Prepare Your Company and Workforces for Vaccines

April 15, 2021
# Today’s Agenda

**April 2021**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and Introductions</td>
<td>Ingrid Schoen</td>
</tr>
<tr>
<td>Why Safety Leaders Need to Prepare Workforce for COVID-19 Vaccines</td>
<td>Lorraine Martin</td>
</tr>
<tr>
<td>SAFER Overview</td>
<td>John Dony</td>
</tr>
<tr>
<td>Health Action Alliance</td>
<td>Stephen Massey</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td>Group</td>
</tr>
</tbody>
</table>
Why Safety Leaders Need to Prepare Workforces for COVID-19 Vaccines

Lorraine Martin
NSC President & CEO
Year of Safety Hazards and Heroes
Our Shared Opportunity

Business is the Most Trusted Institution Worldwide

Source: 2021 Edelman Trust Barometer
Employers Play a Key Role
The National Safety Council **strongly** encourages all eligible people to get vaccinated as soon as possible.
NSC: Your Safety Partner
SAFER Role & Partnerships

John Dony
Senior Director, Thought Leadership
Timeline of NSC Response

- **Mar – Apr**: Coronavirus Hub, SAFER Task Force Launched
- **May - Jun**: SAFER Framework/Playbooks, Resource Library
- **July - Sep**: Issue Papers, OVA, State of Response Reports
- **Oct – Dec**: State of Response Reports, Future of Work Summit
- **Jan - Mar**: Vaccine Research & Support, CDC Co-op Agreement
Task Force Members

ABSA International
AECOM
Amazon
Ameren
American Automobile Association
American Board of Medical Specialties
American Chemistry Council
American Chemical Society
American College of Occupational & Environmental Medicine
American Contractors Insurance Group
American Industrial Hygiene Association
American Petroleum Institute
American Society of Safety Professionals
American Staffing Association
American Trucking Association
Associated General Contractors
Avetta
BAE Systems
BNSF
Board of Certified Safety Professionals
Boston Consulting Group
Captive Resources
Cementos Progreso
Charlotte-Mecklenburg Schools (NC)
Chemours
City of Chesapeake (VA)
City of Phoenix (AZ)
City of Sacramento (CA)
ContourGlobal
Cosette Pharmaceuticals
COVE: Center of Visual Expertise
Cummins
Cushman & Wakefield
Day & Zimmermann
Department of the Navy
Dow
Edison Electric Institute
Electric Power Research Institute
Employee Assistance Professionals Assoc.
IERM
FirstGroup
Grainger
HR Source
Industrial Scientific & Intelex Technologies
Infectious Diseases Society of America
International Safety Equipment Association
ISN
ISSA - Worldwide Cleaning Industry Association
Jacobs
The Kennedy Forum
Krause Bell Group
Manufacturers Alliance for Productivity and Innovation
McDonald's
Michael Best & Friedrich, LLP
NASA
National Association of Realtors
NIOSH – CDC
NSC Chapter Network
NSC Divisions & Delegates
Nutrien
ORCHSE Strategies, LLC
Owens Corning
Parsons
Premise Health
Psych Hub
Recreation Vehicle Industry Association
Retail Industry Leaders Association
Safe States Alliance
SIFZero
Sodexo
Terex
Uber
United Rentals
U.S. Chamber of Commerce
US Steel
USG
VelocityEHS
Wabtec
Walgreens
Waymo
WorkCare
World Economic Forum
SAFER Guides Employers as U.S. Returns to Work

SAFER: Safe Actions for Employee Returns is a multifaceted, comprehensive effort aimed at helping employers prioritize safety as they return employees to traditional work environments and schedules in a post-quarantine world.

At the center of SAFER is a task force – comprised of large and small Fortune 500 companies, nonprofits, legal experts, public health professionals, medical professionals and government agency representatives – that makes recommendations based on best practices and proven workplace safety strategies.

NSC urged the Department of Labor to adopt the SAFER framework (in English and Español) as part of its Opening America’s Workplaces Again national online dialogue. Anyone interested in assisting in this effort can email safer@nsc.org.

nsc.org/safer

- Variety of Free Guidance, Resources, Tools
- Updated Regularly
Sample SAFER Resources
Playbooks, Quick Hits, Protocols

Confirmed Case Notification Protocol

Return-to-Work Guidance for Office Operations

SAFER
Safe Actions For Employee Returns

National Safety Council

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Stress, Emotional & Mental Health Considerations
Return-to-Work Guidance

Providing employees the support needed to return to work

13
Continuing Issues & Challenges

Five Key Areas to Address for Long Term Success

Testing

Contact Tracing

PPE / Supply Chain

Mental Health Challenges

Physical Environment Design
Share of Population with One Shot

Updated April 5, 2021

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<tr>
<th></th>
<th>Total</th>
<th>18+</th>
<th>65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pct. of residents age 18+ that are fully vaccinated</td>
<td>20</td>
<td>30</td>
<td>40</td>
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Source: Centers for Disease Control and Prevention | Note: No data available for Hawaii, New Mexico, Texas and some countries. Five other states were excluded because more than a quarter of data is missing.
Elements of Workplace Vaccine Strategy

