



COVID-19: Employee Safety & Wellbeing

Risk Assessment – Restaurant Operations UK & Ireland

Introduction

We have a duty to take all reasonable precautions to protect the health, safety and welfare of all employees. It was the safety of employees that was paramount in the decision to close restaurants in March 2020 and we were committed then to only re-opening our restaurants at a time and in a way that complies with Government guidance and protects the health, safety and welfare of our employees and those visiting our restaurants. This principle remains in place.

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

Scope

This risk assessment covers the operation of McDonald's restaurants (whether directly owned or franchised) in the UK and Ireland. It recognises and addresses legislation in Wales requiring a specific risk assessment and differences across the nations. Where there are country specific differences this is identified in the control procedures.

McDonald's offers a number of different service channels to customers, including Delivery, Drive Thru, Walk-in Take Away, Dine In and Click & Serve options. The availability of these service channels, and our opening times may vary dependant on the local / national restrictions in place. It is important to note that not all restaurants offer all service channels and we may choose to restrict certain service channels or opening times further than the applicable local / national restrictions.

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

Consultation & Engagement

Employees were consulted in connection with their individual circumstances prior to returning to work. Each employee is asked about their fitness to work and any other factors that may influence their ability to work safely (further details below). In addition, a 'virtual meeting' was held for employees before we initially re-opened and these have continued, alongside 1:1 regular discussions with a manager at which times any concerns can be raised.

Since first re-opening we have engaged with employees on an ongoing basis through a number of online 'Love 2 Listen' surveys and have publicised a scheme, known as 'Speak Up', by which employees can report any concerns to our People Service Helpdesk.

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



Vaccinations & Testing

The large number of individuals now benefitting from being fully vaccinated, including booster vaccinations, has an overall protective benefit. Our approach with employees is to be supportive and flexible whilst recognising individual choice. This includes rearranging working hours at short notice to accommodate vaccination appointments if required.

Routine testing of asymptomatic individuals using a Lateral Flow Test (LFT) is now freely available to all parts of the UK for anyone who cannot work from home. The same does not currently apply in the Republic of Ireland. The availability of LFTs and the benefits of routine testing have been communicated to employees in the UK. Participation is a matter of personal choice.

Vaccination and testing programmes play a valuable part of the overall risk reduction strategy for the pandemic. However, as both are reliant on individual choice, we do not have separate or different control procedures linked to employees (or others) in connection with vaccination status or testing.

Who may be harmed and how?

COVID-19, including Variants of Concern such as the Delta and Omicron variants, is a highly infectious virus currently present at pandemic levels. The transmissibility and severity of each variant may change, but the primary route of transmission is by the small water droplets created when sneezing, coughing, talking or breathing. The virus can be transferred to the hands and then spread onto other surfaces, although it does not survive well on most surfaces.

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

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

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

Control procedures

Health & Hygiene

Employee Fitness to Work & Training

- All employees must keep their status updated on 'MyStuff 2.0' to indicate that they are fit and able to work. Employees can indicate that they are not able to work for a number of reasons, including whether they have recently tested positive and are self-isolating.
Note: There is an equivalent list for the Republic of Ireland with slight changes to reflect differences in their government's terminology and guidance.
- Where an employee indicates that they have concerns about working, these concerns will be discussed individually and addressed wherever possible. This may include employees who are new or expectant mothers, or a disabled employee, and reasonable adjustments will be considered in relation to queries or concerns over safety at work.
- Each employee must complete an online training module covering the additional hygiene, sanitising and fitness to work requirements. They also receive a printed 'Training Flyer' covering the enhanced hygiene procedures.



- On arrival for each shift:
 - A 'Fitness to Work' poster reminds employees of the main symptoms of COVID-19 and the actions to take in the event that they, or a member of their household, has symptoms or has tested positive
- No employee is permitted to work if they:
 - have tested positive for COVID-19;
 - have symptoms of COVID-19 (as applicable in their nation);
 - live in a household or are identified as a close contact with someone who tests positive, unless they are exempt from self-isolation in accordance with the relevant national guidance (full details by nation are on the McDonald's intranet for managers)
 - have been told to self-isolate by the relevant Test and Trace service.
- We introduced face coverings as a requirement for employees before any legal requirement was introduced to do so, therefore the move away from a legal requirement by most nations is noted but does not change our assessment that employees are required to wear face coverings to provide an additional level of mutual protection. The wearing of face coverings is particularly important where physical distancing is limited by the layout of the workplace and the nature of the work activities, as follows:
 - unless exempt, employees are provided with face coverings to be worn at all times, apart from when they are on a break and seated at a table to eat or drink
 - the face covering is CE marked and tested to EN 14683
 - training is provided on the correct way to put on the face covering and how to dispose of it
 - a designated bin is provided for disposal with a bin liner that is sealed for final disposal
 - a poster is displayed as a reminder of these procedures.
- Employees in customer-facing roles where it is not possible to provide a fixed Perspex screen have the option to wear a visor (face shield) in addition to a face covering if they wish. Face visors should therefore be available in the restaurant.
- Employees wearing face coverings may experience fatigue more quickly than usual and this will be monitored – job rotation and/or additional short breaks may be required.
- Contractors and other visitors working in the restaurant are provided with health guidance. Face coverings will be provided if the contractor/visitor does not supply their own (health and security exemptions apply).
- An updated Station Observation Checklist (SOC) is completed on all employees. This is a practical assessment completed by a manager or other suitably trained employee. It verifies the understanding and application of the new procedures and safe ways of working as detailed on the Additional Hygiene & Safety Training Flyer.
- If any employee finds that work creates stress or anxiety, they should speak with their manager, and have access to independent and confidential advice through the Employee Assistance Program (see intranet for details).
- We will continue to communicate to employees through several channels, including direct communication from the Franchisee or manager, and through OurLounge – which contains a wide range of information and advice.



