



FORD
NEXT GENERATION
LEARNING 

Community Connected Learning



Ford Return to Work Playbook

Working Together to Remain Safe and Healthy at Work

We hope you and your loved ones are doing well and staying safe during these difficult times. As we all consider how to return to work in the midst of the COVID-19 pandemic, many of you may wonder what other businesses and facilities are doing. Ford Motor Company is currently in the process of slowly and safely re-opening facilities around the world and has developed a Return to Work Playbook. We're excited to share this with you, as it may be helpful to you and your organization as you consider your own strategy and approach. Like you, the health and safety of all who enter our workplaces is our number one priority. While we realize there are many differences in our situations, we hope you find useful information and ideas for your own planning process. Below we've summarized each section of the Ford Return to Work Playbook and highlighted key resources and considerations.

A Message from Ford Leadership on the Return to Work Playbook

“This Return to Work Playbook is designed to be a guide and resource for how we can work together to create a healthy workplace. It was developed by a cross-functional team at Ford and follows recommendations by the Centers for Disease Control and Prevention, the Department of Health and Human Services pursuant to the Occupational Safety and Health Act and the World Health Organization. The playbook includes new health and wellbeing protocols, workforce readiness and the steps we have taken to ensure that our facilities are ready to begin operations.”

Considerations

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

The information contained in the Return to Work Playbook represents Ford's current practices regarding the recommended operation of its non-manufacturing 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 likely vary by region and by location.

The playbook was developed specifically for Ford given the current state of knowledge about the COVID-19 virus. It is subject to change over time as we learn more and expert recommendations, regulatory guidance and industry practices mature.

Not all links in this document are available to those outside of Ford Motor Company.

As restrictions begin to lift around North America, it is essential that we all continue to follow the most up-to-date guidelines to protect ourselves and our families, at work and at home. We must all do our part to continue to stop the spread of the virus.

We hope you and your team find this to be helpful as we all get through this together. We would welcome any insights you are finding on this front as you work through this critical challenge!

Sincerely,

Ford Next Generation Learning and Ford Motor Company Fund

What You'll Find in the Playbook

Setting the Scene

(Pages 1-7)

Summary

The first few pages of the Playbook include messages from leadership, the seven truths that guide the work of Ford Motor Company, and a one-pager that summarizes key information from the entire Ford Return to Work Playbook.

“The reason we shine in tough times is that our values guide us and inspire us to do the right thing.”

-Bill Ford

Key Resources & Considerations

- Resource: Our Truths
 - What values will guide your plan?
- Resource: COVID-19 - Return to Workplace Guide
 - What might a 1-pager look like for your organization?

Preparing to Return to Work

(Pages 8-9)

Summary

In this section, Ford outlines the roles and responsibilities of the Return to Work site team, both before and after returning to the worksite.

Key Resources & Considerations

- Who will be on your Return to Work site team?
- What will their roles and responsibilities be both before and after returning to the worksite?

Get our Facility Ready

(Pages 10-20)

Summary

It is important to share both what has already been done to prepare the facility for a safe return, as well as what still needs to be done. This section includes how Ford is following best practice recommendations from the CDC, OSHA, and WHO and how employees can help ensure a clean, healthy, and safe work environment for all. It also outlines the tasks associated with cleaning and disinfection, hand sanitizer stations, temperature scanning, social distancing, materials and supplies, signage, and validating that the protocols are being followed.

Key Resources & Considerations

- Resource: Return to Work Facility Checklist
 - What has already happened? What is in progress?
 - What is similar/different about your facility?
 - What additional variables exist in your facility?
- Resource: Temperature Scanning Resources
- Resource: Signage
- Resource: Validation Criteria Template
 - How will you ensure all protocols and procedures are followed?

Get our People Ready

(Pages 21-37)

Summary

Before people return to your facility, it is essential that they understand how they can prepare, are aware of any new on-site policies, processes, and expectations, and recognize the role they play in stopping the spread of COVID-19. This includes a process for self-certification prior to entering the facility, protocols for entering the facility in a way that maximizes social distance, temperature scanning processes, personal protective equipment requirements, what employees should know about the spread of COVID-19, and what to do if they develop symptoms while at work.

This section also provides guidance for how to maintain appropriate social distance, including recommended practices for shared work areas, shift changes, meetings, and breaks/lunches.

Key Resources & Considerations

- Will you hold a virtual readiness session?
- What guidance will you provide to employees before they return?
- Resource: Employee Self-Certify Survey & Protocols
 - How will you ensure people with COVID-19 symptoms do not come to work?
- Resource: COVID-19 Return to Workplace Guide (one-pager)
 - What might a 1-pager look like for your organization?
- Resource: SPL: CDC Graphics & Fact Sheets
- Resource: Return to Work Readiness Documents
 - What frequently asked questions do you anticipate and how can you efficiently and effectively provide answers?

How We Work Together to Stay Healthy

(Pages 38-47)

Summary

Once employees have returned to work, protocols and processes must be maintained to prevent the spread of COVID-19. This includes daily cleaning, what to do if an individual shows symptoms of COVID-19, what happens if someone at work has a confirmed case of COVID-19, and practices for in-person visits that cannot be avoided. Knowing the effect of the pandemic and these workplace changes on people, this section also includes a section on managing mental health and wellbeing. Lastly, this section includes information for sharing questions and concerns.

Key Resources

- Resource: Cleaning Protocol
- Resource: Ford Facility Visitor Procedures & Privacy Policy



RETURN TO WORK NON-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 non-manufacturing 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 and by location.

Along with providing a copy of its current playbook to non-manufacturing Ford employees, the company is also providing a copy to its suppliers, business partners and relevant third parties to ensure they are all aware of its health and safety practices when they are on site at Ford facilities or are 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 it as best practices for your own workplace.

This playbook is to be used as a corporate and recommended practice guideline. It aligns with 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 that 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 site team and to provide information and instruction for all who enter Ford facilities to keep them 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

Team,

As we begin the process of returning our workforce to Ford facilities, our focus is on putting people first. Ford is a family company, and nothing is more important than the health and safety of our people.

This Return to Work Playbook is designed to be a guide and resource for how we can work together to create a healthy workplace. It was developed by a cross-functional team at Ford and follows recommendations by the Centers for Disease Control and Prevention, the Department of Health and Human Services pursuant to the Occupational Safety and Health Act and the World Health Organization. The playbook includes new health and wellbeing protocols, workforce readiness and the steps we have taken to ensure that our facilities are ready to begin operations.

Using the guidance outlined in the playbook, we have been preparing our facilities for a safe return by taking actions such as instituting new daily and weekly cleaning protocols, establishing hand sanitizer stations in areas where soap and water are not readily available, and modifying some of the traffic flow and common areas in our facilities to increase the ability for social distancing.

But we can't do it alone.

Each of us plays an important role in keeping all of us safe. We need to continue to be vigilant, taking temperature checks daily, self-certifying, staying home if we — or anyone in our household — are sick, washing our hands frequently and maintaining social distancing.

