

FORWARD TOGETHER



Samen vooruit

ก้าวไปด้วยกัน

Avanti insieme

Společně vpřed

Avancer ensemble

Birlikte daha ileriye

Вперед вместе

Gemeinsam voran

Razem naprzód

携手共进

Spoločne vpred

Adelante juntos

OUR PLAYBOOK FOR WORKPLACE WELLBEING

MESSAGE FROM OUR CEO

Team,

As we continue to adapt our operations for this new environment, our clear priority is the continued health and safety of our people. Owing to this clear priority, our teams have continued to serve our customers through this challenging period. This dynamic environment has created challenges for our organization and forced us to change the way we work and the way we support our customers. The adaptability, resilience and leadership that our teams have exhibited throughout this unprecedented time have been extraordinary.

This Forward Together Playbook is designed to be a resource for our teams leveraging the experience, expertise and best practices from our organization around the world. The Playbook has at its foundation the fundamentals of physical distance, hygiene and technology. By adopting these new ways of working and interacting, we are minimizing the risk to our people and, by extension our families and communities.

The key to our success is the continued support and dedication of our people. We all have a role to play in maintaining a safe and healthy work environment. We need to continue leveraging our ATS Business Model (ABM) to identify improvement opportunities and overcome challenges in a rapidly changing environment; delivering results for our employees, customers, and shareholders.

As I reflect on the past four months and the challenges and obstacles that our teams have overcome, it is clear the work we do for our customers matters and positively impacts lives around the world. In the following pages, you will see our corporation's new Shared Purpose statement that reflects the importance and positive impact of our work. Additionally, our values: People | Process | Performance, which are rooted in our ABM, have never been more relevant.

I could not be more proud of the way ATS has come together and responded to these unprecedented times. We will emerge from this stronger.

Please continue to take care of your families and stay healthy and safe.

Sincerely,



Andrew Hider



TABLE OF CONTENTS

MESSAGE FROM OUR CEO	II
TABLE OF CONTENTS	III
WORKING WITH PURPOSE	IV
OUR BEHAVIOURS	V
FORWARD TOGETHER	VI
PLANNING YOUR WORK	1
GUIDANCE FOR ON-SITE EMPLOYEES	2
PLANNING MY DAY	3
WHILE I AM AT WORK	3
LEAVING MY WORK AREA/FACILITY	4
GUIDANCE FOR REMOTE EMPLOYEES	5
GUIDANCE FOR WORKING REMOTE	6
PLANNING TO WORK REMOTE	6
WHILE WORKING REMOTE	6
THINGS TO CONSIDER DURING YOUR DAY	7
RETURNING TO THE OFFICE	7
GUIDANCE FOR TRAVELLING EMPLOYEES	8
JOURNEY PLANNING & PREPARATION	9
GUIDANCE FOR TRAVEL	10
GUIDANCE FOR VISITORS	12
VISITOR GUIDANCE	13
GUIDANCE FOR LEADERS	16
ROLE MODEL	17
PLANNING MY WORK	17
LEADING ON-SITE EMPLOYEES	18
AT THE END OF THE DAY	20
LEADING REMOTE EMPLOYEES	21
PLANNING FOR YOUR EMPLOYEES TO WORK REMOTE	21
WHILE YOUR EMPLOYEES ARE WORKING REMOTE	21
RETURNING TO THE OFFICE	22
LEADING EMPLOYEES ON TRAVEL	23
BEFORE EMPLOYEES TRAVEL	23
WHILE EMPLOYEES ARE TRAVELLING	23
WHEN EMPLOYEES RETURN	23
HOSTING A VISITOR	24
ADDITIONAL SUPPORT	25



WORKING WITH PURPOSE



Creating solutions that positively impact lives around the world.

At ATS, we are global leaders for advanced automation solutions. Our innovations enable customers to deliver products and services to their markets that drive progress and improve lives.

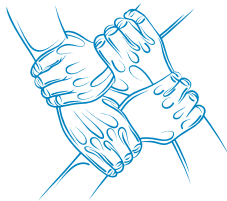
Through an uncompromising commitment to quality, innovation, and continuous improvement, we create value for both customers and shareholders. This allows us to give back to our employees and community in meaningful ways.

Our values are how we will achieve our purpose

PEOPLE

Having the best team & winning as a team

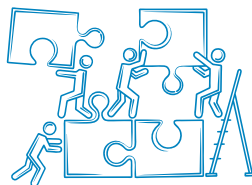
- The foundation of a great company is having the best team which is why we continuously work to develop, enagage, empower, & energize our people
- We support our people to foster a safe, positive, & inclusive work environment where everyone is respected & given the opportunity to do their best



PROCESS

Our commitment to continuous improvement

- We align around the ATS Business Model to pursue continuous improvement in all aspects of our business
- With a balance of strategic thinking & tactical execution, we ensure that we are delivering value for our customers today & in the future



PERFORMANCE

Delivering results for our customers, shareholders, & employees

- We compete to win everyday, always with uncompromising integrity & holding ourselves to the highest ethical standards
- We develop innovative solutions to complex problems, & deliver a unique value that fuels growth in our markets
- We own our results & have full accountability to creating value for our customers & shareholders



OUR BEHAVIOURS

PEOPLE

— Support Each Other

Be... Inclusive
In teams... Foster trust
When leading... Model collaboration
Known for... Creating a safe environment

