Tips to Getting Your Business Ready to Re-Open In Person and Keeping Those Already Working In-Person Safe

May 14, 2020

Welcome to NAEM

A professional community where you can get the solutions you need to make an impact

Benchmark	Benchmark your programs via events, online learning, research and executive networks
Learn	Learn tools & techniques to execute your strategy and be inspired by peers
Build	Build a network of peers whose experience can help you solve your challenges

NAEM Connects EHS & Sustainability Leaders

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25K+

Delivering Knowledge & Professional Wisdom

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Research Insights

Targeted Networking

Actionable strategies to empower
EHS&S leaders to make an impact

EHS Operational Excellence – Virtual Conference
Sustaining EHS During Times of Business Interruption

May 21ˢᵗ

- Featuring Speakers on:
  - ➤ Lessons Learned from the Frontlines Running A Cross Functional COVID-19 Taskforce
  - ➤ Spotlight on Mental Health & Wellness Best Practices During COVID-19
  - ➤ The Urgent Call for Leaders - Keeping EHS Steady and Effective During Crisis
- Buzz Sessions to Network & Problem Solve with Peers

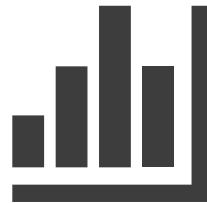*Information & Registration on-line*
www.naem.org/opex

Today's Presentation

Thank You to Our Sponsor

Introductions

About our Speakers

Kurt Beil
Northern Hemisphere
Environmental Market Leader

Simon Kaye
Executive Advisor & Lead for
GHD COVID-19 Response

Bob Armacost
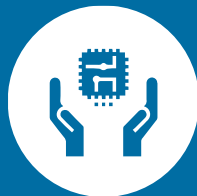North America Digital
Leader

Session overview

Focus on Reopening Business

Organizational Imperatives

Digital Enables the Future

Moving Forward to Resiliency

Focus on reopening business

FOCUS: Preventing further shutdown

Meeting our "New Reality" by planning for the future and how together, we safely reopen the economy and get back to work.

- Remote working options become standard
- Priority in assuring safety and social distancing
- Re-establishing confidence and trust
- Renewed focus on digital transformation and automation
- Refreshed resiliency strategies

Priorities to advance to goal

- **Health, Safety, Environment.** Get people back to work and maintain health while mitigating the risk of recurring closure and business impacts

- **Business continuity.** Develop approach to continue business operations for the next 6-12 months, until a vaccine is developed and effective

- **Innovative thinking.** Critical to future success and resilience

- **Dynamic adaptation.** Analyze, adapt, and adjust to evolving conditions
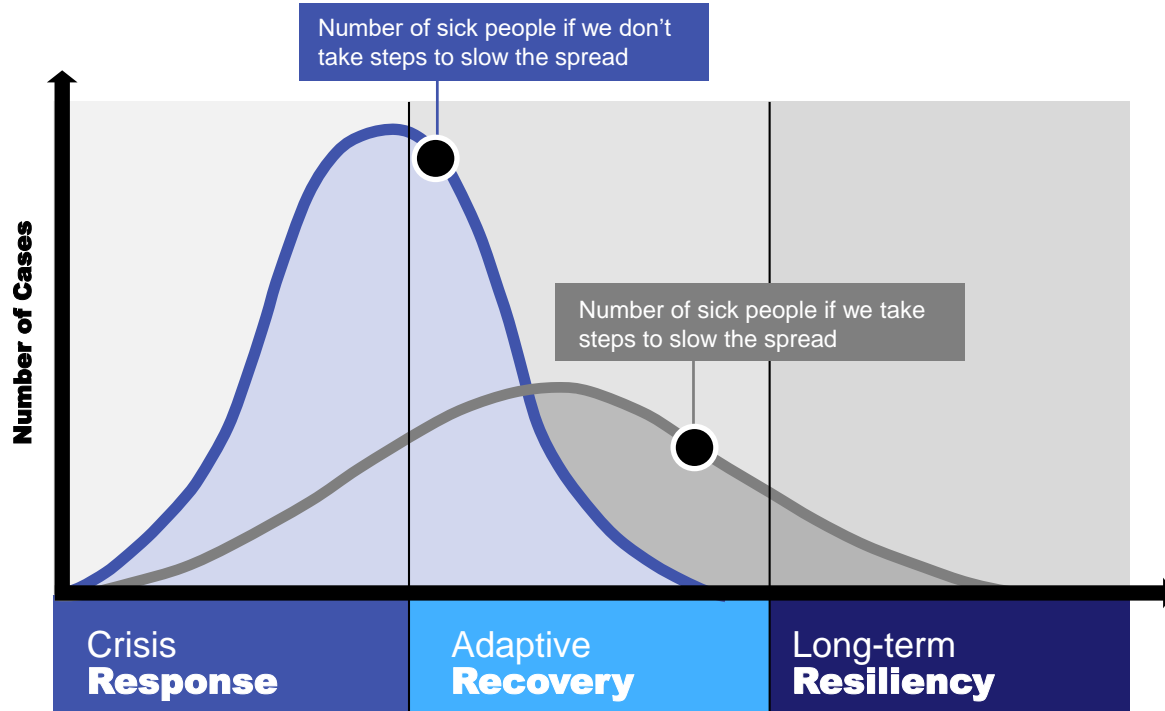

