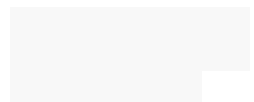


# Covid-19 Pandemic Response

**Cub**<sup>®</sup>



# PROTOCOLS & CHANGES

# Overview-COVID-19 Plan & Protocols

Much has changed over the last six weeks and this document is summation of all changes we have made at Cub; including new protocols and changes to how we deliver a great experience to our customers. Thank you for all the hard work around ensuring our associates and customers have a safe shopping experience

Six weeks ago, it became apparent that COVID-19 was a serious and imminent threat. The entire Cub team rallied to take steps to help prevent the spread of the COVID-19 virus and prepare in case of wide-spread illness. Protocols were initiated and changes to our standard procedures were developed to help protect our employees, customers and vendor partners.

## Highlights

- Protocols created for suspected and confirmed case of COVID-19 in our stores.
- Enhanced cleaning and safety protocols to prevent spread throughout our operations.
- Critical steps taken to educate our employees and customers on social distancing, including in store tactics to help communicate and facilitate compliance.
- Improved communication of topics related to COVID-19 to our associates and customers.
- Changes to our daily operating hours to better serve customers while maintain 24-hour locations for those customers who shop overnight and set aside early hours for those most in need.
- Changes in merchandising programs to reduce spread risk.
- Enhanced HR policies to make sure our employees are supported including hourly premium and that we can serve our customers through enhanced recruiting tactics.
- Enhancements to our pharmacy operations.

## Keys to success and how can you help

- Communication and re-communication of our expectations to associates and customers.
- Follow all food safety procedures and all enhanced COVID-19 cleaning additions
- Wash your hands frequently
- Help others to understand the importance of social distancing! Only you can ensure that social distancing is occurring.
- Encourage your teammates to follow the steps

## Next Steps

- A lot has changed, but more changes will be coming as this crisis continues to develop. When changes occur be sure to communicate and help your share the messages with your fellow team members and our customers. Keep updated on the latest and be sure to ask questions if you are not sure. Most importantly continue to follow all policies around spread prevention.

# Highlights

- Changes to our daily operating hours to better serve customers while maintaining 24 hour locations for those customers who shop overnight
- Liquor store SM and ASM's coming in at 6am M-F to allow salesman / deliveries in and out before the stores open
- Changes in merchandising programs to reduce spread risk
- Fresh decisions and other flow
- Supply procurement and control

# Protocols created for suspected and confirmed cases of COVID-19

- Tracking system developed
- Allowing visibility to see which stores have confirmed cases or call offs directly related to COVID-19
  - Departments affected
  - Allowing visibility to move associates to cover shifts
  - Leave of absences granted for any individual not comfortable working
  - Employee symptom tracking to determine safe return to work.
- Deep cleaning protocol setup to get stores cleaned and sanitized in the event of a confirmed case

# Enhanced cleaning and safety protocols to prevent the spread throughout operations

- Mask and Glove use policy set
- Carts cleaned and sanitized by associate during busy times
- Removal of biometric from timeclocks
- Plexiglass shields installed at registers
- Set schedule to relieve cashiers and all FE associates for hand washing
- In depth and visible cleaning of ALL FE equipment / stations
- In depth cleaning in our bookkeeping offices
- Ending plastic bag recycling collection
- Modified Return Policy
- Discontinuation of salad bars, wing bars, bulk foods, kombucha, oil / honey
- Limited / Moved to associate served: Enclosed hot bars, bulk donuts and kid's cookie and fruit

# Critical steps taken to educate our employees and customers on social distancing

- Closed all customer facing seating areas
- Elimination of customer sampling
- Elimination of tastings in our liquor stores
- Drop and Run quick delivery in our liquor stores
- Break room guidelines
- Visual distance decals on the Front End
- PA Announcements
- In-store message boards
- Elimination of “Whole Team” Department Head Meetings
- Huddle social distancing

# Improved communication of topics related to COVID-19 to our associates and customers

- Created page on CUB Portal for stores to have all information and best practices sent out surrounding the COVID-19 Virus
- COVID-19 Informational signoff training
- Continuing to apply marketing messages via digital avenues
- Huddles daily to keep associates up to date on any changes
- Signage reminding - posters
- Symptom Checklist
- Glove / Mask guidelines



