

Occupational health and safety management — Safe working during the COVID-19 pandemic – General guidelines for organizations

WD stage

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7 CP 401 • Ch. de Blandonnet 8
8 CH-1214 Vernier, Geneva
9 Phone: +41 22 749 01 11
10 Email: copyright@iso.org
11 Website: www.iso.org

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71 Foreword

72 ISO (the International Organization for Standardization) is a worldwide federation of national standards
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79 The procedures used to develop this document and those intended for its further maintenance are
80 described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the
81 different types of ISO documents should be noted. This document was drafted in accordance with the
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88 constitute an endorsement.

89 For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions
90 related to conformity assessment, as well as information about ISO's adherence to the World Trade
91 Organization (WTO) principles in the Technical Barriers to Trade (TBT), see
92 www.iso.org/iso/foreword.html.

93 This document was prepared by Technical Committee ISO/TC 283 *Occupational health and safety*
94 *management*.

95 This is the first edition of this document.

96 A list of all parts in the ISO 45000 series can be found on the ISO website.

97 Any feedback or questions on this document should be directed to the user's national standards body. A
98 complete listing of these bodies can be found at www.iso.org/members.html.

99 **Introduction**

100 This document is a response to the COVID-19 pandemic and the increased risk this disease presents
101 to the health, safety and well-being of people in all settings, including those working at home or in
102 mobile settings, and workers and other interested parties in physical workplaces.

103 Governments, regulators and other professional bodies across the world have published guidance on

104 ~~working safely during the COVID-19 pandemic. This document provides a single generic set of guidelines~~
105 ~~that complements this information and supports the principles that:~~

- 106 - reasonable measures to manage the risks arising from COVID-19 are, or will be, implemented to
107 protect the health and safety of workers and other relevant interested parties; and
- 108 - workers should not be required to work unless these measures have been implemented.

109 This guidance includes practical recommendations to organizations and workers on how to manage these
110 risks and is suitable for organizations resuming operations, those that have been operational throughout
111 the pandemic, and those that are starting operations.

112 The guidance is generic and applicable to organizations regardless of the nature of business, service
113 provision, size or complexity. It recognizes that many smaller organizations do not have dedicated
114 departments for functions such as occupational health and safety (OH&S), facilities management or
115 human resources. More detailed information for specific functions is available from professional bodies
116 and a wide range of national and international standards.

117 By implementing the guidance in this document, the organization will be able to:

- 118 a) take effective action to protect workers and other relevant interested parties from the risks related to
119 COVID-19;
- 120 b) demonstrate that it is addressing risks related to COVID-19 using a systematic approach; and
- 121 c) put in place a framework to enable effective and timely adaptation to the changing situation.

122 Organizations using ISO 45001 Occupational health and safety management systems, can use this
123 document to inform their OH&S management system by relating the relevant clauses to the PDCA cycle,
124 as outlined below. Taking a systems approach facilitates the coordination of resources and efforts that is
125 so important in managing COVID-19.

126 **Plan:** plan what needs to be done for the organization to work safely (**4 to 8**).

127 **Do:** do what the organization has planned to do (**9 to 12**).

128 **Check:** see how well it is working (**13**).

129 **Act:** fix problems and look for ways to make what the organization is doing even more effective (**14**).

130 This document is not intended to be a single step-by-step set of recommendations. It provides a
131 framework in which the PDCA cycle, above, should be repeated, with all parts active at all times, to enable
132 ongoing continual improvement and ensure the organization responds to changes during the different
133 phases of the pandemic.

135

136

137

138 **Occupational health and safety management — Safe working** 139 **during the COVID-19 pandemic – General guidelines for** 140 **organizations**

141 **1 Scope**

142 This document provides general guidance to organizations on how to manage the risks arising from
143 COVID-19 to protect work-related health, safety and well-being.

144 This document is intended for use by organizations of all sizes and sectors, including those that:

- 145 a) have been operating throughout the pandemic;
- 146 b) are resuming or planning to resume operations following full or partial closure;
- 147 c) are re-occupying workplaces that have been fully or partially closed; and
- 148 d) are new and planning to operate for the first time.

149 This document also provides guidance relating to the protection of workers of all types (e.g. workers
150 employed by the organization, workers of external providers, contractors, self-employed individuals,
151 agency workers, older workers, workers with a disability and first responders), and other relevant
152 interested parties (e.g. visitors to a workplace, including members of the public). This document is
153 not intended to provide guidance on how to implement specific infection control protocols in clinical,
154 healthcare and other settings. Workers in these settings, or in related roles, should refer to applicable
155 legislation and guidance provided by government, regulators and health authorities.

156 **2 Normative references**

157 There are no normative references in this document.

158 **3 Terms and definitions**

159 For the purposes of this document, the following terms and definitions apply.

160 ISO and IEC maintain terminological databases for use in standardization at the following addresses:

161 — ISO Online browsing platform: available at <https://www.iso.org/obp>

162 — IEC Electropedia: available at <http://www.electropedia.org/>

163 **3.1**

164 **organization**

165 person or group of people that has its own functions with responsibilities, authorities and
166 relationships to achieve its objectives

167 Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation,
168 firm, enterprise, authority, partnership, association, charity or institution, or part or combination thereof,
169 whether incorporated or not, public or private.
170 [SOURCE: ISO 45001:2018, 3.1, modified]

171 **3.2**
172

173 **worker**

174 person performing work or work-related activities under the control of the organization

175 Note 1 to entry: Persons perform work or work-related activities under various arrangements, paid or unpaid,
176 such as regularly or temporarily, intermittently or seasonally, casually or on a part-time basis.

177 Note 2 to entry: Workers include top management, managerial and non-managerial persons.

178 Note 3 to entry: The work or work-related activities performed under the control of the organization may be
179 performed by workers employed by the organization, workers of external providers, contractors, individuals,
180 agency workers, and by other persons to the extent the organization shares control over their work or work-
181 related activities, according to the context of the organization.

182 [SOURCE: ISO 45001:2018, 3.3]

183 **3.3 workplace**

184 place under the control of the organization where a person needs to be or to go for work purposes

185 Note 1 to entry: The organization's responsibilities for the workplace depend on the degree of control over the
186 workplace.

187 Note 2 to entry: Workplaces can include the worker's own home, other people's homes, personal vehicles,
188 vehicles provided by the organization, other organization's facilities and public spaces.

189 [SOURCE: ISO 45001:2018, 3.6, modified]

190 **3.4 risk**

191 effect of uncertainty

192 Note 1 to entry: In this document, the term risk refers to risks related to COVID-19, unless otherwise stated.

193 [SOURCE: ISO 45001:2018, 3.20 modified]

194 **3.5 pandemic**

195 worldwide spread of a disease

196 [SOURCE: World Health Organization, modified]

197 **3.6 COVID-19**

198 infectious disease caused by the new coronavirus SARS-CoV-2 discovered in 2019

199 [SOURCE: World Health Organization, modified]

200 **3.7 incident**

201 occurrence arising out of, or in the course of, work that could or does result in injury and ill health

202 Note 1 to entry: In this document "injury and ill health" refers to a direct infection with COVID-19 or any
203 physical or psychological injury and ill health which is a consequence of COVID-19.

204 [SOURCE: ISO 45001:2018, 3.35 modified]

205 **3.8 personal protective equipment**

206 **PPE**

207 device or appliance designed to be worn by an individual for protection against one or more health
208 and safety hazards

209 Note 1 to entry: PPE includes, but is not limited to, gowns, gloves, respirators, safety glasses, helmets and
210 goggles.

211 Note 2 to entry: While generally not considered PPE, masks (and face coverings) can provide a level of
212 protection for the user in addition to their primary purpose as a public health measure to control the spread of
213 transmission and infection.

214 Note 3 to entry: In many countries PPE is required to conform to national regulations.

215 [SOURCE: ISO 15384:2020, 3.12, modified]

216 **3.9 face covering**

217 facepiece that covers the mouth, nose and chin

218 NOTE 1 to Entry: Face coverings are also known as community masks, hygiene mask, barrier masks, comfort
219 masks and other local terms

220 NOTE 2 to Entry: Face coverings in the context of this standard are not considered to be personal protective
221 equipment (PPE) or a medical device.

222 [SOURCE: CWA 17553:2020, modified]

223 **3.10 well-being**

224 fulfilment of the physical, mental and cognitive needs and expectations of a worker related to their
225 work

226 Note 1 to entry: Well-being can also contribute to the quality of life outside of work.

227 Note 2 to entry: Well-being relates to all aspects of working life, including work organization, social factors at
228 work, work environment, equipment and hazardous tasks.

229 [SOURCE: ISO/DIS 45003:2020, 3.2, modified]

230 **3.11 common areas**

231 spaces and amenities provided for the use of more than one person

232 Note 1 to entry: Examples of common areas include canteens, lifts/elevators, stairs, reception areas, meeting
233 rooms, areas of worship, toilets, gardens, fire escapes, kitchens, fitness facilities, store rooms and laundry
234 facilities.

235 **4 Planning and assessment of risks**

236 **4.1 Understanding the context of the organization**

237 To understand the specific risks to workers and other people who can be affected by the
238 organization's activities (e.g. visitors, customers, service users, the general public), the organization
239 should consider:

- 240 - what can affect the ability of individuals to work safely during the COVID-19 pandemic; and
- 241 - how its operations should change to address the increased risk to work-related health, safety
242 and well-being.

243 Before assessing risks related to COVID-19, the organization should consider the specific external
244 and internal issues that can affect the health and safety of workers and how these issues are
245 impacted by the pandemic. The organization should take these issues into account when assessing
246 risk and planning to begin, resume or modify operations, and ensure risks are assessed on an
247 ongoing basis.

248

249 External issues can include, but are not limited to:

- 250 a) prevalence of COVID-19 within the local community (including in other organizations and other
251 workplaces);
- 252 b) local, regional, national and international circumstances and related legal requirements and
253 guidance;
- 254 c) availability of clinical services, testing, treatments and vaccines;
- 255 d) availability of health and safety and other supplies (e.g. PPE, masks, disinfectants, hand
256 sanitizers, thermometers, cleaning materials);
- 257 e) how workers travel to and from work (e.g. public transport, car, bicycle, walking);
- 258 f) workers' access to childcare and schooling for their children;
- 259 g) suitability of worker's home for remote working;
- 260 h) workers' domestic situations (e.g. living with someone who is considered to be at higher risk of
261 contracting COVID-19 or getting severe illness from COVID- 19);
- 262 i) changes or problems in the supply chain;
- 263 j) continuity of essential services (e.g. food provision, domestic infrastructure, utilities);
- 264 k) changes in customer needs and expectations, or behaviours;
- 265 l) local culture and cultural behaviours (e.g. kissing, hugging, shaking hands); and
266 m) increased or decreased demand for products/services.

