SUPPLEMENT 1

OPERATIONAL PILLAR CONTENT

Contains Only New Content Covering Playbook Execution

NEW - Operation Implementation Pillars

Employee Outreach & Education	Employee Training

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

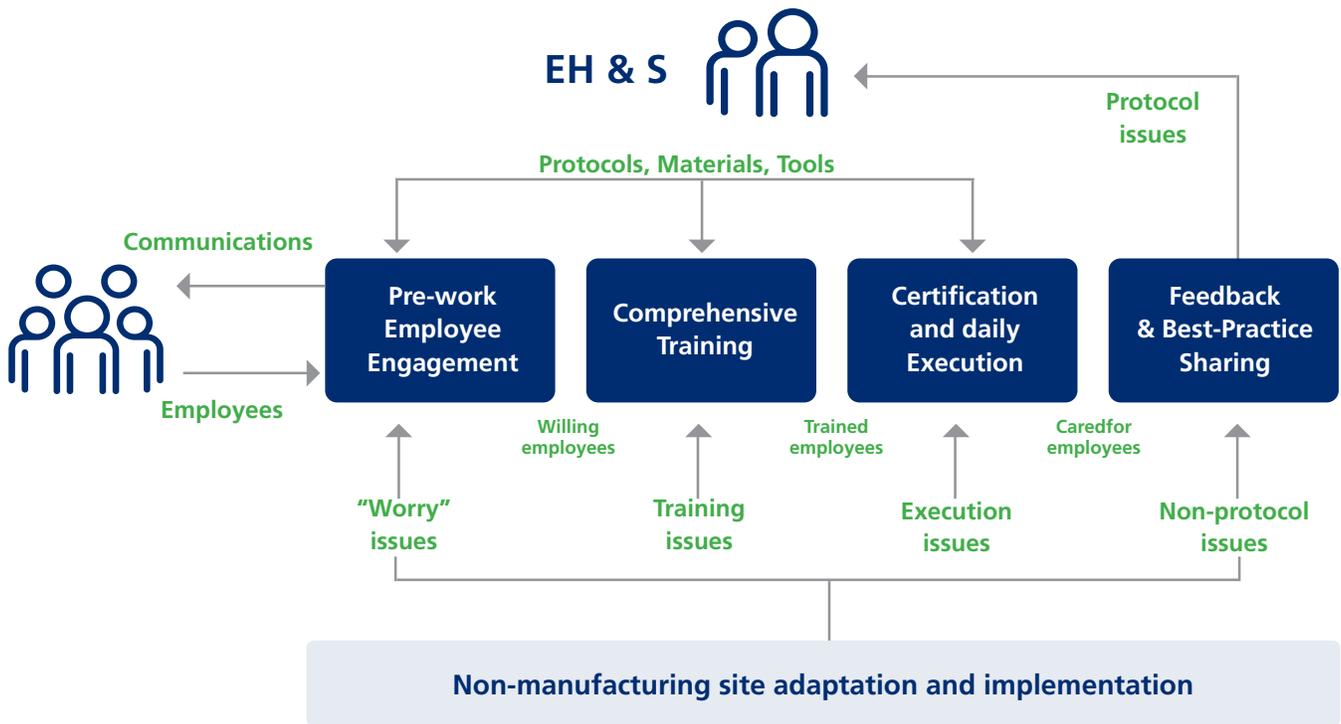**LEAR**

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

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

Workstreams

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

EH & S

Protocols, Materials, Tools

Protocol issues

Communications

Employees

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

Willing employees

Trained employees

Caredfor employees

"Worry" issues

Training issues

Execution issues

Non-protocol issues

Non-manufacturing site adaptation and implementation

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

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

OUTREACH
& EDUCATION

LEAR

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

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

Safe Work Communications Toolkit

This toolkit includes the following items for communicating to employees.