# Enhanced Human Resources Policies

- \$2 / hour premium for hourly employees
- Double OT for hours worked over 40 for hourly employees
- Allowing new hires to begin before background check is completed
- Revised / modified orientation for new hires
- Unlimited waivers in local 653
- Opening scheduling for minors to work day hours
- Unions agree to allow non-union employees do limited work
- EAP Reminders often
- Assist with childcare options for tier 1 employees

# Enhancements to Pharmacy Operations

- Conduct 2 Pharmacy department meetings / week (Mon & Thurs)
- Weekly PDM District meetings with all Pharmacists (FRI)
- Cleaning protocols for community and non-community areas
- “Take a Number” system to facilitate social distancing
- Eliminated patient signature capture for insurance pickups
- Asking patients to use drive through, mail our to curb pick up if they are sick
  - Changed IVR message to reiterate
- Promoting free delivery including Medicare Part B
- Stopped point of care testing for strep and flu
- Maintaining a second staffing calendar for those RPhs / day to pick up shifts
- 7 WP’s and Specialty site has the ability to remote in to an RX location to assist in filling prescriptions if we have staff shortages. This was recently approved by the MN BOP due to COVID-19
- Limit the number of stores our float Pharmacists work in
- Drive through stores offering to provide other OTC items at pick up

# CUSTOMER LIMIT MODEL & PLAN

# Summary:



Modeling customer patterns by store the following steps will be deployed 4/10 & 4/11 and as needed in future weeks:

- Implement a Customer limit plan for 7 Liquor Stores
  - **The following liquor stores will have active customer limit monitoring with LP support Friday/Saturday:** St Louis Park, Lyndale, Rockford Rd, Arden Hills, Burnsville South
  - **The following liquor stores should be monitoring customer counts for spikes bringing the store over capacity and contact LP resources as needed:** Crystal and Maplewood West
  - Remaining stores should monitor their customer capacity and escalate for resources if needed.
- Implement a Customer limit plan for Uptown with support from LP resources
  - Extended to Chanhassen and Blaine West if business increases over trend in future weeks
- Store capacity and additional instructions will be communicated to each store specifically.



# Model & Plan Assumptions



The following assumptions were used in modeling which locations would be at risk of breaking social distancing density:

- Transactions occurring in weeks 33, 34 and 35
- Maintaining 250 available sq. feet per customer
- Conventional grocery customer spending 40 minutes per trip
- Liquor store customer spending 15 minutes per trip
- Conventional grocery locations with 50 active associates in an hour
- Liquor locations with 3 active associates in an hour
- Exclusion of Pharmacy only customers
- Exclusion of transaction less than \$5

# Model & Plan Assumptions



Please find below an example of the communication you will receive **if additional action is required:**

Hello [redacted] Store Leadership Team,

Recently you received a presentation detailing the steps Cub has taken in response to the COVID-19 pandemic and the additional steps Cub is implementing.

Regarding customer limits we spent a great deal of time discussing and researching the safest approach for our team and our communities that was fact and math based. As a result of this all stores will be provided their specific store capacity following a 250 ft per customer guidance.

**For your location specifically your capacity is 5 customers.**

This number applies specifically to customers shopping your store (excluding Pharmacy customers). Associates working, vendors in building including Instacart have all been calculated in our approach.

Reviewing your store specific customer patterns and recent shifts in customer behavior we believe this Friday and Saturday your store will be at risk of exceed this capacity. As a result a Loss Prevention Resource will be available on site to assist from noon to 9PM. Below you will find further detail regarding the specific peak times you may exceed capacity:

**Friday:**

Unit Num	Store Name	Sq Ft	Sq Ft per person	How many over capacity per hour									
				11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM
[redacted]	[redacted]	2053	250	-	(17)	(29)	(19)	(23)	(27)	(37)	(25)	(27)	(17)

**Saturday:**

Unit Num	Store Name	Sq Ft	Sq Ft per person	How many over capacity per hour									
				11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM
[redacted]	[redacted]	2053	250	-	-	(3)	(3)	(13)	(10)	(13)	(14)	(13)	(2)

Should you have any questions or concerns please escalate them through your Syd and your District Manager.

