

RETURN TO WORK MANUFACTURING PLAYBOOK

WORKING TOGETHER TO REMAIN SAFE
AND HEALTHY AT WORK

A NOTE TO ALL READERS

The health and safety of all who enter our workplace is our number one priority. The information contained in the Return To Work Playbook represents Ford's current practices regarding the recommended operation of its manufacturing and other facilities, where and when permitted by law, during this time of the unprecedented COVID-19 pandemic. Unless noted as a global policy, practices / protocols may vary by region, by location.

Ford is providing a copy of its current Manufacturing Playbook to ensure that suppliers, business partners, and third parties are aware of Ford's health and safety practices when onsite at Ford facilities or interacting with Ford personnel. The Playbook was developed specifically for Ford and is subject to change over time as expert recommendations, regulatory guidance, and industry practices mature.

Please Note: This playbook does not constitute legal advice, and you should not rely on the Playbook as best practices for your own workplace.

This Playbook is to be used as a Corporate and Recommended Practice Guideline and aligns with the Centers for Disease Control, Department of Health and Human Services pursuant to the Occupational Safety and Health Act, and World Health Organization 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. It is intended to support the Return to Work Facility Team and to provide information and instruction for all who enter Ford facilities to keep themselves and others safe.

The Return To Work Playbook provides general recommendations for use in all Ford facilities. Because there may be circumstances unique to a location, there may be some cases in which a Ford 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, meaning that if there is a conflict between the recommendations in the Return To Work Playbook and the applicable law, the facility must follow the applicable law.

MESSAGE FROM LEADERSHIP

Plant and Building Managers and other Business Leaders,

It is our hope that you and your families are all doing well. While we prepare our facilities for a safe return to work, we want to extend our deepest thoughts and prayers to those who have been impacted by the pandemic in our workplaces and in our communities. The purpose of this message is to share with you the steps that have been taken and the steps that we will take together to stop the spread of COVID-19.

As we continue to evolve to a new normal, you should know that the changes we are implementing are the result of hours of collaboration and discussions with our Union Partners, Human Resources, Manufacturing Operations, Corporate Medical and Safety, Ford Land, Labor Affairs, Purchasing, and many other groups. We want to thank the organizations who have worked collaboratively to create a “Playbook” which provides an awareness of new health and wellbeing protocols, readiness for our workforce and steps to ensure that our facilities are ready to begin operations.

The Return To Work Playbook is not a one-size-fits-all approach; however, it is based upon the guidance provided by the Centers for Disease Control and Prevention (CDC), Department of Health and Human Services pursuant to the Occupational Safety and Health Act (OSHA), and the World Health Organization (WHO)

THIS RETURN TO WORK PLAYBOOK COVERS SUCH TOPICS AS:

- Cleaning and disinfecting of workstations
- Cleaning and disinfecting of common areas outside of workstations
- Guidelines supporting methods for and increased frequency of hand washing
- Placement strategy for hand sanitizer stations
- Guidelines for temperature scanning prior to entering facilities
- Guidelines and recommendations for social distancing inside and outside of workstations
- Guidelines for appropriate use and application of Personal Protective Equipment
- Daily and continued cleaning

Our hearts go out to everyone who has been impacted by COVID-19. During this challenging time, I encourage the members of our Ford Family and their families to continue their efforts at work and home to control the spread of COVID-19 through an increased frequency of hand washing and social distancing. I am inspired daily by your innovations and ask that you continue working together to become the world's most trusted company, it is critical we ensure the health and safety of our team members around the world – the epitome of putting people first.

Please take care of yourselves and your families and together we will get through this.

Stay safe,

John Savona

Vice President - Manufacturing & Labor Affairs
Ford Motor Company

OUR TRUTHS

“THE REASON WE SHINE IN TOUGH TIMES IS THAT OUR VALUES GUIDE US AND INSPIRE US TO DO THE RIGHT THING.” – **BILL FORD**



PUT PEOPLE FIRST

Self-certify each day and stay home if you or someone in your household isn't feeling well. Protect our employees, customers, partners, and communities.



DO THE RIGHT THING

Be accountable to and trust in one another to contribute to a safe working environment: wash your hands, wear PPE, practice social distancing and cooperate with cleaning protocols.



BE CURIOUS

Question and share new ways of working. Be innovative and agile, turning our current situation into an opportunity for learning and growth.



CREATE TOMORROW

Embrace the changes we need to run our business today AND look ahead to build our future together.



BUILT FORD TOUGH

Reflect on how we've overcome challenges in the past and be inspired by the courage and optimism of our teams working to overcome obstacles.



PLAY TO WIN

Meet our business challenges head on by being relentless in creating value for our customers and optimizing our fitness.



ONE FORD

Rely on and care for our Ford family. Practice empathy, respect and openness. We will get through this together.

COVID19 – RETURN TO WORKPLACE GUIDE

Your Health in Mind

Your health is our top priority as we prepare to return to our workplaces. Following guidance from global health experts, we've developed several resources including a care kit, training, processes and communications.

What We've Done

To ensure you return to a safe work environment, we've implemented the following:

- Cleaned and disinfected all workstations and accessible offices
- Cleaned and disinfected all common areas – including break and lunch areas, team rooms, entrances, locker rooms, restrooms and more
- Instituted daily and weekly cleaning protocols. Process coaches to utilize a daily checklist in manufacturing locations
- Established hand sanitizer stations in areas where soap and water are not nearby
- Implemented social distancing actions
- Developed training content in the form of a COVID-19 playbook, job aids, videos and single-point lessons
- Designed measures to control the flow of people entering and exiting facilities
- Designed distancing measures in placement of workstations
- Designated work entrance, parking area, work area and restrooms established

Self-Certify Survey

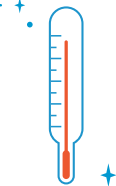


If you have symptoms, do not come to work.

All employees will complete a COVID-19 Daily Survey and use the survey confirmation to gain entry into Ford facilities.

Temperature Scanning

Upon entering the building, all employees will receive a non-contact temperature scan. If your temperature scan is above normal, you will be asked to return home and follow provided instructions before returning to work.



Social Distancing

Workstations and office areas continue to be evaluated to ensure six feet of social distancing.



Personal Protective Equipment



Face Masks

Everyone is required to wear a Ford-provided face mask. Refer to the Face Mask FAQs for additional details.



Face Shields

In some instances, face shields may be required to supplement social distancing.

Closure of Common Areas

Small meeting rooms, on-site fitness centers and physiotherapy areas are closed until further notice. Other common areas may be closed on a building-by-building basis.

Handwashing/Sanitizing

Regular handwashing is one of the best ways to prevent the spread of germs.



CDC recommends washing hands often with soap and water for 20 seconds

In high traffic areas where employees will not have access to soap and water, hand sanitizer stations have been added.



Breaks and Meals

Cafeterias are closed, but minimarts are open. Microwaves and appliances are available for use.



Employees are required to clean microwave before and after each use.

Workstation and Office Cleaning

In manufacturing areas, workstations will be cleaned daily prior to each shift. A cleaning/disinfectant will be provided. Those areas include:

- Shared office spaces
- Production areas
- Production team rooms



In office buildings, desks will be cleaned weekly provided they are free from clutter. Common areas will be cleaned daily.

Symptoms at Work

If you experience symptoms at work:

- Maintain a six-foot distance from others
- For severe symptoms, follow emergency medical process; otherwise, notify your supervisor or human resources
- Report to medical if available on-site. Go home, contact your healthcare provider
- Report confirmed cases on **Coronavirus Reporting site**

What You Can Do

To ensure the health and safety of all, we need to **start working differently** and we **must work together**. Make the commitment to:

- Read and understand all communications
- Self-certify your health daily
- Follow the processes and guidelines for social distancing
- Participate in cleaning and disinfecting your work areas
- Practice proper handwashing and sanitizing
- Cough and sneeze into tissues or your elbow
- Ask questions and focus on your health and the health of your co-workers
- **If you experience any symptoms, stay home**

PLAYBOOK USER GUIDE – INTERACTIVE PDF

This document is interactive, enabling you to move through content in a way that allows you to access the information you need quickly.

This playbook can also be viewed traditionally, so you're able to view content page-by-page, and it's print-ready, so you can take the playbook into the field.

PLEASE USE THE GUIDE BELOW TO HELP YOU NAVIGATE THE INTERACTIVE FEATURES.

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PREPARING TO
RETURN TO WORK

HOW WE WORK TOGETHER
TO STAY HEALTHY

INDEX / ADDITIONAL
INFORMATION

On any page of the playbook, you can return to the Table of Contents by clicking the shortcut on the bottom, or you can click on one of the tabs to jump directly to a section.

ESTABLISH RETURN TO WORK FACILITY TEAM

GET OUR FACILITY READY:

RETURN TO WORK FACILITY CHECKLIST
CLEANING / DISINFECTING MEASURES
MAXIMIZE FRESH AIR PROTOCOL
HAND SANITIZER LOCATION PROTOCOL
TEMPERATURE SCANNING SET-UP PROTOCOL
IMPLEMENT SOCIAL DISTANCING ACTIONS
PREVENTATIVE MATERIAL INVENTORY
FACILITY SPECIFIC ITEMS TO CONSIDER

GET OUR PEOPLE READY

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RETURN TO WORK GUIDE
EMPLOYEE SELF-CERTIFY PROTOCOL
CONTROLLING PEOPLE FLOW
TEMPERATURE SCANNING EMPLOYEE PROTOCOL
PERSONAL PROTECTIVE EQUIPMENT (PPE)
EMPLOYEE READINESS - COVID-19

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.

Example of Document Link

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

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MODIFICATION OF COVID-19 RTW PROTOCOLS

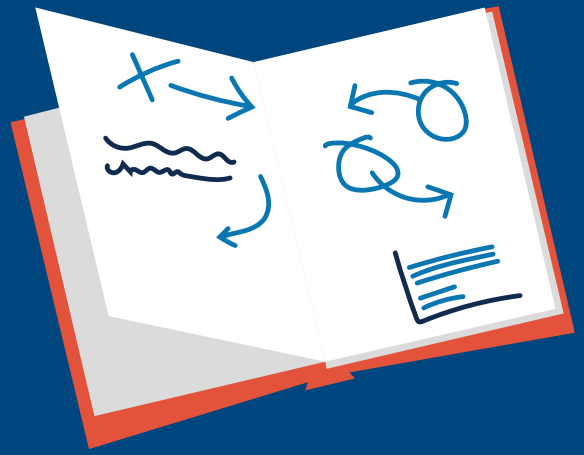
As the COVID-19 pandemic numbers begin to trend downward in some locations globally; National, Federal, State and Local COVID-19 restrictions are beginning to ease, especially in areas where vaccine percentages are high and case rates continue to decline. The Ford Return to Work Playbook was meant to exist as a working document that would be subject to change over time as expert recommendations, regulatory guidance, and industry practices matured over the course of the pandemic.

We remain committed to supporting the Return to Work Facility Team and to provide information and instruction for all who enter Ford facilities to keep themselves and others safe. The health and safety of our employees remain our highest priority. Due to recent trends and updated guidance provided by the World Health Organization (WHO), the Department of Health and Human Services pursuant to the Occupational Safety and Health Act (OSHA) and Centers for Disease Control and Prevention (CDC) we are taking steps to begin a sequenced plan to modify protocols, by country and in some cases, by state.

The COVID-19 protocol modifications are dependent on compliance with individual Country regulations, local municipality restrictions, Corporate medical and safety review and approval based on COVID-19 data and trends, as well as approval from the RTW senior leadership forum. Once approved, the Business Unit implements the protocol change.

The link below provides a summary of where, by country, COVID-19 protocol changes have occurred. Use the chart to identify the appropriate protocol(s) that are still in effect for your country / region. Remember, the Return To Work Playbook provides general recommendations for use in all Ford facilities. Additionally, countries must comply with all applicable laws, meaning that if there is a conflict between the recommendations in the Return To Work Playbook and the applicable law, the country must follow the applicable law.





PREPARING TO RETURN TO WORK

3 - 1 WEEK(S) PRIOR TO EMPLOYEES RETURNING

ESTABLISH THE RETURN TO WORK FACILITY TEAM

TASKS

- Establish the Return To Work Facility Team
- Team creates facility plan to adopt the Playbook framework and develop site-specific protocol(s), as needed

The Return To Work Facility Team within each facility is a cross functional team that is led by the Plant Manager in the following categories / examples.

PLANT MANAGER

Overall responsibility for the site's pandemic preparedness & response plan, coordinating and aligning with global/regional Return To Work Playbook. Ensure COVID-19 policies are communicated throughout the plant and consistent with risk personnel definition from corporate HR. Ensure appropriate local personnel are deployed to support new policies and protocols.

AREA MANAGER

Ensure all social distancing protocol are developed and complied to within the area. Ensure cleaning and disinfecting protocol is completed as defined. Own people flow mapping to outside of workstations and ingress/egress to optimize social distancing outside of workstations. Ensure all Visual Aids/JSA's and appropriate material is posted in the area.

MEDICAL DEPARTMENT

Works to develop protocols to ensure the wellness of all employees, and the overall pandemic preparedness and response plan, ensuring alignment with Global Health & Safety and the Return To Work Playbook.

FACILITY MANAGER

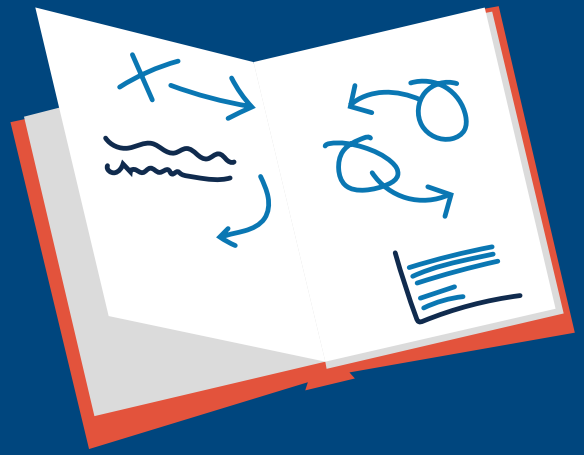
Works to manage cleaning and disinfection protocol with Janitorial Supplier for outside the yellow lines. Support OCM with all facility and installation actions related to placement of thermal scanning equipment. Ensure fresh air is maximized and monitored. Ensure all Visual Aids/JSA's and appropriate material is posted in common areas.

