SAFE WORK PLAYBOOK

An interactive guide for COVID-19 Pandemic Preparedness and Response

Complete Version Including New Content on Playbook Execution

NEW - Operation Implementation Pillars

Employee Outreach & Education	**Employee Training**

Audit & Certification	**Employee Surveys & Feedback Channels**	**Engineering & Admin Centers**

LEAR

A NOTE TO ALL READERS - LEGAL STATEMENT

The information contained in the Company Safe Work Playbook represents Company's current practices regarding the recommended operation of its manufacturing facilities, where and when permitted by law, during this time of the unprecedented COVID-19 pandemic. The health and safety of our employees is our number one priority, and our hope in sharing this information is that it may be of assistance to others.

Please be advised that some or all of the information contained in this document may not be applicable to other businesses or places of work. We strongly recommend that before implementing any of the ideas contained herein you carefully evaluate, and consult with outside legal counsel as appropriate, the legality, applicability and potential efficacy of this information in your place of business. Please also note that this is a "living" document that may be updated at any time by Company given the fluidity of this situation.

Company bears no responsibility for any circumstances arising out of or related to the adoption, or decision not to adopt, any of the practices or procedures contained in the Company Safe Work Playbook.

Dear Fellow Business Leaders:

We are deeply focused on keeping our employees, customers and suppliers safe while working at our facilities and supporting our business.

As we continue to navigate this new normal, we have tapped into our global Human Resources, Employee Health and Safety, Information Technology, Operations and Communications teams to develop a "playbook" that lays out processes to raise awareness of new health and well-being protocols and potentially helpful practices for cross-functional teamwork, operating discipline and training for employees.

While it is not a one-size-fits-all approach, the Safe Work Playbook includes practical recommendations, based on guidelines from the Centers for Disease Control and Prevention and World Health Organization, that could be tailored by businesses to address various scenarios they may face when returning to work. Regular updates will be made to the playbook based on real-time feedback.

The manual covers a wide range of topics, including:

- Step-by-step guides for setting up a pandemic response team
- Cleaning and disinfection procedures
- Staggering shifts and lunch breaks and other social distancing strategies
- On-site health screenings
- Protocols for isolating employees who become ill at work

This has been a difficult time for everyone, and reestablishing a workplace where employees feel comfortable performing their jobs safely is a multi-faceted challenge. It is our hope that by sharing this resource we can help your organization accomplish the same goals, as everyone adapts to new operating protocols in today's still challenging conditions.

Stay safe,

Ray Scott
President & CEO
Company Corporation

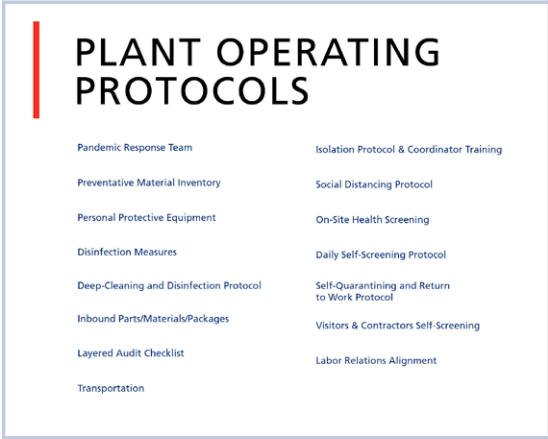# PLAYBOOK USER GUIDE - INTERACTIVE PDF

This document is interactive, allowing you to access the information you need quickly.

This document also works traditionally. You can view content page-by-page and print the playbook so that you can take it into the field.

Please use the guide below to help you navigate the interactive features.

| Plant Operating Protocols | Employee Training | Health & Wellness | Facility Signage |

On any page of the Playbook, you can return to the Table of Contents by clicking the shortcut in the top left corner, or you can click on one of the tabs to jump directly to a section.

PLANT OPERATING PROTOCOLS

Pandemic Response Team	Isolation Protocol & Coordinator Training
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Personal Protective Equipment	On-Site Health Screening
Disinfection Measures	Daily Self-Screening Protocol
Deep-Cleaning and Disinfection Protocol	Self-Quarantining and Return to Work Protocol
Inbound Parts/Materials/Packages	Visitors & Contractors Self-Screening
Layered Audit Checklist	Labor Relations Alignment
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On each section page, a list of key content is linked to corresponding pages, allowing you to jump directly to content you need within that section.

Supplemental documents, files and assets that are available for download will be indicated by bold red font.

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Created by Lear Corporation

PLANT OPERATING PROTOCOLS

This Playbook is to be used as a Corporate and Recommended Practice Guideline and aligns with the Centers for Disease Control and Prevention (CDC) and World Health Organization (WHO) recommendations to the greatest extent possible.

This is a working document and will be updated to reflect changes in directives and introduce new recommended practices as they become available.

The Safe Work Playbook provides general recommendations for use in all Company facilities. Because there may be circumstances unique to a location, there may be some cases in which a Company facility must adapt the recommendations of the Playbook to address that facility's specific requirements. Such exceptions must be authorized by senior leadership. Additionally, all facilities must comply with all applicable laws. If there is a conflict between the recommendations in the Safe Work Playbook and the applicable law, the facility must follow the applicable law.

#	Topic	Task
1	**Pandemic Response Team (PRT)**	• Set up the Pandemic Response Team (PRT) • Have a plan in place to adopt this corporate framework and develop site-specific protocols
2	**Preventative Material Inventory**	• Confirm operation has an adequate supply of soap, disinfectant solution, hand sanitizer, paper towels and tissues • Confirm stock of face masks, face shields, gloves and safety glasses on-site and on order with lead time • Have "non-touch" thermometers on-site for employee screening
3	**Personal Protective Equipment**	• Review and understand protocol
4	**Disinfection Measures**	• Disinfect site prior to anyone returning to work • Replace HVAC air filters or clean/disinfect • Implement the General Disinfection Procedures
5	**Deep-Cleaning and Disinfection Protocol**	• Review, understand and prepare for the triggering of the Deep-Cleaning and Disinfection Protocol
6	**Inbound Parts/Materials/Packages**	• Manage incoming supplies in accordance with playbook standards
7	**Layered Audit Checklist**	• Implement audit
8	**Transportation**	• Hold meetings with transportation provider(s) to review protocols and implement the Transportation Disinfection Checklist protocol for buses
9	**Isolation Protocol & Coordinator Training**	• Review and understand protocol • Identify and train Isolation Coordinator (volunteer) • Establish protocols to isolate employees if they become symptomatic on-site • Print out forms and protocol to be available as needed
10	**Social Distancing Protocol**	• Review and understand protocol • Complete and continue to adhere to the Social Distancing Protocol
11	**On-Site Health Screening**	• Ensure protocol for pre-shift screening prior to site entry • Ensure barriers are in place to prevent anyone from missing screening protocol
12	**Daily Self-Screening Protocol**	• Distribute Daily Self-Screening protocol to all employees for voluntary, home self-screening • Prepare HR team to receive inquiries or reports of symptomatic employees prior to shift
13	**Self-Quarantining and Return to Work Protocol**	• Review and understand protocol and adjust as necessary for local, legal and cultural environment
14	**Visitors & Contractors Self-Screening**	• Establish a plan for screening Visitors and Contractors • Print Visitors & Contractors Self-Screening Checklist and have it available as needed
15	**Labor Relations Alignment**	• Educate local union on Company's pandemic response plan and return to work protocols for their cooperation
16	**Employee Trainings**	Host Pre-Return to Work Trainings: • Review Safe Work Playbook with salaried employees • Training Health Screeners & Isolation Coordinators • Training Disinfection Team & HR Team Host First-Day Trainings/Orientation: • Localize playbook presentation & materials to be consistent with facility • Host first-day training orientation for all staff
17	**Health & Wellness**	• Self-Screening Checklist • Health & Wellness Video
18	**Signage**	• Facility Signage

Pandemic Response Team

Tasks

- Set up the Pandemic Response Teams
- Have a plan in place to adopt this corporate framework and develop site-specific protocol

About:

The Pandemic Response Team (PRT) is a cross-functional team lead by the Site Manager in the following categories/examples:

Site Manager - Site manager who has overall responsibility for the site's pandemic preparedness & response plan, coordinating and aligning with regional/global EHS and the COVID-19 Crisis Team.
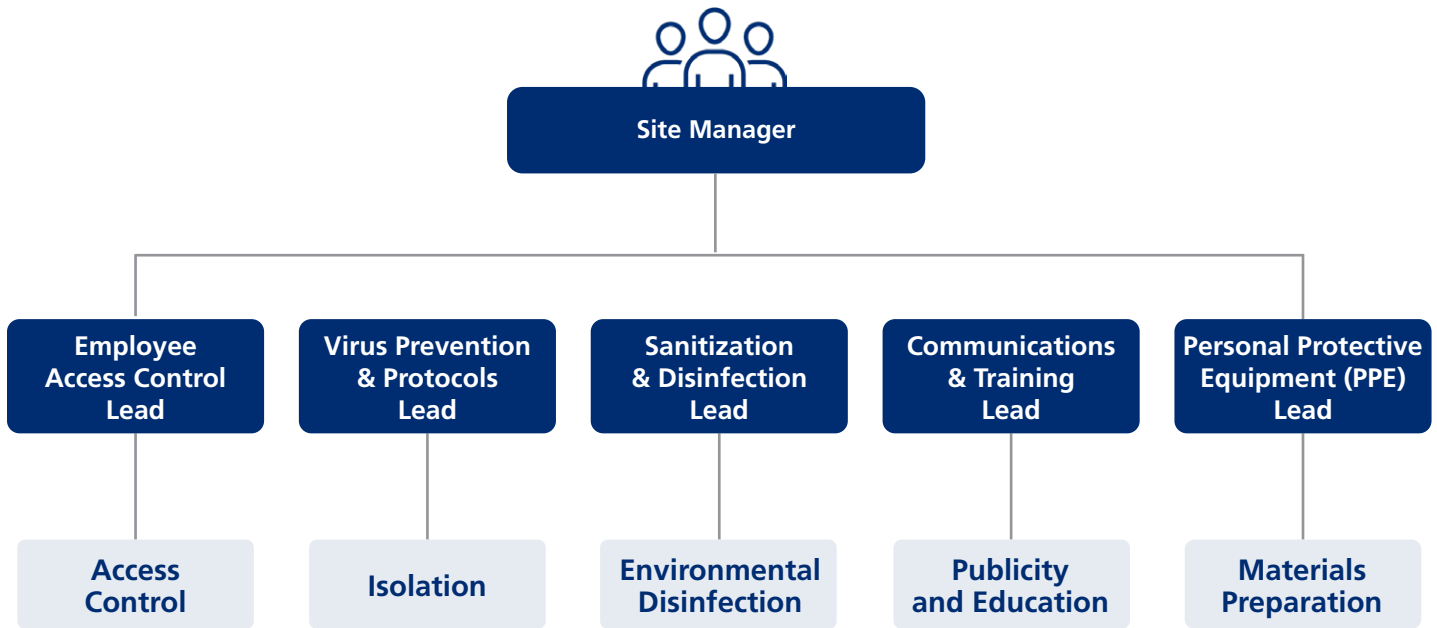
Employee Access Control Lead - Works with the site to manage social distancing logistics for arriving and departing shifts, as well as visitors and contractors. Supports the Virus Prevention & Protocol Leader by providing site-specific options for social distancing within the site, including potential mitigation measures to manage safety risks for employees required to work less then 1 meter from others.

Virus Prevention & Protocols Lead - Develops protocols to ensure the wellness of all employees, the overall pandemic preparedness and response plan, and alignment with Global EHS and the COVID-19 Pandemic Response Team.

Sanitization & Disinfection Lead - Manages daily and periodic disinfection logistics, including routine and deep cleaning, and disinfection processes, according to the protocols set up by the Virus Prevention & Protocol Leader. Drives the process of continuous improvement and ensures 100% compliance with Company's disinfection protocol and any approved regional or site variations.

Communication & Training Lead - Manages all pandemic related communications, in coordination with regional and global Communications and HR. Manages training across the site related to pandemic preparedness and response, including employee, management and pandemic response team training, in accordance with Company's playbook and COVID-19 Policy and Guidelines directive.

PPE & Materials Lead - Secures all necessary supplies to implement and sustain the site pandemic preparedness and response plan, including direct procurement by the site, as well as coordination with Company Procurement to access centrally located supplies or leverage supplies from other Company facilities.

