COVID ENGAGEMENT INVESTOR TOOLKIT

This is a collection of tools and resources to facilitate investor engagement on the coronavirus. There are sample letters, sign on letters, resources from the front lines, and points of contact for specific workstreams. Effort has been made to **highlight opportunities** to take immediate action. This document is crowd sourced so nothing here is to be considered an endorsement, legal or financial advice. It will be updated periodically and your input is welcome. Please contact me directly with questions or resources (*cklemmer@domini.com*).
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Investor Statement on Covid Response

The Investor Statement on Coronavirus Response has over 300 signatories representing over $8.3 trillion in assets under management. It calls on companies to consider five recommendations for mitigating the worst harms of the crisis for people and our markets: (1) provide paid leave, (2) prioritize health and safety, (3) maintain employment, (4) maintain supplier/customer relationships, and (5) financial prudence. You can sign on here.

Email Template for Sharing the Statement

You can use this template to share the statement with the companies in which you invest (it may be someone from the investor relations team or someone else you have a relationship with). Note: this email contains a link to the statement but some recipients may prefer an attachment for cybersecurity reasons. Feel free to customize this for your purposes; it may make sense to reference some of the sector or company specific asks included elsewhere in this document.

To: investorrelations@abcompany.com
Subject: Investor Outreach on Covid19

Hi XXXX,

As a shareholder of XXX, we would like to share the Investor Statement on Coronavirus Response which has been supported by over 300 investors representing more than $8.2 trillion calling for urgent action from the business community to mitigate the worst harms of the Covid-19 crisis.

We ask that you forward this statement to your senior management and board of directors for their consideration. We recognize these are extremely challenging times and opportunities are constrained; however, we view the statement’s five recommendations as opportunities to protect the business, its reputation and its operations as well as our communities and markets.

Given the demands of managing this crisis, we are not requesting a direct response. We do,
however, urge you to make public any steps you have taken to address these recommendations or otherwise respond to the crisis. We may also follow up with more specific comments and requests as the situation continues to unfold.

As a final note, we realize companies are being forced to rapidly adapt to using virtual AGMs. We hope and expect you will make every effort to include investors’ voices in your meeting for a transparent and productive discussion of the company’s performance and affairs.

Thank you for your time and consideration. Please don’t hesitate to reach out with questions or concerns. I hope you and your family are staying safe and well.

Sincerely,
XXXXXXXX

See also: ICGN Letter to Corporate Leaders and JUST Capital’s Principles for JUST Leadership
Both are very aligned with the asks in the statement.

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**Virtual Annual Meeting Guide**

**Attending a meeting** is a valuable tool for investors to raise important issues with the company. Because of limitations on in-person gatherings many companies have either delayed (mostly in Europe) their annual meetings or moved to a virtual-only format (mostly in US). While it reduces travel burdens, many have expressed concerns about shareholders ability to participate. Rules and practices will vary by jurisdiction so be sure to check a company’s proxy materials or other reporting. When in doubt, contact the company’s investor relations department or corporate secretary.

**Getting in:** some meetings are streamed live, but you often need a “control number” to verify your share ownership. These can often be obtained from a proxy voting service provider (e.g. ISS or Glass Lewis), Broadridge or a custodian. Check the company’s proxy, IR page or get in touch to find the links and software you may need to participate.
Raising an issue: companies have taken different approaches to this. Some allow pre-recorded video or audio questions or statements, though it’s often reserved for proponents of shareholder proposals. Some allow questions to be submitted through a chat box (note: you may not be able to paste text so you would have to quickly re-type the question). It is likely best practice to submit questions in advance and in writing. Many have reported that the questions submitted have been edited / changed. There’s no guarantee that a question or statement will be raised in the meeting.

Getting creative: some shareholders concerned about their ability to raise important issues in the virtual meeting have taken a creative approach like this question posed by Oxfam to JNJ via Twitter.

Proxy Voting Advisory Firm Guidance

ISS Policy Guidance for Impacts of the COVID-19 Pandemic

ISS COVID-19 Resource Center

Glass Lewis Coronavirus (COVID-19) Pandemic Governance Resources

Additional Resources

Virtual Shareholder Meetings: Survey of Q&A Trends (TheCorporateCounsel.net)

Q&A at Virtual Stockholder Meetings: A Review of Latest Trends (Bass Berry & Sims)
Pharma

Investor Statement on Pharmaceutical Companies’ Response to Covid-19

Achema Investment Management led an investor statement on expectations of Pharma companies in the pandemic (Appendix A). Currently the statement has over 50 signatories with over $4tr AUM. Investors can sign on until April 30th after which the statement will be sent to at least 15 companies. They are still looking for investor leads for the highlighted companies:

