

COVID-19 Business Ramp-Up Plan

Updated as of June 10, 2020

Introduction

Thermo Fisher has qualified for government exemptions during the pandemic that have allowed us to keep our operations running, given our essential role in supporting the response to the outbreak and healthcare in general.

While many of our employees have been working from home amidst government restrictions, virtually all of our facilities have remained operational, with essential workers on site.

We have also continued to provide service, both at our customers' locations and through virtual technology, throughout this time.

We've remained operational by prioritizing the health and safety of our employees, working with local governments, and implementing a coordinated business continuity plan.

As governments begin to lift restrictions designed to minimize the spread of COVID-19, we are following a careful and coordinated plan to safely and gradually bring more employees back to our sites.

This document outlines our approach to business ramp-up, which is designed to protect our employees so we can continue to best serve our customers. This document will be updated regularly as circumstances evolve.

Increasing Activity at our Sites – General Approach

When a decision is made by a country, region or state to lift restrictions, business ramp-up at our sites is not automatic. The decision to ramp up activity will be made by our Corporate and Regional Incident Response Teams in conjunction with our Site Leaders and will be based on local infection rates, changes in government measures, and our sites' ability to meet all safety protocols while increasing employee density.

Our protocols are aligned with local regulations, as well as guidance from the U.S. Centers for Disease Control and Prevention (CDC), World Health Organization (WHO) and an outside panel of medical experts. Where local government requirements and our own protocols differ, we will follow the more stringent requirements.

Until a decision is made to ramp up at a specific site, those employees who are currently working from home will continue to work remotely.

Employees working at our sites will continue to follow the rigorous safety protocols that we have established, including social distancing, good hygiene, enhanced cleaning practices, use of masks, and temperature monitoring.

All employees are also strongly encouraged to apply these safety protocols in their personal activities outside of work.

Phased Levels of Activity

Ramp-up will be gradually phased through increasing levels of activity at individual sites, depending on the evolving pandemic situation. Thermo Fisher has continued to be operational (at Level 1 in most facilities) throughout the pandemic and is now focused on the shift to Level 2.

Site Designation Levels				
Level 0	Level 1	Level 2	Level 3	Level 4
Site completely closed.	Manufacturing, distribution and critical functional staff only work at site. All other employees work from home.	Home office work used as a risk mitigation option as part of the COVID-19 business contingency plan for a site. Where appropriate, employees to alternate shifts from home/office locations to enable rigorous social distancing.	Site fully operational and standard work-from-home guidance applies. Risk mitigation precautions still in place.	Post-pandemic phase.

Note: In the event of a “second wave” of the pandemic, or significant spikes in infection rates in specific regions, countries, states or at Thermo Fisher locations, we may reduce the number of employees working at our facilities and further limit travel and visitors to our sites.

Approvals to move from one level to the next at an individual site will be granted by the Corporate and Regional Incident Response Teams after careful consideration of government requirements, regional and local incident rates and confirmation that the site has completed all of the necessary requirements to return to an increased level status:

The following set of criteria represent **minimum requirements** for increasing employee density when moving from a Level 1 to a Level 2 site designation:

- No more than 30% of current work-from-home employees
- 6 ft or 2 m social distancing must be maintained
- Good hygiene practices
- Enhanced cleaning protocols
- Face mask requirement
- Monitoring of temperature for fever
- Continued work-from-home structures where effective

Social Distancing

Our phased approach requires some implementation of social distancing measures at every level until a post-pandemic phase is reached. All sites have developed documented social distancing plans for their entire facilities.

This includes a number of key practices (e.g., adjusting the maximum occupancy of breakrooms and other common spaces, evaluation of flow and bottlenecks, limits on movement through a facility, adjusting break times, etc.) that must be considered and, if applicable, adopted as part of the site’s plan.

Enhanced Cleaning

An assessment of each work area has been conducted by each site and plans developed and communicated to employees and cleaning contractors, detailing expectations and recommendations for all personnel (e.g. roles and responsibilities, cleaning frequencies, frequently touched surfaces to clean, approved cleaning/disinfecting agents, and safety measures such as personal protective equipment and hazard communication).

The plans identify occupancies and surfaces where frequent human contact might provide a reservoir for COVID-19. Occupancies include, but are not limited to, offices, conference rooms, canteens/cafeterias, locker rooms, reception areas and lavatories. Frequently touched surfaces include doorknobs/handles, light switches, remote controls, shared equipment (printers, scanners, phones, etc.), chairs, tables, sinks,

water fountains/coolers, elevator/lift buttons, etc. These plans may be adjusted as density and other factors change.

Sites must also ensure that disinfecting wipes and other cleaning products are readily available to employees.

In the event of a suspected or confirmed case of COVID-19, sites will follow stringent protocols (developed by the company in conjunction with CDC and WHO guidance) to disinfect the facility. Disinfection will be conducted by approved vendors.

Good Hygiene

Good hygiene practices will continue to be communicated to employees, including to those returning to the site, through training materials, posters and routine communication channels. Good hygiene practices include:

- If an employee has a fever, cough or difficulty breathing, they are required to stay home except to seek immediate medical care.
- Employees should cover their mouth and nose with a tissue when they cough or sneeze. If a tissue is not available, employees should cough or sneeze into their elbow or upper sleeve, not their hands.
- Employees should wash hands frequently with soap and water for at least 20 seconds and/or use hand sanitizer.
- Employees should avoid close contact with anyone who has a fever or cough.
- Employees should avoid touching their eyes, nose and mouth.
- Employees should clean and disinfect frequently touched objects and surfaces.

