



MAKING YOUR WORLD STRONGER

May 5, 2020

Matthew Utecht
President
United Food and Commercial Workers Union
Local 663
6160 Summit Drive N
#600
Brooklyn Center, MN 55430

Re: Reopening of the Worthington, MN Pork Operation

Dear Matt,

Thank you for taking the time to talk with me today and working with JBS regarding the reopening of our operations in Worthington. As we discussed, we have a robust plan that has been put into place that includes continuing many of our previous safety interventions and adding additional safety measures to ensure our team members are able to work in a safe environment.

JBS has been in close, communication with various local, state, and federal agencies to ensure the facility is safe for our team members. The activities we have engaged in prior to resuming operations have been vetted, approved by, and performed in conjunction with these groups, which include the Nobles County Department of Public Health (“NCDPH”) and the Minnesota Department of Public Health (“MDPH”). With these agencies’ support, the Company has created a multi-faceted, comprehensive plan to resume operations. I have included several highlights from this plan in this letter.

In an effort to enhance employee communication and to ensure a Company representative is available to answer any questions employees may have, the Company has developed a COVID-19 hotline. The hotline is marketed in multiple languages throughout the Facility. The below sign (copied here in English only) can be found in several locations:



During the period the plant was closed, the Company developed a robust communication strategy to ensure our team members understood the importance of self-isolating and quarantining. As part of this



plan, the Company called all team members (at their last know phone number) to give guidance. This guidance was generally, as follows:

- No gatherings with anyone who doesn't live in your home.
- Don't go out in public unless you have to.
- Try using curbside pickup for groceries.
- If you must go out, wear a face mask.
- Wash your hands often.
- Clean and sanitize areas that are used frequently such as: steering wheel, kitchen, doorknobs, handrails, light switches, cellphone, and keys
- Help children wash their hands often.
- When we reopen, we will communicate in the following ways with team members: Rapid text program, Mobility texting program (older program), social media, radio station, you can also call the weather line on the back of your ID for updates.
- If you have further questions, please call HR – 507-372-6316

Additionally, the Company sent employees text messages with the following information:

- Hello Food Heroes: Did you know we have a COVID-19 Hotline? If you have any questions or concerns, please call 888-267-3447
- Awareness and social distancing should not stop after you leave the plant. Wear your mask in public. Stay at least 6 feet away. Consider grocery delivery service.

In the event that team members are identified as having COVID-19, they will be excluded from work and we will cooperate with medical providers and public health agencies to ensure the affected team member receives appropriate education regarding the importance of self-isolation and quarantine.

Further, as you know, we stand committed to work with the Union to develop messaging for our workforce that helps team members understand the importance of the measures to prevent the spread of COVID-19.

As we move forward, we will provide surgical masks to team members as soon the team member enters the parking lot. Additionally, all visitors to the facility are required to wear at least this surgical mask over their nose and mouth at all times, except during meals where other interventions have been implemented. In addition, the following constitutes *minimum* personal protective equipment (“PPE”) for each area of the plant:

Harvest (Hot)	Fabrication (Cold)	High Impact/Maintenance
Hard Hat	Hard Hat	Hard Hat
Hair/Beard Net	Hair/Beard Net	Hair/Beard Net
Ear Plugs	Ear Plugs	Ear Plugs
Eye Protection (as appropriate)	Eye Protection (as appropriate)	Eye Protection (as appropriate)



Face Covering
(surgical mask)

Face Covering
(surgical mask and face
shield for high impact
functions (as
available))

Face Covering
(surgical mask and face
shield for high impact
functions (as
available))

Frock/Covering
Steel toed footwear

Frock/Covering
Steel toed footwear

Frock/Covering
Steel toed footwear

We currently maintain a temperature and symptom screening station where members of the Company's occupational health staff take the temperature of, and screen, every person for COVID-related symptoms prior to them entering the facility. Those waiting in line for temperature and symptom screenings are required to abide by all social-distancing guidelines. Anyone with an elevated temperature or other COVID-related symptoms are denied entry and the health staff provides follow-up.

