WELCOME to

Science & Practices to Keep Workers Safe and Businesses Productive as the COVID-19 Pandemic Changes

Session will start in less than 15 minutes

Please type your name, company, and email into chat box for attendance.
Overview of Workplace Strategies in the Era of COVID-19

Jenny Levy, VP, People, Community & Environment
April 29, 2020
Hypertherm overview

Industrial cutting solutions provider (plasma, laser, waterjet).

Founded and headquartered in Hanover, NH, and manufacturing in NH, MN, WA, Italy.

Global supply base.

Global customer base.

100% Associate Owned by 1,800 Associates.
Global risk exposure for our global company

Geographic Risk Assessment for COVID-19 Transmission
Click on the map to get country-specific travel health information about COVID-19.

<table>
<thead>
<tr>
<th>Country Transmission Level</th>
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</thead>
<tbody>
<tr>
<td>Widespread ongoing transmission with restrictions on entry to the United States</td>
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<tr>
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<tr>
<td>Ongoing community transmission</td>
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<tr>
<td>Limited community transmission</td>
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- **Hypertherm Manufacturing**
- **Hypertherm Offices**
- **Hypertherm groups**

Our priorities through the Pandemic

1. Associate well-being
2. Community well-being
3. Taking care of customers, Business continuity

Achieved through: Transparent and timely communication
Our goal through the Pandemic

Our goal is to provide public-health informed insights to managing the practices of our business to keep all Associate-Owners well (medically, mentally, financially) and engaged, meeting the range of their needs through this crisis; while contributing to public health goals; and minimizing short-term business impact to our Owners, Suppliers, and Customers so we may be positioned for strategic talent and market advantage upon the recovery.
Pandemic response structures

Pandemic Leadership Team
VP People | VP Supply Chain | Dir Ops | Sr Dir People Business Partnership | Leader Associate Communications

Pandemic Response Team
PLT | IS | Finance & Treasury | General Counsel | Internal Audit | Global site leaders | Facilities | Travel | HSE

BOD Audit
Committee Chair

CEO & Management Team

Medical and Public Health
HAWC personnel | DHMC Occ Med | CDC | WHO | Regional Health Gov’t Bodies

Associate and Workplace
Benefits | HR Business Partnership | Operations leadership | Communications | Facilities | Travel | IS

Customer and Partner
Global sales and service leadership | Corporate Communication | Marketing

Legal and regulatory
General Counsel | Internal Audit

Supply Chain
Supply Chain leadership | Procurement | Operations leadership

Financial stress testing
Treasury | Finance Business Partners | FP&A

Communications
Intranet site | Leader meetings and talking points | Associate emails | Internal TV screens | small group discussions
Top workplace people risks

- High transmission rates and illness
- Loss of workplace confidence
- Mental health
- High absenteeism, unable to meet essential demand
- Excess talent capacity given supply or demand constraints
- Disengagement and cultural disconnection
Staying current with the phases of the pandemic

Old Normal

...2019...
- Public health stasis
- Global mobility
- Large group gatherings
- Blissful ignorance

Stop and Isolate
Jan 2020 – Mar 2020
- Regionalize health crisis
- Closed borders
- Required quarantine and isolation
- Localized case management
- Regional impacts – Asia, Italy, Seattle

Slow and Protect
Mar 2020 – May 2020
- Global health crisis
- Closed borders
- Stay at home orders
- “Flatten the curve”
- Protect health system, health workers, and high-risk populations
- 100% remote capable work
- Onsite essential work management, appreciation pay, free lunch, leave benefit options
- Global impacts – Asia, America, EMEIA
Onsite work management approaches

6’ Social Distance markers

Redesigned common areas, meeting rooms

Daily onsite health symptom checks
Onsite work management approaches

- Free meals for onsite essential Associates
- Closing unused resources to preserve cleaning supplies
- All work areas have cleaning supplies to be used before AND after each use
Hypertherm has produced (waterjet cutting, cleaning, assembling) and donated over 12,000 face shields to date to area hospitals, medical care facilities, and EMS departments. Our near-term capacity is an additional 30,000.
### Associate health
- Personal hygiene protocols
- Surface hygiene protocols
- Social distancing
- Onsite symptom checks
- Partnership with onsite NH Health Care professionals
- New 80 hours paid “Public health emergency leave” available
- New “Voluntary short-term leave” available

