

No. Topic	Objective	Government Guidance	Comments / Decisions
National Restrictions – Spring 2021		On 22 February the government published the 'COVID-19 Response - Spring 2021' setting out how COVID-19 restrictions will be eased 4	g steps.
		The roadmap has set out indicative, 'no earl than' dates for the steps which are 5 weeks of takes around 4 weeks for the data to reflect timpact of the previous step and the government will provide a further week's notice to individuand businesses before making changes.	apart. It the nent
		This guidance has been updated to reflect the measures you'll need to follow to operate sationice we have moved to step 2 on 12 April.	
		Following the move to step 2, non-essential rewill reopen.	etail
		This guidance will be kept up to date as we rethrough the steps of the roadmap, which will guided by the data.	
		Until we move to step 2, current restrictions a Under these restrictions, non-essential retail is required to close, such as clothing and hom stores, vehicle showrooms (other than for rer betting shops, tailors, tobacco and vape sho electronic goods and mobile phone shops, of houses (except for auctions of livestock or agricultural equipment) and market stalls se non-essential goods.	eware ntal), ops, auction
		Businesses providing essential goods and sec can stay open. Essential retail includes food supermarkets, pharmacies, garden centres,	
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building merchants and suppliers of building products and off-licences, as well as market stalls selling essential retail. Banks, building societies, post offices, short-term loan providers and money transfer businesses are also permitted to stay open. Read further details on restrictions that certain businesses must follow. This guidance has also been updated to provide information on arranging regular asymptomatic testing for staff who cannot work from home. Free test kits will be available until the end of June. However, your organisation must register interest by 12 April (even if you are currently closed and want to receive them at a later date). Registration for free test kits will close on 12 April; after this date businesses will still be able to access tests through private providers and community testing sites.	
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This document supports the Re-Opening Stores Risk Assessment. These controls will be monitored through the COVID Secure Inspection programme.

Priority actions to take - what	Eight steps to protect yourself, your staff and your customers during coronavirus.
businesses	data mada da maga da mada da m
need to do to	1. Complete a COVID-19 risk assessment.
protect staff	Share it with all your staff. Find out how to do
and customers	a risk assessment.
and education	2. Clean more often. Increase how often you
	clean surfaces, especially those that are
	being touched a lot. Ask your staff and your
	customers to use hand sanitiser and wash
	their hands frequently.
	3. Ask your customers to wear face
	coverings in any indoor space or where
	required to do so by law. That is especially
	important if your customers are likely to be
	around people they do not normally meet.
	Some exemptions apply. <u>Check when to</u>
	wear one, exemptions, and how to make
	<u>your own</u> .
	4. Make sure everyone is social distancing.
	Make it easy for everyone to do so by putting
	up signs or introducing a one way system
	that your customers can follow.
	5. Consider ventilation. Read advice on air
	conditioning and ventilation from the Health
	and Safety Executive (HSE).
	6. Take part in NHS Test and Trace by keeping
	a record of all staff and contractors (not customers) for 21 days. This is a legal
	requirement. Some exemptions apply. Check 'Maintaining records of staff, customers and
	visitors to support NHS Test and Trace' for
	details.
	7. Turn people with coronavirus symptoms
	away. If a staff member (or someone in their
	household) or a customer has a persistent
	cough, a high temperature or has lost their
	sense of taste or smell, they should be
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isolating. Employers must not require someone who is being required to self-isolate



to come to work. Any employer asking an employee to break self-isolation to work is committing an offence. 8. Consider the mental health and wellbeing aspects of COVID-19 for yourself and others. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19).
Five more things to be aware of if your business is a shop, retail store or a branch:
Ensure staff wear face coverings. By law, staff in retail settings must wear face coverings when in customer facing areas, unless they have an exemption.
Reduce crowding. Consider how many people can be in the space while remaining socially distant. Use floor markings to manage queues.
Help your staff maintain social distancing. Consider using barriers to separate staff and customers, introduce back-to-back or side-to-side working, and have staff work in the same team each day.
Limit the handling of goods and clean stock regularly. Store items that have been returned, donated, or brought in for repair in a container or separate room for 48 hours or clean them before display.
Communicate and train. Make sure all staff and customers are kept up to date with how safety measures are being used and updated.

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Thinking about risk protect workers and others from risk to their health and safety, including from the risks of COVID-19. COVID-19 is a hazard in the workplace and, as such, should be managed in the same way as other workplace hazards. This includes completing a suitable and sufficient assessment of the risks of COVID-19 in the workplace and identifying control measures to manage that risk. Failure to carry out a suitable and sufficient risk assessment and put in place sufficient control measures to manage the risk may be considered a breach of health and safety law. Document Title: H&S Re-opening Government Guidance Checklist Birmingham Document Town Amendment: Government update protect workers and others from risk to their health and safety to their sk to their health and safety in the workplace to their sks of COVID-19. Selfridges works with the local authority and HSE wherever needed. Coronavirus policy and supporting documents in place. Coronavirus policy and supporting documents in place. Coronavirus policy and supporting documents in place. Version number: 12 Reason for Amendment: Government update Created by: Health and Safety Amended By: H&S						
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That all employers carry out a COVID-19 risk assessment.

Your risk assessment will help you decide whether you have done everything you need to. There are <u>interactive tools available</u> to support you from the Health and Safety Executive (HSE).

You should also consider the security implications of any decisions and control measures you intend to put in place, as any revisions could present new or altered security risks that may require mitigation.

If you have fewer than 5 workers, or are selfemployed, you don't have to write anything down as part of your risk assessment, but you may decide it would be helpful to.

Employers have a duty to consult on health and safety matters. You can do this by listening and talking to them about the work they do and how you will manage the risks from COVID-19.

This may be through consulting with any recognised trade union health and safety representatives or, if you don't have any, with a representative chosen by workers.

As an employer, you cannot decide who the representative will be. Employers and workers should always come together to resolve issues. If concerns still cannot be resolved, see below for further steps you can take.

Where the enforcing authority, such as the HSE or your local authority, identifies employers who are not taking action to comply with the relevant public health legislation and guidance to control public health risks, they are empowered to take a range of actions to improve control of workplace risks. Where serious breaches are

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		identified HSE and Local Authorities have a range of measures they can take to ensure compliance. These include sending letters, serving improvement notices and prohibition notices and in cases where significant breaches are identified then prosecutions can be brought. Employers are expected to respond to any advice or notices issued by enforcing authorities rapidly and are required to do so within any timescales imposed by the enforcing authorities. The vast majority of employers are responsible and will join with the UK's fight against COVID-19 by working with the government and their sector bodies to protect their workers and the public. However, inspectors are carrying out compliance checks nationwide to ensure that employers are taking the necessary steps. How to raise a concern: contact your employee representative contact your trade union if you have one contact HSE at: HSE COVID-19 enquiries Telephone: 0300 790 6787 (Monday to Friday, 8:30am to 5pm)	
		Telephone: 0300 790 6787 (Monday to Friday, 8:30am to 5pm) Online: working safely enquiry form	
1.1 Managing Risk	Reduce risk to the lowest reasonably practicable level by taking preventative measures, in order of priority.	 Ensuring both workers and customers who feel unwell stay at home and do not attend the premise. In every workplace, increasing frequency of handwashing and surface cleaning. 	Through our booking systems. Website and external messaging we are informing customers not to attend their booking if they feel unwell. We are advising team members through the Welcome Back Pack on my Workday, internal communications and through line manager conversations of the COVID symptoms and to stay at home if they feel unwell. Prior to any team member returning to work they must complete the Return to Work Checklist with management. Cleaning will be increased in every area of Selfridges' stores (FOH and BOH) and office spaces. Key touch points have been identified to ensure this cleaning is targeted.
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Businesses and workplaces should make every reasonable effort to ensure their employees can work safely. From 1st August, this may be working from home, or within the workplace if COVID-19 Secure guidelines are followed closely. When in the workplaces, everyone should make every reasonable effort to comply with the social distancing guidelines set out by the government (2m, or 1m with risk mitigation where 2m is not viable is acceptable). Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity can be redesigned to maintain a 2m distance or 1m.

with risk mitigations where 2m is not viable.

Information regarding the regular washing of hands, awareness of symptoms (and to stay at home should you be suffering with them or living with anyone displaying them), cough and sneeze technique and maintaining 2M social distancing is provided to all team members both prior to returning to work and installed within the workplace to remind team members, concession partners, third parties and customers of these crucial key principles.

Additional hand sanitising units have been installed throughout the workplace (retail and office areas). The positions of these units have been identified using the Government advice:

https://www.gov.uk/government/publications/staying-safe-outside-your-home/staying-safe-outside-your-home

and are located at all entrance and exit points, communal touch points such as tills and escalators and in staff welfare areas such as canteens, locker rooms and reception areas. This allows the opportunity to wash or sanitise hands at the point of arrival, whilst moving throughout the store and office spaces and at the point of exit.

A Steering Committee has been established to facilitate decision making at a senior level to ensure that the store can re-open safely through new ways of working that prevent ill-health to customers, team members, concession partners and contractors.

All team members who have the ability to continue to work from home will continue to do so.

Customer numbers will be counted on entry into the store to ensure that a maximum of one customer per sixteen square meters is maintained.

The occupational health assessment process is in place to ensure that Selfridges reviews relevant medical advice provided to team members and to assess their level of risk in the organisation. Head office team members are still encouraged to WFH.

The team entrance will be operating a one-way system. Team members will begin their journey by having their temperature checked. Anyone with a consistent temperature of above 37.8 degrees will be sent home and advised to get a testing kit through the NHS. Sanitiser and face coverings are available for team members at entrance points.