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                          Site Manager
                               |
    ┌──────────────┬──────────────┼──────────────┬──────────────┐
Employee      Virus Prevention  Sanitization   Communications  Personal Protective
Access Control  & Protocols     & Disinfection  & Training      Equipment (PPE)
Lead          Lead             Lead            Lead            Lead
    |              |               |               |               |
Access         Isolation      Environmental    Publicity       Materials
Control                       Disinfection     and Education   Preparation
```

Details:

Once established, the PRT should meet daily and:

- Include Union Leadership as appropriate
- Leverage Health and Safety Teams/Committees and members
- Work with facilities to maintain a sterile Isolation Room. See **Isolation Protocol** (see page 22).

Preventative Material Inventory

Tasks

☑

- Confirm operation has an adequate supply of soap, disinfection, hand sanitizer, paper towels and tissues
- Confirm stock of face masks, face shields, gloves and safety glasses on-site and on-order with proper lead time
- Have "touchless" thermometers on-site for employee screening

Disinfectant Supplies:

- Confirm operation has an adequate supply of soap, disinfecting spray, hand gel, paper towels and tissue.
- At a minimum, sites should have a 30-day supply of disinfectant.
- Portable disinfectant stations are recommended for each line except for restricted/sensitive areas due to manufacturing processes.

PPE:

- Confirm stock of face masks, gloves, and glasses on-site and on-order with proper lead time.
- At a minimum, sites should have a 30-day supply of PPE.
- Medical employees, screeners and cleaning crew are required to wear gloves, masks and safety glasses.

#	Item	Spec	Quantity
1	**Mask (surgical)**	Disposable surgical masks (1-day)	Min. 30-day supply
2	**Nitrile gloves**	Touchflex/ Surgical Nitrile Gloves	Min. 30-day supply
3	**Infrared thermometer**	Medical infrared thermometer/ Measures ranges 32°C to 42.5°C and meets ASTM E965-98 (2016)	1 per 100 employees/shift
4	**Disinfectant spray/wipes**	~0.1% bleach solution is needed, which can be attained by performing a 1:10 dilution of common laundry bleach	Min. 30-day supply
5	**Spray bottles**	1-liter plastic spray containers	Min. 5 bottles
6	**Sanitization floor stand**	Hand sanitizer dispenser floor stand	1 available in work area per 50 employees
7	**Hand sanitizer (refills)**	Sanitizer with Alcohol 70%/Local Brand "Sanitizer"	Min. 30-day supply
8	**Hand soap**	Hand soap / Local brand "Serviquim"	Min. 30-day supply
9	**Paper towels**	Paper Towel "Tork"	Min. 30-day supply
10	**Glasses/face shields**	Safety glasses / Polycarbonate	Min. 30-day supply
11	**Bio-hazard container**	Bags that can be sealed and tagged as contaminated material (Please see 'refuse' section of the COVID-19 Policy and Guidelines Directive)	Min. 30-day supply
12	**Clorox Total 360 (optional)**	https://www.cloroxpro.com/products/clorox/total-360/	

Personal Protective Equipment (PPE)

Tasks

- Review and understand protocol for PPE

About:

Protect the company's general workforce through:

1. Personal hygiene
2. Social distancing
3. Fequently disinfecting of common surfaces

The PRT and Team Leads for PPE and Sanitization are responsible for ensuring adequate supplies as required by your company's Pandemic Plan.

Masks

Face masks are required PPE for a very limited number of pandemic response and management personnel within each facility including:

- Medical and isolation team members
- Shift health screeners
- Disinfection team members
- Those with broad exposure to other employees (such as cafeteria workers and security guards)
- Personal face masks may be used by employees in lieu of a company-supplied mask, if the mask meets World Health Organization specifications for medical masks (e.g. meeting ASTM F2100, EN 14683, GB19083 or equivalent)
- Homemade face masks are not permitted on company premises or company-provided transportation
- Notwithstanding the above, Pandemic Response Team members are required to use company-supplied face masks

Note: N95, FFP2(3) or equivalent protection must be prioritized for use by isolation and medical team members as they are more likely to be exposed to employees who are COVID-19 symptomatic.

Face Shields
Face shields may be worn as a precautionary measure when employees work within 1 meter (3 feet) of other employees.

Gloves
Our top priority is always protecting people. Based on CDC findings, the company does not require or recommend that our employees wear gloves except for:

PPE Re-use and Storage Guidance
• Face masks are an important part of employee protection, as well as personal hygiene, social distancing, and frequent disinfection efforts.
• Face masks are an important risk mitigation strategy where social distancing cannot be consistently practiced and can reduce COVID transmission risk from sick yet asymptomatic employees overall.
• Face masks continue to be in critical shortage globally, so their reuse provides significant benefit, and for many may be the difference between having a mask or none at all.
• The cost of providing new masks daily may create financial hardships for employers who are small or who work on very tight margins, and as in the above point, reuse may mean the difference between having a mask or none at all

1. Isolation Team Members and
2. Those disinfecting common surfaces per the Playbook. However, the company should provide gloves if mandated by local laws.

Note: Gloves put employees at higher risk of exposure and are not recommended for general protective use for the following reasons:

- The COVID-19 virus does not harm your hands, so gloves provide no protection. However, touching your face with contaminated hands, whether gloved or not, poses a significant risk of infection.
- Gloves often create a false sense of security for the individuals wearing. People are more likely to touch contaminated surfaces because they feel the gloves protect them from the virus when in reality, they do not.
- When wearing gloves, people are less inclined to wash their hands. This is counterproductive and puts others at higher risk. We want people to wash their hands because it is the number-one defense against any virus.
- Proper removal of gloves takes training. If contaminated gloves are not removed properly, our employees are exposed to greater risk.

Disinfection Measures

Tasks

- Disinfect site prior to anyone returning to work.
- Replace HVAC air filters or clean/disinfect.
- Implement the General Disinfection Measures; the cleaning steps outlined should be taken routinely, based on frequency mentioned to disinfect work place surfaces, chairs, tables, etc. and protect employees.

The goal is to establish a sanitary baseline before the site opens. The site should be 100% disinfected prior to anyone returning to work.

Utilize your regional Environmental, Health and Safety (EH&S) Leader for specific guidance. Take unique site-specific circumstances into consideration when sanitizing and disinfecting.

Providers or employees should sanitize and disinfect all areas of the site with special attention to:

- Tools
- Workstations and equipment
- Screens on site floors
- Restrooms
- Cafeteria
- Lockers
- Common surface areas
- Computer screens and keyboards

Put tight controls in place on who enters and exits the site during the cleaning shutdown:

- Security
- Sanitization vendors
- PRT team members, as needed

General Disinfection Measures:

- This checklist should be implemented to reduce the risk spreading any infection.
- The cleaning steps outlined below should be taken routinely, based on frequency mentioned, to disinfect workplace surfaces, chairs, tables, etc. and protect employees.
- Along with these workplace disinfection activities, proper personal sanitary practices including washing hands after bathroom use are also necessary.

Disinfection Frequency in Workshops and Offices

#	Area/Place	Disinfection Content	Disinfectant	Disinfection Measures	Frequency
1	**Work cell common surfaces**	Control buttons, tools and other common surfaces	Hospital grade disinfectant or fresh 10% chlorine bleach solution (sodium hypochlorite solution), as appropriate	Spray with hand held sprayer or wipe	Minimum at the end of each shift
2	**Offices, desk and conference rooms**	Table and chair surface		Spray with hand held sprayer or wipe	At the end of each meeting and end of day
3	**Conveyor belts**	Wipe areas of common employee interface		Spray with sprayer	At least once in the morning and afternoon
4	**Moveable trays or containers**	Handles and other commonly touched areas		Spray with sprayer	Based on use; Once per shift if contacted by 1 person only; otherwise, between users
5	**General objects that are used or touched often**	Doors and windows, handles, faucets, sinks and bathrooms		Spray with hand held sprayer or wipe	At least 4 times per day
6	**Cafeteria/Canteen**	Table and chair surfaces, dispensers, vending machines, etc.		Spray with sprayer	Generally 3 or more times per shift to include after all breaks and meals
7	**Tableware**	Forks, knives and spoons	Hospital grade disinfectant or fresh 10% chlorine bleach solution (sodium hypochlorite solution), as appropriate	Place in high-temperature disinfection cabinet, with temperature higher than 60°C, and time longer than half an hour	After use
8	**Vending machines**	Interface surfaces (pay, selection and vending surfaces)		Spray with sprayer	Generally 3 or more times per shift to include after all breaks and meals
9	**Forklifts**	Wipe areas of common human interaction		Spray with sprayer	After each use
10	**Multi-user safety vest and other PPE**	Only single user vest and PPE allowed		Spray with sprayer	After each shift
11	**Transport vehicles**	Common surfaces (e.g. seat surfaces rails, belts, door and window controls)		Spray with sprayer	Before and after each use
12	**All floors and walls**	All general floors and walls at site		Mop	Periodically, where frequently touched; mop hard surfaces daily

Deep-Cleaning and Disinfection Protocol

Tasks

- Review, understand and prepare for the triggering of the Deep-Cleaning and Disinfection Protocol

About:

The **General Disinfection Measures Protocol** (see page 19) should be followed regularly whereas the Deep-Cleaning and Disinfection Protocol is triggered when an active employee is identified as positive for COVID-19 based on testing.

Corona Virus COVID-19 - Deep Cleaning and Disinfection

COVID-19 "deep-cleaning" is triggered when an active employee is identified as being COVID-19 positive based on testing. Sites may opt to have a deep cleaning performed for presumed cases, at their discretion.

Deep cleaning should be performed as soon after the confirmation of a positive test as practical. If a delay is expected past the end of a shift, the site should gain consensus from both their regional Operations and EHS leaders and take steps to perform an additional disinfection of potentially impacted common surfaces during the interim period.

While the scope of deep cleaning is presumed to be the full site, sites may reduce the footprint to be deep cleaned if there is sufficient rationale to do so and they gain consensus of their regional Operations and EHS leaders.

Not withstanding the above, if an active employee is confirmed to have a COVID-19 positive test, in lieu of performing deep cleaning, sites may shut down the site for a period of at least 72 hours to allow for natural deactivation of the virus, followed by site personnel performing a comprehensive disinfection of all common surfaces.

1. Identify an approved external company to carry out the deep cleaning activity. At a minimum, this company must have:
   - Trained personnel to clean, disinfect and dispose of hazardous waste
   - Proper equipment and PPE to perform the task
   - All necessary procedures and local authorizations or permits to perform disinfection services and manage any wastes generated
   - Use of approved COVID-19 disinfectant chemicals to perform this activity (see Company disinfectant protocol)

2. The Pandemic Crisis Management Team must coordinate and supervise the cleaning and disinfection process. They must ensure that:
   - There is a specific plan and strategy to clean all site, machinery/equipment, common areas, offices and any typical areas where employees interact
   - Only authorized people can access the site during the cleaning operation
   - All third party team members are using any required PPE and that it is also properly disposed of at the end of the process
   - Assure that employees are made aware that the work areas have been disinfected

Note: For the company's purpose, deep cleaning is defined as a more comprehensive cleaning using advanced technologies, more aggressive cleaning solutions and performed by an external third party.

3. Personal Protective Equipment (PPE) requirements for the Deep Cleaning team:
   - The use of PPE is to be determined by the cleaning contractor based on the chemicals used to conduct the disinfecting process including proper wearing, storage, cleaning, decontamination and disposal of PPE as biohazard waste.

4. Disposal
   - At the end of the process, the Cleaning company must follow the local regulations to dispose all the PPE and cleaning material used in the proper manner.

Reference:

Inbound Parts/Materials/Packages

Tasks

- Manage incoming supplies in accordance with the company's playbook standards

According to the WHO, it is safe to receive packages from areas where COVID-19 has been reported, stating that,