MATERIAL PLANNING AND LOGISTICS MANAGER

Ensure PPE distribution methods are defined and monitor usage and react to accordingly to stock issues. Ensure Carrier and Dock social distancing protocol is adhered to.

HUMAN RESOURCES MANAGER

Manage all pandemic related communications, in accordance with Labor Affairs, Internal Communications and the regional Return To Work Playbook. Support readiness efforts on the Return To Work Playbook and communicate any changes to protocol or amendments.



GET OUR FACILITY READY

RETURN TO WORK FACILITY CHECKLIST

TASKS

- The Return to Work facility team should start to meet daily once established to discuss and track progress to completion of the Return to Work facility checklist
- Include union leadership where appropriate
- Leverage health and safety team committees and members

The Return to Work facility checklist focuses on having actions in place to help stop the spread of COVID-19 and keep everyone healthy.

The checklist identifies two main areas: Prior to Return to Work and When Back At Work. The main categories within each area include:

- Cleaning
- Communications
- People
- Social Distancing

Each facility is required to fully complete the Return to Work Facility checklist prior to workforce returning to work to ensure facility readiness.



RETURN TO WORK FACILITY CHECKLIST

Version: R8; 08-Apr-2020						ZONE / AREA OF MANUFACTURING SITE							
Note - DTG = Date to Green			DESCRIPTION	RESPONSIBILITIES		DTG	REMARKS	DTG	REMARKS	DTG	REMARKS	DTG	REMARKS
				PARTY	NAME								
1.1	Prior to Return	Cleaning	Complete plant cleaning and disinfecting	Area and Team Managers									
1.2	Prior to Return	Cleaning	Stock of disinfectant and cleaning supplies	MP&L Manager									
1.3	Prior to Return	Cleaning	Establish Plant process for distributing materials	MP&L Manager									
1.4	Prior to Return	Cleaning	Establish Plant process for disinfecting inside the yellow lines	Area and Team Managers									
1.5	Prior to Return	Cleaning	Align with Janitorial service on outside the yellow lines cleaning process	Facilities Manager									
1.6	Prior to Return	Communication	Robo-Call - schedule	HR Manager									
1.7	Prior to Return	Communication	Complete plan to deliver safety message/welcome back	HR Manager									
1.8	Prior to Return	Communication	Confirm all COVID-19 Process Coach check sheets are distributed and understood	Area and Team Managers									
1.9	Prior to Return	Communication	Complete pre-return communication process to all hourly and salary employees. Include instructions on what to do when returning, work completed while away, self-certify process, etc.	HR Manager									
1.10	Prior to Return	Communication	Ensure all Job Safety Analysis's posted	Area and Team Managers									
1.11	Prior to Return	Communication	Post all SPL's	Area and Team Managers									
1.12	Prior to Return	People	Temperature Scanning where determined: - Work with Ford Land/Corp Safety to complete layout and logistics - Monitoring process and review data	HR Manager / Facilities Manager									
1.13	Prior to Return	Social Distancing	Social Distancing Implement solutions for workstations <6ft apart. Approved methods: - Rebalance - Barrier Installation - Face Shields - Discontinue tag relief where possible	Area and Team Managers									

RETURN TO WORK FACILITY CHECKLIST

Version: R8; 08-Apr-2020				ZONE / AREA OF MANUFACTURING SITE									
Note - DTG = Date to Green				RESPONSIBILITIES		DTG		REMARKS		DTG		REMARKS	
				PARTY	NAME								
1.14	Prior to Return	Social Distancing	Control People Flow - develop and communicate map prior to return. - Where to park, gate to enter - Importance of not "wandering" around, outside of your work area.	Area and Team Managers									
1.15	Prior to Return	People	Implement Self Certification (Online Survey)	HR Manager									
1.16	Prior to Return	Social Distancing	Confirm all shipping/receiving areas are set-up to meet social distancing and visitor policy requirements	MP&L Manager									
1.17	Prior to Return	Social Distancing	Shutdown all fitness and Physiotherapy areas	HR Manager									
1.18	Prior to Return	Social Distancing	Confirm start/end of shift times allow adequate time to support social distancing in plant and parking area - eliminate potential of crowds	Area and Team Managers									
1.19	Prior to Return	People	Ensure Plant and Offices complete the SPL for Maximizing Fresh Air.	Facility Manager									
1.20	Prior to Return	People	Develop a daily monitoring of Fresh Air Actions	Facility Manager									
1.21	Prior to Return	People	Assign PPE lead to ensure appropriate distribution. - Ensure PPE on site 3 days prior to start-up	MP&L Manager									
2.1	When Back At Work	Communication	Complete Return to Work message	HR Manager									
2.2	When Back At Work	People	Complete Process Coach daily COVID-19 checklist/audit - submit to Team Manager	Team Manager / Process Coach									
2.3	When Back At Work	People	Evaluate attendance rate support RTO	HR Manager									
2.4	When Back At Work	People	Medical center: during the resumption of work, the medical office is required to be on duty, with adequate supplies and isolation area.	HR Manager									

CLEANING / DISINFECTION MEASURES

TASKS

- **Clean and disinfect facilities prior to anyone returning to work.**

The goal is to establish a sanitary baseline before the facility opens. The facility should be cleaned and disinfected prior to anyone returning to work. During shutdown of facility, increased cleaning and disinfection should occur within all common areas and areas that are normally unavailable during normal shutdowns.

Cleaning contractors should use EPA-approved detergents and surface cleaners, followed by a bleach and water mix. Signage should be used to identify areas that have been cleaned and disinfected.

Additional information can be found in the following document(s):



OUTSIDE THE LINES

Key areas that should be addressed include:

- | | | | |
|--------------|-----------------|----------------------|---|
| ▪ Turnstiles | ▪ Cafes | ▪ Counters | ▪ Trash bins |
| ▪ Entrances | ▪ Mini-marts | ▪ Conference rooms | ▪ High traffic office areas |
| ▪ Vestibules | ▪ Restrooms | ▪ Desks | ▪ Sweepers and scrubbers to run aisles, roadways, warehouse areas, etc. |
| ▪ Stairs | ▪ Locker rooms | ▪ Tables | |
| ▪ Handrails | ▪ Smoking areas | ▪ Ice machines | |
| ▪ Breakrooms | ▪ Doors | ▪ Drinking fountains | |

CLEANING / DISINFECTION MEASURES

INSIDE THE LINES

Key areas that should be addressed include:

- All tools
- Load stations
- Work platforms
- Ergo pads
- Hoses
- PMHVs
- Lineside/in-process racks
- Tables
- Cabinets
- Team rooms
- Refrigerators
- Microwaves
- Lockers
- Picnic tables

MAXIMIZE FRESH AIR PROTOCOL

- Verify HVAC units are operating, visibly clean and no biological growth is in the air stream
- Verify any air filters are clean and not inhibiting flow
- Verify return air fan exhaust and air fan are operational to support economizer mode of HVAC system as required
- Establish natural ventilation, when available, for facilities that have operational windows and outdoor temperatures allow

The objective is to ensure that fresh outdoor air is being provided to the facility spaces being occupied by employees. Each facility utilizes heating, ventilating and air conditioning units to supply outside air into the facility to maintain indoor air quality and maintain a positive pressure in the facility compared to the outside.

Additional information can be found in the following document(s):

HAND SANITIZER LOCATION PROTOCOL

TASKS

- Confirm that hand sanitizer stations are placed in mandatory indoor locations along with CDC signage on recommended handwashing practices.

The Centers for Disease Control states that cleaning hands at key times with soap and water or using hand sanitizer are the most important steps people can take to avoid getting sick and spreading germs to those around them.

Facilities should evaluate their layout and establish hand sanitizer stations in areas where individuals may not have immediate access to restrooms, locker rooms or areas with sinks where soap and water are available.

INDOOR MANDATORY LOCATIONS TO ESTABLISH HAND SANITIZER STATIONS

- Administration building main entrance / lobby
- Hourly employee main entrance
- Separated buildings main entrance (paint shop, training center, stamping, etc.)
- Main stairways / escalators with high people usage
- Enclosed break rooms / mini-markets ("24/7s")

OPTIONAL LOCATIONS WITHOUT A SINK TO ESTABLISH HAND SANITIZER STATIONS

- Official outdoor break area exits
- Outside medical/physical therapy entrances
- Lactation rooms

DO

- Place hand sanitizer stations in high traffic areas
- Place hand sanitizer stations in prominent areas that are in clear view
- Use signage to identify the hand sanitizer station
- Use CDC / Ford signage recommending preferences for handwashing and hand sanitizing

DO NOT

- Place hand sanitizer stations in restrooms and/or locker rooms where sinks with soap and water are available
- Place hand sanitizer stations where sinks are available to wash hands with soap and water

HOW TO USE ALCOHOL-BASED HAND SANITIZER

- Apply. Put enough product on hands to cover all surfaces.
- Rub hands together, until hands feel dry. This should take around 20 seconds.

NOTE: Do not rinse or wipe off the hand sanitizer before it is dry; it may not work as well against germs.

NOTE: Hand sanitizers may not remove harmful chemicals, such as pesticides and heavy metals like lead. Hand sanitizers may not be as effective when hands are visibly dirty or greasy. Handwashing with soap and water is recommended in such circumstances as handwashing reduces the amounts of all types of germs, pesticides and metals on hands.

TEMPERATURE SCANNING SETUP PROTOCOL

TASKS

- Establish scanning lanes at designated entrances; establish social distancing indicators for individuals who are waiting to be screened
- Ensure barriers / signage are in place to prevent anyone from missing temperature scanning

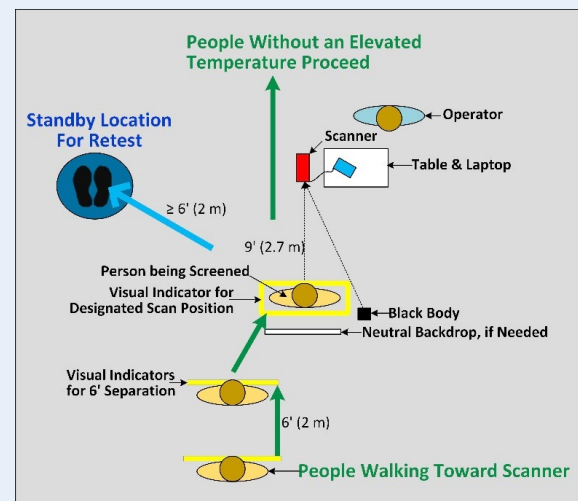
Performing a temperature scan of everyone entering a facility allows for rapid identification of people who have an elevated body temperature (fever). Although not everyone with a fever is infected with COVID-19, a fever is frequently one of the symptoms of being infected. The goal is to identify people who have a fever and advise them to return home, monitor their symptoms, contact their personal healthcare provider for further direction / advice, as needed, and meet specific criteria before returning to a Ford facility. These actions reduce the risk for people without symptoms of being exposed to COVID-19.

Each facility will prepare to perform a temperature scan of employees when they return to work. Temperature scanning will be performed through the use of a tripod thermal scanner or hand-held scanner (dependent by location).

TRIPOD SCANNER - SETUP

SYSTEM SETUP MUST BE PERFORMED USING THE DETAILED PROCEDURES (WRITTEN AND VIDEO) PROVIDED IN THE SPL: TEMPERATURE SCANNING STATIONS – SETUP AND OPERATION

- Provide a visual indicator on the floor designating the spot where the person is scanned (nine – ten feet away from the scanner)
- Provide a table next to the scanner to support a laptop computer
- Set up the temperature “black body” one to two feet behind the designated scan position
 - Locate the “black body” calibrator so that people do not walk between it and the scanner (always maintain clear line of sight)



IMPLEMENT SOCIAL DISTANCING ACTIONS

✓ TASKS

- Evaluate employee workstations and identify areas where less than six feet of separation exists
- Rebalance work content where possible to create six feet of separation
- Implement barriers / shields where possible

Each facility should evaluate employee workstations and identify areas where less than six feet of separation exists.

Efforts should be made to modify employee workstations where less than six feet of separation between employees exists.

- Rebalance work content where possible to create six feet of separation
- Implement barriers / shields where possible

Discuss and identify alternate solutions, investigated on a facility-by-f facility basis, if less than six feet of separation will remain once employees report to work.