— Develop People and Team

Be... Transparent
In teams... Build capacity
When leading... Develop capability in others
Known for... Growing talent

— Model Positive Attitude

Be... Respectful
In teams... Show fairness
When leading... Inspire others
Known for... Can-do attitude, resilience

PROCESS

— Continuous Improvement Mindset

Be... Disciplined
In teams... Drives process
When leading... ABM-focused
Known for... Metrics-driven decisions

— Drive Customer Value

Be... Customer-focused
In teams... Focus on high value activity
When leading... Ensure sustainability
Known for... Delivering on commitments

— Balance Strategic Thinking and Tactical Execution

Be... Adaptable
In teams... Get “hands-on”
When leading... Balance near and long-term
Known for... Future focus and reliable execution

PERFORMANCE

— Winning With Integrity

Be... Intentional
In teams... Set the pace
When leading... Compete to win
Known for... Doing the right thing

— Fuel Innovation

Be... Curious
In teams... Encourage experimentation
When leading... Embrace learning
Known for... Innovations realized

— Relentless Ownership of Results

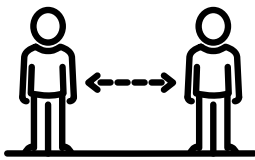
Be... Accountable
In teams... Embrace stretch
When leading... Take ownership
Known for... Never accepting defeat



FORWARD TOGETHER

Across the many geographies and jurisdictions in which ATS operates, governments and public health authorities are restarting economic activity. Our new reality is slowly beginning to take shape. At ATS the health and safety of you, our employees and by extension your families, remains our priority focus. This has driven and will continue to drive change: change in the way we think, the way we plan, the way we work. While none of us can predict how long these changes will be required, we know already it will be longer than we would like. Change is challenging. Change is also opportunity. So we face these ongoing challenges head on and we don't look back.

Our approach to determining where and how we change is consistent with how we manage other health and safety risks. We identify the risks, assess them and apply controls. A layering of controls is often the best solution to limiting risk. We've identified three core controls that will form the foundation of our ongoing strategy to protect our people.



DISTANCE



HYGIENE



TECHNOLOGY

Change to our physical environment through workstation placement, access to shared spaces and occupancy planning will help us all maintain appropriate distance from each other as we learn to interact differently. Hygiene and sanitation change will help to ensure that surfaces we may touch are cleaned on a more frequent basis throughout the day. Leveraging technology will ensure that we stay connected, collaborate effectively and remain safer.

This Playbook contains a combination of guidance from leading government agencies as well as our combined knowledge as a company. We've identified core strategies that we all must be guided by, as well as suggestions for controls that may be evaluated locally. Each ATS location will apply our three core controls and each is empowered to apply additional controls which reflect their unique needs and conditions. We know that in the future, health and risk conditions in various locations will change. Accordingly, we will continue to assess risk and modify or increase controls in response to local conditions. Assess and control. Learn and grow.

As we work through this global challenge, we'll continue to learn new ways of working. We look forward to sharing your successes with the global ATS team and continuously improving our strategies and processes.

PEOPLE | PROCESS | PERFORMANCE – AT ATS IT STARTS WITH OUR PEOPLE.

As a team we will create a strong future in this new reality. Thank you for everything you are doing to support each other, our organization and our customers.

FORWARD TOGETHER.