267
268 Internal issues can include, but are not limited to:

- 269 1) prevalence of COVID-19 in the organization;
- 270 2) number and types of workplaces (e.g. offices, factories, workshops, warehouses, vehicles, retail
271 outlets, workers' own homes or other people's homes);
- 272 3) cultural values within the organisation that can affect risk control measures;
- 273 4) ability of the organization to gain up-to-date knowledge about COVID-19;
- 274 5) type of organization and related activities (e.g. manufacturing, services, retail, social care,
275 training or other education, delivery or distribution);
- 276 6) the type of workers in the organization (e.g. employed, contractors, volunteers, freelance, part-
277 time, shift workers, remote workers);
- 278 7) the extent to which it is possible to implement physical distancing measures;
- 279 8) specific needs of workers (e.g. workers considered to be at higher risk of contracting COVID-19
280 or getting severe illness from COVID-19)
- 281 9) workers with caring responsibilities, disabled workers, pregnant women and new mothers,
282 older workers;
- 283 10) increased worker absence (e.g. due to sickness, self-isolation or quarantine requirements,
284 bereavement);
- 285 11) resource availability, including adequate provision of toilet and handwashing facilities; and
- 286 12) how work is organized (e.g. changed work demands, pace of work, time pressure, shift work) and
287 supported and how this impacts work-related health, safety and well-being.

4.2 Leadership and worker participation

To assist effective management of the risks arising from COVID-19 relating to work, the organization should:

- a) demonstrate leadership and commitment to collective responsibility and safe working practices;
- b) communicate about, and consistently comply with, internal policy, legal requirements and other requirements at all times;
- c) commit to transparency when reporting and managing suspected and confirmed cases of COVID-19, ensuring that personal health information is kept confidential (see 5);
- d) ensure adequate resources are provided (see 8) and make them available to workers in a timely and effective manner;
- e) ensure consultation and encourage participation of workers and worker representatives, where they exist, in making decisions that affect work-related health, safety and well-being;
- f) provide a clear policy on the financial implications for workers unable to work due to operational restrictions, or who are required to self-isolate or quarantine;
- g) provide appropriate support for workers unable to work due to operational restrictions, or who are required to self-isolate or quarantine, including provision of appropriate leave from work and paid sick pay if possible (so that workers do not come to a workplace when they should not because of concerns about pay);
- h) communicate how workers and other relevant interested parties should report incidents or raise concerns and how these will be addressed and responses communicated;
- i) protect workers from reprisals when reporting potential illness or incidents, or if workers remove themselves from work situations which they believe to be unhealthy or unsafe;
- j) ensure coordination across all parts of the organization when implementing measures to manage the risks related to COVID-19; and
- k) seek competent advice and information on managing risks related to COVID-19, if necessary.

The organization has a duty of care to workers and other interested parties who can be affected by their activities, including customers, service users and the general public. By encouraging wide input, the organization can have a better overview of risks to work-related health, safety and well-being during the pandemic. Active and ongoing engagement with workers and worker representatives, where they exist, is likely to result in better outcomes when managing the risks related to COVID-19.

The organization should:

- 1) encourage participation and involve workers and worker representatives, where they exist, in assessing risks related to COVID-19 and making decisions on how to manage them;
- 2) communicate to workers and other relevant interested parties (e.g. the public, customers, suppliers, visitors, students, investors, shareholders, regulators, unions) how the organization is managing risks from COVID-19 (communication can be through any appropriate method, see 9);
- 3) provide one or more ways for workers and other interested parties to give feedback on actions taken to manage work-related health, safety and well-being (e.g. through virtual meetings, collaboration tools, online surveys, emails); and
- 4) take timely and appropriate action to address concerns raised by workers and other interested parties and communicate these actions to them.

The organization should ensure that decision makers and worker representatives, where they exist, take into account the full diversity of the workforce and the specific experiences, views and needs of, for example, workers with disabilities, women, workers from different ethnic and faith groups, and workers of different ages.

333 **4.3 General planning**

334 Planning enables the organization to identify and prioritize risks arising from the pandemic that can
335 affect work-related health, safety and well-being.

336 Although it is not possible to eliminate the risks related to COVID-19 entirely, planning should
337 identify and prioritize the risks to workers in order to reduce those risks.

338 When planning the organization should consider the issues determined in 4.1, and take into account:

- 339 a) practical changes that should be made to how work is organized and where work takes place;
- 340 b) interaction between workers;
- 341 c) interaction between workers and other people, including visitors, customers and members of the
342 public;
- 343 d) how to maintain complete and accurate contact information on people who interact closely (e.g.
344 workers in shifts, customers in pubs and restaurants, clients in gyms) for the purpose of contact
345 tracing, respecting the need for confidentiality;
- 346 e) the safe use of common areas and shared equipment; and
- 347 f) the impact of the pandemic on psychological health and well-being (see 6).

348 The organization should take a systematic approach to determining and addressing risks related to
349 COVID-19 and identify work activities that:

- 350 1) can be done from home;
- 351 2) cannot be done from home, but can comply with physical distancing guidelines in the workplace,
352 if practical adjustments are made; and
- 353 3) cannot be done from home and cannot comply with physical distancing guidelines in the
354 workplace.

355 For many organizations, the best way to mitigate work-related risks from COVID-19 is to enable and
356 support workers to work from home, including in organizations that have fully implemented controls
357 to protect against transmission of the disease. The organization should minimize the number of
358 workers in a physical workplace, where this is possible, to provide enhanced protection through
359 reduced contact with other people. The organization should take into account the needs of service
360 users, clients and customers, as well as the workers performing the work, when determining the
361 numbers of workers in a physical workplace.

362 The organization should ensure additional support measures are implemented to protect the
363 physical and psychological health and the well-being of workers who are working from home. The
364 organization should consider if it is possible to enable a safe return to the physical workplace for
365 individual workers if the home is not suitable, or if home working has a significant negative impact
366 on their psychological health and well-being.

367 Work activities that cannot be done from home and cannot comply with physical distancing
368 guidelines should only take place if the activities are essential and additional controls are
369 implemented to mitigate the risks.

370 When planning to address risks related to COVID-19, the organization should take into account
371 existing OH&S risks and measures already in place to manage these. The organization should:

- 372 • assess if existing OH&S measures and controls need to be adjusted, taking into account any
373 changes to work processes;
- 374 • consider new OH&S risks (e.g. impact on fire safety arrangements) and other risks (e.g. security
375 risks), that can be introduced by implementing additional safety measures to manage the risks
376 related to COVID-19 (see Annex A on protective security considerations);

- 377 • plan actions to address new risks; and
- 378 • plan for changes in restrictions at short notice, whether at local, regional, national or
- 379 international level, to minimize operational disruption (see 4.8).

380 4.4 Workplaces

381 4.4.1 Physical workplaces

382 The organization should ensure that workplaces (including all premises, sites and other locations
383 where work takes place, including outside of a building) and facilities within those workplaces are
384 clean and safe to use.

385 To prepare for safe operation, the organization should, as a minimum:

- 386 a) assess all premises, sites, or parts of sites, including those that have been closed or partially
387 operating;
- 388 b) establish arrangements to prevent potentially infectious people from entering the workplace (e.g.
389 by providing information prior to visit, posters stating the people should not enter the workplace
390 with COVID-19 symptoms);
- 391 c) perform maintenance checks and activities on equipment and systems;
- 392 d) assess and control risks related to Legionella and other water-related diseases, in order not to
393 introduce other health risks, particularly if water-based systems (including some types of air
394 conditioning) have not been used for a period of time, or if use has been reduced;
- 395 e) establish enhanced and/or more frequent cleaning and disinfection schedules, (e.g. by increasing
396 the working hours and/or numbers of workers in cleaning roles, and encouraging other workers
397 to clean and disinfect their own work zones and equipment regularly);
- 398 f) provide enhanced personal hygiene facilities, including additional handwashing stations where
399 possible and hand sanitizer points where this is not possible (including outdoor areas used for
400 work or breaks), ensuring these facilities are accessible to workers with disabilities; and
- 401 g) coordinate and cooperate with other organizations on shared sites, including with contractors,
402 managing agents, landlords and other tenants, ensuring both routine operations and emergency
403 plans are taken into account.

404 The organization should also take further actions, as applicable, including but not limited to:

- 405 1) deep cleaning and disinfection of workplaces and equipment;
- 406 2) disinfecting taps, showers and other sources of water with products that meet official
407 requirements for use against COVID-19, and flush through before use;
- 408 3) maximizing the amount of outdoor air and room air changes through ventilation systems (with
409 appropriate filtration and duration of operation), turning off air recirculation systems, and keeping
410 doors and windows open to the extent possible;
- 411 4) ensuring toilet facilities are managed to facilitate safe use (see 12.6.2);
- 412 5) restarting and testing specialist equipment which has been unused for longer than usual;
- 413 6) testing fire safety systems, including battery-powered units such as emergency lighting and
414 alarms;
- 415 7) putting in place signs and floor and/or wall markings to indicate recommended physical
416 distancing, ensuring markings are simple, clear and large enough to be seen by visually impaired
417 people;

418 8) putting in place physical barriers to enforce physical distancing to the extent possible, where it is
419 safe to do so without introducing new OH&S or other risks or negatively impacting people with
420 disabilities;

421 8) creating work zones to limit the number of people in any one area (see 12.5);

422 9) limiting the number of people using shared equipment by creating working teams or pairs and
423 assigning them to designated shared equipment;

424 10) establishing cleaning and disinfection points to enable workers to wipe surfaces and equipment
425 throughout working hours;

426 11) reorganizing moveable equipment, desks and workstations to enable physical distancing;

427 12) fixing doors open to reduce touching of door handles (excluding doors required for fire safety,
428 security or privacy);

429 13) establishing processes for safe entry and exit from workplaces;

430 14) establishing one-way systems in corridors, stairways and other common areas, putting in place
431 signs and floor or wall markings, and taking other actions to mitigate the risks where this is not
432 possible;

433 15) determining safe ways of using lifts/elevators, including limiting capacity, and ensuring
434 guidance for safe use is communicated both inside and outside of lifts/elevators; and

435 16) providing additional outside spaces for workers to use for routine work, meetings and breaks,
436 where possible.