EXAMPLES OF IMPLEMENTED BARRIERS / SHIELDS / ALTERNATE SOLUTIONS (FACE SHIELDS) SHOWN BELOW:



FACE SHIELD & FACE MASK



SAFETY GLASSES WITH SIDE SHIELDS AND FACE MASK

PREVENTATIVE MATERIAL INVENTORY

TASKS

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

DISINFECTANT SUPPLIES:

- Confirm facility has an adequate supply of soap, disinfection spray, hand sanitizer, paper towels and tissue
- Confirm that facility and janitorial supplier has supply and backup of concentrated bleach and hand sanitizer
- Portable disinfection stations are to be established for each line except for restricted / sensitive areas due to manufacturing processes

PPE:

- Confirm stock of face masks, face shields, gloves and safety glasses with side shields on-site and on-order with proper lead time
- Facilities should keep a minimum quantity of 7-day supply of PPE

Janitorial Supplies			
#	Item	Spec	Quantity
1	Bleach	Household bleach (contains 5-6% sodium hypochlorite)	55-gallon drums to dilute (Qty. 4)
2	Hand Sanitizer Station	Hand sanitizer dispenser floor stand	1 per high-usage area defined within the playbook
3	Hand Sanitizer (Refills)	Sanitizer with Alcohol $\geq 62\%$ Local Brand	Min. 7-day supply
4	Hand Soap	Hand Soap / Local Brand	Min. 7-day supply
5	Paper Towels	Paper Towel	Min. 7-day supply
General Stores			
#	Item	Spec	Quantity
1	Face Mask	Disposable mask (1 per person, per day)	Min. 7-day supply
2	Impervious Gloves	Poly Gloves (Impervious Rubber / Vinyl Gloves)	Min. 7-day supply
3	Safety Glasses / Face Shields	Safety glasses / Polycarbonate	Min. 7-day supply
4	Disinfectant Spray / Wipes	<ul style="list-style-type: none"> 0.2% bleach (sodium hypochlorite) 70% isopropyl alcohol by volume / 65% isopropyl alcohol by weight Approved disinfectant solution - see approved list for use against COVID-19 www.epa.gov/coronavirus 	Min. 7-day supply
5	Spray Bottles	1-liter plastic spray containers	Min. 5 bottles

FACILITY-SPECIFIC ITEMS TO CONSIDER

TASKS

- **Identify facility-specific items that need to be discussed with the Return to Work Facility Team and other stakeholders before the workforce returns to work**
- **Define additional facility-specific protocols, as needed**

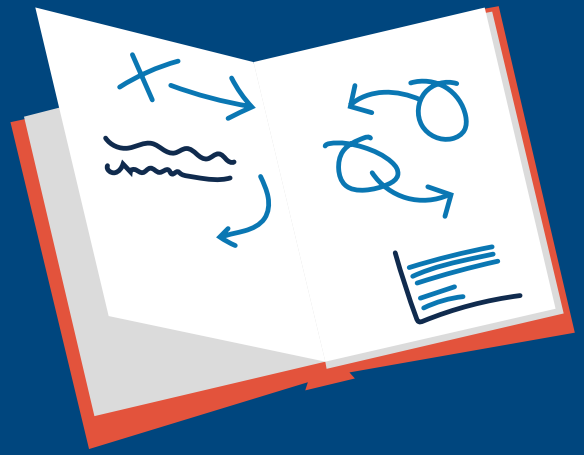
As you begin to implement the protocols and elements contained within the Return to Work Playbook, there are some facility-specific items your Return to Work Playbook team may want to consider. These items include (but are not limited to):

- How to handle restroom breaks
- How to implement cleaning protocols, including jobs with rotations
- How to distribute cleaning supplies
- How to implement shift-to-shift separation to ensure social distancing
- Staggered shift start times, where applicable / possible
- Utilize lunch out the door, where possible
- Confirm cleaning using AIS box prompt, if desired, where possible

VALIDATION PROCESS

TASKS

- **The Plant Team (roles may differ by plant), will be required to follow the RTW Validation Process every day the facility is open**
- **The Plant Team will use the standard escalation process to resolve and escalate any non-conformance that is identified to local / regional leaders**



GET OUR PEOPLE READY

WORKFORCE COMMUNICATION – RETURN TO WORK

TASKS

- Utilize the approved templates to ensure message consistency, clarity and alignment amongst all our facilities
- Requests for deviation or additional communications must be routed through the local human resource manager/communications coach for approval from labor affairs and internal communications

The following section contains information to support a comprehensive, aligned and approved communication plan for our workforce. It is very important that ALL employees understand the safety requirements, protocols and expectations to ensure everyone and their communities stay safe and prevent the spread of COVID-19.

Workforce communication for pre-return and post-return to work will utilize multiple forms of media to communicate with all of our workforce.

PRE-RETURN TO WORK COMMUNICATION

- Joint leadership letter and video to all manufacturing employees from Ford leadership
- Return to Work Playbook readiness for all plant locations and local union leadership
- Plant-specific letter to employees with return instructions
- Virtual messaging –Hourly HR Online, Plant Facebook Pages, Blue Oval Now (BON), Plant TV Monitors
- Mass phone calls to employees with Return to Work instructions (robocalls / local call trees)
- Employees will complete self-certify pre-screening survey prior to reporting to work (where available)

POST-RETURN TO WORK COMMUNICATION


- Return to work message will be completed for all employees while observing social distancing
- Continued use of virtual messaging - Hourly HR Online, Plant Facebook Pages and Blue Oval Now (BON), Plant TV Monitors
- Use of signage to convey new health practices throughout the facilities
- Daily completion of employee self-certify pre-screening survey (where available)
- Process coaches observing behaviors in alignment to protocol via COVID-19 process coach checklist
- Support employees with open lines of communication to address ongoing concerns and need for further information

RETURN TO WORKPLACE GUIDE

✓ TASKS

• Distribute Return to Work Guide to all employees upon their return to work

Upon returning to work, employees will receive a Return to Work Guide. This guide details key messaging around the changes that have been made within the facility. The Return to Work Guide also identifies the behaviors that everyone should display while working together to remain safe and healthy at work.



COVID-19 Return to Workplace Guide

Your Health In Mind


Your health is our top priority as we prepare to return to our workplaces. Following guidance from global health experts, we've developed several resources including a care kit, training, processes and communications.

What We've Done

To ensure you return to a safe work environment, we've implemented the following:

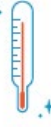
- Cleaned and disinfected all workstations and accessible offices
- Cleaned and disinfected all common areas – including break and lunch areas, team rooms, entrances, locker rooms, restrooms and more
- Instituted daily and weekly cleaning protocols. Process coaches to utilize a daily checklist in manufacturing locations
- Established hand sanitizer stations in areas where soap and water are not nearby
- Implemented social distancing actions
- Developed training content in the form of a COVID-19 playbook, job aids, videos and single-point lessons
- Designed measures to control the flow of people entering and exiting facilities
- Designed distancing measures in placement of workstations
- Designated work entrance, parking area, work area and restrooms established

Self-Certify Survey

 If you have symptoms, do not come to work. All employees will complete a COVID-19 Daily Survey and use the survey confirmation to gain entry into Ford facilities.

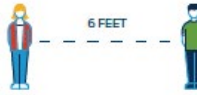
Temperature Scanning

Upon entering the building, all employees will receive a non-contact temperature scan. If your temperature scan is above normal, you will be asked to return home and follow provided instructions before returning to work.



Social Distancing

Workstations and office areas continue to be evaluated to ensure six feet of social distancing.




Personal Protective Equipment

Face Masks

Everyone is required to wear a Ford-provided face mask. Refer to the Face Mask FAQs for additional details.

Face Shields

In some instances, face shields may be required to supplement social distancing.




Closure of Common Areas

Small meeting rooms, on-site fitness centers and physiotherapy areas are closed until further notice. Other common areas may be closed on a building-by-building basis.


Handwashing/Sanitizing

Regular handwashing is one of the best ways to prevent the spread of germs.



CDC recommends washing hands often with soap and water for 20 seconds


In high traffic areas where employees will not have access to soap and water, hand sanitizer stations have been added.



Breaks and Meals

Cafeterias are closed, but minimarts are open. Microwaves and appliances are available for use.

Employees are required to clean microwave before and after each use.




Workstation and Office Cleaning

In manufacturing areas, workstations will be cleaned daily prior to each shift. A cleaning/disinfectant will be provided. Those areas include:

- Shared office spaces
- Production areas
- Production team rooms

In office buildings, desks will be cleaned weekly provided they are free from clutter. Common areas will be cleaned daily.



Symptoms at Work

If you experience symptoms at work:

- Maintain a six-foot distance from others
- For severe symptoms, follow emergency medical process; otherwise, notify your supervisor or human resources
- Report to medical if available on-site. Go home, contact your healthcare provider
- Report confirmed cases on [Coronavirus Reporting site](#)

What You Can Do

To ensure the health and safety of all, we need to **start working differently** and we **must work together**. Make the commitment to:

- Read and understand all communications
- Self-certify your health daily
- Follow the processes and guidelines for social distancing
- Participate in cleaning and disinfecting your work areas
- Practice proper handwashing and sanitizing
- Cough and sneeze into tissues or your elbow
- Ask questions and focus on your health and the health of your co-workers
- If you experience any symptoms, **stay home**

SELF-CERTIFY SURVEY PROTOCOL

TASKS

- Daily employee self-certify protocol is communicated to all individuals for voluntary, home self-screening (where available)
- Appropriate plant personnel are prepared to receive reports of symptomatic individuals prior to shift

The self-certify survey protocol (where available) is in place to try and prevent sick or symptomatic individuals from leaving their homes to decrease the likelihood of spreading infection.

Daily, prior to reporting for work, all individuals (hourly, salaried, agency/supplemental) will be encouraged to complete an online survey assessing their ability to report to work. Individuals who are good to return to work will be required to present their survey confirmation when attempting to enter the facility.

Visitors and suppliers are also subject to a health screening before being granted access to Ford facilities. Reference the **visitor self-certify protocol** for additional information.

Based on currently available information and clinical expertise, older adults and people of any age who have serious underlying medical conditions (e.g. serious heart disease, chronic lung disease or asthma, immunocompromised, severe liver disease, etc.) might be at higher risk for severe illness from COVID-19. If you are concerned about underlying medical conditions, please consult with your personal medical healthcare provider before returning to work.

HOW DO I ACCESS THE SELF-CERTIFY SURVEY?

The survey can be accessed at: <https://www.covid19survey.ford.com/sites>

Login details to complete the survey include employee type, CDSID or GID (no name), facility location and personal email address.

Additional locations where the survey link can be accessed include:

- QR Code
- U.S. Hourly HR Online
- Blue Oval Now
- @FordOnline
- Plant Facebook Pages (where available)
- Global Manufacturing and Labor Affairs Portal (SharePoint)



NOTE: The **Verbal Attestation Daily Survey Tracking Template** should be used to track employees when entering a facility due to not having access to complete the online version of the daily survey, or the online survey is unavailable. All verbal attestations collected manually by the site should be collected (both “Yes” and “No” responses) utilizing the **Verbal Attestation Daily Survey Tracking Template**. If specific Country regulations prohibit the collection of employees Name and CDSID, the tracking template can be modified to provide daily count.

SELF-CERTIFY SURVEY PROTOCOL

HOW DO I COMPLETE THE SELF-CERTIFY SURVEY?

1. Enter your login details: employment type, CDSID or GID (no name), facility location and email address / phone number
 2. Read each of the screening questions
 3. Select your response (yes or no)
 4. If you select no, review and confirm the certification statement
 5. Submit the survey
- Additional information can be found in the following document(s):

☐ I am doing my part to keep myself and others safe. I have received my personal protective equipment (PPE) (or, if it is my first day back to work, I understand that I will receive my PPE upon entry to the building) and am following the practices outlined in Ford's COVID-19 safety protocols in the workplace, including wearing a mask at all times, **regardless of vaccination status, OR unless otherwise deemed not required for this facility** (except where eating or drinking), regularly washing my hands for at least 20 seconds or using alcohol-based hand sanitizer, and social distancing by at least six feet (two meters) whenever possible. I have reviewed and understand the Measures to Prevent Infection at Work and at Home, as explained in Ford's COVID-19 safety protocols. I also understand that if I have any concerns or questions about these protocols, or any safety or health issues in the workplace, I may contact my Supervisor/People Leader.

CERTIFICATION STATEMENT

WHAT TYPE OF CONFIRMATION WILL I RECEIVE?

Upon completion of the survey, employees will receive confirmation of survey submission and will be informed on whether or not they are expected to report to work.



Thank You. Your submission was received.

You are expected to report to work. An email or SMS confirmation was sent with further instructions. Please be prepared to **show your confirmation** to your work location.

If your answer to any question changes from "no" to "yes" before you return to work each day or while at work, do not enter the facility or immediately depart the facility, and then inform Plant Medical of your action.

[View Badge Confirmation](#)

GOOD TO RETURN TO WORK SURVEY SUBMISSION FEEDBACK

This is an example of the survey confirmation informing an individual that they should report to work.

Additional confirmation will be sent to the individual using the contact information they provided (email / phone) that they will need to present when attempting to gain entry into the facility.

Additional confirmation can also be immediately accessed using the View Badge Confirmation button.



Thank You! Your submission was received.

Based on your answers, **you SHOULD NOT report to work.** If you have received a confirmed diagnosis for coronavirus (COVID-19) by a coronavirus (COVID-19) test or from a diagnosis by a health care professional, please submit a report on the [COVID-19 reporting site](#). If you cannot access the system, please notify Human Resources.

Please follow your local process to report your absence.

For further information about instructions regarding returning to work, [click here](#) for hourly employees and [click here](#) for salary employees. Agency and Purchased Service resources should contact their employer for further instructions.

All Ford of Canada hourly/SBU and salaried employees are requested to contact their health care professional to seek medical guidance concerning their ability to return to work.

SHOULD NOT RETURN TO WORK SURVEY SUBMISSION FEEDBACK

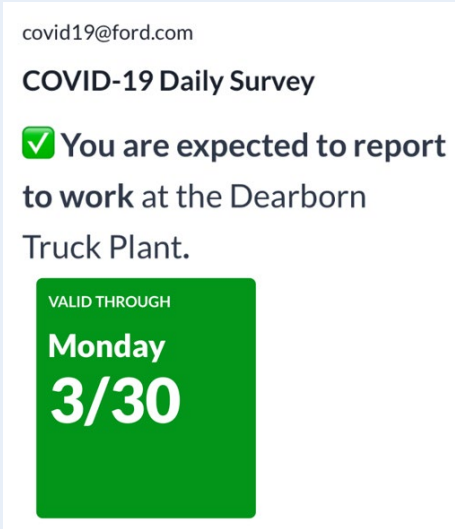
This is an example of the survey confirmation informing an individual that they should not report to work.

No additional confirmation will be sent to the individual; individual should not report to work and should follow their local process to report their absence and use the instructions contained from the link on the survey confirmation for further information about returning to work.

EMPLOYEE SELF-CERTIFY PROTOCOL


IF I AM EXPECTED TO REPORT TO WORK, WHAT ELSE DO I NEED?

Employees who are expected to report to work will receive a badge confirmation with instructions using the email address / phone number they provided when completing the survey. The badge will be color-coded based on the day the confirmation is valid. (color changes each day at midnight). Employees will be required to present their confirmation notice when attempting to gain entry into the facility.



covid19@ford.com
COVID-19 Daily Survey
✅ You are expected to report to work at the Dearborn Truck Plant.
VALID THROUGH
Monday
3/30

SAMPLE DAILY SURVEY
CONFIRMATION TO BE USED
FOR FACILITY ACCESS



Monday
Tuesday
Wednesday
Thursday
Friday
Saturday
Sunday

DAILY SURVEY
CONFIRMATION
COLOR KEY

If the employee does not recognize COVID-19 symptoms when completing their Employee Self-Certify and:

- If the employee is deemed symptomatic upon reporting to work, reference the **Temperature Scanning Employee Protocol** and/or **Employee Showing COVID-19 Symptoms at Work 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 Temperature Screening), reference the **Employee Showing COVID-19 Symptoms at Work Protocol**

Reference the **COVID-19 Confirmed Cases Reporting and Action Protocol** for individuals who are confirmed positive for COVID-19 by a medical professional.