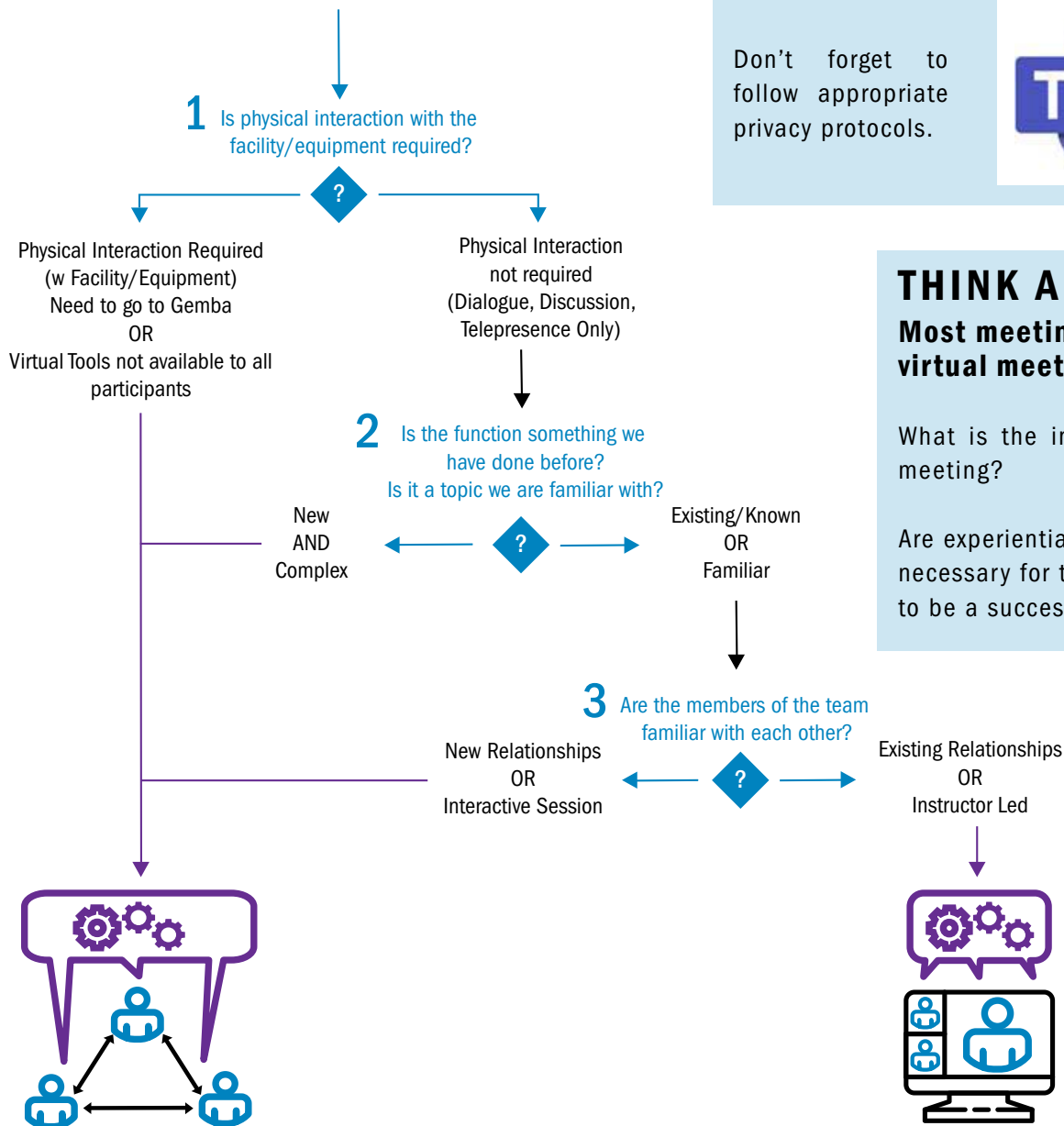
This Playbook includes mandated or recommended global guidance for ATS only, however please note that it is at all times subject to local laws and regulations which may continue to evolve, and with which compliance by ATS is required. For any parties external to ATS, please note that the content in this Playbook is provided for general information purposes only and does not constitute legal or other professional advice.

PLANNING YOUR WORK

Equipped with technology that enables us to effectively communicate from anywhere globally, the following decision tree guides our interactions to determine when a face-to-face meeting is required or when our virtual tools are better suited.



Planning a meeting or group collaboration?



DID YOU KNOW?



By recording your Microsoft Teams meeting, you can make the information available to team members that aren't able to attend.

Don't forget to follow appropriate privacy protocols.



THINK ABOUT...

Most meetings can be virtual meetings.

What is the intent of the meeting?

Are experiential activities necessary for the meeting to be a success?

INTENT OF THIS DECISION TREE IS TO PROVIDE GUIDANCE TO STREAMLINE DECISION PROCESS ABSENT ANY CONTRACTUAL OR REGULATORY OBLIGATIONS.

FORWARD TOGETHER

GUIDANCE FOR **ON-SITE EMPLOYEES**

Contents

- 01** Planning my day
- 02** While I am at work
- 03** Leaving my work area/facility
- 04** When I return
- 05** Where do I go for additional support?

This Playbook includes mandated or recommended global guidance for ATS only, however please note that it is at all times subject to local laws and regulations which may continue to evolve, and with which compliance by ATS is required. For any parties external to ATS, please note that the content in this Playbook is provided for general information purposes only and does not constitute legal or other professional advice.

GUIDANCE FOR ON-SITE EMPLOYEES

PLANNING MY DAY

Before leaving home, consider the following:

- If you have recently travelled, refer to [What To Do When I Return](#), in this playbook, for guidance on returning from travel.
- Within the last 14 days, have you had close contact with or cared for anyone who has tested positive?



FOR THE SAFETY OF MY
CO-WORKERS – SHOULD
I GO TO WORK TODAY?



WHILE I AM AT WORK

Remember that things might not be as they were previously. Adjust your approach to work with this in mind as you enter the building.

- Follow the local screening protocols to gain access (these may vary by site, ensure you know what to expect if you are going to a site that is not your home facility).
- Maintain physical distance and remind your colleagues if required.
- Use hand sanitizer frequently and/or non latex gloves.
- Wash hands more frequently.
- Follow all instructions (i.e. floor markings and signage that indicate traffic flow, areas to avoid etc.).
- Clean and disinfect high-touch surfaces (such as keyboards, phones, screens and tools) at your workstation regularly throughout the day. Sanitation supplies and disinfectant wipes are available in your work area for your use.
- Use appropriate protective equipment for your site. Click [HERE](#) for recommendations.
- Ensure you follow any washroom-use guidelines that are posted – be considerate if others are using the facilities keeping physical distancing in mind.
- When evaluating your work space, consider some of the fundamental ABM Concepts such as 5S, waste identification, all safety protocols and suggestions for continuous improvement. Refer to [ABM - Fundamental Tools to Help Evaluate our Work Areas](#).

BREAKS | LUNCHES

- Consider staggering your breaks to lessen demands on eating areas, microwaves, refrigerators etc.
- Ensure physical distancing when with colleagues and take your breaks alone when possible.

