National Safety Month 2021

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Today’s Agenda

- NSC Overview
- Phase I: Crisis to Recovery
  - Timeline of NSC Response
  - SAFER Learnings & Lessons
- Phase 2: Recovery to Resiliency
  - Current State & Challenges
- Phase 3: The Next Normal
  - 8 Trends for the Future of Work
- Questions & Answers
Over a century of safety leadership; 16,000 member companies

Eliminating leading causes of preventable death and injury so that people can live their fullest lives

Focus efforts where we can make the biggest impact: workplace, roadway, impairment
Phase 1: From Crisis to Recovery

- Timeline of NSC Response
- SAFER Learnings & Lessons
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

Apr – Jun
Vaccine & Mask Guidance, Next Phase Research
Objectives

- Gather Expertise
- Develop Data-Driven Guidance
- Release Tools & Solutions
- Share Best Practices
- Enable Business Continuance
nsc.org/safer

Variety of free guidance, resources, tools

Updated weekly (typically Thursdays)
SAFER Framework
Six Key Components for a SAFER Return

Cross-Topic Actions Guided by Level of Exposure/Phase

Download the full framework: www.nsc.org/safer
### Phasing

**Develop Guidelines for the Applicable Phases & Share Definitions Once Available**

<table>
<thead>
<tr>
<th>Considerations &amp; Actions by Phase</th>
<th>PHASE 0 Widespread Transmission &amp; Significant Restrictions</th>
<th>PHASE 1 Declining/Flat Transmission &amp; Reduced Restrictions</th>
<th>PHASE 2 Contained Transmission &amp; Minimal Restrictions</th>
<th>PHASE 3 Monitored Transmission &amp; Long-Term Policy</th>
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<tbody>
<tr>
<td>Physical</td>
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<tr>
<td>Medical</td>
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<td>Stress, Emotional &amp; Mental Health</td>
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<td>Employment, Legal &amp; HR</td>
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<td>Communication</td>
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<td>External Factors</td>
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Sample SAFER Resources

Playbooks, Quick Hits, Protocols
Organizational Vulnerability Assessment

Start Your NSC COVID-19 Organizational Vulnerability Assessment

Thank you for requesting the NSC COVID-19 Organizational Vulnerability Assessment. This tool will help you examine risk factors for COVID-19 transmission according to your type of operation and ability to control the associated risk factors. The results will provide recommended actions to control your identified risks and assist you in creating an action plan to move forward in implementing additional safeguards.

Start the Assessment

The assessment should take approximately 30-45 minutes to complete. You do not need to finish the entire assessment at one time. Upon completion, you will receive:

- An organizational vulnerability risk score of lower, moderate, high or very high
- A list of potential control measures you may still need to implement at your organization
- A control implementation completion summary by risk factor

Your information will remain confidential. The only information shared will be unidentifiable aggregate results to better assist the nation’s employers address pandemic-related issues.

Please visit the SAFER: Safe Actions for Employee Returns website for additional resources to keep your workplace safe.

Our Mission
The National Safety Council eliminates preventable deaths at work, in homes and communities, and on the road through leadership, research, education and advocacy.

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State of the Response:
State Actions to Address the Pandemic
SAFER: Learnings

On average, organizations spent $5,208 per employee on various safety practices.

<table>
<thead>
<tr>
<th>Total organization spend</th>
<th>$0-$100K</th>
<th>$100K-$1M</th>
<th>$1M-$10M</th>
<th>$10M+</th>
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<tr>
<td></td>
<td>56%</td>
<td>30%</td>
<td>11%</td>
<td>3%</td>
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Source: NSC National Employer Survey, Aug 2020
What’s Changed?

- Operations
- Human Resources
- Communications
- Employee Wellbeing
- Communications
- Organizational Culture
- Technology
- Sustainability
Phase 2: From Recovery to Resilience

Current State & Challenges
Current State & Challenges

- Testing & Tracing Protocols
- Vaccine Education & Uptake
- Mask & PPE Usage
- Work Environment Interventions
- Mental Health, Stress, & Psychosocial Issues
Widespread access to testing and tracing is critical for employers to ensure safe and health workforces going forward. As an anchor of their local communities, employers can serve an important role in limiting community spread and preventing nth-wave infections, particularly in the un-vaccinated population.

