

PANDEMIC PLANNING FOR THE CONSTRUCTION INDUSTRY – A GUIDE.

(With credit to the Alberta Construction Association)

Version 2.0 – March 24th, 2020 –

INTRODUCTION.

At the beginning of last week it was obvious to many of us that we were moving into unknown territory and, from a safety and health perspective, we as an industry were going to have to develop new protocols and best practices for our new reality.

Many organizations in our industry do not have internal resources to create such content while other larger organizations do. In a display of community leadership many of these larger organizations have been willing to share their various approaches over the last week as a way of helping to get the best information into as many sets of hands as possible to ensure that our industry has a strong response.

As we as an industry approach the current situation and attempt to maintain business continuity, we have gathered some of the best practices and now share these in our new Version 2.0 document.

This second version has evolved quite significantly and contains many more contributions

Please note that the following is provided merely as a guide and as stated above, it is based on collective policies and practices that are being followed by a number of General and Trade Contractors in British Columbia.

We hope that by sharing this information our industry will be able to respond consistently and quickly to the Pandemic. These practices can be used, built on or amended as you see fit. We intend to keep updating this document as more information becomes available.

Our experts in safety and site management are the best in the world and with the right tools will be able meet these new challenges and the ones that lie ahead.

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How COVID-19 is transmitted: overall guidance for protecting yourself and others

On all construction sites, either as a sub or prime contractor, you must do everything possible to follow the advice of Health Officials.

The following is a general overview of how COVID-19 is transmitted. It is provided merely for background and to inform strategies aimed at implementing the rules set out in the balance of this document. Full details on these issues should be obtained from the Centers for Disease Control and Prevention, Health Canada and the World Health Organization, or a medical professional.

- The virus is thought to spread through respiratory droplets. Respiratory droplets may be produced through a cough, a sneeze, normal breath or conversation.
- These respiratory droplets may cause viral transmission from person to person when individuals are near one another. Recent guidelines from the Public Health Authority provide further guidance and recommend that individuals should avoid working less than six feet from others for prolonged periods.
- The respiratory droplets may also land on clothing or other objects. It may be possible for an individual to contract COVID-19 by first touching a surface or object that has the virus on it and then touching their own mouth, nose or possibly their eyes.

These general principles should be considered when applying the practices outlined in this document.

GENERAL PRINCIPLES.

Your Health and Protecting Others.

Active participation is critical as this is a work in progress which is new territory for us all. It will be a team effort across industry so do please share any ideas or suggestions that can make it safer and contact your supervisor or HSE Manager promptly. If you have questions or concerns, please direct them to your supervisor. The goal is to provide a safe workplace, if any person has a safety concern then sharing these is extremely important.

Adherence to safety procedures is necessary as safety and health is our principle concern. Contractors and workers who do not comply with these procedures may be asked to leave the site and not permitted to return until the current situation is less acute. At the end of the day risky behavior on the part of one put all of us in jeopardy.

Prevention procedures should be based on health monitoring, social distancing, hand hygiene, cleaning and disinfecting as well as contractor and project specific procedures to prevent the transmission of COVID-19 to workers on a project

Social Distancing

Social distancing is a technique to prevent the spread of COVID-19 by limiting close contact with others. The Provincial Health Officer recommends keeping a distance of 2 meters (6 ft.) from each other.

All workers shall observe social distancing. Social distancing measures include:

- limiting groups of workers coming together in orientation, lunch and meeting rooms, tool cribs, change rooms, smoking areas, etc.
- preventing workers from congregating at the entrance to the: project, hoist, stair wells, scaffolding, washroom facilities, etc.
- restricting access to occupied work areas like trailer offices, etc.
- controlling traffic patterns – where practicable designate only up and only down stairwells or in / out gates, this avoids the potential for workers to pass each other within the social distancing space.

Contractors are required to:

- communicate and reinforce **self-distancing** practices with their workers
- conduct regular inspections of their worker areas to verify that workers are practicing social distancing, to the best of their ability
- notify us of any concerns they have for social distancing practices or work procedures

Informational signage, warning workers of the importance of **self-distancing** will be installed at locations on the project where there is a potential for workers to congregate. We will conduct regular inspections of the project to verify that workers are observing social distancing.

Hand Washing and Hand Sanitization

Hand washing minimizes the risk of infection. Proper hand washing helps prevent the transfer of infectious material from the hands to other parts of the body—particularly the eyes, nose, and mouth—or to other surfaces that are touched. Hands that are visibly soiled or dirty should be washed with soap and water - hand sanitizer is less effective on soiled or dirty hands.