Thanks,  
Cub Leadership Team



# Model & Plan Assumptions



Please find below an example of the communication you will receive **if no additional action is required:**

Hello [red box] Leadership Team,

Recently you received a presentation detailing the steps Cub has taken in response to the COVID-19 pandemic and the additional steps Cub is implementing.

Regarding customer limits we spent a great deal of time discussing and researching the safest approach for our team and our communities that was fact and math based. As a result of this all stores will be provided their specific store capacity following a 250 ft per customer guidance.

**For your location specifically your capacity is 225 customers.**

This number applies specifically to customers shopping your store (excluding Pharmacy customers). Associates working, vendors in building including Instacart have all been calculated in our approach.

Reviewing your store specific customer patterns and recent shifts in customer behavior we do not believe you will be exceeding this number of customers. As a result no action is required from your team in limiting customers into the store at this time.

Should you have any questions or concerns please escalate them through your District Manager.

Thanks,  
Cub Leadership Team



# ENHANCED SOCIAL DISTANCING TACTICS



# Efforts to Limit Customers

## Promote SAFE Shopping Tactics

- Signing
- Overhead Messaging
- Social Media
- Not associate enforced

# Efforts to Limit Customers

## Digital Helpful Hints to Safely Shop

- Limit trips
- Touchless Payment
- Digital app for shopping list
- Avoid peak shopping times
- Promote use of 24 hour stores
- All stores open 6am -10pm
- Cub receives loads throughout the day

# Manage Customer Flow

## Manage customer proximity in bagging area

- Use only one belt
- Open every other check lane
- Open additional lanes when back-ups occur
- Quick CSM reaction to reduce crowding
- Cashier safety talking points

# Manage Customer Flow

## Disable SCOT Weight Restriction Intervention

- Speed up the SCOT lanes
- Eliminate 90% of attendant interventions
- Greatly reduces close, direct contact
- SCOT attendant MUST be in the courtyard providing service
- SCOT attendant should conduct structured, visual cleaning
- SCOT attendant should NOT leave until replaced

# Manage Customer Flow

## Increase Register Availability

- Extend Service Center hours with cashier staffing
- Reduced services offered
- Garden center register
- Coffee shop register
- Floral register
- Scales not available in all options

# Manage Customer Flow

## Entry and Exit Designation

- Specific entry and exit paths
- Create signage inside and outside to have customers use the primary method of entry/exit
- Reduce number of customers entering through designated exit and exiting through designated entry
- Directional cues to help customers find designated exit
- Goal is to reduce overall encounters

# Manage Customer Flow

## Liquor Aisle Flows

- Create flows by store to reduce the amount of social distancing non-compliance
- Includes one way designation to aisles and areas
- Syd will partner with each store to determine what is best for their layout.

# ASSOCIATE HEALTH AWARENESS



# Associate Health Awareness

## Associate Symptom Self-Check

- Encourage Symptom Awareness
- Associate self-check before coming to work
- Stay home if fever above 100.4
- Review other symptoms daily
- Ensure sick associates stay home
- Support with
  - Socially distanced huddles
  - Posters



## COVID-19 Actions to Date

- Associate Temperature Screening
- Associate Symptom Self Check
- Associates are provided with and required to wear masks
- Associate tracker for each associate who is self-quarantined
  - Leave of absence granted for any individual not comfortable working
  - Employee symptom tracking to determine safe return to work
- Removal of biometric from timeclocks
- Installed plexi-glass “shields” at check lanes, service desks, pharmacies, and liquor stores
- Identified Banner COVID-19 banner lead to work with Food Safety Director, Operations Team
- Implemented Task Force Team to identify and spear head needed measure to keep associates and customers safe
- Enhanced hours of operations – keeping selected stores open 24 hours to ensure needs of community are met
- Pharmacy
  - 24-hour Pharmacy operations added
  - Expanded pharmacy hours in many locations
  - Conduct 2 Pharmacy department meetings per week (Mon & Thurs)
  - Weekly PDM District Meetings with all Pharmacists (Fri)
  - Cleaning protocols for community and non-community areas W/I the Pharmacy
  - Eliminate patient signature capture for insurance pickups
  - use of Pharmacy drive through, mail to curb pick up with customer is sick
  - Promote free delivery including Medicare Part B
  - Stopped point of care testing for strep and flu
  - Maintaining a second staffing calendar for those RPHs/day to pick up shifts
  - 7 P’s and specialty site has the ability to remote into an RX location to assist in filling prescriptions if we have staff shortages. This was recently approved by the MN BOP due to COVID-19
  - Limit the number of stores our float Pharmacists work in
  - Drive through stores offering to provide other OTC items at pick up
  - Developed and implemented “take a number” system for social distancing in Pharmacy
- Shopping from 6:00-7:30am is reserved for elderly and high-risk shoppers
- Temporarily discontinued salad bars, wing bars, bulk foods, bulk donuts, and bulk produce