"The likelihood of an infected person contaminating commercial goods is low, and the risk of catching the virus that causes COVID-19 from a package that has been moved, traveled and exposed to different conditions and temperature is also low."

The virus does not survive on surfaces for long, and the length of shipment time and other environmental factors should inactivate the virus.

If you receive an expedited package from an area where COVID-19 is present and are concerned about possible surface contamination consider these steps:
- Wash your hands frequently with soap and water
- Use hand sanitizer when soap and water are not available
- Avoid touching your face, eyes, nose or mouth

If packaged materials have been in transit and/or stored at the site for more than 48 hours from last human contact, no further action is needed. While not necessary, where employee apprehension remains high, sites may suggest the following additional precautions:
- Using PPE, such as disposable nitrile gloves and/or disposable surgical masks
- Disinfecting surfaces with a 10% bleach (sodium hypochlorite) solution made fresh daily, or a hospital-grade disinfectant - as appropriate to the surface(s) being treated (noting that these chemical agents should only be used by trained and authorized personnel)

Layered Audit Checklist

Tasks

- Implement audit

Conforming Audit Card

Shift:	**Card #**

Inspection Area:

General Disinfection Measures

- ☐ 1. Did the cleaning crew/employees receive training about the disinfection method and frequency?

- ☐ 2. Was hospital grade disinfectant or fresh 10% chlorine bleach solution (sodium hypochlorite solution) used as appropriate?

- ☐ 3. Did the team conduct a comprehensive cleaning in all work cell common surfaces (control buttons, tools, conveyors, trays, containers, forklifts, machines)?

- ☐ 4. Did the team conduct a comprehensive cleaning in all offices, desk and conference rooms (cabinets, desk, tables, chair surfaces)?

- ☐ 5. Did the team conduct a comprehensive cleaning in all general objects that are often used or touched (doors, windows, handles, faucets, sinks, bathrooms)?

- ☐ 6. Did the team conduct a comprehensive cleaning in cafeteria/canteen (tables, chair surfaces, dispensers, vending machines)?

- ☐ 7. Did the team conduct a comprehensive cleaning in all common surfaces of personnel buses (seat surfaces, rails, belts, door, windows, floor)?

- ☐ 8. Did the team conduct a comprehensive cleaning of floors, walls and multiuse areas (tables, chair surfaces, dispensers, vending machines)?

2nd Layer Audit Audit of the above performed by a higher-level manager	**3rd Layer Audit** Audit of Layer 2 by EHS or a higher-level manager
9. Were non-conformities raised? Y/N	13. Were all non-conformities closed? Y/N
10. If yes, were they actioned?	14. If no, please provide reasons:
11. If no, please provide reasons:	

Transportation

Tasks

- Hold meetings with transportation provider(s) to review protocols and implement disinfection protocol for buses

Transportation Sanitation Checklist					
Division					
Site					
Date					
Supplier Name	Task		Action (in case it applies)	Date	Responsible
Before Starting Pick Up	Yes	No			
Is there antibacterial gel?					
Clean/Sanitize - Aisle					
Clean/Sanitize - Stairs					
Clean/Sanitize - Upper Rail					
Clean/Sanitize - Seats & Armrests					
After Employees Arrive to Site					
Is there antibacterial gel?					
Clean/Sanitize - Aisle					
Clean/Sanitize - Stairs					
Clean/Sanitize - Upper Rail					
Clean/Sanitize - Seats & Armrests					
After Final Employee Drop-off					
Is there antibacterial gel?					
Clean/Sanitize - Aisle					
Clean/Sanitize - Stairs					
Clean/Sanitize - Upper Rail					
Clean/Sanitize - Seats & Armrests					
Auditor Name / Signature			Driver Responsible		
Name			Name		
Signature			Signature		

Bus drivers are considered contractors/visitors and must follow the company's Visitors and Contractors Self-Screening Protocol.

Service providers must disinfect the buses multiple times following the company's requirements and as a minimum disinfect:

- Right before starting a route to pick up company employees
- Right after the company's employees arrive at company facilities

- All surfaces, seats, dashboards, door handles, seatbelts, etc., must be washed down with a disinfectant solution in advance of transporting employees.
- The company is to supply antibacterial gel/hand sanitizer for employees to use when boarding the buses.
- It is the supplier's responsibility to ensure drivers are in good health condition.
- Bus drivers must wear a mask at all times while providing service.
- The driver's temperature must be checked and documented before the start of each route.
- The mandatory use of masks is defined by local authorities for public transportation. The use of masks is encouraged for vulnerable people and those with pre-existing health conditions.
- Note: Bus drivers are considered contractors/visitors and must follow the company's **Visitors and Contractors Self-Screening Protocol** (see page 40).

Employees

Employees must adhere to the **On-Site Health Screening Protocol** (see page 35) before entering company-provided transportation.

- Employees must not use buses if they suspect they are sick or if they have symptoms such as fever or difficulty breathing, or have been in contact with other people who have any confirmed respiratory illness or disease in the past 7 days. See the **Daily Self-Screening Protocol** on page 37 for symptoms.

## Isolation Protocol & Coordinator Training

Tasks

- Review and understand protocol
- Identify and train volunteer Isolation Coordinator (see Pre-Return to Work Trainings for training materials)
- Establish protocol to isolate employees if they are symptomatic on-site
  - Must include: room to isolate the employee, PPE, communication with local health authorities and transportation based on their instructions, disinfection of the room
- Print out forms and protocol to be available as needed

Isolation Protocol for employees who become ill at work:
If a person feels ill or if someone observes that another person is exhibiting symptoms of COVID-19 at work, contact an Isolation Coordinator as determined by each site (see below).

Note: DO NOT use the infirmary as the Isolation Room.

Telephone communications are preferable so that the Isolation Coordinator can wear the appropriate PPE prior to aiding an ill employee.
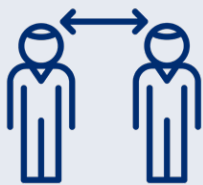
Isolation Coordinators, determined by each site, should be selected from the following employees, as appropriate:
- Doctors and/or Nurses
- Health and Safety Leader
- Human Resources Manager
- Supervisor
- Emergency team and/or First Aid team leaders

If the Isolation Coordinator is directly contacted by an employee with a suspected infection, they must ask the employee to go directly to the designated Isolation Room by the most direct route.

Procedure

1. Once the suspected infected employee arrives in the Isolation Room, immediately provide them with a mask and nitrile gloves. Explain to them that it is to help protect other employees and prevent the spread of a potential virus.
2. The Isolation Coordinator must complete a **Suspected COVID-19 Case Form** (see page 25) and call the local health authority or medical office to seek advice regarding transportation and location.
3. The Isolation Coordinator, and any others attending the suspected infected person, should also wear a protective mask and nitrile (surgical) gloves while working with the suspected infected person.
4. The Isolation Coordinator should direct the ill employee to leave work and go home or to the nearest health center as advised by the local health authority. Public transportation should not be used.
   - If the infected person is well enough to drive their own vehicle, ask them to use it.
   - If the PRT team is to transport the person in another vehicle, ensure that the infected person always keeps the mask on their face and wears a pair of nitrile gloves.
   - The driver must wear a mask and gloves during the entire trip, removing and properly disposing of them after returning to the site.
   - Once the vehicle has returned to the site, ensure that it is cleaned and all surfaces, seats, dashboards, door handles seatbelts etc, have been washed down with a disinfectant solution. All persons cleaning the vehicle must wear a mask and gloves while cleaning the vehicle.
5. The Isolation Coordinator, in coordination with Human Resources (HR) and EH&S, must:
   - Identify persons who may have been in contact with the suspected infected employee. Unless required by the local health authority, the name of the infected employee should not be provided.
   - Advise employees that they may have been in contact with a suspected infected employee, to carry out a self-screening check every morning, and based on the results, contact the HR department.
   - Advise employees to contact a physician to obtain medical ccompanyance to return to work.
6. Ensure that both the isolation area and suspected employee's work station or office is thoroughly cleaned and disinfected, in addition to all other common surfaces recently touched by the infected employee. All persons carrying out this cleaning must wear disposable nitrile (surgical type) gloves, and all support persons' PPE should be appropriately discarded prior to resuming normal work functions.

Location

Where possible, the isolation room should be an exterior room (building or tent structure). If unavailable, an enclosed area away from the general population can be used.

PPE

Although isolation workers are not expected to touch the virus, nitrile gloves are recommended if a non-touchless scenario occurs.

Sample COVID-19 Case Form
Report for Employees/Visitors Presenting Symptoms at Work

Name: **Date:**

☐ Visitor   ☐ Employee   ☐ Contractor

Job Title: **Worksite:**

Location of Isolation:

Address:

Symptoms noticed:

☐ Temperature >38°C (100.40F) or higher
☐ Shortness of breath, difficulty breathing
☐ Cough
☐ Running nose
☐ Sneezing
☐ Muscle Pain
☐ Tiredness

Time of fever on-set: _____ Time of isolation: _____

Symptoms and isolation periods will be updated periodically as information becomes available following the emergence of a pandemic virus strain.

Where referred to:

Notes:

DETAILS OF REPORTER

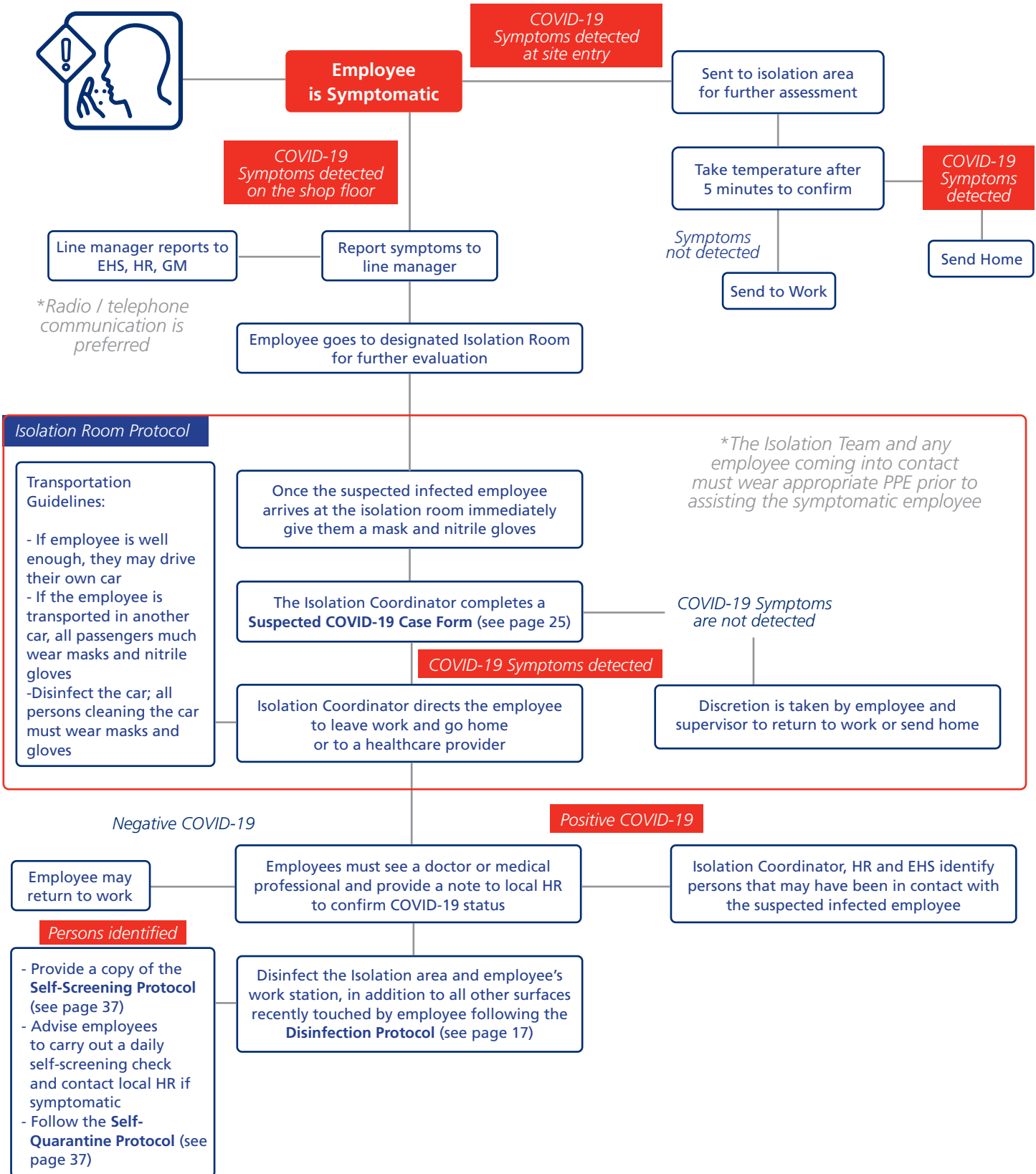**Name:**   **Job title:**

Telephone Number:
Coronavirus preparation and arrangements to be made for employees who become ill at work.

Employee Symptom & Isolation Protocols

Employee is Symptomatic

COVID-19 Symptoms detected at site entry

Sent to isolation area for further assessment

Take temperature after 5 minutes to confirm

Symptoms not detected

Send to Work

COVID-19 Symptoms detected

Send Home

COVID-19 Symptoms detected on the shop floor

Line manager reports to EHS, HR, GM

Report symptoms to line manager

*Radio / telephone communication is preferred

Employee goes to designated Isolation Room for further evaluation

Isolation Room Protocol

*The Isolation Team and any employee coming into contact must wear appropriate PPE prior to assisting the symptomatic employee

Transportation Guidelines:

- If employee is well enough, they may drive their own car
- If the employee is transported in another car, all passengers much wear masks and nitrile gloves
-Disinfect the car; all persons cleaning the car must wear masks and gloves

Once the suspected infected employee arrives at the isolation room immediately give them a mask and nitrile gloves

The Isolation Coordinator completes a **Suspected COVID-19 Case Form** (see page 25)

COVID-19 Symptoms are not detected

COVID-19 Symptoms detected

Isolation Coordinator directs the employee to leave work and go home or to a healthcare provider

Discretion is taken by employee and supervisor to return to work or send home

Negative COVID-19

Positive COVID-19

Employee may return to work

Employees must see a doctor or medical professional and provide a note to local HR to confirm COVID-19 status

Isolation Coordinator, HR and EHS identify persons that may have been in contact with the suspected infected employee

Persons identified

- Provide a copy of the **Self-Screening Protocol** (see page 37)
- Advise employees to carry out a daily self-screening check and contact local HR if symptomatic
- Follow the **Self-Quarantine Protocol** (see page 37)

Disinfect the Isolation area and employee's work station, in addition to all other surfaces recently touched by employee following the **Disinfection Protocol** (see page 17)

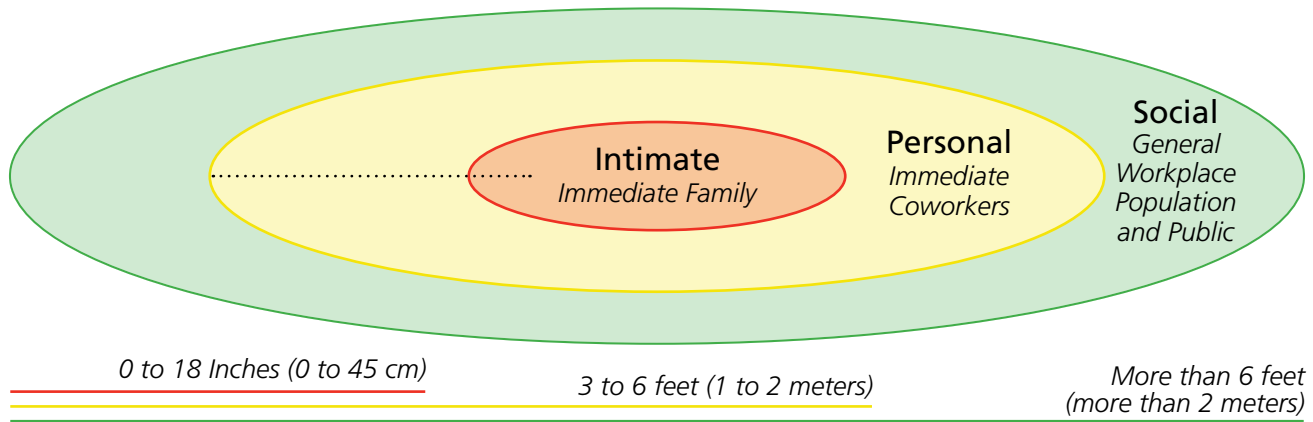# Social Distancing Protocol

Tasks

- Review and understand the Social Distancing Protocol
- Complete and continue to adhere to the Social Distancing checklist

Social distancing is a simple yet very effective mechanism to prevent potential infection, that relies on simple distance to avoid infection.
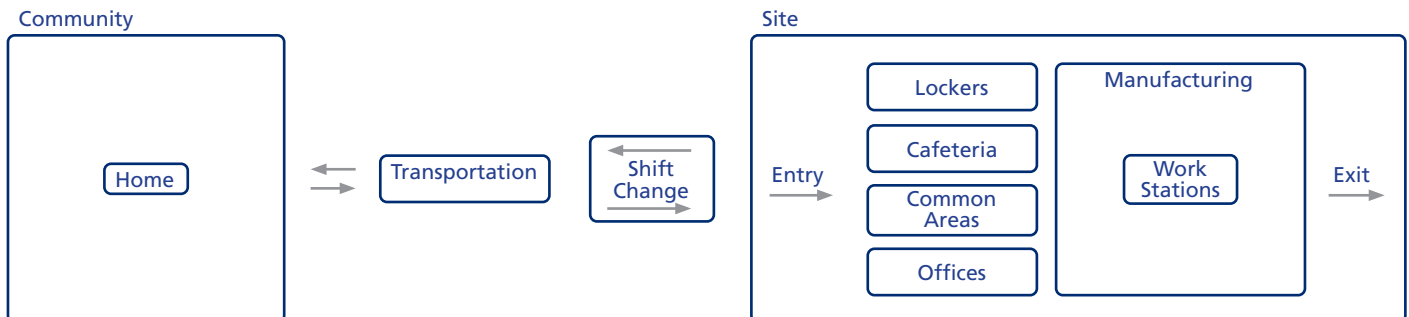
In practice this means:
- Staying 1 to 2 meters (3 to 6 feet) away from others as a normal practice
- Eliminating contact with others, such as handshakes or embracing coworkers, visitors or friends
- Avoiding touching surfaces touched by others, to the extent feasible
- Avoiding anyone who is coughing, sneezing or appears to be sick

Intimate *Immediate Family* — **Personal** *Immediate Coworkers* — **Social** *General Workplace Population and Public*

0 to 18 Inches (0 to 45 cm)

3 to 6 feet (1 to 2 meters)

More than 6 feet (more than 2 meters)

Note: The company should not allow any meeting of greater than 10 persons to occur until further notice, even when the meeting area is large enough to accommodate appropriate social distancing.