This is a new journey for us. But history has shown us that the Ford spirit is strong, especially during difficult times. I'm confident that we will get through this together.

Stay safe.



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 personal protective equipment, 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

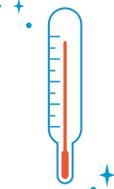


If you have symptoms, do not come to work.

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 in- and outside of buildings at all times.



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. It is also printable.

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

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GET OUR PEOPLE READY

HOW WE WORK TOGETHER TO STAY HEALTHY

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

ESTABLISH RETURN TO WORK SITE TEAM

[GET OUR FACILITY READY:](#)

SECTION 1: Information on what was done to get our facility ready

WHAT WE'VE DONE TO GET OUR FACILITY READY
WHAT YOU CAN DO TO SUPPORT AND MAINTAIN OUR FACILITY PROTOCOLS

SECTION 2: Return To Work site team – protocols to get our facility ready

RETURN TO WORK FACILITY CHECKLIST
CLEANING / DISINFECTING MEASURES
MAXIMIZE FRESH AIR PROTOCOL
HAND SANITIZER STATION PROTOCOL
TEMPERATURE SCANNING SETUP PROTOCOL
IMPLEMENT SOCIAL DISTANCING ACTIONS
PREVENTATIVE MATERIAL INVENTORY
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[GET OUR PEOPLE READY](#)

WORKFORCE COMMUNICATION – RETURN TO WORK

HOW WE WILL WORK TO STOP THE SPREAD OF COVID-19

SELF-CERTIFY YOUR HEALTH DAILY

NAVIGATING AND ENTERING THE FACILITY

TEMPERATURE SCANNING

PERSONAL PROTECTIVE EQUIPMENT

RETURN TO WORK GUIDE

STOPPING THE SPREAD OF COVID-19: [WHAT CAN YOU DO?](#)

SOCIAL DISTANCING – WHAT YOU CAN DO

CLOSURE OF SOME COMMON AREAS

COMMUNICATION AND WORKFORCE READINESS

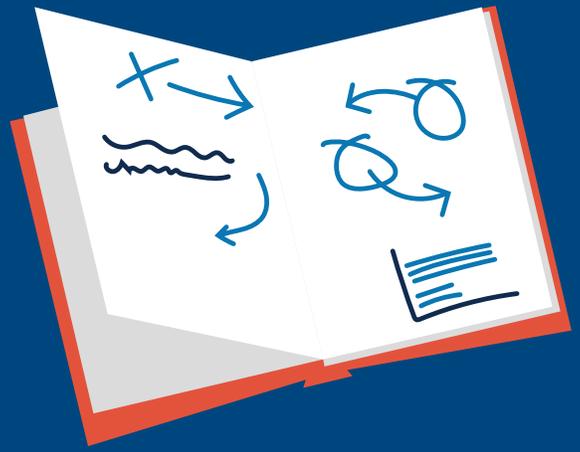
On each section page, a list of key content is linked to corresponding pages, allowing you to jump directly to content you need within that section.

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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PREPARING TO RETURN TO WORK

3 - 1 WEEK(S) PRIOR TO THE WORKFORCE RETURNING

ESTABLISH THE RETURN TO WORK SITE TEAM

ESTABLISH THE RETURN TO WORK SITE TEAM

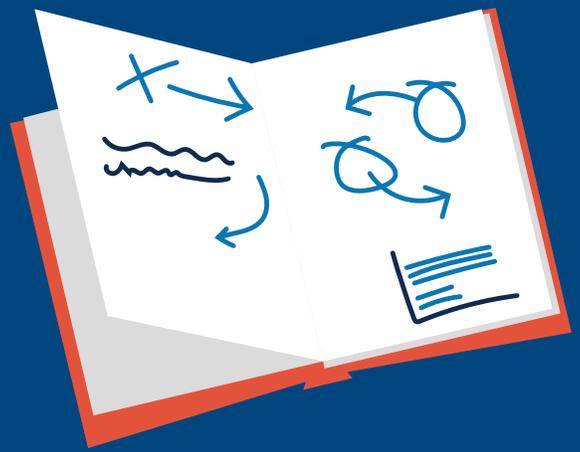
The Return to Work site team within each facility is a cross-functional team that is led by the operations site lead in the following categories / examples. The role of the Return to Work site team is to ensure our facilities and workforce are ready to resume work in a safe environment by following the corporate return to work protocol. This team sets the tone for how Ford team members feel when they return to work. Their communications, behaviors, and interactions with the workforce must reflect Ford's commitment to safety and wellbeing.

Operations site lead — Overall responsibility for the facility's pandemic preparedness and response plan, coordinating and aligning with global/regional Return to Work Playbook. Ensure COVID-19 policies are communicated throughout the building. Ensure appropriate local personnel are deployed to support new policies and protocols. Refine on-site occupancy needs to reflect work patterns and progression over time. Sign off on Return to Work facility checklist. Support validation process.

- **Note:** For facilities without Ford Land site lead on-site; Complete and sign-off on Return to Work facility checklist. Complete and submit Validation report daily.

Ford Land site lead — Lead and implement cleaning and disinfection protocol. Ensure proper personal protective equipment is available for the workforce and visitors. Establish the proper entry point(s) including but not limited to temperature scanning layouts, personal protective equipment and return to workplace guides. Schedule and conduct the readiness for temperature scanning resources. Create facility map to include in readiness. Ensure workplace design allows for proper social distancing requirements. Ensure fresh air is maximized and monitored. Ensure all visual aids, signage and appropriate material is posted in common areas. Determine food service items. Complete and sign off on Return to Work facility checklist.

Human Resources site lead — Support communication and readiness. Respond to questions and issues regarding return to work protocol. Advise on COVID-19 reporting and case management protocol. Direct employees to appropriate wellbeing resources depending on situation.



GET OUR FACILITY READY

NOTE: There are two sections within the “Get Our FACILITY Ready” chapter of the Return to Work Playbook.

Provides background on how the facility was prepared for you to safely return to work. Allows for you to understand your role in supporting and maintaining the established protocols.

Outlines the step-by-step instructions, responsibilities and protocols for how to prepare your facility prior to returning to work.

SECTION 1: INFORMATION ON WHAT WAS DONE TO GET OUR FACILITY READY

WHAT WE'VE DONE TO GET OUR FACILITY READY

We want you to feel comfortable coming back to a Ford facility. To ensure you return to a healthy and safe work environment, following best practice recommendations from the Centers for Disease Control, Occupational Safety and Health Act and World Health Organization, we've taken the following measures to get our facility ready:

- Cleaned and disinfected all workstations free of clutter
- Cleaned and disinfected all common areas – including break and lunch areas, team rooms, entrances, locker rooms, restrooms and more
- Defined cleaning protocols with a daily checklist for completion
- Established hand sanitizer stations
- Implemented social distancing actions
- Developed readiness 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, working inside and exiting facilities
- Established designated work entrance

OFFICE SPACE HVAC CHANGES

Ford Land engineering has reviewed opportunities to improve the indoor air quality of our facilities and help reduce infection rate of COVID-19. Based upon the recommendations of the Ford Land engineering team, in alignment with the American Society of Heating, Refrigerating and Air-Conditioning Engineers industry expert guidance, Ford Land will be making changes to HVAC operation. The intent of the changes is to increase fresh outside air ventilation to the buildings to reduce risk of virus transfer. Please know that these changes are an attempt to prioritize health over comfort and reduce the spread of the virus. However, this is not a substitute for best practices set by the Centers for Disease Control and Prevention, Department of Health and Human Services pursuant to the Occupational Safety and Health Act, World Health Organization or other governing health organization recommendations.