Workers are required to wash or sanitize their hands:

- at the start of their shift and before they start work
- before eating, drinking or smoking
- after using the toilet facilities
- after handling any tools or materials that may be contaminated
- at the end of the shift before they leave work

We will provide or make available hand washing and hand sanitization facilities to meet the needs of the volume of workers at the project.

Informational signage, describing proper hand washing and hand sanitization techniques will be posted at hand washing and hand sanitization facilities.

Cough / Sneeze Etiquette

Workers are expected to follow cough/sneeze etiquette, which is a combination of measures that minimizes the transmission of diseases via droplet or airborne routes. Cough/sneeze etiquette includes the following:

- Cover your mouth and nose with a sleeve or tissue when coughing or sneezing.
- Use tissues to contain secretions and dispose of them promptly in a waste container.
- Turn your head away from others when coughing or sneezing.
- Wash hands regularly.

Self-Awareness

If you, or someone in your home, are exhibiting flu-like symptoms such as fever, coughing or congestion: **Do not come to work;**

- Contact your supervisor and your Human Resources department to let them know that you, or someone in your home, are exhibiting the symptoms; and
- Consult with AHS '811' / a healthcare professional on next steps before returning to work.

The response to the COVID-19 virus continues to change on a regular basis. All parties are required to meet current requirements and be adaptable to new initiatives when required.

PANDEMIC PLANNING FOR WORKSITES:

Some of the following measures will be subject to site size and complexity.

COVID Safety Coordinator

At each appropriate worksite it is recommended to appoint one or more employees responsible to be the COVID Safety Coordinator (CSC). Should the site size be such that this is not feasible then the CSC function will be conducted by the site superintendent.

The CSC will:

- Review and assess Contractor COVID Prevention Procedures.
- Conduct regular inspections of the worksite to monitor adherence to COVID Prevention Procedures and record inspection findings.
- Review and store Health Questionnaires in accordance with privacy considerations.
- Document Contractor attendance issues.
- Monitor cleaning to verify that approved products and procedures are being followed.
- Inspect wash stations and hand sanitization stations to verify that they are adequately stocked and posters explaining hand washing and hand sanitization are posted.
- Post and inspect other signage to verify that it is located in correct location and in good order.
- Verify that First Aid Attendants have the necessary safety equipment and are using it correctly.
- Investigating any reports of workers that are not complying with procedures or concerns for workers health. Coordinate with our Superintendent and Contractors Supervisor / Contractors CSC.
- Refer any issues or concerns to Project Superintendent and HSE Manager.
- Immediately report and investigate presumed and confirmed cases of COVID – 19 with the assistance of Superintendent and HSE Manager.
- Review and instruct project staff in this procedure and other COVID-19 documentation.
- Monitor this procedure and other documents for updates and assist Project Supervision in disseminating that information to Contractors and workers.

Trade Contractors are required to appoint someone at each site responsible for monitoring their workers for compliance with their COVID prevention procedures and site COVID Prevention Procedures. This may be a foreman or senior site management. The Contractors CSC must spend a significant amount of their time monitoring workers by greeting and organizing them when they arrive to work, inspecting their work areas, monitoring their health, informing their workers of any changes to procedures and liaising with us and their companies management responsible for COVID prevention.

Contractors will provide the name and cell phone of their CSC to the on-site CSC.

Contractor COVID – 19 Prevention Procedures

Contractors are required to forward copies of their procedures to prevent the transmission of COVID – 19. Contractors must identify which tasks may be impacted by social distancing restrictions and implement mitigation measures. for example:

- site orientations
- training
- tasks that involve two or more workers to work in close proximity. i.e. Carrying pipe or drywall
- restricted work locations where there is insufficient space to maintain social distancing
i.e. cab of a vehicle or small room

Contractors must identify tasks where there is a potential for transmission through shared use of PPE, tools and equipment and implement mitigation measures. For example:

- PPE – face shields at cutting stations, fall protection ropes and lanyards, etc.
- tools – hand saws, chop saws, grinders, vacuums, etc.
- equipment – aerial work platforms, forklifts, power trowels, etc.

Where Contractors are responsible for cleaning and disinfecting, they are required to provide two copies of cleaning product information and cleaning procedures for review to verify that they can prevent the transmission of COVID – 19.

Contractors are responsible for reviewing the procedures and implementing practices that prevent the transmission of COVID -19 for the subtrades working for them.

Contractors may be required to appoint a CSC at each work location.

If Contractors have not provided COVID – 19 Prevention Procedures, they may not be allowed to work on this project.

Health Verification of Workers and Visitors

The health and well-being of workers and visitors is paramount. To protect workers and visitors and provide a safe and healthy workplace there is an increased responsibility on Contractor supervisors and supervisors to be vigilant and that includes monitoring for symptoms of COVID- 19.