A Self-Certify Survey Dashboard is available to appropriate plant personnel. The dashboard provides aggregate data on numbers of hourly and salaried employees within the building who have completed the survey and are able to return to work, as well as individuals who are not able to return to work, in order to support staffing and manpower planning on a daily basis.

CONTROLLING PEOPLE FLOW

✓ TASKS

- Communicate entry/exit points and parking locations to employees
- Define and identify walking routes inside of the facility

Several measures have been made to control the flow of people entering, while inside, and exiting facilities to establish social distancing.

- Designated work areas have been grouped and defined; specific entry/exit points have been established
- Employees will be asked to enter and exit the facility at specific gates and facility entrances
- Employees will be asked to park in specific areas that are located close to their workstation
- Walking routes inside of the facility will be defined and identified

Perimeters have been defined around departments to limit movement as much as possible

- Specific restrooms, break areas, etc. will be defined for each departmental group to use (this may differ from locations you previously used)

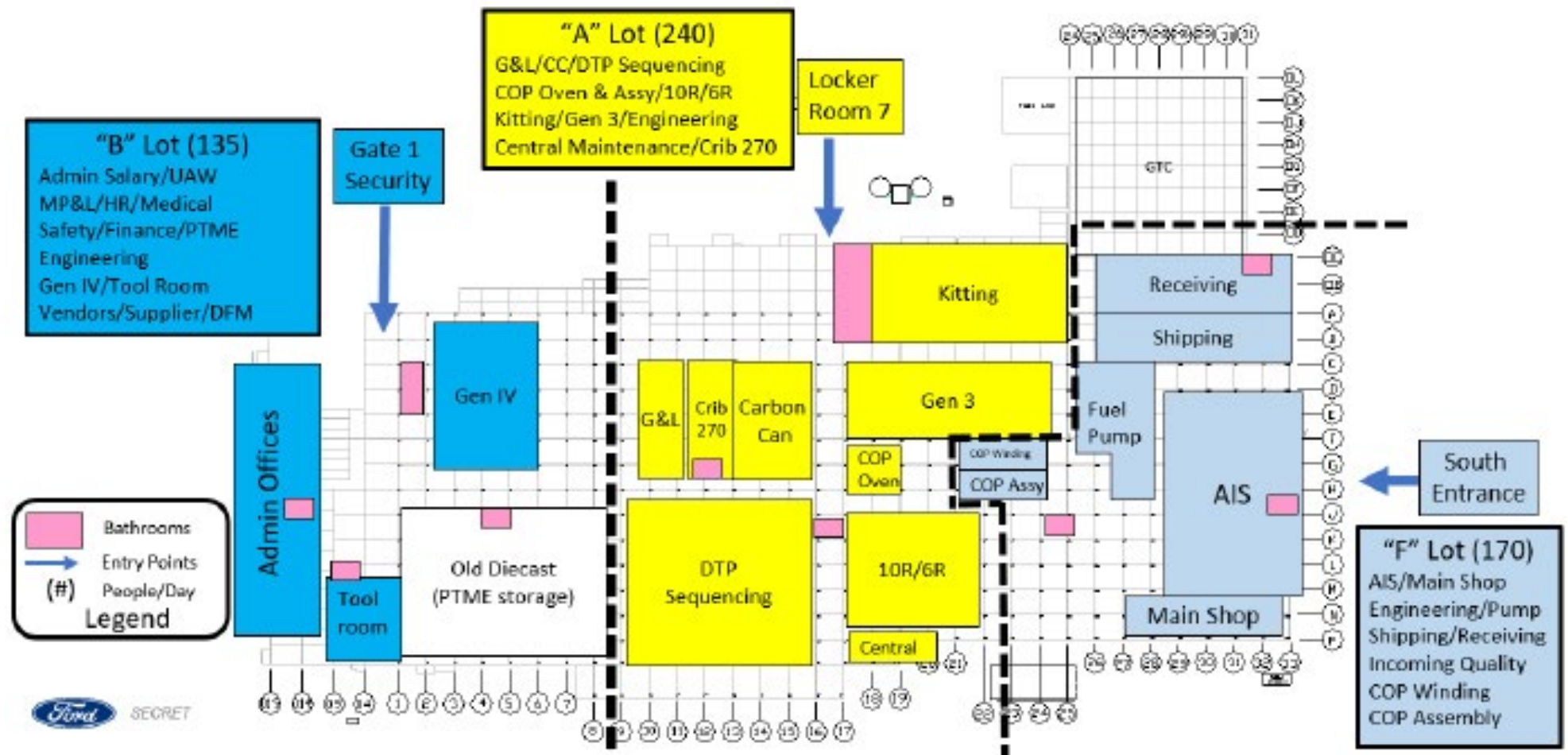
Within the workstation, minimizing job rotations is ideal. If there are areas in which rotation continues, it should be minimized and strict adherence to COVID-19 cleaning guidelines must be followed. Rotation for ergonomic reasons will be maintained and strict adherence to COVID-19 cleaning guidelines must be followed. Shared equipment and touchable surfaces are to be cleaned between shifts or users, whichever is more frequent.



MAINTAINING SOCIAL DISTANCING WHILE NOT AT THE WORKSTATION IS CRITICAL - EMPLOYEES ARE TO ENTER ONLY THROUGH DESIGNATED ENTRANCES AND MOVE ONLY WITHIN THE DEPARTMENT.

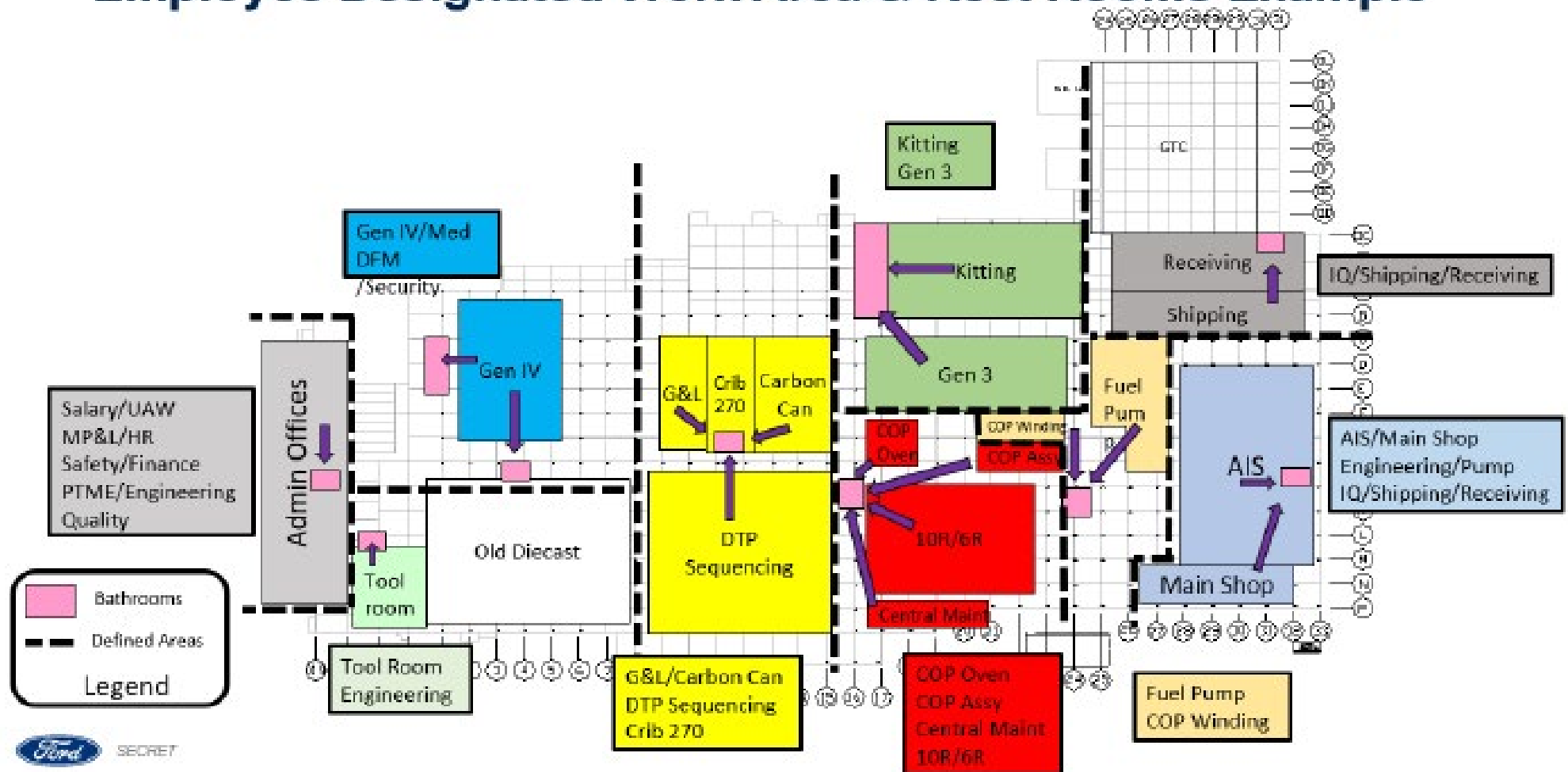
CONTROLLING PEOPLE FLOW (CONTINUED)

Employee Designated Work Entrance & Parking Area Example



CONTROLLING PEOPLE FLOW (CONTINUED)

Employee Designated Work Area & Rest Rooms Example



TEMPERATURE SCANNING EMPLOYEE PROTOCOL

TASKS

- Ensure protocol for temperature scanning of employees prior to facility entry
- Ensure barriers / signage are in place to prevent anyone from missing temperature scanning

Performing a temperature scan of everyone entering a facility allows for rapid identification of people who have an elevated body temperature. (fever). Although not everyone with a fever is infected with COVID-19, a fever is frequently one of the symptoms of being infected. The goal is to identify people who have a fever and advise them to return home, monitor their symptoms, contact their personal healthcare provider for further direction / advice, as needed, and meet specific criteria before returning to a Ford facility. These actions reduce the risk for people without symptoms of being exposed to COVID-19. Temperature scanning will be performed through the use of a Tripod Thermal Scanner or Hand-held Scanner (dependent by location).

SCANNING PROCESS - TRIPOD SCANNER

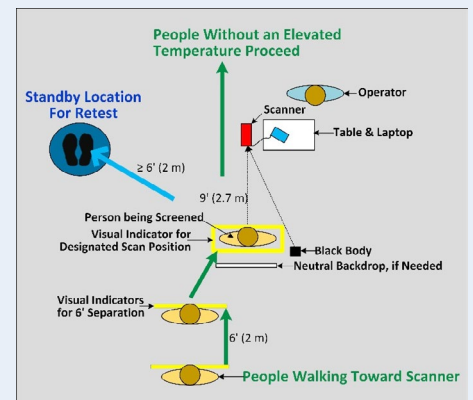
Individuals will be scanned using an IR thermal screening process

- Alternate temperature scanning methods may be used due to availability of IR thermal screening devices

Individuals with temperature within entry limit will be allowed to enter facility

Individuals with temperature above entry limit will not be allowed to enter facility and will be asked to leave

Additional details contained within the **SPL: Temperature Scanning Stations - Setup and Operation**



WHAT HAPPENS IF YOU HAVE AN ELEVATED TEMPERATURE?

If your temperature scan is above normal, you will be asked to return home, monitor your symptoms, and if symptoms worsen, seek advice from your personal healthcare provider.


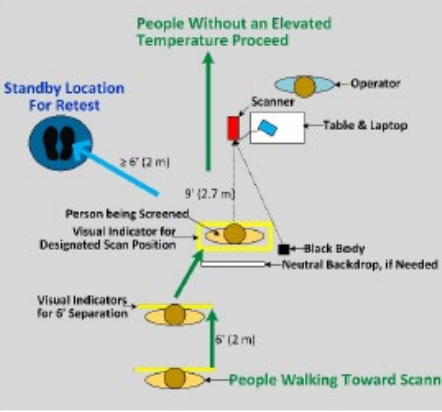

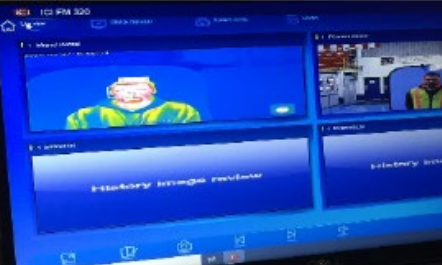
Please do not return to the facility until you meet **ONE** of the following pathways defined below:

Path 1: You have been evaluated by your healthcare provider and they have determined clinically that you do not have COVID-19 and you have the appropriate note from your healthcare provider returning you to work or you have been sent for a COVID-19 PCR test and the results are negative.

Path 2: You can return to work after these three things have happened: You have had no fever for at least 24 hours (that is one full day of no fever without the use of medicine that reduces fevers) AND other symptoms have improved (for example, when your cough or shortness of breath have improved) AND at least 10 days have passed since your symptoms first appeared.

In all cases, follow the guidance of your healthcare provider and local health department.