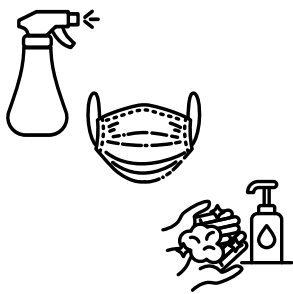


IF YOU FEEL UNWELL

- Put on a face covering and let your manager or HR representative know immediately.
- A review of your [symptoms](#), what area you were working in and those you had contact with will be conducted.
- Once completed, proceed home immediately and seek medical attention if needed.
- Guidance will be provided around return to work.

GUIDANCE FOR ON-SITE EMPLOYEES

LEAVING MY WORK AREA/FACILITY



- Clean and sanitize any work surfaces and equipment you used throughout the day – making it a part of your 5S daily procedures with attention to all safety protocols.
- Dispose of any protective equipment used throughout the day that are single/daily use.
- Be sure to wash your hands thoroughly upon coming home.
- Follow appropriate washing instructions if you were wearing a cloth face covering at work.

If you notice a situation where physical distancing is not being managed, appropriate protective equipment is not being used as required or anything that you believe is a safety concern, address the situation if possible or alert your manager, HR or HSE Representative.

Remember that everyone is making choices about how to keep themselves and others safe.

DID YOU SPEAK UP?

DID YOU OFFER TO WORK-OUT THE PROBLEMS AND OFFER SOLUTIONS?

DID YOU DISCUSS WITH YOUR SUPERVISOR, LOCAL MANAGEMENT, AND A SAFETY REPRESENTATIVE?

DID YOU APPROACH THE SITUATION WITH UNDERSTANDING AND KINDNESS?

HOW CAN YOU APPROACH SOMEONE?

Keep in mind that it might just be a slip so treat the situation with kindness.

Try some of the following or create your own:

“Hey, remember physical distancing?”

“We’re pretty close, should we be wearing masks?”

“Don’t stand so close to me” [sung in tune of the song by the same name - The Police]



ABM

The [ABM SharePoint site](#) has information & resources to help you drive continuous improvement in your work area.

WHERE DO I GO FOR ADDITIONAL SUPPORT?

If you need further clarification, please contact your Leader or HR/HSE Representative for support.

FORWARD TOGETHER

GUIDANCE FOR **REMOTE EMPLOYEES**

Contents

- 01** Planning to work remote
- 02** While working remote
- 03** Things to consider during the day
- 04** Returning to the office
- 05** Where do I go for additional support?

This Playbook includes mandated or recommended global guidance for ATS only, however please note that it is at all times subject to local laws and regulations which may continue to evolve, and with which compliance by ATS is required. For any parties external to ATS, please note that the content in this Playbook is provided for general information purposes only and does not constitute legal or other professional advice.

GUIDANCE FOR WORKING REMOTE

PLANNING TO WORK REMOTE

In order to comply with physical distancing and safety protocols, you may be asked to work remote. We've created a policy and guidelines to ensure your work away from the office is a success and remains productive.

Prior to working remote, review the [Remote Work Policy](#) to understand the expectations, approval processes and types of remote work arrangements that exist at ATS.

WHILE WORKING REMOTE

- ▶ To support your physical health and overall wellness in your remote workspace/ location, consider workspace ergonomics and stretch breaks as part of your workday. Refer [HERE](#) for more information.
- ▶ Learn how to properly clean and disinfect your IT equipment to avoid causing permanent damage to resources while maintaining good hygiene. Refer [HERE](#) for more information.
- ▶ Familiarize yourself with some basic best practices and effective use of technology to run or participate in meetings that keep everyone engaged. Refer [HERE](#) for more information.
- ▶ Here is a guide to help you troubleshoot some common IT issues you may run into and where to find additional information. Refer [HERE](#) for more information.
- ▶ Basic best practices keep you motivated and productive during your workday away from the physical office. Refer [HERE](#) for more information.
- ▶ Engage in Visual Management and critical business meetings by leveraging our available technology. This will help maintain communication channels and create a business rhythm while working remotely.

ABM

Our ABM doesn't stop with on-site work! We can leverage our ABM to drive improvement to any process in order to have a positive impact on our value drivers. Look for opportunities to engage in problem solving, Kaizen, and ABM workshops to drive improvements and help solve problems by leveraging available technology and ABM Resources.



GUIDANCE FOR WORKING REMOTE

THINGS TO CONSIDER DURING YOUR DAY

Working remote may find you at your desk for longer periods of time. These tips can help with your physical wellbeing. Refer [HERE](#) for more information.

To support your mental health and overall wellness, consider integrating these tips and activities into your regular routine. Refer [HERE](#) for more information.

RETURNING TO THE OFFICE

Whether your remote work arrangement is occasional or temporary, you will need to consider and prepare for the changes, impacts, disruptions, and adjustments that will be required in your daily life with a return to the office environment. Refer [HERE](#) for more information.

Leverage the ABM foundational tools to assess work areas ahead of returning to the office. This should include 5S, to establish and implement workspace improvements and safety protocols, along with waste identification and elimination to drive productivity and improved quality in our work processes. See [ABM Fundamental Tools to Help Evaluate Our Work Areas](#).

ABM

Know how to capture improvement ideas that will have an impact on the business. These will typically flow to the local ABM resource to include in the funnel of activities for continuous improvement. Contact your ABM Leader for details.

WHERE DO I GO FOR ADDITIONAL SUPPORT?

