

Evolution of Work FAQs (March 14, 2022)

To deliver our Ford+ plan, we need to think, work and innovate in new ways. We're empowering our team members around the globe to shift their mindset and their behaviors to successfully transition to flexible work patterns determining where and when work gets done. Scroll down to find answers to Frequently Asked Questions regarding our Evolution of Work.

Evolution of Work Timing

When will the hybrid work model begin?

We will begin implementing the hybrid work model globally beginning April 4. Some markets, like China, have already begun implementing the hybrid work model.

What are the timing expectations for the hybrid work model?

Employees in North America, South America, Europe, and IMG are expected to begin the hybrid work model, where local regulations permit, in April 2022.

Are there any updates to the hybrid work model for China?

Employees will continue to work in the hybrid model.

Flexible Work Patterns

The implementation of hybrid working and return to work arrangements are subject to consultation and agreement in some of our markets. Please check your local rules and regulations as the implementation may vary from country to country also due to legal regulations.

What are new work patterns Ford is offering its employees?

The primary work patterns that will deliver flexibility for our diverse needs are: Site-Dependent, Hybrid and Fully Remote.

Can I now work from anywhere?

We expect those employees whose work is not site-dependent to primarily work in a hybrid pattern in close proximity to their home campus, allowing for the flexibility to return on-site as needed. However, we will offer an option for full-remote. All arrangements will be considered in partnership with people leaders and based on the nature of the work or project that needs to get done.

What exactly do you mean by a hybrid pattern?

A hybrid work pattern **blends off-site (home) and on-site work** and provides optionality and flexibility. By blending **off-site (home)** and on-site work arrangements, employees and leaders have the freedom to choose how, when and where tasks get done. The nature of the work or project will guide arrangements that employees and their people leaders decide on in collaboration. For example, a team may decide to come into the office two times per week for a project that needs face-to-face collaboration, while working **off-site** the other days, or there may be a sprint where employees are needed on-site for one full week, then work from home the rest of the month. Coming on-site will be for the purpose of collaborative work.

Is the hybrid work pattern permanent?

How we work will always be evolving, but we expect to maintain a hybrid pattern for those jobs that are not site-dependent going forward. We encourage monthly check-ins between people leaders and their teams to regularly assess project deliverables and determine upcoming tasks that need to be done on-site, and to reserve accommodations on campus and assist with scheduling and personal commitments as well as business travel. This will be an important part of how we iterate and evolve these work arrangements as new learnings and experiences shape our perspectives.

Can employees work remotely full-time?

Yes, but on a limited basis. The work will determine the work pattern. A key aspiration for the work experience is that it includes some on-site presence for purpose of connection and collaboration, so this is a limited option. Details for specific considerations can be found on Life@Ford. In addition, application will vary based on local regulations. Employees whose job duties require fully remote work (e.g. jobs are located near the customer base but not in proximity to a Ford facility) may continue to be covered specifically by their existing policies and practices.

If my leader approves me to work a long-term fully remote work pattern (outside of commuting distance) within my home country, will Ford reimburse my travel if I am required to come back to a Ford facility for special meetings, etc.?

Yes. If you are approved for a fully remote working arrangement and required to travel to your on-site location (or other location), the company will reimburse your travel costs under the normal travel policies.

What is the short-term remote policy (also referred to as the 30-day remote policy)?

Short-Term Remote is a benefit for hybrid employees that allows them to work from an alternate location within the country of employment for up to 30 days per year. During these 30 days, which include weekend days, there is no expectation for that employee to be on site at a Ford location. This benefit should be agreed upon with an employee's people leader. Cross-border and international work is being assessed for a future iteration.

Can you give an example of how someone would use the 30-day remote policy?

Imagine a hybrid employee who would like to work from a family vacation home, hoping to take advantage of ideal weather with their family during off-hours and the weekend. Upon consultation with their people leader, this employee will be considered short-term remote for a set period – an example would be June 1- June 30 – and will not be expected to attend any on-site functions during that period.

Will Ford reimburse my travel if I'd be required to return during my short-term temporary remote arrangement (30 days or less)?