TEMPERATURE SCANNING EMPLOYEE PROTOCOL

 OCCUPATIONAL HEALTH SERVICES	<h2>TEMPERATURE SCREENING STATIONS</h2> <h3>OVERVIEW - SETUP AND OPERATION</h3>
SCANNER SETUP	PAGE 2 of 3
	<p>SYSTEM SET UP MUST BE DONE WITH THE DETAILED PROCEDURES (WRITTEN & VIDEO) PROVIDED SEPARATELY</p> <ul style="list-style-type: none"> • Provide a visual indicator on the floor to indicate the designated spot where the person is scanned • This spot should be 9-10' (2.7 m) away from the scanner - this distance enables the scanner to scan people of different heights without adjustment • Provide a table next to the scanner to support a laptop computer • Setup the temperature "black body" 1-2 feet behind the designated scan position • The "black body" should be positioned so that it is located to the upper right or upper left relative to the face of the person being screened in the IR field of view – <i>see detailed instructions & video for system calibration procedure</i> • Locate the "black body" calibrator so that people do not walk between it and the scanner (always maintain clear line of sight) • Provide a designation standby location for a person to wait for a two-minute acclimation period prior to retesting if they have a high temperature on their first pass through the scanner.
SCANNER OPERATION	
	<ul style="list-style-type: none"> • The person being screened needs to remove their glasses and/or hat, which could block the scanner's view of their face. • Face masks may be worn but must be pulled down off their nose as they step up to the scanner. • Contact lenses, clothing and high visibility vests are not a problem • Each person must walk at normal speed toward the scanner • Direct them to look straight ahead at the scanner - this allows the scanner to detect the temperature on the person's face near their eyes • Use clear verbal communication to minimize scanning time and keep people moving through the scanner check point without stopping
	<ul style="list-style-type: none"> • The normal status on the laptop computer display is a "green" light - the status stays green unless an elevated body temperature is detected (upper right of screen) • The laptop computer display will sound an audible alarm and show a "red" light status if a person with an elevated temperature is detected (upper right of screen) • Unless the alarm sounds, keep people moving past the scanning without stopping

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TEMPERATURE SCANNING EMPLOYEE PROTOCOL



TEMPERATURE SCANNING RESULTS

This facility has implemented temperature scanning to identify people who have elevated body temperatures (a fever). This is not a medical evaluation.

Not everyone who has a fever has COVID -19. However, a fever is frequently one of the symptoms of being infected with the virus. To protect everyone who works at this facility, people with elevated body temperatures are not permitted to enter this facility.

The temperature scan indicated that you have a body temperature that exceeds the normal threshold. Therefore, out of an abundance of caution, we are not permitting you to enter the facility today.

You are to return home, monitor your symptoms, contact your personal healthcare provider for further direction / advice, as needed, and meet specific criteria before returning to a Ford facility.

Ford employees: Please contact Labor Relations or your Supervisor/People Leader to notify them that you were not permitted to enter this facility today.

Non-Ford employees: Please notify your employer and Ford contact that you were not permitted to enter this facility today.

Please do not return to this facility until you meet ONE of the following pathways defined below:

Path 1: You have been evaluated by your healthcare provider and they have determined clinically that you do not have COVID-19 and you have the appropriate note from your healthcare provider returning you to work or you have been sent for a COVID-19 PCR test and the results are negative.

Path 2: You can return to work after these three things have happened: You have had no fever for at least 24 hours (that is one full day of no fever without the use of medicine that reduces fevers) AND other symptoms have improved (for example, when your cough or shortness of breath have improved) AND at least 10 days have passed since your symptoms first appeared.

NOTE: In all cases, follow the guidance of your healthcare provider and local health department.

If you need to open a medical leave – please follow the normal procedures per your facility instructions.

For more information about COVID-19 testing locations near you, go to this website: <https://my.castlighthhealth.com/corona-virus-testing-sites/>

Your health and safety is our top priority. Please take care of yourself and your family.

COVID-19

CORONA VIRUS

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CLOSURE OF SOME COMMON AREAS

TASKS

- Communicate and / or identify common areas that are closed within the facility
- Perform self-audits within the facility to ensure social distancing guidelines are being observed

Doing our part to stop the spread of COVID-19 requires closing some common areas.

- Cafeterias will be closed. Mini-markets (“24/7s”) will remain available.
- Fitness centers and physiotherapy areas will be closed

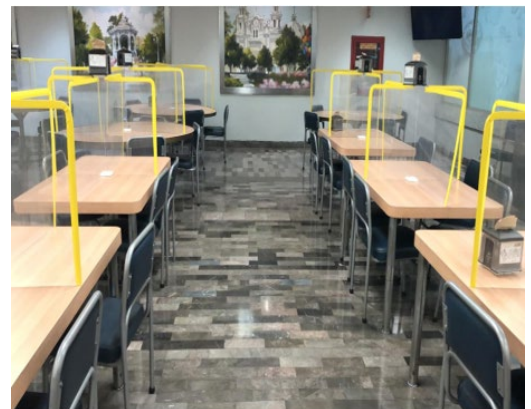
Other common areas may be closed on a plant-to-plant and/or region-to-region basis



WHAT ABOUT LOCATIONS WHERE CAFETERIA SERVICES ARE REQUIRED?

In locations where we are mandated to operate cafeteria services due to country regulation, or as a part of the local labor agreement, the following guidelines will be adhered to:

- Provide standardized floor markings for standing queue and create a walking flow for social distancing
- Display standardized COVID signage throughout the Cafeteria
- Stagger lunch breaks or limit the capacity, if necessary
- Alternate seating where you cannot properly social distance
- Reusable silverware should only be handled by cafeteria staff or use disposable, one time use cutlery
- Provide physical barriers at the tables wherever possible
- Provide physical barriers between food provider and employees
- Adhere to COVID cleaning and disinfecting protocols before / after meal services
- Provide hand washing / hand sanitizer stations
- Operate the A/C if it is available



FACILITIES WILL PERFORM SELF AUDITS TO ENSURE THAT SOCIAL DISTANCING GUIDELINES ARE OBSERVED. IF EMPLOYEES DO NOT PRACTICE GOOD SOCIAL DISTANCING HABITS, OTHER FACILITY AREAS MAY BE TAKEN OUT OF SERVICE.

PERSONAL PROTECTIVE EQUIPMENT – FACE MASKS / FACE SHIELDS

TASKS

• Review and understand protocol(s) for Personal Protection Equipment

The Facility Team and team leads for Personal Protection Equipment are responsible for ensuring there are adequate supplies at each facility.

FACE MASKS

Face masks are required to be worn by everyone, in all facilities, at all times. This measure of protection will remain in effect until such time as the COVID-19 virus is no longer a critical risk.

Please contact human resources if you are concerned about your ability to wear the required Personal Protection Equipment for medical or other reasons.

What does/does not a face mask do for you?

- Reduces risk that asymptomatic wearer will give the virus to someone else
- Does not protect your eyes

Who needs to wear a face mask?

- Face masks must be worn by ALL Ford employees, agency, visitors, contractors and vendors

Where are face masks required?

- Face masks will be provided upon entry and must be worn at all times, in all locations



FACE SHIELDS

Face shields can protect you and others from coughs and sneezes. Face shields function as a reminder to not touch your own face / eyes with your hands. Personal face shields help protect personal space and supplement social distancing efforts and are to be worn with a face mask.

What does a face shield do for you?

- Protects eyes, face and mouth from droplets
- Protects others if you cough or sneeze by reducing the spread of droplets
- Helps to reduce the frequency of face touching

Who needs to wear a face shield?

- Face shields are to be worn by workers in close proximity to others where social distancing cannot be maintained
- NOTE: Safety glasses with side shields and a face mask that covers your nose and mouth are an approved alternative to a face shield

Where are face shields required?

- Face shields are not required for entry into Ford facilities
- Face shields will be provided, as needed



WORKFORCE READINESS RETURN TO WORK READINESS PLANS

PRE-RETURN TO WORK VIRTUAL READINESS

Readiness for salaried employees while working remotely to review and ensure understanding of the Return to Work Playbook, corresponding single point lessons and visual factory. This readiness will be delivered using a cascade approach. The COVID-19 response team will provide:

- Readiness for vice president and directors of manufacturing
- Readiness for plant managers
- Readiness for operating committee
- Readiness for team managers and process coaches

PRE-RETURN TO WORK ON-SITE READINESS

Before plant startup, plant manager and operating committee to facilitate sessions on the plant floor with team managers and process coaches while observing social distancing guidelines. Topics to include:

- Social distancing outside the lines
- Align to the standard COVID-19 process coach checklist
- Recognizing social distancing workstation modifications
- OIS/Job safety analysis updates

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

This readiness has been structured to effectively communicate this information to the facility's various teams and audiences.

Pre-Return to Work Virtual Readiness

To be presented remotely in order to ensure individual's understanding and preparedness in alignment with the Return to Work Playbook.

Pre-Return to Work On-Site Readiness (First Day)

Plant operating committee to conduct hands-on sessions with team managers/process coaches on the plant floor. Outside the lines and Inside the lines updates, while observing social distancing guidelines.

DETAILS

- All readiness topics are reinforced with single-point lessons and Visual Factory on the plant floor
- For unionized facilities, if possible, please work with the union for ongoing support and endorsement of readiness content and delivery methods

PRE-RETURN TO WORK VIRTUAL READINESS

TASK

- Deliver readiness on the topics detailed on this page so all salaried plant employees are aligned with the Return to Work Playbook processes, single-point lessons and guidelines.

TOPIC	AUDIENCE	CONTENT INCLUDED
Return to Work Playbook	All plant salaried employees	Section details below
What Happened While You Were Away	All plant salaried employees	<p>Detailed discussion/instruction; subtopics include:</p> <ul style="list-style-type: none"> ▪ Cleaning and disinfecting ▪ Social distancing actions ▪ Developed playbook, communications and readiness strategy ▪ Ensure maximum fresh air ▪ Business resumption checklist <p>Detailed discussion/instruction of support documentation</p>
What Will Happen When Returning to Work	All plant salaried employees	<p>Detailed discussion/instruction; subtopics include:</p> <ul style="list-style-type: none"> ▪ Return to work message ▪ Employee self-certify ▪ Visitor self-certify ▪ Shipping / receiving trucks ▪ Temperature scanning ▪ Controlled people flow ▪ Improve separation between shifts <p>Detailed discussion/instruction of support documentation</p>
What We Need to Do When Back at Work	All plant salaried employees	<p>Detailed discussion/instruction; subtopics include:</p> <ul style="list-style-type: none"> ▪ If you have symptoms, don't return to work ▪ Follow CDC Guidelines for Stopping the Spread of Germs ▪ Practice social distancing ▪ Ongoing cleaning / disinfecting ▪ Daily process coach checklist and single point lessons <p>Detailed discussion/instruction of support documentation</p>
Additional Information you Need to Know	All plant salaried employees	<p>Detailed discussion/instruction; subtopics include:</p> <ul style="list-style-type: none"> ▪ What to do if someone comes to work with symptoms? ▪ Disinfecting / cleaning protocol If confirmed case is reported ▪ Plant specific items to consider (not all inclusive) ▪ Key links ▪ Frequently asked questions <p>Detailed discussion/instruction of support documentation</p>

PRE-RETURN TO WORK VIRTUAL READINESS

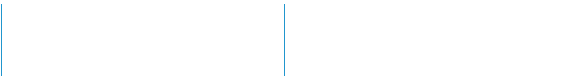


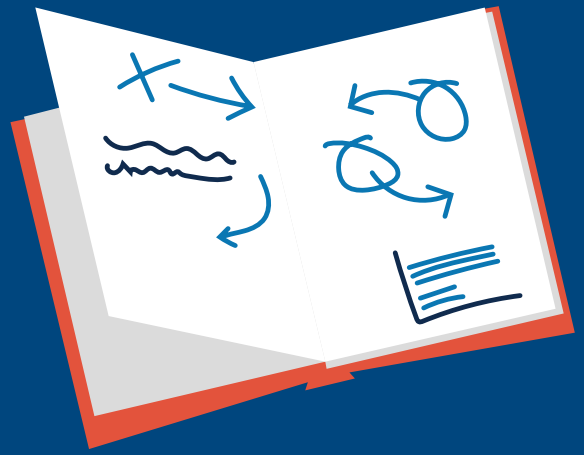
TASK

- Operating committee to deliver plant floor updates to team managers and process coaches

ON THE PLANT FLOOR: OUTSIDE THE LINES AND INSIDE THE LINES UPDATE		
TOPIC	AUDIENCE	CONTENT INCLUDED
Social distancing outside the lines	Team managers/process coaches	<ul style="list-style-type: none"> ▪ Walk through break rooms/team rooms and common areas, and discuss new expectations for social distancing (microwaves, seating, etc.). ▪ Discuss new guidelines for restroom usage. ▪ Potentially walk through restrooms to review new policies. ▪ Single-point lessons <ul style="list-style-type: none"> ▪ What to do when back at work ▪ Practice social distancing ▪ Practicing social distance ▪ Keeping a clean workstation
Align to the standard COVID-19 process coach checklist	Team managers/process coaches	<ul style="list-style-type: none"> ▪ Review the COVID-19 Process coach checklist and ensure team managers and process coaches are aligned to the expectations of checklist. ▪ Single-point lessons <ul style="list-style-type: none"> ▪ What to do when back at work ▪ Process coach checklist
Recognizing social distancing workstation modifications	Team managers/process coaches	<ul style="list-style-type: none"> ▪ Walk the line and discuss modifications that were implemented, if any to incorporate social distancing guidelines. ▪ Single-point lessons <ul style="list-style-type: none"> ▪ What Happened While You Were Away ▪ What to do When Back at Work ▪ Practice Social Distancing
OIS/Job Safety Analysis updates	Team managers/process coaches	<ul style="list-style-type: none"> ▪ Detailed instruction/discussion and practice specific to the new PPE that the team managers and process coaches will be required to have in their areas (face shields to supplement where social distancing cannot be observed). ▪ Clearly communicated requirements for usage, and replenishment of new PPE (masks and face shields).
OIS/Job Safety Analysis updates	Hourly employees	<ul style="list-style-type: none"> ▪ Detailed instruction on the new PPE that the new PPE that will be required.
Hourly employee pamphlet	Hourly employees	<ul style="list-style-type: none"> ▪ Detailed key messages around changes that have been made and behaviors we expect everyone to display while working together to remain safe and healthy

PRE-RETURN TO WORK READINESS DOCUMENTS





HOW WE WORK TOGETHER TO STAY HEALTHY

OUTSIDE THE LINES CLEANING PROTOCOL

TASKS

- Clean / disinfect outside the lines common facility areas per the responsibility and frequency outlined in the outside the lines cleaning protocol

The outside the lines cleaning protocol is used to identify the common plant areas that are to be cleaned on a daily basis once employees return to work. Employees and cleaning contractors should follow the application instructions and guidelines detailed in the Cleaning / Disinfecting Measures section.

