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Business Continuity Plan Appendix

Corporate Risk 10 – Epidemic/Pandemic

REVISION HISTORY

Revision	Date	Description	Author	Reviewer	Approval
0	Mar 2020	Creation of document	Aaron Montgomery	Chris Moore	Declan O'Driscoll
LIVE	Q1/Q2 2020	Document live with regular updates shown in red reflecting the fluid nature of this Pandemic.	Aaron Montgomery	Business Continuity Team	Crisis Management Team
1	20 April 2020	Singapore updates due to a change in Government stance	Dave Rouse	Aaron Montgomery	Business Continuity Team
2	07 Aug 2020	Update to the guidance surrounding staff member with symptoms or confirmed with illness	Aaron Montgomery	Dr Rob Holland	Crisis Management Team

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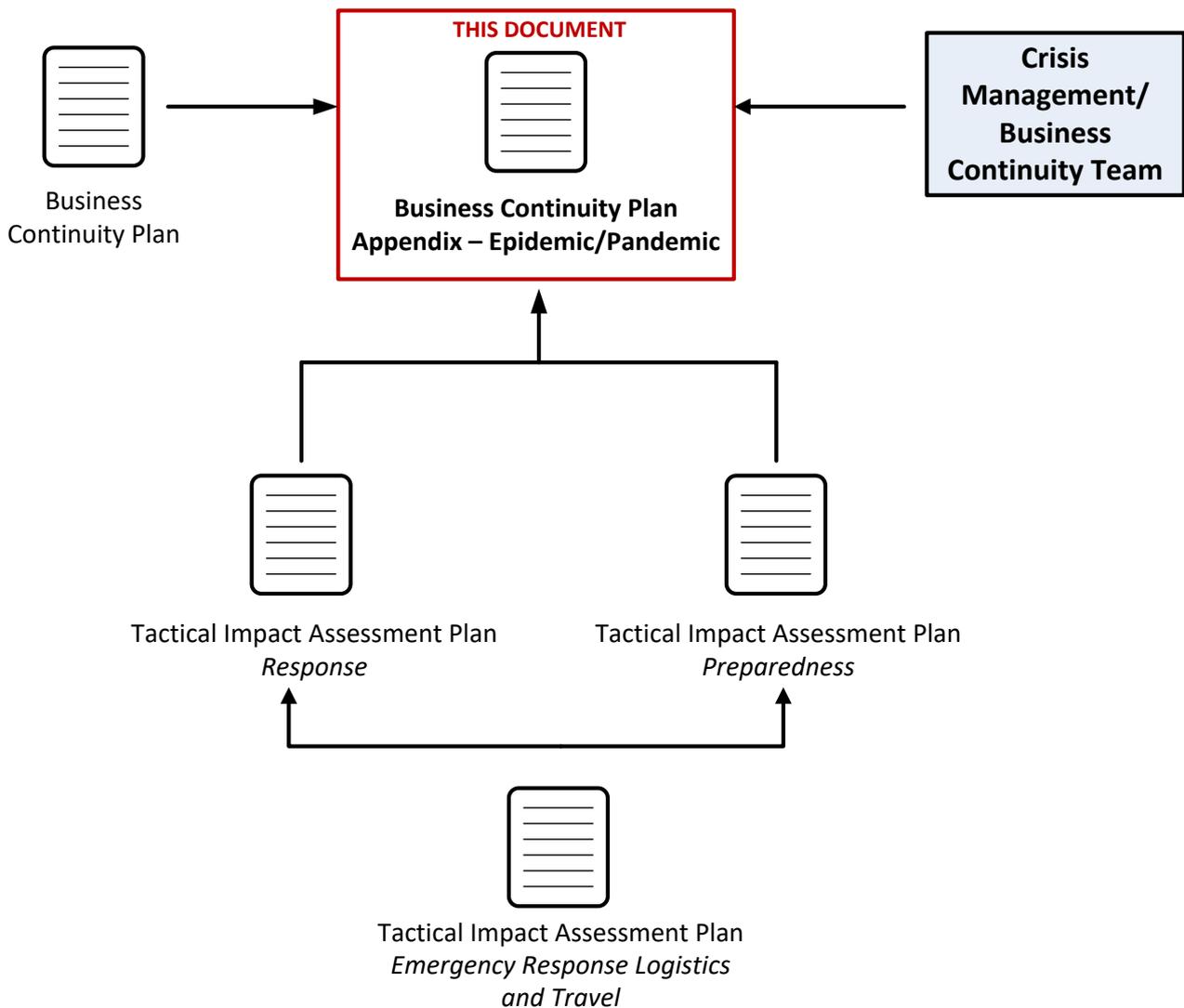
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Scope