- Continued Health Screening
- Temperature Screening as Appropriate
- Regular and/or Asymptomatic Testing
- At-Home/Antibody Testing
Communication and education around vaccination are powerful tools for employers, particularly given that they are widely considered one of, if not the single most trustworthy source of information for the employed population.

- Providing Accurate & Scientific Information
- Engaging in Transparent Communication
- Listening and Engaging Communities
- Understanding Legal & Privacy Limitations
Vaccine Resources

Vaccine Education
Educate and engage employees on the benefits a vaccine brings.

Employer Guidance
Take a risk-based approach with your organization’s vaccine strategy.

Future World of Work
Safety navigate the “next normal.”
# Elements of Workplace Vaccine Strategy

<table>
<thead>
<tr>
<th>Efficacy &amp; Impact</th>
<th>Coordination &amp; Logistics</th>
<th>Legal, Medical &amp; HR</th>
<th>Communication &amp; Culture</th>
<th>Operations &amp; Workface</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficacy of Various Candidates</td>
<td>Availability &amp; Timing</td>
<td>Mandates &amp; Exceptions</td>
<td>Dispelling Myths/Fact-Based Comms</td>
<td>Uptake Needed to Return Workforce</td>
</tr>
<tr>
<td>Necessity of Multiple Doses</td>
<td>Distribution Mechanisms (External/Employer)</td>
<td>Emergency vs. Non-emergency Restrictions</td>
<td>Interpersonal/Political Conflict</td>
<td>Continuation of Existing Mitigations</td>
</tr>
<tr>
<td>“Tipping Point” for Herd Immunity</td>
<td>Triaging &amp; Vulnerable Populations</td>
<td>Data &amp; Recordkeeping</td>
<td>“Long Tail” of Future Vaccine Needs</td>
<td>Expectations of Contractors &amp; Third Parties</td>
</tr>
<tr>
<td>Uptake Across General Population</td>
<td>Government Engagement (State/Federal)</td>
<td>Risk/Work Type Distinctions</td>
<td>Integration into Existing COVID strategy</td>
<td>Need vs. Desire for “Old Normal”</td>
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</table>
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 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
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/or 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
Conversations Guide & Recommendations

SAFER
Safe Actions For Employee Returns

A Workplace Guide to the Vaccine Conversation

Since December, the largest vaccination effort in the history of the world has been underway. Five months in, as organizations explore a return to traditional work environments (or continue operations in environments that have remained open), workers have questions that we all can help answer.

The below conversation guide and other resources, developed by NSC partner Health Action Alliance, will help leaders, employees, and workers delivering information, building trust and supporting colleagues who may need extra help accessing vaccines. For more resources, visit http://healthaction.org/resources and https://www.nsc.org/safer.
Early on in the pandemic, most PPE and supplies were extremely scarce. Now, on the other end of the spectrum, we see wide availability but lack of clarity on how to implement recent mask usage guidance in the workplace.

- Availability & Appropriateness of use
- Counterfeit & Illicit Items
- Guidelines and implementation
- Go-forward usage
Numerous approaches (dependent on environment) have been put into place to redesign the spaces in which we do work. From cubicles to manufacturing lines to construction sites, employers have been investing in solutions to ensure safety – but which of them actually worked and/or continue to be needed?

- The Challenges of Determining Efficacy
- Cost and Return on Investment
- Now-Proofing vs. Future-Proofing
- The Unknown Unknowns
Employers generally understand the value of providing the tools for workers to address varying mental health challenges. Yet this area has been less discussed (and is less mature) than the physical aspects of our collective response. Employers will remain challenged over the long tail of this crisis.