EFFECTS TO OCCUPANTS

Due to the increased outside air ventilation rates, you may experience changes in comfort. As the outside air temperatures and humidity change, it may impact the performance and controls of the interior HVAC temperatures and humidity. Please plan to dress appropriately in layers as the conditions may change throughout the day.

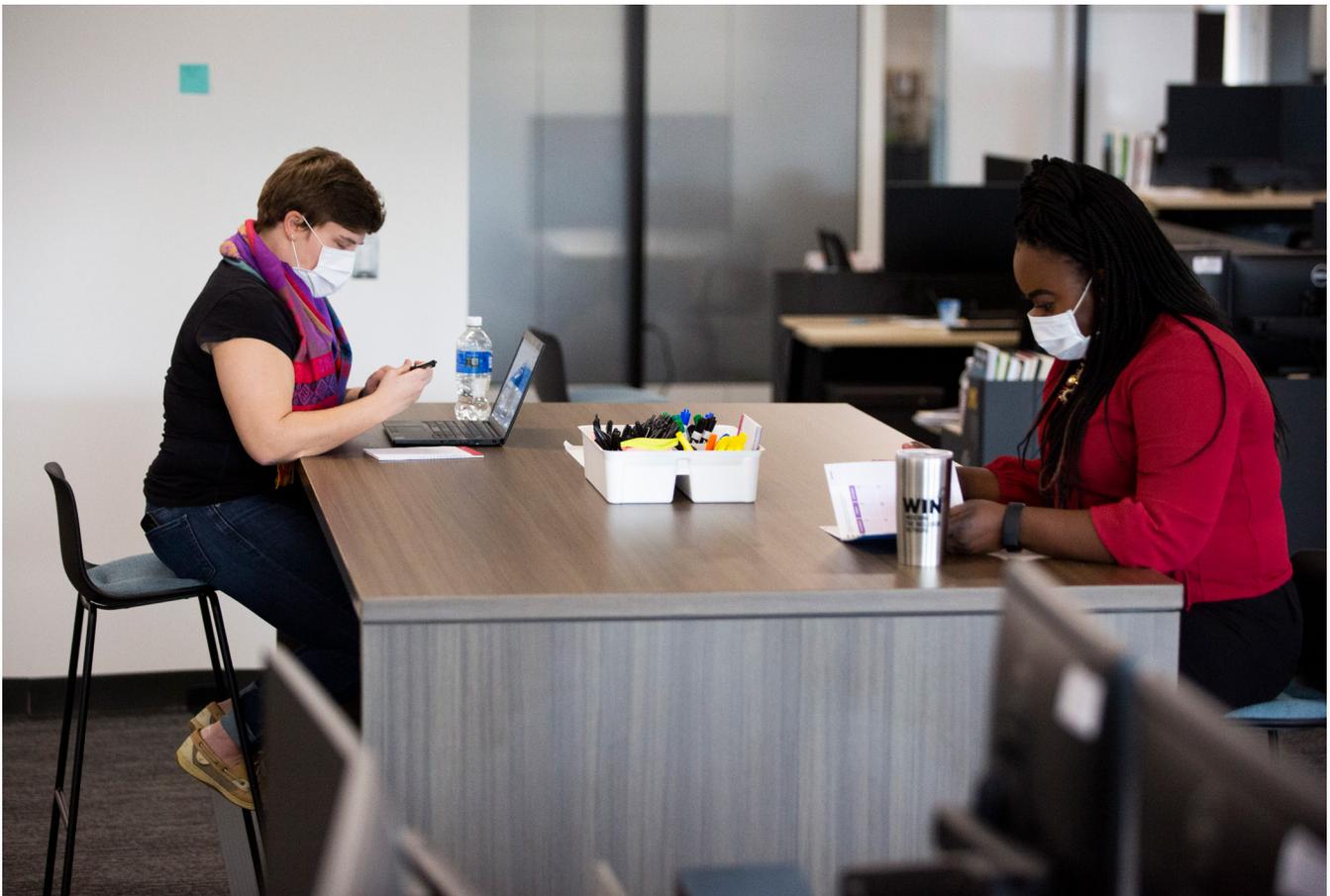
SECTION 1: INFORMATION ON WHAT WAS DONE TO GET OUR FACILITY READY

WHAT YOU CAN DO TO SUPPORT AND MAINTAIN OUR FACILITY PROTOCOLS

We're all in this together. In order to ensure a clean, healthy and safe work environment, we must work together and make the commitment to:

- Clean your workspace and your desk top
- Take your possessions home and reduce the number of items on and around your workspace
- Participate in cleaning and disinfecting your individual work areas, equipment and materials (cleaning supplies will be provided) on a regular basis

There are many other ways we will need to work differently to support a healthy and safe work environment. Please reference the **return to workplace guide for all employees** section to see the other actions you can take to help maintain a clean facility.



SECTION 2: RETURN TO WORK SITE TEAM — PROTOCOLS TO GET OUR FACILITY READY

RETURN TO WORK FACILITY CHECKLIST

TASKS

- **The Return to Work site team should meet daily to discuss and track progress to completion of the Return to Work facility checklist**

The Return to Work facility checklist focuses on having actions in place to help stop the spread of COVID-19 and keep the workforce 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 the workforce returning to work to ensure facility readiness.

CLEANING / DISINFECTION MEASURES

TASKS

- **Clean / 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 / disinfected prior to resuming operations. During shutdown of a facility, increased cleaning and disinfection should occur within all common areas and areas that are normally unavailable during normal shutdowns.

Cleaning contractors should use detergents and surface cleaners. Signage should be used to identify areas that have been cleaned / disinfected.

SECTION 2: RETURN TO WORK SITE TEAM — PROTOCOLS TO GET OUR FACILITY READY

CLEANING / DISINFECTION MEASURES (CONTINUED)

Key areas that should be addressed include:

- Turnstiles
- Entrances
- Vestibules
- Stairs
- Handrails
- Breakrooms
- Cafes
- Mini-marts
- Restrooms
- Locker rooms
- Doors / door knobs
- Counters
- Conference rooms
- Desks
- Ice machines
- Drinking fountains
- Trash bins
- Recycle bins
- Print and copy machines
- Shared office spaces
- High traffic areas
- Chairs
- Elevators
- Mother's rooms
- Reflection rooms
- Wellness rooms
- Kitchenettes / common areas
- Microwaves
- Refrigerators
- Cabinets
- Tables



MAXIMIZE FRESH AIR PROTOCOL

TASKS

- **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 and exhaust 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 occupied facility spaces. Each facility utilizes heating, ventilating and air conditioning units to supply outside air into the facility to maintain indoor air quality and a positive pressure in the facility compared to the outside. Additional information can be found in the following document(s):

HAND SANITIZER STATION PROTOCOL

TASKS

- **Confirm that hand sanitizer stations are placed in key indoor locations along with hand washing / hand sanitizer usage instructions.**

The Centers for Disease Control states that cleaning hands at key times with soap and water or using hand sanitizer are two of 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 immediate access to restrooms or sinks with soap and water are not available.