This document is designed to work in tandem with and support OSRL’s [Business Continuity Plan](#) (BCP). It provides specific strategic details of key corporate risks, how we mitigate them, and how OSRL would respond if the threat were to escalate.

COVID-19 - This document is supported by two live tactical impact assessment plans for [Response](#) (inclusive of subsea) and [Preparedness](#). These documents provide specific details of key departmental critical activities and the measures proposed or taken to prevent and mitigate them. These documents are further supported by an [emergency response logistics and travel tactical impact assessment plan](#)



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Information sources used for this document

Information for this risk has been sourced from data published by International SOS, World Health Organisation, Centre for Disease Control, Johns Hopkins University, and Government advice from each of the areas that OSRL operates.

***COVID-19** – This document has been further updated specific to the risks associated with COVID-19 with additions to each section highlighted. It will remain live whilst we continue to address this risk. These actions will be reviewed and updated following each CMT and BCT meeting and will be shown in red text.*

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COVID-19 RESPONSE STATEMENT

Despite the ongoing COVID-19 Coronavirus outbreak, OSRL remains ready to respond. Our global footprint and deep knowledge of logistics puts us in a strong position to maintain our capability to support Member incidents.

Global Footprint of OSRL

- OSRL has four main surface response bases strategically located at different regions in the world, namely Southampton, UK; Singapore; Fort Lauderdale, USA; and Bahrain.
- Our trained responders are distributed across these four bases.
- Similarly, our subsea response bases are globally distributed in Singapore, Brazil, Norway and South Africa. These bases each have a number of trained responders.
- In the event of a response, we evaluate the specifics of the incident and will deploy responders from the most appropriate location taking into account a number of factors. This is unchanged from our normal process but given the current outbreak we are paying particular attention to the restrictions that may be applied based on nationality / countries visited by our team.
- Our response equipment is also distributed across our four main bases and can be deployed from any one of them, again, based on the most appropriate response to a specific incident.
- OSRL continues to undertake preparedness work within the current restrictions. We are looking at ways of working virtually and remotely.

All of the above allows us to make use of the inherent resilience provided by our global footprint.

Personnel Deployment

- Due to the current COVID-19 outbreak, OSRL has now deferred all non-essential travel.
- This has been implemented in order to reduce the exposure risk to our staff and clients in order to help preserve our ability to respond.
- Spill response is considered a *business-critical* activity and we have strengthened our travel risk assessment process to specifically incorporate COVID-19 considerations.
- All travel risk assessment is conducted on a case-by-case basis. We monitor the emerging situation and adjust our risk matrix accordingly to ensure we have suitable precautionary measures in place to be able to respond to the highest-risk countries.

Equipment Mobilisation

- We are not currently seeing restrictions on the movement of equipment as a result of the COVID-19 outbreak, but we continue to actively monitor that situation.
- There is, however, a reduction in general freight capacity due to the significant reduction in scheduled passenger flights which would normally carry “belly freight” consignments.
- OSRL will maintain close contact with a network of 3rd Party Logistics Organisations and our Travel Management Specialist to ensure the safest, most efficient response can be achieved.
- Ultimately, the most effective mobilisation method would be decided upon at the time of a mobilisation. Any defined plans can quickly change and therefore, keeping abreast of the latest information and working closely with trusted organisations will ensure OSRL remain agile to support our Members.

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- OSRL have requested information and operational updates globally from services providers that would work with OSRL to prepare, export and ship all equipment (Service Level Agreement (SLA) and Supplementary Services). These updates have been received from:
 - Base operators co-located with OSRL
 - Customs agents
 - 3rd party logistics providers
 - Air charter agents
 - Crane providers
 - Road haulage companies
- OSRL have identified primary, secondary and tertiary air and seaports that may be used in the event that changes in infrastructure capability is identified.