Respond with speed and agility

Navigate **recovery** on a stable path and pivot to heal and regrow as we look ahead

Uphold **resiliency** through a promise to learn from these exceptional times for a shared vision of our future

Moving from response to resiliency

Number of sick people if we don't take steps to slow the spread

Number of sick people if we take steps to slow the spread

Number of Cases

Crisis **Response**

Adaptive **Recovery**

Long-term **Resiliency**

- Safely re-establish work environment / facilities
- Communicate plan and goals
- Get staff back to work and maintain health while mitigating the risk of recurring closure and business impacts
- Use technology to help us make this happen safely

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Market indications: Moving towards recovery and resiliency
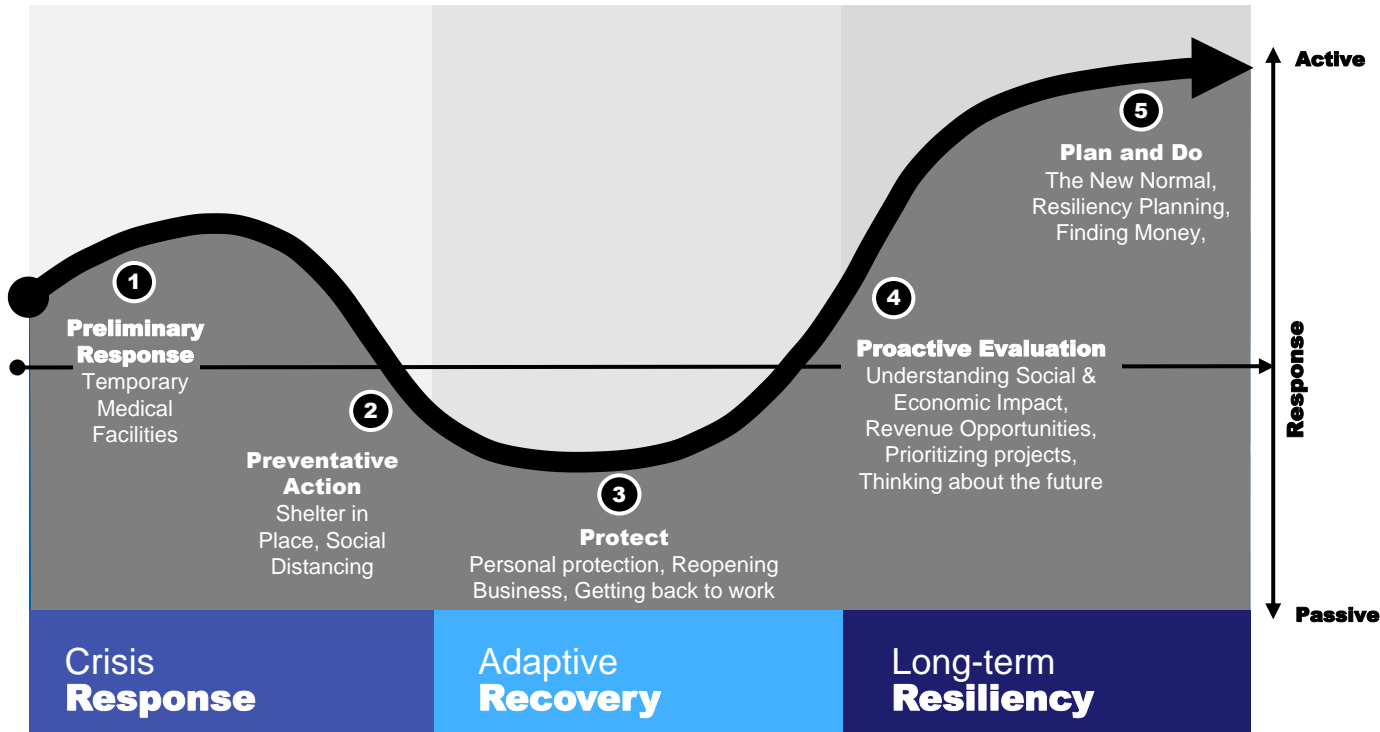
People + Technology = Fluid Business

- Establish a framework that enables agility and ability to quickly pivot business functions based on rapidly changing conditions.

- Assess the past, adapt for the current, anticipate the future to create a model that examines all business vulnerabilities (e.g., scenario gaming)

- Accelerate digital transformation, automate processes, and integrate across business functions

- Create supply chain and value chain balance and mitigate risks/vulnerabilities with resilience planning

Assess → Adapt → Anticipate → Accelerate
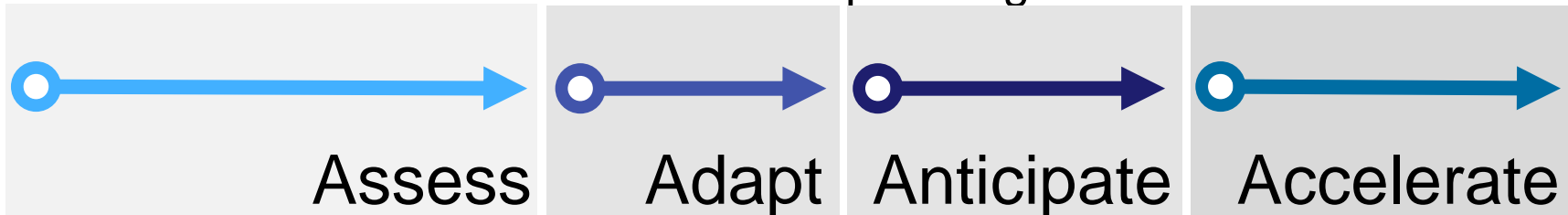
Operational Imperatives

