

# together we rise

PREPARING SCHOOLS AND  
UNIVERSITIES FOR THE NEW  
NORMAL

COVID-19 SOLUTIONS

rise with  
*sodexo*



# QUALITY OF LIFE HAS NEVER BEEN SO RELEVANT



**PHILLIP CARTER**

Segment Director,  
Education & Sodexo Kim Yew  
Country President,  
Sodexo Singapore Pte Ltd

I trust that you, your families, and loved ones are keeping safe and well during these challenging times.

Sodexo has been at the front line of the coronavirus (COVID-19) response since it first emerged in Wuhan, China in December 2019. As a global services provider in education, we have learned a lot since the beginning, working closely with our clients to implement our pandemic and business continuity plans and sharing learnings from our teams in China, APAC, and around the world.

In Singapore, the school environment remains fluid, with each school approaching the June 1<sup>st</sup> lifting of the Government “circuit breaker” with different and customised plans. Our number one priority has always been and will remain, the health and safety of our teams, our clients, our consumers and our suppliers. As the Covid-19 virus arrived in Singapore and cases grew, this has never been more important than it is right now. I am extremely proud of the way our teams have responded to help maintain services and continue to feed children, teachers and carers where required during this crisis.

I am also extremely proud of the way that Sodexo, a family-led business, has responded to protect jobs and keep our people safe and supported. Sodexo has established a Global Employee Relief Fund to help support the people in our business who are most impacted by this crisis. We are committed to retaining our fantastic staff and being ready to respond when you, our pupils, teachers, parents and students, need us the most.

As the government’s narrative now turns to the phased easing of the Circuit Breaker and the possible re-opening of schools, our clients and customers naturally look to us for support and solutions. We have worked hard to ensure that our teams have the right tools, information and best practice guides to ensure that we “re-open right”.

There are still many unknowns with respect to the exact protocols for re-opening schools and when our children and faculty will fully return to school. One thing is for certain, the re-opening program will require a collaborative approach. At Sodexo, we pride ourselves on strong client relationships and committed teams. These relationships will help us all to navigate the challenges ahead and find solutions as long-term partners.

I am happy to share in this document, lessons learnt from our teams in China, as well as some of our Global solutions to support schools and to ensure we re-open right!





# RE-OPENING RIGHT

## A LESSON FROM CHINA



**COLM O'MAHONY**  
CEO, Education Asia Pacific  
Schools & Universities  
Sodexo

In China, our schools started to return in early April and we have been working closely with our clients and local authorities to ensure we are able to welcome the entire school community back to the safest and most hygienic campus possible. The Chinese Government has been proactive and issued comprehensive guidelines on the standards schools and their partners must reach before they are authorised to receive pupils. Schools have been unable to open without passing a comprehensive audit. This may sound bureaucratic, but it has been very positive as it has established clear and unambiguous standards for the school's and Sodexo teams to work towards. It ensured we all met the Government standards and the school communities' expectations, on their return.

New rituals are being created with staggered opening times, temperature checks and handwashing on arrival, all now forming part of a typical school day. Social distancing is particularly noticeable during mealtimes. There are restrictions on the number of pupils allowed to eat at a single sitting, a requirement for separate and additional tables and service points and also the need for staggered lunch shift over a longer lunch period. All food is now served in disposables by our teams wearing increased PPE and face-masks, so we are also working with our schools to revisit our short-term sustainability plans to meet the most immediate short term needs for now. We want food on campus to continue to be enjoyable and experiential, so our Sodexo teams are finding wonderful creative ways to achieve this.

Understandably, there is increased anxiety and we have been taking additional steps to make staff and pupils feel safe and secure – more visible cleaning, increased stock-levels of PPE and increased communication to reinforce personal hygiene and social distancing have all formed part of our re-mobilisation activity.

Our schools were shut for almost twelve weeks with our teams only able to carry out the most critical maintenance during this time. From a legislative and compliance perspective our pre-opening checklist has been invaluable to ensure legislative compliance for our clients and a safe and healthy environment for pupils.

We got a lot of things right in China, but if I had to pick one thing to improve, it would be to dial-up communications levels even further, to help reduce anxiety and the inherent caution people have about returning to school.