Dispersant Aircraft

- OSRL's wide area, high volume dispersant aircraft are based in Malaysia and the UK. These are supplied and crewed by separate partner organisations.
- If Malaysia-based aircrew are unable to respond, we have options to bring in alternative crews from the USA.
- In the UK there is a wide pool of aircrew who are well distributed geographically and so we have confidence that there will be sufficient crews to resource a response.

OSRL's business continuity planning

OSRL has implemented several measures in order to ensure our readiness to fulfil the Service Level Agreement to our Members. To list a few:

1. Split Team and Remote Working Arrangements

- In the Singapore and Southampton bases we have implemented a split team arrangement where our workforces are distributed into two work populations.
- The team distribution is based on response scenarios, to ensure we have an appropriate balance of personnel and technical competence in each team.
- The rationale behind the split team arrangement is to ensure we can respond immediately with one full team, even if a member of the other team were to contract COVID-19 and the remaining members of that team were to be impacted by enforced leave of absence / quarantining measures.
- Furthermore, all Singapore and Southampton personnel are working from home whenever possible whilst maintaining our ability to respond.
- All other bases have adopted a work at home where practical arrangement to date. However, we are still performing equipment maintenance and have some office coverage on each site.
- OSRL have developed a COVID-19 resource step-up plan to provide added resilience to resourcing personnel for a response. Through personnel availability tracking and monitoring, defining trigger thresholds, and identifying internal and external sources of expertise and means of access, the plan allows trends to be monitored so that action can be taken before thresholds are reached. Grounded on OSRL's SLA and adopting a global pool of responders, OSRL defines 3 phases for sourcing expertise and accessing said expertise (see figure-1) to resource for a response.

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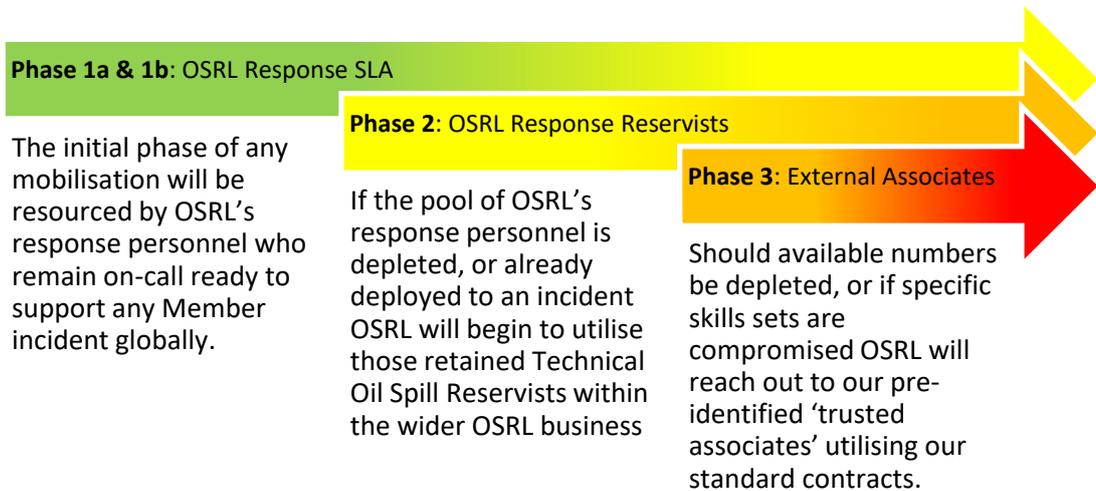


Figure 1: Resource Step-up phases

II. Contractor/ Supplier management

- OSRL has worked with key contractors and suppliers including our aviation contractors, to ensure they have put in place similar precautionary measures so that they will still be able to support OSRL should there be a call out.
- A similar work arrangement is applicable to our on-site contractors who have direct contact with OSRL personnel.

III. Active monitoring of current outbreak situation

- Due to the rapidly evolving situation, our Crisis Management and Business Continuity Teams meet several times each week to monitor the latest development and amend our planning accordingly.