"Floor Talkers" signage on the floors will direct team members and customers in specific areas within the building. There is signage in place in front of house and back

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	of house areas which guide people on the re-opening guidelines. We have created specific roles identified to support the customer on their journey around the store. In addition to direct contact from their line managers, team members will receive The Welcome Back Guidelines, Big Yellow Welcome Back video to watch and must complete the e-learning module which reiterates the importance of social distancing. Selfridges Team Member and Concession Partner Link: Creating a Safe & Welcoming Environment Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working Document reference: Face Covering Guidance Document reference: Testing Process Document reference: Store Re-Opening Graphics Pack
 Where social distancing guidelines cannot be followed in full, consider whether that activity needs to continue for the business to operate, If so, take all the mitigating actions possible to 	The hierarchy of controls will be implemented if there is a situation where social distancing cannot be achieved. We will start by assessing whether the work activities are crucial to the business. If the task cannot be eliminated then other controls will be considered such as reducing or staggering activity times, screens, or splitting teams will be reviewed as possible controls.
reduce the risk of transmission between staff.	rearns will be reviewed as possible cormols.
 Fresh air helps to dilute the virus in occupied spaces so provide adequate ventilation through doors, windows and vents, by mechanical ventilation using fans and ducts, 	See section 2.4 Ventilation
or a combination of both.Where the social distancing guidelines	Our guidance on two person operations sets out these mitigating actions.
cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity can be redesigned to maintain a 2m distance or 1m+ with risk mitigations where 2m is not viable.	Document reference: Two Persons Working Together Guidance
 Have regard to whether the people doing the work are especially vulnerable to COVID- 19. 	Occupational health assessments will be undertaken with team members identified as vulnerable prior to their return to work.

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Mitigating actions	 Increasing the frequency of hand washing and surface cleaning. Keeping the activity time involved as short as possible. Using screens or barriers to separate people from each other. Using back-to-back or side-to-side working (rather than face-to-face) whenever possible. Reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others). You should ensure that steps are taken to avoid people needing to unduly raise their voices to each other. This includes, but is not limited to, refraining from playing music or broadcasts that may encourage shouting, including if played at a volume that makes normal conversation difficult. This is because of the potential for increased risk of transmission, particularly from aerosol transmission. We will develop further guidance, based on scientific evidence, to enable these activities as soon as possible. 	There is an enhanced cleaning, including additional hand sanitising stations, in place across the store Our guidance on two person operations sets out these mitigating actions. Document reference: Two Persons Working Together Guidance Music levels in the store have been lowered and are constantly reviewed. Indoor performances are not permitted as per current government guidelines.
	 It is against the law to gather in groups larger than 6, indoors or outdoors. The limit does not apply to single household groups or support bubbles where it consists of more than 6 people. Businesses following COVID-19 secure guidelines can host more than 6 people in total, as long as each individual group is self-contained. Offices are exempt Those running events following COVID-19 Secure guidelines should take additional steps to ensure the safety of the public and 	Health and Safety engage with the events team and external communications teams on a regular basis to develop events risk assessments and events safety plans which include COVID considerations to ensure that government and industry guidance is complied with. Booking systems and communications for restaurants bars and close contact services have been updated to reflect the new guidance.

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prevent large gatherings or mass events from taking place. Individual businesses should consider the cumulative impact of many businesses reopening in a small area. This means working with local authorities, neighbouring businesses and travel operators to assess this risk and applying additional mitigations. These could include: Further lowering capacity even if it is possible to safely seat a number of people inside a venue, it may not be safe for them all to travel or enter that venue. Staggering entry times with other venues and taking steps to avoid queues building up in surrounding areas. Arranging one way travel routes between transport hubs and venues. Advising patrons to avoid particular forms of transport or routes and to avoid crowded areas when in transit to the venue. Local authorities should avoid issuing licenses for events that could lead to larger gatherings forming and provide advice to businesses on how to manage events of this type. If appropriate, the government has powers under schedule 22 of the Coronavirus Act 2020 to close venues hosting large gatherings or prohibit certain events (or types of event) from taking place The recommendations in the rest of this document are ones you must consider as you go through this process. You could also consider any advice that has been produced specifically for your sector, for example by trade associations or trades unions. If you have not already done so, you should carry out an assessment of the risks posed by COVID-19 in your workplace as soon as	Mass gatherings are not permitted currently. Capacity has been reviewed in the store to ensure that a maximum of one person per 16 sqm is followed. Queuing systems are monitored by hosts and floor talker graphics are installed. The design team have produced events plans with max capacities for different areas throughout the store as required. Messaging is played over the tannoy in store every 15 minutes to remind customer and team members of social distancing guidelines. Hosts review pinch points throughout the day.

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1.2		possible. If you are currently operating, you are likely to have gone through a lot of this thinking already. We recommend that you use this document to identify any further improvements you should make. You must review the measures you have put in place to make sure they are working. You should also review them if they may no longer be effective or if there are changes in the workplace that could lead to new risks. • You should share the results of your risk	Industry guidance has been reviewed including: • UKCA Guidance for Cinemas • Keeping workers and audiences safe during COVID-19 (England) • Working safely during coronavirus (COVID-19) – the Visitor Economy A suite of risk assessments, checklists and policies have been produced and are available on our website: https://www.selfridges.com/GB/en/features/info/our-corporate-policies/social-distancing-policy/ The Re-Opening Stores Risk Assessment is available on the Learning module on My
Sharing 2. Keeping your	Sharing the results of your risk Assessment.	assessment with your workforce. Publishing the results on your website (we would expect all employers with over 50 workers to do so).	Workday for all team members and concessions partners to access. Team members will be advised that they can email healthandsafety@selfridges.co.uk to provide feedback. The Risk Assessment will also be published on Selfridges' website in line with the Government guidance. The welcome back graphics pack also identifies the key controls from the risk assessment which will be displayed around front and back of house areas. Selfridges Team Member and Concession Partner Link to MyWorkday: Welcome-Back Team Selfridges! Document reference: Store Re-Opening Graphics Pack
customers and visitors safe			
2.2 Managing contacts		Steps that will usually be needed:	

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Objective: To minimise the contact resulting from visits to stores or outlets.	 Calculating the maximum number of customers that can reasonably follow social distancing guidelines (2m, or 1m+ with risk mitigation where 2m is not viable) within the store and any outdoor selling areas. Take into account total floorspace as well as likely pinch points and busy areas. 	Total capacity in the store has been reduced to one customer per every sixteen square meters. There have been specific roles created to support the customer's journey through the store including Greeters, Door Hosts and Wellbeing Hosts who will encourage the flow of people through the store to avoid pinch points. There is a floor map with detail on the planned routes that the customers can take which the hosts will be trained up on and there will be signage in place to direct customers too, (including yellow entrance only signs and red exit only signs). Certain fixtures have been removed to create more space on the shop floor and to help prevent pinch points. Best-selling items have been separated to different locations across the store to prevent congestion or excessive queuing. Link: Retail Team & Customer Experience in Store - New Ways of Working
	 Limiting the number of customers in the store, overall and in any particular congestion areas, for example doorways between outside and inside spaces. 	The point above applies. Specific entrances and exits have been implemented throughout the store and flow is being managed by hosts.
	 Encouraging customers to use hand sanitiser or handwashing facilities as they enter the premises to reduce the risk of transmission by touching products while browsing. 	Graphics are installed around store to remind customers of good hand hygiene practices. Hand sanitiser is located at all high traffic locations such as entrances and till points. Document reference: Relaunch Plan Drawing
	 Encouraging customers to avoid handling products whilst browsing, if at all possible. 	Toys that are usually on display for children to play with will be removed. Demonstration processes have been amended to incorporate social distancing. Where relevant, products on display will have a screen or cover installed. Technology will be cleaned, behind a screen, after any customer interaction. Items that can be sanitised effectively, will be sanitised regularly if on display, or removed if this is not possible.
	5. Suspending or reducing customer services that cannot be undertaken without contravening social distancing guidelines. This may include re-thinking how assistance is provided, for example, using fixed pairs of colleagues to lift heavy objects rather than a single colleague lifting with a customer.	Close contact services will be implemented in line with the relevant government guidance checklist. Services are being re-designed to give the customer the best experience while also ensuring that government guidance is adhered to, for example virtual appointments and online sales. Selfridges risk assessment policy is to assess activities under the hierarch of control where activities that require people to undertake activities that could carry a risk of
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			ng will be eliminated. However, a process has been produced vo person lifts (where these activities cannot be eliminated).
6.	Encouraging customers to shop alone or in household or support bubble groups where possible, unless they need specific assistance.		ough the booking system for appointments such as hair and
7.	Reminding customers who are accompanied by children that they are responsible for supervising them at all times and should follow social distancing guidelines.	The hosts remind cust as a risk for children's o	omers of this and specific risk assessments have identified this events.
8.	Looking at how people move through the shop and how you could adjust this to reduce congestion and contact between customers, for example, queue		d at entrance points, will speak to customers to ensure they are at the correct location for the purpose of their visit to prevent nt once in the store.
	management or one-way flow, where possible.		cific roles introduced to ensure that there is a steady flow of op and that people know where to go.
			kers" signage on the floors and various other graphics on the ne shop to guide people on the correct routes.
			r map produced to plan the route which customers will enter gnated entrances) and exit (via seven designated exits).
		Link: Retail Team & Cu	stomer Experience in Store - New Ways of Working
9.	Ensuring any changes to entrances, exits and queue management take into account reasonable adjustments for those who need them, including disabled shoppers. For example, maintaining pedestrian and parking access for disabled customers.		peen reviewed as part of the overall store plans for entrances
10.	Working with neighbouring businesses and local authorities to provide additional parking or facilities such as bike racks, where possible, to help customers avoid using public transport.	Bike racks are in place	in the Selfridges car park.
11.	Using outside premises for queuing where available and safe, for example some car parks.	Queuing systems have been implemented on the footpaths around the store.	
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	Managing outside queues to ensure they do not cause a risk to individuals, other businesses or additional security risks, for example by introducing queuing systems, having staff direct customers and protecting queues from traffic by routing them behind permanent physical structures such as street furniture, bike racks, bollards or putting up barriers.	The points above apply. Greeters and Security team members will be stationed outside to manage the queues and communicate with all other entrance points to ensure customers are directed to the most suitable location. Signage on the floor and windows will indicate how the queues are to be managed and barriers used as appropriate.	
	Working with your local authority or landlord to take into account the impact of your processes, including queues, on public spaces such as high streets and public car parks.	Selfridges has worked with the relevant local authority. Queue management is in place and there is adequate space around the Selfridges store.	
14.	Shopping centres should take responsibility for managing the number of customers in the centre and the queuing process in communal areas on behalf of their retail.	Not relevant for Birmingham.	
15.	Having clearly designated positions from which colleagues can provide advice or assistance to customers whilst maintaining social distance.	As stated above the host role has been created and team members carrying out this role have been briefed to provide advice and to ensure social distancing is being complied with.	
	Working with neighbouring businesses and local authorities to consider how to spread the number of people arriving throughout the day for example by staggering opening hours; this will help reduce demand on public transport at key times and avoid overcrowding.	Opening hours and shift patterns are under constant review in line with individual's risk levels and maximum capacity requirements.	
17.	Avoid sharing vehicles except within a family, for example on test drives. If it is not possible, keep the number of people in the vehicle to a minimum and as distanced within the vehicle space as possible.	Link: Retail Team & Customer Experience in Store - New Ways of Working	
18.	Switching on ventilation systems that draw in fresh air or opening windows (partially if it's cold). For more	See Venitlation Section 2.4	
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		information on ventilation in vehicles read HSE guidance on ventilation and air conditioning. 19. Customer restaurants and cafes should refer to guidance on keeping workers and customers safe during COVID-19 in restaurants, pubs, bars and takeaway services.	Foodhall & Restaurants Risk Assessment: http://images.selfridges.com/is/content/selfridges/COVID-Risk-Assessment- Foodhall-Restaurants-29062020-FINAL-ISSUEpdf
2.3 Providing and explaining available guidance.	To make sure people understand what they need to do to maintain safety.	Steps that will usually be needed: 1. Providing clear guidance on social distancing and hygiene to people on arrival, for example, signage and visual aids. 2. Informing customers that they should be prepared to remove face coverings safely if asked to do so by police officers and staff for the purposes of identification. 3. Providing written or spoken communication of the latest guidelines to both workers and customers inside and outside the store. You should display posters or information setting out how clients should behave on your premises to keep everyone safe. Consider the particular needs of those with protected characteristics, such as those who are hearing or visually impaired. 4. Ensuring latest guidelines are visible in selling and non-selling areas. 5. Ensuring information provided to visitors, such as advice on the location or size of queues, does not	Graphics and signage placed all over the store to communicate the need for social distancing. These have also been implemented in back of house areas. Information provided online about our covid requirements. MyWorkday has been frequently updated with all the latest policies and procedures for all staff member viewing. Hosts will be placed strategically around the store to guide customers and provide advice. They will be queue managing, as well as asking about masks and providing general
2.4 Ventilation	To use ventilation to mitigate the transmission risk of COVID-19. Ventilation can be used as a control measure to reduce the	compromise their safety. Ventilation should be used as a control measure to reduce the risk of aerosol transmission of COVID-19 in enclosed spaces.	We have adjusted plant operating times to maximise air changes and have introduced enhanced hygiene measures. All ventilation systems are being maintained prior to store opening as part of the planned preventative maintenance (PPM) plan which includes the replacing of filters.