Abbott Laboratories  Gilead  Optional Co.s:  
Abbvie                          GSK          Mallinckrodt  
Astellas                      Johnson&Johnson  CVS Health  
AstraZeneca                    Merck          Bausch Health Companies  
Bayer                           MSD          Teva Pharmaceutical Industries  
BMS                             Novartis       Endo International PLC  
Bristol Myers                  Pfizer         Novo Nordisk  
Daiichi-Sankyo                 Roche          UnitedHealth Group  
Eisai                           Sanofi         Aurobindo  
Eli Lilly

CONNECT

Frank Wagemans, frank.wagemans@achmea.nl

ICCR Letter to Pharma Companies

Investors affiliated with ICCR sent this letter to the following companies: AbbVie (ABBV); Amgen (AMGN); Biogen (BIIB); Bristol-Myers Squibb (BMY); Gilead (GILD); GlaxoSmithKline
(GSK); Eli Lilly (LLY); Johnson & Johnson (JNJ); Merck (MRK); Pfizer (PFE); Novartis (NVS); Roche (RHHBY); Sanofi (SNY) and Vertex (VRTX). See their press release here.

CONNECT

Meg Jones-Monteiro, ICCR, mjonesmonteiro@iccr.org
Apparel

In March of 2019, ICCR, the Investor Alliance, and KnowTheChain, organized an initiative to engage the 43 apparel and footwear companies ranked in KTC’s benchmark report in December 2018. The crisis has had severe consequences for apparel workers with lay-offs without severance or health care, and living in situations where it is impossible to practice social distancing. Unfortunately many apparel brands have not even paid suppliers for their orders that are finished and ready to be shipped. For more information, see the fact sheet (Appendix B) and the blog: The Collateral Damage of Covid-19 in the Bangladesh Apparel Sector.

The group is currently coordinating letters (Appendix C) to the companies focused on what they are doing to address the hardship of suppliers and workers in their supply chains. The goal is to get positive commitments on the recommendations listed in the letter and to have companies report publicly on their responses to COVID-19 so that stakeholders, and investors, have access to this crucial information. They are looking for lead investors for the following companies:

- PVH Corp. (United States)
- Burberry Group (UK)
- Youngor Group Co. (China)
- Zhejiang Semir Garments Co. (China)
- Eclat Textile Corporation (Taiwan)
- Yue Yuen Industrial (Holdings) (HK)
- Prada (Italy)
- Pou Chen Corporation (Taiwan)
- Salvatore Ferragamo S.p.A. (Italy)
- Page Industries (India)
- Columbia Sportswear Company (US)
- Urban Outfitters (United States)

CONNECT

David Schilling, dschilling@iccr.org
Anita dorett, adoret@iccr.org
April 20, 2020

Asset Manager
123 Banker St.
City, State 00000

Dear:

The COVID 19 outbreak has presented difficult —even unprecedented— challenges for the investment community. We have been grateful for the sense of continuity and responsiveness from our asset managers over the last several weeks amid this crisis. Many of our conversations have focused on better understanding the short-term challenges and opportunities associated with a rapidly moving market. Accordingly, we seek to engage with you to learn more about how you are positioning for and encouraging a long-term recovery that supports the transition to a sustainable global economy, which we define as one that promotes social cohesion, economic prosperity for all and environmental health.

Wespath believes that a sustainable global economy helps ensure healthy financial markets and resilient companies, providing greater security for our participants and institutional investors in attaining their financial goals. The pandemic has highlighted myriad risks in relation to both social cohesion and economic prosperity for all in present day society. It is imperative that, now more than ever, investors must be cognizant of the risks and opportunities related to these social factors.
It is in this spirit, that Wespath became a signatory to the Investor Statement on Coronavirus Response. The statement encourages companies to establish policies that maintain employment and prioritize worker health and safety. Two hundred and eighty six investors representing over $8.2 trillion assets have signed this statement. We also issued a separate press release announcing our support of the Investor Statement and encouraging additional actions including an appeal to banks to extend credit to viable businesses and a request that employers support local businesses in their communities and encourage their employees to the same.

As the unprecedented challenges promulgated by the COVID-19 pandemic continue to manifest, the global business and investment communities must boldly act to protect the development of a sustainable economy. Therefore, we are requesting that your organization seriously consider joining investors around the world as a signatory to the Investor Statement. Further, as you reflect on ways for how your organization can best align your stewardship activities in the era of COVID-19, we encourage you to review this list of actions that the UN PRI has suggested investors might consider.

We welcome your feedback regarding how you are incorporating your response to COVID-19 in your investment and engagement activities. Please provide any feedback through Diligence Vault by May 31st. We understand there are many demands on your time and welcome concise responses that include links to statements you have already publicly released regarding your response. If you have any questions, please contact your point of contact within our Investment Management team.

Thank you in advance for your support and collaboration.

Sincerely,

Dave Zellner
Chief Investment Officer
Wespath Benefits & Investments

CONNECT

Mayde Sykora, msykora@wespath.org
Jake Barnett, jbarnett@wespath.org
Meat Processors

Meat processing plants in the US have become a center for disease, with particular impacts for immigrant communities. Investor Advocates for Social Justice sent this letter to Tyson Foods.