Conclusion

OSRL will still be able to deploy our resources to anywhere in the world, at any time, provided sufficient precautionary measures can be put in place to mitigate the risk involved. As with any incident, however, we rely on the Mobilising Party in accordance with our contractual agreements to assist OSRL in gaining access for personnel, equipment and other resources to the incident location.

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Risk

(What is the risk – focus is on the risks identified in the Corporate risk register [OSRL-TECH-REG-00028](#))

Corporate risk 010

An epidemic or pandemic that substantially effects the health of workers. Community transmission of disease spreads easily and has severe health consequences.

Scoring	Probability	Severity	Overall score
	C	3	3C

COVID-19 - This risk has been reviewed as the illness continues to spread and the escalated in terms of probability. This elevates the risk to a level that now wish to take further steps including the development of a business continuity plan appendix specific to the risk.

Critical activities

The table below lists critical activities for OSRL associated with a Epidemic/Pandemic event. These activities should be protected and prioritised in the event of BCP activation. The critical activities are presented in no order of importance or priority. However, the overarching principal of ‘what we need to do to protect our People, Environment, Assets and Reputation (PEAR)’ shall always be considered.

Personnel & Asset Security	Legal	Response Readiness	Financial
Maintaining the health and safety of all personnel	Compliance reporting	Duty Manager and EOC functionality	Maintain financial standing and key functionality
Maintaining data confidentiality		Maintaining ability to capturing operating data (raw)	
Tracking and support for travelling personnel		Ability to respond to spills	Ability to pay staff and key contractors
Maintaining site and asset security		Maintaining communications between bases, staff and customers	Ability to issue high value invoices and collect money owed
		Maintain access to our important/priority data	Access to operating cash

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			Ability to purchase goods and services
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*Whilst it is acknowledged that our ability to continue providing preparedness services is not critical to OSRL’s business continuity, preparedness services are of importance to our members and are a key vehicle in providing operating cash. As such they remain important to OSRL and have been considered in the development of a [tactical impact assessment plan](#) and outlined actions for preparedness services.

Exposures

The key areas of exposure in the event of a significant epidemic or pandemic are shown below and defined as either internal or external issue. We will be able to mitigate against the internal issues more efficiently. External issues will involve additional external agency or Government support.

Internal Issues	External Issues
<ul style="list-style-type: none"> • Availability of critical skills • Critical part sourcing • Critical procurement • Phishing attacks • Reduction of income levels – Cashflow issues • Deferment of leave/leave stockpiling 	<ul style="list-style-type: none"> • School closures • Regional lockdown • Panic buying and the shortage of basic supplies • Racism • Misinformation • Member companies go bust or lose their ability to pay bills on time

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Personnel exposure and well being

OSRL will, in the event of a significant epidemic, pandemic or potential pandemic, identify those employees who fall into the higher risk categories by means of a company wide mandatory survey. OSRL will review the information gained and take appropriate measures on a case by case basis.

OSRL will also look to identify any of our employees who are closely associated with someone who falls into the higher risk category.

As the illness becomes more widespread OSRL will ask staff to inform them of the locations they intend to travel to whilst on holiday/in their own time.

This information will be used to help us to manage our response in the event of an escalation. Individuals are under no obligation to provide this data, but we hope that they are willing to do so.

COVID-19 – OSRL has sent out a number of mandatory surveys to identify those employees who fall into the higher risk categories, and to identify those with high risk dependents. The increased risks these individuals face are being addressed on a case by case basis.

OSRL have also strongly considered the impact on mental well being and morale. Support has been offered from managers and sign-posting to the employee assistance programme has been given. Ongoing communication and monitoring will take place.

Business consequences

Increased severity of a significant epidemic or pandemic will result in an increasing impact of the below identified consequences. All preventative and mitigation measures implemented are to ensure the impact of the below business consequences are avoided or reduced and the impact on business continuity minimised.

- Reduced work force
- Disrupted supply chain
- Increased risk of cyber attack
- Reduced work output
- Increased costs
- Cash management issues
- Increased competition for resources
- Reduced income from commercial activities

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Prevention Barriers

(What barriers do we have in place to stop this happening – list and detail

What are the triggers for escalation?)