No. You are not required to work on-site during an approved short-term remote period.

What kind of work lends itself to the hybrid work pattern?

The type of work as well as employee capability is a primary determining factor.

Off-site	In-person
<ul style="list-style-type: none">• No need for hands-on work and/or access to special equipment• Availability of remote working tools• Minimal supervision of work and direction• Minimal on-site work for purpose of in-person innovation, collaboration and connection	<ul style="list-style-type: none">• Some need for hands-on work and/or to access special equipment• Lack of availability of remote working tools or technology• High degree of supervision and direction• Ongoing/regular need for in-person innovation, collaboration and connection

Is there a requirement to spend a certain number of days per week on-site?

No. Some teams may decide to be on-site together on certain days each week; others may opt for a more fluid arrangement.

The balance of on-site versus [off-site](#) time may change over time, taking into account the following:

- The nature of the work the role entails
- Circumstances of what is occurring on the team (e.g., projects and specific deliverables)
- Needs of the business
- Space available at an on-site location
- Personal circumstance and preference

Because team members may be required to be available for on-site work at short notice, they need to reside within commuting distance to the location where they will perform on-site work.

Will these work patterns apply globally?

While we've adopted a set of global guidelines to follow, timing and other details may vary across markets based on the state of the virus and local government regulations.

Will Ford of Europe adopt a hybrid work pattern?

Employees in Europe who have been working remotely will adopt the hybrid work pattern, where applicable, for non-site-dependent team members. This reflects the preference of employees regarding the future of work and helps make Ford an employer of choice for future talent.

Is the hybrid work pattern being offered to employees in China?

The hybrid work pattern was offered to Ford China employees upon their return to work locations in mid-2020 following the loosening of pandemic-related restrictions. Non-site-dependent employees in China have the flexibility to choose a preferred work arrangement – including on-site at a Ford facility, working from home or a hybrid setup – as aligned with their people leaders. For those on-site at a Ford facility, work locations have been reconfigured to follow our global COVID-19 safety protocols.

Are executives planning to come to work on a set schedule?

The hybrid work model enables the flexibility of non-site-dependent employees to focus on the work arrangement that drives the best performance. Even if certain leaders are needed to be on-site more frequently, there is no expectation that members on that team will be required to do the same.

What if you work for a people leader who does not like [off-site](#) work arrangements?

Resources are being deployed to enable people leaders to make informed decisions on what is and isn't site-dependent collaboration. Continue to have that conversation with your people leader. If it can't be resolved, then employees can use the open-door policy through Life@Ford.

How many employees already are permanently remote, and how many more do you expect?

Pre-pandemic, there were under 1,000 U.S. salaried employees who worked fully remote. With the new models, the work will determine the work pattern. A key aspiration for the work experience is that it includes some on-site presence for purpose of connection and collaboration, so full-time remote is a limited option.

What if I can't do my job remotely?

If someone can't do their job remotely, then they would be considered a site-dependent team member and continue to have access to a physical workspace.

Will agency and purchased service personnel have the option to work from home?

Agency and purchased service personnel in the U.S. are eligible to work from home as part of any of the work patterns. Interested parties should review the [Work Pattern Flexibility Guide](#) located in the Evolution of Work Toolkit and discuss with their Ford People Leader. People Leaders of agency and purchased service resources must review and adhere to the guidelines posted on Life@Ford regarding remote work for contingent personnel. Contingent workers outside of the U.S. are subject to local regulations; eligibility may vary by country and market.

What is the Evolution of Work Toolkit?

The [Evolution of Work Toolkit](#) is a collection of tools and resources to help leaders and teams understand the behaviors and processes needed to successfully navigate the transition to flexible, hybrid work patterns. It includes an FAQ section, tutorials, information on collaboration centers and tips to guide discussions on how team members prefer to work.

What impact will the new work patterns have on recruiting talent?

New work patterns, such as the hybrid and Regional Collaboration Centers, give us a competitive advantage across our industry and across other businesses to attract new candidates no matter the geographic location.