April 8, 2020

John R. Tyson
Chief Sustainability Officer
Tyson Foods, Inc.
2200 W. Don Tyson Pkwy,
Springdale, AR 72762

Dear Mr. Tyson,

I hope this letter finds you, your family, and colleagues healthy and safe at this uncertain time. I am writing on behalf of shareholders that have engaged with Tyson Foods for several years on environmental and human rights issues.

We have been following the news about coronavirus cases at Tyson facilities and the Tyson corporate response. We understand that this unfortunate situation may be stressful for you and your colleagues. Like you, we are concerned about the safety and well-being of your workforce, especially as Tyson tries to balance the need to continue providing food and ensuring food safety. We appreciate the statement released earlier this week about the efforts underway, including taking employee temperatures, coordinating with federal agencies, erecting dividers between workstations, increasing the space between workers, slowing production, and establishing temporary break rooms.
We are writing to inquire about the company’s plan to ensure it is providing a safe and healthy work environment for its employees, and steps it is taking to reduce the risks of the spread of coronavirus at its facilities and adapt production expectations as needed. If Tyson workers are identified as essential and are encouraged to continue to come to work to carry out an essential function, decisive actions to protect them must be taken by the company. Otherwise, it appears almost inevitable that the spread of the coronavirus will continue throughout more of Tyson’s facilities, endangering workers, as well as the company’s operations...

Read the full letter here: IASJ Tyson Letter

CONNECT  Mary Beth Gallagher  mbgallagher@iasj.org

Headlines

Meatpacking plants: COVID may force choice of worker health or food  (USA Today)

Language barriers helped turn Smithfield Foods meat plant into COVID-19 hotspot  (NBC)

Wisconsin reports largest one-day jump in COVID-19 cases; 147 cases linked to JBS plant in Green Bay  (WBay)
Airlines / Cruise Lines

Mercy Investments has sent emails to major airline and cruise line companies sharing our empathy for difficulties, noting positive efforts companies had already taken to protect workers (e.g. paid sick leave, increased wages, etc.) or help provide supplies to communities (e.g. using aircraft to transport cargo, offering ships as floating hospitals to countries), and sharing the Investor Statement on Coronavirus Response and the ICCR and SRG statement on virtual AGMs.

Follow up notes were sent to cruise lines about news reports of hundreds of crew members who remain stuck on ships at sea; asked 1) how they’re keeping those staff safe while on board, 2) what sort of pay and medical benefits are being provided, and 3) how the companies are working with governments and other transportation companies to help secure passage home for those employees.

CONNECT

Caroline Boden, Mercy Investments, cboden@mercyinvestments.org
Transportation & Logistics

‘Terrified’ Package Delivery Employees Are Going to Work Sick (NYTimes)
Investigations Trucking company reports 300 on pandemic leave (kshb.com)

The International Brotherhood of Teamsters has put together a checklist for employees on workplace health and safety. It may inform best practices for investors speaking to companies in the transport/logistics industries (Appendix D)

CONNECT
Louis Malizia, lmalizia@teamster.org
Companies

Amazon

Many investors are engaging and organizing around Amazon. A group of investors has coalesced around three primary asks: (1) safety & health; (2) retaliation and worker rights; and (3) the “essentiality” of its workforce.

The Committee for Workers Capital has assembled this Investor Brief on Amazon and a set of best practices for companies to protect worker and public health and safety.

Gaps in Amazon's Coronavirus Response Fuel Warehouse Workers' Demands (NYTimes)

Amazon Workers In At Least 10 Warehouses Test Positive For Coronavirus (Forbes)

Amazon Workers Stage New Protests Over Warehouse Coronavirus Safety (NPR)

Amazon fires more employees who criticized warehouse conditions during coronavirus pandemic (FoxNews)

'We've had enough': 350 Amazon workers to walkout at over 50 warehouses over coronavirus fears (Yahoo Finance)

Fired Amazon Warehouse Workers Accuse Company of Retaliation, Which It Denies (WSJ)

Amazon developing coronavirus testing lab for workers (WaPost)

Amazon Says Kentucky Governor Ordered Idling of Returns Facility (Bloomberg)

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Walmart

ICCR has sent a letter to Walmart asking the company to disclose how it is implementing its policies.

The worker group United4Respect has put together a number of resources.

- Factsheet (Appendix E)
- A petition to the company: Tell Walmart CEO Doug McMillon: Take Action Now to Prevent More Deaths
- Press release: In Response to Coworker Deaths, Walmart Employees to Hold Press Conference, Call for Action from McMillon and Waltons

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McDonalds

CtW is leading a Vote No campaign on the “Say-On-Pay” proposal and the proposals to re-elect Chairman of the Board Enrique Hernandez, Jr. and Compensation Committee Chair Richard Lenny. Read more here.