437 4.4.2 Working from home

438 The organization should enable workers to work from their own home wherever possible as this is
439 one of the most effective ways of managing the risks related to the pandemic. The organization has
440 the same responsibility for the health and safety of workers who are working from home as it does
441 for those in a fixed physical workplace. The organization should take all practical steps to remove
442 barriers to working from home.

443 In determining which workers should work from home, the organization should ask workers the
444 following questions:

445 a) Can you effectively perform your role from home?

446 b) Is your home situation suitable for home working?

447 c) Do you want to return to a physical workplace?

448 d) Are you confident that you can travel safely to and from a physical workplace without significant
449 exposure to COVID-19?

450 The organization should consult with the worker to systematically assess the risks related to
451 working from home and the actions needed to address the risks, as far as practicable, taking into
452 account factors such as:

453 1) the domestic circumstances of the worker (e.g. childcare or other caring responsibilities,
454 domestic abuse, household members considered to be at higher risk of contracting COVID-19
455 or getting severe illness from COVID-19);

456 2) the physical suitability of the home (e.g. size, other people sharing the space, noise levels,
457 suitable lighting, ergonomic issues);

458 3) if the worker has access to relevant systems and information (e.g. email, shared electronic
459 drives, databases, enhanced security on relevant systems and guidance on operating securely
460 whilst at home);

- 461 4) the need for ongoing support for the use of IT equipment and software (e.g. online conference
462 tools);
- 463 5) the potential need to allow workers to take equipment that they use at work home on a
464 temporary basis or to provide additional equipment (e.g. computer, computer monitor,
465 keyboard, mouse, ergonomically suitable chair, footrest, lamp, printer, head-set);
- 466 6) the need for guidance on setting up an ergonomically suitable home workstation (e.g.
467 enabling good posture and encouraging frequent movement);
- 468 7) psychosocial risks (See 6); and
- 469 8) impacts on personal or home insurance and tax liabilities.

470 The organization should provide workers with guidelines on what to do if the worker or any
471 member of the worker's household is exposed to or contracts COVID-19 and is required to self-
472 isolate or quarantine.

473 4.4.3 Working in other people's homes

474 Workers should not perform work activities in other people's homes if someone in that household
475 has symptoms of COVID-19 (or is self-isolating or in quarantine) or is considered to be at higher risk
476 of contracting COVID-19 or getting severe illness from COVID-19, except:

- 477 a) to provide essential health and personal care (e.g. medical or social care workers); or
- 478 b) to remedy a direct risk to safety or security (e.g. emergency repairs by a plumber, construction
479 worker, electrician, gas engineer);
- 480 c) to address an issue in the home where this can be performed with additional social distancing
481 or other measures to protect the vulnerable person.

482 When preparing for workers to perform activities in other people's homes, the organization should:

- 483 1) check if anyone in the household has symptoms of COVID-19, is self-isolating or in quarantine, or
484 has been advised to isolate from other people to protect themselves because they are considered
485 to be at higher risk from COVID-19;
- 486 2) consider if the work can be performed using digital or remote alternatives (e.g. video or phone
487 consultations);
- 488 3) communicate with households prior to work commencing, to discuss and agree how work will be
489 carried out and general practices to minimize risk (e.g. how to enter the building without face-to-
490 face contact, sanitizing hands before entering the household and washing hands before exiting,
491 maintaining physical distancing whilst in the home, leaving internal doors open to minimize
492 contact with door handles);
- 493 4) assign workers to work in households local to them, wherever possible, to minimize travel and
494 use of public transport;
- 495 5) ensure workers have access to adequate PPE, masks or face-coverings, hand-sanitizer, and
496 cleaning and disinfection supplies; and
- 497 6) allocate the same individual, pair or small team of workers to a household if repeat visits are
498 necessary or the work is ongoing (e.g. the same carers, cleaners), taking into account the type of
499 work activities and the amount of contact those workers have with other people outside of the
500 household.

501 The organization should establish and communicate a clear policy and process to manage situations
502 where workers are required to self-isolate or quarantine due to one or more individuals contracting
503 COVID-19 or being exposed to someone with COVID-19 (see 9).

504 **4.4.4 Working in multiple locations or mobile workplaces**

505 The organization should ensure that workers with roles that cannot be performed at home or in a
506 fixed physical workplace (e.g. drivers, social and personal care providers, cleaners, postal workers,
507 delivery workers, traffic wardens, repair and maintenance workers) are given support, guidance and
508 adequate resources to work safely and to avoid transmission of the disease through travel and
509 interaction with other people.

510 The organization should consult with workers and worker representatives, where they exist, to
511 ensure that workers with mobile roles are fully informed and confident to use their own discretion to
512 act appropriately in different situations. The organization should provide guidance and encourage
513 workers in mobile roles to:

- 514 a) follow the guidance on physical distancing and hygiene (see 10);
- 515 b) follow guidance on how to act in situations where physical distance cannot be maintained, or is
516 not maintained by other people;
- 517 c) follow guidance on how to act if other organizations require the removal of masks, face coverings
518 or PPE for security or other reasons;
- 519 d) ensure they have access to sufficient hand sanitizer, masks, face coverings, PPE, cleaning
520 materials and disinfectants, as appropriate;
- 521 e) follow guidance on how to access and safely use resources such as public toilets, and how to
522 safely procure and consume food and drink;
- 523 f) retain documented information to support contact tracing, if necessary, about the places they go
524 to in the course of their work; and
- 525 g) retain details of the people they have prolonged interaction or close contact with, where
526 possible, to support effective contact tracing if a worker or other relevant interested party
527 contracts COVID-19. (Personal data should be kept confidential and retained for a minimum of
528 14 days, or as determined by official guidance.)

529 **4.5 Roles**

530 In assessing roles, activities and where a worker should work, the organization should take into
531 account workers who:

- 532 a) are considered to be at higher risk of contracting COVID-19 or getting severe illness from COVID-
533 19;
- 534 b) are caring for someone who is considered to be at higher risk of contracting COVID-19 or getting
535 severe illness from COVID-19;
- 536 c) are in a household with someone who is considered to be at higher risk of contracting COVID-19
537 or getting severe illness from COVID-19;
- 538 d) are entitled to, request, or need additional reasonable adjustments due to disability or other
539 individual circumstances (e.g. neurodiverse conditions such as autism, pregnancy,
540 disproportionately affected minority groups); and
- 541 e) need additional support to protect their psychological health and well-being.

542 The organization should support workers with roles that can be performed effectively at home to
543 work from home. To ensure this is effective, the organization should take actions determined by
544 consideration of issues in 4.4.2 and establish regular virtual or phone meetings to provide support,
545 monitor well-being, and ensure they are connected to other workers, including those working on-
546 site. The organization should ensure there is clarity about what is and what is not expected of
547 workers working at home and accommodate individual worker needs as far as possible.

548 For workers who need to be in a physical workplace, the organization should:

- 549 1) determine which roles are critical for operational continuity, safe facility management or
550 regulatory requirements and cannot be performed from home;
- 551 2) identify workers in critical roles who are unable to work from home due to home circumstances
552 or the unavailability of specialist equipment;
- 553 3) determine the minimum number of workers needed in a physical workplace at any one time to
554 operate safely and effectively; and
- 555 4) determine how activities are organized (e.g. reducing job rotation, requiring workers to perform
556 one activity with one set of equipment throughout the shift, enabling flexible working hours).

557 The organization should offer workers considered to be at higher risk of contracting COVID-19 or
558 getting severe illness from COVID-19 and who cannot work from home, the option of the safest
559 available roles in the physical workplace. Such roles should allow workers to maintain physical
560 distancing guidelines at all times. If workers considered to be at higher risk of contracting COVID-19
561 or getting severe illness from COVID-19 cannot comply with physical distancing guidelines, the
562 organization should consult with the worker and worker representatives, where they exist, to assess
563 if there is an acceptable level of risk if additional safety measures and controls are implemented.

564 The organization should consider assigning specific workers (or single worker, in a small
565 organization) the responsibility for ensuring COVID-19 safety measures and controls are
566 implemented and maintained and for reporting issues to top management.

567 If workers are allocated new roles or tasks, the organization should provide adequate training and
568 support to ensure workers are competent to perform those roles.

569 The organization should monitor the introduction of safety measures or controls for any unjustifiable
570 negative impact on some groups compared to others (e.g. workers with caring responsibilities,
571 workers with religious commitments, workers with disabilities, pregnant workers).

572 4.6 Activities

573 If physical distancing guidelines cannot be complied with for a critical activity, the organization
574 should take all possible further mitigating actions to reduce the risk of transmission of COVID-19
575 between workers and through interaction with other people in the workplace.

576 Before resuming work, the organization should take mitigating actions, such as:

- 577 a) establishing fixed small teams or pairs of workers to limit the number of people in close contact:
578 teams or pairs should be treated as a unit if any worker develops COVID-19 symptoms and all
579 members of the unit should self-isolate or quarantine according to official guidance;
- 580 b) revising work instructions to enable safe operation of activities (e.g. keeping activity times as
581 short as possible, using screens or barriers to separate people, using back-to-back or side-to-side
582 working instead of face-to-face);
- 583 c) establishing distinct zones for work activities which cannot comply with physical distancing
584 guidelines;
- 585 d) using isolated spaces to enable physical distancing for workers who can safely work alone;
- 586 e) identifying activities where workers directly pass objects (e.g. job information, spare parts,
587 samples, purchased items) to each other or to other people, including the public, and establish
588 processes to remove direct contact if possible (e.g. drop-off or transfer zones); and
- 589 f) providing appropriate PPE and guidance on how it should be used.

590 **4.7 Emergency preparedness and response**

591 The organization should prepare for foreseeable emergencies and assess and revise existing
592 processes as necessary.

593 The organization should consider, for example:

- 594 a) emergency processes (e.g. guidance on evacuating in teams to limit close contact with others,
595 adjusting how workers and other relevant interested parties are required to assemble to increase
596 physical distancing between teams);
- 597 b) reviewing personal emergency evacuation plans for people with assisted or facilitated evacuation
598 needs (including provision of additional PPE as necessary);
- 599 c) training additional people to respond in emergencies, in case illness, self-isolation or quarantine
600 results in a shortage of trained workers in the workplace;
- 601 d) providing first aiders with personal first aid resources, including appropriate PPE, in case of
602 medical emergency or accidents; and
- 603 e) providing clear guidance on processes for dealing with aggressive or violent people.