This practice of social distancing includes but is not limited to production lines, cafeterias, common areas, entrance/exit areas of work locations and offices. These examples illustrate the principles of social distancing.

Community — Home — Transportation — Shift Change — Site — Entry — Lockers — Cafeteria — Common Areas — Offices — Manufacturing — Work Stations — Exit

Social Distancing in Manufacturing

Social distancing in manufacturing is intended to provide a safe environment that reduces the risk of any potential person-to-person infection.

Guideline:
- Maintain a social distance of 1 to 2 meters (3 to 6 feet) throughout the manufacturing process and operations.
- Where a minimum distance cannot be maintained due to workplace design, one or more mitigation strategies need to be implemented including engineering, PPE and/or administrative controls, as appropriate.

Recommended

Work Stations
- Whenever possible, work stations should be arranged to allow separation of 1 meter (3 feet).
- Company signage about the desired position of the operators may be placed in each work station but is not required.
- Utilize production transfer aids (such as inclined shelves, push boards) to minimize the risk to social distance violations.
- Conveyor lines need to have operator boundaries ccompanly marked on the floor. Operators need to stay within their marked areas.
- Workers are strongly encouraged to disinfect their own work space multiple times during the shift, giving special attention to common surfaces.
- Employees must be reminded to avoid touching their faces and must wash their hands thoroughly with soap and water several times during the work hours to reduce risk and prevent person-to-person potential infections.

If Work Stations are less than 3 Feet Apart
- Work designs should avoid face-to-face operations with less than the minimum requirement (1 meter or 3 feet apart). If this condition cannot be met, employees should be provided with alternative measures to mitigate their exposure, such as:
  - Face masks
  - Face shields
  - Body orientation
  - Physical barriers installed where practical; the barriers must be cleaned multiple times a shift
- If employees show symptoms of illness and/or if other employees make a complaint – reference **Isolation Protocol & Coordinator Training** (see page 23).

Social Distancing During Shift Changes

Shift changes must be managed thoughtfully to reduce infection risk and leverage the opportunity to ensure optimal disinfection of the workplace. Start times must be staggered with enough time to allow employees to come and go with minimum interaction between shifts.

Recommended
- Employees should use the designated entrances and exits – these locations will be easily identified and posted.
- Sites with less than 200 employees on a shift should implement a method that works best for their site. For exmaple:
    - Row 1 Teams 1 to 4 – 6:00 to 6:10am
    - Row 2 Teams 5 to 8 – 6:15 to 6:25am
    - Row 3 Teams 9 to 13 – 6:30 to 6:40am
- For sites with over 200 employees, the site should increase the number of staggered start times.
- End of shift times should be scheduled to release employees in the order they arrived.

Helpful Tips to Communicate
- Avoid gathering when entering and exiting the facility.
- Remain in your car until your scheduled start time window.
- Ensure 1 to 2 meters (3 to 6 feet) of space between each person while you wait in line to enter the site.
- When you talk to someone in line, make sure you do not point your head directly at them.
- Do not touch the time clock or entry door handle with an exposed finger(s) or hand.
- Do not touch your face before you have had a chance to wash your hands.

Things to Consider
- Should security be stationed near entry doors at start and stop times?
- How should waiting lines be accommodated during inclement weather?
- How and when should PPE be handed out?
- Do you have the ability to prop doors open at shift change to minimize door handle touching or to install toe kicks on the doors?
- How to encourage employees to lead with their elbows when moving through turnstyles?
- How to disinfect time clocks each time it is touched by an employee? For example: Station an employee to observe the time clock at a safe 2 meters (6 feet) distance to disinfect the clock if it is inadvertently touched to avoid holding up the line.
- Is it practical and effective to do away with punching in and out for a few weeks and pay employees an automatic 40 hours and reconcile the time by the Team Leader or Coach or Supervisor?

Shop Floor Information and/or Start-up Meetings

- Safe meeting spaces could be painted on the floor to encourage the Social Distancing of 1 to 2 meters (3 to 6 feet).
- No more than 10 employees at any meeting. Times for meetings may be staggered, and larger groups must be divided to meet the 10 employee maximum.
- Several meeting spaces can be designated for one large area. For example, meetings may be held at the same time on different conveyor/assembly lines, in different manufacturing cells, meeting rooms, offices, etc.

Social Distancing During Breaks

Management of employee breaks to provide social spacing and proper hygiene is necessary. Start and end times should be staggered.

Recommended

For sites with less than 200 employees on a shift:

1st Break

- Row 1 Teams 1 to 4 – 8:00 to 8:10 a.m.
- Row 2 Teams 5 to 8 – 8:20 to 8:30 a.m.
- Row 3 Teams 9 to 13 – 8:40 to 8:50 a.m.

2nd Break

- Row 1 Teams 1 to 4 – 1:00 to 1:10 p.m.
- Row 2 Teams 5 to 8 – 1:20 to 1:30 p.m.
- Row 3 Teams 9 to 13 – 1:40 to 1:50 p.m.

For sites with over 200 employees, the number of times must be increased.

Helpful Tips to Communicate

Seating and Capacity

- Count the optimal number of allowable seats in the break room considering the acceptable distances of 1 to 2 meters (3 to 6 feet)
- Limit and/or space chairs appropriately
- Place signage on tables to ensure proper social distancing in each seat – sign says yes or no to sit
- Post capacity of the break room
- Consider allowing employees to sit only on one side of table
- Remind employees not to arrive to breaks early

Break Times

- Separate times by 10 minutes to have enough time to wipe tables, seats, all surfaces, refrigerator, vending machines and microwave ovens after each use

Cleanliness and Sanitation
- Station one to two employees to observe the safe 2 meter (6 feet) distance and to disinfect the items noted above if they are inadvertently touched
- Provide enough supplies for employees to clean up after themselves (wiping down tables, etc.)

Food Storage
- Consider adding as many refrigerators and/or shelving to accommodate additional bags if you are limiting locker access

Social Distancing During Lunch Break

Manage lunch breaks to provide social spacing and proper hygiene. Stagger start and end times to limit the amount of people within the lunch area at a given time.

Recommended

For sites with less than 200 employees on a shift:

Separate the Site into Two Groups
- Alternating days or weeks - Group A will be asked to go to their car/truck for lunch and allowed 5-10 extra minutes for travel time to get to their vehicle (if reasonable and practical)
- Group B will be able to use the lunch room. Or, limit entry to a certain number and all others will go to the vehicle. In effect, employees can choose which option they prefer.

1st Break Example
- Row 1 Teams 1 to 4 – 10:00 to 10:20 a.m.
- Row 2 Teams 5 to 8 – 10:30 to 10:50 a.m.
- Row 3 Teams 9 to 13 – 11:00 to 11:20 a.m.

For sites with over 200 employees, the number of times must be increased.

Sites with full service Cafeterias
- Do not allow any self-service in full cafeteria service
- Place a permanent mark on the floors to ensure proper distance anywhere where there is a line

Additional Options:

- Schedule food trucks that have the necessary municipality credentials and are certified by the local Health Department
- Designate their parking space(s)
- Place a permanent mark on the pavement to ensure proper distance anywhere where there is a line
- Use outside pavilions
- Increase the number of seats
- Place signage on tables to ensure proper social distancing in each seat – sign says yes or no to sit
- Post capacity

Bathroom Usage During the Work Day and at Break Times

Increase cleaning intervals to ensure a clean environment at all times and make sure social distancing is maintained.

Recommended

- Establish maximum capacity for the facility that allows for social distancing
  - Post the maximum capacity
- Cleanliness and Sanitation
  - Station one to two employees to observe the safe 2 meters (6 feet) distance and to disinfect the items noted above if they are inadvertently touched
  - Provide enough supplies for employees to clean up after themselves (wiping down tables, etc.)

Social Distancing for Locker Rooms

Recommended

- Access to locker room
  - Follow shift start and end times, break and lunch schedule

Helpful Tips to Communicate

- Re-assign lockers to ensure distancing based on each employee group's start time
- Ensure proper social distancing during shift changes

Additional Options

- Limit access to only employees who must have a locker as a matter of health or safety and/or clothes
- Personal items are not allowed on the shop floor and must be stored in personal lockers.
- Install shelves in lunch room for lunch boxes

Social Distancing in Common Areas

- Increase cleaning intervals to ensure a clean environment at all times
- Ensure social distancing is maintained
- Avoid non-essential gatherings

Recommended

Access to Locker Rooms

Social distancing is a simple yet very effective mechanism to prevent potential infection, that relies on simple distance to avoid infection. In practice, this means:

- Staying a minimum of 1 but preferably 2 meters (3 to 6 feet) from others as a normal practice
- Eliminating contact with others, such as handshakes or embracing coworkers, visitors or friends
- Avoiding touching surfaces touched by others to the extent feasible
- Avoiding anyone who is coughing, sneezing or appears to be sick

Social Distancing in Offices

- Office work should be organized to ensure social distancing to keep separation of employees between 1 to 2 meters (3 to 6 feet) as a minimum
- Avoid face-to-face desk layouts

Recommended

- Cubicles should have dividers when people are working within 1 meter (3 feet) of one another.
- Meeting rooms should be organized to hold no more than 10 chairs with the appropriate spacing. Sitting or standing positions should not exceed the minimum distance required.
- Communicate similar messages and arrange meetings over two or three shifts when possible to help reduce the number of people in office at any given point in time. No more than 10 employees should be in any single meeting.

- Interaction to exchange information or quick meetings on the office floor space should respect the Social Distancing of 1 to 2 meters (3 to 6 feet).
- Remote work may be assigned when possible or when mandated by the government to keep the operation efficient and communications flowing.
- Encourage self-cleaning of work spaces multiple times during the shift with special attention of the most used surfaces such keyboards, monitors, chair arm rests, desks, cubicle dividers among others.

Communal Transportation

Individual commuting to and from work is preferable; however, when using transportation public or provided by a third party the following guidelines shall be followed:

Recommended
Company-Provided Buses
- It is the supplier's responsibility to ensure drivers are in good health.

Note: A bus driver is considered a contractor/visitor and must follow the company's Visitors and Contractors Self-Screening Protocol.
- Bus drivers must always wear a mask while providing the service.
- Driver's temperature must be checked and documented before the start of each route.
- The Service provider must disinfect the buses multiple times following Company EH&S requirements and as a minimum:
- Right before starting a route to pick up employees.
- Right after employees arrived at facilities.
- The mandatory use of masks is defined by local authorities for public transportation. The use of masks is encouraged for vulnerable people or people with pre-existing health conditions.
- Employees must not use buses if they suspect they are sick, if they have symptoms such as fever or difficulty breathing, or have been in contact with other people who have any confirmed respiratory disease in the past 14 days.

On-Site Health Screening

Tasks

- Ensure protocol for pre-shift screening prior to site entry
- Ensure barriers are in place to prevent anyone from missing screening protocol

Overview of Health Screening Procedure

1. Temperature reading
2. Observation for overt symptoms
3. Verbal/non-verbal confirmation of daily self-screening

Details:

- The Global Prevention Team and/or Operational Leadership will advise regions and facilities once this determination has been made.
- Perform screenings at site entry gates. Ensure barriers are in place to prevent anyone from missing the screening protocol. Reference the Preventative Material Inventory for details on the Touchless Thermometer.
- Develop a vehicle drive-thru at the parking lot entrance for employee in-vehicle screening where applicable and safe.
- This is a pre-shift screening only. The screening does not need to be completed between shift start to end.
- EPT and Team Lead for Access Protocols organize the process and select additional team members to help.