Workers and visitors who are exhibiting symptoms of COVID 19 or are otherwise recommended to be in self-isolation or self-quarantine in accordance with recommendations of the Public Health Authority are not permitted on projects.

1. Any workers or visitors intending to access the site must complete a Health Questionnaire (**see Appendix A**). The purpose of the questionnaire is to verify that workers are free, to the best of their knowledge, of COVID-19 symptoms and related restrictions in accordance with Public Health Authority recommendations.

2. Contractors supervisors must provide each day an attendance list of workers by name and phone contact – electronically. In the event that there is a COVID issue later this information will be especially helpful in identifying potential exposures. Attendance lists to be stored in accordance with privacy considerations.
3. Contractor supervisors are required to verify, **at start of shift**, that their workers are healthy, fit for work and to the best of their knowledge, free of any symptoms or restrictions associated with COVID-19 in accordance with the Health Questionnaire and recommendations of the Public Health Authority.
4. Contractors must provide an update on their workers' health to CSC **at start of shift**. If there are any significant changes in attendance or health concerns notify HSE Manager and document in Contractor Tracker.
5. Contractor supervisors are required to verify, **at end of shift**, that their workers healthy, fit for work and to the best of their knowledge, free of any symptoms or restrictions associated with COVID-19 in accordance with the Health Questionnaire and recommendations of the Public Health Authority.
6. Contractors must provide an update on their workers' health to the CSC **at end of shift**. If there are any significant changes in attendance or health concerns notify HSE Manager and document in Contractor Tracker.

Site Access:

- Post signs at all site entrances that say, "Site Sign in/out by texting Supervisor at ○ _".
- Site supervisor to update sign-in log regularly throughout the day to know who is at site.
- All site orientations to be done verbally without signature outside the job shack.
- No transfer of papers. Site supervisor to sign on their behalf.

Site Meetings:

- Job toolbox meetings to be held outside, with appropriate social distancing or have people call in. No signatures or transfer of documents. Site Supervisor signs on their behalf.
- Hazard assessment's and other paper submission documents boxes to be moved outside with two boxes – Documents can be retrieved 24 hours later.
- When arranging necessary inspections from consultants or authorities having jurisdiction, indicate to them they will not be allowed to visit our site if they are showing any signs of being sick.
- In person meetings must have no more than 10 people in attendance and follow social distancing protocols.
- Consider conference / skype calls to reduce the number of attendees
- All non-essential events are canceled or postponed (e.g. site barbeques);
- Large job shacks limited to maximum 5 people and small job shacks limited to maximum 3 people. Social distancing required.
- Site constraints are based on site size using appropriate social distancing. Suggested guidelines are no more than 3 or 4 people working in 1000 sq. ft. of space, or 10 people working in 10,000 sq. ft. Examples and exceptions:

- Tradespeople working in teams to do work (Carpenter and Apprentice) must know each other well enough to be sure of the proximity risk of working together.
- For larger groups working together (concrete placement crews) who cannot manage social distancing to do their work must have a conversation with the Safety Advisor and the Project Team to ensure we can proceed with the work safely. Crews that work together all the time will have a lower risk than hastily assembled crews.
- Workers at sites should avoid working less than six feet from others for prolonged periods unless their role requires prolonged closer proximity. Case specific risks and solutions will be assessed by the workers employer for those individuals required by their roles to work within these close proximities;
- Individuals should utilize technologies available to them such as email, text and teleconferencing to minimize direct contact with others;
- The number of people allowed in the hoist at the same time will be reduced to avoid crowding
- Project teams should stagger break and lunch schedules to minimize the number of people near one another;
- Project teams may also consider staggering start / finish times aimed at reducing large group wait times at the gates and the hoists;
- Meetings should be held in the area where an individual works, instead of a large gathering point;
- For all remaining in person gatherings, and in work environments in general, participants should exercise recommended practices for reducing the risk of transmission as identified by the Provincial Health Officer, Centers for Disease Control and Prevention, Health Canada and the World Health Organization.

Jobsite Sanitation Measures:

- As hand sanitizer is becoming a scarce commodity Contractors are making immediate arrangements to construct temporary sinks / handwash areas with hand soap, paper towels and garbage cans. The locations will be at various high-traffic locations.
- Each subcontractor is responsible for providing hand sanitizer for their worker's needs.
- Each subcontractor remains responsible for cleanliness in their lunchrooms.
- Each subcontractor remains responsible to provide PPE, noting that glove use is mandatory at CCC.
- Each subcontractor is responsible for disinfecting shared tools, iPads, etc. between uses.