604 In an emergency where there is immediate danger (e.g. chemical spill, fire, break-in), complying with
605 physical distancing guidelines can be challenging. Immediate preservation of life should be
606 prioritized, however the organization should also amend emergency plans to mitigate the risk of

607 transmission of COVID-19 in emergency situations, as far as reasonably practicable.
608 The organization should assess additional risks that can arise from challenges to physical distancing
609 during fire drills, simulations or other practice exercises and raise awareness of amended emergency
610 plans. When planning for these exercises, the organization should ensure that additional safety
611 controls and measures are in place if physical distancing guidelines cannot be maintained during, for
612 example, evacuation from the workplace.

613 The organization should require workers who provide assistance to others in emergency situations
614 to take additional and immediate hygiene measures following the emergency event, including
615 handwashing or sanitizing.

616 **4.8 Planning for changes to restrictions**

617 The organization should ensure current and emerging risks related to COVID-19 are monitored, and
618 plan for occasions when restrictions are likely to be changed at short notice (restrictions can be
619 influenced by local, regional, national or international events).

620 The organization should determine actions it can take to enable a rapid and effective response to
621 changes in restrictions to continue operations as far as possible. Planning should take into account
622 different potential situations, including increased or different restrictions, or lifting of restrictions.
623 Planning should be undertaken in consultation with workers and worker representatives, where
624 they exist (see 4.2).

625 When planning, the organization should consider:

- 626 a) reducing operations to core activities that can be carried out with full physical distancing by a
627 minimum number of workers in the physical workplace, or by home-based workers;
- 628 b) whether operations can be modified to enable the organization to continue to work during
629 periods of restriction;
- 630 c) whether full or partial suspension of operations is needed to consider the correct actions to take
631 (e.g. pause operations to put in place additional measures or to reorganize work activities);
- 632 d) whether alternative operations can be implemented;

- 633 e) the potential impacts on workers, taking into account workers with specific needs and
634 circumstances;
- 635 f) how individual workers can be impacted by different locational restrictions (e.g. workers who
636 need to cross local, regional, national or international boundaries);
- 637 g) the potential impacts on the supply chain and actions necessary to manage these; and
- 638 h) the need for cooperation and communication with partner organizations, organizations sharing
639 facilities and other relevant interested parties.

640 The plans for different types of restrictions should address how to:

- 641 1) agree and communicate which workers:
- 642 i) will be required to be on-site;
 - 643 ii) will be required to work from home; and/or
 - 644 iii) will not be able to work at all;
- 645 2) communicate the likely impact on working hours, pay and other conditions; and
- 646 3) communicate to customers and other interested parties how changes to restrictions will affect
647 operations (e.g. through social media, apps, signage, websites).

648 The organization should take into account the individual impact on workers who are unlikely to be
649 able to work at all if certain restrictions are imposed (e.g. by the closure of hospitality organizations,
650 or close contact services) and inform them of the possible or likely impact on pay or employment
651 conditions.

652 The impact on workers of sudden easing of restrictions should also be taken into account (e.g. ability
653 to return to work at short notice due to childcare responsibilities, workers considered to be at higher
654 risk of contracting COVID-19 or getting severe illness from COVID-19, or living in households with
655 higher risk people, workers self-isolating or under quarantine at that time).

656 Plans should be communicated to workers and other relevant interested parties at the earliest
657 opportunity.

658 **5 Suspected or confirmed cases of COVID-19**

659 **5.1 General**

660 The organization should establish and communicate processes to manage suspected and confirmed
661 cases of COVID-19.

662 To limit possible introduction of COVID-19 into the workplace, the organization should implement
663 measures to assess people entering the building and prevent entry by those who have symptoms,
664 have recently travelled to or from areas with significant community spread of the disease, or have
665 been exposed to individuals infected with COVID-19.

666 Top management and managers at all levels should support workers to take immediate action to self-
667 isolate if they develop symptoms of COVID-19, or quarantine if required to do so, and understand the
668 processes in place and what is expected of them in relation to reporting, self-isolation or quarantine,
669 and return to work.

670 Outbreaks of COVID-19 in the organization should be notified to relevant regulators and health
671 authorities (see **13.2.2**).

672 **5.2 Managing illness in a physical workplace**

673 To minimize transmission of COVID-19, and to protect first responders, including first aiders, and the
674 person they are treating, any person who becomes unwell in the workplace should be treated as a
675 potential COVID-19 case.

676 The organization should consult workers with first aid responsibilities to determine if they are
677 willing and able to continue to perform this role, taking into account individual circumstances (e.g. if
678 the worker is considered to be at higher risk of contracting COVID-19 or getting severe illness from
679 COVID-19, is living in a household with someone at higher risk, or if the worker has anxiety about
680 increased exposure).

681 The organization should:

- 682 a) provide suitable PPE (e.g. face shields, gloves, gowns) and face masks and give guidance on how
683 these should be used by first aiders (consideration should be given to people who need to lip
684 read and when this is the situation transparent face shields should be used together with physical
685 distancing; other forms of communication, such as writing, should be used if use of transparent
686 face shields and physical distancing is not possible);
- 687 b) isolate the person who is unwell whilst first aid is provided or if transport from the workplace
688 needs to be arranged (e.g. transport can be provided by a member of the same household);
- 689 c) provide the affected person with a face mask (consideration should be given to people with
690 underlying health conditions that affect breathing) and ask them to wash or sanitize their hands;
- 691 d) require the affected person to leave the workplace, using a safe method of transport (e.g.
692 avoiding public transport if possible), to a suitable safe place (e.g. home or a medical facility)
693 following local regulations or guidance;
- 694 e) advise the affected person to request a COVID-19 test if they have recognized symptoms and to
695 inform the organization of the result;
- 696 f) establish if an affected worker has been in close contact with other workers or clients (e.g.
697 performing work activities without physical distancing in a team or pair, performing close
698 contact services) and inform those workers or clients of possible exposure to COVID-19,
699 maintaining confidentiality as to the source of the potential exposure, and support affected
700 workers to self-isolate or quarantine immediately;
- 701 g) retain details of other workers who have been in contact with affected workers in case COVID-19
702 is confirmed and there is a wider requirement to self-isolate;
- 703 h) ensure the areas the affected person has been in are either isolated or cleaned and disinfected as
704 soon as possible, giving particular attention to equipment, frequently touched surfaces (e.g. door
705 handles, buttons for lifts), and common areas such as toilets;
- 706 i) ensure that workers performing the cleaning or disinfection of affected areas are using
707 appropriate PPE and following agreed safe working operating practices, based on assessment of
708 the risks;
- 709 j) inform health authorities, as required by local regulations or guidance, e.g. if two or more
710 confirmed cases of COVID-19 are connected to the workplace;
- 711 k) provide clear guidance on when it is safe for a worker who has had COVID-19 to return to the
712 workplace; and
- 713 l) provide information on measures that can be taken to facilitate return-to-work, ongoing support
714 and rehabilitation, as appropriate.

5.3 Managing illness of workers at home or in mobile settings

The organization should establish a process for managing workers who develop symptoms of COVID-19 whilst working at home or in a mobile role. The organization should ensure:

- a) workers are encouraged to report symptoms to the organization immediately;
- b) require the affected person to leave the workplace, if this outside of their own home, using a safe method of transport (e.g. avoiding public transport if possible), to a suitable safe place (e.g. home or a medical facility) following local regulations or guidance;
- c) workers are aware of, and directed to follow, regulations relating to self-isolation or quarantine (including if workers have been in close or prolonged contact with someone who has COVID-19);
- d) there is regular communication with the affected worker, to determine if symptoms develop further and/or the worker becomes seriously unwell;
- e) workers understand whether they should continue to perform work activities from home, if they are well enough, or if the time should be taken as sick leave;
- f) workers understand the process for returning to work activities following self-isolation or recovering from COVID-19; and
- g) reasonable adjustments are made, if necessary, to support a worker returning to work activities after contracting COVID-19, taking into account both physical and psychological needs.

5.4 Testing, contact tracing and quarantine

The organization should take action to ensure it is fully aware of current legislation or guidance from relevant regulators and health authorities on testing, contact tracing and quarantine. The organizations should act in accordance with official legislation or guidance and:

- a) encourage workers with symptoms to request a test at the earliest opportunity;
- b) encourage regular testing for workers who have extended interaction with other people as a result of their role, including workers with no symptoms;
- c) encourage the use of apps and research sites which monitor health and symptoms;
- d) support contact tracing by ensuring details of workers or people visiting the organization are maintained, as far as is practicable, and confidentiality is respected;
- e) require workers and other relevant interested parties to quarantine where this is required due to:
 - 1) travel restrictions; and
 - 2) advice from contact tracers, health authorities, or information received through apps or other communications;
- f) consider individual needs and circumstances if work-related activities can lead to the need to quarantine, whether at home or in another location, and support the cost of quarantine where appropriate;
- g) make reasonable adjustments for workers required to quarantine due to non-work-related activities (e.g. quarantine required on returning from personal travel) and enable workers to take annual, special or unpaid leave, if appropriate; and
- h) make its personal travel policy during the pandemic clear to all workers.

6 Psychological health and well-being

The organization should establish processes to manage the impact of the pandemic on workers' psychological health and well-being.

Psychological health and well-being can be affected by psychosocial hazards such as:

- a) uncertainty (e.g. about what is expected, how long arrangements can last, impact on pay or working hours);
- b) workload and work pace (e.g. too much or too little work, expectations of meeting short deadlines even if activities take longer due to amended ways of working);
- c) working hours (e.g. unpredictable hours, reduced or extended hours, new shift patterns);
- d) role ambiguity (e.g. changes to what is expected from a role, new roles, lack of clarity);
- e) lack of control (e.g. rapid changes in risk levels, leading to sudden enforcement or easing of restrictions or amended ways of working);
- f) lack of social support (e.g. loneliness, physical isolation, communication issues);
- g) impacts of prolonged isolation and remote working (e.g. overexposure to screens, tiredness, boredom, lack of concentration, insomnia,);
- h) job insecurity (e.g. concern about possible job loss, domestic financial issues);
- i) difficulty in balancing work and home life (e.g. caring responsibilities, family emergencies, needing to work outside of normal working hours);
- j) specific roles that are higher risk due to frequent, close or prolonged interaction with other people (e.g. front-line, public facing, mobile working); and
- k) worker's specific circumstances (e.g. belonging to a vulnerable group, bereavement or serious illness in the family).

