worldsteel
ASSOCIATION

COMMITTEE ON SAFETY AND OCCUPATIONAL HEALTH (SHCO)

worldsteel Health Guidance Note
COVID-19
April 2020
(Rev 2.0)

Version 2 of this note was released on 16th April 2020. Changes are in **bold.**

This document is provided as a guide only. The document is a generic example for worldsteel members' use to build their own systems to suit their organisation and should be viewed purely as advisory and supplementary to any statutory, corporate or local requirements.

Introduction

The following document constitutes guidance only and should be viewed purely as supplementary to any statutory, corporate or local requirements.

What is COVID-19?

Coronaviruses are a large family of viruses which may cause illness in animals or humans. In humans, several coronaviruses are known to cause respiratory infections ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). The most recently discovered coronavirus causes coronavirus disease COVID-19. This new virus and disease were unknown before the outbreak began in Wuhan, China, in December 2019.

What are the symptoms of COVID-19?

The most common symptoms of COVID-19 are fever, tiredness, dry cough and shortness of breath. Some patients may have aches and pains, nasal congestion, runny nose, sore throat or diarrhea. These symptoms are usually mild and begin gradually. Some people become infected but don't develop any symptoms and don't feel unwell. Most people (about 80%) recover from the disease without needing special treatment. Around 1 out of every 6 people who gets COVID-19 becomes seriously ill and develops difficulty breathing. Older people, and those with underlying medical problems like high blood pressure, heart or respiratory chronic problems or diabetes, are more likely to develop serious illness. People with fever, cough and difficulty breathing should seek medical attention.

Why are worldsteel releasing this document now?

While the virus has been impacting China since November 2019, the World Health Organization declared COVID-19 a global pandemic on 11 March. Cases have now been detected in most countries worldwide and community spread is being detected in a growing number of countries. The virus is having a profound impact on global financial markets and is likely to impact a large proportion of worldsteel's members, directly or indirectly.

What should I / my company do?

To minimise the impact of COVID-19 on their workforce and their businesses, steel companies are encouraged to:

- Follow coronavirus disease (COVID-19) advice for the public and the basic protective measures against the new coronavirus published on World Health Organization web page[1]. Click Here.
- Monitor the status of the development of the pandemic on the official World Health Organization web page[2]. Click Here.

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[1] https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public

[2] https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports

US Occupational Safety and Health Administration (OSHA)
recommendations

The following recommendations are based on OSHA 3990-03 2020 Guidance on Preparing Workplaces for COVID-19[3]. Click Here to download the official document.

Measures for protecting workers from exposure to and infection with the novel coronavirus COVID-19 depend on the type of work being performed and exposure risk, including potential for interaction with infectious people and contamination of the work environment. Employers should adapt infection control strategies based on a thorough hazard assessment, using appropriate combinations of engineering and administrative controls, safe work practices, and personal protective equipment (PPE) to prevent worker exposures.

For all workers, regardless of specific exposure risks, it is always a good practice to:

- Frequently wash your hands with soap and water for at least 40 to 60 seconds. When soap and running water are unavailable, use an alcohol-based hand rub with at least 60% alcohol. Always wash hands that are visibly soiled.
- Avoid touching your eyes, nose, or mouth with unwashed hands.
- Avoid close contact with people who are sick.
- Immediately isolate people suspected of having COVID-19. For example, move potentially infectious people to isolation rooms and close the doors. On an aircraft, move potentially infectious people to seats away from passengers and crew, if possible and without compromising aviation safety. In other worksites, move potentially infectious people to a location away from workers, customers, and other visitors.
- Take steps to limit the spread of the person's infectious respiratory secretions, including by providing them with a facemask and asking them to wear it if they can tolerate doing so. Note: A surgical mask on a patient or other sick person should not be confused with PPE for a worker; the mask acts to contain potentially infectious respiratory secretions at the source (i.e., the person's nose and mouth).
- If possible, isolate people suspected of having COVID-19 separately from those with confirmed cases of the virus to prevent further transmission, including in screening, triage, or healthcare facilities.
- Restrict the number of personnel entering isolation areas, including the room of a patient with suspected/confirmed COVID-19.
- Protect workers in close contact with the sick person by using additional engineering and administrative control, safe work practices and PPE.
- Train all workers with reasonably anticipated occupational exposure to COVID-19 (described in the guidance) about the sources of exposure to the virus, the hazards associated with that exposure, and appropriate workplace protocols in place to prevent or reduce the likelihood of exposure. Training should include information about how to isolate individuals with suspected or confirmed COVID-19 or other infectious diseases, and how to report possible cases. Training must be offered during scheduled work times and at no cost to the employee.

