs
- Sales team conducting virtual meetings
- Sales team assess presenting virtually at tradeshow
- Continue with virtual meetings
- Assess if we want people in two days a week and work from home three
- Limiting access to bathrooms and breakrooms for office staff

# SOCMA Roundtable Reintegrating and Resuming Operations Post Shelter-In-Place 5 May 2020



**EPHRAIM S. HONIG**  
**STREM CHEMICALS INC.**





# STREM CHEMICALS INC.

- Corporate HQ Newburyport, MA, 53K sq ft, 3 bldgs.
- Manufacture and distribute 5,000 Specialty Chemicals for R&D – inorganics
- Kilo-lab cGMP (Pharma) and some larger scale (MiE)
- Small company with 78 employees
- Low turnover, never had a layoff





# “PREPARING” AND MANAGING THROUGH COVID-19

- Primary considerations (prevention and mitigation)
  - Health and safety of employees EE's
  - Sustaining operations, productivity, the business
- Constantly Changing Environment
  - International, national, state, local level
  - CDC guidelines, scary health statistics
  - Government regulations (CARES Act, PPP)
  - Changes in market segment demand (academic)
- Company “health” – financials and scenario modeling
  - Cost containment strategies

# “PREPARING” AND MANAGING FOR COVID-19

- Sr. Leadership Team + EHS meets 3x+/week
- SOP's - health and safety of EE's (prevention)
  - Inside facility : CDC guidelines- social distancing, hygiene (personal, equipment, facility)
  - Visitors - contractors, customers, auditors
  - Outside facility : travel (sales, trade shows)
- Frequent communication to EE's on SOPs, status
- Shelter-In-Place (rolled out by geography)
- To sustain operations segregate EE's
  - On-site EE's – handle/process chemicals
  - Off-site WFH– almost everyone else- admin, sales

# MANUFACTURING & WH ENABLES SOCIAL DISTANCING

- R&D Chemicals
- Kilo-lab cGMP
- Commercial MiE



# “PREPARING” AND MANAGING FOR COVID-19

- On-Site EE's- manage population density PD
  - Work-areas –operate single or split shift
  - Non-work areas – bath/ changing room, break room, entry/ exit (SOP's to manage PD, hygiene)
- Off-site (+ On) EE's- implemented additional Technology for communication and collaboration
- Continued frequent communication to all EE's
  - Keep them AND families informed AND educated
  - Employee assistance program (anxiety)
- To-date no EE or live-at-home family member has tested positive...as far as we know

# “REINTEGRATION” AND RESUMING OPERATIONS

- Phased approach for reintegration, WFH EE's
  - Removal of shelter in-place creates new unknowns
  - Lives vs Livelihood ---> we will wait-and-see
- Managing population density PD (WFH rotate in/out)
- SOPs re-evaluated for all functions, space, based on best available information- esp. admin, breakrooms
- On-Site space + design requirements for non-chemical operations will change- cubicles, meeting/ copy room
- Pandemic history suggests resurgence is likely
- Antibody testing for EE's (Roche)
- Be prepared to revert back to Pandemic Operations

# “REINTEGRATION” AND RESUMING OPERATIONS

- As a small company, accelerated adoption, more frequent use of technology for
  - Collaboration / Communication
    - Sharepoint, Zoom , Teams, DocuSign
  - Other cloud-based applications
  - Move to paper-less office
- More workforce training, x-training (de-risk ops)
  - Web-based, SOCMA’s Chemical Operator Training
- Business Continuity Plans will include Pandemic Response Plans -SOCMA template



# Project Safe Return

SOCMA Roundtable – Re-integrating and Resuming Operations Post Shelter-In-Place

Chris Stenger, PE, CSP

Corporate EHS Manager – North America

4 May 2020



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a member of the DIC group



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# The world's leading producer of inks, coatings and pigments

Sun Chemical's global presence, combined with our parent company DIC, allows for the delivery of local service and support customized to your market.

  
**20,000+**  
Employees

**63**   
Countries  
**176**   
Subsidiaries





# COVID-19 Operations Impact

## ❖ Essential Production Facilities Operating

- Implemented Health Mgmt. & Business Continuity Plan
- Implemented Social Distancing and Good Hygiene Protocols
- Implemented Employee Screening Protocol
- Implemented a Robust Suspected COVID-19 Case Decision Matrix
  - Testing Remains a Challenge – Occupational Provider
- PPE Remains a Challenge (Compounded by States Re-opening)
- Cross-training Workforce On-going
- Furloughed Facilities

## ❖ Off-site Workers

- Approximately 2500 people are teleworking.
- Some workers are out on PTO, Families First Coronavirus Response Act (FFCRA), FMLA

## ❖ 1.1% of Global Workforce Affected (27% Out; 73% RTW)

# Project Safe Return – Defining The “New” Normal

## Team Approach

- ❖ Currently Operating, Delayed Start
- ❖ Consisting of over 30+ Personnel from HR, EHS, Legal, Operations, Communications worldwide.