- Understanding the Scope of the Issue
- Building & Sustaining Capacity
- Recognizing the Relationship to Fatigue, Stress & Impairment
- Knowledge vs. essential workers
Phase 3: The Next Normal
8 Trends for the Future of Work
Navigating the Future World of Work

Work Modalities
- Remote Work
- Flex Schedules
- Reduced Occupancy
- 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

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

Navigating the Future World of Work
Lean, Distributed, Asynchronous Work Teams

The future work team is multi-disciplinary and ready to tackle a wide variety of problems. In the next phase, the "who" will do the work is less likely of a question than the "how." Our global talent pool is ready, and we need to ensure our work processes are too.
Returning to the Office

Employees prefer to work:

- **26%** Fully remote
- **49%** Hybrid of remote and in office
- **25%** Fully in office

Remote-only concerns:

- 28% — Weaker coworker relationships
- 26% — Decreased productivity while at home
- 20% — Fewer career advancement opportunities

Return-to-office wish list:

1. Ability to set preferred work hours
2. Personal office space
3. Commuting expenses
4. Relaxed dress code
5. Employer-provided childcare

1 in 3 professionals currently working from home would look for a new job if required to return to the office.

Source: Robert Half survey of more than 1,000 workers in the U.S.
New Skills & Modes of Leadership

Hybrid workforces split between in-person and remote require new skills to manage effectively. Leaders will need to be even more collaborative and transparent than ever before. This, alongside Millennials entering senior roles, means the leader of the future is more likely to be “unlikely.”
Hybrids & Habit

The Power of Habit

• Forming a habit: 90 days
• “Post-vaccine inertia”
• Acknowledging confusion & trauma
Reduced Footprints & Enhanced Sustainability

One silver lining of the pandemic has been the drastic reduction in carbon footprint as work has shifted. Additionally, organizational resiliency has been tested, and organizations who emerge on the other side will be champions of a holistic viewpoint on what it means to be “sustainable.”
"As Blackrock approaches its 30th anniversary...I have had the opportunity to reflect on the most pressing issues facing investors today...Companies must now benefit all of their stakeholders, including shareholders, employees, customers, and the communities in which they operate. Without a sense of purpose, no company...can achieve its full potential.”

- Larry Fink, CEO, Blackrock ($8.7T AUM)
Dramatically Increased Transparency

Constant communication, cultural surveys, alongside the warts-and-all working environments, have changed our calibration for transparency. Moreover, a focus on social justice and diversity, equity, and inclusion have put employers front and center on issues on which they’ve not previously engaged. When “silence is deafening,” we will be compelled to continue to speak up.
Embracing Psychological Safety

PSYCHOLOGICAL DANGER

- Fear of admitting mistakes.
- Allowing group dynamics to affect decision making.
- Team members are less likely to share different views.

VS

PSYCHOLOGICAL SAFETY

- Comfortable admitting mistakes.
- Better innovation and decision making.
- Everyone openly shares ideas.
- Learning from failure.

Source: Unicorn Labs
Safety & Health Embedded at Core

While the National Safety Council has long held that safety and productivity are complementary, not conflicting, the value of safety as a core business driver has now been shown across even traditionally low-risk industries. Organizations of the future can and will succeed by leading with safety and health for their workforce and their customers.
# The Value of Safety & Health

## Communication

<table>
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<tr>
<th>Aspect</th>
<th>Mentioned more negatively by bottom 50 companies during COVID-19</th>
<th>Mentioned more positively by top 50 companies during COVID-19</th>
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</thead>
<tbody>
<tr>
<td>Effectiveness of top team communication</td>
<td>-1%</td>
<td>49%</td>
</tr>
<tr>
<td>Transparency of leaders</td>
<td>-17%</td>
<td>43%</td>
</tr>
<tr>
<td>Organizational transparency</td>
<td>-3%</td>
<td>33%</td>
</tr>
<tr>
<td>Clarity of strategy</td>
<td>-21%</td>
<td>30%</td>
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</table>

## Employee Welfare

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<tr>
<th>Aspect</th>
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<th>Mentioned more positively by top 50 companies during COVID-19</th>
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</thead>
<tbody>
<tr>
<td>Employee health and safety</td>
<td>-18%</td>
<td>36%</td>
</tr>
<tr>
<td>Employee mental well-being</td>
<td>-16%</td>
<td>31%</td>
</tr>
<tr>
<td>Family-friendly policies</td>
<td>-39%</td>
<td>17%</td>
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</table>