- Reference the **Self-Quarantine and Return to Work Protocol** (see page 37) for employees that are confirmed positive for COVID-19 by a medical professional.

On-Site Health-Temperature Screening Protocol

The company should periodically update company guidance on current recommendations from the CDC and WHO.

To help prevent the spread of COVID-19 and reduce the potential risk of exposure to our employees and visitors, temperature and health screenings will be implemented at all company sites in pandemic phase 5 or earlier if two COVID-19 positive infections occur at a given facility.

On-site screening will cease to become mandatory when a site regresses to pandemic phase 4 or less, or when 15 days have passed without a COVID-19 positive case. The Global Pandemic Team or Operational leadership will advise regions or facilities when this has occurred, and they may cease mandatory on-site screening.

On-site screenings to be completed daily by medical or site personnel (internal or external) of all incoming employees/ contractors/suppliers before accessing company facilities/ offices:

If his or her temperature is 38°C (100.4°F) or higher, or the employee exhibits visible symptoms of illness consist with COVID-19, the employee will be invited to attend a clinic (CAP) for a checkup, in accordance with the country health department recommendations/guidelines.

Employees returning to work from an approved medical leave should be directed to contact their HR representative and submit a medical certificate releasing them to return to work.

Note: Please refer to the country health department recommendation/guidelines to manage medical leaves due to COVID-19.

- If an employee does not accept the screening, the company will direct the employee to leave work, obtain medical ccompanyance and provide an official certificate prior to returning to the company premises, following the country's medical leave regulation. (Legal requirements should be reviewed in each country.)
- If an employee is confirmed to have COVID-19, the company will inform employees in the immediate work area. Unless required by the local health authority, the name of the infected employee should not be provided. Quarantine of any healthy employees will be determined upon consultation with local health officials, generally occurring when COVID-19 is not prevalent in the vicinity, but not where the virus is prevalent in the community. Employee personal data and confidentiality must be protected.
- Communication of current protocol to all employees needs to be delivered with a preventive approach to avoid alarm.

Daily Self-Screening Protocol

Tasks

- Distribute daily Self-Screening protocol to all employees for voluntary, home self-screening
- Prepare the HR team to receive inquiries or reports of symptomatic employees prior to shift

The Daily Self-Screening Protocol is in place to prevent sick or symptomatic employees from leaving their homes and decrease the likelihood of spreading infection at work.

- If the employee does not recognize symptoms in their Daily Self-Screening and:
  - If the employee is deemed symptomatic upon reporting to work, reference the On-Site Health Screening Protocol.
  - If the employee is deemed symptomatic during the employee's shift or after the employee has spent any time in the facility (after the On-Site Health Screening), reference the Isolation Protocol.
- If the employee is confirmed positive for COVID-19 by a medical professional, reference the Self-Quarantine and Return to Work Protocol

Self-Quarantining and Return to Work Protocol

Tasks

- Review and understand protocol and adjust as necessary for local, legal and cultural environment
Note: Any adjustments made to the standard playbook protocol (below) should comply with local legal requirements and health authority direction.

Guidance for Self-Quarantining and Return to Work for COVID-19

Employees are requested to remain off company property for 14 days if they have:

- COVID-19 symptoms (see COVID-19 Self-Screening Information)
- Been directly exposed to COVID-19
- A positive test result

Employees should avoid leaving home if possible, but if necessary should practice exceedingly good hygiene and social distancing. Working from home is expected to continue when possible.

Additional Self-Quarantine Guidance

- Stay away from other people in your home as much as possible, staying in a separate room and using a separate bathroom, if available.
- Do not allow any visitors unless the person needs to be in your home.
- If you need medical attention, call ahead to ensure you're going to the right place and taking the necessary precautions.
- Wear a face mask if you must be around other people, such as during a drive to the doctor's office.
- When you cough/sneeze, cover your mouth and nose with a tissue; immediately throw tissues in garbage; wash your hands with soap and water for at least 20 seconds and if that's not available, clean with a hand sanitizer that has at least 60% alcohol.
- Avoid sharing household items, including drinking cups, eating utensils, towels or even bedding. Wash these items thoroughly after using.
- Clean high-touch surfaces daily using a household cleaner or wipe. According to the CDC, these include counters, tabletops, doorknobs, bathroom fixtures, toilets, phones, keyboards, tablets and bedside tables."
- Clean surfaces that may be contaminated with blood, stool or bodily fluids.
- Use an air conditioner or open window to provide good airflow in shared spaces.
- Continue monitoring for any symptoms. If they worsen, such as you if you begin to have difficulty breathing, call your health care provider.
- Arrange to have groceries and toiletries delivered by local or state health departments. Also, inform health care providers of any medications you'll need, so they can arrange drop-offs of prescriptions. If you do not have laundry machines at home, ask health care providers to help with these services.

Returning to Work After Home Isolation

People who have been under home isolation/quarantine can return to work under the following conditions, consistent with WHO/CDC guidelines:

If you will NOT be tested to determine if you are still contagious, you can leave home after these three things have happened:
- You have had no fever for at least 72 hours (that is three full days of no fever without the use medicine that reduces fevers) AND
- Other symptoms have improved (for example, when your cough or shortness of breath have improved) AND
- At least 7 days have passed since your symptoms first appeared

If you WILL be tested to determine if you are still contagious, you can leave home after these three things have happened:
- You no longer have a fever (without the use medicine that reduces fevers) AND
- Other symptoms have improved (for example, when your cough or shortness of breath have improved) AND
- You received two negative tests in a row, 24 hours apart. Your doctor will follow local health authority or CDC guidelines.

Please contact your local HR team prior to returning to work to confirm you have met one of the above criterion for your return and discuss documentation that may be required before you return to company premises.

Visitors and Contractors Self-Screening

Tasks

- Establish a plan in place for screening Visitors and Contractors
- Ensure Visitors and Contractors Self-Screening Checklist is printed and available as needed

Visitor Restrictions:

- The company no longer allows normal visitation to our facilities until further notice. To ensure the protection of both employees and visitors, meetings should take place virtually going forward
- When business-critical, in-person visits must occur, such as to allow equipment or facilities to remain operational, they should be in accordance with the company's pandemic preparedness and response plan.
- Note that the Visitor Self-Screening Checklist forbids visits from people who have had known exposure to COVID-19 within the past 14 days or who are exhibiting symptoms consistent with COVID-19.
- **Visitors & Contractors COVID-19 Self-Screening Checklist** (see page 40)

COVID-19 Visitor & Employee Self-Screening Form

The safety of our employees, customers and visitors, remains the company's primary concern. As the coronavirus (COVID-19) outbreak continues to evolve and spread globally, the company is monitoring the situation closely and will periodically update company guidance on current recommendations from the CDC and WHO.

To help prevent the spread of COVID-19 and reduce the potential risk of exposure to our employees and visitors, we are conducting a simple screening questionnaire. Your participation is important to help us take precautionary measures to protect you and everyone in the building.

Thank you for your time and cooperation.

I am a: ☐ Company Employee   ☐ Visitor at Company

Contact Information:

Name: Mobile Number:

Email Address: Location Name:

Employee Details:

Payroll ID:

Visitor Details:

Visitor's Company Name:

Name of Company Host:

If the answer is yes to one or more of the following questions, access to the facility will be denied.

Are you showing any signs of one or more of the following symptoms?

Temperature >38°C (100.4°F) or higher, cough, shortness of breath, difficulty breathing, tiredness?

☐ Yes   ☐ No

Have you been exposed to someone with COVID-19 positve test results?

☐ Yes   ☐ No

Is the information you provided on this form true and correct to the best of your knowledge?

☐ Yes

Host Directions for Visitors and Contractors

Please adhere to the company's pandemic preparedness and response plan with respect to visitors and contractors. This means:

- Visitation or contractor work is forbidden if there has been any YES response to the COVID-19 Self-Screening Checklist. If "yes" is checked for any response, please advise the visitor to leave the premises, notify appropriate site personnel to disinfect any common surfaces touched by the visitor and advise EH&S and HR of the incident.
- Visits or contractor work that does occur should limit exposure to employees as much as possible by:
- Ensuring visitors/contractors take a direct route to meeting or work areas and do not unnecessarily interact with employees
    - Practicing social distancing at all times and instructing visitors regarding our expectations (no handshakes or embraces, keeping 1-2 meters (3-6 feet) distance when interacting, etc.)
    - Practicing expected hygiene regarding washing hands and covering coughs/sneezes, pointing out or providing company guidance on this topic
    - Using dedicated meeting rooms where possible with common surfaces disinfected between meetings

Labor Relations Alignment

Tasks

- Educate the local union on the company's pandemic response plan and return-to-work protocols for their cooperation

For Unionized sites, communication, partnership and alignment with the bargaining leaders will help ensure that the protocols will be followed and employees stay healthy and safe.

Details:
- Develop a cadence of conversations with Union Leadership to inform them of the plans in place
- If possible, involve Union Leadership and assign members to the **Pandemic Response Team (PRT)** (see page 9).

EMPLOYEE TRAINING

Return to Work Training Plans

Tasks

☑

Host Pre-return to Work Trainings for:
- Salaried employees while working remotely to review and ensure understanding of the Safe Workplace Playbook
- Isolation Coordinators
- Disinfection Team
- HR

First-Day Trainings/Orientation
- Localize presentation materials to be consistent with the facility environment and changes
- Host first-day training orientation for all site staff (COVID-19 Signs/Symptoms & Isolation Protocol, Social Distancing, Personal Hygiene, COVID-19 Disinfection Procedures)

It is very important that ALL facility employees understand the safety requirements, protocols and expectations to ensure everyone and their communities stay safe and prevent the spread of COVID-19.

We structured this training plan to effectively disseminate this information to the site's various teams and audiences.

Pre-Return to Work Trainings (see page 46)

Presented remotely to ensure management's understanding and preparedness to align with the playbook.

First-Day Trainings/Orientation (see page 47)

Aligns local protocols and procedures with the playbook.

Details
- All training topics can be reinforced with **signage** (see page 51) in the sites.
- For unionized facilities, if possible, please work with the Union for ongoing support and endorsement of training content and delivery methods.

Pre-Return to Work Trainings

Tasks

- Deliver trainings on the topics detailed on this page so all site management employees are aligned with the playbook protocols and guidelines.

Topic	Audience	Content Included
Overview of company's Covid-19 Safe Work Playbook response protocols and resources	All of site's salaried employees working remotely	Virtual Overview of Safe Work Playbook Can be reviewed through Skype Virtual Training (1 week prior) or Daily review with Operations Directors **Plant Operating Protocols:** • Plant Startup Checklist • Pandemic Response teams • Preventative Material Inventory • Personal Protective Equipment • Disinfection Measures • Transportation • Isolation protocol • Social distancing protocol • On-site health screening • Daily self-screening protocol • Self-quarantining and return to work • Visitors and contractors screening • Labor relations alignment • Health and Wellness • Signage **Next Steps:** • Checklist Items • First Day Back Training • Other Trainings