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To ensure that toilets are kept open and to ensure/promote good hygiene, social distancing, and cleanliness in toilet facilities. To ensure that toilets are kept open and to ensure/promote good hygiene, social distancing, and cleanliness in toilet facilities. To ensure that toilets are kept open and to ensure/promote good hygiene, social distancing, and cleanliness in toilet facilities. To ensure that toilets are kept open and to ensure year and y		risk of transmission of COVD-19 in enclosed spaces.	Ventilation will not reduce the risk of droplet or surface transmission, so other control measures such as cleaning and social distancing are also required. There are different ways of providing ventilation, including mechanical ventilation using fans and ducts, natural ventilation which relies on passive flow through openings (doors, windows, vents) or a combination of the two. The risk of transmission is greater in spaces that are poorly ventilated. HSE guidance on ventilation and air conditioning explains how to identify those spaces and steps to take to improve ventilation. Read advice on air conditioning and ventilation from HSE.	Natural ventilation will be utilised wherever possible. Document reference: Selfridges Neighbourhood - Returning to Work	
available. 2. Consider the use of social distancing marking in areas where queues normally form, and the adoption of a limited entry approach, with one in, one out (whilst Document Title: H&S Re-opening Government Guidance Checklist Birmingham Customer toilets have been re-designed and some toilet cubicles have been put of of use to ensure social distancing can be complied with (with the exemption of full contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities such as those in the cinema which of the contained toilet and hand washing facilities are the contained to the containe		open and to ensure/promote good hygiene, social distancing, and cleanliness in	premises should be kept open and carefully managed to reduce the risk of transmission of COVID-19. Steps that will usually be needed: 1. Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency and to avoid touching your face, and to cough or sneeze into a tissue which is binned	Signage has been installed to remind customers of good hygiene practices. Customer toilets have been re-designed and some toilet cubicles have been pure of use to ensure social distancing can be complied with (with the exemption of contained toilet and hand washing facilities such as those in the cinema which remain open).	
			available. 2. Consider the use of social distancing marking in areas where queues normally form, and the adoption of a limited entry approach, with one in, one out (whilst		
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		avoiding the creation of additional bottlenecks).	
	3.	To enable good hand hygiene consider making hand sanitiser available on entry to toilets where safe, practical and accessible, and ensure suitable handwashing facilities including running water, liquid soap and suitable options for drying (paper towels, continuous roller towels or hand driers) are available. Consider the needs of people with disabilities.	Sanitiser stations are located throughout the store. Hand drying facilities are maintained regularly by the facilities management department and are checked daily by the cleaning team.
	4.	Setting clear use and cleaning guidance for toilets, with increased frequency of cleaning in line with usage. Use normal cleaning products, paying attention to frequently hand touched surfaces, and consider use of disposable cloths or paper roll to clean all hard surfaces.	Document reference: Peartree COVI-19 Sanitisation Programme
	5.	Keeping the facilities well ventilated, for example by ensuring extractor fans work effectively and opening windows and vents where possible.	Doors will not be encouraged to be fixed open where this may cause a fire hazard. Ventilation systems are in place across the building.
	6.	Special care should be taken for cleaning of portable toilets and larger toilet blocks.	All toilets across the store have a dedicated cleaner in place.
	7. Putting up a visible cleaning schedule Cleaning schedules can be tracked via the QR code system. can keep it up to date and visible.		Cleaning schedules can be tracked via the QR code system.
	8.	Providing more waste facilities and more frequent rubbish collection.	Waste collection is available and is regularly monitored in terms of demand.
go to work workplaces anyone who co home. It is reco people who types of workp not possible	ognised that for home w	who can work from home should do so. er, employers should consider whether vorking is appropriate for workers facing or physical health difficulties, or those with	The occupational health risk assessment process is a well-established process in the business which has input from H&S, Line Management and HR as required. Anyone returning to work who needs additional support due to a health condition or who may be at more risk to COVID-19 completes an occupational health risk assessment. Anyone who has been self-isolating due to COVID-19 will complete the Suspected and Confirmed Case Return to Work Checklist. Additional cycle racks have been installed.
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a particularly challenging home working environment. The risk of transmission can be substantially reduced if COVID-19 Secure guidelines are followed closely. Employers should consult with their workers to determine who needs to come into the workplace. Businesses should also consider the impact of workers coming into the workplace on local transport and take appropriate mitigating actions (for example, staggered start and finish times for staff). Extra consideration should be given to those people at higher risk. When employers consider that workers should come into their place of work then this will need to be reflected in the COVID-19 workplace risk assessment and actions taken to manage the risks of transmission in line with this guidance.	We have constantly reviewed shift patterns and working hours to ensure that commute times can be considered, and team members have the option to change their shift pattern to reduce likelihood of busy public transport.
Steps that will usually be needed: 1. Considering the maximum number of people who can be safely accommodated on site.	All of the team members that can work from home will continue to do so. Heads of Department present to the Executive Board for agreement the roles that are required to return to work, highlighting those that physically need to be in our stores and head office spaces. The minimum numbers of team members required in store have been calculated by the Retail Operations Team. Team Members should only be on site if their role cannot be done remotely.

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2. Monitoring the wellbeing of people who are working from home and helping them stay connected to the rest of the workforce, especially if the majority of their colleagues are on-site.	We have asked managers that are not furloughed to stay connected with their teams through messaging, Yammer, email or WhatsApp. We have Yammer and leadership calls as well as e-leaning to support managers leading remotely and for those that may be feeling anxious. We also have Workplace Options (Aviva) and Nudge. There have been messages and emails from the Managing Director, and we have a reach out programme led by the Employee Relations team to support our vulnerable team members. We also have an ongoing programme of Wellbeing activity planned. Both individuals and teams have the mechanisms to stay connected through the use of Microsoft Teams and Skype.
 Keeping in touch with off-site workers on their working arrangements including their welfare, mental and physical health and personal security. 	The points above apply. Line managers are instructed and encouraged to regularly keep in touch with their teams. We have mechanisms and departments which are specifically in place to deal with issues of welfare, mental and physical health and personal security.
 Providing equipment for people to work from home safely and effectively (for example, remote access to work systems), accounting for different types of needs, including the needs of people with disabilities. 	Throughout the business we have Microsoft Office 365 which allows remote access for all departments. For other systems which cannot be accessed through Microsoft Office 365 a VPN key can be used. Selfridges Team Member and Concession Partner Link: Remote Working Toolkit
	Anyone who is known to have had specific requirements around their workstations have been contacted and assessed by the Health and Safety Team. The Health and Safety Team and Employee Relations are assessing the equipment that is required by team members for them to continue to work from home.

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3.1
Protecting
people who are
at higher risk

To support those who are at a higher risk of infection and/or an adverse outcome if infected.