Cleaning and Disinfecting:

Conduct routine daily cleaning of hard non-porous surfaces throughout construction sites including: site office trailers, lunchrooms, orientation and meeting rooms, first aid rooms, stair railings, scaffold stair railings, portable toilets, elevator/hoist and equipment controls. Routine cleaning will be completed according to our Safe Work Procedure: Surface Cleaning for

Potential Virus Contamination:

In the event there is a presumptive case for COVID – 19, present on site, we isolate and clean work areas / surfaces that may have been contaminated. In the event a confirmed case of COVID-19 was present on site, close the site and employ a specialized biohazard remediation, abatement company will professionally disinfect the contaminated areas.

All cleaning products and procedures from Contractor and Cleaning Services used on Projects must be vetted by a Industrial Hygienist Consultant to verify that they are sufficient for disinfecting COVID-19. If products or procedures are deemed unreliable, they must be discontinued.

Wearing Gloves:

All workers must wear gloves in accordance with their SWP and rules. Wearing gloves, besides being a safety requirement reduces the likelihood of workers touching their eyes, nose or ears reducing the potential of transmission from contaminated surfaces.

Workers should replace their used gloves frequently with new gloves and launder used gloves, if practicable, with their work clothes to prevent them from becoming potential sources of transmission.

Project Orientation:

The current concerns for COVID -19 makes orientations especially important as a means of communicating with new workers the safety precautions that they must comply with for them to work on this site.

It is also a point for screening workers and asking them questions about their travels and health to verify that they are healthy and not in contravention of any Public Health Authority recommendations.

It is also a moment when we can reassure workers that our project is being managed for their safety, that we are taking COVID – 19 seriously and that the most important thing to us is their health and safety.

The following are changes to the orientation routine:

- **Where practical, move orientation outdoors and conduct a verbal orientation – reinforce social distancing.**
- If orientations are conducted in a room keep the door secure and post social distancing signage on the door to the orientation room to prevent workers from grouping outside or in the room and waiting. Disinfect used pens, tables, chairs and table after each use.
- Host multiple orientation sessions to avoid violating social distancing.

Before providing an orientation have workers and visitors complete the Health Questionnaire COVID-19 to verify that they are healthy and fit for work. Workers that are not permitted access according to the questionnaire must be turned away.

As part of the verbal orientation, review:

- what is social distancing of 2 M (6 ½ ft.)
- location of hand washing and hand sanitization stations and the frequency that they are expected to clean their hands.
- location of posters and other communications
- site specific procedures for hoists, stairwells, etc.
- what we are doing at the site to promote a safe workplace and remind them that their health is important to us.
- the importance of reporting to their supervisor if they are feeling unwell and leaving the project.

Hoist Operation:

Hoists must be operated in accordance with social distancing requirements. Projects must operate the hoist in accordance with the following:

- Outside the hoist: Post signage and remind the workers to maintain social distancing 2 M (6 ½ ft) while they are waiting to enter the hoist.
- Inside the hoist: Maintain social distancing and reduce the number of passengers at any one time. If necessary, mark a space on the deck of the hoist where each worker is expected to stand.
- Load the passengers in order so that they don't need to pass each other in the hoist as they are exiting – this requires organization.
- Passengers to face the outside of the hoist to avoid being inside each other's breathing zone.
- Hoist Operator is permitted to wear an respiratory protection.
- Hoist surfaces (call buttons, door handles, etc.) that are routinely touched will be disinfected regularly.

Project Radio / Cellphone:

Do not share communication devices. Because radios and cell phones are held close to the mouth to talk, they are a likely source for transmission.

Disinfect radios and cell phones at start of shift and regularly throughout the shift.

Stairwells / Scaffold Stair Towers:

If workers have only a single means of access to their work areas, they need to observe protocols to prevent them from violating the social distancing. Those may include:

- Calling out and communicating that they have entered the stair and are proceeding up/ down and thus warn people to prevent them from entering the stairwell until they have passed.
- Staging outside stair entrances until it is clear for them to enter.
- Stopping outside the social distancing area if they are approaching another worker and discussing how they will pass while maintaining social distancing.

Project Offices/Trailers:

Project offices and trailers are off limits to people that do not belong in them. The close quarters in a trailer may be a challenge to maintain social distancing. Hold discussion outside where practicable. Make use of vacant offices / trailers to redistribute staff to limit contact. The following applies:

- Post “Restricted Access” signage on door with contact information (phone #).
- Keep the door locked to prevent access.
- Restrict the number of people who are allowed to enter these offices to social distancing allowances.
- If you are a visitor in an office or trailer - do not touch things - If possible, keep your hands in your pockets or to yourself. Disinfect anything touched by the visitor prior to use.
- Do not share keyboard or mouse, pens, clipboards or documents.
- Disinfect commonly touched items like door handles, chairs, tables, stair handrails, etc.