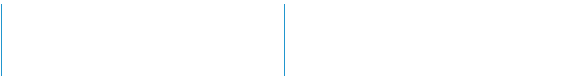
Common plant areas defined within the outside the lines cleaning protocol include: (but are not limited to)

- | | | | |
|--------------|----------------|--------------------|-----------------------------|
| • Turnstiles | • Breakrooms | • Smoking areas | • Tables |
| • Entrances | • Cafes | • Doors | • Ice machines |
| • Vestibules | • Mini-marts | • Counters | • Drinking fountains |
| • Stairs | • Restrooms | • Conference rooms | • Trash bins |
| • Handrails | • Locker rooms | • Desks | • High traffic office areas |

Primary cleaning responsibility is to be performed by the Janitorial Team, unless otherwise noted.

NOTE: Chairs / tables / common touchpoints in conference rooms will be cleaned before and after each use by the employee in addition to the regularly scheduled cleaning by the Janitorial Team.

Cleaning / disinfection frequency is defined for each area within the common plant areas on the outside the lines cleaning protocol.



INSIDE THE LINES CLEANING PROTOCOL

TASKS

- Clean / disinfect inside the lines facility areas per the responsibility and frequency outlined in the inside the lines cleaning protocol

The inside the lines cleaning protocol is used to identify the plant areas that are to be cleaned on a daily basis once employees return to work. Employees and cleaning contractors should follow the application instructions and guidelines detailed in the **cleaning / disinfecting measures** section (see page 15).

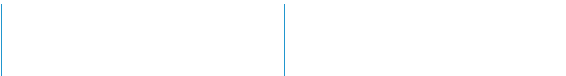
Plant areas defined within the inside the lines cleaning protocol include: (but are not limited to)

- | | | | |
|------------------|-----------------------------|-----------------|-----------------|
| • All tools | • Hoses | • Tables | • Microwaves |
| • Load stations | • PMHVs | • Cabinets | • Lockers |
| • Work platforms | • Lineside/in-process racks | • Team rooms | • Picnic tables |
| • Ergo pads | | • Refrigerators | |

Primary cleaning responsibility is to be performed by the production team, unless otherwise noted. Cleaning / disinfection frequency is defined for each area within inside the lines cleaning protocol.

Several Job Safety Analysis / SPLs have been created to describe the work to be performed. The **COVID-19 Process Coach Checklist** should be used by process coaches, daily on each shift to track completion of cleaning.

Additional information can be found in the following document(s):



COVID-19 PROCESS COACH CHECKLIST

TASK

- Process coaches must complete the COVID-19 process coach checklist at shift start-up and closeout daily

A checklist for process coaches has been developed in order to ensure a safe start and closeout to each day.

This checklist details the actions that need to be taken by process coaches, team leaders, and production operators to ensure the health and safety of all employees.

WHAT IS REQUIRED?

- The COVID-19 process coach checklist must be completed at shift start-up / closeout daily
- Signoff and date from process coach is required

WHAT IS INCLUDED WITHIN THE CHECKLIST?

- Supplies / materials needed: Identifies cleaning supplies needed, station cleaning responsibilities, tool maintenance responsibilities
- Open assignments: Allows comments regarding the turnover condition of stations and tools
- Physical requirements: Addresses social distancing requirements and possible exceptions
- Behavioral activities: Advising / reminding employees of new guidelines for safe and healthy work conditions
- List of all abnormalities found here: Identification of all non-compliant conditions and activities discovered during the shift
- Signatures: Process coach signoff

The checklist has been modified to reflect the requirements for each line of business: V.O., SBU, ATO-PTO. A universal version is also available, and the checklist can be edited, as needed, to add plant-specific needs.



COVID-19 PROCESS COACH CHECKLIST

Process Coach

Date: _____ Crew: _____

SUPPLIES / MATERIALS NEEDED		<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
1	SPRAY BOTTLES - With proper Label, Mixture, Tox Number & Date (follow SPL in playbook) (Clarification by plant on where to obtain pre-mixed solution)	
Comments:		
2	DISPOSABLE RAGS/PAPER TOWELS – place in general trash can when complete. (Clarification by plant on where to obtain)	
Comments:		
3	GLOVES - (impervious) - use only for cleaning DO NOT USE TEAR AWAY GLOVES FOR CLEANING	
Comments:		
4	Stations cleaned by the Team Leader/Operator prior to the start of production to standard. Following items should be cleaned but not limited to: (Please review SPL-0B/OP in Playbook on proper cleaning techniques) see inside lines separate tab for detailed information - SPL 0Ma	
Production Stations:		
HMIs / Palm Buttons		
Tools (D/C tooling, auto rundown, manual wrenches, backup tooling)		
Racks, Parts Racks / Bins		
Jig / fixtures / Hoist Pendants		
Tables		
Cabinets		
Lockers		
Carts / Dollies (handles, shelf grip area), pedestrian carts with chargers		
Station board / OIS Sleeve		
Stationary dunnage		
5	The following tools/areas are to be maintained by Team Leaders in their area:	
Job Aids		
Offline tooling, repair tooling, masters / rabbits for error proofing)		
General common supplies: (brooms, magnets, radios, computer, printers, desk, t-cards, zone board sleeves, monitors/screens, keyboards)		
Team/Break Rooms at lineside: (table, chairs, cabinets, microwave, appliances, water stations, ice machines, lockers, floors, tops and side of partitions, light switches, door handles, A/C Control Switches) see inside lines separate tab for detailed information - SPL 0Ma		

Safe Start / Closeout Checklist

Name: _____ Zone: _____

1.0	PHYSICAL REQUIREMENTS	OK	NOK
1.1	FOLLOW SOCIAL DISTANCE GUIDELINES PER PLAYBOOK (SPL 3A)		
1.2	DOUBLE UPS (Barriers/Face Shields and/or Mask/Sleeves-follow guidelines in playbook)		
1.3	TRAINING (Barriers/Face Shields and/or Mask/Sleeves-follow guidelines in playbook)		
1.4	EQUI/ INSPECTION STATIONS SPACED PROPERLY		
1.5	JOBS THAT ARE NOT WITHIN SAFE DISTANCE GUIDELINES, PROPER SAFETY PRECAUTIONS TAKEN. (REFER TO PLAYBOOK)		
2.0	BEHAVIORAL ACTIVITIES	OK	NOK
2.1	EMPLOYEES NOTIFIED AND AWARE OF REQUIREMENT TO STAY IN WORK STATION		
2.2	FAN USAGE IS ACCEPTABLE		
2.3	EMPLOYEES NOTIFIED AND FOLLOWING BREAK PROCEDURES (SPL 3A)		
2.4	PPE BEING USED BY ALL EMPLOYEES (FACE MASK AND/OR SHIELD -if required, GLOVES, GLASSES, SLEEVES)		
2.5	EMPLOYEES FOLLOWING LUNCH PROCEDURE (SPL 3A) May differ per plant		
2.6	EMPLOYEES NOTIFIED AND FOLLOWING BATHROOM PROCEDURES-safe distancing (SPL- 3A)		
2.7	EMPLOYEES NOTIFIED NO ROTATION OF JOBS (except for ergo - follow cleaning SPL 3E)		
2.8	TOOLING WIPED DOWN EACH TIME NEW MEMBER ENTERS WORKSTATION		
2.9	ALL DEBRIS MOVED FROM WORKSTATION AT END OF SHIFT (USE OF LOOSE PACKAGING) -OPERATOR IS TO REMOVE ALL TRASH FROM WORKSTATION AND PLACE IN TRASH		
3.0	MP&L EQUIPMENT/PERSONAL CARRIERS/BIKES/HAND CARTS/ TUGS-WIPE DOWN PRIOR TO USE		
3.1	SUPPORT TEAMS/LAUNCH MEMBERS: follow social distancing rules & wipe equipment before using and after.		

Safety Contact:

Security Contact:

If someone gets sick or shows symptoms of COVID-19 follow guidelines in playbook SPL 0J

COVID-19 PROCESS COACH CHECKLIST

Process Coach

Safe Start / Closeout Checklist

OPEN ASSIGNMENTS

1 Is there a problem / activity needing follow-up on the next shift?

Comments:

2 Did you leave the workstations clean? 5S Standard-debris moved

Comments:

3 Were all the tools, materials and cleaning supplies left in place?

Comments:

LIST ALL ABNORMALITIES FOUND BELOW:



Process Coach:

EMPLOYEES WHO VISIT FORD OR NON-FORD SITES



Consider the following before conducting a Ford or non-Ford site visit:

- Is a physical site visit business critical and mandatory to be able to execute the task you are planning for?
- If traveling to a Ford location to support Launch, Quality, Safety, or any other Business Critical support, employees must adhere to the protocols for domestic or international travel listed in the Global Travel Guidelines.
- Have you received an invitation from the OEM, supplier, customer, or non-Ford site to proceed with the site visit?
- Have you discussed your travel decision with your People Leader for alignment and final decision?

Some employees visit OEM's, suppliers, customers, suppliers, and / or non-Ford sites as part of their job functions. Before conducting any in-person visits, you should verify the visit is business-critical and cannot be accomplished by a virtual visit. If determined to be business-critical, then required approvals must be obtained prior to travel.

IF AN IN-PERSON VISIT IS REQUIRED, PLEASE FOLLOW THE PRACTICES LISTED BELOW

- Avoid public transportation where possible; if in personal vehicle, minimize number of occupants
- Wear a company-provided face mask at all times while at the off-site location
- Maintain social distancing at all times and practice frequent handwashing
- Complete the appropriate self-certify survey daily. Ford locations will complete the Ford survey. Non-Ford locations must use the survey they provide.
- Ensure you have the appropriate personal protective equipment, including company-issued face mask and hand sanitizer
- Use non-contact greetings; avoid handshakes or other personal contact
- Understand and follow OEM, supplier, customer, or non-Ford site protocols
- Identify the hospital or care facility you would go to in the event you develop symptoms or become sick while traveling
- Review the requirements provided in the Global Travel Guidelines document prior to your travel

WHAT HAPPENS IF SOMEONE GETS SICK AT WORK?

TASKS

- Perform necessary actions defined in protocol for employee(s) who show COVID-19 symptoms at work

SOMEONE GETS SICK AT WORK

If an individual starts to show COVID-19 symptoms while at work, it is important to not only get the affected person the attention they need but it is equally important to ensure the safety and health of others within the area.

SYMPTOMS OF COVID-19 INCLUDE (BUT ARE NOT LIMITED TO):

- Cold or flu-like symptoms (fever, cough, difficulty breathing, sore throat, pressure in the chest, extreme fatigue, earache, persistent headache, diarrhea and persistent loss of smell or taste)
- Visit <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html> for a list of current symptoms.

IF AN EMPLOYEE STARTS TO SHOW SYMPTOMS OF COVID-19, MAINTAIN SOCIAL DISTANCING (IF POSSIBLE) OF SIX FEET FROM THE INDIVIDUAL AND ASK THEM TO MOVE AWAY FROM OTHER EMPLOYEES.

FOR LOCATIONS WITH ON-SITE PLANT MEDICAL DEPARTMENT

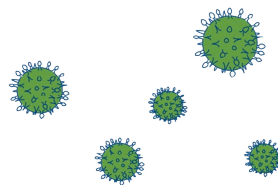
Arrange for individual to be transported or walked to the plant medical department; plant medical department evaluates individual

- If employee is in acute respiratory distress (shortness of breath, difficulty speaking, wheezing, gasping for air), then outside emergency medical services are contacted and appropriate treatment is provided
- If employee is not in acute respiratory distress, they are advised to go home, monitor their symptoms, contact their personal healthcare provider for further direction / advice, as needed, and meet specific criteria before returning to a Ford facility

FOR LOCATIONS WITHOUT ON-SITE PLANT MEDICAL DEPARTMENT

Escort individual to empty conference room or other secluded area near the employee exit; notify site human resources

- If employee is in acute respiratory distress, notify plant ERT and call local emergency medical services
- If employee is not in acute respiratory distress, they are advised to go home, monitor their symptoms, contact their personal healthcare provider for further direction / advice, as needed, and meet specific criteria before returning to a Ford facility



WHAT HAPPENS IF A COVID-19 CASE IS CONFIRMED?

TASKS

- Initiate contact tracing and cleaning and disinfection protocols if employee notifies facility they are a confirmed case of COVID-19

COVID-19 CASE IS CONFIRMED

If an employee is determined to be a confirmed COVID-19 case, they should notify their plant facility immediately.

For confirmed cases, facilities should begin contact tracing and initiate the following protocols:

- Confirmed COVID-19 case reporting and action protocol
- Confirmed COVID-19 case cleaning protocol

CONTACT TRACING

Human Resources to complete contact tracing and review with corporate medical

- Include all areas where the employee had been, including job station, restrooms, break / team room areas
- Human resources to talk to close contacts to verify possible exposure while maintaining confidentiality of the identity of the infected employee
- Close contacts should stay home from work and monitor their symptoms for 5 days from the date of possible exposure, unless the close contact has completed a COVID-19 vaccination series with at least one booster dose and has no symptoms.
- If close contacts are or become symptomatic, human resources must identify the close contacts of the close contact.
- NOTE: Corporate Medical provides the final determination on case resolution

CLEANING / DISINFECTION

If a confirmed case is established, by testing or confirmed clinically by the employee's healthcare professional, initiate the following protocols

- Confirmed COVID-19 case reporting and action protocol
- Confirmed COVID-19 cleaning protocol
- Notify janitorial services to complete disinfection following the protocol of the areas the employee was in (workstation, break areas, restrooms, etc.)



WHAT IS A CLOSE CONTACT?

A close contact is defined as being within approximately six feet (2 meters) of a COVID-19 case for a prolonged period of time (15 minutes or more) or having direct contact with infectious secretions of a COVID-19 case (i.e., being coughed on).

WHAT HAPPENS IF A COVID-19 CASE IS CONFIRMED?