Epidemic/Pandemic Posture Level: *See COVID-19 statement below*	
No cases in Country with OSRL operations	<ul style="list-style-type: none"> ○ Self-quarantine on suspicion of illness. ○ Self-declaration health monitoring for all visitors ○ International travel controlled per updated travel policy (Guidance) ○ Personnel that traveled to hot zone countries must remain in quarantine for 14 days and self-monitor
Cases in Country with OSRL operations	<ul style="list-style-type: none"> ○ Self-quarantine on suspicion of illness. ○ International travel controlled per updated travel policy (Guidance) and Non-Essential travel ceases ○ Personnel that traveled to hot zone countries must remain in quarantine for 14 days and self-monitor
Significant number of cases in Country with OSRL operations	<ul style="list-style-type: none"> ○ Travel between offices ceases ○ Split shifts to be implemented ○ All external meetings cease. ○ Further staff monitoring put in place at site
Cases at 1 degree of separation from OSRL operations	<ul style="list-style-type: none"> ○ No visitors at OSRL offices ○ Work from home order ○ Essential staff only to remain.
Cases at OSRL sites	<ul style="list-style-type: none"> ○ Quarantine affected personnel. ○ Close the affected base for 48 hours to assess the situation and to deep clean

COVID-19 – *The Business continuity team have superseded the posture levels outlined above and aligned their minimum escalation triggers to the guidance, advice and escalation within the [DORSCON levels](#) guidance in Singapore and the [UK's Corona Virus action plan](#). In light of the fluid nature of this Pandemic this is being regularly reviewed and will also consider Government advice from each of the areas that OSRL has personnel based.*

Travel restrictions

In the event of a significant epidemic, pandemic or potential pandemic OSRL will look to restrict travel to areas of high risk. This will be supported by updates to the Travel Request Forms and an escalation in who can sign off travel. As the spread increases further travel restrictions will be put in place to reduce the exposure to our staff. The restriction of travel will be reviewed according to the

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guidance provided by the aforementioned information sources and increase proportionate to the specific risks and spread of the illness.

COVID-19 - All Travel ceased with the exception of Response activities, which will be risk assessed on a case by case basis

Travel to high risk countries is not prohibited but will be subject to additional scrutiny. This is because if staff return from one of these countries, regardless of symptoms, they will have to self quarantine.

COVID-19 – The self-quarantine period for COVID-19 shall be for 14 days. Further specific guidance on COVID-19 mitigation OSRL staff whilst travelling can be found [here](#).

Staff Monitoring and enhanced cleaning

During a significant epidemic, pandemic or potential pandemic OSRL will implement enhanced staff health monitoring appropriate to symptoms specific to the illness. If there becomes an outbreak close to one of our locations then we will review the situation, adhere to local government requirements / instructions, and seek appropriate advice. We should also seek to implement temperature screening at that base / location.

COVID-19 – For staff at our Singapore base monitoring is to include twice daily temperature measurement

- *If temperature exceeds 38.0 °c medical advice to be sought*
- *As cases have been reported in Singapore, all base staff will be subject to temperature monitoring until further notice*

For staff at our Southampton and Aberdeen sites;

- *Daily temperature monitoring:*
 - *If staff visit or need to work on the base, then their temperature will be tested by reception on entry before they progress to their desk. Staff must only enter the facility via the main gate i.e. the Shamrock Quay doors are not to be used.*
 - *All staff will be issued with a digital thermometer, if staff are already working from home a thermometer will be posted.*
 - *Staff are requested to monitor their temperature daily and inform us of any changes. Specific forms to record staff temperature are available via OSRL's intranet.*
 - *Staff are requested to update OSRL on any illness and be specific, i.e. sick, self-isolation and self-isolating due to contact with an infected person. This needs to be done by contacting their line manager and recording this in NetSuite*

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absence / leave and your timesheets. Guidance with regard to recording these circumstances can be found in the COVID-19 resources tab on the Intranet.

Hygiene in the workplace is paramount in the reduction and transfer of human borne bacteria and viruses - preventing transmission between hosts. The following workplace etiquette should be adopted in order to reduce the chance host transfer.