Creating a path to a new resilient business
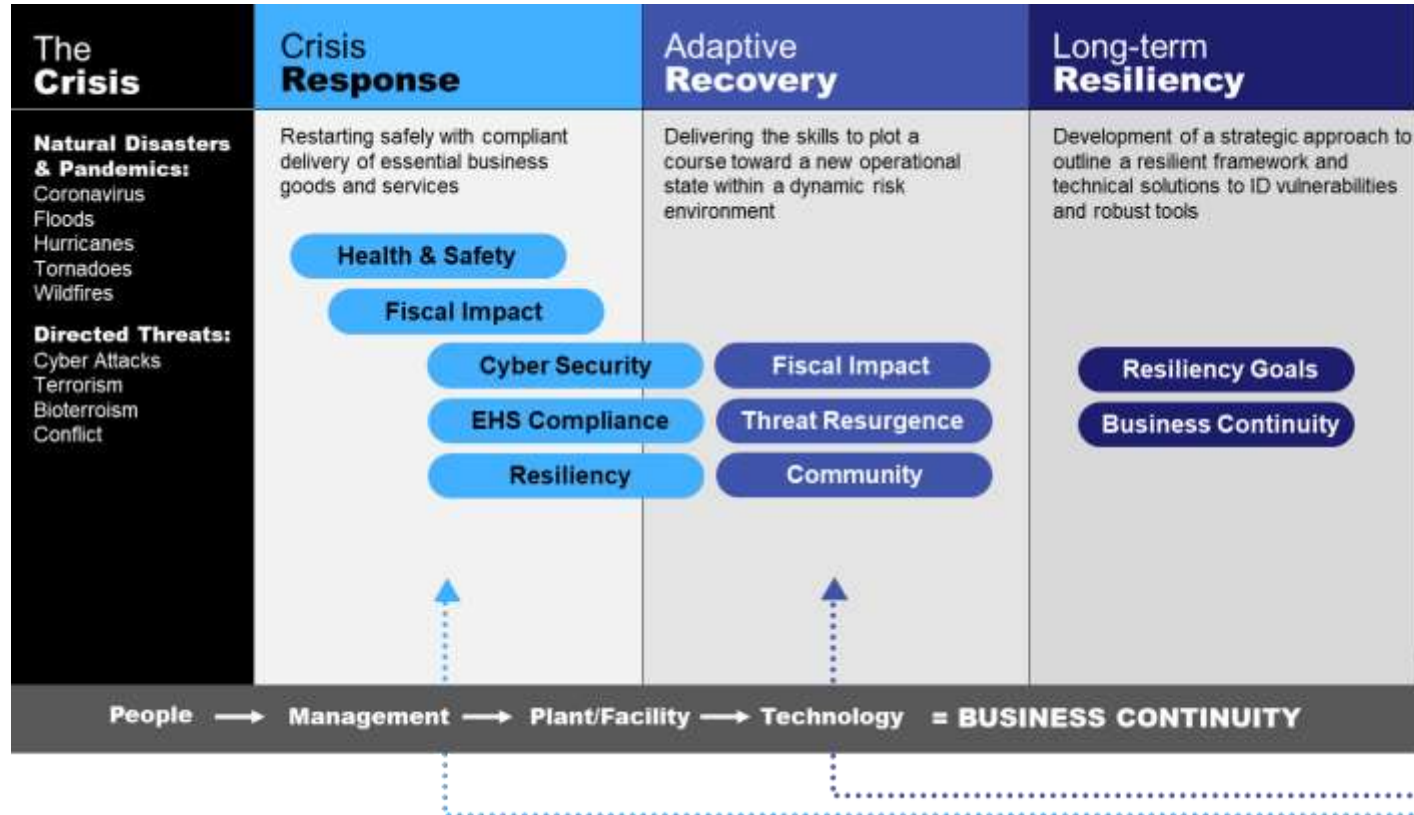
In the headlines...

Smithfield closes South Dakota pork plant due to coronavirus

AP

General

Smithfield Foods To Reopen Sioux Falls, South Dakota Facility After CDC Conducts Thorough Site Inspection and Affirms Company Meets or Exceeds All Employee Health and Safety Guidance

May 6, 2020

SMITHFIELD, Va., May 06, 2020 (GLOBE NEWSWIRE) -- Smithfield Foods, Inc. today announced that it

www.smithfieldfoods.com/press

Tesla and Elon Musk reopen California facility, defying orders meant to stem coronavirus spread