THE RETURN TO WORK SITE TEAM MAY CONSIDER POSTING IMAGES OR MESSAGES NEAR HAND SANITIZER STATIONS.

- **Image examples:** #FordProud (care kit graphic) or #InThisTogether
- **Image examples:** Pictures of employees who volunteered during COVID-19, with a quote/statement why they volunteered
- **Quote example from Bill Ford:** “This is very much what our company does when needed. We are so happy to help, and we are going to do absolutely everything we can.”
- **Quote example from Jim Farley:** “This is a time when Our Truths come into play, and the first, of course, is Put People First. As we work to balance the health of the company with the wellbeing of our employees, your health and safety remains our highest priority.”

INDOOR MANDATORY LOCATIONS TO ESTABLISH HAND SANITIZER STATIONS

- Entrances / exits / lobbies
- Mini-markets (“24/7s”) without access to soap and water

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

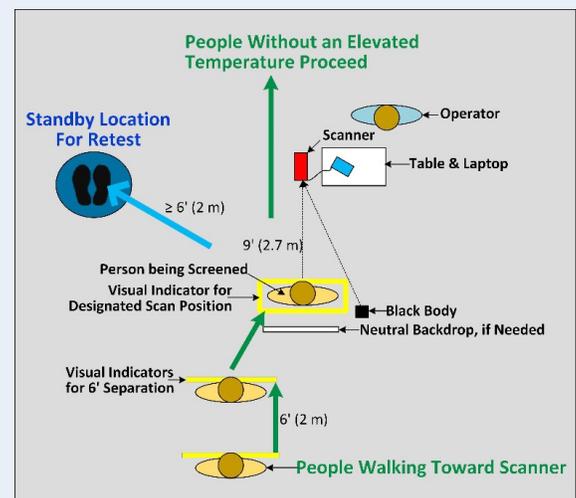
Performing a temperature scan of everyone entering a facility allows for rapid identification of people who have an elevated body temperature (fever). Although not everyone with a fever is infected with COVID-19, a fever is frequently one of the symptoms of being infected. The goal is to identify people 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.

Temperature scanning will take place at designated entrances.

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 to 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 workstations and identify areas where less than six feet of separation exists
- Rebalance work content where possible to create six feet of separation
- Consider staggering work times

Each facility should evaluate workspaces and identify areas where less than six feet of separation exists. Efforts should be made to modify workspaces, as needed, to create six feet of physical distance between people. Consider:

- Rebalancing work content, where possible
- Implementing barriers / shields, where possible
- Discuss and identify alternate solutions, investigated on a facility-by-facility basis, if less than six feet of separation will remain once the workforce reports to work.

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



FACE SHIELD AND
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 that the facility and janitorial supplier has an adequate supply and backup of soap, disinfection spray, hand sanitizer, paper towels and tissue

PERSONAL PROTECTION EQUIPMENT:

- Confirm stock of face masks, face shields (where appropriate) and safety glasses with side shields on site and on order with proper lead time
- Facilities should keep a minimum quantity of a 7-day supply of personal protective equipment, as available

| Janitorial Supplies List | | | |
|--------------------------|-------------------------------|--|------------------------------------|
| # | Item | Spec | Quantity |
| 1 | Hand sanitizer station | Hand sanitizer dispenser | One available in central locations |
| 2 | Hand sanitizer (refills) | Sanitizer with alcohol \geq 62% local brand | Minimum 7-day supply |
| 3 | Hand soap | Hand soap / local brand | Minimum 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 | Minimum 7-day supply |
| 5 | Paper towels | Paper towels | Minimum 7-day supply |
| General Stores | | | |
| # | Item | Spec | Quantity |
| 1 | Face mask | Disposable mask (One per day, per person) | Minimum 7-day supply |
| 2 | Safety glasses / Face shields | Safety glasses / polycarbonate | Minimum 7-day supply |
| 3 | Spray bottles | 1-liter plastic spray containers | Minimum five bottles |

SIGNAGE

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



WELCOME,

Times are a little different now, & we're making a few changes to ensure employee safety.

01 Daily Health & Wellbeing Survey must be completed before entry.

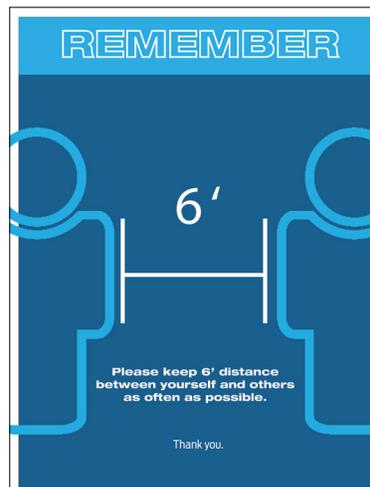
02 Temperature scans at every entry.

03 PPE requirements to be worn at all times.

04 Social distancing wherever possible.

05 Support each other we're all human.

Thank you.

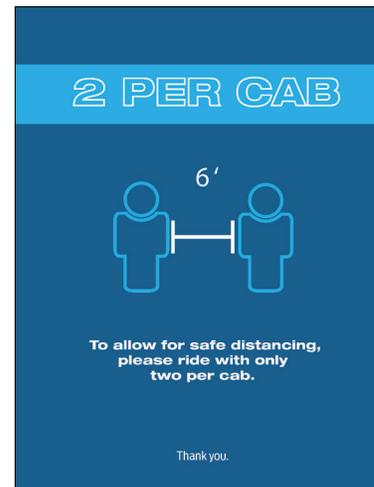


REMEMBER

6'

Please keep 6' distance between yourself and others as often as possible.

Thank you.



2 PER CAB

6'

To allow for safe distancing, please ride with only two per cab.

Thank you.



CAFE ETIQUETTE

Please follow these guidelines while in cafe & adjoining spaces.

01 Sanitize your hands
You should sanitize upon entry and exit of the cafe.

02 Physical distancing
Please maintain 6 feet distance while in line and in seating areas.

03 Wear your face mask
This helps keep yourself and your coworkers safe.

Thank you.



THANK YOU

for your continued dedication to our Ford family!