Disinfection Team Training	Varies (internal cleaning crew or external vendor)	In-depth review of the role, responsibilities and safety requirements for the disinfection team. PPE – content from **Personal Protective Equipment (PPE)** (see page 12) General Disinfection Measures Presentation Deep Cleaning – Understand protocol, but external group will perform
Isolation Coordinator and Health Screening Leads	On-site health screeners and volunteer Isolation Coordinator(s)	In-depth review of the role, responsibilities and safety requirements for the Isolation Coordinator and on-site health screeners • PPE • **Isolation Protocol** (see page 23) • Self-Screening (daily & on-site) • Self-Quarantine
HR/Attendance Policy	HR Team	In-depth review of the protocols related to employee attendance Isolation Protocol Self-Quarantining and Return to Work Protocol Visitors and Contractors self-screening

First Day Trainings/Operations

Tasks

☑

- Modify or create new training materials from the Playbook to be consistent with site
- Deliver training on all topics described on this page to all site staff

Staff Training Program:

Material	Content
	- Company's COVID-19 Response - Signs and symptoms of COVID-19 - Daily self-screening for symptoms - Isolation protocol for symptomatic employees - Social distancing measures - Personal hygiene - Disinfection measures

Training Logistics:

- Host training on the first day of facility reopening
- Invite all staff
- Staff clocks-in for training
- Meeting area must adhere to social distancing protocol (will vary by site and may be divided by department, etc.)

Created by Lear Corporation

HEALTH
& WELLNESS

Sample COVID-19 Case Form
Report for Employees/Visitors Presenting Symptoms at Work

Name: **Date:**

☐ Visitor   ☐ Employee   ☐ Contractor

Job Title: **Worksite:**

Location of Isolation:

Address:

Symptoms noticed:

☐ Temperature >38°C (100.40°F) or higher
☐ Shortness of breath, difficulty breathing
☐ Cough
☐ Running nose
☐ Sneezing
☐ Muscle Pain
☐ Tiredness

Time of fever on-set: _____ Time of isolation: _____

Symptoms and isolation periods will be updated periodically as information becomes available following the emergence of a pandemic virus strain.

Where referred to:

Notes:

DETAILS OF REPORTER

Name: **Job title:**

Telephone Number:

Coronavirus preparation and arrangements to be made for employees who become ill at work.

Health Benefits Information

Please provide employees with their insurance and health benefits here.

Health and Wellness Recommendations

You can utilize the   for Health and Wellness recommendations throughout your locations.

FACILITY SIGNAGE

Suggested facility signage location guide is below.

Download the   .

Printing Guidelines

Option 1: Poster Size
- Poster size should be 30" x 40" / 76cm x 100cm
- Orientation portrait (vertical)
- Material: Foam core

Option 2: Letter Size
- Poster size should be 8.5" x 11" / A4
- Orientation portrait (vertical)
- Material: regular paper

SUPPLEMENT 1

OPERATIONAL PILLAR CONTENT

Contains Only New Content Covering Playbook Execution

NEW - Operation Implementation Pillars

Employee Outreach & Education	Employee Training

Audit & Certification	Employee Surveys & Feedback Channels	Engineering & Admin Centers

LEAR

Five specific workstreams were formed to clearly define the steps required to achieve the deliverables in the Safe Work Playbook.

The workstream members collaborated with subject matter experts to determine how to integrate the Safe Work Playbook into day-to-day operations. Below is a diagram that explains the interplay between the five teams.

Workstreams

Team	Focus	Content
1	Employee Communications and Outreach	Engagement before returning to work
2	Training on the Safe Work Playbook	Strategy and Deployment of Training Material
3	Certification and Daily Execution	Requirements to open and managing day-to-day execution
4	Surveys and Feedback	Analyze employee surveys to assess how safe employees feel, tracking best practices, Safe Work Playbook
5	Non-Manufacturing Site Application of the Safe Work Playbook	Sites with large populations of engineers

EH & S

Protocols, Materials, Tools

Protocol issues

Communications

Employees

| Pre-work Employee Engagement | Comprehensive Training | Certification and daily Execution | Feedback & Best Practice Sharing |

Willing employees   Trained employees   Cared for employees

"Worry" issues   Training issues   Execution issues   Non-protocol issues

Non-Manufacturing Site adaptation and implementation

Adjust and Execute the same but in a different setting. Coordinate on shared sites.

- Health and Safety sets the standards and provides protocols, materials and tools based on WHO and CDC recommendations.
- Communication and education prior to employees returning to work sets the foundation for new ways of working and how employees can continue to protect themselves and their families.
- The training methodology, scheduling and follow-up support ensures all of our sites are prepared and managed according to the Safe Work Playbook guidelines. As content evolves, training is refreshed and circulated out to the sites.
- The certification process standardizes and streamlines preparations for the event. All sites are held to the same standards for reopening, and progress can be tracked as to how many sites are certified and open. The daily ongoing execution of protocols is maintained at the site level with certain data points captured in reports.
- Feedback and surveys represent the "Voice of the Employee" and are critical for measuring how safe employees feel and what we can do to improve. Best practices become integrated into the Safe Work Playbook for sharing across the organization. Results from feedback are analyzed and rolled up into Visual Management Tools which will provide guidance to hotspots and trends.
- Standards in the Safe Work Playbook apply to engineering and administrative sites and are contextualized for those environments.

OUTREACH
& EDUCATION

Mission Communicating effectively with all global team members is a top priority for the company, especially during times of crisis. It has never been more critical for us to stay connected and provide localized updated communications to each employee.

These two Communications Toolkits include letters that local teams can implement to communicate to all employees.

Safe Work Communications Toolkit

This toolkit includes the following items for communicating to employees.

Contents
- Safe Work Playbook Letter
- Safe Return Protocol Letter
- Facility Schedule Letter
- Safe Work Playbook Broadcast
- Safe Return Protocol Broadcast
- Facility Schedule Broadcast
- FAQs
- Talking Points
- COVID-19 Fast Facts Infographic
- COVID-19 Facility Reminders Infographic

Distribution

These letters may be distributed through mail, email, text or by localized digital communication tools. Use these tools to communicate daily facility updates and share policies, procedures and other educational documents with local employees.

As a reminder, communication to employees should be in accordance with all local legal requirements. If you have any questions about this, please contact the Company legal department.

Letters

1. Safe Work Playbook Letter – Site Employees

Dear [INSERT NAME]:

We want to personally welcome you back. We understand this is an unprecedented time, and the COVID-19 pandemic has undoubtedly presented you and your family with unique challenges.

We want to assure you that while COVID-19 has changed the way we operate, your health and safety remains our highest priority. In this letter, you will find our current return to work plans and protocol to ensure that all employees are coming back to a safe work environment.

Safe Work Playbook

In order to prepare for the startup of our global operations, we have developed the Safe Work Playbook. The playbook includes in-depth guidelines for health and safety procedures, cross-functional teamwork, operating discipline and training, including:
- Installation of additional hand sanitizing dispensers and frequent cleaning of often-touched surfaces and common areas
- Managing shift changes and staggered lunch breaks to thoroughly disinfect common areas and promote social distancing
- Placing signage throughout buildings to remind everyone of proper preventative measures
- On-site health screening and protocols
- Providing information and training regarding social distancing, personal hygiene and self-health assessments
- Adhering to the guidelines provided by the World Health Organization, as well as all orders and directives regarding business operations issued by local governments

For additional resources, view the Safe Work Playbook webpage at lear.com/safeworkplaybook

As we navigate these uncertain times, the most important thing is that we do it together. We will come out of this stronger than before. We have a passionate, skilled team, that I know will respond to these changes with renewed optimism for the future. We can't do this as individuals -- we must do this as a team. And, as always, support one another, treat one another with respect, and know that at the end of each day, people are what matter most.

If you have any questions or feedback, please feel free to reach out to [NAMES OF LOCAL CONTACTS IN OPERATIONS, EHS AND/OR HR)

We look forward to sharing additional materials on specific schedules and training in the days to come.

Stay safe,

[Site Manager]

2. Safe Return Protocol Letter

Dear [INSERT NAME]:

[DRAFT SAFE RETURN PROTOCOL – PLEASE ADD YOUR PERSONALIZED PROTOCOLS]

Because the safety of our employees is our first priority, we will continue to adhere to all necessary safety precautions described in our Safe Work Playbook, including our increased standards for facility cleaning and disinfection. You too must adhere to the protocols and guidance, including reviewing the daily self-screening protocol at playbook.lear.com/self-screening-form and self-reporting if you have tested positive for COVID-19 or believe you have been exposed to someone with COVID-19.

Important: Before Returning to Work Carefully Review Safe Return Protocol Below
- Before reporting back to work, you will be asked to complete a self-screening questionnaire.
    - If you answer "Yes" to ANY question, do NOT report to work. Contact [NAME] immediately.
- Prior to each shift, all employees will have their temperature taken with a Non-Contact Thermometer to protect you and those you work with.
    - If you have fever over 100.4°F (38°C), isolation protocols will be followed, and you will be asked to go home to follow the self-quarantine protocol provided by an Isolation Coordinator.
    - The parking lot and sidewalks will be taped to maintain the social distancing requirement of 6 feet. If there is no open place in line, please remain in your car until one becomes available. [Where applicable]
- At the beginning of their first shift back, all employees will go through training on social distancing, COVID-19 signs and symptoms, isolation protocols and preventative measures. You will also have an opportunity to ask questions.

- Our facility has been completely cleaned and disinfected. Additionally, we will require employees to maintain this safety standard by continuously cleaning and disinfecting throughout the shift, before and after each break and lunch.
- Taped lines on the floor will mark where each employee needs to stand in order to maintain the social distancing requirement of 6 feet.
    - Please practice social distancing and remember to wash your hands frequently during your shift.
- We will be dramatically limiting the number of visitors in the site, and ask for your help in doing so. We ask that there be no food deliveries during shifts until further notice.
    - Please plan your meals accordingly and bring your lunch to work in a small cooler kept in your car or at your station. This will prevent overcrowding in our refrigerators.

As we navigate these uncertain times, the most important thing is that we do it together. We will come out of this stronger than before. We have a passionate, skilled team, that I know will respond to these changes with renewed optimism for the future. We can't do this as individuals -- we must do this as a team. And, as always, support one another, treat one another with respect, and know that at the end of each day, people are what matter most.

If you have any questions or feedback, please feel free to reach out to **[NAMES OF LOCAL CONTACTS IN OPERATIONS, EHS AND/OR HR]**

We look forward to seeing you back at Company.

[INCLUDE THE COVID-19 FAST FACTS INFOGRAPHIC]

Stay safe,

[Site Manager]

3. Facility Schedule Letter

Dear [INSERT NAME]:

Thank you for your continued commitment and support as we navigate returning to our facility safely. In preparation for your return, we wanted to alert you to a few changes we are making.

Moving forward, we will be staggering shift changes and lunch breaks to thoroughly disinfect common areas and promote social distancing. In this letter, you will find our current return to work plans and protocol to ensure that you and your team are returning to a safe work environment.

New schedule

[DRAFT SCHEDULE – PLEASE ADD YOUR PERSONALIZED SCHEDULES]

Start times will be:
- 5:45AM – 5:55AM
- 6:00AM – 6:10AM
- 6:15AM – 6:25AM
- 6:30AM – 6:40AM

Do not clock in. Please go directly to the first site area. Remain in your car until your start time and try to park in every other parking spot where possible.

Breaks will also be staggered:
1st Break
- 7:45AM – 7:55AM
- 8:00AM – 8:10AM
- 8:15AM – 8:25AM

2nd Break
- 9:45AM – 9:55AM
- 10:00AM – 10:10AM
- 10:15AM – 10:25AM

Lunch Time will be:
- 11:25AM – 11:55AM
- 12:00PM – 12:30PM
- 12:35PM – 1:05PM