By Brian Fung, CNN Business
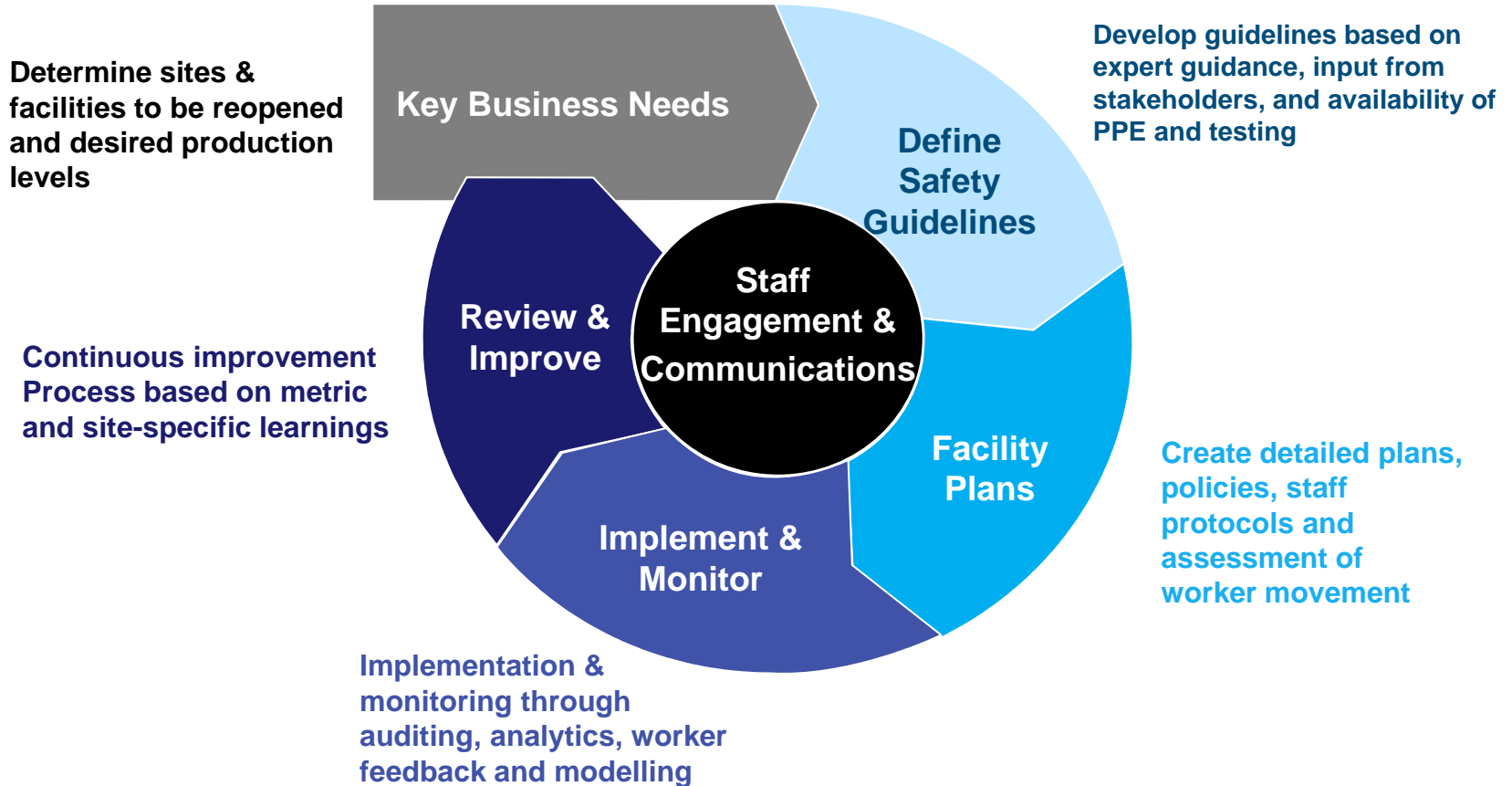Updated 9:17 AM ET, Tue May 12, 2020

CNN BUSINESS

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Crisis **Response**

1. **Ensure redundancy**
Providing insurance rooted in diverse & redundant systems

2. **Connectivity**
Leveraging connectivity to enhance & reduce operational resilience

3. **Monitoring**
Monitoring variables & feedback for shifts

4. **Adapting**
Recognizing solution complexly

5. **Learn**
Ongoing learning from the process

6. **Trust**
Creating trust & shared understanding through broad participation

7. **Collaboration**
Collaborating to create connectivity

Adaptive **Recovery**

1. **Business needs**
Determine sites & facilities to be reopened and desired production levels and scale

2. **Define safety guidelines**
Define and develop worker safety guidelines to safeguard the workforce, including medical community and CDC, PPE and testing, and Union input

3. **Facility plans**
Develop site-specific worker safety plans, protocols, and policies

4. **Implement & monitor**
Assess performance of plan via movement analytics, productivity impacts, worker feedback

5. **Review & improve**
Continuous improvement process

You are here

Long-term **Resiliency**

1. **Situation**
   - balance economic & social sustainability
   - identify the weakest points in your systems & supply chains
   - develop methods to strengthen

2. **Resolution**
   - Re-assess your systems and plan for contingent actions to return to effective production
   - Planning solutions to address situation/ challenges and mitigation resurgent risks

3. **Vulnerability & opportunities**
   - leverage vulnerability and opportunities to improve
   - Ask, what is required vs what is nice to have?

4. **Commitment**
   - Focus on enabling a resilient future through innovation and shared vision

People → Management → Plant/Facility → Technology = BUSINESS CONTINUITY
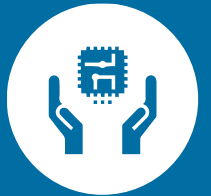
Developing a plan to **enable continuous delivery** of essential goods and services in the face of future threats.