Stay #fordsafe at work and at home by practicing these preventative measures

frequent hand washing | 6' social distancing | covering your cough

"If everyone is moving forward together, then success takes care of itself"
-Henry Ford

Enjoy your commute!
#fordproud



For your safety and the safety of those around you, please wear your mask at all times. (But feel free to smile underneath)

FACILITY-SPECIFIC ITEMS TO CONSIDER

TASKS

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

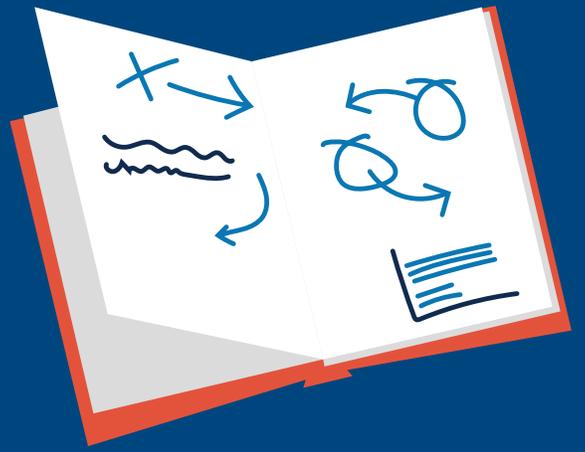
As you begin to implement the protocols and elements contained within the Return to Work Playbook, there are some facility-specific items your Return to Work site team may want to consider. These items include (but are not limited to):

- How to implement cleaning protocols
- How to distribute cleaning supplies
- How to implement social distancing
- Staggered shift start times, where applicable / possible
- Utilize prepackaged lunches, including online ordering and payment, as needed

VALIDATION PROCESS

TASKS

- **A member of the Site Team, Ford Land Building Lead or Operations Building Lead, will be required to follow the RTW Validation Process every day the facility is open**
- **The Building Lead must complete and submit a daily building validation report of four key areas: People, Social Distancing, Cleaning, and Communication. In essence, it is a checklist to ensure each facility is upholding the protocols defined in this Return to Work Playbook**
- **The Site Team will work together to resolve and escalate any non-conformance to local / regional leaders**



GET OUR PEOPLE READY

WORKFORCE COMMUNICATION — RETURN TO WORK

PRIOR TO RETURNING TO WORK

- You will be notified when you should return to work and the steps required to prepare to return to work.
- In the week before returning to work or on your first day back, you should attend a virtual readiness session for your specific location. This session will be led by the Return to Work site team or your People Leader and will provide key information as well as facility-specific accommodations.
- You will need to certify that you have attended a readiness session and reviewed this playbook prior to returning to work.

HOW WE WILL WORK TO STOP THE SPREAD OF COVID-19

As you prepare to return to work, there is important information you need to know about what happens when you return to your workplace.

How the process works:

- Complete the self-certify survey daily
- Follow the signage for entry, practicing social distancing guidelines
- Have your temperature scanned with a contactless temperature scanner
- Show your health self-certification screen to enter
- Put on your Ford-provided mask and other personal protective equipment as required
- Obtain a return to work guide (first day back)

These additional entry processes may require extra time for you to enter the facility, especially at times of high-volume traffic. Consider altering your start time as appropriate, or use this time to learn, listen to an audiobook or participate in a Webex meeting from your phone.

Return to Work Playbook



Step 1: Self-Assessment

Every workday begins with a self-assessment on app: get daily badge if healthy

Step 2: Arrive at building

- Show badge
- Stand in line for non-contact temperature check
- Everyone receives a care kit on Day 1



Wear provided face masks in Ford buildings at all times



Social distancing (six feet apart) at all times, even in conference rooms



Non-contact temperature check



Workstations and common areas **cleaned and sanitized**



Hand sanitizer and handwashing prevalent



Take-out minimart only – **cafeteria closed**



Well-defined **protocols**

SELF-CERTIFY YOUR HEALTH DAILY

Prior to reporting for work each day, you are required to complete an online survey assessing your ability to report to work. You will be required to present your survey confirmation when attempting to enter the facility. This certification process is designed as an early indicator to keep you and your colleagues safe. It is important to respond honestly, and elect to stay home if you are symptomatic.

Based on currently available information and clinical expertise, older adults and people of any age who have serious underlying medical conditions (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.

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.

HOW DO I ACCESS THE EMPLOYEE SELF-CERTIFY SURVEY? (NORTH AMERICA REGION)

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

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

Additional locations where the survey link can be accessed include:

- QR Code
- Life@Ford
- Blue Oval Now
- @FordOnline



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 by following the practices outlined in Ford's COVID-19 safety protocols in the workplace, including wearing a mask at all times (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

SELF-CERTIFY YOUR HEALTH DAILY (CONTINUED)

WHAT TYPE OF CONFIRMATION WILL I RECEIVE?

Upon completion of the survey, you will receive confirmation of survey submission and will be informed on whether or not you 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 Labor Relations or your Supervisor/People Leader 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.

SELF-CERTIFY YOUR HEALTH DAILY (CONTINUED)

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

If you receive confirmation that you should report to work, you will be sent a badge confirmation to the phone number / email address provided. The badge will be color-coded based on the day the confirmation is valid. You will be required to present your confirmation notice when attempting to gain entry into the facility.

The image displays two components of the COVID-19 daily survey confirmation process. On the left is a sample survey confirmation badge. It features the email address 'covid19@ford.com' at the top, followed by the title 'COVID-19 Daily Survey'. Below this, a green checkmark icon is followed by the text 'You are expected to report to work at the Dearborn Truck Plant.' At the bottom of the badge is a green box with the text 'VALID THROUGH Monday 3/30'. Below the badge is the caption 'SAMPLE DAILY SURVEY CONFIRMATION TO BE USED FOR FACILITY ACCESS'. On the right is a color key for the daily survey confirmation. It consists of seven horizontal bars, each representing a day of the week with a unique color: Monday (green), Tuesday (brown), Wednesday (purple), Thursday (magenta), Friday (blue), Saturday (teal), and Sunday (olive green). Below the color key is the caption 'DAILY SURVEY CONFIRMATION COLOR KEY'.

If you do not recognize COVID-19 symptoms when completing your self-certification and:

- If you are deemed symptomatic upon reporting to work, reference the **temperature scanning protocol** and/or **individual showing COVID-19 symptoms at work protocol**
- If you are deemed symptomatic while at a facility or after you have spent any time in the facility (after the on-site temperature screening), reference the **individual 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 personnel. The dashboard provides aggregate data on numbers of people within the facility 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 planning on a daily basis.

NAVIGATING AND ENTERING THE FACILITY

Several measures have been made to ensure your health and safety in our facilities. Specific information for your facility will be shared in the **virtual Return to Work readiness session**.

- Specific entry points have been established. You will be asked to enter the facility at specific gates and facility entrances
- While moving throughout facilities, practice social distancing of six feet from others and wear a face mask at all times



**MAINTAINING SOCIAL DISTANCING IS CRITICAL.
ONLY ENTER THROUGH DESIGNATED ENTRANCES.**

As part of your daily entry sequence, you will need to verify your self-certification, have your temperature scanned and pick up a face mask should you not have one already.