Desks

- Hot desks should be managed with anti-microbial wipes to clean the phone/keyboard/mouse/desk area before and after working at that desk
- Do not share pens
- If eating at your desk, wash your hands before touching food or use a hand sanitiser
- Move the keyboard away so it does not collect crumbs
- Use anti-microbial hand gel if you cannot be sure your hands are clean when using the phone or any other area which others may touch or use.
- Do not touch your face or rub your eyes nose or mouth after sharing a hot-desk, unless you have cleaned your hands.

Fridge

- Remove any out of date food from the fridge
- Bring your food into work in plastic lidded containers

Mugs

- Do not share mugs
- Clean your own mug
- Use a dishwasher, or thoroughly wash was with a dish brush and detergent
- Make your own drink
- Wash drinks bottles once a day and do not share

Door Handles

- Before opening doors, make sure you have washed your hands correctly
- Use a tissue to open doors if you are not sure it has been cleaned properly

Shared office equipment

- Do not eat food or touch your eyes nose or mouth after touching shared office equipment such as photocopier and printer etc
- Sanitise or wash your hands after using shared equipment

COVID-19 – OSRL has increased the number of hand sanitiser stations around the offices. Ensured that all locations have access to hand sanitizer stations and anti-microbial wipes for general day to day use. This has been undertaken straight away. OSRL have also asked our cleaning contractors to increase cleaning of commonly touch areas, such as handrails, door handles and work surfaces. This should be done with an antimicrobial spray.

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Enhanced cleaning of OSRL sites has been put in place with each cleaning provider where OSRL control the cleaning of offices. A further detailed breakdown of the Personal Prevention and Workplace Cleaning Procedures can be found [here](#).

Visitor restrictions

As the spread of the illness progresses health monitoring for visitors will be put in place at all bases with instructions and forms sent to the detailing the specific symptoms and information relevant to the pandemic illness.

COVID-19 – Health monitoring for visitors has now been put in place at all bases with instructions and forms for self declaration shared with the business.

No visitors are permitted to enter OSRL UK bases / offices unless approval has been given by an Executive Team member.

Elsewhere, all visitors are asked to self-declare if they have visited an R1 country as defined in OSRL travel guidance (Shown above) in the past 15 days and whether they are presenting any symptoms.

Maintaining personnel readiness

As the illness progresses, OSRL would look to split the workforce into two or more shifts to reduce the potential for internal spread and subsequently maintain critical business activities. This would be addressed region by region and will align with guidance provided in the posture levels. Guidance would be sought from each of the function

Strategic objectives of splitting shifts

- Protect Our People: Minimise Risk of Infection
- Maintain Ability to Respond

Each function will assess its business critical activities and people responsible for those activities and split their teams to achieve a balance of skills and maintain continuity of business. This would also apply to resident and frequent site contractors. Any married couples / partners will need to be on the same shift (to minimise the possibility of cross contamination).

COVID-19 – This has resulted in the following actions;

- *Implement a segregated - split shift pattern for Singapore site*
- *Week in the office followed by a week of work from home (WFH)*
- *Started in Singapore 17/02/20 and in Southampton from 16/03/20*
- *Southampton and Aberdeen, upon Government advice, have further escalated with the following actions:*

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- *All staff to commence working from home whenever possible –*
 - *To begin from close of play today (17th March)*
 - *Working from home could last for 3 months or longer. The CMT will continue to monitor the situation.*
 - *IT essentials to be taken home.*
 - *If for business reasons staff need to come on to the base / office, they will need approval from an Executive Team member and then only if it is your working on base week.*
 - *If staff do come on to base, they are to be mindful of lone working risks and inform Reception of where they are working on arrival and let them know when they are leaving*
 - *Certain critical activities such as maintenance and payments runs will be pre-approved by an Executive Team member*
 - *Staff are to ensure they are all contactable by phone at all times.*
- *The Team A / Team B split remains in force even when working from home*
- *Americias (FLL/RIO/HOU) - Admin, HSEQ, Finance and anyone else not physically needed to be on an OSRL base or in an OSRL office are directed to work from home to the utmost and are further requested to minimize personal public exposure while off work as well as public exposure of household members. Active FLL firefighters, being at higher risk of exposure due to their line of work, are restricted to warehouse spaces while on base*
- *Singapore update 6 April 2020 – On Friday 3 April, the Singaporean Government announced a number of new restrictions designed to limit spread of COVID-19 within Singapore. These were termed ‘circuit breaker’ measures by the government. They included the mandatory closure of non-essential services, closure of schools, banning of social gatherings and guidance on restricting movement.*
 - *OSRL is considered an essential service under the category of Water, Waste, Environment - Pollution Control & Monitoring Services – and is therefore permitted to continue operations, subject to all activities that can be conducted remotely are done so and to minimise face-to-face activities.*
 - *A number of submissions have been made to relevant government departments outlining the activities which will continue to be carried out face-to-face on site and the arrangements for managing them in line with all government guidance.*
 - *OSRL confirmed that supply chain and key contractors are also considered essential services and that the services they provide to us are unaffected.*
 - *As of Tuesday 7 April, only the following activities are permitted to take place at the Singapore base:*
 - *Response*
 - *Legal compliance activities (e.g. crane inspections, lifting gear inspections)*
 - *Essential weekly readiness checks*
 - *Essential vessel maintenance*