I would advise you to push beyond the boundaries of government guidelines or standards that are given. Campus life should remain engaging, enjoyable and interactive wherever possible. Try to prevent it from becoming merely a functional experience when the school community return.

Life is slowly starting to return to normal here. Restaurants are opening, and the economy is starting to get moving once again. We are adjusting to the new ways on campus and working with our clients to find opportunities to enhance the student experience on campus and in our dining facilities.



## FIVE DRIVERS OF CHANGE THAT WILL IMPACT LIFE AT SCHOOL

### DRIVERS

1

Increased social distancing requirements will create further timetabling pressure and require the modification of services

2

Higher levels of anxiety and increased mental health concerns across all stakeholder groups within school communities

3

We might see up to 3 waves of COVID-19 over the next 2 years

4

Parental interest in school policies, especially around hygiene and H&S will increase significantly

5

The demand for digital solutions to support all aspects of school life will accelerate at unpredicted levels

### SERVICE THEMES

New catering delivery models  
Amended cleaning regimes & new pupil facilities like isolation spaces  
New services like temperature checking on arrival

Invest in additional mental health training and resources  
Provide more support for staff

Create school resilience plans to prepare for the next wave of covid-19  
Ensure flexibility in contracts to meet new challenges

Enhance communications to all stakeholders  
Increase cleaning regimes and infection prevention activities to expert standards

Introduce cashless payment systems  
Online learning platforms  
Improved solutions to support home working & self isolation for staff & pupils

# WHAT IS THE NEW NORMAL?

The New Normal may include:

- Seeing students with masks in the classrooms
- Supervising frequent hand washing
- Restricted huddle projects
- Social distancing in classrooms
- Social distancing in canteens
- Proactive disinfection and sanitisation of classrooms, common areas, canteens and dorm rooms

## What is needed to be prepared to reopen your campus?

- ✓ Is your faculty & admin staff available?
- ✓ Is your academic calendar ready?
- ✓ Is your campus prepared to effectively mitigate Covid19 risk with current campus management services?
- ✓ Are parents fully assured towards campus safety & willing to send their children, back to campus?

## ASSESSING YOUR PREPARATION FOR RE-OPENING

- How to keep the campus environment disinfected and sanitised at all times?
- How to carry out disinfection activity for transport buses?
- How to sanitise infinite contact points and surfaces in the campus?
- How to prepare and serve healthy nutritious food safely?
- How to ensure social distancing in cafeteria or retail shops within Campus?
- Is the staff adequately trained and equipped to keep the campus environment safe for students and faculty for the next academic session?
- **Is your Campus prepared to prevent further outbreak, carry out scientific prevention and control while adopting targeted measures?**



# A SCHOOL'S PERSPECTIVE THE CLIENT'S VIEW



**Ross Allan** (left), Director of Sustainability for Dulwich College International and **Colin Seymour** (right), Director of Business Administration at Dulwich College Suzhou and Dulwich International High School Suzhou share their reopening insights and lessons learned.

## 1. Expect the unexpected

The biggest challenge COVID-19 presented was a series of unknowns and the uncertainty that brings. Try to stay one step ahead by thinking through all of the potential scenarios that you may encounter. For each scenario, push the boundaries to think deeply about all possible outcomes and how you might manage them. This will ensure you can be confident in knowing you've taken every reasonable step to protect people.

## 3. Ensure that everyone understands their responsibilities

You can't be over-prepared. Once you have your scenarios and you've agreed your approach, bring staff in early to ensure that everyone in the team from your teaching faculty to support staff understands the new measures and their role, whether that be in the classroom or in the dining room, to keep everyone safe. Run multiple drills to practice so there is no ambiguity.

## 5. Sustain

One thing is certain: we need to be prepared for a second and third wave of COVID-19. Have plans and comms ready and be prepared to keep the energy going. Identify high-risk areas and keep focus and attention on them. Understand and track the health status of the team at site – including all partners – and ensure records are 100% accurate.

## 2. Share plans

There is a need for schools to share and be more transparent. Use networks to share insights and plans for new processes and procedures – and recognise there won't be a one-size-fits all model to reopening. Evolve ideas to accelerate learning and ensure the wellbeing and safety of students. Being a part of the Dulwich family of schools has gone a long way in helping us synthesise better ideas at a faster pace because there is a natural community that we can work together with.