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[3] https://www.osha.gov/Publications/OSHA3990.pdf

Experiences from worldsteel members to ensure business continuity.

Several worldsteel members located in affected regions have instigated initiatives to reduce risk, these include:

General practices for all personnel:

- **Communication**
    - o **Communication is critical.   Staff are facing unprecedented disruption to their work and home lives.**
    - o **Ensuring a physiologically safe environment for employees is crucial.**
    - o **Leaders should be conscious of the mental health of their teams.**
    - o **Management visibility, particularly on the shop floor, is important**
    - o **Check in with team members regularly, especially those who may be working remotely.**
    - o **Maintain a clear focus on 'conventional' safety risks such as isolation, heights etc. These risks have not gone away, and distracted employees could amplify some of them.**
    - o **If procedures or practices are being changed to manage Covid-19 risks, robust Management of Change (MOC) processes should be employed to guard against unintended consequences.**

- **Workplace Hygiene**
    - o **Reinforce the need for strict personal hygiene.**
    - o Maintain natural air exchanges in this range: changes per hour (CPH) >4 in offices and promote natural ventilation as much as possible.
    - o **Staff have been asked not to bring items to work from home (excluding food and water).**
    - o Frequent cleaning of sanitary, food preparation and serving facilities.
    - o Frequent cleaning of offices with the use of alcoholic antiseptic solutions.
    - o Prohibition of use of non-personal (colleagues') devices (phones, headsets, keyboards, etc.) **and PPE.**
    - o Ensure that the areas dedicated to lunch/meals are properly sanitised and allow the minimum safe distance to be maintained. Avoid face-to-face layout. All these areas need to have the proper cleaning equipment.

- **Promote Social Distancing**
    - o Reduce the number of face-to-face meetings and the number of people involved
    - o Maintain a considerable distance from person to person, 2 metres is often recommended by the authorities
    - o Promote electronic exchange of documents rather than hard copies
    - o If meetings are considered business critical the following will apply:
        - ▪ Minimum distance of 1.5m will always be kept
        - ▪ Exchange of documents will be prohibited
        - ▪ Meeting duration will be kept as short as possible
        - ▪ Only necessary people should participate
        - ▪ The meeting areas should be cleaned using disinfectants and participants should wash their hands immediately after the meeting
        - ▪ **Forbid** shaking hands.
        - ▪ Avoid physical meetings with external partners or visitors. Have these meetings online.

- **Working from home**
    - o Allow working from home if possible. For vulnerable employees (the elderly, those facing chronic health problems and pregnant women) work from home should be prioritised.
    - o Use remote access capabilities assurance (VPN and operational tests on all laptops, as well as any other necessary software to accomplish business tasks for example Skype, GoToMeeting, Zoom). Test VPN capacity to withstand network traffic during simultaneous login.
    - o Require employees to take their laptops back home daily in order to be able to work from home in case a community-wide quarantine is imposed at short notice.
    - o Ensure remote internet access for employees (adequate data provision for mobile phone connections, internet sim cards – sticks – micro cards inside laptops etc.).
    - o Ensure that laptops are provided to employees who may not have one, and who may be required to work from home (priority to key business positions after vulnerable employees).

- **Programs have been put in place to incentivise employee's commitment to business continuity and reduce absenteeism (e.g. small bonusses, extra services, etc).**

General practices involving on-site medical staff:

- For on-site medical staff, make mandatory use of gloves and masks during each patient examination.