Adaptive organizational framework

**Determine sites & facilities to be reopened and desired production levels**

Key Business Needs

Develop guidelines based on expert guidance, input from stakeholders, and availability of PPE and testing

Define Safety Guidelines

Staff Engagement & Communications

Review & Improve

Continuous improvement Process based on metric and site-specific learnings

Facility Plans

Create detailed plans, policies, staff protocols and assessment of worker movement

Implement & Monitor

Implementation & monitoring through auditing, analytics, worker feedback and modelling

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Digital Enables the Future

Define safety guidelines

- Updates from CDC and medical community
- Worker safety guidelines
- Access to PPE, testing, treatment, etc.
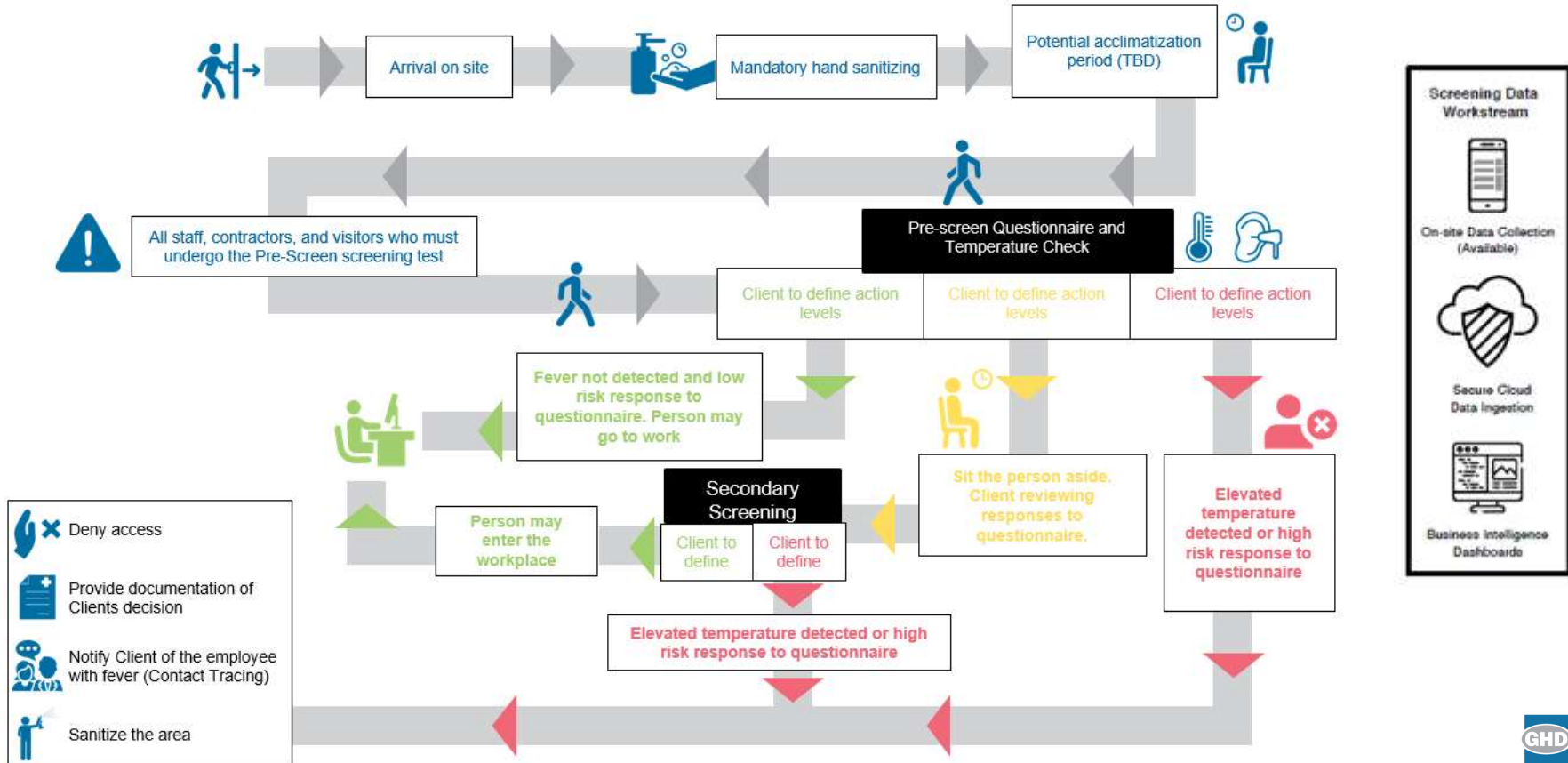- Input from stakeholders

Digital enablers:

- Assessment and contact tracing tools
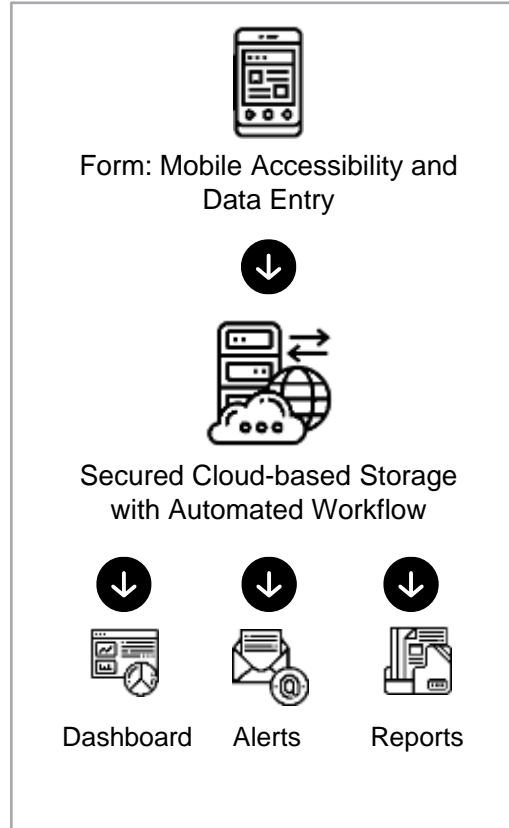- Thermal scanning
- Analytics
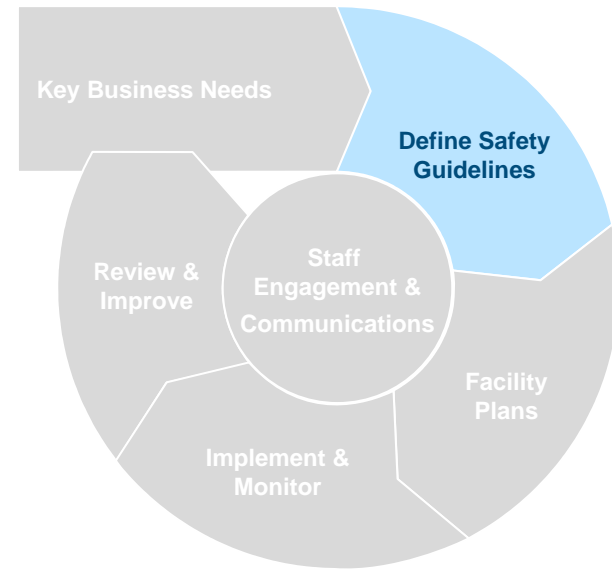
Workforce "screening to cleaning"

Workforce contact tracing

→ Leveraging a secured cloud-based solution in response to monitor, detect, prevent the spread of Covid-19

- Data Storage Platform
- Field data collection
- Accessibility and Quick Deployment
- Data hosting
- Data visualization and real-time reporting

Form: Mobile Accessibility and Data Entry

Secured Cloud-based Storage with Automated Workflow

Dashboard   Alerts   Reports

Key Business Needs

Define Safety Guidelines

Review & Improve

Staff Engagement & Communications

Facility Plans

Implement & Monitor

Workforce entry temperature scanning

Industrial Hygiene evaluates and screens workers using thermal screening technologies	
Human Oversight and Entrance Check-in	• Experienced staffing resources to manage • Check-point data capture • Thermometer check-in and entrance clearance • PPE Protocol and efficacy
Use of thermal scanning technology	• Detects body temperature thru handheld or fixed cameras • Can also be affixed to gates/barriers
Robust and efficient screening process	• Process and staff to conduct secondary screening • Process to handle/report positive results and contact tracing • Potential use of facial recognition or automated links to employee badges

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Facility plans

- Site-specific worker safety plans
- Distancing policies
- Cleaning and disinfecting
- Worker safety guidelines
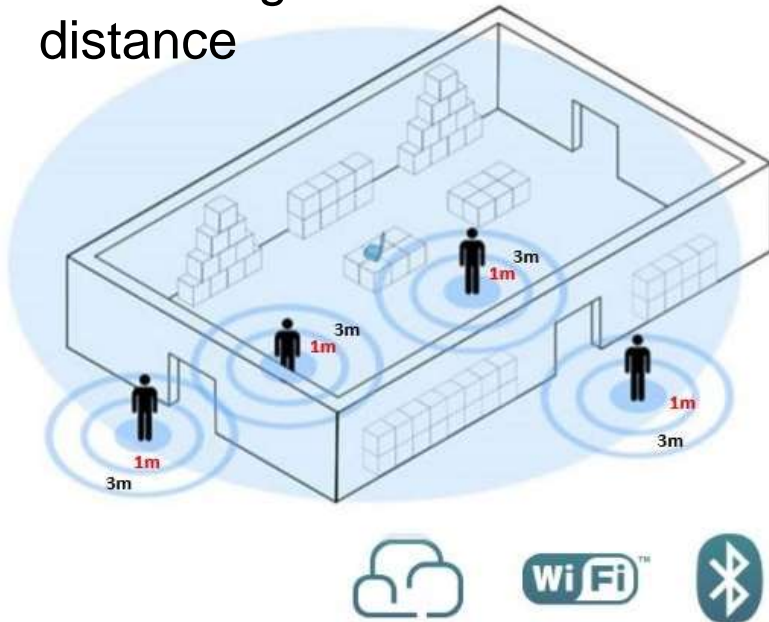- Protocols and site modelling