We have also implemented several additional actions that will support our team members. These include:

- Creation of a Pre-screen area for people who don't feel well to be screen prior to entering
- Use of infrared camera
- Trained management on identifying the signs and symptoms of COVID-19
- Temperature taking at the guard shack for contractors, drives and visitors
- Training program for hourly team members to roll out the week of May 11, 2020
 - Social Distancing
 - Personal Hygiene
 - Wearing facemask
 - COVID-19 Symptoms
 - Precautionary Measures to Avoid COVID-19

As employees return, we are working to ensure social distancing is reinforced in our facility where possible and that we have the necessary sanitation processes and other interventions in place to ensure the safety of our facility. Several measures that were already in place or have been put into place are (Pictures are for illustrative purposes only):

- Staggering starts, shifts, and breaks to reduce the number of team members in common areas at any one time
- Re-arrange locker rooms for spacing, separating same shift and same department.
- Adding a Management designee at the facility entrance to ensure adherence to social distancing guidelines as employees wait for the Screening Station
- Adding signs and traffic flow markers for those waiting in line for the Screening Station
- Increasing spacing in cafeterias, break rooms and locker rooms
- Face shields to wear with masks on employees that cannot be 6ft apart
- Adding time clocks [to punch in and out] to get the spacing on shift change



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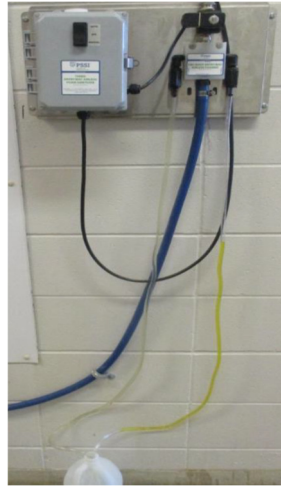
- Changed all water faucets to touchless water faucets
- Changing to automatic soap dispensers
- Changing to touchless sanitizer dispensers
- Door stops made to hold doors open
- Addition of a sanitization team that continuously sanitizes the facility, including handrails, tables, break areas, locker rooms, etc.
 - The sanitation team has been trained on chemical types and concentration, how to effectively apply the chemicals, and focus areas
- Removed any reusable towels & replaced with disposable ones
- Main walkways throughout the plant sprayed with bleach during high traffic times
- The office, maintenance shop, USDA areas, cafeteria and locker rooms are fogged at least weekly using sanitation chemicals by a trained third-party sanitation crew
- Trained Van Drivers to detect employees with symptoms and encourage people not feeling well to stay home
- Van Drivers providing face masks to all employees that does not have one before entering the vehicle
- Provided sanitizers to Van Drivers to sanitize the vehicle before and after every use
- Provided multi-lingual signs of COVID-19 symptoms and information





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- Additional boot baths or foamers at all entrances to plant and most production floors





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- Added touchless trash cans on both cafeterias – avoid contact with surfaces



- Adding signs to provide visual cues outside the plant as a reminder to workers to maintain social distancing.





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- Adding lines and arrows on the floor from the facility entrance to the main floor to direct traffic flow and ensure a 6 foot separation.



- Adding lines and signs in training rooms.



- Increasing spacing in cafeterias, break rooms and locker rooms





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- On-site tents to create more space for team members at break times and at lunch times



- Installing physical barriers to distance team members while working on the production lines





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- Measure and evaluate all lines for 6ft distancing and barriers between employees. Including evaluations of line speed adjustments so that 6ft distancing can be provided.



- Adding additional signage regarding team member welfare, social distancing, and proper utilization of PPE





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- Adding lines for flow and 6 foot separation markers on floor in the Storeroom.



- Adding plexiglass dividers to all lunch tables.



- Additional 100 lockers added to help with employee spacing during breaks.



Finally, we have established a COVID-19 Facility Task Force to maintain these interventions and monitor the workforce's adherence to them. The Task Force shall continually audit all areas of the



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Facility throughout each shift, enforcing this plan's procedures, including social distancing and personal sanitation efforts.

I hope this information helps highlight some of the robust interventions that have been put into place to keep team members safe. As we did prior to the temporary closure, we plan to partner closely with the Union and to work together towards our common goal of preserving the health and safety of our employees, your members. Additionally, we will continue to work with local, state, and federal agencies of all types to evaluate additional safety measures that may help improve our response to this global pandemic.

Thank you for your continued support of our employees and do not hesitate to reach out with any questions or concerns.

Best regards,

A handwritten signature in blue ink, appearing to read "Matthew J. Lovell", written in a cursive style.

Matthew J. Lovell
Head of Labor Relations, Health and Safety
JBS USA