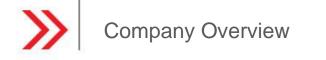


Best Practices – NORA Manufacturing Sector Council May 14, 2020



- Click Bond opened in 1987. It designs and fabricates aerospace parts and components. It is the largest manufacturer in Carson City.
- Employee populations: ~450 Carson City, NV; ~100 Watertown, CT; and <10 in Saltney Wales UK.
- A U.S. Defense Industrial Base member and designated essential by DHS/CISA. It maintains two shifts and full capacity production through the coronavirus State and National emergencies.
- Click Bond invests significantly in its employees. The coronavirus crisis has tested the company's ability to stay connected to its workforce while employing CDC-recommended social distancing practices and ensuring each employee *and their families* feel confident they are operating in a safe, healthy, and supportive environment.



- The Executive Team CEO, COO, CFO, VPs for R&D, Industry & Government Relations, Sales & Marketing, Organizational Development, and the Director for Strategic Initiatives/Board Member – moved quickly to create a COVID-19 team. In addition to the exec team, these functions complete the team: MIS, IT, HR, EHS, Risk Management, and Communications.
- To start, the team met twice daily to review, assimilate, and provide guidance to Click Bond employees, customers, and affected supply chains. The team now meets a minimum of 3 times per week.
- Review Federal, State, and Local government directives and facilitate company compliance.
- Close and frequent communications with a wide array of government offices and industry trade associations to inform and refine adjustments to company policies and procedures.
- Travel restrictions implemented.

- Universal adoption of CDC and OSHA guidance.
- "Social Distancing Strategy" (SDS) to include all employees, visitors, vendors, and contractors.
- Decongested pinch-points by gapping shifts, staggering breaks, segregating workcenters, and moving clock in/out to personal phones using geo-fencing with timekeeping app.
- Environmental enhancements for employees barriers, fresh air flow enhancements, etc.
- Sanitization: Preventative and Retroactive
- PPE for employees On demand nitrile-based non-latex gloves and face coverings to all employees.
- Enabled an electronic mass notification system for off-duty emergency communications.
- Established outreach to local Public Health offices in Torrington, Carson City, and Washoe Districts.



- On March 23 Click Bond instituted a new policy offering every Click Bond employee an additional 80 hours of "COVID-19 Paid Sick Leave" - at full pay - to be used when an employee is unable to work because the employee is:
 - o subject to a federal, state, or local quarantine,
 - o advised by a health care provider to self-quarantine,
 - is experiencing COVID-19 symptoms and is pursuing a medical treatment,
 - caring for an individual subject to the above, or
 - o caring for child(ren) as a result of closures of schools and/or child-care providers.



Case tracking

• Developed a tracking database so that supervisors and HR can collaboratively steer self-reporting symptomatic employees through the process leading ultimately to their return to work.

Behavioral Health

 Flagged for employees updates to the company's EAP resource to help employees and families cope with emotional impacts of the virus.

Financial Information

- The company's 401(k) retirement plan advisor held office hours for our employees to answer questions about financial relief, including emergency use of funds and options for savings.
- Additionally, the company provided access to a voluntary online and in-person "financial wellness" resource to assist with strategies on debt, savings, retirement, etc.

Communications

- The importance of timely, actionable information about work status, policy and protocol changes, leave and compensation and other topics vital to the continued functioning of the factories cannot be overstated.
- At the outset, all-employee daily bulletins were routine. Weekly meetings with off-site staff, regular CEO engagements with departments, and daily mid- and supervisor-level meetings are ongoing and vital.



- Continuous workforce engagement.
- Cross-functional team approach.
- Decisive leadership.
- Communications.
- Industry associations.
- Government engagement.