## 4. Keep Community Spirit front and centre

Staff and students will have been through a tough time. Keep a close eye on their wellbeing. Ensure that the whole team, including partner organisations such as Sodexo, feel part of the family and ready to share their expertise. For pupils, anxiety, fear and isolation are factors in the COVID-crisis and well-managed, adapted rituals of schooling provide moments of interaction that promote wellness.

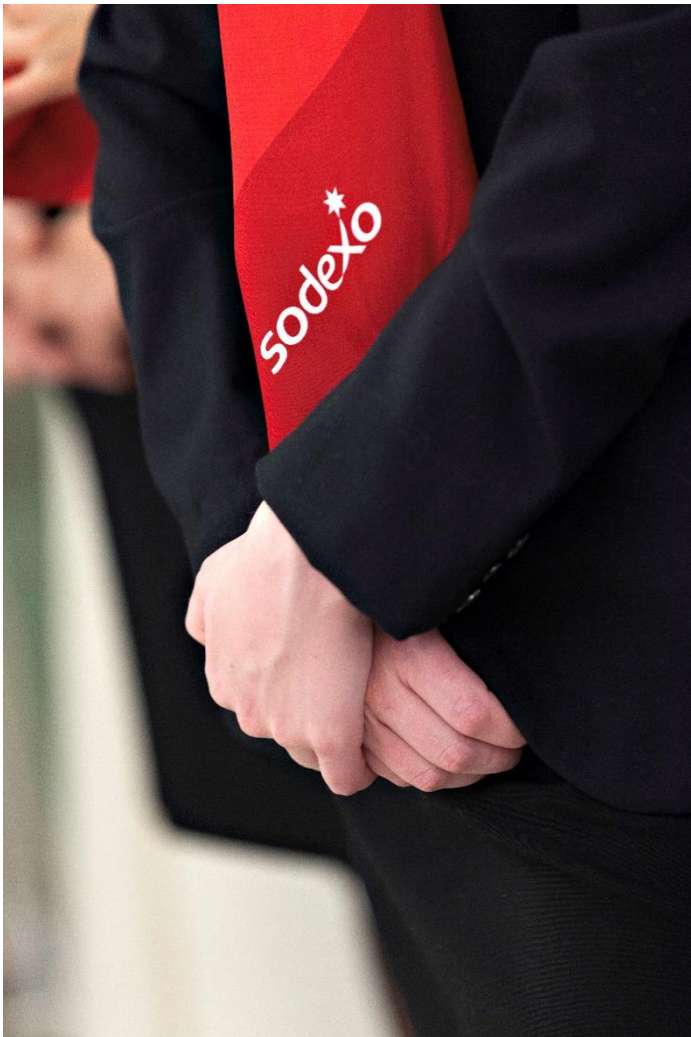
## 6. Be ready for the change

Schools had to shift from almost 100% offline to 100% online in a very short period of time. There has been an acceleration of teaching, support services and the parent experience moving online, and this trend will continue. However, to enhance student wellbeing, we need to balance this digital interaction with engagement in green spaces and a connection to the environment, which the research shows is good for us. We need to also stress the importance of play for student well-being. Schools should embrace their unique position to care for, inspire and grow the responsible leaders of the future. At Dulwich College International and Dehong sister schools, we recognise our responsibility to connect students with nature and inspire a love of the planet. Please read more at: [dulwich.org/about-dulwich/sustainability](https://dulwich.org/about-dulwich/sustainability)

# Healthy Productive Environments for a Better Tomorrow

Rise with Sodexo is a holistic approach to wellbeing readiness. Working together, we prepare you to overcome the challenges of the site restart process before people return to your locations during their transition to the next normal and beyond.

Your dedicated Sodexo team will work to your unique requirements and opportunities.



## Delivering the Right Service at the Right Moment

### PRE-REOPENING



PREPARE



PROTECT

### REOPENING



ENABLE



SUPPORT

### THE NEW NORMAL



OPTIMISE

# OUR CANTEENS: THE NEW NORMAL



## WEARING OF MASKS

Masks are to be worn at all times. Masks are to be removed only before eating and disposed of in a biomedical waste bin. A fresh mask will be used at the end of the meal.