TEMPERATURE SCANNING

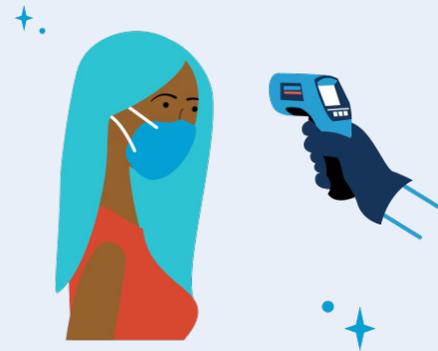
Temperature scanning allows rapid identification of people who have an elevated body temperature (fever). Although not everyone with a fever is infected with COVID-19 (coronavirus), a fever is frequently one of the symptoms of being infected. Identifying people who have a fever and advising them to return 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 reduces the risk for people without symptoms to 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

Individuals will be scanned using a non-contact process.

Individuals whose temperature is within the entry limit will be allowed to enter facility.

Individuals whose temperature is above the entry limit will not be permitted to enter facility.



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

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.
- Path 2:** You can return to work after these three things have happened: You have had no fever for at least 72 hours (that is three full days of no fever without the use 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.
- Path 3:** You can return to work after these three things have happened: You no longer have a fever (without the use of medicine that reduces fevers) AND other symptoms have improved (for example, symptoms of cough or shortness of breath have improved) AND you have received two negative tests in a row, at least 24 hours apart.

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

PERSONAL PROTECTIVE EQUIPMENT — FACE MASKS / FACE SHIELDS

On your first day back, you will be provided with a care kit, including face masks, hand sanitizer, reusable thermometer and other care items to keep you healthy and comfortable. You will need to wear the Ford-provided face mask at all times except when eating and drinking. Depending upon your work, you may also additionally be required to wear a face shield or safety glasses with side shields. Face shields will be provided by your Return to Work site team.

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 protective 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



RETURN TO WORKPLACE GUIDE

On your first day back, you will receive a Return to Work guide. This guide details key messaging around the changes that have been made within the Ford facilities. The Return to Work guide also identifies the behaviors that everyone should follow while working together to remain safe and healthy at work.



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.

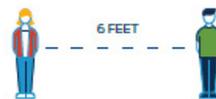
Temperature Scanning

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 in- and outside of buildings at all times.



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**

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

TASKS

- Become familiar with CDC guidelines related to preventing the spread of COVID-19
- Refer to single point lessons and signage, as needed, for guidelines and recommendations to prevent the spread of COVID-19
- Practice social distancing
- Practice frequent handwashing and sanitization

The Centers for Disease Control and Prevention 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 or post throughout the facility as a reminder on how to work safely and stay healthy.

IF YOU HAVE SYMPTOMS – DO NOT COME TO WORK

The Centers for Disease Control and Prevention 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)

Employees need to complete the self-certify survey daily before reporting to work. (See **self-certify 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.

SOCIAL DISTANCING— WHAT YOU CAN DO

To do your part in keeping yourself and others safe, follow the best practices recommended by the CDC — regularly washing your hands for at least 20 seconds and social distancing by at least six feet whenever possible.

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 hugs
 - Avoid touching surfaces that have been touched by others, to the extent 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):

- Work areas
- During shift changes
- In meetings
- During breaks / lunch
- In common areas
- In the office
- In elevators
- When taking transportation
- While at home
- When visiting dealers and suppliers
- Stairwells / escalators
- Conference rooms

SOCIAL DISTANCING— WORK AREAS

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



RECOMMENDED PRACTICES

- Wherever possible, workstations should be arranged to allow separation of six feet between individuals
- In conjunction with the corporate cleaning and sanitization protocols established, you are encouraged to clean your workspace on a daily basis. Sanitization wipes are located throughout work areas for your convenience
- Continue healthy hygiene practices that include frequent handwashing with soap and water for a minimum of 20 seconds and avoid touching your face to minimize the transfer of germs
- 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?

In certain situations, unique workflow impedes on the recommended six feet radius. In these instances, we recommend 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 as needed.



RECOMMENDED PRACTICES

- Enter and exit at the designated entrances and exits – these locations will be easily identified and posted
- Avoid gathering when entering and exiting the facility
- Ensure six feet 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 entry door handles with an exposed finger(s) or hand
- Do not touch your face before you have had a chance to wash your hands



SOCIAL DISTANCING DURING MEETINGS

To ensure social distancing within each facility, some conference rooms will be closed and not available for meetings.

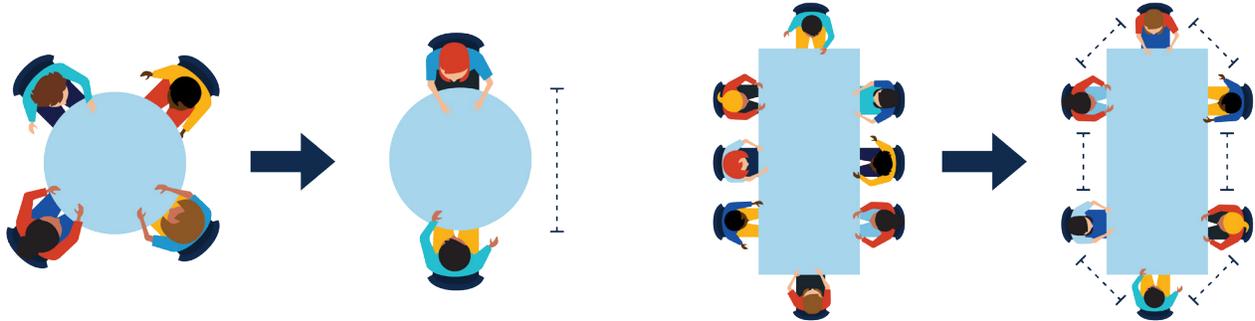
What can I do?



- Do not conduct face-to-face in-person group meetings
- Utilize conference calls / 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

SOCIAL DISTANCING— DURING BREAKS / LUNCH

All dining rooms will be closed until further notice. Lunch can be ordered through contactless online system. Box lunches will be delivered to designated areas within the facility. 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.



What can I do?

Before Meal

- Keep social distancing (six feet separation)
- Wash hands

While Eating

- Keep social distancing (six feet separation)
- Eat in designated areas

After Meal

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

SOCIAL DISTANCING — IN OFFICE AREAS

Office areas should be evaluated for six feet of physical distance between workstations. Desks and work areas that require modification or are closed should be clearly identified.

RECOMMENDED PRACTICES

- Occupy every other desk or workstation to ensure six feet of separation
- 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 with special attention to the high-touch surfaces, such as keyboards, monitors, chair armrests, desks, etc.

SOCIAL DISTANCING— WHEN TAKING PUBLIC 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 public transportation service
- Allow appropriate space between other passengers — every other seat, every other row (six feet 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 with other people who 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 I 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

CLOSURE OF SOME COMMON AREAS

Doing our part to stop the spread of COVID-19 requires closing some common areas. Until further notice, within North America facilities:

- Cafeterias will be closed (mini-markets or 24/7s will remain available)
- Fitness centers and physiotherapy areas will be closed

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



FACILITIES WILL PERFORM SELF-AUDITS TO ENSURE THAT SOCIAL DISTANCING GUIDELINES ARE OBSERVED. PLEASE PRACTICE GOOD SOCIAL DISTANCING HABITS TO PROTECT YOURSELF AND OTHERS, AND TO KEEP OUR SPACES ACCESSIBLE.