To manage risks to psychological health and well-being related to COVID-19, the organization should:

- 1) promote a culture of trust, care and support by acknowledging that individual workers experience different issues and that anxieties or difficulties are valid and respected;
- 2) enable regular confidential meetings (remote or physical, as appropriate) to discuss issues and anxieties and to agree ways to support the worker;
- 3) hold regular remote or physical meetings with teams of workers;
- 4) allow flexible work hours and time off;
- 5) assist workers in setting healthy boundaries between work and non-work time by communicating when they are expected to be working and available, taking into account the need for flexibility;
- 6) allow workers more control over work pace and deadlines, if possible;
- 7) give regular, clear and accurate information about the current situation in the organization and planned changes that can affect workers;
- 8) consider providing appropriate PPE, masks, face coverings and other control measures for workers with concerns about being in the physical workplace, even if it is not required by the organization;
- 9) offer additional resources to assist workers with managing their own psychological health and well-being (e.g. on-line programmes, web sites, access to professionals offering bereavement and trauma counselling, financial advice).

7 Inclusivity

The organization should ensure that actions taken to manage risks arising from COVID-19 to work-related health, safety and well-being take into account the impacts on different groups of workers and other relevant interested parties.

The organization should, for example:

- a) ensure issues and anxieties raised are respected and requests are accommodated as far as practicable;
- b) continue to support working from home for workers who can effectively perform work activities at home and who are anxious about returning to the physical workplace;
- c) raise awareness and provide training to workers in order to meet the needs of people with disabilities (e.g. providing access to suitable toilets, understanding how support animals operate, taking action to reduce communication difficulties caused by masks or face coverings);
- d) ensure facilities for faith groups are safely accessible;
- e) adapt roles and activities to reduce risks to vulnerable workers, if possible; and
- f) ensure communications, including electronic communications, are accessible (e.g. websites, online appointment or ordering systems).

Further information on accessibility and inclusion considerations is given in **Annex B**.

8 Resources

The organization should determine what resources are needed to effectively manage the risks related to COVID-19 and ensure sufficient resources are in place. The organization should establish processes to help ensure that essential resources are maintained, appropriately managed and can be supplied reliably as needed.

Workers with responsibility for managing resources to mitigate the risks related to COVID-19 should be clearly identified and communicated to workers and other relevant interested parties. The organization should ensure there is a process to enable ongoing dialogue with workers about specific needs for resources to manage risks related to COVID-19 and how workers can escalate issues.

When determining the resources needed to start, resume and maintain essential activities, the organization should consider:

- a) human resources, including practical and psychological support to workers, and processes to manage reduced human resources due to illness or self-isolation;
- b) financial resources;
- c) appropriate PPE, including specific provision for workers with cleaning and disinfection roles;
- d) handwashing, hand sanitizing, cleaning and disinfection materials;
- e) adequate and safe provision of toilet facilities;
- f) technology;
- g) infrastructure and equipment (e.g. relating to waste, water and energy management);
- h) communication methods (see **9**); and
- i) the need for and availability of additional training to ensure workers are competent to take on additional roles or activities.

837 The organization should ensure that temporary, prolonged or permanent absence of workers
838 (e.g. through sickness, self-isolation or quarantine, job losses), does not put the health or safety of
839 available workers at risk. The organization should ensure that workers are competent to perform
840 roles or activities they are required to perform, particularly if workers are expected to take on
841 new tasks.

842 The organization should take actions to minimize additional workload and ensure that any
843 additional workload is only short-term. Line managers should monitor workload and the impact
844 on affected workers so that individual workers do not work beyond agreed working hours and
845 take rest periods and time off work.

846 **9 Communication**

847 **9.1 General**

848 The organization should communicate its commitment to managing the risks related to COVID-19
849 and inform workers and other relevant interested parties of:

- 850 a) general safety measures and controls;
- 851 b) required ways of working, taking into account the needs of individuals and groups of workers;
- 852 c) what is expected of them;
- 853 d) what they can expect from the organization; and
- 854 e) how to report concerns or safety incidents.

855 The organization should ensure regular communication from top management to workers at all
856 levels to demonstrate commitment to policies and agreed ways of working during the pandemic.

857 The organization should use a combination of formal and informal communication methods (e.g.
858 intranet, website, email, signs, images, symbols, phone calls, audio announcements, video) so
859 messages are accessible and can be understood by all relevant interested parties, including people
860 with disabilities, non-native speakers and people with differing levels of literacy. The organization
861 should ensure standardized symbols are used, wherever possible, to avoid misinterpretation.

862 Preferred methods of communication (e.g. emails or personal phone calls rather than video
863 conferences with groups) should be taken into account for workers with different needs, including
864 making adjustments for neurodiversity (e.g. dyslexia, autism, dyspraxia).

865 Communication with workers and other relevant interested parties should be two-way and methods
866 should facilitate ongoing conversation as well as more formal consultation.

867 Communications should provide clear and up-to-date guidance on physical distancing, hygiene and
868 required behaviours before arrival at the workplace (e.g. by phone, website, intranet, email); on
869 arrival at the workplace (e.g. signs, posters, screens, announcements); first entry into a workplace
870 (see **12.2**); and throughout the workplace (e.g. signs, posters, screens, announcements).

871 Communications should also provide clear guidance on facilities and functions that are or are not
872 available (e.g. canteens, fridges, shared equipment, first aid, HR, IT).

873 Regular communications should be provided on changes to processes, guidance and the levels of risk
874 related to COVID-19.

875 The organization should:

- 876 1) establish who is responsible for communicating safety guidance to visitors, delivery workers,
877 customers and other people (ensuring more than one person is trained to perform this role);
- 878 2) ensure communications are accessible and useable by all workers and relevant interested
879 parties, including contractors and agency workers;

- 880 3) provide necessary training to workers who act as hosts for visitors, or need to interact with
881 delivery workers, customers, the public, etc.;
- 882 4) communicate relevant information about operational changes, safety measures and controls to
883 suppliers, customers and other relevant interested parties;
- 884 5) review communications frequently to ensure they are current and effective and take action if
885 issues are identified; and
- 886 6) establish effective day-to-day communication mechanisms in workplaces to enable compliance
887 with physical distance requirements, including where noise levels are high and cannot be
888 reduced.

889 9.2 Communication for first entry into a workplace

890 The organization should take all reasonable measures so that workers and other relevant interested
891 parties understand the behaviours, processes and working practices required to manage the risk of
892 transmission of COVID-19 before entering a workplace for the first time or returning from absence
893 from the workplace.

894 In addition to the actions recommended in 9.1, the organization should:

- 895 a) develop communication and training materials and deliver training as required (e.g. through
896 video training or electronic methods);
- 897 b) provide guidance on safe travel to and from work (e.g. encouraging walking, cycling and personal
898 vehicles where possible, and physical distancing and masks or face coverings if workers need to
899 use public transport);
- 900 c) provide clear guidance on staggered start and finish times, flexible working hours, shifts or any
901 other altered working patterns or schedules;
- 902 d) provide guidance on physical distancing, hygiene and general ways of working;
- 903 e) communicate new processes for entering the workplace, beginning work and the use of common
904 areas (e.g. lifts/elevators, stairways, toilets, kitchens, corridors);
- 905 f) communicate guidance on safe interaction with visitors, customers, service users and other
906 people; and
- 907 g) communicate changes to emergency procedures (see 4.7).

908 9.3 Ongoing communication

909 The organization should ensure all workers are regularly reminded of safety measures and controls
910 and kept up-to-date if these are changed or additional safety measures or controls are implemented.

911 The organization should:

- 912 a) ensure ongoing engagement with workers and worker representatives, where they exist, and
913 take actions to understand any unforeseen impacts of changes to ways of working, how work is
914 organized and workplaces (see 4.4); and
- 915 b) communicate regularly with workers, including those working remotely, to check physical and
916 psychological health and well-being and to give clear information on issues that are known to
917 negatively affect psychological health (see 6).

918 10 Hygiene

919 The organization should implement processes to keep the workplace clean, reduce the risk of
920 transmission of COVID-19 from contaminated surfaces and enable good hygiene throughout working
921 hours and at the end of each working shift.

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922 The organization should ensure workers are made aware of the importance of frequent and effective
923 handwashing to limit transmission of COVID-19. The organization should communicate to workers
924 that:

- 925 - hands should be washed with clean (preferably hot) water and soap for 20-40 seconds;
- 926 - hands should be sanitized with a hand sanitizer suitable for safe and effective use against
927 COVID-19 (e.g. containing a minimum of 60% ethanol or 70% isopropyl alcohol), if hand
928 washing is not possible;
- 929 - visibly soiled hands should be washed before using hand sanitizer, if possible.

930 The organization should ensure that hand sanitizer conforms to relevant standards or legislation
931 (e.g. checking the type and concentration of alcohol on labels) and be aware of the possibility of
932 counterfeit, low quality or incorrectly formulated products on the market.

933 The organization should implement processes to ensure:

- 934 a) workers are encouraged to wash their hands (or sanitize if this is not possible) at frequent
935 intervals, and communicate when this should be done (e.g. before entering or leaving an area of
936 the workplace, before and after breaks, before and after handling shared resources such as
937 telephones, computers, tools, drink dispensers, using common areas);
- 938 b) additional handwashing and/or hand sanitizing facilities are available in places where workers
939 are present or move through (e.g. entrances, exits, near elevators, common areas, operational
940 areas);
- 941 c) additional materials are available to workers to enable frequent cleaning and disinfection of
942 workstations and equipment, including between use by different workers;
- 943 d) frequent cleaning and disinfection of surfaces that are touched regularly (e.g. door handles, light
944 switches, counters, pay points, testing surfaces, lift/elevator controls, shared resources);
- 945 e) effective, adequate and frequent waste disposal, including separate, secure waste disposal for
946 single-use PPE and disposable masks and face coverings;
- 947 f) promotion of good hygiene practices, including posters and signs to remind workers of required
948 handwashing techniques and frequency, the need to avoid touching faces, and to cough or sneeze
949 into a disposable tissue or into their elbow;
- 950 g) safe use of toilets, including increased ventilation, enhanced and more frequent cleaning and
951 disinfection, encouraging use of paper towels, and managing use to reduce crowding (see
952 **12.6.2**); and
- 953 h) safe use of showers and changing rooms, designating specific facilities for small groups where
954 this is possible.