Working at McDonalds During a Pandemic Slide Deck

Working at McDonalds During a Pandemic Survey & Data Brief

| CONNECT | Nadira Narine, ICCR, nnarine@iccr.org |
| | Dieter Waizenegger, CtW Investment Group Dieter.Waizenegger@ctwinvestmentgroup.com |
Issues

Child labor

Covid19 and Child Labor: Challenges and Recommendations

Paid Leave

Opinion | The Companies Putting Profits Ahead of Public Health (NYT)

Company Tracker on Paid Leave (New America)

Paid Leave Tracker (JUST Capital)

Immigration

Immigration and Covid-19 (New American Economy)

Surveillance / Tech

Five Ways Governments Are Using the Health Crisis to Expand Surveillance (Just Futures Law Blog)

Coronavirus: Flattening the Misinformation Curve – Sustainalytics examines the current proliferation of misinformation about the pandemic, how social media companies are tackling the problem, and the performance of Alphabet, Facebook and Twitter against the firm’s product governance material ESG issue.

Discrimination
Other Resources

JUST Capital Company Tracker, Principles for JUST Leadership, Paid Leave Tracker, High Road Examples, Policy Blog

ILO guidelines on Protecting Workers & Families

UN Global Compact: Appeal to Business Leaders

Respecting Human Rights in the Time of the COVID-19 Pandemic (Institute for Human Rights and Business)

Tracker of Regulatory Agencies Coronavirus Emergency Responses (Better Markets)

IUF put out statements on what governments and employers in the agriculture, F&B, and hotel industries should be doing to protect workers during the pandemic: Agriculture, Food and beverage, Hotels, Equality
APPENDIX

Appendix A: Achmea (3 pages)

Appendix B: Apparel/Footwear Engagement Fact Sheet (2 pages)

Appendix C: Apparel Template Letter (2 pages)

Appendix D: IBT Workplace H&S Checklist, Transport/Logistics Cos (4 pages)

Appendix E: United4Respect Walmart Fact Sheet (3 pages)
APPENDIX A:

Achmea Investor Statement on Expectations of Pharmaceutical Companies in Covid-Era
Dear Sir/Madam,

We are writing you on behalf of a large and diverse group of investors who are shareholders and bondholders in a number of pharmaceutical companies. As investors with over EUR 2400 billion in assets under management, we believe that the pharmaceutical sector has a pivotal role to play in providing effective solutions for COVID-19 in a productive and responsible way.

Over the last months, we have seen proactive actions by several pharmaceutical companies focusing on cooperation and combating COVID-19. However, we have also seen reports suggesting that not all pharmaceutical companies understand that this is not a business as usual situation, and that short-term financial considerations should come second to the global challenge of getting COVID-19 under control.

As we all know, the struggle against COVID-19 will not be over in a few weeks, and it is likely that an even wider range of communities across all countries and levels of income will be hard hit. We therefore call on all pharmaceutical companies to abide by the following principles in this crisis situation:

1. Ensure that your employees are safe and healthy, and look after their well-being.
2. A core responsibility of the pharmaceutical sector is to develop and provide affordable worldwide access to health products, including diagnostics, medicines and vaccines. The negative societal and financial impact of the COVID-19 crisis is unprecedented and needs to be resolved soon. Enforcing patents, excessive price setting, not disclosing relevant findings or securing extended market exclusivity, for example, orphan drug designation should not run counter to this responsibility.
3. Proactively and innovatively reach out, collaborate and share relevant data in a timely manner with governments, the health sector, academia and your peers.
4. Focus on international cooperation to ensure supply chains are up and running, so that in all countries medical professionals will have access to health products, personal protection and all the relevant equipment they need and that supplies are distributed in a fair manner across and within countries. Especially in these times when international transport and production processes are disrupted.
5. Ensure that in the long term your research and development processes sufficiently address infectious diseases. To prevent pandemics like COVID-19 from happening again, it is crucial that large research-based pharmaceutical companies re-engage and re-invest in R&D programmes for infectious diseases.
6. As many of your clients and suppliers are hit hard financially, be understanding and take measures to assure that bills sent by your suppliers are still being paid, employment is protected and your relationship with them is maintained.

We ask you to communicate and report transparently on how you put these principles into practice. As investors, we will monitor closely whether and how you will take these principles into account in the upcoming period and look forward to sustaining our dialogue on these principles. We want to conclude this letter by wishing you and your colleagues all the best in these difficult times in which the pharmaceutical sector, alongside civil society, healthcare providers and governments, is playing such a pivotal role.

Kind regards,
APPENDIX B:

Apparel/Footwear Engagement Fact Sheet
How Are Workers in Apparel Supply Chains Negatively Impacted By COVID-19?

