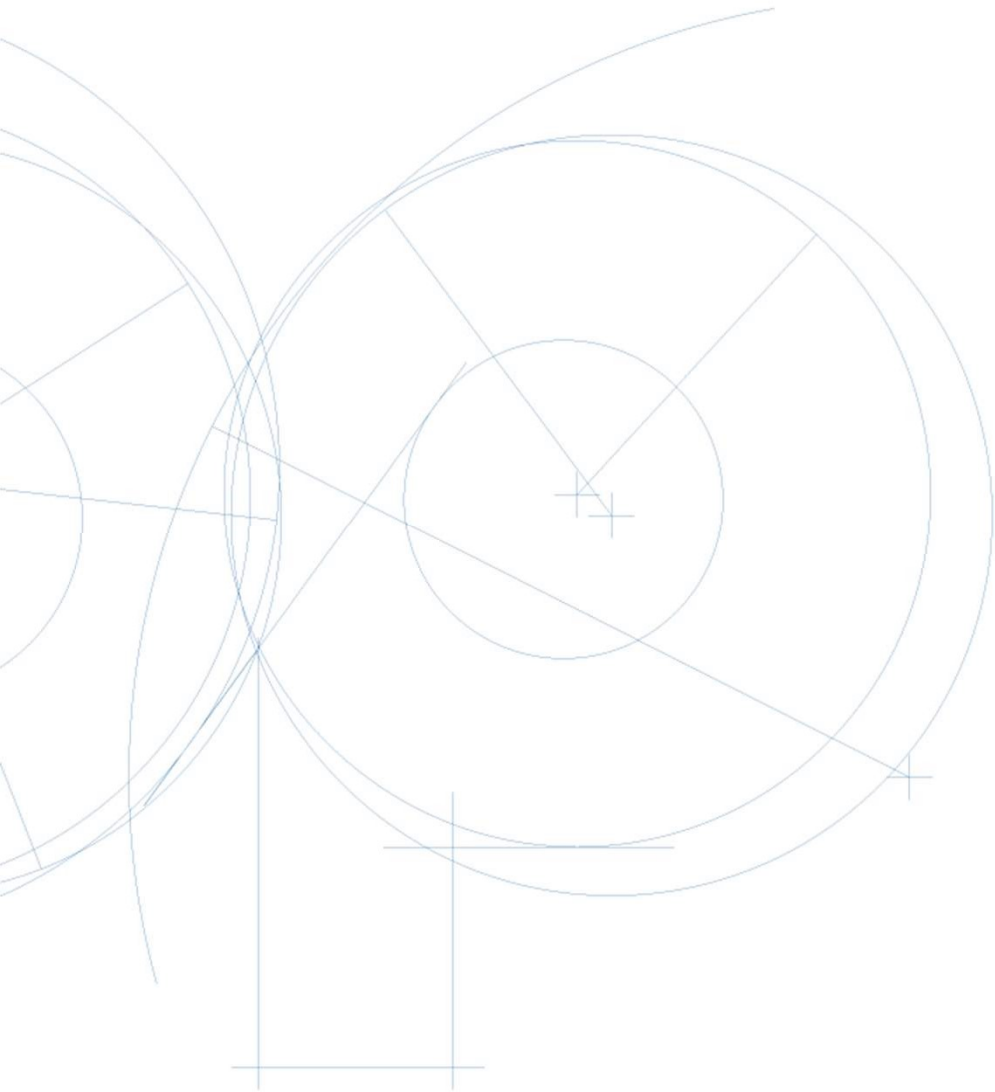




Global Sanitary Crisis

Restarting Our Operations Safely

APRIL 2020_ V3



CONTENTS

- **Global Overview**
 - ✓ **Decision Matrix** 4
 - ✓ **Key Streams** 5
 - ✓ **Lead Time** 6

- **4 Key Streams**
 - ✓ **EHS** 8
 - ✓ **Supply Chain** 30
 - ✓ **HR** 39
 - ✓ **Quality** 49

- **Punch List** 57

Global Overview – Safe Restart Process

INTELLIGENT EXTERIOR SYSTEMS



Decision Matrix > GO SOP with OEM Commitment and PO Readiness

4

Client Request

Are there enough details and sufficient commitment from the client?

- ✓ Shift model validated
- ✓ Volumes committed
- ✓ Commitment on cost allocation if delay in SOP

Will PO be ready for SOP ?

- ✓ EHS measures: 2 weeks lead time + Covid PPE availability (masks,...)
- ✓ Supply base availability
- ✓ Quality preparation
- ✓ Financial validation

GO from IES Executive Committee

4 Key Streams – Summary

EHS

Guarantee safe conditions for operations

- 2 weeks implementation
- **2 key milestones**
- Covid PPE ready for Start-up Team (W-3)
- Covid PPE ready for Production Team (W-1)

Supply Chain

Guarantee delivery from our suppliers

- To be validated before GO to customer
- Expected 2,5 weeks implementation (12 days)

HR

Guarantee the return of employees to work

- 1,5 week negotiation with Work Council
- Keep weekly communication
- Specific pre-training to take before returning to work

Quality

Guarantee skilled people, process & product readiness

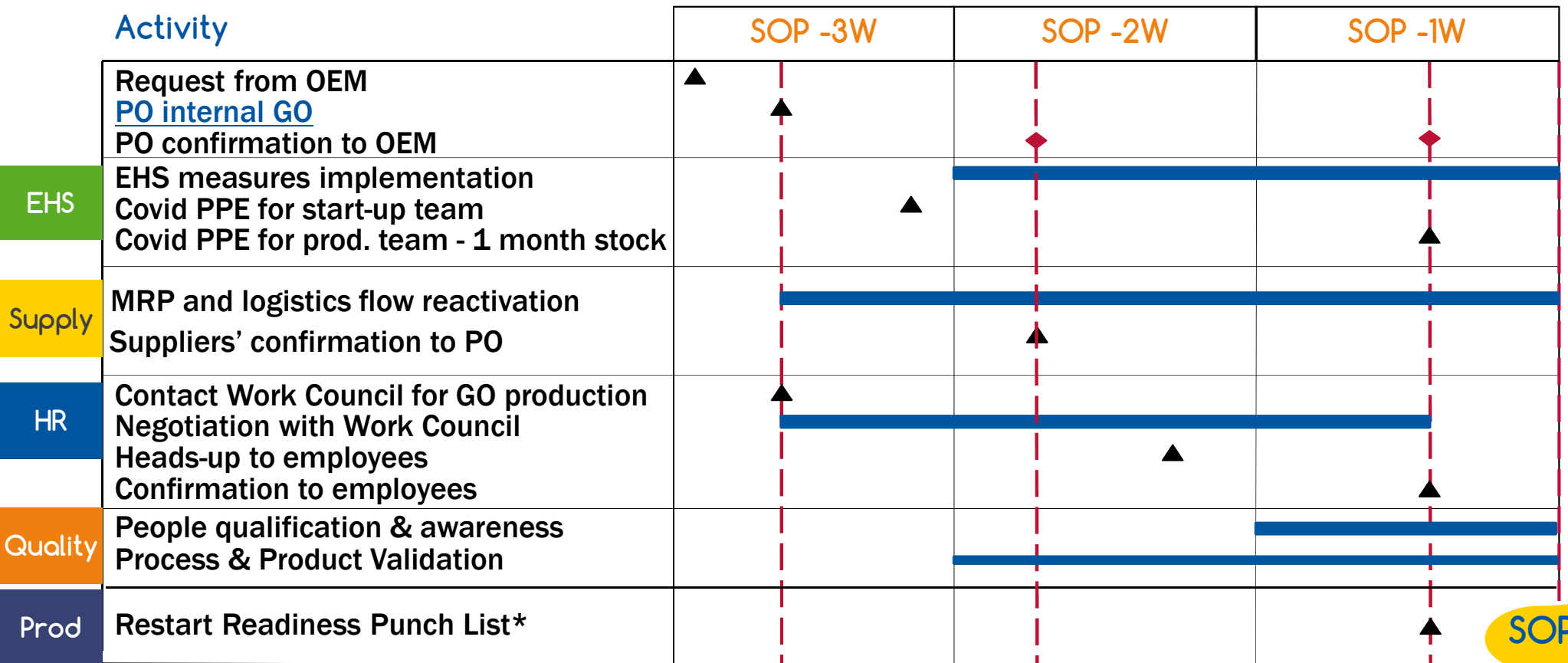
- 2 weeks implementation
- Components OK Q
- Skilled People in place
- Process validation
- Product validation
- Start-up Checklist
- Q Wall on TOP ISSUES

MANDATORY DEDICATED RESOURCES



Everyone must wear the Covid PPE, including the Start-up Team
Appoint a Covid PPE manager by plant, country, Division
Supplier Shortage Management Cell

3 weeks lead time between OEM request and Start of Production



*See last part of this document

Organization

SAFE START TASK FORCE

✓ At every level of the organization, a Restart Task Force headed by the General Manager to anticipate staff return, plant disinfection, epidemic prevention publicity, material preparation, etc., must be in place.