955 To avoid transmission from contamination of surfaces, the organization should implement fixed
956 workstations, zones, desks and/or equipment and require workers to keep personal belongings in
957 personal spaces, such as lockers or bags, ensuring belongings are removed from the workplace at the
958 end of each shift.

959 The organization should take action to reduce the risk of transmission of COVID-19 through contact
960 with objects that come into the workplace and vehicles used by the organization. The organization
961 should:

- 962 1) restrict non-essential deliveries, including personal deliveries to workers;
- 963 2) clean and disinfect materials, equipment and other objects entering the workplace;
- 964 3) clean and disinfect touch points of shared equipment after each use;
- 965 4) regularly clean and disinfect vehicles used for work activities, including vehicles workers drive
966 home; and

- 967 5) increase frequency of handwashing for workers handling deliveries or provide hand sanitizer
968 where this is not practical.

969 11 Use of personal protective equipment and face coverings

970 Personal protective equipment (PPE) protects the user against health or safety risks at work. In the
971 context of COVID-19 PPE such as respiratory equipment and face shields (when used with a face
972 mask) can be utilised. If workers are required to use PPE to protect against risks unrelated to
973 transmission of COVID-19 they should continue to do so.

974 There is increasing evidence that face coverings, including homemade textile face coverings, provides
975 some protection against transmission of COVID-19 by capturing droplets released through breathing,
976 coughing, sneezing, and talking. Face coverings, used in conjunction with physical distancing,
977 handwashing and other hygiene measures (see 10) are an effective measure in reducing the risks
978 related to COVID-19.

979 Specialist PPE and medical devices (e.g. respirators, masks to protect workers from dust and other
980 industrial airborne hazards) should be reserved for those who need them to perform their roles.

981 The organization should take into account situations where temporary removal of masks, face
982 coverings and/or PPE might be required or where workers or other interested parties have specific
983 needs. These can include:

- 984 a) temporary removal of masks or face coverings for identification or other security purposes; and
985 b) interaction with workers and other interested parties with hearing impairments who lip read.

986 If temporary removal of masks, face-coverings and/or PPE is necessary, physical distancing should
987 be ensured. Hand washing (or sanitization) should also be ensured to avoid cross contamination
988 when putting on or taking off masks, face coverings or PPE. To improve communication for people
989 who lip read and for other interested parties, the organization should facilitate use of appropriate
990 transparent face shields, if this is possible.

991 If masks, face coverings or additional PPE are required to manage the risks related to COVID-19, the
992 organization should:

- 993 1) establish guidelines for when and how masks, face coverings and/or PPE should be used and
994 provide training if necessary;
995 2) provide suitable masks and/or PPE free of charge;
996 3) ensure masks and PPE are correctly fitted and instruct workers on appropriate use and safe
997 disposal after use;
998 4) encourage workers to take regular breaks to minimize fatigue caused by using PPE, which can
999 lead to reduced compliance to safety measures and unsafe use of equipment; and
1000 5) clean, disinfect or launder contaminated reusable PPE.

1001 The organization should support workers who choose to use a face covering not required by the
1002 organization (e.g. homemade face coverings or other face coverings not provided by the
1003 organization), unless this is prohibited by legal or other requirements in a specific setting, and advise
1004 workers to:

- 1005 • wash their hands or use hand sanitizer before putting the face covering on and after removing it
1006 (washing visibly soiled or greasy hands before using hand sanitizer, if possible);
- 1007 • continue to regularly wash hands, or sanitize hands if this is not possible;
- 1008 • avoid touching their face or mask/face covering, to avoid contamination;
- 1009 • change the face covering if it becomes damp, or if it has been touched with dirty or potentially
1010 contaminated hands;

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- 1011 • change the face covering each day, as a minimum (the recommended time for use of some types
1012 of face mask or face covering is 4 hours), and more often if necessary;
- 1013 • dispose of or store masks or face coverings in a sealed container if removed, to avoid
1014 contamination of other surfaces;
- 1015 • wash reusable masks or face coverings at a high temperature before/after each use if the
1016 material is washable;
- 1017 • securely dispose of masks or face coverings after single use if it is not washable; and
- 1018 • continue to comply with physical distancing guidelines, wherever possible.

1019 **12 Operations**

1020 **12.1 General**

1021 The organization should ensure processes are in place to address the risks identified in 4, including
1022 implementing measures to enable home working, and physical distancing and other safety measures
1023 and controls in the workplace.

1024 The organization should assess if measures introduced negatively impact existing security measures
1025 or introduce new security risks and take actions to address these risks (see **Annex A**).

1026 The organization should take measures to reduce background noise in the workplace as far as
1027 practicable (e.g. lowering music, reducing the time that devices such as hairdryers are used) to
1028 reduce the need for people to raise voices. Raised voices, including shouting, singing and other types
1029 of voice projection, can increase the range of droplet transmission. Noise reduction, where
1030 practicable, is therefore important both in places where people are using face masks or face
1031 coverings, which can muffle sound, and in situations where physical distancing is difficult or
1032 impossible (e.g. close contact roles such as hairdressers, tattooists, physical therapists, or social
1033 settings such as pubs, restaurants).

1034 In activities and situations where it is impossible to fully comply with physical distancing guidelines,
1035 the organization should implement the actions outlined in 4.6 and ensure that activity times involved
1036 are kept as short as possible.

1037 If an activity requires close contact work for a sustained period without being able to comply with
1038 physical distancing guidelines or bringing workers into contact with people other than their assigned
1039 team or pair, the organization should assess if the activity can safely go ahead.

1040 No worker should be obliged to work in an unsafe work environment.

1041 **12.2 First return to a workplace**

1042 The organization should develop a process to communicate changes to the workplace and ways of
1043 working to all workers on first arrival or return to a workplace, and ensure this is regularly reviewed
1044 and updated as circumstances change. This should be in addition to communications provided before
1045 the return to work and should include guidance for specific roles or activities.

1046 The organization should:

- 1047 a) ensure all workers returning to the workplace, or attending a different workplace or site, are
1048 provided with full instructions and information on arrival;
- 1049 b) communicate information about potential hazards that can arise if there are reduced numbers of
1050 workers;
- 1051 c) limit the number of workers being given instruction about first entry to the workplace at one
1052 time to enable physical distancing; and

d) consider using outside spaces for instructions on first entry where safe and possible.

The organization should raise awareness of COVID-19 symptoms and establish appropriate processes for health screening of workers and other people (e.g. visitors, service users) prior to anyone entering the workplace. This can include self-reporting and/or temperature checks.

Advice and recommendations can be provided by occupational health professionals, either through the organization's internal resources or through consultation with external services or professional bodies.

12.3 Entering and leaving the workplace

The organization should ensure physical distancing guidelines are maintained wherever possible and require handwashing (or hand sanitizing if this is not possible) on arrival and departure.

The organization should also:

- a) stagger arrival and departure times to reduce crowding at entry and exit points;
- b) provide additional entry and exit points if possible;
- c) provide additional parking or facilities such as bike racks where possible;
- d) limit the number of passengers in vehicles used by the organization, such as minibuses (this can include leaving seats empty);
- e) use physical distancing indicators on the floors or walls and introduce one-way systems at entry and exit points, if possible;
- f) create separate entry and exit points for high-risk work areas or sites (e.g. mechanical test sites, wet labs);
- g) ensure touch-based security devices, such as keypads, biometric readers and electronic pass points, are regularly sanitized and raise awareness that no physical contact is needed between access cards and readers;
- h) ensure safety measures introduced to manage the risks related to COVID-19 do not unintentionally create security risks (see **Annex A**);
- i) provide storage for workers' and service users' clothes and bags, preferably storage dedicated to single person use;
- j) provide facilities for workers to change into work clothing and equipment on-site, where physical distancing and hygiene guidelines can be met; and
- k) clean, disinfect or wash clothing and equipment (e.g. uniforms, hard hats, goggles, gloves) on-site if possible.

12.4 Moving around and between workplaces

The organization should ensure processes are in place to maintain physical distancing guidelines wherever possible, while people move through the workplace and between workplaces.

To enable safer movement, the organization should consider measures including:

- a) reducing movement within buildings and sites (e.g. restrict access to specific work areas to workers who need to be there, encourage use of radios or telephones, where permitted, cleaning them between use if these are shared);
- b) enabling no-contact access controls in areas where controlled entry is necessary (e.g. automated doors);
- c) removing access controls which need to be touched (e.g. electronic barriers, keypads) in low-risk areas, to reduce surface contamination;

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- 1095 d) installing barriers to avoid contact between workers performing health screening and the person
1096 who is being screened (e.g. at entrances, between workplaces and in any other location where
1097 health screening takes place);
- 1098 e) using teams/pairs or timed booking processes to reduce the number of people in a work area at
1099 one time;
- 1100 f) introducing one-way systems through buildings, paying particular attention to long or narrow
1101 corridors, stairways, walkways and turnstiles;
- 1102 g) encouraging the use of stairways and reducing maximum occupancy for lifts/elevators, providing
1103 hand sanitizer for their operation, and ensuring regular cleaning and disinfection of commonly
1104 touched areas (e.g. handrails, buttons); and
- 1105 h) enabling people with disabilities to safely access and use lifts/elevators.

1106 **12.5 Work zones and workstations**

1107 The organization should ensure physical distancing guidelines can be maintained between individual
1108 workers in work zones and at workstations wherever possible.

1109 To facilitate safe working practices, the organization should:

- 1110 a) review work zones and, where possible, move workstations to enable physical distancing
1111 between each station, paying attention to the space needed to safely move to and from
1112 workstations, if this involves passing other workers;
- 1113 b) arrange workstations so that workers are side-by-side, back-to-back or diagonal to each other
1114 rather than face-to-face;
- 1115 c) consider blocking the use of some workstations, or use screens to separate workers if
1116 workstations are fixed at less than the recommended distance;
- 1117 d) assign workstations and equipment to individual workers, wherever possible, or teams/pairs
1118 where this is not possible (e.g. call centres, training facilities) and restrict 'hot desking' and other
1119 forms of agile working to essential activities;
- 1120 e) use floor or wall markers to indicate recommended physical distancing guidelines;
- 1121 f) put in place physical barriers to enforce physical distancing to the extent possible, where it is safe
1122 to do so without introducing new OH&S or other risks, or negatively impacting people with
1123 disabilities;
- 1124 g) reduce the number of workers in a work zone to enable physical distancing in restricted spaces;
1125 and
- 1126 h) limit the use of high-touch items and shared equipment and enable frequent cleaning and
1127 disinfection.