## Divided into Three Groups:

- 1) Communications
- 2) Logistics
- 3) Telework



# Project Safe Return – Step 1:

## Setup Gov't Tracking Database

|  | ARIZONA<br>(Phoenix)                  |         |         | CALIFORNIA<br>(San Leandro, Santa Fe Springs, JA) |         |         | CANADIAN PROVINCES<br>(Brampton, Burlington, Dartmouth, Laval, Vancouver, Winnipeg) |         |         | GEORGIA<br>(Atlanta)                  |         |
|--|---------------------------------------|---------|---------|---|---------|---------|---|---------|---------|---------------------------------------|---------|
|  | <insert reference internet hyperlink> |         |         | <insert reference internet hyperlink>             |         |         | <insert reference internet hyperlink>   |         |         | <insert reference internet hyperlink> |         |
|  | Phase 1                               | Phase 2 | Phase 3 | Phase 1   | Phase 2 | Phase 3 | Phase 1   | Phase 2 | Phase 3 | Phase 1                               | Phase 2 |
| <b>Rules regarding who can work</b><br>Groups of employees the government DIRECT must not come to work<br>Groups of employees the government DIRECT must work from home if possible<br>Vulnerable groups the government DIRECT should not come to work (e.g., Those with certain medical conditions, over a certain age, etc.)<br>Self-isolation rules when a person is suspected of being infected<br>Any other rules that affect Sun Chemical operations |                                       |         |         |   |         |         |   |         |         |                                       |         |
| <b>Employee Screening/Tracing</b><br>Symptom and /or temperature screening & questionnaire<br>Contact tracing<br>Covid-19 virus testing<br>Covid-19 antibody testing   |                                       |         |         |   |         |         |   |         |         |                                       |         |
| <b>Rules Regarding the use of Personal Protective Equipment for prevention of transmission of Covid-19</b><br>Use of face coverings / masks in public places (e.g., Public transport, travel to and from work, shopping, etc.)<br>Use of face coverings / masks in the   |                                       |         |         |   |         |         |   |         |         |                                       |         |

# Project Safe Return – Step 2:

## Develop Work Areas

- ❖ Manufacturing
- ❖ Office/ Teleworkers
- ❖ R&D Facilities
- ❖ Customer In-Plants/ Customer Service Techs
- ❖ Salesforce
- ❖ Logistics

# Project Safe Return – Step 3: Develop Categories

**Apply LOPA/ NIOSH HoC Methodology** to Each Work Area, Starting with Setting Gov't Requirements as Needed

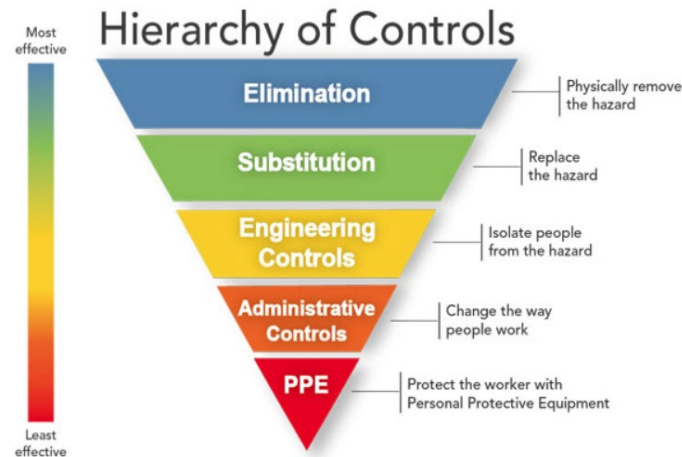
**Elimination Control** – Permanent Teleworking, Vaccine, Travel Ban

**Substitution Control** – Antibody testing (not reliable)

**Engineering Control** – Optimize HVAC Systems (fresh air makeup, filtration); Human Flow Pattern Analyses, Max Occupancy Calculations, Visual Aids, etc...

**Administrative Controls** – Training, Stagger work hours, Social Distancing Policies, Employee Screening, Meeting Restrictions