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

Distribution

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

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

Letters

1. Safe Work Playbook Letter – Site Employees

Dear [INSERT NAME]:

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

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

Safe Work Playbook

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

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

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

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

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

Stay safe,

[Site Manager]

2. Safe Return Protocol Letter

Dear [INSERT NAME]:

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

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

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

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

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

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

We look forward to seeing you back at [Company].

[INCLUDE THE COVID-19 FAST FACTS INFOGRAPHIC]

Stay safe,

[Site Manager]

3. Facility Schedule Letter

Dear [INSERT NAME]:

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

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

New schedule

[DRAFT SCHEDULE – PLEASE ADD YOUR PERSONALIZED SCHEDULES]

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

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

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

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

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

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

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

Stay safe,

[Site Manager]

4. Safe Work Playbook Employee Communication – Engineering Employees

Hello,

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

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

Safe Work Playbook

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

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

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

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

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

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

Stay safe,

5. Safe Return Protocol Employee Communication – Engineering Employees

Hello,

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

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

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

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

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

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

Stay safe,

6. Facility Employee Communication – Engineering Facility

Dear [INSERT NAME]:

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

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

New schedule – PLEASE INSERT CUSTOMIZED LOCAL SCHEDULE PER LOCATION

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

[Insert video still]

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

Stay safe,

Infographics

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

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

EMPLOYEE TRAINING

Mission

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

Training Network

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

Level 1

Safe Work Playbook Executive Sponsors
Establish mission and training framework

Level 2

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

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

Level 3

Site Leadership
Actively implement and sustain playbook principles locally with trainings

Level 4

Site Employees

Impact of Trainings

- Name an Executive Sponsor
- Appoint Operational Leadership
- Identify Health and Safety Support
- Partner with unions/works council leadership
- Involve HR leadership

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

Training Timeline

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

Legend: Trainer (gray) · Audience (green)

Return to Production

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

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

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

Training Timeline

All training topics can be reinforced with signage in the sites.
Please refer to the   file.

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

AUDIT
& CERTIFICATION

Mission

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

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

Site Opening Certification

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

Which locations require a certification?

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

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

Who is responsible for completing the Site Opening Certification?

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

In-progress Site Certifications:

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

Submission of Completed Site-Opening Certification

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

Download the   .

SURVEY
& FEEDBACK
CHANNELS

Mission

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

Voice of the Employee

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

Channels of Communication and Feedback

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

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

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

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

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

3. Hotline and Email:

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

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

Survey Process

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

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

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

[List your company's contacts here.]

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

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

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

Survey Questions

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

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

Examples include:

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

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

Pre- and Post-Survey Communications

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

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

ENGINEERING & ADMIN CENTERS

Mission

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

Office, Admin and Engineering Centers Phases

Overall	• Startup, communications, signage, sanitization protocols per the Safe Work Playbook • Audited compliance of playbook elements per audit team
Phase 0	• Only critical personnel on-site and only when required • Balance of staff works from home/remotely • If an employee needs something from the office, coordinate with facilities management for access
Phase 1	**"Soft Opening"** with limited access (while risk of infection exists) • Employees may visit the office for limited periods with specific tasks/goals to be performed on-site • Masks and adherence to sanitization guidelines per Playbook required • Encourage working from home/remotely for broad employee base • Employees with adjacent open workspaces will coordinate to avoid conflict (e.g., alternate day schedules) • Site communications of phase of activity level permitted
Phase 2	**Broader Opening of Facilities** (while risk of infection exists) • Employees may visit the office for increasingly longer periods • Same policies as Phase 1 • Site communications of phase of activity level permitted
Special Needs	• People with special needs/risks will be treated on an individual basis to address concerns • Public bus/train commuters may need to remain at home based on local conditions

Critical Teams/Functions/Programs

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

Offices and Seating

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

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

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

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

Meetings/Campus

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

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

Engineering Labs and Development Environment

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

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

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

safeworkplaceplaybook@lear.com

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