1128 **12.6 Use of common areas**

1129 **12.6.1 General**

1130 The organization should implement processes to facilitate the safe use of essential common areas,
1131 including, as a minimum:

- 1132 a) frequent cleaning and disinfection, including between uses by different groups of people;
- 1133 b) limiting the number of people in common areas at one time;
- 1134 c) limiting how long people can be in common areas; and
- 1135 d) physical distancing.

1136 The organization should also consider, as appropriate:

- 1137 1) staggering when workers arrive or leave when working with other organizations in shared
1138 spaces, to reduce crowding in common areas such as lifts/elevators, reception, corridors, security
1139 points;
- 1140 2) staggering break times and encouraging the use of safe outside areas if possible;
- 1141 3) encouraging use of outdoor spaces for work activities, where practical;
- 1142 4) creating additional common spaces in other parts of the workplace;
- 1143 5) installing screens to protect workers in reception or similar areas;
- 1144 6) encouraging workers to bring in their own food or providing packaged meals to avoid opening
1145 canteens where appropriate;
- 1146 7) avoiding the use of shared resources, such as cups, plates, and spoons, and ensuring water taps
1147 and drinks dispensers are cleaned or disinfected by the user after each use;
- 1148 8) moving seating and tables to enable physical distancing and reduce face-to-face interaction;
- 1149 9) encouraging workers to remain in the workplace (including designated outdoor space)
1150 throughout working hours and requiring compliance to physical distancing guidelines if leaving
1151 the workplace;
- 1152 10) regulating the use of locker or changing rooms, showers and other common facilities (e.g. baby
1153 and family rooms, faith rooms and associated foot-wash facilities); and
- 1154 10) encouraging storage of personal items in personal spaces, e.g. lockers, during working hours.

1155 **12.6.2 Use of toilets**

1156 The organization should consider additional measures to facilitate the safe use of toilet facilities by
1157 workers and other interested parties, including those provided for people with disabilities. Actions
1158 can include:

- 1159 a) managing the use of toilet facilities to avoid crowding;
- 1160 b) establishing more frequent and enhanced cleaning and disinfection (including touch points such
1161 as toilet seats, locks, flushes, grab rails, hoists) and waste disposal;
- 1162 c) using signage to direct users to the nearest available toilet if toilets are temporarily closed for in-
1163 depth cleaning;
- 1164 d) limiting the number of cubicles and urinals available in a block of toilets, to promote physical
1165 distancing;
- 1166 e) using signage to encourage users to close toilet lids before flushing, where lids are fitted;
- 1167 f) ensuring a system is in place to allow queues for toilets to form outside of the facility rather than
1168 in the confined space;
- 1169 g) requesting workers or visitors to use a single designated set of facilities within a workplace,
1170 taking into account users with special needs;
- 1171 h) providing paper towels and ensuring levels of paper towels are monitored and maintained and
1172 that there is frequent, safe disposal of waste;
- 1173 i) using automatic and foot-operated equipment, rather than manual equipment (e.g. sensor
1174 operated taps, soap dispensers, flushes, foot-operated bins); and
- 1175 j) increased monitoring and replenishment of supplies (e.g. soap, sanitizer, paper towels, toilet
1176 paper).

1177 **12.7 Meetings and visits to the workplace**

1178 The organization should limit visits to the physical workplace and use remote working technology to
1179 minimize both external and internal face-to-face meetings, particularly whilst restrictions are in
1180 place.

1181 If face-to-face meetings or visitors to the workplace are essential, the organization should
1182 communicate expected behaviours and processes for safely entering the building in advance of the
1183 visit, including health screening and self-reporting health status.

1184 The organization should:

- 1185 a) restrict access to required visitors only;
- 1186 b) take into account where visitors are travelling from and if additional safety measures are
1187 needed;
- 1188 c) limit the number of visitors in the workplace at any one time;
- 1189 d) limit visits to specific times;
- 1190 e) provide separate toilet facilities for visitors, if possible;
- 1191 f) revise schedules for essential service and other contractor visits to reduce interaction (e.g.
1192 outside of normal hours to limit interaction with workers or customers);
- 1193 g) record visitor details to enable contact tracing (e.g. names, dates, who is hosting the visit, names
1194 of other people in the workplace or through work activities the visitor has close or prolonged
1195 contact with), taking measures to ensure this data is protected and destroyed after an agreed
1196 period of time (not less than 14 days or following official guidance);
- 1197 h) revise how visitor details are recorded and how visitors enter and exit the workplace (e.g. details
1198 recorded by a receptionist to avoid shared pens, using one-way systems to enter and exit, using
1199 disposable visitor badges);
- 1200 i) require visitors to comply with physical distancing guidelines and other safety measures and
1201 controls; and
- 1202 j) ensure reasonable adjustments are made for people with disabilities who have access
1203 requirements and are attending meetings.

1204 If physical meetings are essential, the organization should:

- 1205 1) limit participation to the minimum number of essential people and maintain physical distancing
1206 guidelines;
- 1207 2) avoid shared resources (e.g. pens, water or coffee jugs);
- 1208 3) provide hand sanitizers in the meeting room;
- 1209 4) hold meetings outside or in well-ventilated rooms, if possible; and
- 1210 5) use floor or wall marking to indicate acceptable physical distancing guidelines.

1211 **12.8 Working with the public**

1212 The organization should ensure controls are in place to maintain physical distancing and to minimize
1213 risks of infection to and from workers through interaction with the public (including customers,
1214 clients, service users and other people), in both indoor and outdoor workplaces.

1215 The organization should take actions such as:

- 1216 a) training workers with public facing roles to be aware of how to communicate safety measures to
1217 members of the public, including people with disabilities who have individual needs, (see 7);

- 1218 b) using posters, signs, marketing emails and other communications to inform members of the
1219 public of safety measures and controls and how to maintain physical distancing;
- 1220 c) making regular announcements to remind members of the public to maintain physical distancing
1221 and follow other safety measures;
- 1222 d) limiting the number of members of the public in a building or confined outdoor space so that
1223 physical distancing can be maintained;
- 1224 e) using safe outdoor space for queuing, where possible, using floor or wall markings to indicate
1225 physical distancing intervals, ensuring queues do not cause additional safety hazards, and that
1226 street furniture is not removed, causing additional security risks (see **Annex A**);
- 1227 f) providing hand sanitizers, at entrances and exits to buildings and outdoor spaces, and other
1228 areas of outdoor spaces where there is potential risk of transmission;
- 1229 g) monitoring the use of masks or face coverings where this is mandatory;
- 1230 h) considering provision of disposable face masks for customers, clients or service users and other
1231 members of the public who do not have their own or who are wearing unsuitable face coverings;
- 1232 i) ensuring cleaning and disinfection of frequently touched areas and shared resources, (e.g. card
1233 payment and cash machine keypads, sales counters and bars, handles of baskets and trolleys,
1234 treatment beds or chairs, gym equipment);
- 1235 j) limiting handling of products (e.g. through different display methods, signs, rotation of high-
1236 touch items);
- 1237 k) providing physical barriers, such as screens, in places where interaction between workers and
1238 members of the public is frequent (e.g. pay points, customer service desks);
- 1239 l) reducing non-essential public facilities if physical distancing cannot be complied with (e.g.
1240 closing fitting rooms);
- 1241 m) limiting time spent in close contact with customers or service users, adapting services as
1242 necessary (e.g. ensuring hair and beauty treatments are time-limited, using electronic devices for
1243 ordering food and drink, using designated pairs of workers to carry heavy items to customers'
1244 vehicles, rather than a single worker assisting a customer to carry the item);
- 1245 n) providing well-signed toilet facilities, with physical distancing marked for queues and a suitably
1246 trained worker in attendance in busy facilities to regulate entry and ensure enhanced cleaning,
1247 waste disposal and replenishment of supplies;
- 1248 o) encouraging contactless payment and refunds;
- 1249 p) establishing no-contact collection and return points;
- 1250 q) staggering collection times; and
- 1251 r) establishing a booking system, if appropriate (e.g. restaurants, beauty services, tattoo parlours,
1252 gyms).

1253 **12.9 Work-related travel**

1254 The organization should avoid all unnecessary work travel and ensure controls are in place to keep
1255 workers safe when they do need to travel or when making or receiving deliveries.

1256 If work-related travel is necessary, the organization should:

- 1257 a) take into account the different forms of travel required to complete a journey and the places
1258 workers are required to transit through (e.g. railway stations, airports, hotels);
- 1259 b) take into account varying requirements of different travel organizations and hubs (e.g. airline or
1260 ferry restrictions, specific requirements for airports or ports);

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- 1261 c) encourage flexibility of travel times to avoid peak times on public transport;
- 1262 d) encourage people to cycle, use electric bicycles or scooters, or their own vehicle, where
1263 practicable;
- 1264 e) determine locations of essential facilities (e.g. toilets, food and drink) and give guidance on safe
1265 use; and
- 1266 f) centrally log if a worker is required to stay away from home overnight and ensure overnight
1267 accommodation complies with physical distancing and hygiene guidelines.
- 1268 For road travel, other than on mass public transport, the organization should:
- 1269 1) minimize the number of people travelling together in any one vehicle;
- 1270 2) use fixed teams or pairs whilst travelling;
- 1271 3) open windows to increase ventilation in motor vehicles, where practicable;
- 1272 4) ensure vehicles are cleaned and disinfected between shifts and before use by other workers;
- 1273 5) require workers to avoid sitting face-to-face; and
- 1274 6) encourage the use of masks or face coverings if more than one person is in a vehicle, including in
1275 taxis.

1276 **12.10 Deliveries**

1277 The organization should take action to ensure deliveries (including postal deliveries of letters and
1278 packages) can be made and received safely.