**PPE** – Face masks, Gloves, Eye Protection, etc..



# Project Safe Return – Step 4: Develop a Phased Approach

| OFFICE WORKERS  |   |  |   |                      |   |  |
|---|---|--|---|----------------------|---|--|
|   | Summary Criteria  |  |   |                      | Champion  | Guidance reference   |
|   | SPF-100<br>(Current Status)   | SPF-50   | SPF-25  | SPF-5                |   | Existing reference and/or guidance to be developed via the work          |
| <b>Local/ Regional Gov't Req'ts</b><br>> Gov't requirements establish the minimum criteria that facilities must follow and help develop the criteria to transition to the next phase. | <div><div></div><div>De-escalation</div><div></div></div><br>See Government Tabs for Details  |  |   |                      | EHS<br>(Dave Starkey,<br>Diego Bonino<br>Chris Stenger) |  |
| <b>CORPORATE POLICIES</b>   |   |  |   |                      |   |  |
| <b>Phase (SPF) Transition Criteria</b>  |   |  |   |                      |   |  |
| <b>International Travel</b>   | Full Ban  | Hotspot Ban, need SLT approval; isolate for 14-days after travel   | Example - Hotspot Ban, except Unit Leadership approval  | No restrictions      | SLT   | SLT level policy and government restrictions                             |
| <b>Domestic Travel</b>  | Full Ban, except essential travel approved by SLT   | Hotspot Ban, except Unit Leadership approval; limit travel to car  | Non-essential travel can resume   | No restrictions      | SLT   |  |
| <b>Telework</b>   | Gov't Shelter In-Place - Telework Mandatory;<br>> Implement Work at-home Guidance Document  | <b>Select Telework (Develop Criteria)</b><br>> Survey Managers - which roles could work from home; either full-time or part-time off<br>> Develop Permanent Telework Equipment Cost<br>> Expenses - a policy would be required on which working expenses could be recovered. Some countries in Sun Chemical, Europe already have these in place as there are tax implications. | Adjust Telework as necessary to allow more office attendance  | Return to New Normal | TeleWork Team   | SLT Survey, Equipment Cost Analysis, Expenses and Assessment Document(s) |
| <b>Telework Benefits</b><br>(Do these vary for each phase?)   | Any impact on Worker Comp costs if remote (below) has significant uptake. Need to check with Ray Perry. Homework carries safety considerations if it is a person's designated place of work. Homework – if this were allowed longer term then an assessment would need to be made as to whether "home" became the person's legally contracted place of work. <b>In the U.S., may also implicate various state laws, i.e., if the employee lives in a different state than his/her worksite, and has been teleworking from home.</b> |  |   |                      | Mary Takagi   | Corporate HR Policy Document   |
| <b>Visitors</b>   | Pre-Approved; critically essential only; Screening Questions and Temperature before allowed on-site for every visit   | Pre-approval; no surprise visits<br>Screening Questions and Temperature before allowed on-site for every visit   | Management approval of all visitors and contractors;<br>Screening Questions no temperature required | Return to New Normal |   | SLT level policy and government restrictions                             |
| <b>Benefits</b><br>(Do these vary for each phase?)  | Any impact on Worker Comp costs if remote (below) has significant uptake. Need to check with Ray Perry. Homework carries safety considerations if it is a person's designated place of work. Homework – if this were allowed longer term then an assessment would need to be made as to whether "home" became the person's legally contracted place of work.  |  |   |                      | Mary Takagi   |  |


< List and define all Policy items that need to be addressed >

# Project Safe Return – Step 5: Consolidate & Standardize

- ❖ Gather Phased Approaches from Each Region of The World & Determine the Minimum Standards will be for the Company as Applicable
- ❖ Determine Phase Criteria – What Decisions are Needed to Go to The Next Phase
  - Government Driven
  - Corporate Policy Driven
  - Phases are Flexible to Meet Local Demands

# Project Safe Return – Develop a Fail-Safe Mechanism

- ❖ Re-escalate Protection Depending Case Mitigation (Cluster Formation).
- ❖ Example Result - SPF100 to Plant Shutdown

|  |  | Summary Criteria   |  |  |  |
|--|--|--|--|--|--|
|  |  | SPF-100  | SPF-50                                     | SPF-25                                     | SPF-5                                      |
| COVID-19 CASE MITIGATION   |  |  |  |  |  |
| Confirmed Case   |  | In-Place Per company policy  |  |  | Discontinue Measures,<br>see SLT Policy    |
| Suspected Case   |  | In-Place Per company policy  |  |  |  |
| Affected Case (contact tracing)  |  | In-Place Per company policy  |  |  |  |
| Reporting (Update Global Master)   |  | Update TEAMS: COVID-19 LEADERSHIP TEAM Page  |  |  |  |
| Cluster Flare-up:  |  |  |  |  |  |
| 10% of Site Workforce<br>(*Suspected cases reach a<br>designated level causing the plant to<br>re-escalate measures) |  | SLT Decsion;<br>Determine when site can re-<br>start phase decalation)             | SLT Decsion; Revert to<br>SPF100 measures; | SLT Decsion; Revert to<br>SPF100 measures; | SLT Decsion; Revert to<br>SPF100 measures; |



Q&A

----

Open  
Discussion



# **THANK YOU!**

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**Senior Director, Communications & Engagement**

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Arlington, VA 22202  
T: (571) 348-5100  
F: (571) 348-5138  
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## Next Webinar: America's Business and Demographic Advantages in a Post-COVID Economy

Wednesday, May 13 | 10:30am - 11:15am Eastern

What products or services will fly or die? What nations are demographically doomed? What countries and continents are demographically positioned to excel? How will workforces change? Where is my best source of talent? What do I need to develop a post pandemic strategic plan?

Join the [Bio-Process Systems Alliance \(BPSA\)](#), in collaboration with SOCMA, for a webinar on forecasting future markets post-COVID-19. During the webinar, **Kenneth W. Gronbach, President, KGC Direct, LLC**, will address the inherent strengths of the U.S. "demographic divide" and its role in driving strong economic potential, specifically in the re-invigoration of domestic manufacturing.

Ken is an internationally respected demographer who forecasts societal, commercial, economic, cultural and political phenomena using marketing and demographic data.

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# Critical Resources and Updates



## COVID-19 Resources for the Specialty and Fine Chemical Industry and our SOCMA Affiliates