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- *Final rehab / commissioning works to bring key response equipment items back to response-readiness status*
- *Critical facilities maintenance / occasional IT support in the event of breakdowns*
- *All other activities are being carried out remotely, with staff working from home in line with government guidance. This includes the Duty Manager and Duty Team who are now operating a virtual-EOC.*
- *A detailed workplan has been pre-approved for the initial period of the ‘circuit breaker’ restrictions. This will be reviewed and re-approved on a week to week basis. Only individuals named in the workplan are permitted onsite and they may only carry out the specified activities within the workplan.*
- *Any other staff member who needs to visit site must gain approval from the Regional Director or Regional Response Manager before doing so.*
- ***The Response Readiness of the Singapore base remains unaffected.***
- *OSRL will continue to monitor the situation at the locations of our other locations*
- *CMT are also looking for remote office space to rent for those who cannot WFH*

This will last until further notice and until there is sufficient guidance from the aforementioned information sources that evidence of community transmission is significantly reduced or that the separating staff provides limited value in reducing risks..

If the situation dramatically deteriorates thereby affecting our ability to respond from current base locations, the response group would look at possible options to reposition responders to other (lesser affected) locations.

Increased risk of cyber attacks

It is anticipated that in the event of a significant epidemic or pandemic cyber criminals will use the event for opportunist phishing attacks as individuals search for more information on the developing situation.

One of the services provided to us by IT Lab is the SOC (Security Operations Centre), they provide over arching security on phishing and virus attacks, their systems and knowledge are constantly being updated and due to associations they have we expect them to have sight of this increased topical risk. In addition we also have Mimecast that provides a filtering service and further filtering through our exchange servers.

COVID-19 – IT have sent out guidance on [best practice for IT use when working from home](#). IT also continue to engage with our service providers to ensure mitigation measure remain relevant and up to date.

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Mitigation Barriers – post event

(What do we do if the prevention barriers are breached?)

Increased risk of cyber attacks

In the event of a cyber attack taking place the mitigation barriers will be aligned with those in the [BCP – IT Continuity appendix](#)

Split shift – Working from home

In the event of any direct impact to OSRL staff the decision to split shift will have mitigated the overall impact to wider pool of staff dramatically. Further segregation of the impacted pool of staff may be achieved where those that have been in contact with the infected individual have been tested and shown to be clear.

Self isolation

In the event that an individual shows symptoms or has concerns that they may be showing symptoms they are to stay at home, self isolate and seek medical advice from the appropriate local authority.

Staff member with symptoms or confirmed with illness

In the event that a staff member contracts the illness they are advised to continue seeking medical advice from the appropriate local authority. In addition to contact tracking put in place by the appropriate local authorities OSRL will conduct a limited contact tracking to ensure further spread amongst staff members is limited.

If the employee has been on an OSRL site through a period close before or during their illness the site in question will be deep cleaned.

