

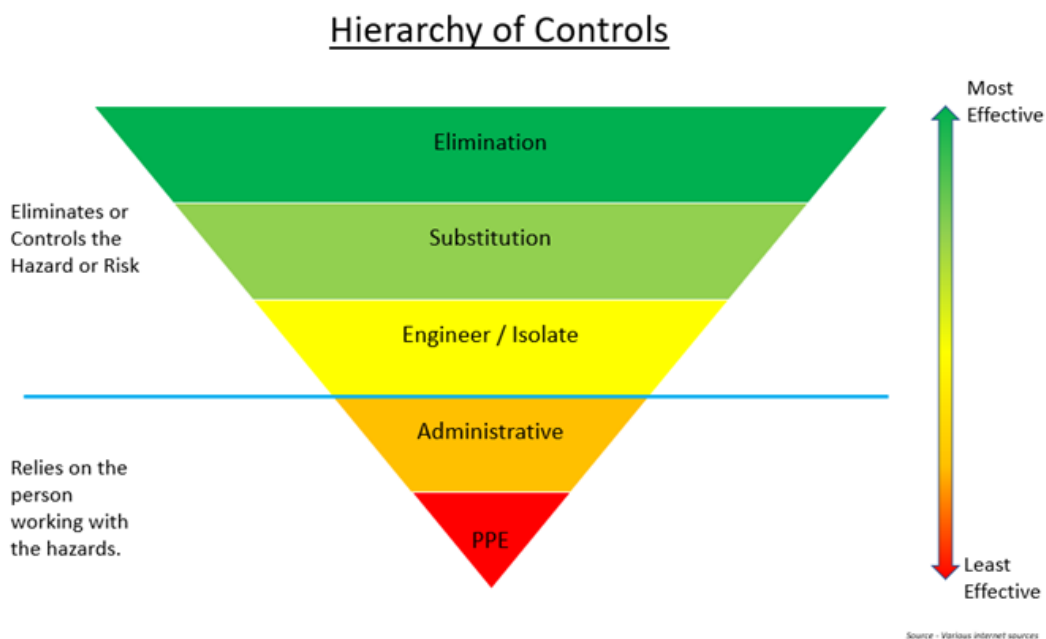
RISK ANALYSIS: COVID-19

VALID FROM 18th MAY 2020

Management of the COVID-19 situation is difficult for many reasons and we face new challenges not experienced in modern times. Fresca companies are managing their risks internally, in accordance with the established hierarchy of controls (see below). The safety of our people remains our primary priority.

Our businesses are part of a supply chain which spans international borders and jurisdictions. Risks and controls around the world are changing frequently and each company is working with its suppliers to ensure that information flow and compliance are not compromised from any variation in Coronavirus circumstances.

The below 'Hierarchy of risk controls' is a cornerstone of Health, Safety & Welfare methodology. We refer to this as the foundation of risk reduction for our staff and facilities.



It is a prioritised list of risk reduction whereby risk is managed in the following prioritised order.

1. **Eliminate** – can you eliminate the risk from the person? if you cannot;
2. **Substitute** – can you substitute the identified risk with a smaller risk? if you cannot;
3. **Isolate** – can you isolate the person from the risk? If you cannot
4. **Administrate** – you need to administrate the risk with signs, training, and new procedures
5. **PPE** – and finally if you still identify a risk, you must consider, as a last resort, PPE

Can we **eliminate** the risk of Coronavirus and we should be spending most of our resources doing this?

Education of our workforce regarding Coronavirus and how the disease survives is essential. Our workers must be clear that extra handwashing and cleaning are fundamental to reducing the risk, wherever the employee is working.

Risk to our people at work can be lessened by reducing the number of people on site. Anyone who can perform their role from home should be at home and supported in doing so during this time of high transmission risk. Site entry prevention extends to visits from suppliers and customers. A policy of 'essential visitors only' is followed where possible.

Clear procedures are in place at each site and communicated frequently to reinforce the need for any employee who feels unwell to stay at home. Temperature checks are used where appropriate to monitor the health of staff on site.

The above steps to prevent Coronavirus entering any of our facilities are our primary prevention measure. However, full prevention is not possible and risk remains. Substitution measures therefore apply to help further reduce risk.

In substitution measures, Fresca companies have reduced risk by reducing contact between people and at common touchpoints where possible.

Each site has reviewed its layout to implement one way flow in corridors and packing factories as appropriate. Allocated entrances and exits reduce contact and new 'clocking in' procedures apply. Each office and meeting room has been assessed to assign a maximum number of people within it and equipment that is likely to have more than one user is marked accordingly with appropriate cleaning materials provided.

Start, finish and break times have been reviewed and staggered to prevent bottle-necks in changing areas and communal spaces such as canteens. In these spaces, seating capacity has been reduced and table spacing increased to allow for social distancing.

Employees are discouraged from non-essential contact in offices, making use of video conferencing over a face to face meeting where possible. Where desk space and equipment is allocated to a user, it should not be used by another employee.

We can attempt to isolate and reduce the risk for employees on site through measures like social distancing. Floor markings are provided where suitable to assist with distancing. Visual reminders are present at each site. Social distancing must become habitual amongst the workforce to be of true benefit. In some operational areas, achieving the desired social distance is a particular challenge. Here, our businesses have designed and installed appropriate shielding screens and devices to reduce risk from physical proximity.

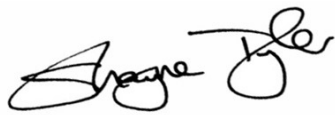
Administrative is very difficult with COVID-19 as the amount of guidance and rules are overwhelming, but concentration on the first three measures above will result in a greatly reduced risk.

Each Fresca company has increased its focus on staff training and signage tools to help educate the workforce and make virus prevention behaviours and procedures habitual and expected. Each employee must understand why the measures are in place and must understand that they have a duty to comply in their behaviour.

PPE is the final resort and will only be used where identified risk remains beyond reasonable measures taken in the steps above.

People feel a mental reassurance from wearing PPE, but evidence shows that wearing gloves results in less frequent hand-washing. Facemasks increase the number of times the wearer touches their face. Both can therefore increase the risk. Where PPE is introduced it is managed appropriately to ensure that the wearers understand the risks in full.

Not every business can implement the same mitigation actions, but they can all implement what is reasonably practicable for their organisation. Each Fresca site has its Health & Safety professional, sharing knowledge and ideas for risk reduction as a coordinated group with our Group Compliance Director.

A handwritten signature in black ink, appearing to read 'Shayne Tyler', written in a cursive style.

Shayne Tyler
Group Compliance Director

Version Control

Version	Status	Description of Version	Date Completed
1.0	Completed	Group Risk Analysis for Publication	18.05.2020

J Whittaker