If you need further clarification, please contact your Leader for support.



FORWARD TOGETHER

GUIDANCE FOR **TRAVELLING EMPLOYEES**

Contents

- 01** Journey planning and preparation
- 02** What I need to know before I go
- 03** While travelling
- 04** What to do when I return
- 05** Where do I go for additional support?

This Playbook includes mandated or recommended global guidance for ATS only, however please note that it is at all times subject to local laws and regulations which may continue to evolve, and with which compliance by ATS is required. For any parties external to ATS, please note that the content in this Playbook is provided for general information purposes only and does not constitute legal or other professional advice.

JOURNEY PLANNING & PREPARATION

ATS has taken many measures to protect our employees. These measures include implementing physical distancing requirements, disinfectant and hygiene practices, issuance of personal protective equipment and isolation protocols. In some cases, essential travel will remain a critical component of our ongoing business. Proper journey planning and preparation will ensure that all employees are properly prepared and informed regarding the requirements and expectations.

1 TRAVEL & SITE ASSESSMENTS

Prior to travel a formal Travel Assessment Checklist and Site Visit Questionnaire will be conducted, approved and communicated to travellers.

[DOWNLOAD](#)



[DOWNLOAD](#)

TRAVEL

SITE VISIT

ASSESSMENT CHECKLIST

QUESTIONNAIRE

2 TRAVEL PREPAREDNESS KITS

Employees travelling on ATS Business will be issued equipment and supplies to use while in transit from ATS site/home as well as at destination.

LEARN MORE [HERE](#)

3 KNOW HOW TO GET HELP

Ensure that you travel with up-to-date contact information for your Group Benefits plan as well as ATS' Emergency travel service, International SOS.

[GET THE APP](#) [HERE](#)

4 OBTAIN REQUIRED TRAVEL DOCUMENTATION

Well in advance of your travel, work with your Leader/PM to determine any specific documentation requirements.

SEE [HERE](#) FOR SOME COMMON DESTINATIONS

BUILDING A SUCCESSFUL JOURNEY PLAN

5 PHYSICAL DISTANCING REQUIREMENTS DURING TRAVEL

Review the required physical distancing and appropriate protective equipment requirements related to your mode(s) of travel prior to departure.

LEARN MORE [HERE](#)

6 GET ANSWERS TO FREQUENTLY ASKED QUESTIONS

A Frequently Asked Questions document has been prepared and is available for your review.

CLICK [HERE](#) TO SEE THE MOST UP-TO-DATE VERSION

GUIDANCE FOR TRAVEL

WHAT I NEED TO KNOW BEFORE I GO

The Travel Assessment Checklist is an internal document used by the supervisor/manager when planning travel for ATS employees. Completion of the form confirms that travel is necessary and remote work is not possible. Approval of this form is required before travel is booked.



[DOWNLOAD](#)

TRAVEL ASSESSEMENT
CHECKLIST

DID YOU KNOW?



Travel Preparedness Kits are available to all travelling employees and include the equipment that will help you stay healthy while travelling.

Click [here](#) to learn more...

The Site Visit Questionnaire is sent to the travel location for completion. The reponse information is used in the site assessment and approval activities identified above.



[DOWNLOAD](#)

SITE VISIT
QUESTIONNAIRE

WHILE TRAVELLING



FACE COVERINGS ARE
NOT A SUBSTITUTE FOR
MAINTAINING PHYSICAL
DISTANCING.

PHYSICAL DISTANCING REQUIREMENTS DURING TRAVEL

- Always seek to maximize physical distance where the recommended distance is not feasible.
- Do not sit directly across (face-to-face) from other passengers.
- Use face coverings.
- Use hand sanitizer frequently and/or latex gloves.
- Wash hands more frequently.
- Sanitize trays, arm and head rests.

FOR TRAVEL BY AUTOMOBILE, INCLUDING RENTAL VEHICLES

- Restrict the number of people per automobile.
- Occupants should be separated by a minimum of one seat.
- Sanitize steering wheel and gauges as required.



GUIDANCE FOR TRAVEL

WHAT TO DO WHEN I RETURN

When you return from your journey, follow the guidance provided in the Travel Assessment Checklist that was completed for the approval of your journey. You will find instructions about self-isolation periods as applicable.

POST-JOURNEY FEEDBACK

At the end of your journey, you may be asked to provide your feedback.



If you would like to share your feedback with us now, please use:



WE WANT TO KNOW

Don't forget to complete your Post-Journey Feedback.

WHERE DO I GO FOR ADDITIONAL SUPPORT?

If you need further clarification, please contact your Leader for support.

FORWARD TOGETHER

GUIDANCE FOR VISITORS

Contents

- 01** Planning your visit
- 02** Before your visit
- 03** During your visit
- 04** When you return
- 05** Where do I go for additional support?

This Playbook includes mandated or recommended global guidance for ATS only, however please note that it is at all times subject to local laws and regulations which may continue to evolve, and with which compliance by ATS is required. For any parties external to ATS, please note that the content in this Playbook is provided for general information purposes only and does not constitute legal or other professional advice.

VISITOR GUIDANCE

PLANNING YOUR VISIT

If you are crossing a border:



Have all your travel documents in order. Please note that the current health situation has imposed some changes to travel and immigration documents required for travel across borders.