- While most exporting countries have some legal protections for workers who lose their jobs, often it is not governments themselves that fund the benefits, but rather there is a requirement for employers to do so. Yet enforcement tends to be lacking.
- Suppliers face cancellations for orders already placed and/or non-payment for orders already carried out citing the “force majeure” clause:
  - Many companies have responsible exit policies in place, that would theoretically preclude pulling orders without notice
  - Suppliers have typically already incurred costs for raw materials and labor based on the assumption that they will receive payment from suppliers
  - Given thin margins and the fact that even in normal times suppliers only receive payment 60-90 days after delivery, many suppliers are left unable to workers and/or continue their business
- Workers face:
  - Economic hardship, due to loss of work, permanently or temporarily
  - Lack of social protection, such as sick pay
  - Increased health risks due to poor working and living conditions (lacking protective gear and sufficient space to observe social distancing rules)
- Workers in vulnerable conditions, such as migrant workers or women workers, are particularly affected.
- Where apparel companies change production to make medical equipment, there is a risk of excessive overtime and lack of health and safety measures for those making the equipment, given the requirements from governments to produce these goods as quickly as possible.

Early Signs of Good Practice Examples

- Most members of ACT “agree in principle to pay for completed orders, and are discussing various incentive and stimulus packages for suppliers to ensure workers are paid.” Companies including Inditex, Marks & Spencer, Kiabi, Nike, PVH and Target have made commitments to pay for orders already completed or in production. See Resource Centre’s COVID-19 supply chain worker section (cross-sectoral), and brand tracker launched by Worker Rights Consortium for up to date list of companies who have committed and those who have not (based on the responses to a letter sent by WRC).
- Companies including Hanesbrands started making masks.

What Questions Should I be Asking Apparel Companies re COVID-19?

- Purchasing Practices is critical, disclosing factories
- Talking points-See text of letter for key points and recommended actions

Resources

If you only have time to read one paper, focus on: Worker Rights Consortium (March 2020) - Who Will Bail Out the Workers That Make Our Clothes? (7 pages)

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1 Note where companies made commitments it is crucial to follow up to ensure they follow through.
Review conditions in the key sourcing countries of your company.

- Fair Labor Association (FLA): summary of government announcements related to workers' rights in 28 sourcing countries
- Fair Wear Foundation (FWF): information on government policies, legislation regarding the protection of workers, and local initiatives that support and protect workers for 13 sourcing countries

If you are unclear about key sourcing countries, focus on the largest global apparel manufacturing countries:

- China: FLA guidance on how to protect worker rights during COVID-19, FWF, Business & Human Rights Resource Centre (Resource Centre)
- Bangladesh: Penn State (results of survey of COVID-19 impacts on Bangladeshi garment suppliers), FWF, FLA, Resource Centre
- Vietnam: FWF, FLA, Resource Centre
- India: FWF, FLA, Resource Centre

For luxury brands: For impacts, see for example information on Italy (e.g., FWF compilation or Resource Centre section).

For impacts on migrant workers, see IOM and Resource Centre.

For impacts on workers in supply chains, see the Clean Clothes Campaign’s daily live-blog (garment focus) and the Resource Centre’s COVID-19 supply chain worker section (cross-sectoral).

For Ethical Trading Initiative’s guidance for apparel/textile companies on payment of orders.

For impacts on suppliers see the supplier survey by Better Buying, done in last March on the impact of COVID-9 on brand/supplier relationships.


For the investor statement by ICCR, Domini Impact Investments and the Office of the Comptroller of New York City, Scott Stringer, signed by 286 investors with total AUM of $8.2 Trillion.

April 17, 2020

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*Footnote:* Fair Wear Foundation notes that many luxury brands have switched to producing face masks (see related risks above). It further notes that trade unions in Italy expressed their concern for the fashion industry where non-compliances with regulations are more likely to occur due to the small size of factories (93% of companies employ 15 or fewer employees, 78% of which employ 5 or fewer workers); a typical supplier for luxury brands.
APPENDIX C:

Apparel/Footwear Template Letter
Date

Dear [Name of CEO],

We acknowledge that apparel companies face painful, unprecedented challenges in their operations, including employee layoffs and cuts to their bottom line. The COVID-19 pandemic is having an adverse impact on millions of workers in supply chains around the world. More than 286 long-term institutional investors representing over $8.2 trillion USD in assets under management have committed to protecting workers and requested their investee companies to show leadership, by, among other things, maintaining supplier relationships, including prompt payments to suppliers for goods and services rendered in accordance with their binding contractual terms.

Due to the repercussions of COVID-19,¹ many of the 40 million workers in global apparel supply chains face loss of work with little or no compensation, even for work already undertaken. A recent survey of Bangladesh apparel suppliers by Penn State University's Center for Global Workers’ Rights found that more than half had the bulk of their already completed production canceled. More than 1 million garment workers in Bangladesh have already been fired or furloughed as a result of order cancellations and the failure of buyers to pay for these cancellations. The situation in Bangladesh is replicated in other countries like Cambodia, Vietnam and India, where apparel production is a major source of export revenue. Due to poverty wages, these workers typically have no savings they can fall back on.