Digital enabler:
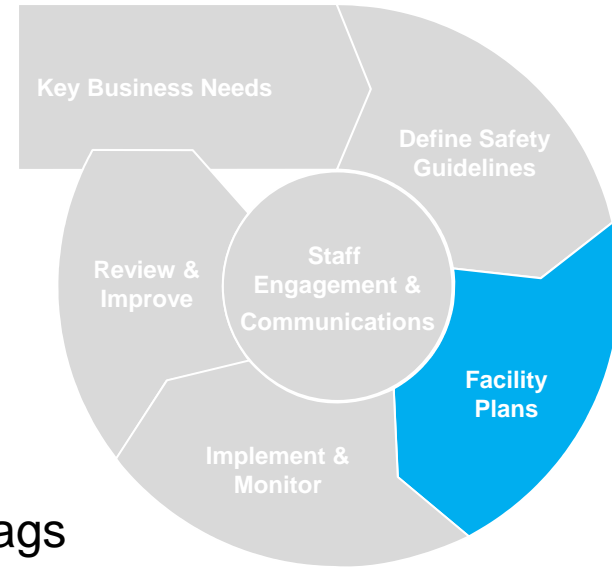
- Social distancing management
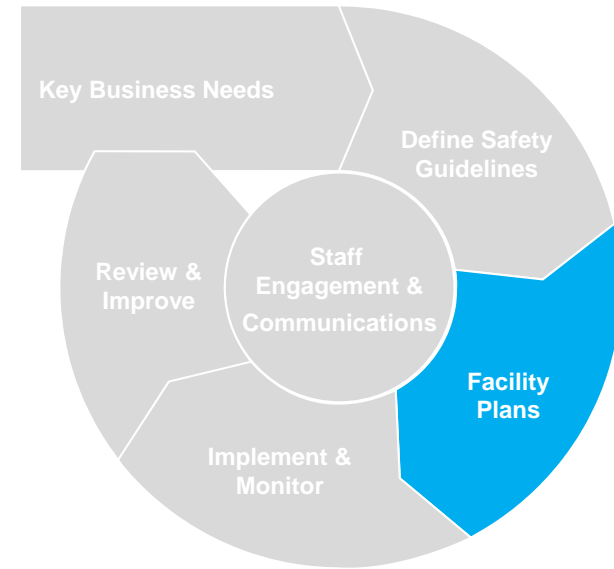
Social distance tracking

Real-time monitoring of distance

Bluetooth card tags and beacon

Key Business Needs

Define Safety Guidelines

Review & Improve

Staff Engagement & Communications

Facility Plans

Implement & Monitor

3m
1m
3m
1m
3m
1m
1m
3m
3m

WiFi™

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Implement & monitor

- Worker feedback and health impacts
- Worker movement analytics
- Productivity impacts
- Compliance monitoring and reporting

Key Business Needs

Define Safety Guidelines

Review & Improve

Staff Engagement & Communications

Facility Plans

Implement & Monitor

Digital enabler:

- Data management and reporting

Fit testing data management reporting

PPE and Respirator Fit Training Certification (OSHA)

Fit testing documentation required for OSHA compliance
- Desire to complete digital documentation for facilitated data flow and client-viewed environmental friendliness

Forms with multiple data table cross-referencing for increased data quality control
- Utilized existing code and formats with customization for client's needs
- Data entry by field staff of respiratory fit testing
- Output → email with single page summary PDF of fit testing record per test
- Data able to be exported in multiple formats for data management requirements
- Immediate client access to data viewing via data portal website

Review & improve

- Worker feedback and health impacts
- Worker movement analytics
- Productivity impacts
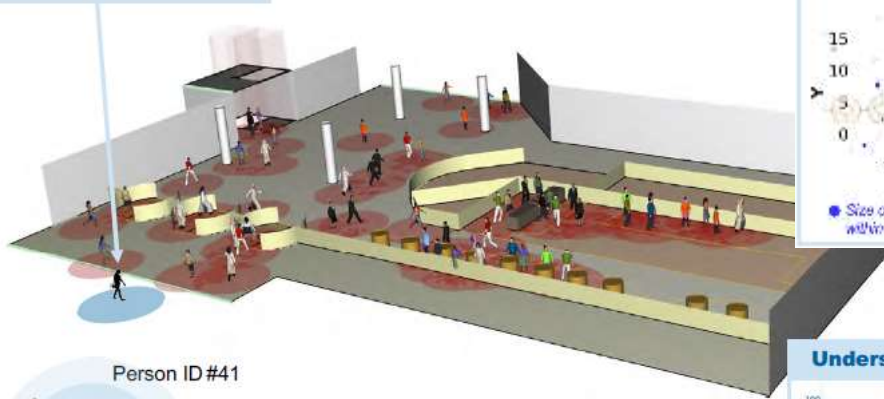- Compliance monitoring and reporting

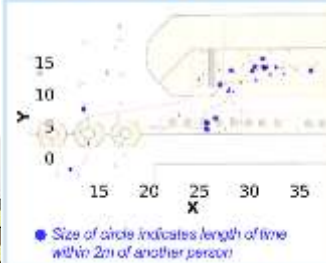Digital enabler:

- People movement modelling

People modeling

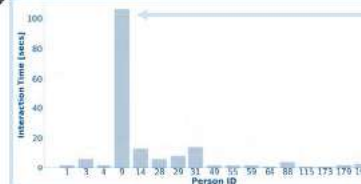**Proof of Concept: Workplace Arrival Scenario 1**