Regional Collaboration Centers**What are Regional Collaboration Centers?**

Regional Collaboration Centers are where specific talent is clustered, like software talent. Examples include Waterloo and Palo Alto. The purpose is to provide multiple locations to attract and retain specific expertise. Those working at a Regional Collaboration Center share an affiliation for their work, as well as expertise and development opportunities. Multiple work patterns may be utilized at a Regional Collaboration Center, including fully on-site or hybrid. The strategy for this concept is in progress, so you can expect more details to be shared in the future.

If I am in the area of a Regional Collaboration Center, can I work at one of these locations?

There needs to be a business reason for you to work at a Regional Collaboration Center. Based on business needs, location availability and building capacity, you may work at a Regional Collaboration Center.

Can I take my four weeks and work at a Regional Collaboration Center?

Based on business needs, location availability and building capacity, you may work at a Regional Collaboration Center.

Can I move to a Regional Collaboration Center location?

There needs to be a business reason for you to work at a Regional Collaboration Center. You should have a discussion with your manager regarding your specific work pattern.

What are the reasons behind selecting these Regional Collaboration Centers?

Geography is important for clustering expertise, project-based work and career development. Regional Collaboration Centers are chosen to attract populations of talent based in certain areas and for their proximity to universities and other key business partners.

Will people working permanently remote be forced to move to a Regional Collaboration Center or to Dearborn?

You should have a discussion with your manager regarding your specific work pattern.

Workplace Experience**What workplace changes are being made to prepare for our return?**

While we are eager to welcome you to our new way of working, employee safety is our first priority. We are closely monitoring the status of the virus, which will help us determine when it is safe to return to the office. In support of the new hybrid work pattern, we will shift our workplace from dedicated seating to a shared free-address environment – the collaboration centers. Office cleanliness is an important enabler to this shift. While we have increased the frequency of our cleaning protocols, we all play an important role in keeping the workplace safe. Employees should use the Ford-provided sanitizer wipes to clean their workstation before and after use.

How is hoteling cleaner and safer for employees in a pandemic? Will spaces be cleaned between each reservation?

There are no personal belongings on the desks, so the spaces can be properly cleaned. Because we all play a role in keeping the workplace safe, we are asking employees to use Ford-provided sanitizer wipes to clean their workspace before and after each use.

Will I still be required to adhere to the return-to-work protocols outlined in the playbook?

Even as the vaccination status increases across our employee base, we will continue to follow all protocols outlined in our return-to-work playbook.

Does this mean everyone is still required to take the daily COVID-19 survey?

Yes, all team members are still required to complete the daily self-certify survey prior to accessing Ford facilities. We are continuing the survey so that employees can monitor their health daily for the well-being of themselves and their co-workers. In addition, social distancing requirements will remain, as will sanitation supplies.

What is the current mask requirement at Ford facilities?

As of March 3, Ford has adopted the new Centers for Disease Control and Prevention (CDC) guidance and moved to a masks optional policy for employees at U.S. facilities regardless of vaccination status, if those facilities are not in high-risk counties as identified by the CDC. Facilities located in high-risk counties as identified by the CDC must continue to require masking and physical distancing. As of March 3, this means Ford employees in Nashville and Florida must continue to wear masks.

Will you implement masks again?

Ford facilities that are located in areas with a green or yellow status, as determined by the CDC, will no longer be required to wear masks while indoors. We will continue to monitor the data and if locations are reclassified for seven consecutive days, we will adjust the mask requirement accordingly.

Will Ford still provide masks?

Yes, Ford will continue to provide masks for those who voluntarily choose to wear them, and team members should continue to follow Ford's guidance related to the use of cloth masks placed over Ford masks and the use of their own KN95 or N95 masks.

Will I report to an office on the first day back?

Not necessarily. A hybrid work pattern provides optionality and flexibility – blending off-site (home) and on-site work arrangements to give employees and leaders the freedom to choose how, when and where tasks get done. Discuss with your team leader the best way for work to be completed.

What is required if I need to work in the office?

You have two options. About half of the space in collaboration centers is what we call non-reservable, which means you can come to a collaboration center and use any space that has not been reserved. Approximately 85 percent of desk space is non-reservable.