- Make sure every examined person wears a mask, an examination robe and disposable gloves.

- Use a thermometer / thermal camera if considered necessary to enable fast and efficient employee examination.

- Identify groups who are particularly vulnerable in the workplace (elderly people, people with chronic underlying diseases such as chronic cardiovascular - respiratory diseases and cancer irrespective of age).

- Employees who are sick (cold, seasonal flu, influenza, etc.) should stay in their home until they have fully recovered and prior their return to work, they should contact their direct supervisor and on-site medical staff.

- Employees who feel sick (fever, dry cough, etc.) during their working time, should inform their personal doctor and the occupational physician. Employees will depart from the workplace wearing masks and disposable gloves not using corporate transportation. The company will make the necessary alternative transportation arrangements.

General practices involving frontline workforce:

- **Workplace Hygiene**
    - Clean working areas (rooms, control cabinets, etc.) with an alcoholic antiseptic solution.
    - Supply antiseptics at main locations inside the production areas for regular hand cleaning.
    - For noisy indoor areas (>82dbA), emphasis must be given to prevent workers from coming in close contact. In those cases, the use of either a disposable mask or mobile communication should be considered.
    - Attention should also be paid to ventilation/air-condition systems maintenance and cleaning
    - Sanitise washrooms and bathrooms at least every 4 hours. Take special precautions in facilities that have running water, baths and hot showers.
    - Temporarily increase the amount of company clothing (pants, shirts and jackets) available to ensure employees don't share clothes or PPE.
    - Double the number of corporate buses used by employees commuting (decreasing the number of passengers per route). Employees should use of antiseptic solution while getting on and off the buses.

- o Sanitise buses on a daily basis.
- o Bus drivers must stay at least 1m away distance from personnel at all times while they are getting on and off. Driver access to the office is not allowed for any reason.

- **Workplace changes**
  - o **Essential activities such as corrective, preventive, predictive maintenance and operations should to be flexible but always undertaken in compliance with hazard identification and risk analysis process.**
  - o **Systems can be implemented in order to track the movements of workforce, to ensure social distancing and to be able to retrospectively track a Covid-19 positive employees interactions.**
  - o **When employees cannot work from home, physical relocation of staff and work stations may be possible in some cases to ensure social distancing.**

- **PPE and other controls**
  - o **There will be cases in which people cannot comply with social distancing rules and for those cases other controls should be implemented according to the hierarchy of controls, with PPE being used as a last resort,**
  - o **The following PPE items are suggested for use when working at facilities:**
    - **N95 rated masks should be used to perform activities during the presence of covid-19 infection risk**
    - **Goggles or face shield**
    - **Disposable long-sleeved water-resistant gown**
    - **Disposable gloves.**
  - o **Disposable PPE should be treated as potentially infectious material and disposed in accordance with national rules.**
  - o **The use of disposable or dedicated cleaning equipment is recommended; non-single use PPE should be decontaminated using the available products (e.g. 0.1% sodium hypochlorite or 70% ethanol).**

- **Scheduling and staffing**
  - o Schedule shifts properly to ensure adequate time for cleaning is provided upon shift start to clean shared devices (desks, phones, computers, touchscreens, controls, etc.).
  - o Extend the shift duration temporarily.
  - o Rotational work is suggested to avoid large numbers of employees in open spaces (providing that work from home using a laptop is feasible).

- o Calculate minimum required staff for production purposes, in order to identify any opportunities for flexible working schedules to avoid increased staff gatherings.
- o Train additional staff in critical positions to ensure business continuity even in the event of a sudden quarantine or absence of workers who cannot be replaced due to their expert knowledge.
- o Rolling lunchtime to avoid lunch areas getting crowded.
- o Adapt shift schedules, so that experienced operators' risk of exposure is reduced, therefore reducing the risk of disruption to business continuity.
- o Shift leaders should track workers present daily, recording all the people with whom he/she had contact. This is important for suspected/confirmed case management.
- o In case of an occupational accident, aid should be provided taking all the necessary precautions (rescuers to use disposable gloves, glasses, FFP3 masks, full body uniforms).