We will be adhering to all necessary safety precautions as described in our Safe Work Playbook. We will practice social distancing tips across our entire facility. Please review the following reminder on social distancing (COVID-19 Fast Facts Infographic).

If you have any questions or feedback on this new schedule, please feel free to reach out to [NAMES OF LOCAL CONTACTS IN OPERATIONS, EHS AND/OR HR)]

Stay safe,

[Site Manager]

4. Safe Work Playbook Employee Communication – Engineering Employees

Hello,

We want to personally welcome you back to [FACILITY OR COMPANY NAME]. We understand this is an unprecedented time, and the COVID-19 pandemic has undoubtedly presented you and your family with unique challenges.

We want to assure you that while COVID-19 has changed the way we operate, your health and safety remains our highest priority. Included in this letter you will find our current return to work plans and protocol to ensure that all employees are coming back to a safe work environment.

Safe Work Playbook

To prepare for the startup of our global operations, we have developed the Safe Work Playbook. The playbook includes in-depth guidelines for health and safety procedures, cross-functional teamwork, operating discipline and training, including:

- Installation of additional hand sanitizing dispensers and frequent cleaning of often-touched surfaces and common areas
- Managing flexible office staffing, including limiting office visits while the risk of infection exists and begins to diminish, as well as staggered lunch breaks to thoroughly disinfect common areas and promote social distancing
- Placing signage throughout buildings to remind everyone of proper preventative measures
- On-site health screening and protocols
- Providing information and training regarding social distancing, personal hygiene and self-health assessments
- Adhering to the guidelines provided by the World Health Organization, as well as all orders and directives regarding business operations issued by local governments

For additional resources, the Safe Work Playbook is available at lear.com/safeworkplaybook

As we navigate these uncertain times, the most important thing is that we do it together. We will come out of this stronger than before. We have a passionate, skilled team, that I know will respond to these changes with renewed optimism for the future. We can't do this as individuals -- we must do this as a team. And, as always, support one another, treat one another with respect, and know that at the end of each day, people are what matter most.

If you have any questions or feedback, please feel free to reach out to [NAMES OF LOCAL CONTACTS IN OPERATIONS, EHS AND/OR HR)

We look forward to sharing additional materials on specific schedules and training in the days to come.

Stay safe,

5. Safe Return Protocol Employee Communication – Engineering Employees

Hello,

[DRAFT SAFE RETURN PROTOCOL – PLEASE ADD YOUR PERSONALIZED PROTOCOLS]

Because the safety of our employees is our first priority, we will continue to adhere to all necessary safety precautions described in our Safe Work Playbook, including our increased standards of facility cleaning and disinfection. You too must adhere to our protocols and guidance, including reviewing the daily self-screening protocol found at playbook.lear.com/self-screening-form, and self-reporting if you have tested positive for COVID-19 or believe you have been exposed to someone with COVID-19.

Some important changes prior to and when arriving back to work are listed below:
- Before reporting back to work, you will be asked to complete a self-screening questionnaire.
  - If you answer "Yes" to ANY question, do NOT report to work. Contact your manager immediately.
- Prior to each shift, all employees will have their temperature taken with a Non-Contact Thermometer to protect you and those you work with.
  - If you have fever over 100.4°F (38°C), isolation protocols will be followed, and you will be asked to go home to follow the self-quarantine protocol provided by an Isolation Coordinator.
  - The parking lot and sidewalks will be taped to maintain the social distancing requirement of 6 feet. If there is not an open place in line, please remain in your car until one becomes available.
- At the beginning of their first shift back, all employees will go through training on social distancing, COVID-19 signs and symptoms, isolation protocols and preventative measures. You will also have an opportunity to ask questions.
- Our facility has been completely cleaned and disinfected. Additionally, we will require employees to maintain this safety standard by continuously cleaning and disinfecting throughout the day, before and after each break and lunch.
- Taped lines on the floor will mark where each employee needs to stand in order to maintain the social distancing requirement of 6 feet.
  - Please practice social distancing and remember to wash your hands frequently.
- We will be dramatically limiting the number of visitors and ask for your help in doing so. We ask that there be no food deliveries until further notice.

As we navigate these uncertain times, the most important thing is that we do it together. We will come out of this stronger than before. We have a passionate, skilled team, that I know will respond to these changes with renewed optimism for the future. We can't do this as individuals -- we must do this as a team. And, as always, support one another, treat one another with respect, and know that at the end of each day, people are what matter most.

If you have any questions or feedback, please feel free to reach out to your HR Manager.

We look forward to seeing you back at Company. [INCLUDE THE COVID-19 FAST FACTS INFOGRAPHIC]

Stay safe,

6. Facility Employee Communication – Engineering Facility

Dear [INSERT NAME]:

Thank you for your continued commitment and support as we navigate returning to our facility safely. In preparation for your return, we wanted to alert you to a few changes we are making.

Moving forward, we will be staggering schedules and lunch breaks to thoroughly disinfect common areas and promote social distancing. In this letter, you will find our current return to work plans and protocol to ensure that you and your team are returning to a safe work environment.

New schedule – PLEASE INSERT CUSTOMIZED LOCAL SCHEDULE PER LOCATION

    We will be adhering to all necessary safety precautions as described in our Safe Work Playbook. We will practice social distancing tips across our entire facility. Please review the following reminder on social distancing:

    [Insert video still]

    If you have any questions or feedback on this new schedule, please feel free to reach out to [NAMES OF LOCAL CONTACTS IN OPERATIONS, EHS AND/OR HR)

Stay safe,

Infographics

This infographic set covers key information relating to COVID-19 employee health and safety, along with reminders and information about the actions taken at their facility/office that they should be aware of before returning to work.

The inforgrahics are available to download and customize for your location's communication efforts
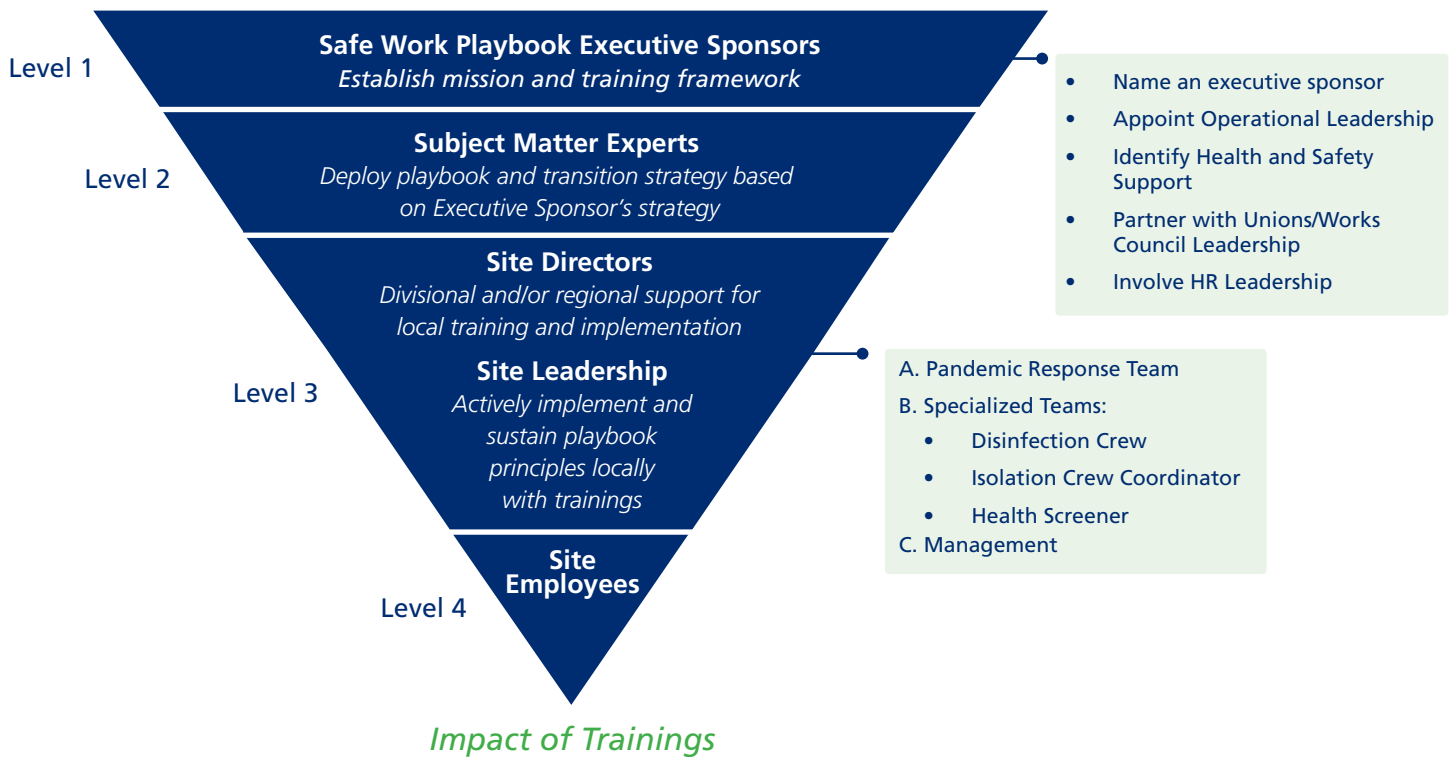
EMPLOYEE TRAINING

LEAR

Mission

All employees in the organization will be trained and knowledgeable on protocols, guidelines and health information provided in the Safe Work Playbook so employees feel safe going to work and minimize any potential health risks to themselves, coworkers or their communities.

Training Network

The training network disseminates information throughout the organization to support our training mission. The network and flow of information begins from Level 1 (Executive Sponsors, who establish the mission and training framework) and travels to Level 4 (all Site Employees), where the impact of training is realized).

Level 1

Safe Work Playbook Executive Sponsors
Establish mission and training framework

Level 2

Subject Matter Experts
Deploy playbook and transition strategy based on Executive Sponsor's strategy

Site Directors
Divisional and/or regional support for local training and implementation

Level 3

Site Leadership
Actively implement and sustain playbook principles locally with trainings

Level 4

Site Employees

Impact of Trainings

- Name an executive sponsor
- Appoint Operational Leadership
- Identify Health and Safety Support
- Partner with Unions/Works Council Leadership
- Involve HR Leadership

A. Pandemic Response Team
B. Specialized Teams:
- Disinfection Crew
- Isolation Crew Coordinator
- Health Screener
C. Management

Training Timeline

The training timeline defines how training and information is prioritized and cascaded throughout the network levels. The timeline depicts which level is the trainer and audience. The table below the timeline offers greater detail about the materials to be prepared and used in each phase.

Trainer
Audience

Return to Production

	Level	Pre	Phase 1	Phase 2	Phase 3	Phase 4
1	Offices, desk and conference rooms	Trainer				
2	Subject Matter Experts	Audience	Trainer			
3	Site Directors & Leadership					
	Site Directors		Audience			
	A. Pandemic Response Teams		Audience	Trainer	Trainer	Trainer
	B. Specialized Teams		Audience	Audience		
	C. Site Leadership				Audience	
4	Site Employees					Audience

Training	Trainer	Audience	Materials	Medium
Phase 1: Pandemic Response Team training	Level 2: Subject Matter Experts	Level 3: Directors Level 3A: Pandemic Response Team	**Virtual Overview of "Safe Work Playbook"** Plant Opening Protocols • Plant startup checklist • Pandemic response teams • Preventative material inventory • Personal protective equipment • Disinfection measures • Transportation • Isolation protocol • Social distancing protocol • On-site health screening • Daily self-screening protocol • Self-quarantining and return to work • Visitors and contractors screening • Labor relations alignment Health & Wellness Digital Communications & Signage Employee FAQs Key Contacts	Virtual Skype Daily review with Ops Directors
Phase 2: Specialized Team Trainings	Level 3A: Pandemic Response Teams Level 2: Subject Matter Experts (as needed)	Level 3B: Site Specialized Teams	**Disinfection Crew:** In-depth review of the role, responsibilities and safety requirements for the disinfection team. • PPE • Disinfection Measures • Deep Cleaning & Disinfection Protocol – teams should understand protocol but they will not be the ones practicing (external group to perform) **Isolation Room Coordinator(s) & Health Screener(s)** In-depth review of the role, responsibilities and safety requirements for the Isolation Coordinator and on-site health screeners. • PPE • Isolation Protocol • Self-Screening (daily & on-site)/ Thermometers (comply with manufacturer's directions) • Self-Quarantine	Virtual Skype or in person (if on-site)
Phase 3: Site Leadership Training Overview of Company's COVID-19 Safe Work Playbook - response, protocols and resources	Level 3A: Pandemic Response Team	Level 3B: Site Specialized Teams Level 3C: Site Leadership		Virtual Skype or in person (if on-site)

Phase 4: All Employee Training/First Day Orientation	Level 3A: Pandemic Response Team	Level 4: All employees		In person • Host on first day of reopening • All staff included • Staff clocks-in for training • Meeting area must ensure adherence social distancing protocol (will vary by site)

Training Timeline

All training topics can be reinforced with signage in the sites.

Please refer to the   file.

For unionized facilities, strive to work with the Union for ongoing support with training content and delivery methods.

AUDIT
& CERTIFICATION

LEAR

LEAR

Mission

To ensure sites are "certified" to open per Playbook directives, continue to operate safely and make "hot spots" visible quickly for triage efforts.

- Locate your site on the Site Opening Status Site List. Provide the name of the person responsible to ensure that the site is certified prior to opening.
- Update Site Opening Certification information periodically. Submit the final certified form at least 24 hours prior to the site opening to the person responsible.

Site Opening Certification

Each Company location is required to complete the Site Opening Certification at least 24 hours prior to opening. If you cannot complete the entire certification or something listed is not applicable to your site, please include reasoning in the document.

Which locations require a certification?

One certification is required per facility where the company's employees work. If your site is listed on the Site Opening Status Site List, you must complete the certification.

Examples:
- Some sites have associated out-lot buildings, warehouses etc. Each of these facilities need their own certification.
- Some sites are a manufacturing facility and have administrative offices for central departments in the same facility. In these cases, one certification is required.

Who is responsible for completing the Site Opening Certification?

- Site Manager
- Site Manager or most Senior Leader (at a Technical/Engineering Center)
- The primary designee must be named responsible for ensuring that the site is certified at least 24 hours prior to opening.

In progress Site Certifications:
- Ongoing updates for the Site Certification document should be completed if the percentage substantially changes.
- Updates should continue until the site is "Certified to Open."

Submission of Completed Site Opening Certification

The site becomes "Certified to Open" when the Site Opening Certification is signed by the Site Manager, Pandemic Response Team, appropriate EH&S Director and Operations Vice President responsible for the site.

Download the   .

SURVEY
& FEEDBACK