Track any individual in the simulation

Person ID #41

1m buffer
2m buffer
3m buffer

Plot route and interactions

● Size of circle indicates length of time within 2m of another person
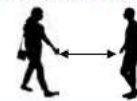
Understand who they interacted with and for how long

Person #41 spent 106 seconds within 2 metres of Person #9

Key Business Needs

Define Safety Guidelines

Staff Engagement & Communications

Review & Improve

Facility Plans

Implement & Monitor

Stakeholder engagement & communications

to **proactively engage** your leadership, workforce, client/customers and supply chain partners around Covid-19 response
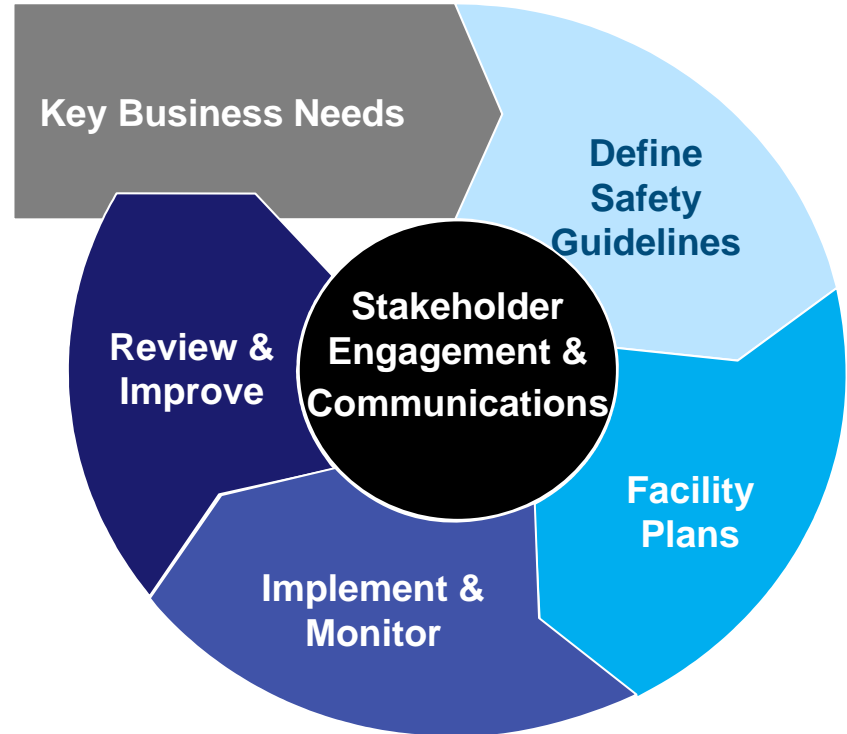

The Right Information

The Right Way

The Right People

The Right Time

Key Business Needs

Define Safety Guidelines

Stakeholder Engagement & Communications

Review & Improve

Facility Plans

Implement & Monitor

Moving forward to Resiliency

Resiliency framework

- **A strong foundation** of risk management
- **A portfolio** mindset and management model
- **A commitment** to digital transformation
- **A collaborative** approach focused on advocacy, engagement, shared value, and communications
- **A strategic** approach that embraces innovation
- **A fluid workforce** and operating environment

Assess Adapt Anticipate Accelerate
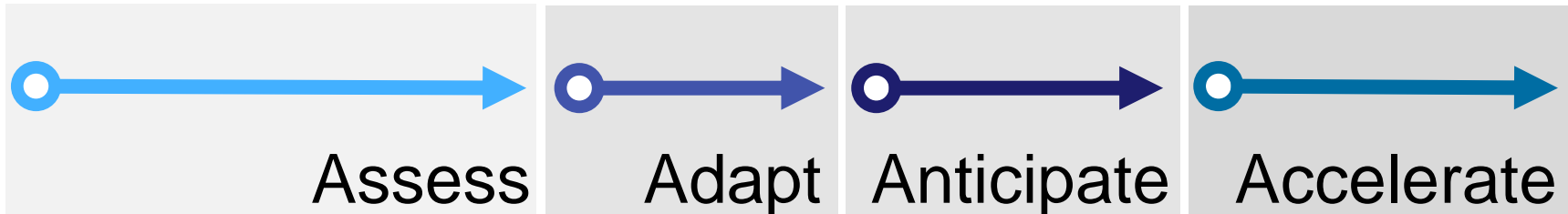
Q:
What is our "New Reality"?

A:
The place where technology is at the forefront of workplace productivity and innovation

Q&A

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Bob Armacost
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Thank you
Q&A

Kurt Beil, Bob Armacost, Simon Kaye

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Relevant COVID-19 Publications

- Impacts of COVID-19 on the EHS Function
- Identifying and sourcing protective & safety materials
- Managing health, safety and mental health of a remote workforce
- Ensuring the health & safety of essential, on-site employees during COVID-19
- Effectively communicating to employees to facilitate behavior changes
- Continuing operations after an exposure incident
- Assessing and articulating the business risks from COVID-19 for the C-suite

Download online at www.naem.org/research

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May 28

How to Build Corporate Social Responsibility in Your Supply Chain

June 11

Effectively Incorporating Sustainability Into Your Business

July 9

A Climate Solution Where All Sides Win

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Thank you for Attending!

A recording will be available in 3-4 days. You will receive an email once it's posted to our site.

Have a safe & healthy day!