COVID-19: Confirmed Cases in Manufacturing and PS&L Locations (Reporting and Action Protocol)

- Employee
- Supervisor
- Union
- Labor Relations
- Medical
- Security
- Health Dept.



Notification to
HR Manager of a
Confirmed Case

Communications
Process
Initiated

Labor Affairs
COVID-19 Care
Team Review

Expected
Business
Disruption

Communicate
Actions to
Employees for
Return to Work

Confirmed Case Process

Lead: Plant HR Manager

- Notifies Labor Affairs & Manufacturing Communications, HRLO, Plant Manager, Local Medical, Local Union, Local Security, Local Safety



Lead: Labor Affairs

- Notification to Global VP Mfg., BU VP Mfg., VP Labor Affairs, National Union/Works Council, Mfg. Comms
- DOM enacts emergency conference call
- Daily meetings to assess exposure levels
- Determine appropriate coding

Lead: Plant Manager

- Evaluate business impact, CARE Team convenes: Plant Manager & HR / Labor Affairs / Ford Land / Corporate Medical / Corporate Safety
- Initiate Business Continuity Plan
- Review/Discuss Business Continuity Plan and cleaning protocol with UAW Local leadership
- Ensure Mfg. Comms involvement
- Notify employees of area closure (if necessary) and implement cleaning protocols
- Use local/appropriate communication tools for ongoing notifications (i.e robo call)

Lead: Plant Manager, Plant HR Manager (with support from Mfg. Comms)

- Cleaning protocol measures in place
- Union permitted to observe cleaning (not mandatory)
- Employee communication confirming cleaning completed, Return to Work instructions, current CDC status around precautions
- Provide supervisor support with messaging and scripts
- Communicate resources for questions
- Provide Employee Assistance Program (EAP) support

Identify &
Implement
Cleaning
Protocols

Validate
Cleaning
Completion

Resume
Operations

U.S. COVID-19 Workforce Number: 1-800-334-1048

The identity of the individual and all relevant medical information should be maintained as confidential under the ADA absent the employee's consent. The "notifications" in the Confirmed Case Process should be all anonymous (i.e., someone tested positive, not John tested positive).

CONFIRMED COVID-19 CASE TARGETED CLEANING AND SANITIZING PROTOCOL

TASKS

- Carry out all necessary actions defined in protocols to perform targeted cleaning and sanitizing as a result of a confirmed employee COVID-19 case

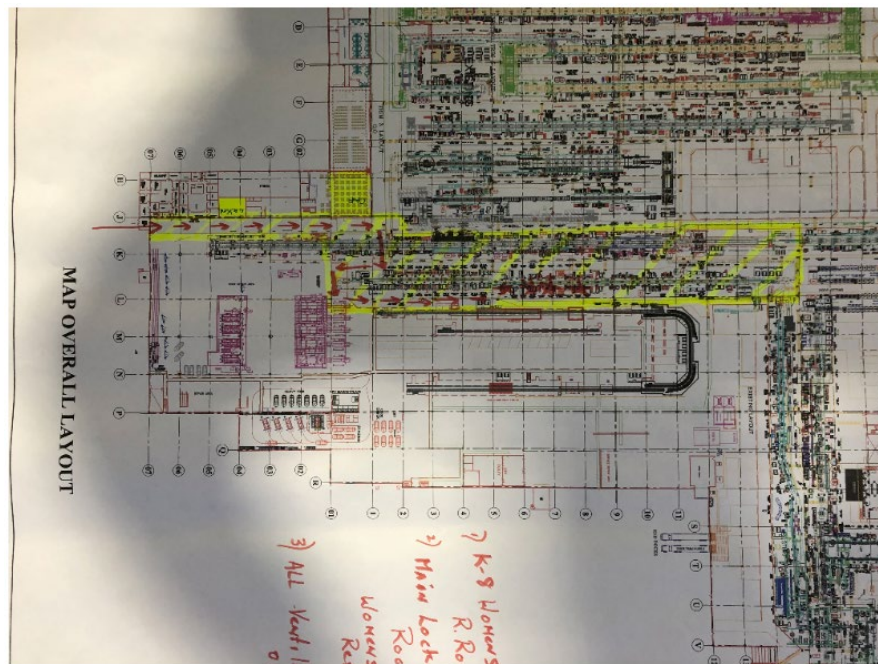
Ford has implemented daily cleaning and sanitizing protocols throughout its facilities. Under these standard protocols, all shared equipment and workspaces must be cleaned and sanitized between shifts and users, whichever is more frequent, regardless of whether an employee is sick.

If an employee who was present in a Ford facility reports that they are a confirmed COVID-19 case, there are specified cleaning protocols that must be implemented to clean and sanitize any affected areas the employee may have come in contact with.

When a confirmed COVID-19 case is reported, the CARE Team should meet to understand the case, and understand close contacts and social paths of the employee.

CARE team consists of plant manager, human resources, labor affairs, Ford Land, corporate medical and corporate safety groups

- Facility layout is utilized to determine footprint of impacted area
- Employee social pattern is marked on the layout
- Impacted areas are isolated and identified for cleaning activities
- Standard or targeted cleaning and sanitizing is conducted based on CARE team determination



**SAMPLE FACILITY LAYOUT WITH DOCUMENTED
FOOTPRINT OF IMPACTED AREA**

CONFIRMED COVID-19 CASE TARGETED CLEANING AND SANITIZING PROTOCOL

CLEANING PROTOCOL IS GOVERNED BY THE TIME SINCE THE EMPLOYEE WAS LAST IN THE WORKPLACE

Within one day (up to 24 hours) from employee last at work to case confirmation

- Work area, equipment and team area along with employee social path are isolated - targeted cleaning and sanitizing based on CARE team direction. Cleaning staff must wear proper PPE.

More than one day from employee last at work to case confirmation

- Maintain standard workstation and facility cleaning and sanitizing plans

CONFIRMED COVID-19 CASE TARGETED CLEANING AND SANITIZING

- Impacted area is isolated and identified with caution tape (no access until cleaning and sanitizing is completed and verified)
- Janitorial team uses approved cleaning and sanitizing products
- Cleaning includes detailing of all desks and surfaces in area of identified employee; all identified area of social habits and paths identified by the impacted employee are to be sanitized
- All high tactile areas (including but not limited to door handles, hand rails, conference rooms, elevators, escalators, kitchenettes, turnstiles, restrooms) continue to be cleaned and sanitized twice per shift
- **NOTE:** Additional actions or cleaning equipment/techniques may be implemented based on CARE team direction



STOPPING THE SPREAD OF COVID-19: WHAT CAN YOU DO?

TASKS

- Employees should be made aware of CDC guidelines related to preventing the spread of COVID-19
- Post single-point lessons and signage as needed, to inform employees of guidelines and recommendations to prevent the spread of COVID-19

The Centers for Disease Control has developed a website dedicated to providing information and guidance related to COVID-19. The website provides information on what individuals can do to protect themselves and also what individuals can do if they are sick.

Several visual aids are available for download to distribute and post throughout the facility as a reminder on how to work safely and stay healthy.

IF YOU HAVE SYMPTOMS – DO NOT COME TO WORK

- Employees should be able to recognize the symptoms associated with COVID-19

The Centers for Disease Control has provided guidance on some of the symptoms associated with COVID-19. Reported symptoms can range from mild to severe and in some cases result in death. Symptoms may appear two to 14 days after exposure to the COVID-19 virus.

Symptoms of COVID-19 include (but are not limited to):

- Cold or flu-like symptoms (fever, cough, difficulty breathing, sore throat, pressure in the chest, extreme fatigue, earache, persistent headache, diarrhea and persistent loss of smell or taste)
- Visit <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html> for a list of current symptoms

Everyone needs to complete the Self-Certify Survey daily, before reporting to work. (See **self-certify survey protocol** for details). **If anyone is experiencing symptoms of COVID-19, they should not come to work.** They should stay home, monitor their symptoms, contact their personal healthcare provider for further direction / advice, and follow local medical leave procedures, as needed.

STOPPING THE SPREAD OF COVID-19: COVID-19 TESTING

DO I HAVE TO BE TESTED FOR COVID-19?

- Ford does not require employees to be tested for COVID-19

WILL FORD PROVIDE ASSISTANCE IF I WANT TO GET TESTED FOR COVID-19?

Ford will assist employees that want to get tested for COVID-19 if one of these three specific situations occur:

- Temperature screening at the entrance to a Ford facility determines that the employee has an elevated body temperature and the employee is refused entry to the facility
- The employee starts to experience symptoms of being infected with COVID-19 while they are at work within a Ford facility
- The employee is traveling on business to other countries and proof that the employee is not infected with COVID-19 is required

Testing for COVID-19 will be done using the Polymerase Chain Reaction (PCR) test. Availability of testing depends on where you live. Consult your local Medical Department for more specific information about the testing process in your Country or Region.

IF I ANSWER “YES” ON ONE OF THE SELF-CERTIFICATION QUESTIONS, WILL FORD ASSIST ME WITH GETTING TESTED?

- No, if you identify that you are at risk for being infected with COVID-19 by answering “Yes” on one of the daily survey questions, do not report to work. You may contact your personal medical provider if you have questions about testing for COVID-19

SOCIAL DISTANCING: WHAT CAN YOU DO?

✓ TASKS

- Employees should be made aware of CDC guidelines related to practicing social distancing and frequent handwashing to help in preventing the spread of COVID-19
- Post single-point lessons and signage, as needed, to inform employees of guidelines and recommendations to prevent the spread of COVID-19

The Centers for Disease Control has provided guidance on some of the best practices people can follow to prevent the spread of COVID-19. Two of the best practices recommended by the CDC include frequent handwashing and practicing social distancing.

Employees should be encouraged to practice social distancing and perform frequent handwashing with soap and water.

What is social distancing?

Social distancing is the practice of keeping space between yourself and other people outside of your home. To practice social distancing:

- Stay at least six feet from other people
- Avoid contact with others, such as handshakes or embracing friends, co-workers, visitors
- Avoid touching surfaces that have been touched by others, to the extent that is feasible
- Do not gather in groups; stay away from crowded places and avoid mass gatherings



Areas to practice social distancing include (but are not limited to):

- Manufacturing areas
- During shift start / changes
- In meetings
- During breaks / lunch
- In common areas
- In the office
- When taking transportation
- While at home

SOCIAL DISTANCING: MANUFACTURING AREAS

Social distancing in manufacturing areas is intended to provide a safe environment and reduce the risk of potential person-to-person infection.

RECOMMENDED PRACTICES



- Whenever possible, workstations should be arranged to allow separation of six feet (2 meters) between individuals
- Utilize production transfer aids (such as racks, shelves, push boards) to minimize the risk to social distance violations
- Conveyor lines need to have operator boundaries clearly marked on the floor; operators need to stay within their marked areas
- Employees are strongly encouraged to disinfect their own workspace multiple times during the shift, giving special attention to common surfaces
- Employees must be reminded to avoid touching their face and must wash their hands thoroughly with soap and water several times during work hours to reduce risk and prevent person-to-person potential infections
- Practice social distancing when traveling throughout the facility; including elevators, escalators, and stairways

What to do if the workstations are less than the recommended spacing?

- Workstations should be rearranged to avoid face-to-face contact if the minimum requirement for social distancing cannot be met; if this condition cannot be met, please consider the following:
 - Face masks are mandatory for everyone, in all facilities, at all times
 - Face shields will be provided, as necessary, and are to be worn by workers in close proximity to others where social distancing cannot be maintained
 - **NOTE:** Safety glasses with side shields and a face mask that covers your nose and mouth are an approved alternative to a face shield
- Physical barriers may be installed where practical



SOCIAL DISTANCING: DURING SHIFT START / CHANGES

Social distancing during shift changes must be managed thoughtfully to reduce infection risk and to leverage the opportunity to ensure optimal disinfection of the workplace. Start times should be staggered or plants, with a gap of time added in between each designated time.

RECOMMENDED PRACTICES



- Enter and exit at the designated entrances and exits – these locations will be easily identified and posted
- The facilities should increase the number of staggered start times
- End of shift times should be scheduled to release the employees in the order they arrived
- Avoid gathering when entering and exiting the facility
- Ensure six feet (2 meters) of space between each person while you wait in line to enter the facility
- 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 exposed fingers or hands
- Do not touch your face before you have had a chance to wash your hands



SOCIAL DISTANCING DURING MEETING

What can I do?



- In principle, do not conduct face-to-face in-person group meetings
- Employees should utilize conference calls or Webex only meetings to conduct group meetings
- If you need to connect in-person, follow social distancing guidelines to allow for six feet of separation between you and other people
 - Follow current local policies and practices on the number of people in a gathering or meeting

SOCIAL DISTANCING: DURING BREAKS / LUNCH

Social distancing during shift changes must be managed thoughtfully to reduce infection risk and to leverage the opportunity to ensure optimal disinfection of the workplace. Start times should be staggered for plants and add a gap of time in between each designated time.

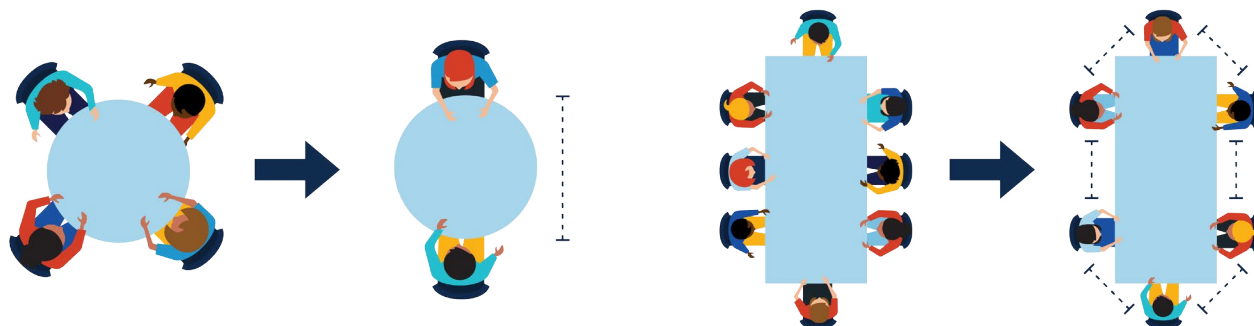
RECOMMENDED PRACTICES

Seating and Capacity

- Count the number of optimal allowable seats in the break room considering social distancing guidelines of six feet (two meters)
- Limit and/or space chairs appropriately
- Consider placing 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 a table

Breaks and Lunch

- Remind employees not to arrive early for break
- Separate break times by 10 minutes to have enough time to wipe tables, seats, all surfaces, refrigerator, vending machines and microwave ovens after each use



What can I do?