Lunchrooms:

Lunchrooms are places where there is a potential for people to come to contact with each other or contaminated surfaces. The following applies:

- Post social distancing signage to remind workers to keep their distance.
- Post signage to remind workers to wash or disinfect their hands before and after eating.
- Stagger coffee/lunch breaks to reduce the number of workers in the lunchroom at the same time.
- Organize chairs and stagger seating arrangement to maintain social distancing or take lunch and coffee outside
- Remove garbage often.
- Clean and disinfect tables, microwaves and other commonly handled items between worker s/ lunch shifts.
- If air circulation is a concern install negative air units and vent outside lunchroom.
- Separate PPE and clothing that is hung up in the lunchroom to avoid touching.
- Workers intending to take work clothing home should place it in a plastic bag and not remove it until it goes into the laundry to be washed – ideally separately.

First Aid Treatment:

Report workplace injuries to the First Aid Attendant (FAA). As a precaution the FAA will wear N95 mask or ½ mask respirator, face shield and medical gloves when treating workers.

As part of the FAA injury assessment the FAA will reconfirm the status of the workers' health in accordance with the *Health Questionnaire* questions.

If workers are feeling unwell or exhibiting symptoms of COVID -19 They need to inform their Supervisor ASAP. If they are fit enough to leave the project and arrive home safely, they should go home and follow the Public Health Authorities instructions for reporting self -isolating and treatment.

If workers are travelling on public transit or in close contact with others to get to their homes and if available, we will provide sick workers with N95 masks to be worn by them to help prevent any transmission from the sick worker.

Other Options to Consider:

- Only one driver per vehicle or sanitize between drivers.
- Use only your own tools or sanitize between operators.
- Eat lunch alone, where possible in your vehicle, respecting social distance.

Safety Certificates etc:

- Ensure that you have all necessary staff and backup staff compliant for the next 6 months. There is no suggestion that rules around fall protection or first aid etc. are going to be altered.
- Certifications in general could become harder to obtain – get up to date now

Training on Tools:

- Some sites are already experiencing 20- 50% loss of manpower. Check your crews to ensure you can still safely operate equipment and maintain workflow.

Shifts:

- Consider adjusting shifts to accommodate reduced density of crews and rotate availability of workers who may have challenges manage children that are now not in school or daycare.

OFFICE:

Social distancing:

- If possible, have a work from home strategy, move desks apart, sanitize your office regularly.
- Larger organization have split their office staff between home and office. This allows distancing in the office by reducing density and allows the ability to switch out people if someone gets sick.

Warning on your door:

- Do not allow delivery people in your office unless they have confirmed they are in good health.

External workers or visitors:

- Have them complete a statement saying they are in good health before allowing them access to your premises.

Work from Home Security:

- Working from home brings risks to your organization. Workers must respect strict security rules to ensure they don't introduce viruses to your system. With many homes having children/teenagers it is imperative that workers logout from your system **every time** they leave their computer.
- The risk of phishing or other attacks is on the increase as the hackers are literally seeking to exploit the situation

RISK MANAGEMENT

Steps if a Case is Suspected:

- If it is suspected that someone is sick in the Workplace: Ensure protection of workplace and provide good solutions for workers.
- “Sick” means coughing or sneezing more than explainable from dust or environmental issues. It could be the common cold or the flu, either way if there is a possibility that someone is sick, they should be sent home.
- If a trade partner is suspected as sick, send them home and notify their manager.
- If an employee who can work from home effectively is identified as sick they will be sent home and use technology to continue to work.
- If an employee who cannot work from home effectively is identified as sick they will be temporarily laid off so they can recover.
- Anyone who goes home as sick or is sent home as sick must follow current AHS guidelines in respect of screening, testing or self-isolation

What to do with a confirmed COVID-19 case:

The projections show that 30-70% of the population may ultimately get this illness. All the measures being implemented are to slow the spread to ensure the medical system has the capacity to treat those who need it when they get it.

In the event of a confirmed case –

- Notify everyone by email as soon as it is confirmed. It is important to communicate well through this so you will be the first to know.
- Follow the guidelines provided by Alberta Health Services
- Research is showing the virus lasts max 72 hours without people so we would shut down the workplace for 72 hours. After we would go in and disinfect the hard surfaces like door handles to be sure, but it would be safe to continue work there.
- If we have a crew or entire worksite that is quarantined, we will quarantine them for 14 days, shut down the site for 72 hours and restart it as above with a substitute crew to keep work proceeding.