## SAFEENTRY AND TEMPERATURE CHECKS OF EMPLOYEES AND GUEST

Temperature check done at the reception or all of the entry points. The SafeEntry digital check-in system, which logs employees' and visitors' entry into the schools and universities for contact tracing, will be adopted.

There will be stricter rules for deliveries at site (food delivery, parcels, etc). Do not allow unauthorised people into the building. Ideally, parcels should be collected directly by the recipient at the reception area or picked up from pigeon holes at the entrance.



## MANDATORY HAND WASHING AND SANITATION

Require everyone to wash hands more frequently using liquid soap and intense scrubbing for 20 seconds. For sanitation, apply a 75% ethyl alcohol-based hand gel.



# OUR CANTEENS: THE NEW NORMAL



## SAFE DISTANCING AT EATING PLACES

Implement methods to reduce the spread of contaminants based on a local risk analysis – e.g. sneeze guards, changed restaurant seating, revised workspace layouts, queue management including markers on floors, lifts and lobby areas. Partitioned / blocked dining tables may also be considered moving forward.

## QUEUE MANAGEMENT AND ONLINE ORDERING

Avoid crowding through the use of a queue management system. Utilise online pre-ordering / ordering system.



## CASHLESS PAYMENTS

Use School ID cards, Credit/Debit cards, PayNow/PayLah, or EZ-Link card for contactless payment.

# OUR CANTEENS: THE NEW NORMAL



## CONVENIENCE GRAB & GO AND PRE-PACKAGED FOOD

A simplified menu and tasty take-away / meal-deal options to support the community to socially distance themselves, especially if canteens/cafeterias have limited seating.

## PREVENTIVE DISINFECTION AND CLEANING

Regular preventive disinfection and cleaning in our canteens, cafes, bakeries, kitchen and other common areas. Disinfection of each contact surface such as tables, chairs etc. after each service.