Be aware of the local situation of the jurisdiction you're visiting, including:

- State of emergency and/or phase of reopening
- Local public health authority advice
- Regulations requiring self-isolation upon arrival (or upon return)



BE AWARE!



You may be denied boarding your mode of transportation, or entry into a jurisdiction (whether on arrival or departure), if you have symptoms of any kind.

DID YOU KNOW?

It is the traveller's responsibility to arrange for the necessary travel documentation.



While ATS cannot obtain these documents on your behalf, we would be pleased to provide the supporting invitation letter if required or to refer you to external resources to assist you.

Have a

BACK-UP PLAN

in the event that self-isolation is mandated by the local government upon arrival.

Be aware that you may have to stay in the jurisdiction longer than planned.

IF:

- ▶ The border officer rejects your documentation in support of an exemption to the self-isolation period.
- ▶ You have close contact with someone who has tested positive while you're away.
- ▶ You develop [symptoms](#) while you are away.
- ▶ The borders of the jurisdiction are closed or new emergency orders are issued.

VISITOR GUIDANCE

BEFORE YOUR VISIT

For your safety and that of our employees, ATS Policy requires that every visitor must complete a daily screening process prior to entry into the facility. ATS has established various health and safety protocols to protect you and our employees, which are set out in the [Visitor Information Sheet](#).

Please review the ATS [Visitor Health Screening Questionnaire](#) in advance of your visit to understand the questions you will be asked during the daily screening process when you arrive.



OUR PRIORITY IS THE HEALTH AND SAFETY OF OUR EMPLOYEES AND OUR VISITORS. WITH THIS IN MIND, YOU MAY BE DENIED ACCESS TO THE FACILITY ON ANY DAY THAT THE ANSWERS YOU PROVIDE ON THE VISITOR HEALTH SCREENING QUESTIONNAIRE INDICATE A POTENTIAL HEALTH AND SAFETY RISK.



If you feel unwell or have any [symptoms](#), or have recently been in close contact with someone who has tested positive, please reschedule your visit to a later date.

DURING YOUR VISIT

Your contact at ATS (“ATS Host”) will be your primary guide during your visit.



Your ATS Host will advise you how to access your designated parking spot and entrance, and where you will be asked to complete the daily screening process.

Following successful completion of the daily screening process, you will be able to access the facility, and your ATS Host will review the required health and safety protocols with you. Refer to the [Visitor Information Sheet](#).



IF YOU FEEL UNWELL OR DEVELOP ANY [SYMPTOMS](#) DURING YOUR VISIT, ADVISE YOUR ATS HOST IMMEDIATELY.

You will be expected to respect these health and safety protocols to ensure a safe, productive and beneficial work environment during your visit.

Your ATS Host will advise if any face covering or other appropriate protective equipment is required during your visit.

VISITOR GUIDANCE

WHEN YOU RETURN

If you feel unwell or develop any [symptoms](#) within 14 days following your visit to ATS, please advise your ATS Host immediately.



WHERE DO I GO FOR ADDITIONAL SUPPORT?

If you need further clarification, please contact your ATS Host for support.



FORWARD TOGETHER

GUIDANCE FOR LEADERS

Contents

- 01** Role Model
- 02** Planning my work
- 03** Leading On-Site Employees
- 04** Leading Remote Teams
- 05** Leading Travelling Employees
- 06** Preparing for a Visitor
- 07** Where do I go for additional support?

This Playbook includes mandated or recommended global guidance for ATS only, however please note that it is at all times subject to local laws and regulations which may continue to evolve, and with which compliance by ATS is required. For any parties external to ATS, please note that the content in this Playbook is provided for general information purposes only and does not constitute legal or other professional advice.

GUIDANCE FOR LEADERS

ROLE MODEL

The role of the Leader is never more important than in times of change and uncertainty. Thank you for being a key part of enabling ATS to adapt, flex and succeed. Continue to be ATS at our best. Get familiar with the behaviours that bring our values of People | Process | Performance to life and learn how to develop them in others. Communicate, discuss, share and support. Leverage our ABM, and focus on driving impactful change in these dynamic times. It is with the contribution and engagement of everyone at ATS that we will continue to adapt and build a strong future.

PLANNING MY WORK

Given all the new variables, constraints and opportunities you may need to plan work more intentionally. Start with the [Planning Your Work](#) page. Work with your team to explore alternatives. Challenge the status quo and have a bias for technology. Understand that in addition to the tools you may be familiar with, solutions exist today for any manner of collaboration requirements.



Virtual collaboration is no longer limited to desktops, its also available on mobile and hands-free options.



Industries are changing and so must our mindset. Challenge your own thinking and preferences. Find ways to lead adoption of new technologies for both office and front line workers.

ABM

Leverage our technology to connect remote and on-site employees by adapting our approach to Daily Visual Management.

Incorporate video conferencing, digital dashboards, and electronic tracking of issues and actions to deploy our ABM and enhance our level of communication. Use Microsoft Teams to create team wiki sites, open chat dialogues, and short-term file sharing in support of delivering results for the business while addressing the needs for our employees and customers. Teams have successfully deployed Microsoft White Board, in conjunction with Teams and SharePoint, to deliver results through remote Kaizen events, Problem Solving workshops, and building a funnel for continuous improvement activities.

LEADING ON-SITE EMPLOYEES

BEFORE MY EMPLOYEES COME TO WORK

Consider anyone on your team that will be working on-site for the first time. Determine if staggered start times would help your employees manage physical distancing.