The second option is for those employees who are setting up a meeting with six or more people and/or have specific technology requirements. You and your team will need to reserve collaboration and desk space using the Ford Onsite tool, which is available at onsite.ford.com and through the Blue Oval Now app. Ford Onsite will show the available buildings where you can reserve space; their location, photos of collaboration spaces, available technology, amenities (including cafeteria menus), services, a link to the daily COVID-19 survey (which is still required), and a spot to leave feedback about specific locations as we continuously evolve our workplace experience.

What is Ford Onsite?

The Ford Onsite tool is the new, designated digital tool you will use to research and reserve collaboration space. Ford Onsite shows the available buildings where you can reserve space; their location, photos of collaboration spaces, available technology, amenities (including cafeteria menus), services, a link to the daily COVID-19 survey (which is still required), and a spot to leave feedback about specific locations as we continuously evolve our workplace experience.

Can't I just use Outlook to book collaboration spaces?

You and your team will need to reserve collaboration and desk space using the Ford Onsite tool, which is available at onsite.ford.com and through the Blue Oval Now app. You will choose the building, room, start time and the amount of time you'll need, and can search and filter based on room size, floor, space type and available equipment. The OnSite tool will automatically populate calendar notices that will appear in Outlook.

How do I decide which building is best to conduct my work?

The collaboration centers have been carefully selected to ensure they have spaces and technology to support the dynamic needs of our teams. [Ford Onsite](#) provides you with collaboration center overviews and contact information for the appropriate Workplace Experience Manager. If your meeting has unique requirements and you are unsure what building best meets your needs, please reach out to a Workplace Experience Manager for assistance.

I don't see my previous building listed as a collaboration center, but I know employees who are using certain areas of that building, like a lab or garage. Can't I just work there?

No, not all office buildings will be reopening as part of Evolution of Work. Site-dependent team members should continue working and conducting meetings at their regular location. However, only buildings designated as Collaboration Centers will be open to support hybrid team members coming on campus for certain occasions, such as projects and business objectives that would benefit from in-person interaction.

How far in advance will I need to reserve collaborative space to work?

The sooner, the better. Much like reserving collaborative spaces prior to the pandemic, we anticipate the best spaces will get booked up quickly. On-site collaborative work should also be scheduled several weeks in advance to allow all participants the opportunity to prepare for those dates and times they'll be needed on-site.

What about individual workspace I can use between meetings? I want to come to a collaboration center tomorrow but there are no desks available on the Ford Onsite tool. What should I do?

Approximately 85 percent of desks are non-reservable. Reserving desk spaces is an option, not a requirement, and we anticipate a person in this scenario would be able to easily find desk space.

My on-site work requires us to connect with employees who cannot be on-site. How can I make sure we have the technology to connect with those employees?

We have increased the number of collaboration spaces that have video conferencing capabilities. WebEx Teams is also another great tool to connect with remote co-workers.

What if I need a collaboration space to work on a project for consecutive days?

Your Workplace Experience Manager has dedicated sprint rooms, which can be assigned to a team for a prescribed time.

Will there be keyboards and docking stations for me to use?

Safety is our top concern, so we want to minimize sharing of high touch items and keep surfaces clear for easy cleaning, so we ask that you bring your own technology with you if you need to use them while at a collaboration center. If you forget them at home, the building concierge will have some for you to use, and they will be cleaned between each use. Some desks will have docking stations and monitors, and others will have power cords.

Where will I put my personal belongings if I don't have a dedicated personal space?

We have a variety of storage options available. We have added keypad enabled lockers now located in common areas. You are welcome to use these lockers but must take all belongings home at the end of the day. If you have work related materials that you need stored for a longer period, see your Workplace Experience Manager.

Whose responsibility is it to ensure spaces are cleaned after each use?

While we have increased the frequency of cleaning in our buildings, we all play an important role in keeping the office clean. We ask that everyone wipes down their work surface with Ford provided wipes before and after use.

What if I can't find or I lost my badge? Where will my badge work?