SAFESTART ACCOUNTABILITY MATRIX

Accountability	Function	General / Plant Mgr	HSE Mgr	HR Leader	Prod Mgrs	Supply Ch Mgr	Other Mgrs	MRO Mgr
Lead Task Force		R						
Implement 15 Fundamentals		R	C	C	C	C	C	C
Respect 15 Fundamentals		R	R	R	R	R	R	R
Ensure compliance of SSP with all EHS requirements			R					
Ensure availability of Covid PPE			R					C
Supply shortage management						R		
Safe Start pre-training completed for all employees, including temps				R				
Safe Start training on Day 1 completed for all employees, including temps				C	R	R	R	
Safe Start audits completed and compliant with SSP		R	C					

CONFIDENTIAL

EHS Safe Restart Process



INTELLIGENT EXTERIOR SYSTEMS

THINK SAFE, WORK SAFE, BE SAFE





PROTECT EMPLOYEES FROM CONTAMINATION

Prevent virus from entering the building via personal & material flows

Prevent cross-contamination between people & material

- Reduction of collective contacts
- Office and shop floor disinfection
- Workers individual protection

Train employees on general rules

Enforce strict application of rules

- Lead by the Plant Director
- Regular audit

Continue to apply Crisis Management Procedure

- Confirmed cases, Quarantine rules...

Restart Process > Manufacturing Sites, Tech Centers

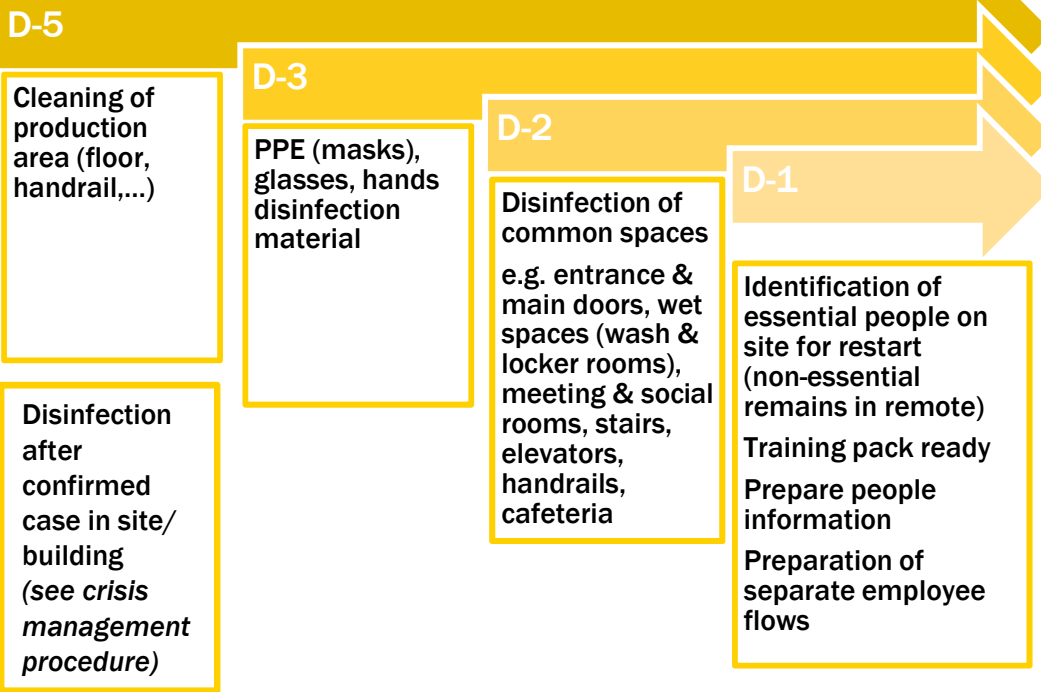


THINK SAFE, WORK SAFE, BE SAFE

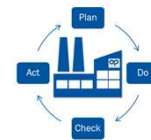
Safe restart preparation

Safe work conditions

R
E
S
T
A
R
T



People



Process & Facility



Flows & Material

15
Fundamentals

CONFIDENTIAL

Restart Process > Administrative Facilities

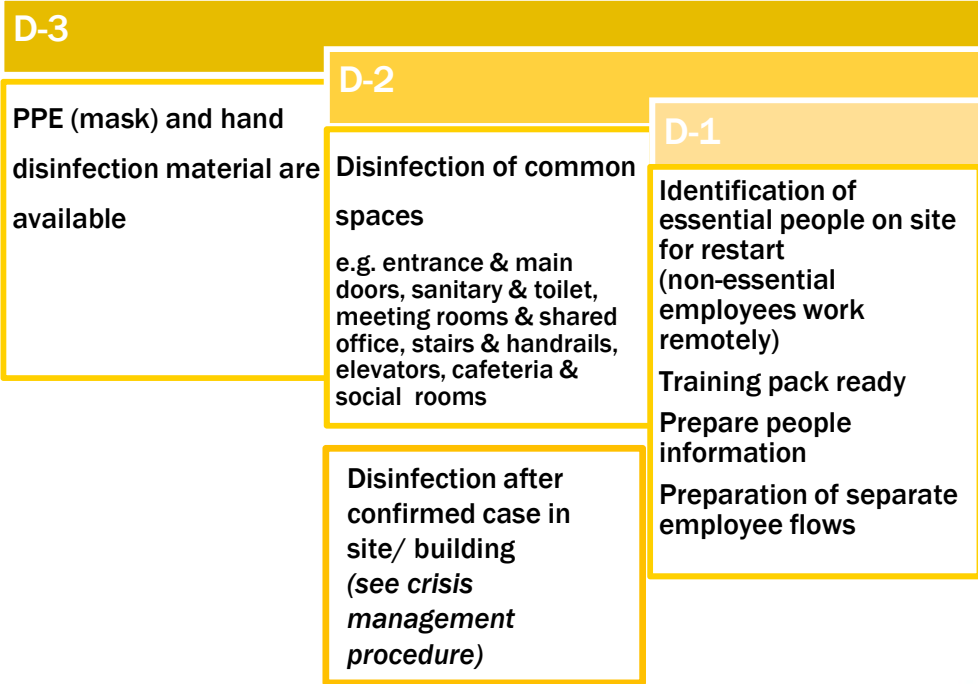


THINK SAFE, WORK SAFE, BE SAFE

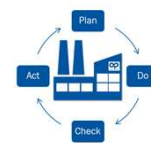
Safe restart preparation

Safe work conditions

R
E
S
T
A
R
T



People



Process & Facility



Flows & Material

15
Fundamentals

CONFIDENTIAL

15 Fundamentals: People, Process, Flows



12

1. Reduction of collective contacts
2. Screening and individual protection
3. Training and information
4. Avoid cross-contamination: Meeting Rooms
5. Avoid cross-contamination: Office workstation
6. Avoid cross-contamination: Meals & Canteen
7. Avoid cross-contamination: Workstations
8. Avoid cross-contamination: Shopfloor & Workstations
9. Avoid cross-contamination: Shopfloor cleaning
10. Sanitary standards
11. Employee flows
12. Employee flows, Transportation, Car sharing
13. Supply Chain areas; Logistics
14. Supply Chain areas; Inbound & Outbound logistics
15. Daily Auditing process

THESE ARE THE MINIMUM REQUIREMENTS



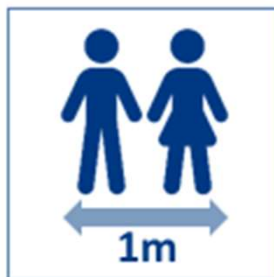
IN CASE I HAVE ONE OR SEVERAL SYMPTOMS:

- Feeling feverish
(muscular or articular pain)
- Fever from 37.5° C
- Difficulty breathing
- Cough
- Intense tiredness
- Loss of taste and smell



- I DO NOT COME TO WORK
- I CONTACT MY DOCTOR

Fundamental 1: Reduction of collective contacts



Close locker rooms/ reduce volume of stuff in locker rooms

- ✓ Employees enter and leave the site with work clothes
- ✓ Specific organization for special cases, like maintenance, cleaning, paint rooms, to be defined case by case