The Public Health England report Disparities in the risk and outcomes of COVID-19 shows that some groups of people may be at more risk of being infected and/or an adverse outcome if infected. Read progress update reports.

The higher-risk groups include those who:

- are older males
- have a high body mass index (BMI)
- have health conditions such as diabetes
- are from some Black, Asian or minority ethnic (BAME) backgrounds

You should consider this in your risk assessment.

Clinically extremely vulnerable individuals are advised to work from home where possible but can still attend work if they cannot work from home. Employers should consider whether clinically extremely vulnerable individuals can take on an alternative role or change their working patterns temporarily to avoid travelling during busy periods.

Steps that will usually be needed:

- 1. Providing support for workers around mental health and wellbeing. This could include advice or telephone support.
- 2. See current guidance for advice on who is in the clinically extremely vulnerable and clinically vulnerable groups.

We are currently advising these team members who are in a moderate risk category should follow the Occupational Health risk assessment process and inform their line manager who will engage the health and safety department.

We have records of any team members who would be considered extremely vulnerable. Before these team members return to work, we would complete an occupational health risk assessment with these individuals to ensure that it is safe for them to return. Any amendments to their role or environment would be considered and made.

Link to government guidance on protecting extremely vulnerable individuals: https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19

Line managers completing unfurloughing conversations have been provided a script to ensure that those who are at more risk to COVID are assessed on an individual basis prior to their return to work (this includes new and expectant mothers and those in a vulnerable category). Any amendments to their role or environment would be considered and made.

Before any team member within either of these groups returns to work, we will complete an occupational health assessment prior to their return to work.

These assessments will focus on the requirements within the government guidance on COVID-19 and Selfridges safe working principles.

As per the points above, Workplace Options and Nudge are available for all Team Members which include online and over the phone advice.

Selfridges have identified those individuals who are within these groups and will be completing tailored COVID occupational health risk assessments with these individuals, as above.

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S	Steps that will usually be needed	 By law, employers must not knowingly require or encourage someone who is being required to self-isolate to come to work. Current guidance for employees and employers relating to statutory sick pay due to COVID-19. 	Tracker in place and RTW process in place to ensure all team members adhere to isolation requirements Links to government guidance: https://www.gov.uk/statutory-sick-pay https://www.gov.uk/employers-sick-pay
		4. Ensuring any workers who have symptoms of COVID-19 – a high temperature, new and persistent cough or anosmia – should self-isolate immediately and continue for 10 days. The day their symptoms started counts as day zero. Workers who have tested positive for COVID-19 must self-isolate immediately and continue for 10 days. The day of the test counts as day zero. Where a worker has tested positive while not experiencing symptoms but develops symptoms during the isolation period, they should restart the 10-day isolation period from the day the	Document references: Suspected and Confirmed Case Process (link: https://wd3.myworkday.com/selfridges/d/inst/17816\$85/reltask/2998\$29489.htmld) Suspected and Confirmed Case RTW Checklist

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		symptoms developed. See current guidance for people who live in households with possible or confirmed COVID-19 infections.	
		5. Ensuring any workers who are contacts of individuals who test positive for COVID-19 self-isolate for a period of 10 days. Contacts will need to self-isolate immediately and continue for 10 days. The day the contact with the individual who tested positive took place counts as day zero.	
		6. Ensuring any workers who have been informed by NHS Test and Trace that they are a close contact of a person who has had a positive test result for COVID-19 follows the requirement to self-isolate. See the guidance for those who have been in contact with, but do not live with, a person who has tested positive for COVID-19.	
3.3 Equality in the workplace	To make sure nobody is discriminated against.	In applying this guidance, employers should be mindful of the particular needs of different groups of workers or individuals.	Our approach for all team members is consistent, whether furloughed or not.
		It is breaking the law to discriminate, directly or indirectly, against anyone because of a protected characteristic such as age, sex or disability, race or ethnicity.	Selfridges Team Member and Concession Partner Link: Selfridges Inclusion, Equality and Diversity Policy
		Businesses have particular responsibilities towards disabled customers.	
		Employers also have particular responsibilities towards disabled workers and those who are new	There are processes in place to assess expectant mothers and those with a disability that may need reasonable adjustments prior to returning to work which include individual risk assessments for team members within these groups.
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		or expectant mothers, Read COVID-19 advice for	
		pregnant employees.	
		Steps that will usually be needed:	
		Understanding and taking into account the particular circumstances of those with protected characteristics.	On a team member's return to work, where relevant, an occupational health assessment will be undertaken and reasonable adjustments will be made.
		2. Involving and communicating appropriately with workers whose protected characteristics might either expose them to a different degree of risk,or might make any steps you are thinking about inappropriate or challenging for them.	Engagement and communication with team members from their line managers and support functions, (such as Health and Safety, Employee Relations and Human Relations) is encouraged regularly to ensure that they feel supported and that their specific needs are being met.
		3. Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equalities legislation.	There are departments in place to specially fulfil this duty through well-established processes including Health and Safety, Employee Relations and Human Relations.
		4. Making reasonable adjustments to avoid disabled workers being put at a disadvantage, and assessing the health and safety risks for new or expectant mothers.	These risk assessment processes are undertaken by the Health and Safety Department with the individual. Reasonable adjustments and other controls that are required to be implemented to protect persons who are within these groups are agreed with line managers and Employee Relations.
		5. Making sure that the steps you take do not have an unjustifiable negative impact on some groups compared to others, for example, those with caring responsibilities or those with religious commitments.	The points above apply.
4. Social distancing at work	Ensuring workers maintain social distancing guidelines (2m, or 1m+ with risk mitigation where 2m is not viable), wherever possible, including while arriving at and departing	You should maintain social distancing in the workplace wherever possible, taking account of those with protected characteristics as social distancing may not be possible or will be more	Social distancing principles for team members are set out in the Social Distancing Guidelines. Document reference: Two Persons Working Together Guidance Document reference: Social Distancing Guidelines
	from work, while in work and when travelling between sites.	challenging for workers with certain disabilities, such as individuals in wheelchairs or with visual impairments. Employers should discuss with	Selfridges Team Member and Concession Partner Link: Social Distancing Guidelines

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disabled workers what reasonable adjustments can be made to the workplace so they can work safely.

Where the social distancing guidelines cannot be followed in full in relation to a particular activity, businesses should consider whether that activity can be redesigned to maintain a 2m distance or 1m+ with risk mitigations where 2m is not viable.

Mitigating actions include:

- further increasing the frequency of hand washing and surface cleaning
- keeping the activity time involved as short as possible
- using screens or barriers to separate people from each other
- using back-to-back or side-to-side working (rather than face-to-face) whenever possible
- reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others)

Where the social distancing guidelines cannot be followed in full, even through redesigning a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and if so, take all the mitigating actions possible to reduce the risk of transmission between staff.

Social distancing applies to all parts of a business, not just the place where people spend

A one-way system has been implemented for the team entrance which is signed and has floor markings to clearly show direction. Team members are instructed to sanitise as they enter.

Selfridges risk assessment policy is to assess activities under the hierarchy of control where activities that require people to undertake activities that could carry a risk of lack of social distancing will be eliminated. However, a process has been produced for activities such as two person lifts (where these activities cannot be eliminated).

These mitigating actions are included within the Selfridges Two Persons Working Together Guidance.

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		most of their time, but also entrances and exits, break rooms, canteens and similar settings. These are often the most challenging areas to maintain social distancing and workers should be specifically reminded.	
4.1 Coming to work and leaving work	To maintain social distancing wherever possible, on arrival and departure and to enable handwashing upon arrival.	Steps that will usually be needed: Staggering arrival and departure times at work to reduce crowding into and out of the workplace, taking account of the impact on those with protected characteristics.	Rotas have been reviewed including full-time and part-time team members within the retail team whose role requires them to be present in the store once it has re-opened. Shifts and break times will be staggered.
	Steps that will usually be needed	 Providing additional parking or facilities such as bike-racks to help people walk, run, or cycle to work where possible. 	Team members are encouraged to avoid public transport and those within a 40-minute walking commute time are encouraged to walk if this is their preference. Bike rack facilities have been increased and car parking is available to team members. Link: Retail Team & Customer Experience in Store - New Ways of Working
		Limiting passengers in corporate vehicles, for example, work minibuses. This could include leaving seats empty.	This is not relevant to the store.
		 Reducing congestion, for example, by having more entry points to the workplace in larger stores. 	The team entrance points are at different locations and are split by Head Office, Retail Operations, Security and Contractors.
		Using markings and introducing one-way flow at entry and exit points.	A one-way system has been implemented for the retail team entrance and signage installed to indicate this.
		 Providing handwashing facilities (or hand sanitiser where not possible), at entry and exit points and not using touch-based security devices such as keypads where possible. 	Hand sanitiser is supplied at entry and exit points for team members and customers.
		Maintaining use of security access devices, such as keypads or passes, and	Team member card readers are proximity readers and therefore do not require the cards to physically touch the readers.

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		adjusting processes at entry/exit points to reduce risk of transmission . For example, cleaning pass readers regularly and asking staff to hold their passes above pass readers rather than touching them.	The hand scanning process has been changed for the Retail Operations team to prevent touching of scanners. All relevant team members will be provided with a stylus to sign in and out. Contractors are provided hand sanitiser at the contractor entrance point prior to turnstile use. Turnstiles are sanitised regularly by the cleaning team
		 See government guidance on travelling to and from work and getting help with daily activities outside your home during coronavirus. 	
4.2 Moving around buildings and stores	To maintain social distancing as far as possible while people travel through the workplace.	 Reducing movement by discouraging non-essential trips within buildings and sites, for example, restricting access to some areas, encouraging use of radios, telephones or other electronic devices, where permitted, and cleaning them between use. 	those mechanisms provided to team members such as phone calls, Yammer and WhatsApp. Team members are also encouraged to reduce lift usage. All meetings will continue to be held remotely to reduce movement around the buildings.
		 Introducing more one-way flow through buildings. Providing floor markings and signage should remind both workers and customers to follow to social distancing wherever possible. 	specific areas within the building. There is signage in place in front of house and back of house areas which guide people on the re-opening guidelines. We have created
	Steps that will usually be needed	 Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts and encouraging use of stairs wherever possible. 	member lift capacity have been reduced to one person per lift or two should 2m
		Making sure that people with disabilities are able to access lifts.	There is a designated entrance for those who need assistance which includes an option to use the lift where required, team members are at the entrance to support.

