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Flex is a global manufacturing leader which builds products that improve the world. They deliver technology innovation, supply chain, and manufacturing solutions to wide range of industries and end markets.

- ❑ Mario translates business strategy & culture to manage more than **100 sites** in **35 countries** with **160,000 employees**
- ❑ Responsible for providing **productive, collaborative, safe & attractive workplaces**, and managing all EHS (environmental, health & safety) concerns
- ❑ Since 1999, Mario has performed **worldwide leadership roles** in EHS, social responsibility, product engineering, finance & operations



The background of the slide features a long-exposure photograph of a night sky. The sky is filled with numerous white and light blue curved lines, which are star trails, arching across the upper portion of the frame. Below the sky, the dark silhouettes of mountain ranges are visible against the twilight or night sky. At the bottom of the image, a calm body of water reflects the light from the sky and the dark shapes of the mountains.

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Return to Workplace Planning

Mario Ochoa

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Goal is to provide a safe workplace by minimizing risks of contagion

- ❑ Keeping people Healthy and Safe at the center of decision-making is paramount to gain people's confidence.
- ❑ Understanding site capacity to deal with Physical Distancing is key.
- ❑ Defining who is really needed and in which capacity is also important. If productivity is acceptable, there is no rush to bring people back to workplace.
- ❑ Return to Workplace should also take into consideration production demand.
- ❑ Consideration of local policies and government directives must be taken into consideration. Also advice of Health Experts.
- ❑ There is no one-size-fits all solution, given the fact that the Pandemic is at different stages in each location.

3 Focus Areas

Location Status / Country

- * Infection risk
- * Government regulations

Need to be in Site

- * Customer project
- * Efficiency
- * Functions / Teams
- * Opportunity for physical distancing

Employee Situation

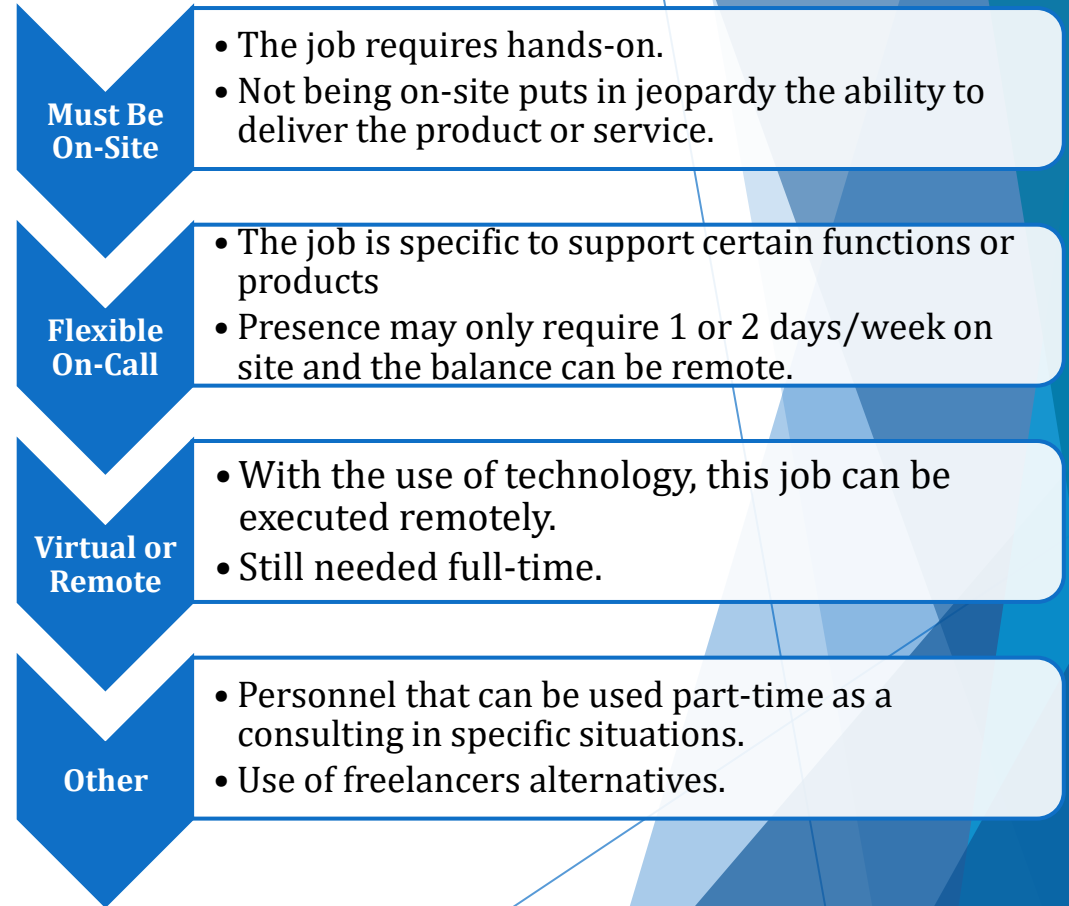
- * Health situation
- * Dependents at home (home schooling, elderly)
- * Home office available
- * Public transport
- * Personal concerns