Whenever possible, block all doors and gates in open position

Avoid exit and entrance shift crossing

No team meeting between different shifts

- ✓ Use flipchart to communicate TOP5 problems to next shift

Keep a distance

- ✓ Keep a minimum distance; don't stay and walk in groups

Follow the basic hygiene rules

- ✓ Don't touch your face
- ✓ Wash your hands regularly
- ✓ Sneeze in disposable paper tissue or inside your arm

Fundamental 2: Screening and individual protection



15



Application of health self-monitoring policy for employees

- ✓ Check your temperature before you go to work
- ✓ Contact to verify cases, identify symptoms – stay at home & contact HR

Check temperature of every person entering the plant (including customers & suppliers) where legally allowed

- ✓ Individual control at entrance

Use self-questionnaire for visitors (including customers, suppliers) and contractors

- ✓ **Check whoever enters the plant**
- ✓ From the first time on, and at least once a week

Each employee must use safety glasses in the plants; use recommended in all other locations

Use a mask when you enter the Plastic Omnium premises

- ✓ **Surgical mask for all employees**
- ✓ Use of « alternative » masks should be evaluated in compliance with country legislation



Fundamental 3: Training and information



HOW YOU CAN ACT TO PREVENT CORONAVIRUS COVID-19



Maintain good personal hygiene

- Wash your hands frequently, with soap and water.
 - Additionally, use alcohol-based hand sanitizer.
 - Cover your coughs and sneezes.
 - Use disposable tissues and throw them away in a closed bin after first use.
- Reinforced cleaning and disinfection procedures have been implemented in the highly frequented areas of our site.*



Check your temperature

If your temperature exceeds normal limits, you will be required to stay home.



Limit potential exposure

- Do not share personal items, food and drinks.
- Ensure meat and eggs are thoroughly cooked before consumption.
- Do not travel unless absolute necessity (exceptions subject to Division CEO's validation).
- Working remotely can be considered; discuss with your manager.



Avoid close contacts with people

- Do not shake hands, hug or kiss people.
- Keep at least 1-meter distance with other people.
- Limit face-to-face meetings. Favor phone or videoconference meetings.
- Avoid activities where you are likely to be exposed to large groups of people.
- Respect flow instructions in site entrance or canteen.



Restrict visits

- Limit external visits.
- Visitors will be required to declare if they have been travelling recently and whether they are sick. They will have their temperature taken.*



You have a duty of information

Symptoms of Covid-19 include fever, sore throat, cough, shortness of breath, muscle aches and diarrhea.

- If you develop symptoms or if you are in contact with a sick person:
- Please seek immediate medical attention.
 - Report to your hierarchy and to the HR Department.

Act for your own safety
and for the safety of your colleagues!



Deploy and display sanitary rules

- ✓ Display rules at every entrance / lobby of plant, building
- ✓ Display rules at every information station and meeting point
- ✓ Posters should be at least in the local language and in English (more if applicable)

Visitor and contractor rules

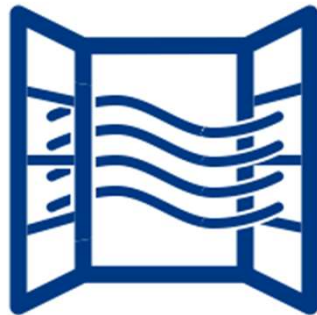
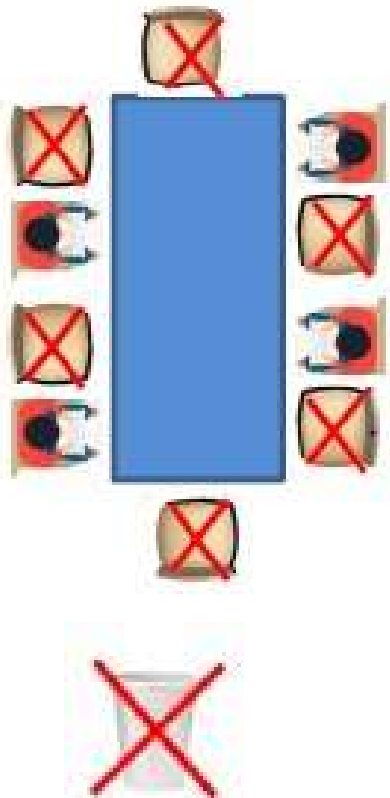
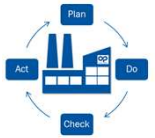
- ✓ Display and communicate PO sanitary rules to all visitors, contractors and truck drivers who enter the plant
- ✓ Display at least in country language and English, more if applicable

Training

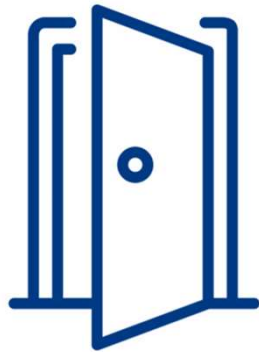
- ✓ Train every employee on sanitary rules on the 1st day of work
- ✓ Train every employee on how to use masks



Fundamental 4: Avoid cross-contamination – Meeting Rooms



15 min



Meeting rooms action plan

- ✓ **Keep a distance** - “one chair free”
- ✓ **Limit face-to-face meetings**
- ✓ **Visual standards to be displayed & respected in each meeting room**
- ✓ **It is forbidden to leave objects in the room after the end of the meeting**
- ✓ **Air the room for 15 minutes between meetings**
- ✓ **Wipe the table prior to the meeting: remove cups, etc.**
- ✓ **Air Conditioning should be shut down**

Encourage home office wherever possible

Fundamental 5: Avoid cross-contamination – Office workstations



18



- ✓ **Rotations** are organized to ensure that a percentage of the workforce is present on an equitable basis (target: one-third, if achievable)
- ✓ Employees must **remain at the same workstation** during the day
- ✓ **Employees don't share** pens or other office tools
- ✓ At the end of a work session or after early release of a workstation, it must be **cleaned and disinfected**
- ✓ Positions are organized to **avoid face-to-face work**
- ✓ **Disinfection** of all screens and keypads every 8 hours
- ✓ **Disinfection of toilets** every 2 hours
- ✓ Use of a logbook for every disinfection operation
- ✓ **Air Conditioning should be shut down**

Fundamental 6: Avoid cross-contamination – Meals & Cafeteria



19



Employees are encouraged to come with their lunchbox.

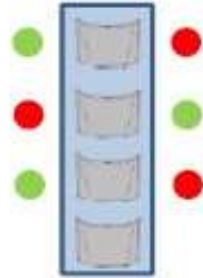
If they go to the company Cafeteria:

- ✓ Minimal meal choice
- ✓ Payment preferably via company badge or contactless card
- ✓ Keep at a distance from other employees
- ✓ **It is forbidden to eat face-to-face**
- ✓ Staff in charge of preparing or distributing meals wash their hands at least every hour and are equipped with:
 - Mask
 - Mob cap
 - Disposable blouse
 - Gloves
- ✓ Cleaning and disinfection of premises / equipment
- ✓ Cleaning and disinfection of contact points (ex. trays) every 2 hours
- ✓ Increased cleaning and disinfection of changing rooms and washrooms

Fundamental 7: Avoid cross-contamination – Workstations

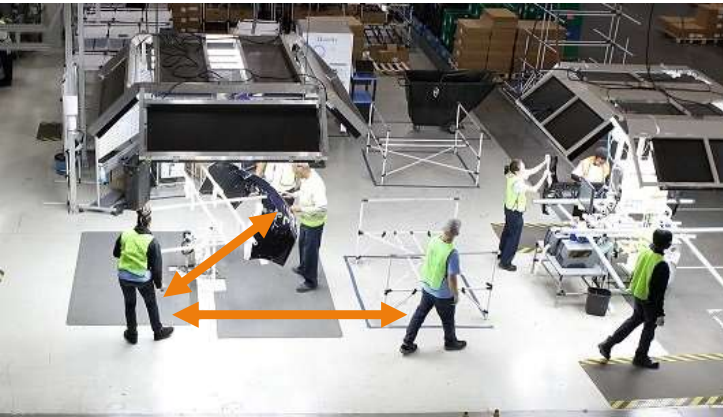


20

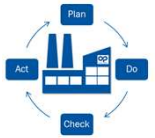


Wherever possible:

- ✓ Target: limit one operator per station
 - ✓ **Keep a distance between operators**
 - ✓ Wherever possible: sign area with tape
 - ✓ Limit situations involving work with less than 1m between employees
 - ✓ Workstations organized to avoid face-to-face work
 - ✓ Cycle time can be adjusted if possible
 - ✓ Assembly lines balanced to minimize interactions
- TEAM BRIEFINGS ARE CANCELLED**
- ✓ An information sheet allows the sharing of essential information



Fundamental 8: Avoid cross-contamination: Shopfloor, Workstations



21



Hand washing

- ✓ Cleaning is done preferably near the workstation or working cell, with hydroalcoholic gel available
- ✓ Or, if the organization of work allows, hand washing every 2 hrs.
- ✓ Water and soap can also be used

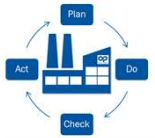
Covid-19 Personal Protective Equipment (PPE)

- ✓ Each employee is provided with **2 surgical masks** daily
- ✓ Each employee is provided with a pair of **safety glasses**
- ✓ Plant Management ensures that all PEEs are stored in a fully secured room with access control



Wearing the Covid-19 Protective Equipment is MANDATORY

Fundamental 9: Avoid cross-contamination – Shopfloor cleaning



Once per shift



3h

Shopfloor

- ✓ **Disinfection** of screens, keypads and buttons at every shift change or job rotation; wipes can be used
- ✓ Hand tools (ex: deburring equipment, screw drivers) are disinfected at every shift change or job rotation
- ✓ Push rack handles should be disinfected once per shift
- ✓ Washing of the workshop aisles is organized at a frequency of once per shift
- ✓ **The toilets and washroom facilities are disinfected once per shift, and ideally every 2 hours**
- ✓ Logbook filled out for every disinfection operation

Material deliveries

- ✓ All parts and packages received from external suppliers are put in a "buffer" zone for 3 hours

Fundamental 10: Sanitary standards



Plant Management will ensure that the cleaning services comply with the local disinfection regulations

Cleaning equipment

- ✓ Wet wipe with water and soap

Advance cleaning - disinfection

- ✓ Wet wipe with a mix of water and surface disinfection

Waste bin

- ✓ Separate and closed waste bins for masks and infected material

Periodicity

- ✓ Disinfection performed once per shift and ideally every 2 hours



Fundamental 10: Sanitary standards in detail



24

Area	Item	Minimum Frequency	Method
Changing room	Locker (inside and outside)	once per shift	Wipe surface with chlorinated disinfectant
Office / Changing room / Laundry / Passage Hall / Lab	Handrail, doorknob, passage, table, floor	once per shift	Wipe surface and mop floor with chlorinated disinfectant
	Keyboard, mouse, phone	every 8 hrs.	Wipe surface with chlorinated disinfectant or alcohol
Automatic Dispensers	Food, beverage, PPE	every 2 hrs.	Wipe surface with chlorinated disinfectant or alcohol
Washroom	Doorknob, table, floor, faucet, toilet	once per shift	Wipe surface and mop floor with chlorinated disinfectant
Production Area	Table, passage, doorknob	once per shift	Wipe surface and mop floor with chlorinated disinfectant
Special Garbage	Scrapped mask	once per shift	Spray to moist and tighten the plastic bag mouth before scrap
Garbage Bin	Normal garbage and bin	collect garbage once per day, clean bin once per day	Clean bin with water and disinfectant
Warehouse	People traffic area / handrail, doorknob	every 2 hrs.	Wipe surface and mop floor with chlorinated disinfectant
Shuttle Bus	Air	before and after use	Spray
	Compartment (seat, handrail, doorknob, floor, air conditioner)	before and after use	Wipe surface, mop floor, clean air filter with chlorinated disinfectant

Fundamental 11: Employee flows



25



Separation of flows through physical barriers or markings wherever possible

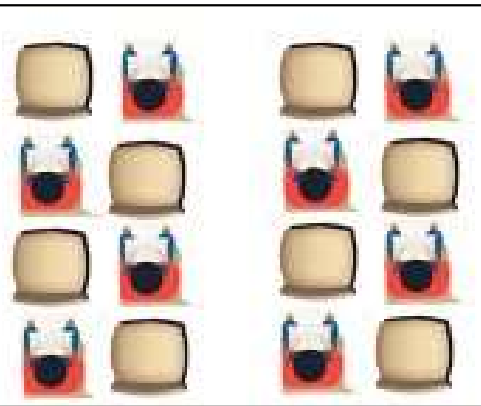
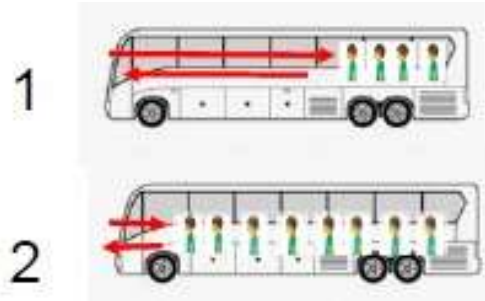
Markings on the ground defining spacing to be respected and installation of the paths to be followed

- ✓ Employee entrance
- ✓ Visitor reception
- ✓ Drivers reception
- ✓ Collective areas
- ✓ Coffee machine
- ✓ Beverage dispensers
- ✓ Sinks...

Avoid exit and entrance shift crossings

Whenever possible, all doors and gates should be blocked in open position

Use of turnstiles should be avoided

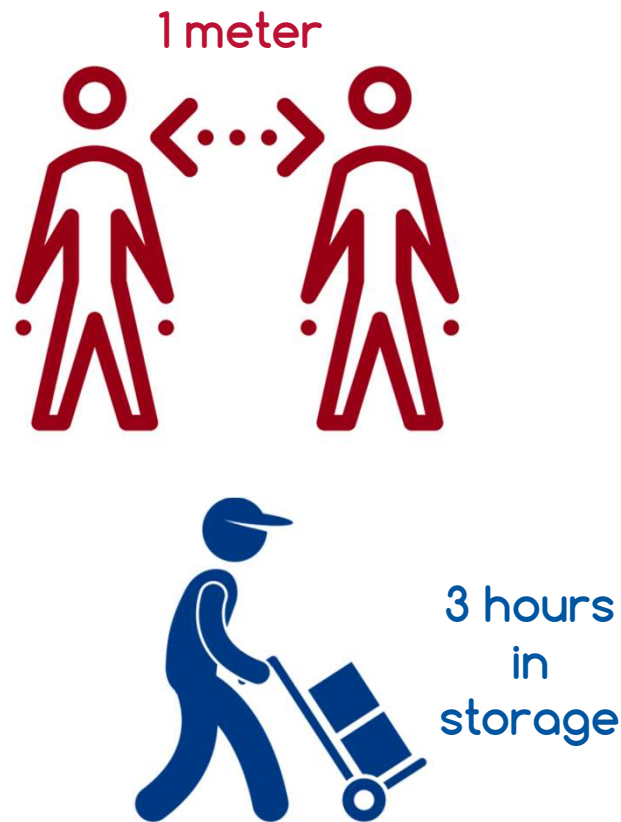


Collective transportation

- ✓ Favor individual transport
- ✓ Double company transport if occupancy rate >50%
- ✓ Collective transport is only possible with a mask
- ✓ The first people to get on the bus must sit at the back, then fill the bus up to the front
- ✓ The bus is emptied from the front. Objective = zero interaction
- ✓ People must sit in staggered rows, i.e. not all people have a window seat
- ✓ Buses must be cleaned before and after each trip

Car sharing instructions

- ✓ Wash hands before & after trip
- ✓ Maximum 2 pers. – Driver & one passenger in rear seat opposite
- ✓ Both driver and passenger must put on their surgical masks before getting on



Instruction on logistics activities (parcel reception)

- ✓ The basic principle is to maintain a **minimum distance of 1 m** between all employees involved (if possible)
- ✓ Trays and tables are used to prevent any physical contact with the delivery person
- ✓ As much as possible, the parcels will not be handled immediately (wait for 3 hours).

Otherwise, the recipient will have to wear protective gloves.