WHAT DO MY EMPLOYEES NEED TO BE AWARE OF IN PREPARATION?

- Any changes to start times?
 - Self-monitor for [symptoms](#) at home before coming to work.
 - Contact their manager if they are unwell, refer to the [Return to Work Decision Tree](#).
 - They will need to understand and follow new protocols
 - Clean/sanitize work areas.
 - Wash hands frequently.
 - Use hand sanitizer.
 - Wear appropriate protective equipment if physical distancing cannot be managed.
 - Let their manager know if they feel unwell throughout the day.
- Follow floor markings and signage.
 - Avoid touching surfaces where possible.
 - Manage physical distancing throughout the day.
 - Respect other people's personal expanded space.

Be proactive in discussing and reinforcing the new and rapidly changing environment, and be responsive to any questions they may have or talk through any hesitation or concerns.

ABM

Consider planning a Kaizen or Workshop to look at optimizing the space for physical distancing and incorporating Visual Management, while maintaining and improving productivity. We need to prepare our work environment to support physical distancing recommendations.

LEADING ON-SITE EMPLOYEES

WHILE ON-SITE

- Monitor to ensure that your team is always managing physical distancing. This will require that you are actively out on the shop floor or moving around in the office areas.
- Ensure appropriate protective equipment is worn as required. Click [HERE](#) for recommendations.
- Ensure appropriate masks are worn as required (when physical distance can't be managed).
- Consider wearing a face covering for the benefit of others – this demonstrates good behaviour.
- Remember that everyone is making choices about how to keep themselves and others safe.
- Wash your hands often or make frequent use of hand sanitizer as provided.
- Check in with your team throughout the day to make sure they are OK and no issues have emerged.

Remember that everyone is making choices about how to keep themselves and others safe.

DID YOU SPEAK UP?

DID YOU DISCUSS WITH THE EMPLOYEES INVOLVED, HSE OR HR REP?

DID YOU ASK THEM TO OFFER SUGGESTIONS?

WERE YOU RECEPTIVE TO ANY SUGGESTIONS OFFERED?

WERE YOU VISIBLY PRESENT TO YOUR TEAM?

ABM

Consider including cleaning requirements into Daily 5S to make this a part of the daily standard practice for all employees. 5S should be included on our Daily Visual Management as a way for Leaders to help reinforce!

HOW CAN YOU APPROACH SOMEONE?

Try some of the following or create your own

Keep in mind that it might just be a slip so treat the situation with kindness.

- Hey, remember physical distancing?
- Just a reminder about physical distancing – no tolerance for slippage these days
- You two were pretty close, should you be wearing the appropriate protective equipment?



LEADING ON-SITE EMPLOYEES

BREAKS | LUNCHES

Consider staggering your employees' breaks to lessen demands on eating areas, microwaves, refrigerators etc.



- Ensure physical distancing when with their colleagues and encourage them to take their breaks alone when possible.
- If you notice a situation where physical distancing is not being managed, appropriate protective equipment is not being used as required or anything that you believe is a safety concern, address the situation and contact your HR or HSE Representative.

IF AN EMPLOYEE FEELS UNWELL

- If an employee feels unwell while at work, ensure they put on an N95/KN95/FFP2 mask, and let an HR or HSE person know immediately.
- Review [symptoms](#), what area they were working in and those they had contact with. Provide guidance on [return to work](#).
- Once completed, advise them to go home immediately or seek medical attention if symptoms warrant.



AT THE END OF THE DAY

- Check in with your team to make sure there are no issues or direction that is required.
- Evaluate the overall impression you have of the day in terms of safety and protocol – consider ways to improve. If needed, employ specific ABM tools to problem solve, or add improvement ideas to the Kaizen funnel.



LEADING REMOTE EMPLOYEES

PLANNING FOR YOUR EMPLOYEES TO WORK REMOTE

In order to comply with physical distancing and safety protocols, employees may be requested or assigned to working remote if their position allows for this type of accommodation. Policy and resources have been created to ensure their work away from the office is productive and you can continue to manage effectively.

Prior to your team working remote, you and your employees must review the [Remote Work Policy](#) to understand the expectations, approval processes and types of remote work arrangements that exist at ATS.

ABM

Daily Visual Management is a foundation of the ATS Business Model as it enhances communication, sets clear expectations, and creates a reliable and disciplined routine to manage the day-to-day business. This is even more critical in a remote setting – contact your ABM local or regional Leader to get started.

WHILE YOUR EMPLOYEES ARE WORKING REMOTE

- These [guidelines](#) will help you to stay connected with your employees and establish standards for communication amongst the team.
- Review the [Manager Checklist](#) to supporting your remote working employees.
- Familiarize yourself with some [basic best practices and effective use of technology](#) to run meetings that keep everyone engaged.

Identify ways for your team to drive the ABM toolkit and mindset while remote. This may include problem solving activities, remote Kaizens to deliver results, and engaging in building the continuous improvement ABM funnel. While remote, we still need to meet and exceed expectations for our employees, customers, and shareholders.

When operating with both remote and on-site employees consider adapting your Visual Management to create a clear link between these two employee groups by leveraging Microsoft Teams, videoconferencing for Visual Management, transitioning to electronic dashboards, and keeping the regular cadence and interaction between the two groups.