- Closed down seating areas
- Suspend bagging fundraisers
- Suspend Girl Scout cookie fundraiser
- Extra cleaning efforts throughout the store with continuous cleaning and sanitizing of grocery carts, hand contact surfaces, doors, payment pin pads, and register belts
- Developed protocol for stores to limit customers at a time to help with social distancing
- Associates allowed/encouraged to wear gloves and masks
- Suspended plastic bag program
- Modified Return Policy
- Shelter in place letter for all associates to use
- Continue to follow all government agency safety guidelines and recommendations
- Allocate additional supplies on sanitizer, PPE equipment through new vendors to keep associates and customers safe
- Social distancing signage in place at all locations, additional measures continue to be taken
- Social distancing signage in stores include: maintaining 6 feet distance between you and fellow shoppers, be conscientious as you shop, stay two carts away
  - Follow floor signs at checkouts to maintain distance
  - Shop during less busy times – mid morning and late evening
  - Suggest the number of family members shopping at one time
  - Use proper exits and entrances – usage of additional signage
  - Breakroom Signage
- PA announcements in stores on safe shopping
- Visual reminders on menu boards
- Every other register and only use one side of the belt
- Ensure reusable bags are clean
- Take advantage of touchless payments at check stands
- Order Online and pick up at the store in the designated parking spots
- Elimination of customer sampling
- Break room guidelines for social distancing
- Restructure of in store huddles for social distancing
- \$2/hours premium pay for hourly employees
- Double OT for hours worked 40 for hourly employees
- Continue to hire additional associates
- Supply reusable masks to all associates
- Closed all stores for Easter



- Provided each associate with a personal hand sanitizer that can be refilled at their store
- Round Up campaign – Donate at register campaign to help local food shelves in the Cub Communities
- Worked with the Governor’s Office to ensure childcare providers have access to the product they need to continue providing care to the children emergency and other essential works
- Worked with Governor’s Office to ensure our associates are included in Tier 1 – front line workers
- Donated our N95 masks to first responders and health care workers
- Donation of sanitizer to local community organizations
- Maintain highest food safety standards for our customers
- Developed protocol for suspected and confirmed cases of COVID-19 in our stores
  - Cleaning process for when there is a positive test result
  - Notification process for associates, vendors and regulatory
  - Developed contact tracing protocols
- Critical steps taken to educate our associates and customers on social distancing, including in store tactics to help communicate and facilitate compliance
- Development and implementation of COVID-19 portal page
- Additional hand washing schedule for front end team
- Sanitation teams in every store – focus on supplies, cart cleaning, and cleaning of high touch points
- Daily sanitation schedule launched with sanitation captain signoff required
- Identified 1 store in each district to use as a resource center for supplies such as front end bags, sanitizer, etc.
- Reopen plan for self-service areas in our stores – additional signage and sanitation stations (fixtures, supplies, etc.)
- Revised/modified orientation for new hires
- Unlimited waivers for local 653
- Opening scheduling for minors to work day hours
- Office/UNFI support in stores
- Additional focus on cleaning register and pin pad between every order
- Parallel Pick Program – Cub Store Associates selecting online orders alongside Instacart Shoppers
- COVID-19 plan for green houses
  - Social Distancing plan including layout, check out process, customer limit
  - Signing



- Sanitation including hand sanitizer and cleaning of hand contact areas
- Associate mask distribution and requirement to wear them
- Associate close contact protocols for continuing to work
  - MOD symptom review prior to shift start
  - Cleaning protocol if symptoms present
- Associate temperature check required prior to the start of shift. Sent home to quarantine if out of range
- COVID-19 related marketing campaigns and customer messaging