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		 Managing use of high traffic areas including corridors, lifts, turnstiles and walkways to maintain social distancing. 	Team members will be encouraged to avoid unnecessary movement through the store, lift capacities have been reduced and signage is in place to remind people of the re-opening guidelines. Stock rooms have signage installed to identify where only one person can enter a stock room at one time, or for larger stock rooms where team members must stand to ensure social distancing guidelines are followed.
4.3 Workplaces and workstations	To maintain social distancing between individuals when they are at their workstations.	For people who work in one place, workstations should allow them to maintain social distancing wherever possible.	Team members who can carry out their duties from home should continue to do so. For those team members who cannot work from home, the office workplace principles include reducing desk capacity, to identify seats which are in / out of use through signage, to encourage flexible working and to implement, to provide more hand sanitiser and to implement an enhanced cleaning regime. Link: Welcome Back Team Selfridges!
		Workstations should be assigned to an individual as much as possible. If they need to be shared, they should be shared by the smallest possible number of people.	Team members will continue to work from home where possible. Should individuals have been identified as needing to work from the store/offices they will be allocated a specific workstation. These will be labelled and issued to those individuals.
		If it is not possible to ensure workstations comply with social distancing guidelines (2m, or 1m+ with risk mitigation where 2m is not viable), then businesses should consider whether that activity needs to continue for the business to operate, and if so take all mitigating actions possible to reduce the risk of transmission.	Team members who can work from home will continue to do so. The hierarchy of controls will be implemented if there is a situation where desks are not two meters apart, we will start by assessing whether the work activities are crucial to the business, and if so, reducing or staggering activity times, installing screens, or splitting teams have been reviewed and implemented as control measures. Document reference: Two Persons Working Together Guidance
		Steps that will usually be needed: 1. Reviewing layouts to allow workers to work further apart from each other.	Desk capacity in all offices has been reduced and layouts amended to achieve 2m distancing. Physical barriers have also been installed in some cases to aid the separation of office users. Link: Welcome Back Team Selfridges!
		Using floor tape or paint to mark areas to help people keep to a 2m distance.	Signage has been installed in all offices advising people of the social distancing guidelines.
	Steps that will usually be needed	 Avoiding people working face-to-face. For example, by working side-by-side or facing away from each other. 	The floor plans of the offices show that team members can only sit face-to-face if the minimum distance of two-meter separation can be achieved. Link: Welcome Back Team Selfridges! Document reference: Two Persons Working Together Guidance
		 Using screens to create a physical barrier between people. 	Screens have been installed at till and reception points where social distancing cannot be achieved.
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		 Using a consistent pairing system if people have to work in close proximity. For example, maintenance activities that cannot be redesigned. Document reference: Two Persons Working Together Guidance
		6. Minimising contacts around transactions, for example, considering using contactless payments. Contactless payment amount has been increased for card payments and apple pay can also be used. Team members who are handling cash will be provided sanitiser. Team members can speak to their line manager if they have any queries on this.
4.4 Meetings	To reduce transmission due to face-to-face meetings and maintain social distancing in meetings.	Steps that will usually be needed: 1. Using remote working tools to avoid in person meetings. Team members will be provided headsets to encourage virtual meetings from their desks.
		2. Ensuring participants physically attend meetings only where reasonably necessary. Participants should maintain social distancing guidelines (2m, or 1m+ with risk mitigation where 2m is not viable). Meeting rooms which are not large enough to facilitate social distancing will be put out of use or reduced to a one person or two person maximum capacity. The business is encouraging virtual meetings.
	Steps that will usually be needed	3. Avoiding transmission during meetings, for example avoiding sharing pens, documents and other objects Team members are to use their own IT equipment and stationary items only. There will be enhanced cleaning throughout the offices including IT equipment. Critical workers have been provided with designated desks and IT equipment which will be labelled.
		4. Providing hand sanitiser in meeting rooms. There has been increased hand sanitiser units provided in all office spaces.
		 Holding meetings outdoors or in rooms where there is good ventilation through open doors, windows and vents, mechanical ventilation (such as air conditioning) or a combination of both. Remote meetings will be continued wherever possible. There is ventilation in all meeting rooms in the offices via natural or mechanical means. Meeting room capacity has been reduced to discourage the use of meetings
		6. Airing rooms between meetings, opening all the doors and windows as

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	fully as possible to maximise the ventilation in the room.	
	 For areas where regular meetings take place, using floor signage to help people maintain social distancing. 	Chair and room signage will be in place in meeting rooms to encourage and illustrate social distancing.
.5		
Common areas To maintain social distancing while using common areas.	Steps that will usually be needed:	
	 Staggering break times to reduce pressure on the staff break rooms or places to eat and ensuring social distancing is maintained in staff break rooms. 	Team member break times will be staggered. Screens have been installed canteer areas where two metre social distancing cannot be achieved.
	Using safe outside areas for breaks.	Team members can go outside on their breaks if they choose to do so.
Steps that will usually be needed	 Creating additional space by using other parts of the working area or building that have been freed up by remote working. 	All common areas have been assessed for their use and potential to be used for other means, e.g. meeting rooms used for offices." The Loft" (team member and concession partner canteen) has been reconfigured to allow the maximum capacity while also ensuring social distancing measures are implemented. Once the store opens, "The Loft" capacity will be under constant review to assess whether other areas of the building such as Selfridges Kitchen will be required as additional space.
	Installing screens to protect workers serving customers at till points.	Screens have been installed at till and reception points where social distancing cannot be achieved, also in common areas to provide a physical barrier where appropriate.
	Providing packaged meals or similar to avoid fully opening staff canteens.	Packaged meals will be provided initially until it has been assessed to provide furthe services.
	 Reconfiguring seating and tables to optimise spacing and reduce face-to- face interactions. 	The team canteen capacity has been reconfigured to ensure social distancing guidelines are complied with in seating areas.
	 Encouraging workers to remain on-site and, when not possible, maintaining social distancing while off-site. 	"The Loft" is provided for all team members for their breaks. Office based tean members can use the kitchen facilities, however seating has been removed so the can sit at their desks or in "The Loft".
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		8.	Considering use of social distance marking for other common areas such as toilets, showers, lockers and changing rooms and in any other areas where queues typically form.	Some sinks will be pu are washing their ha	t out of use to encourage social distancing while team members nds.
4.6 Accidents, security and other incidents	To prioritise safety during incidents.	break-ir	mergency, for example, an accident, fire or n, people do not have to stay 2m apart if it be unsafe.	procedures will be br	cedures will still apply for these scenarios. Updated first aid riefed out to all first aiders prior to store opening. Team members idges Security and Fire Incident procedure cards as part of their .
		others s measur	involved in the provision of assistance to hould pay particular attention to sanitation es immediately afterwards including g hands.		ties and sanitiser is available in the occupational health room n chair is stored which is available to those providing assistance.
			nat will usually be needed: Reviewing your incident and emergency procedures to ensure they reflect the social distancing principles as far as possible.	Incident and emerge and other aspects of	ency procedures have been reviewed in terms of assembly points f social distancing.
		2.	Considering whether you have enough appropriately trained staff to keep people safe. For example, having dedicated staff to encourage social distancing or to manage security.	system.	e in place across all entrances and communicate via a radio , trained first aiders in place who have been briefed on COVID- es.
					been established to manage people throughout the store and or host roles established to communicate and monitor queues our buildings.
		3.	Considering the security implications of any changes you intend to make to your operations and practices in response to COVID 19, as any revisions may present new or altered security risks which may need mitigations.	system.	re in place across all entrances and communicate via a radio trained first aiders in place who have been briefed on COVIDes.
		4.		We do not conduct s	searches of people.
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		ensure safety of those conducting searches while maintaining security standards.	Bag searches are from behind a screen or at a safe distance where the team member or customer is asked to open their bag themselves to show the security team member.
		Follow government guidance on managing security risks.	Link: Staying secure during COVID-19 (CPNI Government Guidance)
5 . Cleaning the Workplace			
5.1 Before reopening	To make sure that any site or location that has been closed or partially operated is clean and ready to restart, including:	An assessment for all sites, or parts of sites, that have been closed, before restarting work.	An assessment of the retail space was completed which identified all hand sanitiser locations and a timeline for a full clean prior to store opening. Cleaning will commence five days prior to opening. Document reference: Relaunch Plan Drawing
		Cleaning procedures and providing hand sanitiser, before restarting work.	The Selfridges Relaunch Plan Drawing identifies shop floor hand sanitiser unit locations. There is signage in place on the shop floor and at the team entrances reminding people to follow hand hygiene guidelines. Document reference: Peartree COVI-19 Sanitisation Programme Document reference: Selfridges Cleaning Process Map
		 Checking whether you need to service or adjust ventilation systems, for example, so that they do not automatically reduce ventilation levels due to lower than normal occupancy levels. 	We have adjusted plant operating times to maximise air changes and have introduced enhanced hygiene measures. All ventilation systems are being maintained prior to store opening as part of the planned preventative maintenance (PPM) plan which includes the replacing of filters.
		 Most air conditioning systems do not need adjustment if they draw in a supply of fresh air. HSE guidance on ventilation and air conditioning provides further information. 	We will extend the air handling units operational times to ensure maximum air changes. We will increase the air handling unit operating times to maximise full fresh air volumes.
			We will stop or minimise any return air via the ductwork system to the air handling plant.
			Fan speeds will be lowered and set points regularised across the office floors.
			Air recirculation settings will be altered to minimise recirculation of air through the fan coils.
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5.2		Steps that will usually be needed:	
Keeping the workplace clean	To keep the workplace clean and prevent transmission by touching contaminated surfaces.	Frequent cleaning of work areas and equipment between uses, using your usual cleaning products.	Offices and team entrances will be sanitised on the night shift with a spray anti-viral cleaning product. Locker rooms and toilets will be cleaned hourly.
		2. Frequent cleaning of objects and surfaces that are touched regularly, including self checkouts, trolleys, coffee machines, betting machines or staff handheld devices, and making sure there are adequate disposal arrangements for cleaning products.	We have agreed a sanitising programme with our cleaning contractor for re-opening of the store which sets out the scope for areas that require regular sanitisation. Document reference: Peartree COVI-19 Sanitisation Programme
	Steps that will usually be needed	Clearing workspaces and removing waste and belongings from the work area at the end of a shift.	Waste collection bins are available on demand. Teams are instructed to keep work areas clean.
		 If you are cleaning after a known or suspected case of COVID-19 then you refer to the specific guidance. 	Link to government guidance: https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings
		 Providing extra non recycling bins for workers and customers to dispose of single use face coverings and PPE. You should refer to guidance for information on how to dispose of personal or business waste, including face coverings and PPE. 	Face coverings can be disposed of in general waste bins (with the exemption of a confirmed case of COVID-19 where government guidance will be followed). Team member have access to bins across the shop floor and back of house areas.
5.3 Hygiene – handwashing, sanitation facilities and toilets	To help everyone keep good hygiene through the working day.	Steps that will usually be needed: 1. Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency, avoid touching your face and to cough or sneeze into a tissue which is binned safely, or into your arm if a tissue is not available.	There is signage in place in team member toilets and at sanitising points.
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		Providing regular reminders and signage to maintain hygiene standards.	In addition to hand washing signage the welcome back guidelines graphics are up around the store which include an emphasis on good hygiene standards as one of the key principles.
		Providing hand sanitiser in multiple locations in addition to washrooms.	We have installed hand sanitiser units at all till points and high touch areas around the store. The units are checked throughout the day by the cleaning team for refill requirements.
	Steps that will usually be		Document reference: Relaunch Plan Drawing
	needed	 Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible. 	All toilets will have a dedicated cleaner. Some sinks and toilets have been put out of use to encourage social distancing.
		5. Enhancing cleaning for busy areas.	Barcodes are in place to allow cleaning regularity to be checked via the online system for high risk areas.
		 Providing more waste facilities and more frequent rubbish collection. 	Waste collection is available on demand through the Facilities Management Teams.
		 Providing hand drying facilities -paper towels, continuous roller towels or electrical dryers. 	Electrical dryers are provided in all toilets. They are maintained as part of the PPM activities. They are checked daily by the cleaning team who report any issues to the facilities team.
5.4 Customer fitting rooms	To minimise the risk of transmission through customer fitting rooms.	The enclosed nature of fitting rooms may result in increased risk of transmission of COVID-19. They should therefore be carefully managed to reduce that risk. Retail businesses should update their risk assessments for each premises where fitting rooms are being used.	
		 Adopting a limited entry approach, where entry is managed by a member of staff. Avoid the creation of bottlenecks and consider using one-in one-out, except where customers require specific assistance, including customers with children or those with disabilities. 	Fitting rooms will remain closed unless appropriate controls can be implemented. Fitting room capacity has been reduced across the Birmingham store. The aim of allowing some fitting rooms to open, only when sufficient controls are being implemented, is to prevent the downstream effect of a higher volume of returns by not letting our customers try clothing on. All open changing rooms are hosted by a Selfridges team member to manage this.
		 Limiting use of cubicles to one person at a time, except where customers require specific assistance. Keep multi- occupancy fitting rooms closed. 	Cubicles will be limited and only allow one person at a time.