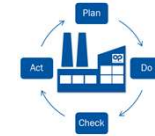
Inbound or outbound vehicle logistics instructions

- ✓ At site entrance, the driver must report to the receptionist
- ✓ For all documents to fill out, the driver must use his/her own pen
- ✓ **The driver fills out the visitors health questionnaire**
- ✓ The driver gets his temperature measured
- ✓ The driver transmits his transport documents to the reception desk
- ✓ The driver follows the site instructions and goes to the loading/unloading area
- ✓ Transport documents are validated by the driver according to a procedure agreed with the site / PO, **which avoids any exchange of documents**
- ✓ Reception employees dealing with packaging wear gloves outside of closed room
- ✓ **Drivers must stay in the cabin truck whenever possible – if not, they must be equipped with masks**
- ✓ Ensure separate toilets for external truck drivers

Forklifts

- ✓ Disinfect forklifts / related engines between shifts, or at each driver change

Fundamental 15: Daily Auditing process



29

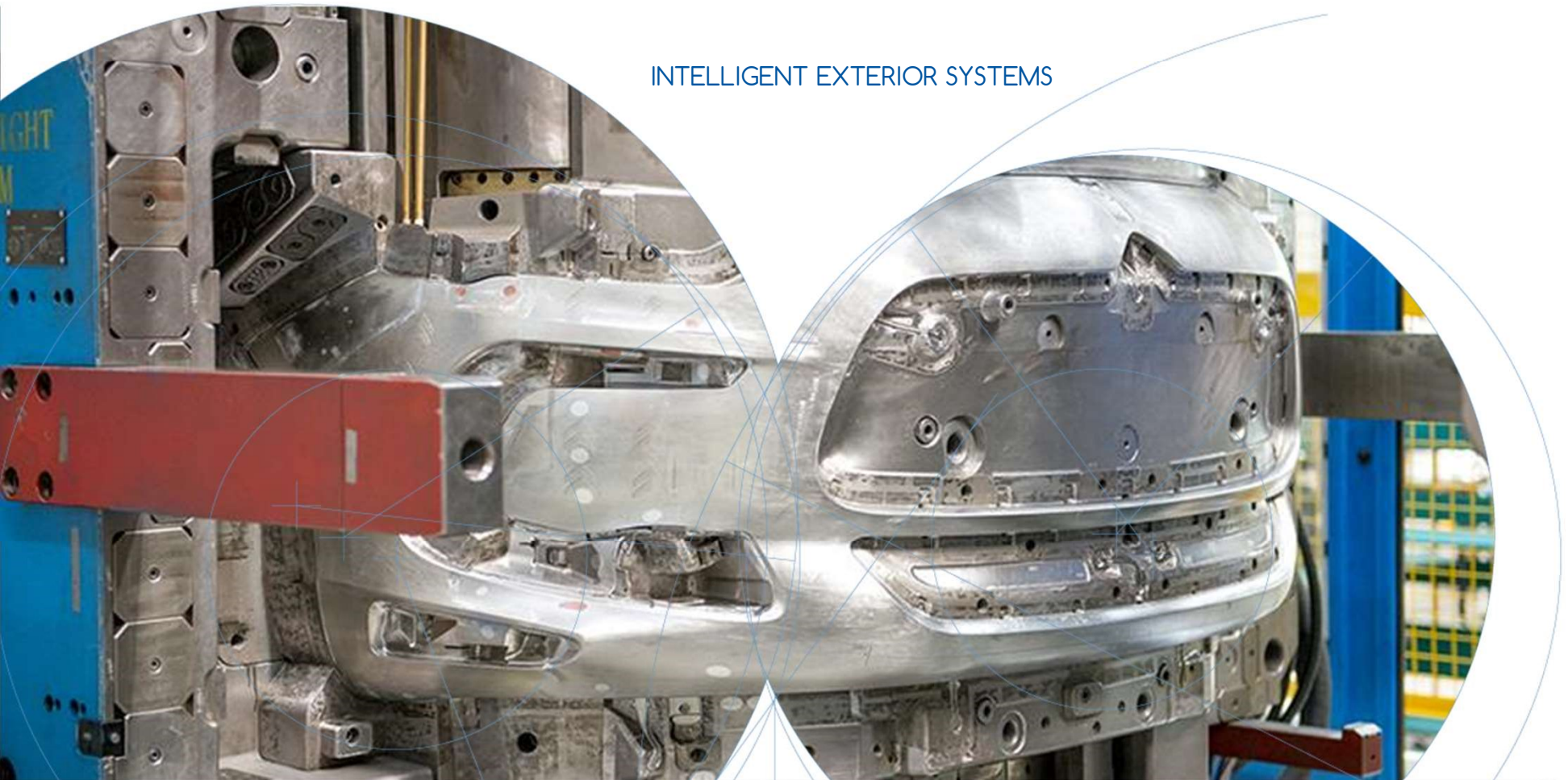


Overall Plant Director responsibility

- ✓ **Organization of an Internal Audit Team to check the strict application of the Fundamentals**
- ✓ **Creation of a specific **Plant Steering Team**:**
 - **Dedicated to monitoring the audit results and corrective actions implementation**
 - **The Team monitors the stock of required material: masks, disinfection products, etc.**
- ✓ **Completion of Audits**
- ✓ **Ensuring traceability of Audits results**

Supply Chain Safe Restart Process

INTELLIGENT EXTERIOR SYSTEMS



General info – Supply Chain

31

- ▶ We consider **12 working days** (a bit more than 2 weeks) are needed to secure the supply chain process and consequently to allow the plant to start in appropriate conditions.

This 12-day planning is indicative: indeed, the customer's timing may jeopardize it. It will be the responsibility of local management to adapt as much as possible to the situation and to answer the business needs.



- ▶ **For the chrome plastic components suppliers**, a letter was sent by Purchasing Organisation to check if a 2 weeks start-up process is ok with them.
For others, the organisation considers the allocated time between the call-offs release (EDI/mails) and the time of SOP as sufficient for our supply base to restart.
- ▶ **It will be key to contact the logistics team, especially Master Planners, Planners rapidly** in order to save time between the official info coming from our Customer regarding his start up and the release of our orders to our suppliers base.

CONFIDENTIAL

General info – Supply Chain

32

- ▶ It will be key to get the Purchasing organisation (Commodity Buyers) back to work as soon as the plant has released the orders to suppliers.
The Buyers will lead the **Shortage Management Cell** designed to coordinate the actions between the plant supply team and the suppliers.
- ▶ It will be key to ensure that our customers will release coherent EDIs to us in coherence with their official info for the start-up date.
- ▶ The PO plant start up process will start only after the agreement from EXCO, based on the info from the customers escalated by Plant Director: to ensure that all HSE rules are implemented before the SOP and to check that, financially, it is ok to start the plant.



CONFIDENTIAL

Supply Chain Process – Step 1

33



*working days before start-up

- ▶ **Formal Info from Customer /reliable EDI** announcing the customer plant start up.
- ▶ **Alert** Country Director, SC Country and Division (PLB) as well as HSE Country and Division (FA).
- ▶ Try to get Material Planners and Sysco (if possible to check EDI integration) back to work asap.

Reminder We need to ensure EDI are correct from customers. Commercial team to issue letter to customers in order to make them aware about importance of reliable EDI to start our process.

CONFIDENTIAL

Supply Chain Process – Step 2

34



- ▶ **Plant Director /Logistics Manager to contact logistics team for them to come back to work (if not done on Step 1).**
 - ▶ **Minimum : Material Planners, Production Planners, SysCo (to validate customer data)**
- ▶ **If external SILS, Plant Director/Log Manager to ensure external partner is informed and prepare his staff.**
- ▶ **Log Manager to contact transport company/ies to ensure their readiness.**
 - ▶ **Please check with them if there is potential restrictions, or increased leadtimes: transport companies can be very busy and giving to our SC big delays.**
- ▶ **Plant Director/Country Director to contact Purchasing dept to activate buyers team for Day-10.**

Reminder Based on new safety rules, Plant needs to validate output compared to customer's demand (risk of limited output) and validate the required organisation (Master Production Schedule). The Plant Director to contact production team accordingly. SOP Process as a weekend / holidays shutdown startup procedure (Paintshop, Injection, Assembly ..)

CONFIDENTIAL

Supply Chain Process – Step 3

35



- ▶ **Plant supplies team (planners) to run MRP to check stock covers.** Period to cover the MRP needs to correspond to highest leadtime of supplies in order to see any potential shortage.
Important: this needs to be done on Day-11 or -10, not afterwards
- ▶ **Plant supplies team to check supplies in transit** or at transporters/forwarders or blocked in customs.
- ▶ **Paint Mixing room team to check shelf time for paint** and to inform logistics planner in case of any obsolescence. **Same for Glue and SMC material.**
- ▶ **If shortage**, contact immediately supplier and check availability of component/RM with them.

CONFIDENTIAL

Supply Chain Process – Step 3

36



- ▶ **IF shortage not possible to eliminate, alert Division Purchase organization as well as Supply Chain Division and country.**
- ▶ **Implement critical supplier shortlist based on:**
 - **Delivery lead time / transit time**
 - **Critical regions (lock downed)**
 - **Imposed / free suppliers**
 - **Delivery frequency (daily, weekly, monthly)**
 - **Finance and production performance status (to be monitored by Purchasing)**

Reminder Consider potential urgent transport to avoid shortages. Identify at least 2 emergency transport providers. Purchasing to make sure they are activated in PO System.