In addition, sites are required to provide hand sanitizer at locations such as, but not limited to, facility entrances and frequently occupied areas (e.g. conference rooms, canteens/cafeterias, locker rooms, reception areas and lavatories).

Face Masks

Thermo Fisher requires the use of face masks for all employees, visitors and contractors at our sites where legally allowed. Face masks are also required for any employees visiting customer sites. The company is providing face masks for these purposes, as well as training and information on proper use of the face masks.

Temperature Monitoring

Thermo Fisher has implemented onsite fever screening for employees, contractors and visitors at many of our facilities (subject to local legal restrictions). In addition, we have asked all employees and contractors to self-check for fever twice a day – both before leaving for work and after returning home from work.

Any employee with an elevated body temperature of 100.4°F / 38°C or higher, is instructed to:

- Remain at home (or return home if screened onsite)
- Seek medical evaluation
- Report their status to their supervisor

Any employee experiencing shortness of breath, severe cough, or other flu-like symptoms (even without an elevated body temperature) is also instructed to:

- Remain at home
- Seek medical evaluation
- Report their status to their supervisor

Travel Restrictions

Thermo Fisher has instituted companywide travel restrictions, which we will continue to manage to meet our rigorous safety standards:

- These restrictions apply to any and all travel by air, rail and sea.
- They do not apply to normal employee commuter travel, which may involve cross-border or cross-state travel (based on local state/country guidance).

- Business-critical travel to customer sites, i.e., customer service visits and customer support visits, follow existing approval protocols.
- Exceptions for Thermo Fisher internal travel require approval from senior leadership.
- Personal travel is discouraged, especially internationally. Employees who have traveled internationally are asked to notify their manager upon return to determine if home quarantine is necessary.
- We also ask employees to prioritize individual travel when commuting to work, versus car-pooling and public transportation (where feasible). If car-pooling or using public transportation, we ask employees to wear a mask, social distance as much as possible and follow good hygiene practices (wash hands/use hand sanitizer before and after the journey).

Travel guidance will continue to be a company directive and will be updated as appropriate and communicated to employees.

Visitor Guidelines

Visitors to our facilities continue to be limited to only those that are essential and business critical. Thermo Fisher encourages the use of virtual technology and other solutions as alternatives to onsite meetings whenever possible.

Any visitors to our sites are subject to screening and will be expected to comply with all site rules (such as completion of surveys requesting information about possible symptoms and/or potential exposure to the virus, fever screening, use of masks and other personal protective equipment as appropriate, social distancing, etc.).

Thermo Fisher will continue to keep a log of all visitors at our sites.

Precautions for Customer-Facing Employees (Sales, Service, etc.)

Thermo Fisher continues to encourage the use of virtual technology and other solutions in lieu of in-person interactions with customers and other external partners during the COVID-19 pandemic. However, we also continue to provide onsite service and commercial support when deemed essential, as we have throughout the pandemic. Our policies apply to all employees and contractors and are designed to protect them as well as our customers and other external partners.

All customer-facing employees and contractors are required to:

- Wear a face mask when visiting with a customer
- Self-monitor for fever (temperature at or above 100.4°F or 38°C) prior to visit
- Employee is to refrain from visiting a customer site or Thermo Fisher location if they believe they have been in contact with a person infected with COVID-19, or if they have symptoms (such as fever, cough and/or difficulty breathing). In that event, employee should seek immediate medical advice and contact their supervisor and/or HR representative.
- Follow good hygiene practices and all other health and safety guidelines established by Thermo Fisher
- If a customer has additional safety protocols, Thermo Fisher employees are required to follow the more stringent guidelines
- Maintain social distancing during the visit
- Keep a log of the facilities and locations that are visited

Additional Guidance for Field Service:

- Customers will be asked to complete a pre-visit survey about the status of COVID-19 and any changes to visitor procedures at the site where service will be performed.
- On the day of service, dispatched field-service engineers will ask their customer point of contact about any updates regarding the site's COVID-19 status.
- Onsite service visits will be tracked to ensure a record of employee's locations.

Additional Guidance for Customer-Site-Based Service Teams

- As noted above, where customers provide site-specific direction that exceeds Thermo Fisher's safety measures, Thermo Fisher employees will follow the customer protocols.

- Face-to-face meetings with customers or within the onsite team will be conducted as teleconferences as often as practical.
- Regional support teams leveraged to cover absences will provide support on a remote basis unless approved by Thermo Fisher.
- When possible, we encourage teams to reduce the number of employees working in one location at the same time.

Ongoing Incident Management

Thermo Fisher will maintain constant vigilance and an abundance of caution in mitigating the potential spread of COVID-19. Processes around incident escalation and case management remain in place throughout our business ramp-up phases.

In line with CDC recommendations, employees who have a fever or other symptoms (e.g. cough, shortness of breath) upon arrival to work or who become sick during the day will be separated from other employees and be sent home immediately to seek the appropriate medical attention. Employees are also required to notify their manager if they develop symptoms while not at work, if they have had close contact with someone who has tested positive for COVID-19 or if they themselves have been diagnosed with a positive case of COVID-19.

Site leaders and managers of field-based employees will immediately report a suspected or confirmed case of COVID-19 to the company's Corporate and Regional Response Teams, and site-specific action plans will be executed (including a risk assessment for all other employees, site disinfection measures, quarantines as needed and other actions that are in line with guidance from the CDC, WHO and our external panel of medical experts).

Additional Resources

For more information on Thermo Fisher's response to COVID-19 and our approach to navigating the pandemic, please visit our [customer resource site](#).