Enhanced Hygiene

- There is increased cleaning and sanitising of all touch points and surfaces.
- Disposable gloves (blue polythene) are available, but not a requirement, for employees working in the Service area who may potentially come into contact with couriers or customers. Use of disposable gloves in food preparation areas must be in accordance with food safety procedures.
- Each restaurant has access to the McDonald's intranet containing detailed reference material and guidance on operational procedures introduced or amended as part of our COVID controls.
- Separate Workbooks detail the safeguards and procedures for each of the service channels and for significant changes due to specific country legislation.
- We have worked closely with our McDelivery partners (Uber Eats and Just Eat) on courier appearance, hand hygiene, bag cleanliness.
 - Hand sanitiser and cleaning equipment is provided
 - Couriers have access to toilet and hand washing facilities, even where those may be closed to customers.
- Summary of other additional hygiene measures:
 - Handwashing with anti-microbial soap has been increased to at least every 30 minutes for all employees – a hand washing procedure poster is displayed
 - Hand sanitisers are provided in customer and employee areas (over 60% alcohol or equivalent non-alcohol)
 - Paper towels are used for hand drying in food and drink preparation areas (warm air hand dryers are not used in these areas)
 - Customer accessible toilets may be used for additional employee hand washing (if needed for a customer then area is fully sanitised before next use)
 - Employees use separate toilet facilities to customers, couriers or other visitors
 - Internal doors, such as the Crew Room door, can be held open to reduce contact with door handles where this does not compromise security or safety; fire doors must not be held open unless they are fitted with release devices connected to the fire alarm system

Operations & Social Distancing

There are some differences in the approach of the devolved nations and the Republic of Ireland. Where it is required, we are taking all reasonable steps in line with the relevant legislation and guidance as it applies to employees, customers and contractors.

Customers and Customer Areas

- England (from 24/01/22) & Wales (from 28/01/22):
 - In accordance with changes in legislation and guidance, there is no longer a requirement for 2 metre or 1 metre physical distancing. Physical distancing requirements for employees, customers and couriers have therefore been eased.
 - There will be no limit to the numbers of customers or couriers permitted inside the restaurant and many of the Perspex screens in customer areas have been removed.
 - There is no requirement to collect customer contact details of dine-in customers, however a QR code poster will remain available for those who wish to 'check-in'.
 - Customers and Delivery Couriers are not required by legislation to wear a face covering, however signage will request this as a courtesy to our staff.



- PlayPlaces (play equipment located inside or outside the restaurant) can re-open at the discretion of the Franchisee or Operations Consultant. Where open, PlayPlaces will operate at 50% of the pre-Covid capacity with additional hygiene measures and staffing.
- Scotland (from 24/01/22):
 - In accordance with changes in legislation and guidance, there is no longer a requirement for 2 metre or 1 metre physical distancing. Physical distancing requirements for employees, customers and couriers have therefore been eased.
 - There will be no limit to the numbers of customers or couriers permitted inside the restaurant and many of the Perspex screens in customer areas have been removed.
 - Collection of customer contact details remains a requirement for dine-in customers. QR code posters are displayed and alternative methods remain available for those without access to a smartphone.
 - Customers and Couriers are required to wear a face covering unless seated and consuming food or drink on the premises. Signage and CELs will remind customers of the need to wear a face covering, unless exempt. Exemptions apply and, in line with legislation, we will not ask for any proof or evidence from customers of exemption.
 - PlayPlaces (play equipment located inside or outside the restaurant) can re-open at the discretion of the Franchisee or Operations Consultant. Where open, PlayPlaces will operate at 50% of the pre-Covid capacity with additional hygiene measures and staffing.
- Northern Ireland (from 15/02/22):
 - In accordance with changes in legislation and guidance, there is no longer a requirement for 2 metre or 1 metre physical distancing. Physical distancing requirements for employees, customers and couriers have therefore been eased.
 - There will be no limit to the numbers of customers or couriers permitted inside the restaurant and many of the Perspex screens in customer areas have been removed.
 - There is no requirement to collect customer contact details of dine-in customers.
 - Customers and Delivery Couriers are not required by legislation to wear a face covering, however signage will request this as a courtesy to our staff.
 - PlayPlaces (play equipment located inside or outside the restaurant) can re-open at the discretion of the Franchisee or Operations Consultant. Where open, PlayPlaces will operate at 50% of the pre-Covid capacity with additional hygiene measures and staffing.
- Republic of Ireland (from 23/01/22):
 - In accordance with changes in legislation and guidance, there is no longer a requirement for 2 metre physical distancing. Physical distancing requirements for employees, customers and couriers have therefore been eased.
 - There will be no limit to the numbers of customers or couriers permitted inside the restaurant and many of the Perspex screens in customer areas have been removed.
 - There is no requirement to collect customer contact details, or to check COVID Passes, however a QR code poster will remain available for those who wish to 'check-in'.
 - Customers and Delivery Couriers are not required by legislation to wear a face covering, however signage will request this as a courtesy to our staff.
 - PlayPlaces (play equipment located inside or outside the restaurant) are not currently open.