### Public Health
- Max’m remote work. No travel.
- Adhering to Essential work guidelines
- New “Short-term family leave”
- Partnership with local health and government officials
- HOPE Foundation grant management for COVID response
- Manufacturing and donating medical face shields

### Business continuity
- Hypertherm deemed an “essential supplier” during “stay at home” orders in MN, NH, WA
- Onsite critical workforce management
- Onsite critical hourly Associate “Appreciation benefits”
- Remote work mgmt tools
- Sales tools for remote work
- Readiness for rebound

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Influencing intent of communication

- **Who do I want to be during COVID-19?**
  - Forward all messages to others
  - I acknowledge everyone is trying their best
  - I practice calmness, patience, relationships and creativity

- **FEAR ZONE**
  - Transmit my anger and fear related emotions to others
  - I complain all the time
  - Hoard food, toilet paper & medicines I don’t need

- **LEARNING ZONE**
  - I make myself aware of the situation and think about the best way to act
  - I verify information before I share it
  - I find ways to adapt to changes

- **GROWTH ZONE**
  - I live in the present and focus in the future
  - I keep myself emotionally happy and transmit hope
  - I show gratefulness

- **Find a purpose**
  - I think of how I can help others
  - Use my skills to service the ones in need

- **Influence**
  - I stop compulsively consuming things that harm me, from food to news.
Transparent and timely communications

**Intranet site, pages of resources**

- Local Public Health Resources
- OSHA Safety and Health Topics (COVID-19)
- Workplace Readiness
- COVID-19 Information for Travelers
- Company Actions (updated 3.6.20)

We continue to serve our communities:

- Associates Helping Associates Yammer Groups
- Virtual CST Opportunities
- Virtual Resources for Inspiring Kids
- Virtually Travel the World

**CEO weekly video messages**

CEO Weekly Message: April 22, 2020

As the current pandemic progresses and begins to impact global economies, Evan will be providing weekly updates to help all Associates understand how we are doing as a business and the steps we all can be taking to ensure Hypertherm has a strong recovery.

**Weekly emails to Leaders & Associates**

COVID-19 Associate Update - April 24, 2020

Today was a strange day in our NH facilities, as it was the first day we needed to stop most operations and ask Associates to be at home because we didn’t have the demand for a full-week’s worth of work. I am proud that we can offer continuity to those Associates who have committed to come to work to support our business during this crisis, but the quiet in the building without the buzz of machines and people was a stark reminder of the financial impacts we and our customers are feeling right now.

As we head into a transition period, blending between public health emergency and economic crisis, please know that our guiding principles remain the same—Associate well-being, community well-being, and business continuity—and we will continue to focus on all three collectively, as they are interdependent.

Included in this week’s updates:

- Updated travel guidelines
- Continued remote work
- Leave benefits
- Appreciation benefits

Updated travel guidelines

Federal and local governments worldwide are levying restrictions on travel into and from regions with widespread community transmission of the virus, and the CDC is still recommending that all nonessential travel be postponed or cancelled. With this in mind, we are asking that each region review all travel booked for the month of May compared to public health guidance in each local area. If you feel that a scheduled meeting is essential and cannot be postponed or conducted virtually, the travel plans will need to be approved by your Management Team Sponsor. Whether you are traveling for business or personal reasons, please be prepared to follow all self-quarantine and self-monitoring requirements enforced at your destination and/or when you return home.
COVID-19 ESSENTIAL ASSOCIATES OPTIONS TREE

Does the Associate need to be out because of an approved COVID-19-related personal health or family reason?

Yes → 10 days/80 hours **Public Health Emergency leave**, then Short-term Disability or Short-term Family Leave

No → Have officials required our operations to shutdown?