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	 Leaving a gap of several minutes between one customer leaving a cubicle and the next customer entering. For stores with 2 or more cubicles, this could be achieved by alternating cubicle usage. 	Cubicles are cleaned and steamed in between each use. Naturally this takes several minutes to complete.
	 Where possible, leaving doors or curtains open in vacant fitting rooms to increase fresh air flow into cubicles that have recently been occupied, before the next customer enters. 	All changing rooms will be left open when not in use. Mechanical ventilation has been increased to allow for more fresh air.
	Making hand sanitiser available on entry and exit.	Hand sanitisers are placed throughout the store which customers are encouraged to use on entering the building, and again throughout by the hosts and by signage.
	Using social distancing marking in areas where queues normally form.	Busier changing rooms have floor talkers or lollipop signs for queue management. Quieter changing rooms rely on the host to manage queues.
	7. Setting clear use and cleaning guidance, where fitting rooms are cleaned frequently or between every use. Use normal cleaning products, paying attention to frequently hand touched surfaces, and consider use of disposable cloths or paper roll to clean all hard surfaces. Creating procedures to manage clothes that have been tried on, to minimise contact between customers and staff.	Fitting rooms will remain closed unless they can be cleaned effectively and have appropriate design to allow for social distancing for example enclosed doors that would protect the health of the individual using the fitting rooms and anyone passing by. Fitting rooms are cleaned and steamed in between each use.
	8. Ensuring any activity which involves close contact between customers and colleagues, for example fitting assistance, is carried out in line with the guidance on keeping workers and clients safe during COVID-19 in close contact services.	Fitting assistance has been suspended whilst under restrictions. Personal shopping appointments available online
	9. Keeping the facilities well ventilated, for example by ensuring extractor fans work effectively and opening windows and vents where possible.	See section 2.4 Ventilation.
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5.5 Handling goods, merchandise and other materials	To reduce transmission through contact with objects in the store.	Steps that will usually k	pe needed:		
		and introdu facilities for	increased handwashing cing more handwashing workers and customers or nd sanitiser where this is not	attend an online exguidelines. Increased no-touch	ead the welcome back pack prior to returning to work and will learning module which will include advise on hand hygiene hand sanitisers are located at all tills and other front of house well as team member entrance routes and lift lobbies.
		merchandise through diffe signage or re	ustomer handling of and testers, for example, rent display methods, new station, or cleaning of high with your usual cleaning	Demonstration proce Where relevant, prod on display will have a while also allowing cleaned, behind a s	ally on display for children to play with will be removed. esses have been amended to incorporate social distancing. Lucts on display will have a screen or cover installed. Other items a rope and pole installed too prevent customers toughing them the products to be viewed by customer. Technology will be creen. Items that can be sanitised effectively, will be sanitised or, or removed if this is not possible.
		customer use having staff limit custome between use up testing, It disposable them into sanitised tiles Any activity volume between cushould be the guidance clients safe contact servi			
		dropping-off	place picking-up and collection points where her than passing goods d.	Click and collect and other till areas will have a new process implemented whereby the bag or product is left on the till point, the team member will then stand back to allow the customer to pick up their item. Seating area reduced at click and collect.	
		5. Staggering customers	collection times for collecting items, with a	Internal queues will b	e managed via the rope and pole process and by the hosts.
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queuing system in place to ensure a safe distance of 2m social distancing guidelines (2m, or 1m+ with risk mitigation where 2m is not viable).	
6. Setting up 'no contact' return procedures where customers take return goods to a designated area.	There is a designated returns area on the 4 th floor for own bought products and an area designated back of house for items that need to be cleaned, steamed or quarantined.
	Concession items will be returned to concession tills to avoid excessive queuing on the $4^{\rm th}$ floor.
7. Encouraging contactless refunds, where possible.	Customers are encouraged to implement the use of contactless payment where possible from team members, through signage and the maximum contactless payment amount has been increased.
8. Providing guidance to how workers can safely assist customers with handling large item purchases.	Document reference: Two Persons Working Together Guidance
 Considering placing protective coverings on large items that may require customer testing or use, for example, furniture, beds or seats. Ensuring frequent cleaning of these coverings between uses, using usual cleaning products. 	Large display items will have a rope and pole installed too prevent customers toughing them while also allowing the products to be viewed by customer. Soft furnishings have been taken out of use wherever possible, or signage has been put in place to ask customers not to touch / use.
10. Cleaning touchpoints after each customer use or handover. For some examples, such as rental equipment, and test drive and rental vehicles, interior and exterior touchpoints should be considered.	Larger items on display will have a rope and pole installed too prevent customers toughing them while also allowing the products to be viewed by customer.
	Items such as hard surfaces which can easily be cleaned will be cleaned with appropriate cleaning products prior to their return to the shop floor.
	Storing items that have been returned, donated, brought in for repair or extensively handled, for example tried-on shoes or clothes, quarantined for 48 hours cleaning such items with usual cleaning products or using our UV Sani cabinets to sanitise before displaying them on the shop floor will take place. Materials used for cleaning can be disposed of normally.