For a safe and enjoyable dining experience, please follow these guidelines



**WASH YOUR HANDS**  
BEFORE AND AFTER  
EATING



WHEN QUEUEING,  
STAND **1 METRE**  
**APART**



LEAVE TABLES WITH  
"X" **EMPTY**



**NO SELF-SERVICE**  
FOR  
NOW

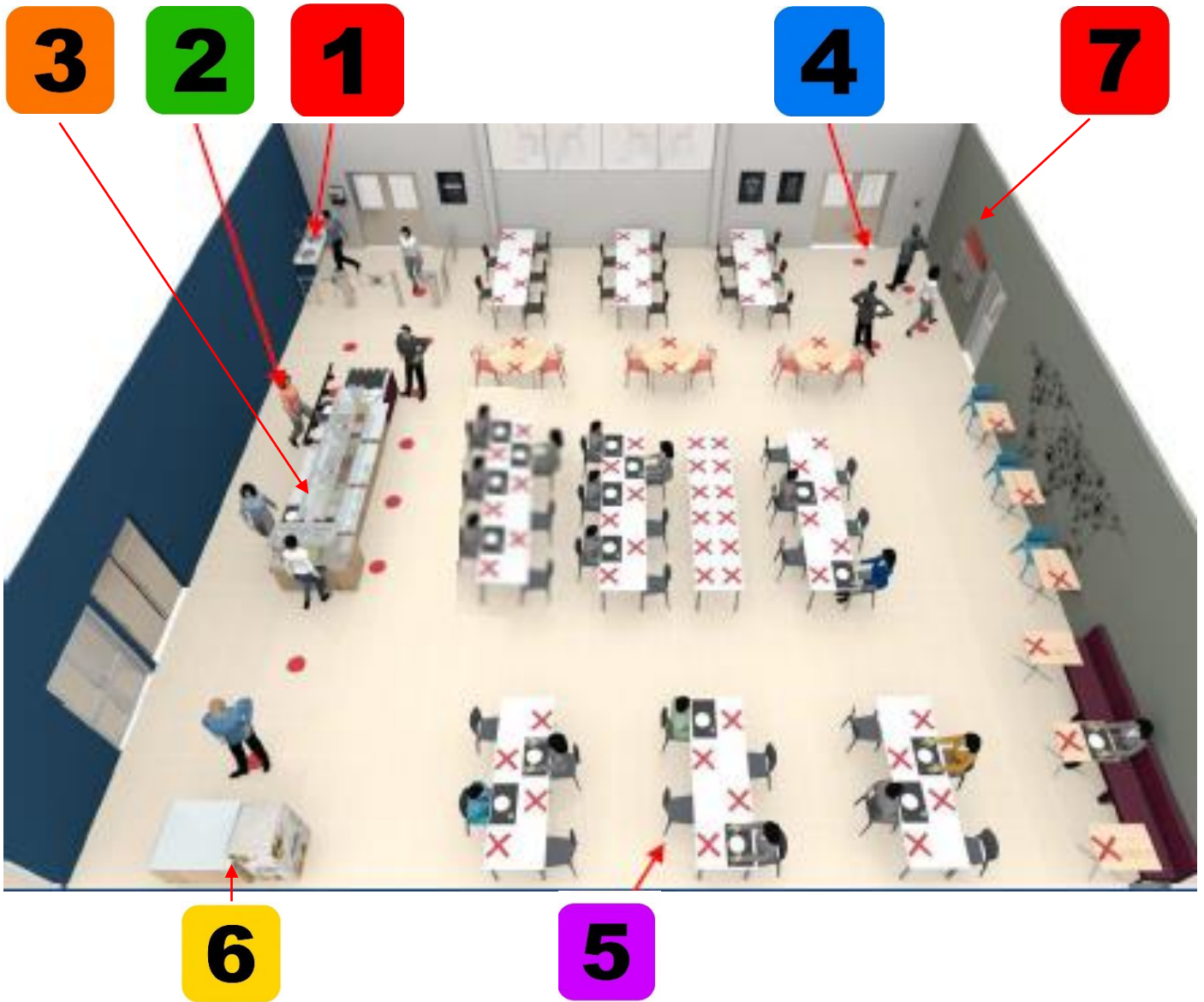
**sodexo**  
QUALITY OF LIFE SERVICES

## HEALTH COMMUNICATION

Use existing and new channels online and on-site to drive awareness and behavioural change around social distancing, hygienic measures and well-being initiatives. To open online forums and discussion (via Zoom or face-to-face) with parents to discuss our new approach to food service.



# THE NEW RE-IMAGINED CAFETERIAS



- 1 - Handwashing station located at the canteen / cafeteria entrance
- 2 - Sneeze guard set up at each service point
- 3 - Covered pre-packed meals to help with quick service and food safety
- 4 - Markings to ensure social distancing
- 5 - Some seats are blocked from use
- 6 - Tray return station and biomedical waste bin to dispose of used tissues and masks
- 7 - Sanitising station to disinfect hands before leaving the canteen / cafeteria

# MENUS FOR BETTER IMMUNITY



## HEALTHY EATING TIPS

### To Boost Your Immunity

Increase the intake of vitamins & minerals in your daily diet, all types of colours of fresh fruits and vegetables, at least 2+2 serves a day for more antioxidants to protect you from infections and inflammations.





# ALL MEALS ARE PRODUCED UNDER STRICT FOOD SAFETY POLICY

## SUPPLIERS



Suppliers vehicles are to be disinfected. All delivery staff to wear masks.



Supplier staff will not be allowed into the kitchen.



Wiping / disinfection of surfaces of dry groceries and packets



All groceries will be stored separately for one day before being moved into the main storage room / pantry where possible.

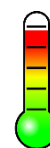


All external packaging will be removed and all vegetables will be washed and disinfected before storage.

## FOOD PRODUCTION



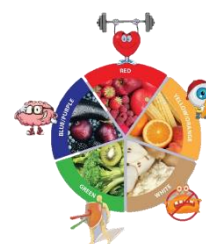
Food cooked at safe temperatures to kill all bacteria and viruses.



Use of calibrated infrared thermometers to prevent cross-contamination



Fruits and vegetables sanitisation at 50 PPM chlorine and treatment with salt and turmeric solution.



Immune-boosting nutrients added



Daily and weekly menu prepared by in-house Nutritionists in consultation with Campus Management.



We are ready.  
Food Safety is Our No. 1 Priority

rise with *sodexo*

We look forward to supporting you when the world starts moving again.  
If you would like any further details on any of the information provided,  
please do not hesitate to [contact us](#).

[www.sodexo.sg](http://www.sodexo.sg)