COVID-19 - *If any of our staff, or a member of the same household, shows symptoms of COVID-19 they are requested to get tested locally within 5 days of initial symptom presentation. The individual should self-isolate and work from home for 14 days from the day of first symptoms. All relevant local regulations must be followed. All staff are requested to provide all testing results to OSRL. If any of our staff, or a member of the same household, are confirmed as positive for COVID-19 and the member of staff has been onsite in the proceeding 14 days, we will close that base for an initial 24 to 48-hour period while we review the situation, conduct contact tracing and take the appropriate advice.*

Examples

Confirmed case at OSRL – *Request all staff who have had first order contact with the confirmed case, including contact 5 days prior to the date, to self isolate for 14 days after last contact with the confirmed case, and where possible continue to work remotely.*

Staff who have been in first order contact with an external confirmed case – *Regardless of test results, OSRL request that the individual should self isolate for a minimum of 14 days after the last contact with the confirmed cases.*

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If the individual shows symptoms at any time during 14 day period they are to refer to the guidance above.

Protocol for Travellers Stranded Overseas – As a result of Novel Coronavirus

- 1) Travellers to remain where they are. They should not attempt to leave by other means e.g. by cross border road transport.*
- 2) Travellers to contact ISOS and follow their advice*
- 3) Travel Department will extend accommodation for the Traveller.*
- 4) Travel Department will contact the home country authorities regarding any repatriation plans and will liaise with FCM regarding the latest situation with Airlines.*
- 5) Travel will be responsible for liaising with the Traveller.*
- 6) HR will be responsible for liaising with family in the home country.*
- 7) Any calls received by Duty Managers/Travel Bookers should be referred to the CMT.*

Protocol for Sick Travellers – As a result of Novel Coronavirus

- 1) With onset of symptoms immediately contact ISOS for direction to recommended medical facility.*
- 2) If there is a colleague with the sick traveller, they should also call ISOS and follow advice.*
- 3) If the colleague is not sent for medical assessment they should remain where they are and continue to follow hygiene guidelines and monitor temperature.*
- 4) Unless ISOS advise otherwise they should remain where they are for 14 days and not travel back on public transport.*
- 5) If the sick traveller tests negative for Novel Coronavirus both they and their colleague/s can continue with their trip and return home at the scheduled time.*
- 6) HR will liaise with families and the individuals.*
- 7) Any calls received by Duty Managers/Travel Bookers should be referred to the CMT.*

Financial

It is anticipated that the prolonged impact of a significant epidemic or pandemic and the prevention and mitigation measures put in place to protect our staff and business critical activities will have an ongoing financial impact. This is to be regularly reviewed by the business continuity team to ensure we maintain operating cash and our ability to operate is maintained. To achieve this we may explore putting projects on hold, cutting non-essential spend as well as other steps as the duration increases. These steps will be periodically reviewed and updated by the Business Continuity Team and in extreme cases may seek additional funds from members.

COVID-19 – The finance team are updating forecasting and will continue to feed into the CMT and BCT and subsequently the BCP.

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Recovery Point Objective

(Recovery Point Objective is a minimum level of functionality which is to be restored or maintained in order for business-critical activities to be undertaken.)

The recovery point object for a significant epidemic or pandemic risk to achieve the following points;

- Enhanced personnel exposure safety measure are reduced to low levels.
- Unwinding or split shifting/travel restrictions back to business as usual
- A scaling back on financial restrictions and returning to business as usual*
**This may require continued budget restrictions to offset the addition spend required to implement prevention and mitigation measures*

Recovery Time Objective

(Recovery Time Objective is the targeted duration of time in which the Recovery Point Objective is met. The Recovery Time Objective should be shorter in duration than the Maximum Tolerable Period of Disruption.)

The earliest point at which Enhanced personnel exposure safety measure are reduced to low levels.

Maximum Tolerable Period of Disruption

(The Maximum Tolerable Period of Disruption is the longest duration of disruption, where business critical activities are not able to be performed, before the impact is deemed as unacceptable.)

Cash reserves at the time of the incident will dictate the maximum tolerable period of disruption and will be reviewed at the time of the event, however, it is anticipated that with the measures outlined, the sum of typical cash reserves OSRL hold, and support from the members OSRL would be able to tolerate a multiple years of impact.

Risk monitoring

In the instance of a significant epidemic event taking place Risks will continued to be monitored by the OSRL CMT on a regular basis.

Audit and assurance

OSRL provide audit and assurance on all business continuity documents through the documents control process, periodic internal audits and ISO audits.

In the event that the Business Continuity Team are stood up their actions and outputs will be reported to and assured by both the Executive team and the Board of Directors.