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		If a product can be cleaned, then there is no need to quarantine and the product can be returned to display once cleaned. If a product is unable to be suitably cleaned by either of these methods, then it will be placed in quarantine for 48 hours. Examples include: 1. Shoes: Shoes: Shoes that can be cleaned will be and returned for sale If they cannot be cleaned due to the materials used, they will be quarantined for 48 hrs. 2. Accessories: Accessories that can be cleaned will be and returned for sale If they cannot be cleaned due to the materials used, they will be quarantined for 48 hrs. 3. Clothing: "Ready to wear" (clothing) will be quarantined for 48 hrs.
6. Personal Protective Equipment (PPE) and face coverings		
6.1 Personal protective equipment (PPE)	Where you are already using PPE in your work activity to protect against non-COVID-19 risks, you should continue to do so. COVID-19 is a different type of risk to the risks you normally face in a workplace, and needs to be managed through social distancing, hygiene and fixed teams or partnering, not through the use of PPE. Workplaces should not encourage the precautionary use of extra PPE to protect against COVID-19 outside clinical settings or	Specific activities that have been assessed using the Two Persons Working Together guidance may require additional PPE, however PPE is the last resort and will not be encouraged to be used as a control alone. Team members are advised to wash hands thoroughly prior to and after any task that requires PPE. Document reference: Two Persons Working Together Guidance

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	when responding to a suspected or confirmed case of COVID-19. Unless you are in a situation where the risk of COVID-19 transmission is very high, your risk assessment should reflect the fact that the role of PPE in providing additional protection is extremely limited. However, if your risk assessment does show that PPE is required, then you must provide this PPE free of charge to workers who need it. Any PPE provided must fit properly.		
Face coverings There is growing evidence that wearing a face covering in an enclosed space helps protect individuals and those around them from COVID 19. By law, staff and customers of retail setting are required to wear a face covering, unless they have an exemption. A face covering can be very simple; it just needs to cover your mouth and nose. It is not the same as a face mask, such as the surgical masks or respirators used by health and care workers. Similarly, face coverings are not the same as the PPE used to manage risks like dust and spray in an industrial context. Supplies of PPE, including face masks, must continue to be	By law, staff and customers of retail settings are required to wear a face covering, unless they have an exemption. Face coverings are not a replacement for the other ways of managing risk, including minimising time spent in contact, using fixed teams and partnering for close-up work, and increasing hand and surface washing. These other measures remain the best ways of managing risk in the workplace and government would therefore not expect to see employers relying on face coverings as risk management for the purpose of their health and safety assessments. Face coverings are mandatory on public transport and for customers in shops and supermarkets, indoor shopping centres, banks, building societies, post offices, premises providing professional, legal or financial services, auction houses and where food or drink is purchased. If a shop, outlet or supermarket has a café or seating area for customers to eat and drink, then the face covering can be removed in	The security team of face coverings and of the coverings and of the coverings. Team mentit is important that it is important they are customers to more earlier through are coverings are of the will continually practice through instour reconfiguring when through many other line management of social distancing with the covering that is the covering that it is the covering that is the covering that it is the	an support if a person is being particularly disruptive regarding does not explain a valid reason for this. The embers to wash or sanitise their hands before putting on face embers must take their own covering if they choose to wear one, is not handed to them. The advised to wash their hands regularly. Hand sanitising stations areas to facilitate the ability for team members, concessions and easily and regularly wash their hands. The edisposed of in waste bins provided. The encourage team members to implement social distancing talling signage, putting sinks, toilets and seating areas out of use, ere we can. This will reinforce the messages that we provide means of communication including presentations, e-learning, conversations and messages over the in-store speaker system. Will be reviewed through an ongoing inspection regime.
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reserved for those who need them to protect against risks in their

workplace, such as health and care workers, and those in industrial settings like those exposed to dust hazards. this area only when customers are seated to eat or drink. Customers must wear a face covering before entering any of these settings and keep it on until they leave unless they have an exemption. People are also encouraged to wear a face covering in other enclosed public spaces where social distancing may be difficult and where there are people you do not normally meet.

A face visor or shield may be worn in addition to a face covering but not instead of one. This is because face visors or shields do not adequately cover the nose and mouth, and do not filter airborne particles.

Find further detail on when and where to wear face coverings.

Some people don't have to wear a face covering including for health, age or equality reasons.

Customers are permitted to remove face coverings for the purposes of identification or when speaking with people who rely on lip reading, facial expressions and clear sound for communication.

No one who is exempt from wearing a face covering should be denied entry if they are not wearing one.

By law businesses must remind people to wear face coverings where they are required, for instance using signage. If necessary, police can issue fines to members of the public for nonDocument reference: Face Covering Guidance

https://www.gov.uk/government/publications/face-coverings-when-to-wear-one-and-how-to-make-your-own/face-coverings-when-to-wear-one-and-how-to-make-your-own

https://www.gov.uk/government/publications/face-coverings-when-to-wear-one-and-how-to-make-your-own/face-coverings-when-to-wear-one-and-how-to-make-your-own

Staff welcome back packs are to continue with 3 x masks provided to each staff member

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compliance. Businesses will not be required to provide face coverings for their customers.

Employers must ensure that all staff in retail settings wear face coverings when in areas that are open to the public and where they are likely to come within close contact of a member of the public, unless they have an exemption. This requirement applies to workers in shops or supermarkets, indoor shopping centres, banks, building societies, post office workers, premises providing professional, legal or financial services, estate agents and auction houses. Employers should continue to follow 'COVID-19 secure' guidelines to reduce the proximity and duration of contact between workers.

Employers must not, by law, prevent their staff from wearing a face covering where they are required to do so.

Businesses will be expected to provide face coverings as a working requirement but staff will be welcome to use their own. As face coverings are required in so many settings we expect most people to have their own.

If businesses have taken steps to create a physical barrier or screen between workers and members of the public then staff behind the barrier or screen will not be required to wear a face covering. Enforcement action can be taken if barriers and screens are in place which do not adequately mitigate risks.

Businesses already have legal obligations to protect their staff under existing employment law. This means taking appropriate steps to provide a

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7 . Workforce		safe working environment, which may include providing face coverings where appropriate, alongside other mitigations such as screens and social distancing. Businesses should advise workers how to use face coverings safely. This means telling workers: • wash your hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and before and after removing it • when wearing a face covering, avoid touching your face or face covering, as you could contaminate them with germs from your hands • change your face covering if it becomes damp or if you've touched it • continue to wash your hands regularly • change and wash your face covering daily • if the material is washable, wash in line with manufacturer's instructions; if it's not washable, dispose of it carefully in your usual waste • practise social distancing wherever possible Find further detail on face coverings including when to wear one and how to make your own.		
Management				
7.1 Shift patterns and working groups	To change the way work is organised to create distinct groups and reduce the	Steps that are usually needed: 1. As far as possible, where workers are split into teams or shift groups, fixing these	Head office teams th teams where possible	
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number of contacts ea worker has.	teams or shift groups so that where contact is unavoidable, this happens between the same people.	Retail team members that are returning to the store have been reduced significantly and significant numbers of this team member group will not be returning into the store at this stage.
	 Identifying areas where people have to directly pass things to each other and finding ways to remove direct contact such as by using drop-off points or transfer zones. 	Transfer zones will be implemented where practical in stock rooms and click and collect areas.
	 Taking into account the particular circumstances of those with different protected characteristics, including disability, maternity and religion, and how they may be impacted by shift patterns and measures to reduce people flow. 	
7.1.2 Outbreaks in the workplace To provide guidance in event of COVID-19 outbre the workplace		Recovery and response plans are in place for each department and are under continuous review. The overarching Recovery and Response Plans support the organisation's decision making. The Head of H&S is the SPOC for Public Health England. Process in place for deputy SPOCs.
	 Contact your local PHE health protection team if you have had an outbreak and need further guidance. Find your local PHE health protection team. 	https://www.gov.uk/health-protection-team
	3. If the local PHE health protection team declares an outbreak, you will be asked to record details of symptomatic staff and assist with identifying contacts. You should therefore ensure all employment records are up to date. You will be provided with information about the outbreak management process, which will help you to implement control measures, assist with communications to staff, and reinforce prevention messages.	All team members details are located securely on MyWorkday which team members have a responsibility to keep up to date. Those who have been identified as showing symptoms are record on the Suspected and Confirmed Case Tracker. As per the Suspected and Confirmed Case Process, on a case by case basis comms are developed and briefed out to the relevant teams. Link to process: https://wd3.myworkday.com/selfridges/d/inst/17816\$85/reltask/2998\$29489.htmld
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7.2 Work-related travel 7.2.1 Cars.	To avoid unnecessary work travel and keep people safe when they do need to travel between locations.	See steps below.	
accommodation and visits	Steps that will usually be needed	 Walking or cycling where possible. Where not possible, you can use public transport or drive. You must wear a face covering when using public transport. Minimising the number of people outside of your household or support bubble, travelling together in any one vehicle, using fixed travel partners. 	Travel between the Oxford Street store and the regional stores is suspended until further notice unless it is an activity that is critical for the operation of the business which cannot be carried out through one of the virtual mechanisms which we have provided to team members. Vehicle sharing is not encouraged.
		 Providing adequate ventilation by switching on ventilation systems that draw in fresh air or opening windows (partially if it's cold), and avoiding sitting face-to-face. For more information on ventilation in vehicles read HSE guidance on ventilation and air conditioning. 	
		Cleaning shared vehicles between shifts or on handover.	Vehicle sharing is not encouraged.
		 Where workers are required to stay away from their home, centrally logging the stay and making sure any overnight accommodation meets social distancing guidelines. 	Team members are not advised to stay away from their home. Travel between stores is not permitted unless it is crucial to the operation of the business. Overnight accommodation is not encouraged.
7.2 Work-related travel7.2.2 Deliveries to other sites	To help workers delivering to other sites such as factories, logistics sites or customers' premises to maintain social distancing and hygiene practices.	See steps below.	