Migrant workers face particular hardship. The International Organization of Migration (UN Migration) has underscored the vulnerability of migrant workers, who in normal times, begin employment in “isolation, indecent accommodation, lack of understanding the local language and culture as well as the potential of debt-bondage ... Now add the pandemic.” They are often the first to lose their job, lack access to healthcare and live in cramped shared spaces with poor living conditions.

At a minimum, we encourage [Name of Company] to take the following action and to publicly disclose the actions you have taken:

- Promptly pay suppliers for existing orders without renegotiating previously agreed pricing;
- Not punish suppliers with price reductions, for delays due to COVID-19 related supply chain shortages (e.g., delayed raw material deliveries from China);
- Where suppliers continue production, take steps to ensure that:
  - worker health and safety are prioritized (e.g., provide hygienic working and living conditions, including measures for social distancing and protective gear, provide paid sick leave and strengthen communication on COVID-19 guidance in migrant workers’ languages);
  - overtime is on a voluntary basis and compensated at a premium rate;
- Refrain from using alternative sourcing or production in, from or connected to the Xinjiang Uyghur Autonomous Region (XUAR) due to China’s early recovery from COVID-19, as the XUAR continues to be tainted with human rights violations including forced labor affecting the apparel sector.

In this crisis, it is essential for companies to implement their ‘responsibility to respect human rights’, based on the UN Guiding Principles, and to ‘know’ their impacts and to ‘show’ how they are addressing them through partnering with their suppliers. Global companies have significantly more capital and leverage than suppliers, let alone workers. Plus, companies need suppliers to survive in order to be

¹ See Worker Rights Consortium, Clean Clothes Campaign, Fair Wear Foundation, IOM, ILO, Business & Human Rights Resource Centre.
ready to start-up the economy post COVID-19. Many governments in producing countries are unable
to finance the same level of support made available to apparel companies and workers in wealthier
countries. As apparel companies profit from globalized supply chains, we encourage [the Company]
to share the costs and burdens of this crisis.

Beyond your minimum responsibilities listed above, the Company should also use its influence and
leverage to:

• press suppliers that are still able to do so to pay legally mandated benefits to
  suspended/terminated workers;
• press governments, along with industry organizations and multi-stakeholder initiatives, in
  manufacturing countries to support local companies and workers;
• press international financial institutions to provide financial support to manufacturing
  countries, companies and workers; and
• support suppliers to enable them to ensure all workers, including migrant workers, are
  covered by social protection measures, such as paid leave to workers where production is
  suspended, paid sick leave, decent accommodation and healthcare.

Ensuring that the rights of workers in vulnerable conditions are respected, and crucially, adopting
responsible purchasing practices, are key to addressing forced labor and ensuring decent work. 2 This
crisis demonstrates that the lack of responsible purchasing practices—such as planning and
forecasting, prompt payment, and equitable pricing that includes payment of decent work 3—are
critical to doing business and protecting the human rights of workers in global supply chains, not only
in the short term, but also in the medium to long term.

We welcome a dialogue with you to learn what steps you are taking to respect labor rights in your
supply chains during and following the COVID-19 crisis. We urge the Company to immediately report
publicly on its responses to COVID-19 so that your stakeholders, and investors, have access to this
important information. Thank you.

Sincerely,

[add support investors where applicable]

(Contact information)

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2 See Methodology of the KnowTheChain Benchmarks.
3 See Better Buying, “Improving Purchasing Practices in Global Supply Chain
APPENDIX D:

IBT Workplace Health & Safety Checklist for Transport & Logistics Sectors
What is the Coronavirus?

Coronaviruses are a large family of viruses that are common in humans and many different species of animals, including camels, cattle, cats, and bats. Rarely, animal coronaviruses can infect people and then spread between people. Previous examples of this occurrence include SARS-CoV (2003) and MERS-CoV(2012). The virus that causes COVID-19 (Coronavirus Disease) started spreading from person-to-person in China and is now confirmed to be spreading in countries outside of China, including the United States.

### Coronavirus

**Middle East respiratory syndrome (MERS) and severe acute respiratory syndrome (SARS) are viral respiratory illnesses caused by a coronavirus.**

#### Severe symptoms
- High fever (100.4°F or higher)
- Pneumonia
- Kidney failure

#### Common symptoms
- Fever
- A dry cough develops after 2 to 7 days
- Mild breathing difficulties at the outset

#### Gastrointestinal issues
- Diarrhea
- General body aches

#### Transmission

- Coughs or sneezes from infected person or touching contaminated objects.
- Coronaviruses are zoonotic, meaning they are transmitted between animals and people.

**Human-to-human transmission:** Coronaviruses are most commonly spread from an infected person by:
- Coughing and sneezing.
- Close personal contact, such as touching or shaking hands.
- Touching an object or surface with the virus on it, and then touching your mouth, nose, or eyes before washing your hands.
- Fecal contamination.