Yes → Plant Shutdown Pay at 100%

No → Is an Associate uncomfortable coming to work but without medical guidance to stay home?

Yes → **Voluntary Short-term Leave***: use all available ETO then receive 25% pay

No → Is there essential work to be done?

Yes → Onsite Appreciation for Hourly Associates*: $100 (taxable bonus pay) and four hours of ETO per full week worked onsite

No → Reduced hours onsite, and Associates still receive **Plant Shutdown Pay** at 100%

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**Short-term Disability**: 60% pay, not taxed

**Short-term Family Leave***: use ETO down to 80 hrs., then 2/3 taxable pay

15-20 Associates

110-150 Associates

20-25 Associates

500 Associates

*Effective until May 1, 2020

Anticipated estimated usage

Rev: March 26, 2020
Adapting to a “new normal”

**Old Normal**

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**“New Normal” Contain and Adapt**

May 2020 – 2021...
- Ongoing global health management
- Health management at borders
- Rolling public life restrictions
- 25–75% remote capable work
- Ongoing onsite health check and symptom management
- Global impacts – Asia, America, EMEIA with “hot spots”
Post Pandemic readiness workstreams

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- **Stop and Isolate**
  - Mobility: Medium
  - Proximity: High
  - Health threat: Pockets

- **Slow and Protect**
  - Mobility: Low
  - Proximity: Low
  - Health threat: High

- **Contain and Adapt**
  - Mobility: Managed and intermittent
  - Proximity: Low until Phase 3
  - Health threat: Medium, expect hot spots

**Culture and Connection**
- High: Connection with Leaders and Associates in hot spots
- Medium: Health checks, removed chairs, surface hygiene
- Low: 100% remote capable, MS Teams

**Work Tools**

**Physical Plant**
- Innovation and collaboration tools.

**Mobility**

**Remote work norms**
- Change management.
  - Associate well-being (fin, emot, phys, social).
  - Benefits.
### Post Pandemic Readiness Workstreams

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**Weekly development themes**: Performance standards development.

**Work Tools**: 100% remote capable, MS Teams.
Top advice for workplace approaches

1. **Communication**: communicate regularly and openly. Use and link to science-based public health resources.

2. **Health checks**: Do not come to work sick or with symptoms, stay home, seek phone medical advice. Go home with any new symptoms. Offer leave coverage options. Consider onsite health checks at start of work.

3. **Social distance**: Redesign your space for 6’ distance. Stay 6’ away from others at all times. Assume you or anyone else could have a viral load at any time. Passing by each other is fine.

4. **Emphasize personal hygiene** (hand washing, etc)

5. **Create surface hygiene** protocols (cleaning surfaces before and after use)

6. **Remote work**: Consider ongoing remote work schedules on rotation if a common work area is “too crowded” at full attendance.

7. **Continued remote readiness**: Always provide remote/digital connection options because anyone at anytime may need or want to be remote (symptoms for example)

Opinion of guidance – please follow any legal or public health guidance as it is updated and applies to your location and industry.
8. **Masks**: Have masks available (anyone can choose to wear a mask, the CDC has some recommendations, but they’re designed not to protect the wearer of the mask, but to prevent their droplets from landing on others or surfaces) If you have strict social distancing control at work then masks may not be necessary (this is changing)

9. **Symptoms, not diagnosis**: Remember – there is still VERY limited testing – don’t index your protocols to “a positive diagnosis” – focus on COVID-related symptoms and again, remember, the spectrum of symptom severity ranges from asymptomatic to severe.

10. **Sustained approaches**: If you have a positive diagnosis the Dept of Health will likely do contact tracing. By the time a person tests positive they likely won’t have been at work for at least a few days – hence the high focus on ongoing social distance and hand/surface hygiene (go back to #1 above)
Resources

- https://ready.gov/

- https://www.nh.gov/covid19/
- https://www.healthvermont.gov/
- https://www.whitehouse.gov/openingamerica/
- http://www.healthdata.org/covid/updates
- https://www.backtoworktoolkit.com/
Stay well.
Thank you.