If your badge is active and you live in Southeast Michigan, it will work at any open Ford collaboration center in addition to buildings you previously had access to. Collaboration center access grants an employee access to the perimeter and shared spaces within that building. For building space dedicated to specific employee work – like the design center or treasury area – those spaces will only be accessible to employees who work on those teams. For those employees outside Southeast Michigan, badge access will be provided for shared spaces in regional collaboration centers. Check with your regional teams for complete hybrid work protocols.

Though the badging system should have extended all badging privileges due to the pandemic, there's a chance that your badge may have been de-activated. Prior to your first day back in a Ford facility, you should visit the [badging website](#), click on My Profile and verify your badge status on the About Me page.

If you have a lost or damaged badge, follow the same process as above. If your lost badge is still active, [contact badging services](#) to get a badge re-issued. If it's inactive, find your building code on the About Me page of the badging website, and [identify the access coordinator](#) for that building using this link. Contact the access coordinator to get your badge re-issued.

Where do I park?

The Ford Onsite tool, which is available at onsite.ford.com and through the Blue Oval Now app, has parking information and will soon have parking maps.

When we return to work, will I return to my same building?

It varies by region, but the hybrid pattern provides flexibility in how we configure workspaces as we move to more community and team areas, individual desks and offices. In Dearborn, that begins in collaboration centers, with reservable spaces available for those occasions where a specific project or business objective would benefit from in-person interaction with team members. Our footprint across regions offers a wide array of experiences, with each region aligning to our global standards to optimize the workplace experience.

Can I return to my old desk / office if it's located at a collaboration center?

No. In the U.S., individuals will no longer be assigned a personal desk, and the majority of on-campus work will be focused on team collaboration. If a workspace is needed between meetings, non-reservable and reservable touchdown desks and huddle rooms will be available.

When I'm on-site, where can I work between meetings?

Non-reservable and reservable touchdown desks, as well as huddle rooms will be available for use between meetings.

Are all office buildings reopening in Dearborn? If not, will I be assigned a new building?

No, all office buildings will not be reopening as part of Evolution of Work. site-dependent team members should continue working and conducting meetings at their regular location. However, only buildings designated as Collaboration Centers will be open to support non-site dependent team members coming on campus for certain occasions, such as projects and business objectives that would benefit from in-person interaction.

Where are the collaboration centers in Southeast Michigan?

Southeast Michigan collaboration centers include the completely renovated Rotunda Center, the Ford Experience Center (formerly CEC), Advanced Engineering Center and specific zones in PDC and spaces in WHQ.

Why is Ford taking away personal desks and offices?

As we move to a more flexible and dynamic workplace, we know the majority of work done on campus will be focused around in-person and team collaboration, which will increase the amount of "we" space needed. In the U.S., while individuals will no longer be assigned a personal desk, there will be available space for reservations as well.

My previous desk/office had special-order ergonomic equipment. Will those medically necessary accommodations still be available to me on-site?

The Collaboration Centers have been intentionally designed to include height adjustable desks, which meet the majority of ergonomic needs. However, should you have a specific ergonomic need that requires more than a height adjustable desk, please reach out to ofcergo@ford.com for assistance.

Will a technology stipend be given to employees who continue to work from home long-term?

As an interim action, our collect and clear program allowed employees to borrow technology and chairs to support their home office needs. We are continuing to gain insights from employee feedback and external benchmarking to shape our strategy for supporting a longer-term hybrid work pattern. No additional reimbursement for expenses, allowances or stipends are being considered at this time, except for where legally required.

Will space be designated at collaboration centers to meet with suppliers who do not require badge access?

Yes. Spaces will be designated to use for meetings with external parties.

When can teams start doing in-person team building experiences, events or lunches? On-site or off-site?

Our COVID-19 core team will evaluate all factors while also ensuring Ford complies with all laws, rules and regulations in place. The health and safety of our employees remains our highest priority, and we will continue to make decisions rooted in our data analysis, which includes state and local COVID data and regulations.

Prior to the launch of the hybrid pattern, requests for on-site meetings in Michigan should be submitted to the care team for review and approval. A care team on-site request form is available [here](#).