Source: WHO, CDC, Getty Images
Safety and Health Committees and Business Agents can use this checklist to assess an organization's preparedness for COVID-19 related work changes.

**Administration & Logistics**

**Yes/No**

☐ ☐ Has your employer identified a pandemic coordinator and/or team with defined roles and responsibilities for preparedness and response planning?

☐ ☐ Has your employer updated staff, customers, and suppliers on how the business is responding to the pandemic?

☐ ☐ Has the employer established a process to communicate information to employees on its infectious disease outbreak response plans and latest COVID-19 information?

☐ ☐ Has your employer-provided any COVID-19-prevention supplies in your workplace (soap, hand sanitizer with at least 60% alcohol, tissues, trash baskets, and PPE) when needed?

☐ ☐ Are there flexible pandemic COVID-19 attendance and sick-leave policies?

☐ ☐ Has your employer conducted a hazard assessment to identify occupational risks to exposure for each job classification?

☐ ☐ Has your employer-provided drivers with **up to date information** on truck stop closures, shelter-in-place orders, and state quarantine declarations and how that might affect deliveries?

☐ ☐ Has your employer-provided drivers with information on potential health screening checks (i.e. temperature monitoring) at customer locations and what **options** and **rights** drivers have in protecting their private health information?
Employee Protections in the Workplace

Yes/No

☐ ☐ Do any employees who have symptoms of acute respiratory illness recommend to stay home and not come to work until they are free of fever (100.4° F [37.8° C] or greater using an oral thermometer), signs of a fever, and any other symptoms for at least 24 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants)? Employees should notify their supervisors and stay home if they are sick.

☐ ☐ Do employees who are well but who have a sick family member at home with COVID-19 know how to notify their supervisor? The employee should refer to CDC guidance on how to conduct a risk assessment of their potential exposure risk.

☐ ☐ Is there a plan to inform employees of possible exposure? If an employee is confirmed to have COVID-19, employers should inform fellow employees of their possible exposure to COVID-19 in the workplace but maintain confidentiality as required by the Americans with Disabilities Act (ADA). Employees exposed to a co-worker with confirmed COVID-19 should refer to CDC guidance for how to conduct a risk assessment of their potential exposure.

☐ ☐ Consistently practice social distancing. Plan ways to increase space between people to at least 6 feet or limit face-to-face contact between workers and those who come to the workplace. Several ways to do this include creating reduced or staggered work schedules, slowing belt speed to facilitate spacing workers farther apart, and postponing non-essential PCM meetings.

☐ ☐ Place reminders on cover coughs and sneezes with a tissue (or an elbow or shoulder if no tissue is available).

☐ ☐ Place reminders on maintaining hand hygiene.

☐ ☐ Place reminders to avoid touching your face (eyes, nose, and mouth).

☐ ☐ Clean surfaces frequently.

Increase the frequency of routine cleaning of all frequently touched surfaces in the workplace and shared vehicles.

Inside: workstations, keyboards, phones, countertops, doorknobs, scanners, hand trucks, small bags, tools, sort aisle surfaces, restroom facilities, and customer service areas.

Package Cars/Tractors: keys, DIADS/IVIS, steering wheel, inside and outside door handles, shift lever, any buttons or touch screens, wiper and turn signal levers, driver door armrests, grab handles, seat belts, seat adjusters, hand trucks, and other nonporous surfaces, etc.).
The Centers for Disease Control and Prevention (CDC) recommends using disinfectants that meet the Environmental Protection Agency’s (EPA) criteria for use against SARS-CoV-2.¹

Training

Yes/No

☐ ☐ Have employees received education on the employers’ social distancing policies and how they will be implemented: upon entry/exit at the security station, operations in the centers, operations in air hubs, at truck stops, at maintenance bays/repair shops, at customer facilities and customer service counters?

☐ ☐ Have employees received training on personal protective equipment (i.e gloves, respirators); proper use, limitations, disposal procedures and/or cleaning/disinfection procedures?

☐ ☐ Have employees received training on proper cough/sneeze etiquette and hand hygiene?
  • Wash hands
    o Before eating,
    o Before and after using the restroom,
    o After blowing your nose, coughing, or sneezing,
    o Before touching your eyes, nose, or mouth,
    o Just before going home,
    o After assisting customers, and
    o After contacting contaminated surfaces.
  • Cough or sneeze into a tissue, your elbow or your shirt.

☐ ☐ Have employees received training on personal hygiene practices?
  • Laundering soiled or contaminated uniforms daily, ensuring not to comingle uniforms with other items or family member clothing.

APPENDIX E:

United4Respect Walmart Fact Sheet
Walmart: Recklessly Putting Lives at Risk

People who work at Walmart are dying. Phillip Thomas and Wando Evans, two associates from the Walmart store in Evergreen Park, Illinois have died from COVID-19. According to attorney for Wando Evans, management at their store knew that people were sick and the company did not inform other associates: “the Evans families accuse Walmart of not following protocol. They did not let other workers know Wando was sick, even after he told higher ups.”