Other Business Considerations:

- We must work together to ensure job sites remain open. Strong leadership to fully comply with government mandates is imperative.
- Now is the time to review your active contracts to ensure you understand payment terms and what could impact them.
- Understand your insurance coverage.
- Ensure that you understand the HR implications of any layoffs or absenteeism that may result from this situation.
- Have a process in place should any short-term site shutdown occur
- Preplan your orderly exit if an order is issued today to close one or many sites.
- If an inspector is required to sign off on your work, ensure they have an option in place in case they are unable to complete their inspections.

Our industry is known as a safety conscious and diligent community of professionals and as we work through this situation we will learn, continuously improve and take our capabilities to new heights as we serve our customers our people and the communities that we are part of.

APENDIX A

COVID-19 Health Check Questionnaire

The following questions are designed to ensure our Site Supervisors and Trade Partners are able to make informed and collaborative decisions that maintain the highest possible level of health and wellbeing on our projects. All workers must complete of this form.

Name:	Project Name:
Employer:	Date:

Please complete the following questions honestly and accurately by selecting “YES” or “NO”.

QUESTIONS	Please Check	
	YES	NO
1. Have you travelled outside of Canada on or after March 12, 2020 or been in close contact with someone who has?		
2. Have you travelled to Italy, Iran, or the Hubei Province of China in February or March 2020 or been in close contact with someone who has?		
3. Are you experiencing the signs/symptoms of COVID-19?		
4. i.e. shortness of breath, cough, sore throat, or fever?		
5. Have you been in contact with a person showing the symptoms of COVID-19 within the past 14 days?		
6. Have you been in contact with a person who has tested positive for COVID-19 within the past 14 days?		

If you answer “YES” to any of the questions above, you may be asked to leave the worksite and liaise with your Employer on next steps.

Your Employer will advise you on what must happen next and may include return to work or the recommendation to self-isolate and take the online COVID-19 self- assessment tool.

Workers who are determined not to present a risk of COVID-19 transmission to others on site will be allowed to return to work as per the relevant Policy.

***NOTE: This Health Check Questionnaire is mandatory for all workers.**

Workers who refuse to complete this Health Check Questionnaire as defined by the Site-Specific Pandemic Preparedness Plan will be denied access to the site.

I hereby acknowledge the above information to be true.

Employee Signature:

APPENDIX B.

EXAMPLE COVID-19 PANDEMIC PREPAREDNESS PLANNING GUIDANCE DOCUMENT.

1.0 General

The health and safety of all employees, trade partners and workers is a top priority.

In response to the current pandemic situation, we require all worksites, both offices and projects, to develop a Site-Specific Pandemic Preparedness Plan based on the criteria below in order to reduce the risk of contracting or spreading Coronavirus (COVID-19).

2.0 Definitions

COVID-19: Coronaviruses (CoV) are a large family of viruses that cause illness ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS-CoV) and Severe Acute Respiratory Syndrome (SARS-CoV). Coronavirus disease (COVID-19) is an infectious disease caused by a new virus that had not been previously identified in humans.

(<https://www.who.int/health-topics/coronavirus>)

Self-Quarantine/Self-Isolation: To stay at home and monitor yourself for symptoms, even if mild, for 14 days and avoid contact with other people to help prevent the spread of disease in your home and in your community in the event you become symptomatic. (<https://www.canada.ca/en/public-health/services/publications/diseases-conditions/self-monitoring-self-isolation-isolation-for-covid-19.html>)

3.0 Scope

The COVID-19 Pandemic Preparedness Planning Guidance Document is intended to provide guidelines for individuals visiting or working on a site or within an office, as well as providing clear expectations on the measures to be taken in reducing the risk of contracting or spreading COVID-19.

4.0 Document

This guidance document is intended for all employees and Trade Partner employees.

4.1 All projects must provide access to hand washing or hand sanitizing stations

- Where running water is available, additional sinks with hot and cold running water, soap, paper towels and trash bins should be available outside of breakrooms, trailers, and bathrooms.
- It is recommended to have two Hand Wash Stations per project and additional stations when the workforce exceeds 100 (Ratio 1:40, adjust if necessary, based on usage).
- Permanent plumbed sinks should be the first choice. Note: If you have access to permanent facilities on the project, then no additional hand-wash stations are required but please keep this area stocked with hand soap and one-time use paper towels. Also,

maintain a regular cleaning of these facilities.