Before Meal

- Keep social distancing (six feet separation)
- Wash hands per CDC guidelines

While Eating

- Eat in designated areas
- Keep social distancing (six feet separation)
- Refrain from talking to / interacting with others

After Meal

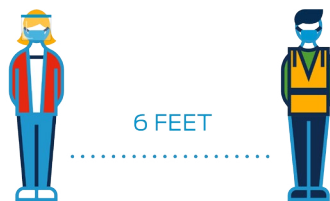
- Keep social distancing (six feet separation)
- Throw trash away in trash containers
- Wash hands per CDC guidelines

SOCIAL DISTANCING: IN COMMON AREAS

Common areas include but are not limited to locker rooms, restrooms, pantries, mini-marts, coffee shops, and outside the facility. Increase cleaning intervals to ensure a clean environment at all times. Avoid non-essential gatherings.

RECOMMENDED PRACTICES

- Stay a minimum of six feet (2 meters) from others as a normal practice
- Eliminate contact with others, such as handshakes or embracing co-workers, visitors or friends
- Avoid touching surfaces touched by others to the extent that is feasible
- Respectfully maintain distance from anyone who appears to be sick, or is coughing or sneezing
- When paying for food or drink, consider using a credit card or payment app as much as possible, to avoid the transfer of paper money



SOCIAL DISTANCING – IN OFFICE AREAS

Office areas should be organized to ensure social distancing is observed (a minimum of six feet or two meters between desk layouts). When considering office area modifications, avoid face-to-face desk layouts.

RECOMMENDED PRACTICES

- Cubicles should have dividers when people are working within six feet (2 meters) of one another
- Remote work may be assigned, when possible, or when mandated by the government to keep the business operations efficient and communications flowing
- Self-cleaning of the work space is encouraged multiple times during the shift with special attention to the most used surfaces such as keyboards, monitors, chair armrests, desks, cubicle dividers, etc.

SOCIAL DISTANCING: WHEN TAKING TRANSPORTATION

Individual commuting to and from work is preferable, however, when using transportation that is public or provided by a third party, you should practice social distancing

RECOMMENDED PRACTICES

- Wear a face mask at all times while using the transportation service
- Allow appropriate space between other passengers, every other seat and every other row (six feet or two meters) of separation is recommended
- Do not use public transportation if you suspect you are sick or if you have symptoms such as fever, difficulty breathing, or have been in contact in the last 14 days (10 days - US ONLY, excluding Michigan locations which require a 14 day quarantine period) with other people that have been confirmed as a positive case for COVID-19



SOCIAL DISTANCING - OUTSIDE OF WORK

Everyone is encouraged to practice social distancing and perform frequent handwashing with soap and water, even while at home. In addition, the CDC provides some guidance on cleaning and disinfecting your home.

What can you do?

- Follow social distancing guidelines to allow for six feet of separation between other people (other than members of your household)
- Follow guidelines on frequent handwashing with soap and water
- Clean and disinfect surfaces you come in contact with

YOUR MENTAL HEALTH & WELLBEING - MANAGING STRESS AND ANXIETY

TASKS

- Understand the strategies to cope with stress, anxiety or distress
- Familiarize yourself with mental health and wellbeing resources available to you
- Familiarize yourself with work arrangements available to you

If you are worried about your mental health and wellbeing, you are not alone. These are challenging times, and we are all struggling with different emotions. When many things feel uncertain or out of our control, one of the most effective ways we can manage stress and anxiety is to focus on the actions that are within our control.

We should all make time to take care of our mental health. Below are some proven ways you can care for your mental health and wellbeing during challenging times.

Control what you can

- Arm yourself with medical information from reputable sources
- Understand what the company is doing to create a safe working environment – and follow the guidelines
- Take proper precautions, such as washing your hands and maintaining social distance
- Limit your news consumption, including social media
- Manage your technology – turn off distracting notifications, use “do not disturb” mode

Prioritize self-care

- Get plenty of sleep
- Take deep breaths, stretch or meditate
- Eat healthy, well-balanced meals
- Take regular work breaks
- Move, stretch and exercise whenever possible
- Practice mindfulness – focus your attention on the present moment by taking deep breaths or meditating

Do things you enjoy – relax and distract yourself!

- Read a book or listen to an audiobook
- Unwind with music or a podcast
- Try a new recipe
- Create art, do crafts, or build something
- Learn a new skill; take an online course

Connect with others

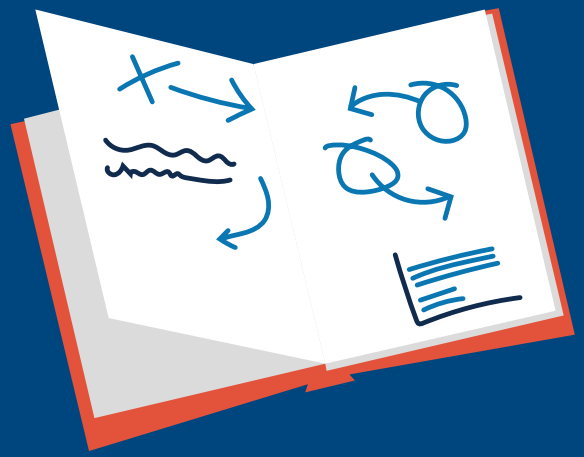
- Talk regularly with family, friends and co-workers
- Talk about your fears and concerns with someone you trust
- Express gratitude; offer someone help, if you can
- Don't forget to laugh!
- Share tips with your co-workers about what's working for you – ask them to do the same

FREQUENTLY ASKED QUESTIONS (FAQS)

A list of frequently asked questions regarding the Return to Work Playbook and available responses can be found by visiting the link below.

KEY LINKS - RESOURCES

Various sites you can use to access key information or for additional resources can be found by clicking on the links below.



INDEX / ADDITIONAL INFORMATION

VISITOR SELF-CERTIFY PROTOCOL



TASKS

- **Ensure that any visitors and suppliers complete a visitor health screening prior to entering any Ford facility**

Effective immediately, we will now require additional screening of all business-critical visitors prior to entry into Ford facilities and events.

Given the coronavirus outbreak's continued spread and to protect the health of everyone at our facilities, only business critical visitors will be permitted at any Ford facility.

All visitors entering Ford facilities are required to complete the Ford Motor Company visitor health screening. This screening can be performed by completing either an online survey (U.S. only) or paper-based form before being allowed access to any Ford facility. If any questions are answered "yes," access will be denied, and the visitor will be asked to reschedule their meeting or make other arrangements. The Ford employee host will retain a copy of the paper visitor health screening, either electronic or hard copy.

All visitors are required to follow the same thermal temperature scan as employees. Based on the results, visitors may be denied access to the facility.

Additional information on thermal temperature scanning can be found in the **temperature scanning employee protocol** and the resources identified below.

HOW DO I ACCESS THE ONLINE VISITOR SELF-CERTIFY SURVEY? (U.S. ONLY)

The survey can be accessed at: <https://www.covid19survey.ford.com/usguest>

Details to complete the survey include facility location, visitor's name, visitor's company, visitor's email address, Ford host name, and Ford email address.

A QR code providing digital access to the Visitor Survey should be posted at any visitor entrance:



SHIPPING AND RECEIVING TRUCKS PROTOCOL

TASKS

- Ensure that employees are made aware of and follow the revised Shipping and receiving protocol

All carriers were required to attest that they would be responsible for self-certifying that their drivers, prior to delivering to Ford facilities, were not COVID-19 positive. This shipping and receiving truck driver certification are consistent with Ford employee self-certify protocol (where available) and the visitor self-certify protocol.

New processes have been identified for live unload

- Driver waiting areas will be closed (North America region)
- Drivers are required to bring their own writing utensil and also wear protection to personal protective equipment face protection
- Process details alternate actions that can be used on a limited basis due to space, trailer jack or dock grade constraints
- Processes detail limited interaction between truck drivers, security and dock employees; social distancing of six feet (2 meters) should be followed for all person-to-person interactions

COMMON / NA RESOURCES

IMG RESOURCES

SIGNAGE / VISUAL FACTORY

TASKS

- Edit signage for facility, as needed
- Display signage throughout facility, as needed

Printing Guidelines

Option 1: Poster Size

- Poster Size: 11" x 17" / 28 cm x 43 cm
- Orientation: Portrait (vertical)
- Material: Foam Core

Option 2: Letter Size

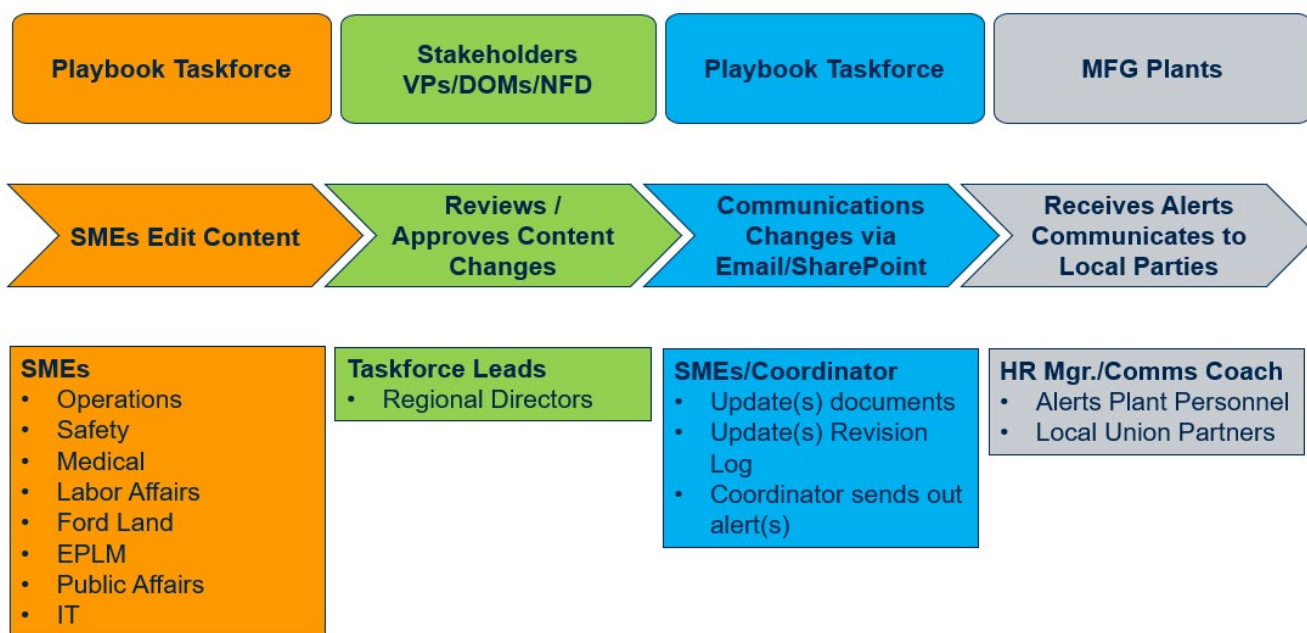
- Poster Size: 8.5" x 11" / A4
- Orientation: Portrait (vertical)
- Material: Regular Paper



RETURN TO WORK PLAYBOOK CHANGE MANAGEMENT

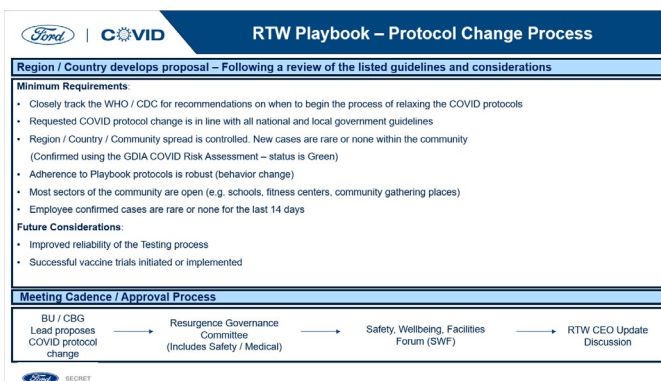
The Return to Work Playbook is governed by a task force team, which worked collaboratively with our union partners, global human resources, manufacturing operations, corporate medical and safety, Ford Land, labor affairs and many other groups to create this playbook.

As changes are identified they will be evaluated and incorporated into the playbook using the change management process detailed below.



Return To Work Playbook - Protocol Change Process

NOTE: Changes in protocols are evaluated by the Playbook Taskforce and Stakeholders following the identified Protocol Change Process, linked below.



HAVE A QUESTION OR CONCERN?

Our first priority is your safety and we welcome all questions or comments on how we might improve your experience.

You can access additional information on @FordOnline and @BlueOvalNow mobile app. You may also speak with your people leader, your human resources business adviser or contact the COVID-19 response team at corona19@ford.com.

The Company prohibits retaliating against anyone who brings forward a COVID-related concern in good faith.

COMMITMENT TO SAFE PRACTICES

The ongoing health and safety of ourselves, our families and our Ford family requires everyone's ongoing commitment to safe practices. We expect you to:

- Practice social distancing at all times
- Wash your hands with soap and water and sanitize frequently
- Wear recommended personal protective equipment
- Self-certify your health daily
- Have your temperature scanned upon entry
- Maintain a clean work area
- Cough and sneeze into tissues or your elbow
- Ask questions and focus on your health and the health of your co-workers
- Stay home if you experience any symptoms
- Report confirmed cases on the Coronavirus Reporting Site

Click the link above to certify to the following:

"I hereby acknowledge that I have reviewed the Ford Playbook and understood Ford protocols related to COVID-19. I further understand that, if I have any concerns or questions regarding safety or health issues in the workplace, I may contact my Supervisor or People Leader."