1279 The organization should:

- 1280 a) minimize person-to-person contact during deliveries, including during payment and exchange of
1281 documentation (e.g. electronic tools for payment, signing and document exchange);
- 1282 b) provide guidance to workers taking deliveries at home or in another location not controlled by
1283 the organization, on safe handling and distribution;
- 1284 c) revise pick-up and drop-off collection points (e.g. zones with physical distancing markings, no-
1285 contact drop-offs to customers and other work sites);
- 1286 d) reduce the frequency of incoming deliveries (e.g. establishing central procurement processes to
1287 avoid external deliveries to different sites, ordering larger quantities less often);
- 1288 e) use single workers or fixed pairs to load or unload vehicles;
- 1289 f) provide controlled, safe access to welfare facilities (e.g. toilets) for delivery drivers;
- 1290 g) encourage drivers to stay in their vehicles where this does not compromise safe working
1291 practice;
- 1292 h) ensure regular cleaning and disinfection of reusable delivery boxes, loading equipment, etc.; and
- 1293 i) consider cleaning or disinfection of delivered items, or isolate items that cannot be disinfected,
1294 following official guidance for different materials, to allow for natural decay of the COVID-19
1295 virus on surfaces.

1296 **13 1 Performance evaluation**

1297 **13.1 Monitoring and evaluation**

1298 The organization should use a systematic approach to monitor and evaluate:

- 1299 a) how effectively safety measures and controls protect workers;

- 1300 b) how the work is being done;
 1301 c) compliance to safety measures in the workplace;
 1302 d) rate of infection among workers;
 1303 e) levels of worker absence and the impact on available workers; and
 1304 f) changes in community risk levels or other external issues (see 4.1).

1305 Monitoring and evaluation activities should:

- 1306 1) determine the extent to which the guidance is being complied with;
 1307 2) determine if processes for ongoing assessments of risks are in place and operating effectively;
 1308 3) determine the extent to which controls are working and if these need to be changed, enhanced or
 1309 enforced more actively;
 1310 4) determine if the use of controls is creating new risks (of any type) that need to be addressed; and
 1311 5) take into account feedback from workers and worker representatives, where they exist, and
 1312 other interested parties (e.g. customers, service users).

1313 The organization should consider implementing increased supervision of activities to ensure safety
 1314 measures are complied with.

1315 **13.2 Management review, incidents and reporting**

1316 **13.2.1 General**

1317 The organization should review the outputs of monitoring and evaluation (see 13.1) at regular
 1318 intervals and take into account:

- 1319 a) issues identified with levels of compliance to safety measures and controls;
 1320 b) incidents reported by workers and other relevant interested parties;
 1321 c) root cause(s) of incidents; and
 1322 d) effectiveness of actions taken to deal with incidents, including actions taken at the time of the
 1323 incident and actions to address the root causes of the incident.

1324 The results of the management review should be communicated to workers and other relevant
 1325 interested parties as appropriate. Communications should include actions taken and other
 1326 improvement measures that are or will be introduced (see 14).

1327 **13.2.2 Reporting to external interested parties**

1328 If a worker contracts COVID-19 due to work-related exposure to the disease it should be reported
 1329 to the appropriate regulator or health authority, according to relevant guidance and in accordance
 1330 with legal and other requirements. The organization should be aware that reporting requirements
 1331 can change as circumstances change. The organization should regularly review reporting
 1332 requirements and ensure information is up to date.

1333 When deciding if a report is required, the organization should determine if there is reasonable
 1334 evidence that work-related exposure, rather than general social exposure, is the likely cause of the
 1335 disease.

1336 Factors to take into account when determining if contracting COVID-19 has been caused by work-
 1337 related exposure include:

- 1338 a) if the nature of work activities or work organization has increased the risk of workers becoming
 1339 exposed;

- 1340 b) any specific, identifiable incident that led to an increased risk of exposure; and
1341 c) if work activities directly brought a worker into contact with a known coronavirus hazard
1342 without effective control measures being used (e.g. physical distancing, PPE).

1343 If more than one worker contracts COVID-19 regardless of whether this is caused by work-related
1344 exposure or not, the organization should report this to the relevant regulators or health authorities
1345 according to current guidance or legal requirements, so that actions can be considered or implemented
1346 to control an outbreak and prevent further COVID-19 cases in the organization or community.

1347 **14 Improvement**

1348 The organization should determine opportunities for improving how it manages risks related to
1349 COVID-19 and implement necessary actions. This includes staying informed about the status of
1350 COVID-19 cases, new information on the disease, and updates on infection controls and treatment.

1351 The organization should take into account the results of monitoring, evaluation and review (see **13**)
1352 and:

- 1353 a) take immediate actions to improve or change safety measures and controls that are not effective;
1354 b) implement additional safety measures and controls if needed, taking into account the security
1355 implications of any new measures introduced; and
1356 c) address changes to the external and internal issues that can affect work-related health, safety and
1357 well-being (see **4.1**), including changes to local, regional or national risk levels, official guidance
1358 or legal requirements;
1359 d) encourage ongoing consultation and participation of workers and worker representatives, where
1360 they exist, during the monitoring, evaluation and review and address their concerns.

1361 To ensure the organization continues to manage the risks related to COVID-19, it should review the
1362 recommendations in this document regularly, to take into account the dynamic nature of the
1363 situation.

Annex A: Protective security considerations

A.1

This annex provides considerations for security managers and anyone in an organization tasked with implementing COVID-19 safety measures.

Whilst the risk to health from COVID-19 is a current priority, the threat of terrorism and activity by hostile state actors (e.g. national security threats) remains substantial. It is essential that organizations remain aware of these threats as they adjust operations, ensuring that security measures are proactively adapted to support and complement other changes, rather than being inadvertently overlooked and potentially increasing vulnerability of the organization and/or people.

Unless security is considered when organizations plan and adapt their operations in response to COVID-19, there is a significant risk from unintended consequences of changes in working practices.

This annex explains the importance of including protective security and provides advice on how organizations can implement changes (such as physical distancing) necessitated by the COVID-19 pandemic, whilst maintaining effective security. It includes links to relevant security advice to assist organizations with considering and implementing effective security mitigations

Normal protective security operations and practices should be taken into account when implementing COVID-19 related measures or controls.

The organization should:

- a) consult with and involve their security department, where this exists, in the implementation of proposed safety measures;
- b) consult with security workers and take into account the security arrangements of partner organizations and organizations sharing facilities;
- c) take security into account throughout all revised risk assessments; and
- d) ensure workers with responsibility for implementing measures to manage the risks from COVID-19 consult with workers in security roles, and coordinate and clarify roles and responsibilities.

Protective security measures should not be removed, altered or reduced without undertaking a security risk assessment. Where necessary, the organization should seek advice from relevant protective security experts (e.g. from the national Security authority or police counter terrorism specialists).

The organization should take into account measures not primarily intended for protective security, but which provide a security benefit (e.g. removal of street furniture can make moving or queueing pedestrians more vulnerable to vehicle-as-a-weapon attacks).

The organization should:

- 1) ensure that security workers remain focused on security duties;
- 2) ensure additional resource is provided if COVID-19 safety measures create the need for additional workers for supervision or other activities (e.g. managing queues);
- 3) confirm that security workers feel safe to perform their duties (e.g. have access to appropriate PPE and hand-washing facilities);
- 4) provide guidance on how to perform security duties without significantly increasing risks to personal health and safety (e.g. guidance on physical distancing where people are asked to remove face coverings for identification purposes); and

1406 5) agree a method for security workers to raise concerns.

Annex B: Accessibility and inclusion considerations

B.1

This annex provides considerations for anyone in an organization tasked with implementing COVID-19 safety measures.

The implementation of additional measures to manage work-related risk from COVID-19 can have a disproportionately negative impact on people with a disability.

This annex provides further considerations for organizations to ensure COVID-19 measures do not exclude people or create additional unintended risks.

The organization should encourage discussion and engagement with workers and worker representatives, where they exist, to ensure individual needs are understood. The organization should take into account that:

- a) not all people with a disability are more vulnerable to COVID-19;
- b) many people have vulnerabilities to COVID-19 which are not visibly apparent (e.g. diabetes, respiratory conditions, heart conditions); and
- c) many other disabilities are also not visibly apparent and adjustments can be necessary to meet individual needs.

In addition to the general measures mentioned in these guidelines, the organization should consider surveying all workers in order to understand recent and ongoing health, safety and well-being issues and personal circumstances.

The organization should also take into account:

- 1) factors affecting the outside of a workplace, including:
 - i) maintaining existing parking facilities for people with a disability and not reducing these facilities (e.g. when creating additional space for customers to queue);
 - ii) creating safe 'drop off' zones for people who are at higher risk from COVID-19 (or with underlying health conditions);
 - iii) ensuring there is sufficient space (including consideration of physical distancing requirements) for wheelchair and other mobility aid users when creating new, one way or split routes around workplaces;
 - iv) ensuring alternative routes are provided if new routes are not step-free; and
 - v) ensuring a detectable warning surface is provided when changes such as the removal of kerbs or creation of additional cycle stands are implemented;
- 2) factors affecting the inside of a workplace, including:
 - i) ensuring hand sanitizers are accessible to all (e.g. taking height into consideration);
 - ii) recognizing that one-way systems can create longer routes which affect people with mobility impairments (e.g. there can be a need for additional rest points);
 - iii) ensuring there is sufficient space, (including consideration of physical distancing requirements), for wheelchair and other mobility aid users when creating new, one way or split routes within buildings;
 - iv) enabling workers who require a carer or assistant to book side-by-side workstations or desks;
 - v) designating specific accessible toilet facilities for people considered to be at higher risk of contracting COVID-19 or getting severe illness from COVID-19, and implementing

- 1449 additional and more frequent cleaning and disinfection to ensure required hygiene
1450 standards are consistently met; and
- 1451 vi) enabling workers considered to be at higher risk of contracting COVID-19 or getting
1452 severe illness from COVID-19 to work together, to facilitate higher levels of physical
1453 distancing and hygiene and limit interaction with other people;
- 1454 3) factors relating to communication, including:
- 1455 i) the communication needs of people who are blind, visually impaired or deaf;
- 1456 ii) ensuring signs and notices use clear, consistent and simple language, and recognized
1457 symbols, and are large enough;
- 1458 iii) considering the use of closed caption subtitles on videos;
- 1459 iv) considering the creation of a video demonstrating changes and providing induction to the
1460 workplace that workers and other relevant interested parties can access before entering
1461 the workplace;
- 1462 v) recognizing that masks and face coverings create communication issues for people who
1463 rely on lip reading and perception of emotion through facial expressions, and enabling
1464 additional measures to be used if possible (e.g. transparent face shields used with
1465 physical distancing to enable face coverings to be removed for direct communication);
1466 and
- 1467 vi) ensuring websites meet the [Web Content Accessibility Guidelines](#) (WCAG) to at least level
1468 2, ideally level 3.
- 1469

Bibliography

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