CHANNELS

Mission To build and manage strong feedback channels that capture the "Voice of the Employee." Employee feedback helps the company understand what to modify and improve in our locations. Employee feedback provides insight into the priorities of team members and as a result, can shape decisions, policies and procedures. Employee feedback connected to the Safe Work Playbook helps us remain accountable and stay safe while reopening.

Voice of the Employee

Employee engagement is the heart of health and safety. To be successful, we must listen to the "Voice of the Employee," thank them for sharing their views, acknowledge their ideas and respond to their concerns in a personal way.

Channels of Communication and Feedback

To bring our company back to work safely and ensure we meet our commitments as outlined in the Safe Work Playbook, we can leverage the following channels of communication:

1. Person to Person:
Employees should be encouraged and trained to bring their concerns to their supervisors, HR, EH&S and even up to the Site Manager. Issue resolution at the local level is typically the most effective and efficient manner to address employee concerns. This should be continually messaged to employees through Town Halls, pre- and post-shift team meetings and signage at the site.

2. Surveys and Questionnaires:
Mobile or digital surveys should take place frequently. Surveys can be used at any time and can be provided to certain teams in the sites or departments.

As a reminder, communication to employees should be in accordance with all local legal requirements. If you have any questions about this, please contact the Company legal department.

For the Safe Work Playbook, at a minimum, we recommend:
- Surveys before employees return to work (if time allows)
- Surveys weekly after employees return to work to get feedback on company protocols
- Surveys can be taken at any time on a specific topic. For example, voting on a community service event, site uniform or shirt designs, or food services.

3. Hotline and Email:

If employees prefer to stay anonymous or prefer other means of communication, they will have the option of calling into a hotline or emailing their concern or ideas to a company email account.

NOTE: It is critical for employees to receive an acknowledgement response within 24 hours of submitting a complaint within the site or over the Hotline or email. This first response does NOT need to be a final decision or answer. It can read: "Thank you for contacting us about your Health and Safety concern. We are looking into the matter and will come back to you with a recommendation within 2 days." A prompt response lets our employees know that we care and take their questions/concerns seriously. The longer employees wait for a response, the more likely they are to become negative and escalate the issue through other channels.

Survey Process

Survey results help shape and prioritize the site's strategy for improvements in all areas related to Health and Safety and Labor Relations.

- Always use electronic and digital surveys via text to mobile devices or to email addresses. With this approach, you always get the highest response rate and accurate data. Every site should have the capability to do mass texting to mobile devices. iPads or tablets may be used on-site over time as an additional option. However, smartphone applications offer the most flexibility to employees as to when and where they take the survey, and employees generally feel a level of comfort with their own personal or work issued mobile devices.

To launch an electronic survey, HR should contact their regional Survey Subject Matter Experts and work with local IT for support.

[List your company's contacts here.]

Create and use the following "Return to Work Survey" that was specially created for employees to give feedback weekly after employees return to work. You may add 1-3 site-specific questions if there is a unique topic of concern connected to your location.

The questions include the following and are rated on an "agreement" scale ranging from:

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Survey Questions

1. Over the past week, the company has demonstrated that they care about me and my well-being.
2. Over the past week, I have felt safe while working here.
3. I believe the company is doing a good job of preventing sick people from entering the site.
4. If someone I loved or cared about was working for the company right now (son or daughter, sister or brother, best friend), I would feel very confident about their safety.
5. If asked, I would tell my friends and family that the company's top priority is providing a safe work environment.
6. I received every piece of Personal Protective Equipment (PPE) that I felt I needed and requested (such as masks, etc.). If not, what didn't you receive that you asked for?
7. I understand and follow the new social distancing rules in the site such as keeping at least 6 feet of distance between me and anyone else.
8. I have nearby access to a sink or station to wash my hands and/or use hand sanitizer.
9. I would not come to work if I was feeling symptoms of COVID-19 (fever, cough, unexplained tiredness).
10. We want to learn more about what we can do your health and safety and the health and safety of your families. What recommendations do you have?
11. The information the company shared with me before returning to work (mailings, texts, calls) was helpful; I knew what to expect when returning to work.

After the first survey that is given at the end of the first week of returning to work, you may add questions about the type of communication and support they are receiving from their supervisors and Team Leaders.

Examples include:

1. The site's management team (Site Manager, Supervisors, Team Leaders) provides frequent updates to employees.
2. The site's leadership team reinforces the importance of following the new safety protocols.
3. What type of information would you like to receive more of through the company communications?
   a. General Information about our return to work (e.g. schedule, lunch breaks, facility preparedness, available resources, etc.)
   b. Health and Safety preventative measures that were put in place at my facility (e.g. symptom screening, PPE, disinfection)
   c. Information about my wages and benefits
   d. General information about the state of the business

Results are calculated, charted, and digitally accessible online and on mobile devices.

Pre- and Post-Survey Communications

Before launching any survey, let local unions and work councils know and see the questions. Involving the unions, work councils and employees who carry influence on the site is great for building trust and sharing accountability for keeping the company a safe place to work.

Post Survey
Once the results are available (usually 2 days after the survey was distributed), we recommend:
- The Site Manager and HR leadership meets with Union or Works Council leadership to share the results and feedback.
- HR sends texts and/or emails to employees to thank them for their time and feedback AND to summarize the results.
- Sharing top issues openly with the employees and posting survey results on a Communications Board in the site.
- Solving problems with key players at all employee levels to correct or improve areas of concern.
- Assessing whether employees perceive an improvement in the next survey the following week or at a future point of time.

ENGINEERING & ADMIN CENTERS

Mission

To deploy the Safe Work Playbook framework in the office setting, supporting facility preparation and Employee Outreach/Comms prior to facilities opening, and auditing and reviewing compliance to protocols.

Office, Admin and Engineering Centers Phases

Overall	• Startup, communications, signage, sanitization protocols per the Safe Work Playbook • Audited compliance of playbook elements per audit team
Phase 0	• Only critical personnel on-site and only when required • Balance of staff works from home/remotely • If an employee needs something from the office, coordinate with facilities management for access

Phase 1	**"Soft Opening"** with limited access (while risk of infection exists)
	  • Employees may visit the office for limited periods with specific tasks/goals to be performed on-site
	  • Masks and adherence to sanitization guidelines per Playbook required
	  • Encourage working from home/remotely for broad employee base
	  • Employees with adjacent open workspaces will coordinate to avoid conflict (e.g., alternate day schedules)
	  • Site communications of phase of activity level permitted

Phase 2	**Broader Opening of Facilities** (while risk of infection exists)
	  • Employees may visit the office for increasingly longer periods
	  • Same policies as Phase 1
	  • Site communications of phase of activity level permitted

Special Needs	• People with special needs/risks will be treated on an individual basis to address concerns • Public bus/train commuters may need to remain at home based on local conditions

Critical Teams/Functions/Programs

- Critical teams/functions/programs should not be in the same facility at the same time
- Ensure separation of critical teams/functions for contingency planning
    - Identify critical co-located teams/functions (i.e. launch team, financial team, engineering development team, etc.)
    - Develop team separation plan – different shifts, physical separation, alternate work locations
    - Develop business continuity/contingency plan if one group of the team is quarantined

Offices and Seating

- Employee density map created to identify the maximum number of employees per workplace area
- One-way hallway configurations ccompanyly marked.
- As an alternative to remote work, employees should rotate being in the office to limit the number of employees in an office at one time.

- An assessment must be carried out to ensure that all desks and office seating meet the social distancing protocol requirement.

- Where possible, desks should be moved to ensure that social distancing protocol is met.
- Desks should not face each other unless unavoidable
- Where it is not possible to meet the protocol, screens can be installed between the desks to provide separation.

- Where employees work in a cubical formation, the floor should be marked off as a guide to prevent employees from breaching the social distancing gap.
- In extreme cases where it is not possible to separate desks adequately, the employees affected should be issued masks.
- Employees should be encouraged to wipe down their workstation including the desk, monitor, keyboard, laptop, chair etc. multiple times during the day.

Meetings/Campus

- Meeting room density map created to identify the maximum number of employees per meeting room.
- One way hallway configurations ccompanyly marked.
- All meetings should have a Skype option and limited to 10 people in a room.
- Only in extreme cases and where business needs dictate should contact meetings be held.
- Removal of extra seating from meeting rooms to ensure separation.
- Where contact meetings are held, employees need to ensure that they adhere to social distancing protocols while entering and exiting the meeting.
- The meeting room should be arranged to ensure that the room is entered from one direction.
- The relevant social distancing protocol guidelines need to be kept between meeting attendees.

- Serving refreshments is discouraged to limit the risk of contamination.
- Once the meeting has concluded, the meeting room should be wiped down to ensure that the room is sanitized and safe.
- Limit transitions and travel/walking between campus buildings.
- Revise security badge access for buildings/floors to limit access and movement of people.
- Encourage drivers to remain inside their vehicle when possible.
- Discourage employees from going offsite for lunch, and ask them to refrain from eating in cafeterias that are not in their primary building.
- Limit use of break rooms and kitchen areas with employees practicing social distancing at all times in these areas.

Engineering Labs and Development Environment

- Development lab density map created to identify the maximum number of employees per lab area.
- Lab areas may need to have separation barriers between work stations, depending on separation.
- Virtual team development and collaboration as the new normal.
- Virtualization of all in-office tasks which used to require physical proximity: meetings, joint debugging sessions, whiteboard discussions.
- Limited attendance: employees who do not need access to special hardware, locked files, etc. are encouraged to continue to work remotely.

- Social distance with software/hardware development.
- Virtual scrum meetings via videoconferencing.
- Videoconferencing for meetings – even for employees in the office.
- Screen sharing for joint debugging sessions.
- Collaborative whiteboarding via Miro or Microsoft Whiteboard.
- For tasks during which social distancing cannot be maintained, the usage of PPE equipment during the task will be mandatory (e.g. validation of High Voltage parts, close collaboration with hardware/test stations).
- Employees should be encouraged to wipe down their lab areas multiple times during the day.
- Develop engineering test systems to operate as remotely as possible.
- Remote visualization of test equipment and systems.
- External cameras for cases where additional video required (e.g., head unit debugging).

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This document will be updated
as new protocols and guidances
come available.

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