- Temporary portable wash stations are a secondary choice only when plumbed running hot and cold water are not available.
- If hand washing stations are not available, hand sanitizer is the next best option. Use an alcohol-based hand sanitizer with at least 60% alcohol.
- Hand sanitizer should also be available in common areas.
- Note: If you are unable to source supplies yourself then notify site supervisory office management staff who will source an alternative.

4.2 Clean and disinfect frequently touched objects and surfaces

- Increase the cleaning frequency of common areas on the project. Surfaces can be cleaned using a regular household cleaning spray or wipe. A formal procedure and a responsibility matrix to accomplish and maintain these practices should be determined.
- Areas to consider would include: break/lunch areas, lunch tables, microwaves, coffee machines, turnstiles, handrails, doorknobs, bathrooms, commonly used equipment such as hoist, telephones, computer equipment, coffee machines and vending machines, and all common areas.
- Consider adding foot push/pull devices to doors for hand-free access/egress especially for bathrooms.
- Increase cleanings of temporary restroom(s) and ensure that these restrooms also have hand sanitizer available.
- Have a supply of surface disinfectant, Clorox wipes (or similar), Hand Soap and Hand Sanitizer available.
- While not sustainable, for now we recommend using disposable utensils, plates, and cups. Maintain a good supply on hand. Require anyone bringing a container to rinse it themselves and take home for thorough cleaning.

4.3 Communicate Basic Illness Prevention Hygiene

- Post signage and posters.
- Post signs encouraging proper hand hygiene and stopping the spread of germs.
- Post information at project entry points, break and lunchrooms, restroom facilities, on huddle/safety boards, etc.
- There are many resources available on Workday and online.

4.4 Limit size of gatherings

- Stagger / separate stretch and flex, stand downs, and large group meetings. These should be conducted by individual crews.
- High-risk activity announcements in the morning should become a written communication that the crew leader reviews with their individual crews.
- Conduct meetings in spaces that allow for social distancing between meeting attendees. Where and when possible, maintain a 6 ft. distance from each other while gathering.
- Run meetings via conference call when possible. Encourage those in the same office

area to call in separately versus sitting in a room together.

- Implement strategies for staggering and/or reducing density and duration of workers:
- Stagger trade arrival times.
- Limit the total number of persons riding in hoists/elevators; encourage the use of stairs for travel any less than 3 floors.
- Arrange lunch/break areas in a manner that accommodates social distancing so that all workers are not joined together in same area. Stagger lunch/break times between trades.
- Limit all visitors to site to those only essential for project continuity. If the individual has been outside the country in the last 14 days or exposed to someone who has recently tested positive for COVID-19, then they MUST leave the worksite.

4.5 Remind everyone to stay home when they are sick and report to us any confirmed COVID-19 diagnosis

- The PHAC (Public Health Authority of Canada) recommends that workers who have a fever and respiratory symptoms stay at home until 24 hours after their fever ends (100.4 degrees Fahrenheit [37.8 degrees Celsius] or lower), without the use of medication.
- Travel and Exposure Policy covers additional measures to be taken around travel, confirmed cases and potential worksite closures.

4.6 Contractual Considerations

It is imperative that we manage our rights as well as those of our clients and industry partners as outlined in Prime Contracts and Subcontract Agreements. Should disruption of our work occur, our Contracts likely contain provisions that address unforeseen delay such as “Force Majeure” or “Delays” clauses.

Force Majeure is defined as a contract provision excusing a party from performing its contractual obligations when it becomes impossible or impracticable due to an event or effect that the parties could not have anticipated or controlled when the contract was signed.

Please ensure all project management staff does a review of all delay provisions outlined in their Contracts and immediately prepare for the appropriate next steps such as formal notice to our Clients. It is critical to provide protection to us as afforded under Contract in a timely and reasonable manner. Please also note that our standard Subcontracts allow for such provisions to our Subcontractors. As such, if we receive a notification from our subs it also needs to trigger the notification noted above as a flow through.

As this is not standard operating practice, we encourage anyone with questions to elevate them to your supervisor or management to ensure that we get it right.

4.7 Supply Chain Audit

It is prudent that our project teams immediately complete a supply chain audit to identify, determine the impact and identify mitigation strategies for supply chain interruption including but not limited to the following:

- Possible shortages of raw materials
- Possible shortages of finished products
- Cost escalation of products or materials
- Any vulnerabilities to the supply chain
- Changes to delivery services or procedures

We will be providing support and sharing information as it becomes available to assist you in managing this potential disruption. It is important to recognize that these disruptions may not be seen or recognized for weeks or months. Timely notification of potential disruptions are typically defined in our Contracts so please become acutely familiar with notification periods as soon as possible.