CONFIDENTIAL

Supply Chain Process – Step 4

37



- ▶ **Consider inventory checks to validate stock cover if necessary on sensitive items where you had stock variances in the past or if leadtime could create issues. Ask 1 or 2 persons during the Day-9 to Day of SOP to conduct inventory checks following HSE rules.**
- ▶ **Implement supply readiness checklist for each supplier and PO – Example:**
 - confirmation from all suppliers to restart production / D-7
 - confirmation from forwarder to run usual business / D-5
 - confirmation from all SC employees to come to work / D-3
(*verify status of employees in mandatory quarantine*)
 - Reporting to SC and Purchasing Top Management

Reminder *If supplier cannot guarantee transport service for DAP, we can offer our help charged back.*

CONFIDENTIAL

Supply Chain Process – Step 4

38



▶ Create Shortage Management Cell

Implement minimum 2 daily reviews (quick calls) with Purchasing and Material Planning team leader, Country SC and Purchasing Commodity Buyers.

▶ Buyers and Logistics team to coordinate in order to identify suppliers at risk.

Reminder Don't order more stocks to ease the follow up process without considering the cash impact for the Plant and the Division. Don't forget to implement CIRA (mandatory) for each incident or identified risk during the period after the start of production.

CONFIDENTIAL

Human Resources Safe Restart Process

INTELLIGENT EXTERIOR SYSTEMS



Contents – HR Safe Restart Process

40

- › Prerequisites on Return to Work
- › Industrial Relations
- › Organization
- › Staffing Plan
- › Communication
- › Training



Assumptions & Prerequisites



RESUMPTION OF ACTIVITIES ON SITE MAY TAKE PLACE:

- ▶ Over several weeks or months
- ▶ Under heavy and strict sanitary measures, at PO and outside PO

PREREQUISITES

Resumption of activities will rely mainly on having our Employees:

1. **In good health** (not infected)
2. **Confident** in the fact their work environment is safe
3. **Available** for work, keeping in mind possible constraints with children, as long as schools are closed
4. In most countries: buy-in needed from **employee representatives** on Restart Plan proposed by PO.

These prerequisites have been taken into account in the Safe Start Playbook.
See also Safe Start Punch List (at the end of this document).

Staffing Plan

- ▶ **Establish a staffing plan** in accordance with activities scheduled before and after SOP.
- ▶ **Ensure people availability:** anticipate possible absenteeism, especially while schools are closed.
- ▶ **If the load is low** and whenever possible, **rotate your staff** so as ensure an equal share of worked days.



CONFIDENTIAL

- ▶ **Ensure buy-in from employee representatives**
(depending on countries: unions, works councils, ...)
 - ✓ Present the overall restart plan and associated sanitary measures as soon as resumption date is known, or even before. Collect questions and inputs.
 - ✓ Adjust plan and communication as needed. In other countries, transparent information about the plan will have to be provided to employee representatives so as to gain trust and support from their side.
- ▶ Besides the formal presentation and even before a target SOP date is known, **ensure informal and frequent communication with employees representative(s)** to anticipate specific requests or potential roadblocks.
- ▶ In some countries, ensure the target SOP date is compatible with commitments on temporary lay off system in place.



Training Matrix

PREVENTION TRAININGS

- ✓ Specific prevention trainings or information have to be available to ensure full awareness of employees on site



TRAINING MATRIX

	All permanent employees	MOD Temps	Plant HSE Mgrs	Contractors	Visitors	Truck drivers
15 Fundamentals - Distant pre-training	X	X	X			
15 Fundamentals - On site on Day 1	X	X				
15 Fundamentals - On-site short training			X	X	X	X
Instant training - Masks	X	X	X			
Instant training - Hand washing	X	X				
Instant training - Chemicals safety handling	Except admin staff		X			

CONFIDENTIAL

Training Process – 15 Fundamentals for all Employees



Distant learning

- Attendance tracking
- Online assessment results

- On-site training (same contents as pre-training)
- Q&A

*Distant learning and assessment currently being developed.
For urgent requests, please contact Fernando ALVES.*

Communication: Staying in contact with Employees

The objective to ensure we keep in touch with all employees throughout the shutdown and during the restart period.

o MANAGEMENT

- ▶ Weekly or bi-weekly **update calls** to be set up with managers (not only site management teams)

o ALL EMPLOYEES

- ▶ Place a special focus on **MOD**, for whom keeping contact with PO is more difficult
- ▶ **Anticipate** a way to reach them rapidly: collect personal phone numbers and/or emails
- ▶ Set up a **voice message with key info** on the site's answering machine and renew it when evolutions occur
- ▶ Prepare an **FAQ** and update it as often as needed

LET'S KEEP IN TOUCH!

PLASTIC OMNIUM
#1 - April 7, 2020

Your Plastic Omnium news during the Covid-19 outbreak
We have prepared a quick update to fulfill your information needs in this particular period.
Feel free to react and to send your suggestions by clicking [here](#).

Topnet

Be safe | Keep informed | Stay together

« In these hard times, I would like to acknowledge the Plastic Omnium teams, who demonstrate remarkable composure and spirit of solidarity, all over the world. Employees' health and adaptation of our organization are our top priorities. We will be ready to bounce back, together with our customers. »
Laurent Favre, CEO

Covid-19 figures

19	+330	63%
colleagues affected	others with symptoms	plants shut down

PO Group Communication e-newsletter

Internal Communication Best Practices to reach all employees

47

▶ Posting local news by email – Weekly or bimonthly

The goal is to inform employees about current Covid-19 status, sanitary measures, expected workload for the coming weeks...

You can use both professional and personal email addresses. For people who do not have an email, use either mass text messaging or voice mail messaging.

▶ Organizing regular Conference calls – Weekly or every 2 weeks

Oral communication remains the most powerful medium.

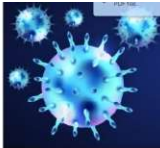
Important - Employees join on a voluntary basis. This is not considered as work. Using Orange Business services, you can invite up to 300 people in your Call.

Your Orange contact: Antoine TAUPIN +33 6 45 02 14 44 - Antoine.Taupin@orange.com.

▶ Connecting employees together with HIVE

PO's new online collaboration and networking platform, available for all employees on computers and Smartphones, without using PO VPN.

For more info, please contact Benjamin CLISSON, Karelle VALLEE or Insafe AKOU.



PREGUNTAS Y RESPUESTAS

Podéis escribir al siguiente correo y preguntarnos cualquier duda en relación al Covid-19 y nuestra empresa.



Covid-19-es@plasticomnium.com



Communication with our visitors on sites: Upcoming video on Safety instructions to be displayed in site lobby.

Quality Safe Restart Process

INTELLIGENT EXTERIOR SYSTEMS



ENSURE A PROPER QUALITY RESTART FOCUSING ON:

Our People

Supplier Quality

Process & Product
Validation

Control of our
Processes

TO GET CUSTOMER SATISFACTION
TO DELIVER THE RIGHT PRODUCT ON TIME

THE PROCESS WILL BE DEPLOYED THROUGH A CHECKLIST CONCEPT based on two Workstreams

- ▶ Customer Requirements
- ▶ PO Specific Requirements
- PROCESS TO BE APPLIED ON:
 - ▶ Serial Production
 - ▶ Aftermarket
 - ▶ CKD
 - ▶ New equipments related to Launches
 - ▶ Any other specific activity



WHAT TO DO > WEEK -2

51

○ NEW CLEANING PRODUCTS TO BE USED FOR DISINFECTION (GEL, WIPES, SPRAY...):

- ▶ Validation by **Central Laboratory** based on Technical Data Sheet
- ▶ Compatibility approval vs PO processes to be obtained
 - ▶ Planned cw15 in any case



○ PRODUCTS WITH A LIFE TIME / EXPIRATION DATE

- ▶ **TO CHECK 100% of the products in the plant will still be valid at SOP and will be in sufficient quantity for coming weeks**
 - Control of the obsolescence of products (raw material, resin, glue, tape, paint....)
 - Control of the obsolescence of WIP and FG

○ QUALITY SUPPLIER CHAIN

- ▶ Establish short list of critical suppliers to audit
- ▶ Establish half-day audit concept to be performed week-1 and week of SOP
- ▶ Supplier readiness tracking