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		1.	Putting in place procedures to minimise person-to-person contact during deliveries to other sites.		specific bays which are marked with paint on the ground where n park safely and achieve 2m distancing whilst deliveries are
	Steps that will usually be needed	2.	Maintaining consistent pairing where two-person deliveries are required.	Document reference	e: Two Persons Working Together Guidance
		3.	Minimising contact during payments and exchange of documentation, for example by using electronic payment methods and electronically signed and exchanged documents.	This is not relevant for companies engaged	Selfridges Team Members. This process is managed by delivery I with by Selfridges.
7.3 Communications and training 7.3.1 Returning	To make sure all workers understand COVID-19 related safety procedures.	See step	ps below.		
to work			Providing clear, consistent and regular communication to improve understanding and consistency of ways of working.	improve information such as presentations is available to all team member	
	Steps that will usually be needed		·	focusing on the key performed to follow social distant	omers and team members has been designed to be consistent orinciples of the Welcome Back message which advise people icing and good hand-hygiene practices, and how to implement ough "Floor Talker" signage on the floors and escalators and its or sinks.
				members which will I Welcome Back Video	egular communication between line management and team be supported by the Welcome Back guidelines, the Big Yellow o on Yammer, consistent messages played over the speaker rning module which everyone must complete.
		2.	Engaging with workers and worker representatives through existing communication routes to explain and agree any changes in working	information such as p Workday.	e, the risk assessment, a suite of COVID Policies and supporting presentations will be made available to all team members on My
			arrangements.	physical inspections	ream members through Yammer, line management and during on the shop floor to gain their feedback so that we can now the guidelines are being implemented.
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		 Developing communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work. 	The points above apply. Link: Welcome Back Team Selfridges!
7.3 Communications and training 7.3.2 Ongoing communications	To make sure all workers are kept up to date with how safety measures are being implemented or updated.	See steps below.	
and signage		Ongoing engagement with workers (including through trade unions or employee representative groups) to monitor and understand any unforeseen impacts of changes to working environments.	We have consulted with our "workers" and union representatives to gain their feedback on health and safety measures. The Re-Opening Stores Risk Assessment has been created following consultation with various workers and teams throughout the Selfridges organisation. The significant findings have been captured, communicated and made available through a library of documents used in initial briefings and training sessions and as reference materials that can be accessed by Selfridges team members and concession partners at any time. The risk assessment documentation is available on MyWorkday and feedback will be gathered on the RA from team members through the Health and Safety Department email.
	Steps that will usually be needed	 Awareness and focus on the importance of mental health at times of uncertainty. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19). 	We have asked managers that are not furloughed to stay connected through the communication mechanisms we provide for all team members including phone calls, Skype and Microsoft Teams. We have Yammer and leadership calls as well as eleaning to support managers leading remotely and for those that may be feeling anxious. Internal Communications post regular updates on wellbeing support that is available to all team members including access to Workplace Options, Nudge and elearning modules such as Stressbusters. Link to government guidance: Government Guidance on the Mental Health and Wellbeing Aspects of COVID-19
		3. Using simple, clear messaging to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language, and those with protected	The presentations, videos and messaging that we are providing to team members through various means of communication include simple graphics and consistent language to ensure that we reach all of our audiences. Document reference: Store Re-Opening Graphics Pack Link: Retail Team & Customer Experience in Store - New Ways of Working
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4. Using visual communications, for example whiteboards or signage, to exploin changes to production schedules, breakdowns or materials shortages to reduce the need for face-to-face communications. 5. Communicating approaches adoption and to share experience. 5. Communicating approaches of trade bodies to halp their adoption and to share experience. 7.4 Staff canteens and restaurants that are open to the public should follow the guidance for restaurants evaluarity. But will usually be needed: 1. Hand washing localities or hand sanities must be coveraged and must be localities on their must be coveraged to ensure on other rouse and their use should be supervised. 2. Break times should be staggered to ensure on other than the public on should be clearly marked to ensure social distancing lues. 3. Queue points on the face on sure which are social distancing lues. 3. Queue points on the face on sure social distancing lues. 3. Queue points on the face on sure social distancing lues. 3. Queue points on the face on sure social distancing lues. 3. Queue points on the face on sure social distancing lues. 3. Queue points on the face on source with a content point of the public should be supervised. 3. Queue points on the face on source with a content point of the public should be altered to ensure social distancing lues.		characteristics such as visual impairments.	
operational procedures to suppliers customers or trade bodies to help their adoption and to share experience. 7.4 Staff canteens and restaurants that are open to the public should follow the guidance for restaurants, pubs, bars and takeaway services. They must maintain records of staff, customers and visitors to support NHS Test and Trace. Staff canteens and restaurants that are open to staff only will usually need to take the steps below. Staff canteens and restaurants that are open to staff only will usually need to take the steps below. Staff canteens and restaurants that are open to suppressed to ensure the staff only will usually be needed: 1. Hand washing facilities or hand sanitiser must be available at the entrance to canteens and their use should be supervised. 2. Break times should be staggered to ensure overcowding, so that staff can adhere to social distancing rules. 3. Queue points on the floor should be clearly marked to ensure social		example whiteboards or signage, to explain changes to production schedules, breakdowns or materials shortages to reduce the need for face-to-	important information as well as the display screens which are located in front of
canteens and restaurants the public should follow the guidance for restaurants, pubs, bars and takeoway services. They must maintain records of staff, customers and visitors to support NHS Test and Trace. Staff canteens and restaurants that are open to staff only will usually need to take the steps below. Steps that will usually be needed: 1. Hand washing facilities or hand sanitiser must be available at the entrance to canteens and their use should be supervised. 2. Break times should be staggered to ensure no overcrowding, so that staff can adhere to social distancing rules. 3. Queue points on the floor should be clearly marked to ensure social		operational procedures to suppliers, customers or trade bodies to help their	organisations that we engage with understand our guidelines. Link: Welcome Back Team Selfridges! Document reference: Contractor COVID Guidance Document reference: Events and Third Party COVID Guidance
distancing is possible.	canteens and and prevent transmission restaurants	the public should follow the guidance for restaurants, pubs, bars and takeaway services. They must maintain records of staff, customers and visitors to support NHS Test and Trace. Staff canteens and restaurants that are open to staff only will usually need to take the steps below. Steps that will usually be needed: 1. Hand washing facilities or hand sanitiser must be available at the entrance to canteens and their use should be supervised. 2. Break times should be staggered to ensure no overcrowding, so that staff can adhere to social distancing rules. 3. Queue points on the floor should be clearly marked to ensure social	team whose role requires them to be present in store once is has reopened. Shifts and break times will be staggered. In addition to the handwashing signage the welcome back guidelines graphics are displayed around the store which include an emphasis on good hygiene standards as one of the key principles. Signage and floor markings are in place to identify where people can stand to ensure that social distancing is complied with. Cleaning will be increased in every area of Selfridges stores (FOH & BOH) and office

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8		 There should not be any sharing of food and drink by staff who do not share a household. Minimise self-serving options for food and drink. As far as possible, food served and/or displayed should be individually wrapped to minimise contact and avoid spread of infection. Increase the frequency of cleaning, especially hand touch surfaces, such as table tops, drinks levers, keypads, grabrails, elevator buttons, light switches, door handles, and any surface or item which is designed to be, or has a high likelihood of being touched. Plates, cutlery and glasses should be handwashed in hot soapy water or washed with detergent in a dishwasher rated for disinfection. Canteens and restaurants should be thoroughly cleaned after each group of staff use them. Provide adequate ventilation by opening doors, windows and vents or by mechanical ventilation through fans and ducts, or a combination of both. HSE guidance on ventilation and air conditioning provides further information. A system to reduce the use of cash for food or to facilitate the exclusive use of debit cards and contactless payment should be considered. Where possible, cohorts of workers should be matched to zoned canteen areas. 	
8 Inbound and outbound goods	To maintain social distancing and avoid surface transmission	See steps below.	

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when goods enter and leave the site, especially in high volume situations, for example, distribution centres or despatch areas.			
	Revising pick-up and drop-off collection points, procedures, signage and markings.	Click and Collect will operate with floor talkers in place to ensure social distancing guidelines are followed. There will be a team member back of house and a team member front of house. The BOH team member will "drop-off" the products and then the FOH team member will pick up the product to "drop" it off for the customer, reducing any need for team-to-team or team-to-customer close proximity.	
Steps that will usually be needed	 Minimising unnecessary contact at gatehouse security, yard and warehouse. For example, non-contact deliveries where the nature of the product allows for use of electronic pre- booking. 	This is not relevant to the Birmingham store.	
	 Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often. 	The frequency of deliveries has been reduced to as low as is practical for operation of the store.	
	Where possible and safe, having single workers load or unload vehicles.	Document reference: Two Persons Working Together Guidance	
	Where possible, using the same pairs of people for loads where more than one is needed.	Document reference: Two Persons Working Together Guidance	
	 6. Enabling drivers to access welfare facilities when required, consistent with other guidance. 7. Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways. 	and is encouraged to use hand sanitiser provided prior to entering our stores. Drivers are not encouraged to enter our stores as per the normal process. The loading bay has specific bays which are marked with paint on the ground where delivery vehicles can park safely for deliveries to be processed. Where deliveries are processed by Selfridges team members, delivery drivers are encouraged to remain in	
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		where people can stand to ensure that social distancing is complied with. Bay capacity has been reduced to ensure that delivery areas are spaced out sufficiently.
Tests and Vaccinations	It's important that you continue to put measures in place to reduce the risk of COVID-19 transmission, including maintaining social distancing, frequent cleaning, good hygiene and adequate ventilation, even if your workers have: • received a recent negative test result • had the vaccine (either 1 or 2 doses) Where you're providing testing on-site, you should ensure that workplace testing is carried out in a safe manner and in an appropriate setting where control measures are in place to manage the risk of COVID-19 transmission during the testing process. These include maintaining social distancing where possible, frequent cleaning, good hygiene and adequate ventilation. You should also ensure that an appropriate setting is available for individuals to wait in while their test is processed.	On-site workplace testing is not provided. Lateral flow tests are available to all team members. Various documents relating to covid-19 procedures have been updated to highlight that they are still applicable to team members who have had the vaccine or received a negative test. Document reference: Team Testing Guide Document reference: Coronavirus Vaccination Policy
9.1 Accessing Testing	Anyone with coronavirus symptoms can get a free NHS test. You can also order rapid lateral flow tests to test employees with no coronavirus symptoms. The test kits are entirely free of charge until 30 June 2021 for businesses that register by 12 April.	Rapid lateral flow tests are given to all employees (Who consent) to take a test at home. There is a reporting policy in place and all potential or confirmed coronavirus cases are managed appropriately adhering to government guidelines and / or legislation. Document reference: Team Testing Guide
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 your business is registered in England you employ 50 people or more your employees cannot work from home 	
Regular testing, alongside control measures to reduce the risk of COVID-19 transmission, will have a key role to play in future. Regular testing could help identify more positive cases of COVID-19 in the workplace. Read further guidance on your options for workplace testing, or call 119 for more information.	

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