**Efficacy & Impact**
- Efficacy of Various Candidates
- Necessity of Multiple Doses
- “Tipping Point” for Herd Immunity
- Uptake Across General Population

**Coordination & Logistics**
- Availability & Timing
- Distribution Mechanisms (External/Employer)
- Triaging & Vulnerable Populations
- Government Engagement (State/Federal)

**Legal, Medical & HR**
- Mandates & Exceptions
- Emergency vs. Non-emergency Restrictions
- Data & Recordkeeping
- Risk/Work Type Distinctions

**Communication & Culture**
- Dispelling Myths/Fact-Based Comms
- Interpersonal/Political Conflict
- “Long Tail” of Future Vaccine Needs
- Integration into Existing COVID strategy

**Operations & Workface**
- Uptake Needed to Return Workforce
- Continuation of Existing Mitigations
- Expectations of Contractors & Third Parties
- Need vs. Desire for “Old Normal”
SAFER Spectrum of Employer Vaccine Approaches

Communicate
Fact-based information from reputable sources
- All-employee emails, employee surveys, ongoing campaigns, updates to policies

Encourage
Uptake by increasing employee ease of access
- Insurance-subsidized shots, paid time off, positive storytelling

Incentivize
Through non-discriminatory mechanisms
- Credit toward insurance premium program, other wellness-style tools

Mandate
If employee risk profile & exposure is significant
- Ensure exceptions are handled in a thoughtful & legal manner

Employee Risk Profile & Exposure Level
Vaccine Strategy: Questions to Answer

• Where do you fall on the spectrum of response?
  • Communicate -> Encourage -> Incentivize -> Mandate?

• What are your organization’s requirements? How will you consider:
  • Employment status
  • Varied worker risk exposure levels (facility, field, office)
  • Exceptions & exemptions
  • Legal and medical concerns

• What is the timing of your plan? When will facilities trigger change management?

• What go-forward risk mitigations will continue to be in place?

• How would logistics/disruptions change your plan?

• What policies need to be updated or monitored (travel, visitor, flexible work)?

• Will your organization be actively involved in vaccine distribution?
SAFER Reopening Considerations

### Work Performance Related
- **Risk Profile**
  The individual risk profile of a given worker, including job function, potential medical or other vulnerabilities, and exposure to other workers and the public

- **Capability to Work Effectively Remotely**
  The ability of a worker or group of workers to maintain necessary productivity remotely (or not), dependent on job function, customer needs, and company culture

- **Preferences & Work/Life Balance**
  The preferences of a worker in a post-pandemic world, potentially influenced by personality type, stress, familial (school, caregiving), and other work/life balance considerations

### Work Environment Related
- **Effectiveness of “New” Work Environment**
  The capacity of a "reopened" work environment to be effective given a potential transition to hybrid operations with a remote/in-person split, including technological and policy-driven (e.g. split shift) changes

- **Continuation of Existing Mitigations**
  The need for a "reopened" work environment to continue existing mitigations, such as physical distancing, masks, sanitation, barriers, limitations on capacity, or other protocols that may affect productivity

- **Workforce Vaccination Progress**
  The percentage of uptake of the vaccine (to the extent it can be legally tracked) within the worker population that may limit or enable action on part of the employer (e.g. discontinuation of existing mitigations)

### Community Related
- **Local Vaccination Progress**
  The percentage of uptake of the vaccine (based on public health information) within the local community from which the workforce is drawn, used as a proxy for public-facing risk

- **Local Transmission Progress**
  The local transmission rate/test positivity (based on public health information) within the local community from which the workforce is drawn, used as a proxy for public-facing risk

- **Federal/State/Local Legal Environment**
  Local, state, or federal ordinances, executive actions, or regulations that may introduce challenges to or accelerate employers’ ability to "reopen" in an effective and strategic fashion
Supporting your company’s response to COVID-19
Navigating the Future World of Work

**Work Modalities**
- Remote Work
- Reduced Occupancy
- Flex Schedules
- Travel & External Engagement

**Worker Expectations**
- Consistent Comms
- Benefits & Access
- Stress/ Mental Health
- Visible Actions

**Work Enablers**
- Safety & Health
- Cross-functional Teams
- Mobile & Video Technology
- Automation, Wearables & More

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Eight Trends for The Future World of Work

- Lean, Distributed, Asynchronous Work Teams
- New Skills & Modes of Leadership
- Reduced Footprints & Enhanced Sustainability
- Dramatically Increased Transparency
- Safety & Health Embedded at Core
- “Whole Person” Valuation
- Technology as a Mandate
- Thriving Internal & External Partnerships

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Questions/ Open Forum
Thank You!