COMMUNICATION AND WORKFORCE READINESS

RETURN TO WORK READINESS PLANS

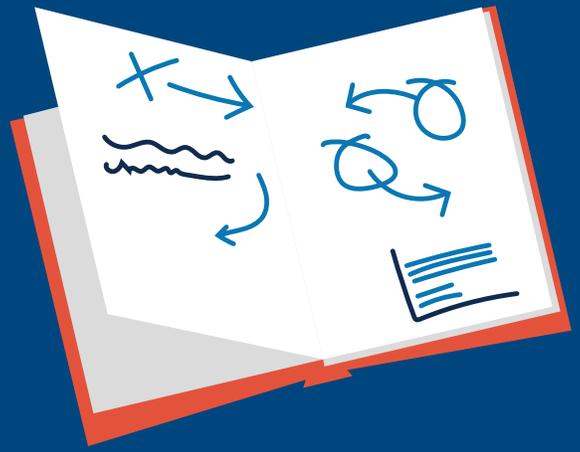
It is very important that our workforce understands the safety requirements, protocols and expectations of what each of us do to stay safe and prevent the spread of COVID-19.

When an individual or team returns to the workplace for the first time, a People Leader will facilitate a welcome session.

Topics include:

- Facility entry practices
- Social distancing
- Personal protection equipment
- Other relevant (location-specific) information

RETURN TO WORK READINESS DOCUMENTS



HOW WE WORK TOGETHER TO STAY HEALTHY

DAILY CLEANING

Common areas will be cleaned on a daily basis. Instructions and guidelines are detailed in the cleaning / disinfecting measures section.

Common facility areas that will be cleaned daily include (but are not limited to):

- Turnstiles
- Entrances
- Vestibules
- Stairs
- Handrails
- Breakrooms
- Cafes
- Mini-marts
- Restrooms
- Locker rooms
- Doors / door knobs
- Counters
- Conference rooms
- Desks
- Ice machines
- Drinking fountains
- Trash bins
- Recycle bins
- Print and copy machines
- Shared office spaces
- High traffic areas
- Chairs
- Elevators
- Mother's rooms
- Reflection rooms
- Wellness rooms
- Kitchenettes / common areas
- Microwaves
- Refrigerators
- Cabinets
- Tables

Primary cleaning responsibility is to be performed by the janitorial team, unless otherwise noted.

In office buildings, desks will be cleaned weekly provided they are free from excessive equipment and personal items. It is recommended that you remove all extra equipment and all personal items from your desk to ensure proper cleaning.

NOTE: You have responsibility to clean your work area, including tools, computers, keyboards, desks, phones, chairs and other personal items. A cleaning disinfectant will be provided.



WHAT HAPPENS IF SOMEONE GETS SICK AT WORK OR A COVID-19 CASE IS CONFIRMED?

SOMEONE GETS SICK AT WORK

If an individual starts to show COVID-19 symptoms while at work, it is important to get the affected person the attention they need and ensure the health and safety 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)

FOR LOCATIONS WITH ON-SITE MEDICAL DEPARTMENT

Ensure that individual is wearing a mask and maintains a 6-foot distance from others.

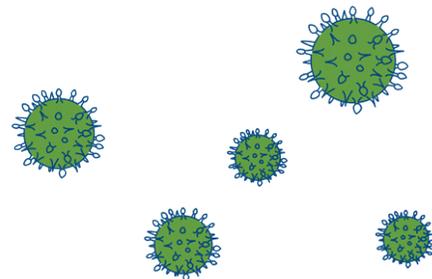
Arrange for individual to be transported or walked to the medical department; medical department evaluates individual

- If the individual is in acute respiratory distress (shortness of breath, difficulty speaking, wheezing, gasping for air), then follow local emergency medical process
- If the individual 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 MEDICAL DEPARTMENT

- Ensure that individual is wearing a mask and maintains a 6-foot distance from others.
- If the individual is in acute respiratory distress (shortness of breath, difficulty speaking, wheezing, gasping for air), follow local emergency medical process
- If the individual 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
- If the individual is unable to drive home, escort the individual to an empty conference room (near an exit and away from the general population) to enable them to make transportation arrangements

NOTE: All parties are expected to maintain strict confidentiality of medical information, including the identity of the affected individual.



WHAT HAPPENS IF SOMEONE GETS SICK AT WORK OR A COVID-19 CASE IS CONFIRMED?

COVID-19 CASE IS CONFIRMED

If an individual is diagnosed with coronavirus (COVID-19), they should report their status immediately at the Coronavirus (COVID-19) Reporting Site from @FordOnline or Life@Ford.

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 individual had been — job station, restrooms, break / team room areas
- Human Resources to talk to close contacts to verify possible exposure while maintaining confidentiality of medical information, including the identity of the infected employee
- Close contacts should stay home from work and monitor their symptoms for 14 days from the date of possible exposure
- If close contacts are / 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 someone being within approximately six feet 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).

EMPLOYEES WHO VISIT DEALERS AND SUPPLIERS

Consider the following before conducting a site visit:

- Is a physical site visit mandatory to be able to execute the task you are planning for?
- Has the dealer, customer or supplier had any confirmed case of COVID-19 in the last 14 days?
- Have you received written permission from the dealer, customer or supplier to proceed with the site visit?
- Have you discussed your travel decision with your immediate supervisor for alignment and final decision?

Some employees visit dealers, customers and / or suppliers 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 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
- Maintain social distancing at all times and practice frequent handwashing
- Complete the self-certify survey daily
- 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 dealer and customer protocols
- Identify the hospital or care facility you would go to in the event you develop symptoms or become sick while traveling

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

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
- 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
- Get some fresh air -- sit outside or go for a walk or a bike ride

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

YOUR MENTAL HEALTH & WELLBEING — BEHAVIORAL HEALTHCARE OPTIONS DURING THE COVID-19 PANDEMIC

If you are experiencing persistently low mood or anxiety, as well as having changes in your sleep, appetite and concentration or having trouble feeling joy or motivation, please talk to your healthcare provider or behavioral health counselor via telehealth. Also, if you have a history of anxiety, mood or substance use disorders or trauma, you could be more vulnerable at this time.

Ford offers employees (and their dependent family members) several behavioral health, mental health and substance use services to help during these challenging times. Some are only available if you are enrolled in a Ford medical plan (U.S. Ford employees only; non-Ford personnel should reach out to their individual employers about the resources available). Call the National Suicide Prevention Lifeline at 800.273.8255 for free, confidential support if you're in distress or facing a crisis.

EMPLOYEE ASSISTANCE PROGRAM — TOTAL HEALTH

What is it?

- A free voluntary, confidential, short-term professional counseling and referral service that offers support for many of life's changes and difficult situations

How does it help?