CONFIDENTIAL

WHAT TO DO > WEEK -1 (Process Restart)

INCOMING INSPECTION

- ▶ Conduct incoming inspection on critical items
 - e.g. : glue, tape, paint, specific WIP such TG Inner and Outer

PEOPLE

- ▶ Right level of skilled people available (based on training matrix)
- ▶ Creation of an **Absence Cover Crew** if necessary

SHOPFLOOR

- ▶ Red bins must be empty
- ▶ Semi-processed parts to be scrapped (with declaration)
- ▶ Rework station to be emptied (with declaration) OR confirm all checks have been carried out
- ▶ Any suspected product to be properly segregated
- ▶ Check product integrity following a long period of storage: WIP on trolley, WIP hooked in a transtocker or in a shopstock.... => **Distortion & Cleanliness**
- ▶ Check **FINISHED GOODS** conditions at PO sites, at SILS and at Customer site (when PO responsible till Point Of Fit)
- ▶ Specific control of the product being stored as **masked** (by glue, by tape): unmasking check



MAINTENANCE

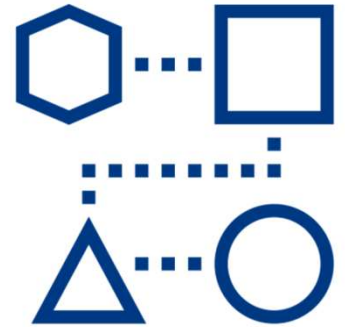
- ▶ Control of **maintenance products stock** (wipes...), products used for production (oil, chemicals.....) & spare parts

WHAT TO DO > WEEK -1 (Process Restart)

53

○ PROCESS

- ▶ Confirm no **modifications** were done during the shutdown
- ▶ Establish list of any **maintenance** operation done during the shutdown:
if any, specific **control** is needed
- ▶ During the restart phase, if a program (robot, PLC...) is lost and reloaded from external storage (hard disk, USB...) **escalation** is MANDATORY and a specific **control** is needed
- ▶ Process parameters to be checked
- ▶ **Poka-yoke** are ON and confirmed working (red rabbit)
- ▶ **Traceability** devices are ON
- ▶ Information System are ON : MES, SAP, RFID, SCADA, Supervision System, MATEC, SQP...
- ▶ Check **disinfection products** do not contain silicon



WHAT TO DO > WEEK of the SOP: Products Specific Controls*

54

INJECTION

- ▶ **Weight**
- ▶ **Dimensional**
- ▶ **Appearance**

PAINT

- ▶ **Wettability: 100%**
- ▶ **Adhesion: each silhouette, full surface check**
- ▶ **Color: each first mast of each color**
- ▶ **Orange peel: each first mast of each color**

BONDING

- ▶ **Glue bead: weight, width, thickness, location**
- ▶ **H0 test of each silhouette**

ASSEMBLY

- ▶ **Welding integrity: pull out force check vs spec / control plan**
- ▶ **Punching: geometry**



**On top of the standard control plan*

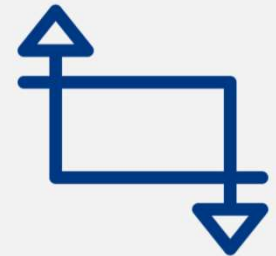
PEOPLE

- ▶ Check **availability** of the right people with the proper skills
- ▶ Management awareness on restart related **risks**
- ▶ At strategic points, **display a message** asking all employees to **read their SWI** before start of production (*reminder: team meetings are currently forbidden*)



CONTROL

- ▶ **Quality Wall on Top Issues** to have a quick reaction and escalation in case of deviation
 - ✓ To be removed by period of 24h if nothing found
- ▶ Apply the Start-up Checklist to confirm **Customer Compliance**
 - ✓ Reinforce LPA audit during week of SOP (1 audit per day per area)



CONFIDENTIAL

Punch List Safe Restart Process

INTELLIGENT EXTERIOR SYSTEMS



Restart Readiness - Punch List Report

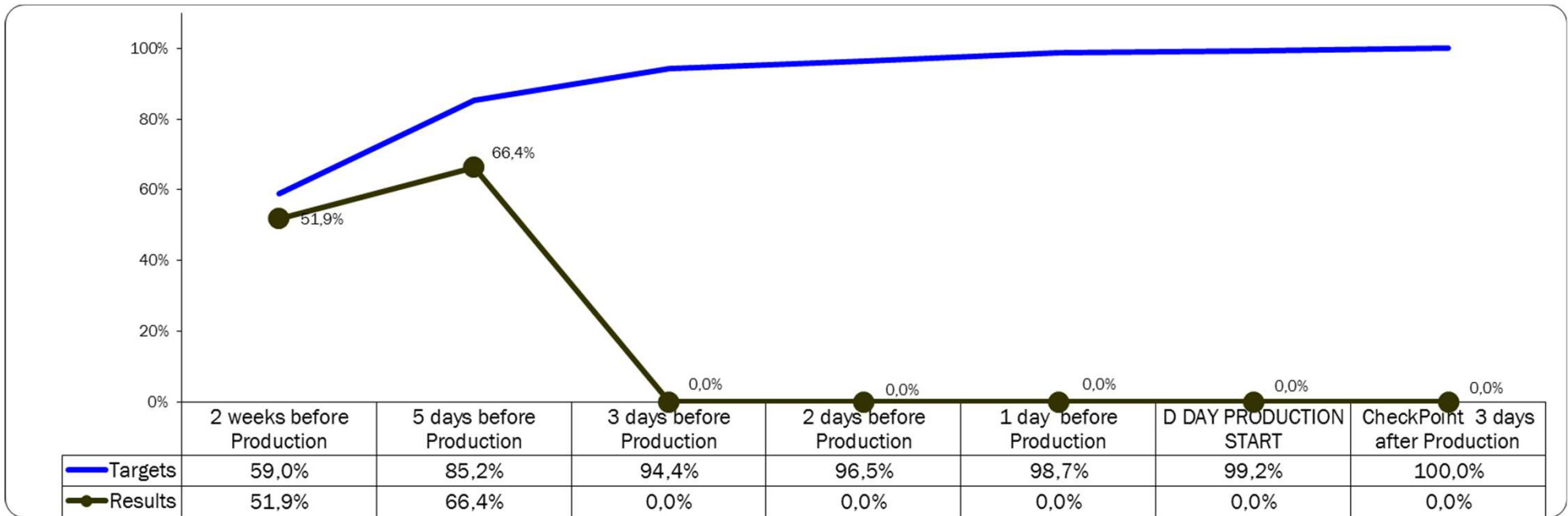
This Punch List is based on the following presentation versions : Safe Start HSE v12 - Safe Start SupplyChain V4 - Safe Start HPI V04 - Quality Booklet V4

Restart Readiness no1	Date:	NEXT Restart Readiness date :
Plant:	Assessor(s):	Expected SOP return to work