## Agility

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<tr>
<th>Aspect</th>
<th>Mentioned more negatively by bottom 50 companies during COVID-19</th>
<th>Mentioned more positively by top 50 companies during COVID-19</th>
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</thead>
<tbody>
<tr>
<td>Focus on external environment</td>
<td>-8%</td>
<td>45%</td>
</tr>
<tr>
<td>Experimentation with new ways of working</td>
<td>-9%</td>
<td>41%</td>
</tr>
<tr>
<td>Strategy execution</td>
<td>-11%</td>
<td>28%</td>
</tr>
<tr>
<td>Flexibility of processes</td>
<td>-19%</td>
<td>20%</td>
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Source: MIT Sloan Culture 500 Study
“Whole Person” Valuation

Prior to COVID-19, many organizations had only started addressing mental health and wellbeing. But where once organizations looked at simplistic programs and outcome measures directly tied to productivity (e.g. presenteeism), the new normal will require — and reward — those employers who value the “whole person” from all aspects.
Focus on Mental Health

Average Share of Adults Reporting Symptoms of Anxiety Disorder and/or Depressive Disorder, January-June 2019 vs. January 2021

- Jan - Jun, 2019 (NHIS): 11.0%
- January 2021 (Household Pulse Survey): 41.1%

Among Essential and Nonessential Workers, Share of Adults Reporting Mental Distress and Substance Use, June 2020

- **Symptoms of Anxiety or Depressive Disorder**
  - Essential Worker: 42%
  - Nonessential Worker: 30%

- **Started or Increased Substance Use to Cope with Stress or Emotions Related to COVID-19**
  - Essential Worker: 25%
  - Nonessential Worker: 11%

- ** Seriously Considered Suicide in Past 30 Days**
  - Essential Worker: 22%
  - Nonessential Worker: 8%

**NOTES:** Percentages are based on responses to the GAD-2 and PHQ-2 scales. Pulse findings (shown here for January 9 – 18, 2021) have been stable overall since data collection began in April 2020.

**SOURCE:** NHIS Early Release Program and U.S. Census Bureau Household Pulse Survey. For more detail on methods, see: https://www.cdc.gov/nci/ncis/cen/research/E/mental_health_006.pdf
Technology as a Mandate

“Early adopters” of technology saw a boon during the pandemic as they were able to more quickly shift to new modes of working, leveraging tools and platforms for both safety and productivity. When the next black swan event arrives, no one will want to be “behind the curve.”
Early Adoption & Success

During the crisis, the most successful organizations report a range of technology-related capabilities that others lack.

Experimentation with and investment in digital technologies have both played a key role in helping companies navigate successfully through the crisis.

Respondents reporting very effective responses to COVID-19, %

- **Were first in their industries to experiment with new technologies during the crisis**: 72%
- **Did not invest more than industry peers in digital-related capital expenditures**: 31%

McKinsey & Company
Thriving Internal & External Partnerships

Shifts in work patterns and priorities have opened new doors and created an egoless mindset – when a problem is this big, it doesn’t matter who gets the work done. Radical collaboration both inside and outside the organization of the future will be the norm.
Organizational Collaboration

2. Which of the following best describes the level of collaboration with co-workers you are experiencing during the COVID-19 pandemic?

- Status quo. I’m collaborating about the same amount now as I was before COVID-19. 39.4%
- Overload. The amount of time I’m collaborating with others is much higher now than before, and I’m at overload! 25.2%
- More collaborative. The amount of collaboration I’m doing with co-workers has increased and it’s energizing for me. 16.7%
- Underutilized. I collaborated with co-workers much more prior to COVID-19 and seek more collaborative opportunities. 11.9%
- Relieved. The amount of time I’m collaborating with others is down significantly, and I’m enjoying the reprieve. 3.4%
- Other (please specify). 3.4%

n = 353

Source: i4cp “COVID-19 Response: Collaboration Overload”
Questions & Answers
Thank you!

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nsc.org/safer
Thank you!