Where the team is operating completely remote, consider establishing a regular cadence and Visual Management structure that supports the employees in driving the Key Performance Indicators that are critical for success.

For more information on Visual Management, click [HERE](#).

LEADING REMOTE EMPLOYEES

RETURNING TO THE OFFICE

Whether your team's remote work arrangement is occasional or temporary, you will need to consider and prepare for the changes, impacts, disruptions, and adjustments that will be required in your employees' daily lives with a return to the office environment. For more information, refer [HERE](#).

Leverage the [ABM foundational tools to assess work areas](#) ahead of returning to the office. This should include 5S, to establish and implement workspace improvements and safety protocols, along with waste identification and elimination to drive productivity and improved quality in our work processes.

ABM

Change management is essential in a dynamic, changing environment. Are you ready to be a change agent for your organization?

[Access the AMB site HERE](#)



LEADING EMPLOYEES ON TRAVEL

BEFORE EMPLOYEES TRAVEL

As a leader ensure that you've vetted and validated the travel requirement using the [Planning my Work decision tree](#).

Plan accordingly with travellers for new destinations - each travel location may be different in its requirements and create a unique travel experience. Refer to [Regulatory and Document Requirement information](#).

Ensure that travellers understand appropriate escalation and assistance paths to get support during their journey if required. Refer to the [Travel Assessment Checklist](#).

WHILE EMPLOYEES ARE TRAVELLING

The travel experience may be significantly different from what both frequent and sporadic travellers are accustomed to. Requirements to physically distance may impact a traveller's experience/options in how they use free time, find meals, and socialize during their travels.

Stay in touch with travellers throughout their stay to ensure they feel supported and connected. Scheduling a daily touchpoint with individuals or teams of travellers can be of great value in quickly addressing concerns and providing feedback.

WHEN EMPLOYEES RETURN

Ensure that employees understand the protocols to safely return to a work site upon return from travel.



Ask for feedback from your travellers or any ideas they have for process improvement ideas or tips and tricks for future travellers.

Use the QR Code to access the Post-Journey Feedback.



HOSTING A VISITOR

If the visitor is crossing a border to come to an ATS facility, it is the visitor's responsibility to arrange for the necessary travel documentation. ATS cannot obtain these documents on the visitor's behalf. We can provide the supporting invitation letter if required or provide a reference to external resources to assist them.

BE AWARE OF ANY
REGULATIONS
REQUIRING THE VISITOR
TO SELF-ISOLATE UPON
ARRIVAL



PLAN for the possibility that the visitor may be delayed, or may not be able to attend your facility as planned.

- IF:**
- ▶ The border officer rejects the visitor's documentation in support of an exemption to the self-isolation period
 - ▶ The visitor has close contact with someone who has tested positive prior to, or during their travels
 - ▶ The visitor develops [symptoms](#) prior to, or during their travels
 - ▶ The borders are closed or new emergency orders are issued

ASSIGN SOMEONE ON YOUR TEAM WHO WILL BE RESPONSIBLE FOR GUIDING THE VISITOR DURING THEIR VISIT TO ATS (AN "ATS HOST").



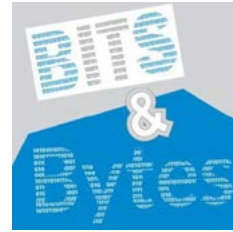
THE ATS HOST WILL:

- Be the primary contact and guide for the visitor during the visit.
- Assign the visitor with a designated parking spot and entrance.
- Ensure the visitor completes the daily screening process including the [Visitor Health Screening Questionnaire](#).
- Communicate all health and safety expectations to the visitor, and ensure compliance with them, including the [Visitor Information Sheet](#).
- Determine if any face covering or other appropriate protective equipment is required by the visitor during the visit.
- Know how to escalate and manage any issues with the visitor during the visit, including if the visitor feels unwell or develops [symptoms](#).



ADDITIONAL SUPPORT

IT will be launching a new [IT Bits & Bytes](#) streaming channel to provide video content on capabilities and functionalities of these new platforms.



WHERE TO GO FOR ADDITIONAL SUPPORT?

Your peers may have already encountered the situation you are seeking to address. Reach out to discuss and align. Or look [here](#) for examples of Best Practices. If further clarification or interpretation is required, contact your HR Representative or Legal.

DID YOU KNOW?

You can access additional information on our collaboration and virtual tools on our [Web Portal](#).



WORTH REPEATING

Never is the role of the leader more important than in times of change and uncertainty. Thank you for being a key part of enabling ATS to adapt, flex and succeed. Continue to be ATS at our best. Get familiar with the Behaviours that bring our Values of People | Process | Performance to life and learn how to develop them in others. Communicate, discuss, share and support. Leverage our ABM, and focus on driving impactful change in these dynamic times. It is with the contribution and engagement of everyone at ATS, that we will continue to adapt and build an even stronger future.

#FORWARDTOGETHER



FORWARD TOGETHER

Samen vooruit

ก้าวไปด้วยกัน

Společně vpřed

Avanti insieme

Avancer ensemble

Birlikte daha ileriye

Вперёд вместе

Gemeinsam voran

Razem naprzód

携手共进

Spoločne vpred

Adelante juntos



PLEASE CONTINUE TO TAKE CARE OF YOUR FAMILIES AND STAY HEALTHY AND SAFE.