- Helps Ford employees and eligible family members get care for stress, grief and other personal issues that may be interfering with work and daily life

Where do I start?

- Contact Total Health at 888.667.6603
- For online services, visit www.my-life-resource.com⁴
Username: totalhealth
Password: myresource

NEW DIRECTIONS² (A BLUE CROSS BEHAVIORAL HEALTH PARTNER)

What is it?

- Part of your Blue Cross plan, New Directions offers free tools and services to help you get the right care at the right place

How does it help?

- Provides around-the-clock support for understanding your behavioral health benefits and treatment options and connects you with behavioral health providers

Where do I start?

- New Directions customer service representatives are available 24 hours a day, seven days a week.
- To reach them, call 800.762.2382 or visit ndbh.com⁴
- At this time, New Directions also has a crisis line that can be accessed by neighbors, family and friends at 833.848.1764

BLUE CROSS ONLINE VISITS^{SM3}

What is it?

- Online care with licensed therapists and U.S. board-certified psychiatrists that's available from your smartphone, tablet or computer

How does it help?

- Discuss and unpack anxiety, stress and other life challenges with a therapist or psychiatrist from the comfort of your home or on the go

Where do I start?

- To sign up, download the BCBSM Online VisitsSM app, visit bcbsmonlinevisits.com or call 844.606.1608
- Behavioral health visits are by appointment only

PROVIDER³ DELIVERED OPTIONS

What is it?

- Many doctors and therapists offer telehealth visits, which are visits done online or over the phone

How does it help?

- Work through a variety of life challenges with a behavioral health professional using telehealth

Where do I start?

- Log in to your Blue Cross member account to search for an in-network provider that offers behavioral health services. Call providers in advance to understand their telehealth options
- Your PCP may be able to explain your treatment options
- You can also call New Directions for assistance in finding a behavioral health provider

1. Total Health is administered by Health Management Systems of America (HMSA), an independent company that provides EAP services for Ford Motor Company.

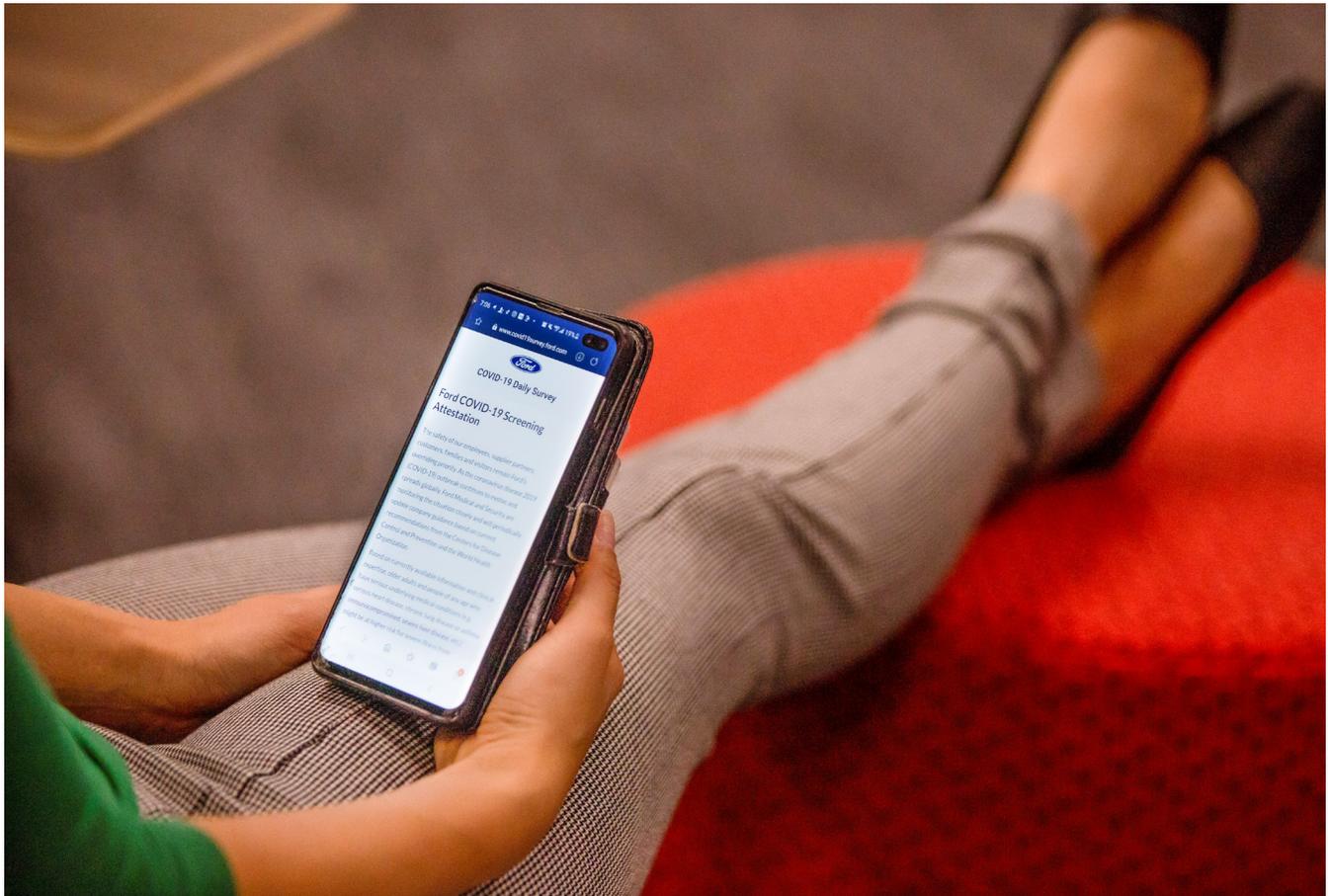
2. New Directions is an independent company that provides behavioral health services for Blue Cross Blue Shield of Michigan.

3. Subject to your health care plan's cost sharing.

4. Blue Cross Blue Shield of Michigan does not own or control this website.

KEY RESOURCES

Use these links to access additional information, frequently asked questions and key resources:



VISITORS AND GUESTS

TASKS

- **During this time, non-Ford visitors at Ford locations should be a rare occurrence. All other means of accomplishing business objectives should be explored first including using technology to communicate, or delaying the visit**
- **Ensure that any visitors and suppliers complete a visitor health screening prior to entering any Ford facility**

Similar to the self-certify survey protocol that the workforce is required to complete before being allowed access to Ford facilities, all external visitors must complete a visitor health screening before they will be allowed access into any Ford facility. The Ford employee host will retain the copy of the visitor health screening, hard copy or electronic.

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

HAVE A QUESTION OR CONCERN?

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

You can access additional information on @FordOnline and the @BlueOvalNow mobile app. You may also speak with your People Leader, Human Resources, or contact the Return to Work team at rtw@ford.com.

COMMITMENT TO SAFE PRACTICES

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

- Practice social distancing
- Wash your hands with soap and water and use hand sanitizer 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."