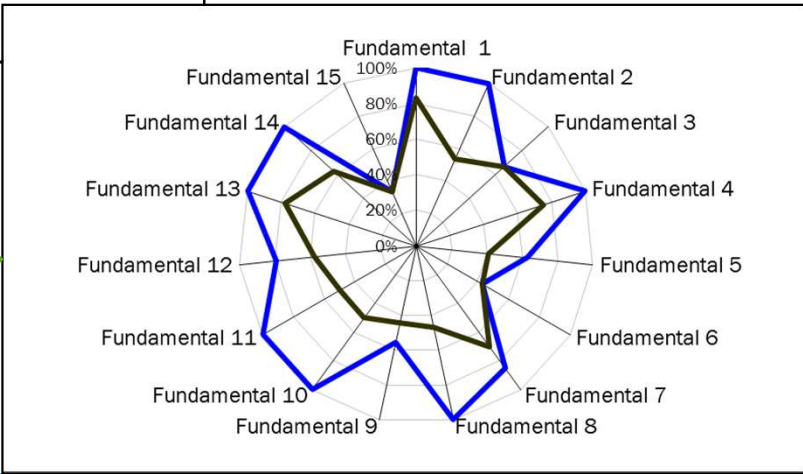
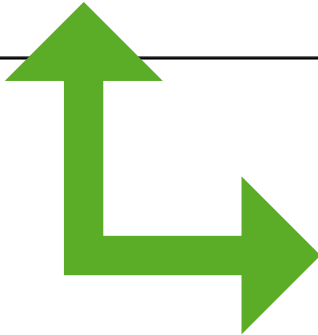
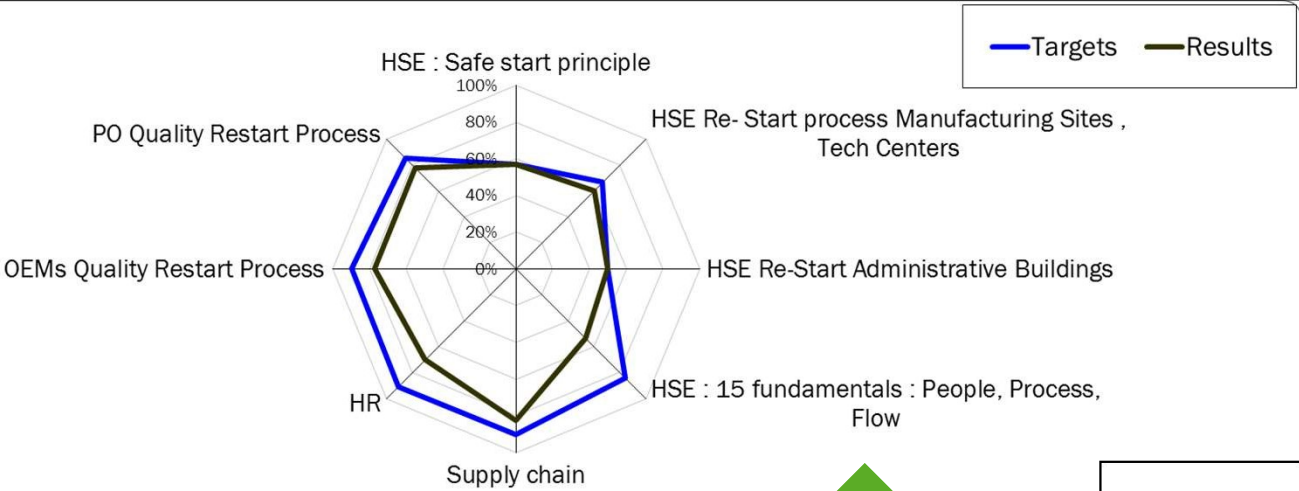
FINAL ASSESSMENT:	YELLOW
1st main reason for NOK assessment:	
2nd main reason NOK assessment:	
Focus on HSE quotation:	54% achieved in HSE vs 58% targeted 0 red answers for HSE chapters

DEEP RED POINTS				
	Issue / Action	Showstopper ?	Who	When
1				
2				
3				
4				
5				

VIGILANCE POINTS			
	Issue / Action	Who	When
1			
2			
3			



Punch List – HSE Safe Start Principle / Focus on 15 Fundamentals

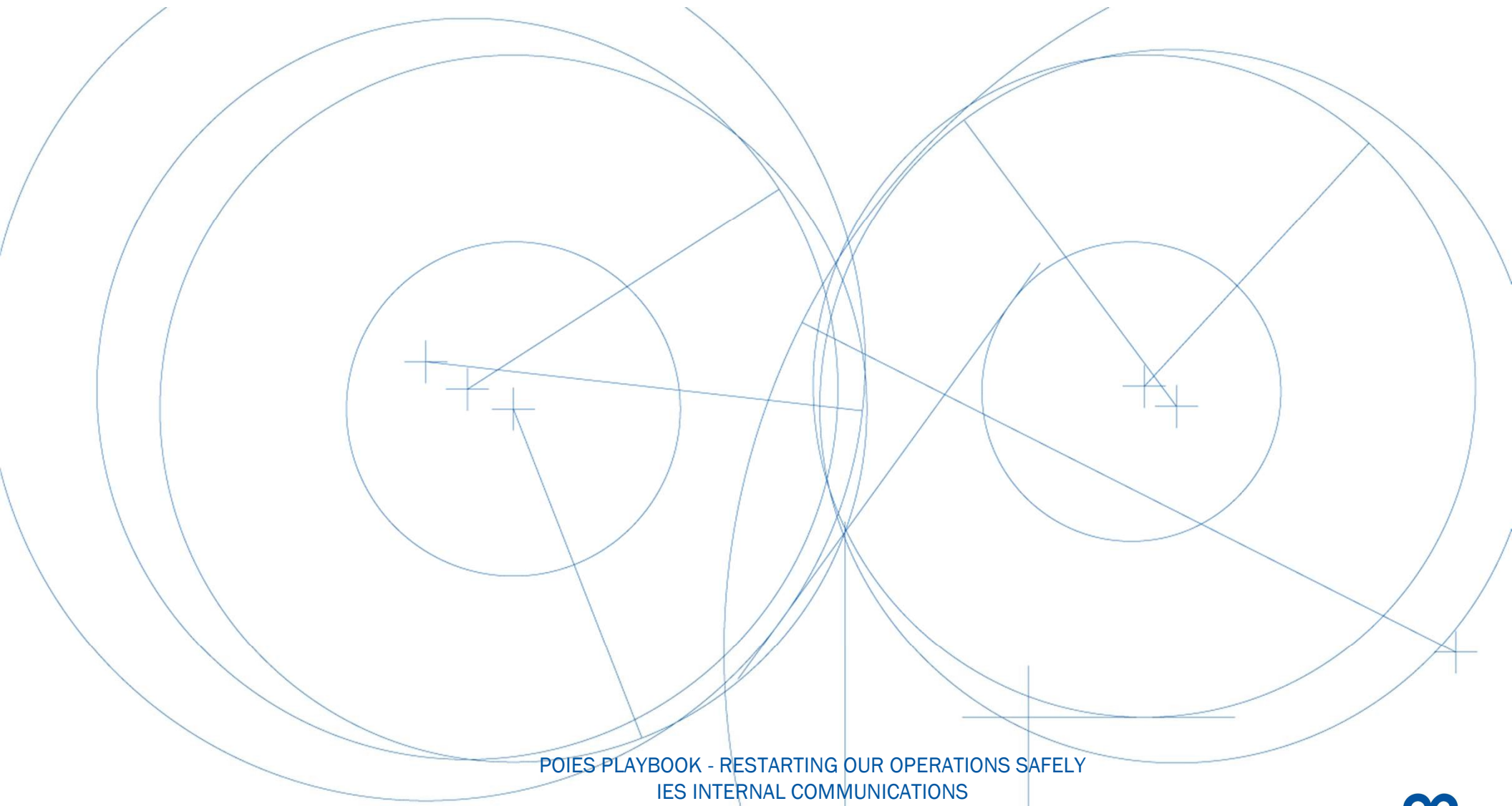


CONFIDENTIAL

Restart Punch List Questionnaire – Example

Restart Punch List		2 weeks before Production	5 days before Production	3 days before Production	2 days before Production	1 day before Production	D DAY PRODUCTION N START	CheckPoint 3 days after Production	Action Plan				
		LR1	LR2	LR3	LR4	LR5	LR6	LR7	Action / comments	Responsible	Due date	Achieved date	
1 HSE : Safe start principle		Quotation Example											
1 Protect employees from contamination													
1 Have you displayed clear messages / reduction of collective contacts ? (TV, screen, paper, mails, boards,...)		G	G										
2 Have you made the disinfection of offices and shop floor													
3 Have you all the individual protections available for each employee ?		R	Y										
4 Have you trained the employees / general rules ?		Y	Y										
5 Have you re enforced the strict application of the rules, lead by plant director ?		G	G										
6 Have you re enforced the strict application of the rules, via regular audit (1 / day)		Y	Y										
7 Do you keep applying the Crisis management procedure (Quarantile rules,...)		G	G										
2 HSE Re- Start process Manufacturing Sites , Tech Centers													
1 Safe Restart in Manufacturing and Tech centers sites													
1 Have you Cleaned all of the production area (floor, handrail, ...) D-5		Y	Y										
2 Do you have in relevant quantities PPE (masks), glasses, and hand disinfection material D-3		R	Y										
3 Have you made the "Disinfection of common spaces e.g. entrance & main doors, wet spaces (wash & locker rooms), meeting & social rooms, stairs, elevators, handrails, canteen D-2		Y	Y										
4 Have you defined essential people on site for restart (non-essential remains in work home) D-1 Training pack ready Prepare people information Preparation of separate employee flow		Y	G										
5 Have you carried out, and will you make, the Disinfection after confirmed case in site/ building (see crisis management procedure)		G	G										

> PLEASE REFER TO THE EXCEL DOCUMENT
 For any question, please contact **Christophe JUNG** or **Yann PAGES**.



POIES PLAYBOOK - RESTARTING OUR OPERATIONS SAFELY
IES INTERNAL COMMUNICATIONS

APRIL 2020

Contact: www.plasticomnium.com