After multiple reports of Walmart employees contracting COVID-19 made the news, Walmart is now hiding behind HIPAA laws to avoid disclosing new cases among employees.

It Took Walmart Over A Month to Prioritize Social Distancing to Protect Employees and Customers

- February CDC Interim Guidance for Businesses and Employers advised employers to explore establishing policies that would increase the physical distance among employees and between employees and others.
- On February 28, 2020 Walmart issued a memo to all US employees acknowledging that COVID-19 “…appears to mainly be spread through close person-to-person contact,” but Walmart failed to even mention protocols for employees to practice social distancing with coworkers and customers.
- By mid-March the CDC recommended people avoid crowded places and maintain distance from others. They also recommended all events of 50 people or more be cancelled.
- By late March, Walmart corporate executives and workers were reporting “Black Friday like crowds” in stores across the country. Nationally, Walmart took no additional steps to limit the number of customers allowed in stores, unnecessarily putting employees and customers in harm’s way.
- Despite workers’ ongoing concerns about the inability to effectively socially distance inside crowded Walmart stores, the corporation waited until April 3, 2020 to begin limiting the number of customers allowed into a store at one time.

Walmart’s Weak Social Distancing Policy and Lack of Personal Protection Equipment Continues to Keep Employees at Risk

- Walmart’s social distancing policy would still allow a whopping nearly 1,000 customers to be in most of their supercenters at one time. States like Rhode Island and Maine and other states and municipalities have recently set standards that better prioritize worker safety. E.g. Maine limits customers in big box stores to 100 people.
- Although Walmart announced on March 31st that they would make masks and gloves available, many, if not most, people who work at Walmart still do not have access to masks, gloves and hand sanitizer.
Walmart’s Sick Leave Policy Leave Employees and Customers at Risk

Walmart’s emergency leave policy, passed in the wake of an associate in a Kentucky store testing positive for COVID-19, is an inadequate response to the current public health crisis and does not provide the same level of coverage as the Families First Coronavirus Response Act:

- If a worker at Walmart tests positive for COVID-19, after two weeks of paid leave, if their illness is severe and they need any additional time to recover, they will lose 50% of their pay.
- Although the CDC recommends people stay home when they are sick, Walmart workers who are ill, have some symptoms, or choose to self-isolate cannot count on any additional paid leave. If they have no paid leave to draw from, they will be forced to choose between going to work sick or putting their families at financial risk.
- Company policy also does not provide employees any additional paid time off to care for family members impacted by coronavirus.

About 347,000 people at Walmart have no access or fail to utilize paid leave whatsoever according to a UC Berkeley study and NYT editorial and 88% of Walmart employees report coming to work sick under the company’s non-emergency leave policies.

Poverty wages and lack of adequate health coverage is putting associates at risk.

Walmart is the largest corporate employer of Black and Latinx workers in the US, who are more likely to have to work outside the home, already at high risk for COVID-19 and less likely to get access to testing.

Walmart gave $12 billion to shareholders in 2019 through stock buybacks, the largest recipient of this windfall are the Walton family, worth over $190 billion. Walmart and the Walton heirs can afford to better.

Walmart and Amazon are likely to expand their monopolistic market dominance through this crisis and may be among the only retailers left when the COVID-19 crisis ends.

KEY PRESS

VICE News: Most Brown and Black Americans Are Exposing Themselves to Coronavirus for a Paycheck

NYT Op-Ed by Walmart Associate Melissa Love “…if I or my co-workers develop symptoms, we could face the impossible choice of going to work sick and possibly infecting others or risking our already precarious finances.”

Huffington Post: Walmart’s Emergency Sick Leave Is Not Enough “It feels impossible to social distance at work,” said Brittany Legowski, a 21-year-old associate in Menomonie,
Wisconsin who is a member of United for Respect. “The only thing they’ve done is set up hand sanitizer at the front of the store, and I’ve noticed they’re sanitizing the break room more.”

TIME: “If We Don’t Work, We Don’t Get Paid”: How The Coronavirus Is Exposing Inequality Among America’s Workers

InStyle: This Is What It’s Like to Be a Walmart Cashier During the Coronavirus Pandemic
“I've seen a lot of customers wearing masks and gloves in the store. [But my store] hasn't given us masks or gloves to wear. I don't even know if we're allowed to. I don't know if it'll make the customers fear us, if they would think we have [the coronavirus] or what. I mean, they say not to be around a lot of people [and yet] there's hundreds and hundreds of people coming into Walmart every day. We're exposed to everybody that comes in...I'm diabetic, so I know it's harder for me to get over stuff or to heal when I do get sick. But I don't have the choice to stay home right now. I have to go to work to pay my bills. I'm a single parent. I have to have a paycheck. I have no other income. Unless I get really, really sick; then, I guess, I'll have no choice but to stay home.”