Kitchens and Employee Areas (UK & ROI)

Legal restrictions on physical distancing no longer apply but some precautions remain in place.

Control measures in employee areas include the following:

- Good airflow and ventilation are important factors in the control of COVID-19. All parts of the restaurant are equipped with a highly specified Heating Ventilation and Air Conditioning (HVAC) system set to optimise air changes and fresh air intake. This is enhanced by a Kitchen Extract system fitted over each grill and fryer and localised extractors for areas such as toilets and changing rooms. All systems are regularly maintained to ensure high levels of mechanical ventilation.
- High levels of Carbon Dioxide (CO₂) are potential indicators of poor ventilation. All restaurants are fitted with a sensitive CO₂ detection and alarm system in connection with our storage and use of this gas. More information is available to Health Authorities on request.
- First aid guidance for our first aiders has been updated with additional safeguards.
- Shift Managers will have a primary role of checking hygiene and ensuring full implementation of control measures on each shift. They will be assisted in this role by allocated 'Wellness Managers'.
- Perspex screens remain in place as a precaution at the service counter, at Drive Thru service windows, and above toasters where 'face to face' working may take place.
- The nature of our business is that staff breaks are staggered and guidance is provided to avoid over-crowding in Crew Rooms, including the use of other areas for breaks where needed, such as a section of a customer dining area.

Contact Tracing

Scotland currently has a legal requirement on the collection of dine-in customer details and our restaurant teams are provided with detailed information for their location.

- All reasonable measures will be taken to ensure that dine in customers provide contact details as required by the respective nations. We are committed to fully cooperate with the various public health and law enforcement agencies.
- Customer information on contact tracing is provided at conspicuous locations on entry to the restaurant and in the seating area. The McDonald's QR Code system and the relevant health service QR code will be displayed with supporting information appropriate to the legislative requirements in each nation.
- We can assist any customer having difficulties recording their contact information, or can do this on their behalf if required.
- On request from an appropriate authorised agency we will provide customer information from the McDonald's QR code system without delay.
- Full details are kept for all employee work rotas detailing exact start and finish times in the event this information is required for contact tracing purposes. Information is also available for any contractors or visitors to the restaurant.
- In the event that a customer, contractor or employee tests positive for COVID-19 the full details will be gathered, guidance is available to all restaurants and a dedicated COVID Response Team (CRT) is available to provide advice where required.



Case & Outbreak Management

- In the event of an employee testing positive for coronavirus they will need to self-isolate for 10 full days from the date symptoms first developed, or from the test date if asymptomatic, unless vaccination status and testing exemptions apply. Full details and country variations are available on the intranet (Covid Response Hub).
- We will complete an investigation to determine whether any other employees will be considered as 'close contacts' of a positive case. Full details are available on the intranet (Covid Response Hub), including country specific information and guidance on whether any close contacts or household contacts are required to self isolate.
- Some employees considered as close contacts (or household contacts) will be exempt from self-isolation dependant on their vaccination status and/or age. Vaccination status will be verified by a trained salaried manager where this is required. Full details and country variations are available on the intranet (Covid Response Hub).
- Guidance is provided to assist in determining if any additional cleaning is required. This may be cleaning using a specialised anti-viral chemical, or a clean by means of electrostatic fogging.
- Guidance is also provided on whether additional control measures are required, or amendments to service channels or trading times.
- The COVID Response Team (CRT) monitors all positive cases and will provide advice should any restaurant experience multiple positive tests within a 10 day period.
- More information is available to Public Health authorities on request. This is detailed in a separate Outbreak Management Plan.

Review

This risk assessment will remain under frequent review and will be revised as necessary, taking into account factors including:

- the emergence of new Variants of Concern that may impact infection rates and/or severity of illness;
- changes in government legislation or guidance; and
- our experience of operating the many new and revised procedures introduced to reduce risks associated with COVID-19.

The above factors may be localised by region or by nation and we will communicate additional information and guidance to restaurant as required.

END