Infection rates differ by country & location

Country, Other	Total Cases	New Cases	Total Deaths	New Deaths	Total Recovered	Active Cases	Serious, Critical	Tot Cases/ 1M pop	Deaths/ 1M pop	Total Tests	Tests/ 1M pop
World	2,725,920	+2,876	191,061	+142	745,905	1,788,954	58,676	350	24.5		
USA	886,709	+267	50,243	+7	85,922	750,544	14,997	2,679	152	4,775,625	14,428
Spain	213,024		22,157		89,250	101,617	7,705	4,556	474	930,230	19,896
Italy	189,973		25,549		57,576	106,848	2,267	3,142	423	1,579,909	26,131
France	158,183		21,856		42,088	94,239	5,053	2,423	335	463,662	7,103
Germany	153,129		5,575		103,300	44,254	2,908	1,828	67	2,072,669	24,738
UK	138,078		18,738		N/A	118,996	1,559	2,034	276	583,496	8,595
Turkey	101,790		2,491		18,491	80,808	1,816	1,207	30	791,906	9,390
Iran	87,026		5,481		64,843	16,702	3,105	1,036	65	389,507	4,637
China	82,804	+6	4,632		77,257	915	57	58	3		
Russia	62,773		555		4,891	57,327	2,300	430	4	2,401,616	16,457
Brazil	50,036	+544	3,331	+18	26,573	20,132	8,318	235	16	291,922	1,373
Belgium	42,797		6,490		9,800	26,507	993	3,693	560	179,666	15,502
Canada	42,110		2,147		14,761	25,202	557	1,116	57	634,917	16,822
Netherlands	35,729		4,177		N/A	31,302	1,008	2,085	244	187,000	10,913
Switzerland	28,496		1,549		20,600	6,347	386	3,293	179	227,554	26,293
India	23,502	+463	722	+1	5,012	17,768		17	0.5	541,789	393
Portugal	22,353		820		1,201	20,332	204	2,192	80	300,525	29,473

Understanding Workforce Needs

- ▶ **Understanding the Workforce Needed** at your site is Step #1
- ▶ **Understanding the job** based on whether it can be done remotely or not, taking into consideration:
 - ❑ The specifics of the job; and
 - ❑ Extent of Remote Work possible
- ▶ Then, when looking at **employees**, it is important to keep into consideration:
 - ❑ Vulnerable population (older and ill).
 - ❑ Dependents at home (home schooling, elderly)
 - ❑ Availability of Home Office.
 - ❑ Need to use Public Transportation.
 - ❑ Other Concerns



Establishing the RTW Timeline

Every site is undergoing their own timeline, therefore is important to understand where that is to determine how to minimize risk for people, by taking into consideration:

- Shelter at home provisions
- Local Public Health Readiness
- Return of Demand
- Current Site Status

Phase 1:

Operating with High Restrictions: 1 to 3 months, 20% of people

Phase 2:

Operating with Partial Restrictions: 3 to 9 months, 40% of people

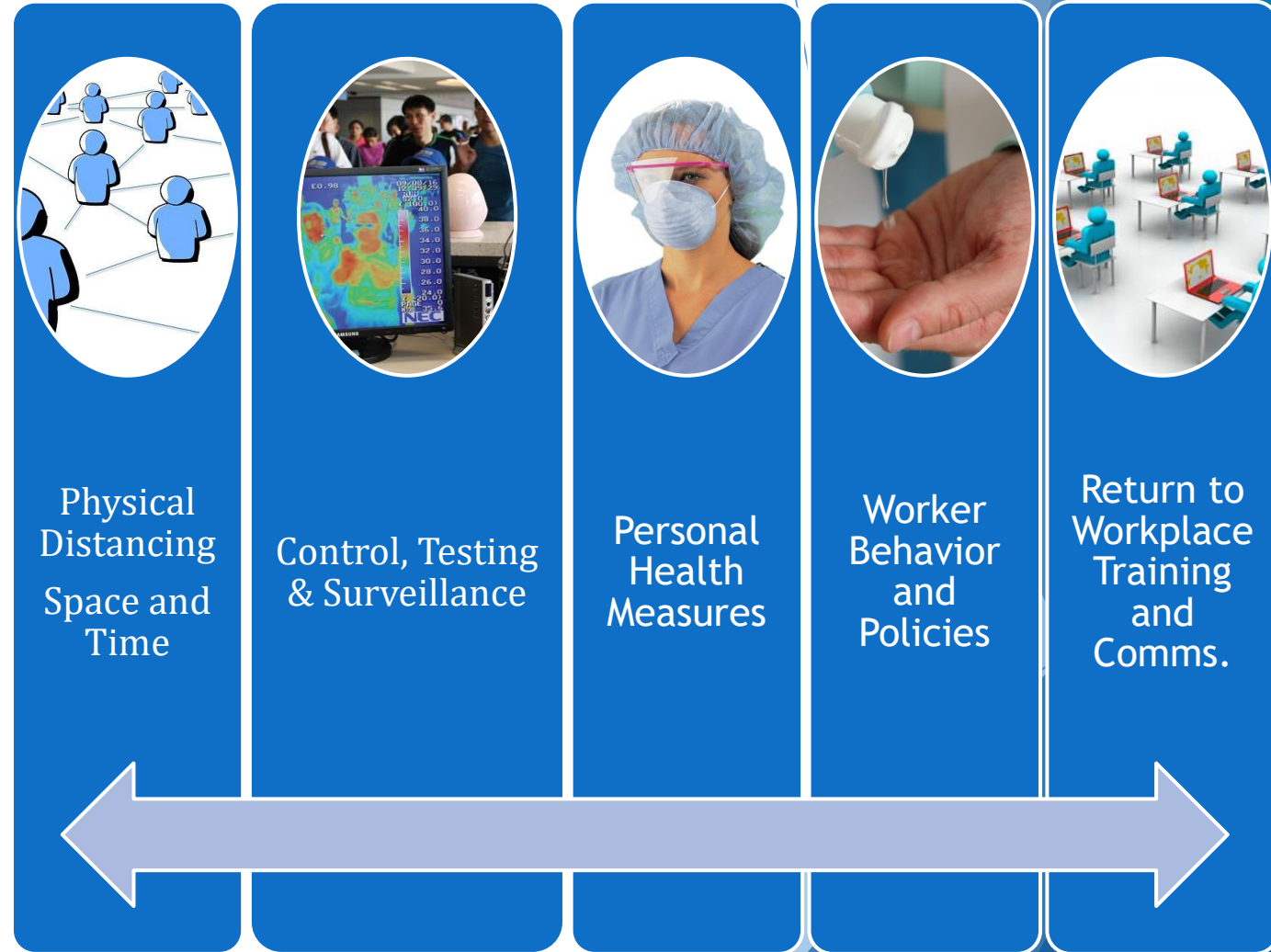
Phase 3:

New Normal Operations
After 9 months, increase Final 40% of people

Implementing the Plan

Changing the status quo is key to introducing the safe workplace based on physical distancing. So, each site must identify the processes & procedures to minimize the risk of contagion by:

- Adopting Safe Workplace policies and local Authorities requirements
- Understanding site capacity to handle the needed employees in accordance to new Policies. This needs to comprehensively look at Services, Social Areas and Capacity Constraints.
- Assess Site Readiness constantly and ensure new processes are implemented before bringing back people.



Examples of Safe Workplace Solutions

Physical Distancing: Space and Time	Control, Testing and Surveillance	Personal Health Measures	Worker Behavior and Policies	Return to Workplace Training and Comms.
<ul style="list-style-type: none"> • Prepare factory with visual clues to indicate how people should queue. • Install touch free handles, • Implement Partitions in Breakroom tables and in buses. • Where not possible to implement any partitions, shift staggering is an option. • When working in the office, also determine that proper distance can be maintained while at the desk, reduce meeting rooms use and cut short its capacity. 	<ul style="list-style-type: none"> • Establish a Temperature Screening protocols and isolation procedures. • Define a Track and Contact Tracing Process. Including what to do with Suspect and confirmed cases. • Define a Testing Strategy by adopting certain approved tests or labs. This to help clear critical employees. • Determine Sanitization, Cleaning and Hygiene standards for each area, frequency and methods. • Increase Air changes in Ventilation systems. • Restrict access to non-authorized employees. • Audit Readiness. 	<ul style="list-style-type: none"> • Determine the PPE required. If no physical distancing is possible, then PPE Provision is an alternative: Face masks, globes, face shields, etc. • Provide Sanitizing Gel in general areas and in across the site where can be easily accessible. • Implement reminders for people to increase hygiene from hand wash, and avoid touching their faces, also to keep distance among co-workers at all times. 	<ul style="list-style-type: none"> • Work From Home Policy for Virtual and flexible employees. Provide tools to make sure people will have what they need. • Encourage self-reporting, if anybody display symptoms they should self-quarantine. Be clear on what is your policy around this. • Establish Visitor and Travel Restrictions. Risk approach is key. 	<ul style="list-style-type: none"> • Do not assume people will know what the lines on the floor mean, it is important to provide in advance training on what is going to be new when they return. • Provide a clear instruction about Temperature screening and what happens if test is not pass. • Communicate what are the expectations for everyone under this new normal.