General practices involving frontline broader stakeholder groups:

- **Companies have strengthened communications with their stakeholders, specially with communities and customers, about the current status of the operations and actions undertaken to tackle Covid-19.**
- **Internal and external audits have been postponed or reduced. Critical audits are being performed ensuring social distancing using technology and organisation.**
- Ensure that contractors are taking the same precautions as your own company, ensure contractors are treated in the same way as direct company employees.

Annex 1. CCPS Risk Based Process Safety – with insights for disruptive times

CCPS Risk Based Process Safety – with insights for disruptive times		
Commit to Process Safety	**Process Safety Culture**	**Lead the crisis response** **Communicate often** **Compensate for impacts on human performance** **Build trust** **Maintain a sense of vulnerability amid the crisis**
	Compliance with Standards	Manage deferrals Continue to follow standards
	Process Safety Competency	Optimize on-line training Consider on-the-job learning opportunities Identify key resources
	Workforce Involvement	Engage creatively Minimize paper documentation
	Stakeholder Outreach	Communicate! Recognize support functions
Understand Hazards and Risk	Process Knowledge Management	Make information accessible
	Hazard Identification and Risk Analysis (HIRA)	Be flexible with HIRA Maintain control of risk decisions Evaluate effect of reduced staffing Manage increased cyber security risks

Manage Risk	Operating Procedures	Maintain procedures
	Safe Work Practices	Actively manage maintenance work Address new safety concerns Ensure smart devices are safe for use
	Asset Integrity and Reliability	**Use risk-based assessment** **Continue inspection, testing, and preventative maintenance**
	Contractor Management	Collaborate with contractors and integrate response plans
	Training & Performance Assurance	Continue basic safety training
	Management of Change	**Continue to manage change** **Recognize organizational change is key** **Anticipate organizational change**
	Operational Readiness	Make sure you are ready to operate
	Conduct of Operations	Maintain a sense of vulnerability Manage fatigue Focus on specific operational communications
	Emergency Management	Enact crisis management plans Maintain emergency response capability

Learn from Experience	Incident Investigation	Continue learning from incidents
		Conduct learning reviews
	Measurement and Metrics	Consider metrics specific to the crisis
	Auditing	Review audit schedule
		Consider remote audit capabilities
	Management Review & Continuous Improvement	Engage Management

Annex 2. BCG - People Priorities in Response to COVID-19

COVID-19 responses for seven key people topics

Key people responses

People health

Workforce readiness

Communication & support culture

1. Accelerate smart work
   1-1: Establish remote working
   1-2: Reduce large meetings
   1-3: Setup virtual agile teams
   1-4: Adapt travel policies

2. Enhance corporate health & hygiene
   2-1: Enable individual employee hygiene
   2-2: Improve workplace hygiene
   2-3: Support and monitor employee health
   2-4: Adopt new hygiene & health habits

3. Mitigate people risk
   3-1: Identify & support critical roles
   3-2: Decrease risk exposure
   3-3: Work on potential replacement

4. Manage workforce flexibility
   4-1: Analyze business impact on workforce
   4-2: Adapt existing workforce to decreased demand
   4-3: Adjust hiring
   4-4: Manage individual employee downtime

5. Communicate openly with empathy
   5-1: Identify communications channels
   5-2: Organize a clear communication structure
   5-3: Pass information to employees in a timely manner
   5-4: Educate employees and managers on COVID-19

6. Stand together
   6-1: Prepare your leaders
   6-2: Support employees and their families
   6-3: Build & enhance ecosystems
   6-4: Fulfill a larger purpose

7. Speed-up digital readiness
   7-1: Identify need & deliver needed hardware
   7-2: Provide appropriate software & tools
   7-3: Train your people on digital readiness
   7-4: Build technology support teams

Source: BCG

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