Again, please communicate concerns or questions to your supervisor or management.

APPENDIX C

EXAMPLE COVID – 19 TRAVEL & EXPOSURE POLICY

1.0 General

As the coronavirus (COVID-19) outbreak continues, we are providing policy updates on how to protect yourself and prepare for potential outcomes.

This is a dynamic situation and our guidance is likely to evolve. We encourage you to continue to access the most up to date information from relevant sources.

2.0 Definitions

COVID-19: Coronaviruses (CoV) are a large family of viruses that cause illness ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS- CoV) and Severe Acute Respiratory Syndrome (SARS- CoV). Coronavirus disease (COVID-19) is an infectious disease caused by a new virus that had not been previously identified in humans. (<https://www.who.int/health-topics/coronavirus>)

Self-Quarantine/Self-Isolation: To stay at home and monitor yourself for symptoms, even if mild, for 14 days and avoid contact with other people to help prevent the spread of disease in your home and in your community in the event you become symptomatic. (<https://www.canada.ca/en/public-health/services/publications/diseases-conditions/self-monitoring-self-isolation-isolation-for-covid-19.html>)

Essential Travel Impact Chart :

Level Impact

4 **High-** Significant Financial Risk if not present. Interruption making a critical operational functionality unavailable or severe impact on service availability. No alternative solution or workaround. Significant number of employees or teams impacted.

3 **Medium-** Critical functionality temporarily interrupted or unusable; Operational Impact on projects. Temporary workaround and alternative solutions cumbersome, costly and not timely. Potential financial risk. Some teams and employees negatively impacted.

2 **Low-** Operational impact but no direct impact on functionality or service availability; Workaround is available. Alternative solution available but may not be most desired. Minimal number of teams and employees impacted.

1 **None-** No operational impact. System, application or process functions; maintain current state. Feasible workaround available. No Impact to team or employees.

Current Essential travel set to: **Level 4 Essential*

3.0 Scope

The Coronavirus (COVID-19) Travel & Exposure Policy is intended to provide guidelines for individuals who have or are planning to travel, including individuals who work or live within close proximity to travellers. In addition, these guidelines apply to individuals who have contracted or have been exposed to someone who has contracted COVID-19.

4.0 Policy

This policy is intended for all employees and Trade Partner employees.

4.1 Guideline for Business Travel

We have established a complete travel restriction on all international business travel.

All ***non-essential** domestic business travel outside of your home metro-area should be suspended for the months of March and April.

All ***essential** domestic business travel must be pre-approved by your supervisor and your Business Unit Vice Presidents.

4.2 Guideline for employees returning from an international location, or who cohabitate or have had close contact with someone who has.

Federal and provincial public health leaders have recommended that all travelers returning to Canada self-isolate for 14 days. In response to this, all employees must follow Health Canada's recommendation and only return to work after 14 days and if symptom free.

4.3 Guideline for hosting visitors from an international location to our projects or offices.

Clearly communicate to all expected visitors that they are not allowed to visit a worksite or office until they have been back in the country for 14 days from their return and are symptom free. Visitors should also be limited to only those essential for project continuity.

4.4 Guideline for employees exhibiting symptoms of respiratory illness.

All individuals are required to disclose if they are experiencing symptoms consistent with COVID-19.

If someone is exhibiting symptoms, we should recommend they leave the worksite and advise them to self-isolate and call health link for further advice. If they are exhibiting respiratory distress requiring emergency care, they should go to the hospital.

If the individual has been outside the country in the last 14 days or exposed to someone who has recently tested positive for COVID-19, then they **MUST** leave the worksite.

4.5 Guideline for employees who cohabitate or have had close contact with someone who has tested positive.

All individuals are required to disclose if they have been exposed to persons who have tested positive for COVID-19. These individuals will be required to self-isolate for 14 days from last exposure. These individuals should contact Health Link and follow health authority recommendations.

4.6 Guideline for employees who have tested Positive for COVID-19.

All individuals are required to disclose that they have tested positive for the virus. They are to notify, by email and phone, the site supervisor and HR.

Your organization will notify all workers on that site of a positive test and a temporary stop work order will be issued, until a further site assessment can be carried out and an effective control plan implemented.

All workers will be asked to self-quarantine and follow local exposure protocols as dictated by the governing health authority in their region. In Alberta currently, individuals who test positive are not permitted to return to a jobsite or office until they have two confirmed negative COVID-19 tests and have their isolation orders lifted by a medical professional.

Your employer will work with our leaders and clients to determine next steps when work will resume.

4.7 Guideline for Compensation during Quarantine Periods

Each organization will likely establish its own policy within the requirements of employment law and regulations