



FLYNN GROUP OF COMPANIES COVID-19 PLAN





BACKGROUND

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Infection with SARS-CoV-2, the virus that causes COVID-19, can result in illness ranging from mild to severe and, in some cases, can be fatal. Symptoms typically include fever, cough, and shortness of breath. Some people infected with the virus have reported experiencing other non-respiratory symptoms, including loss of taste. Other people, referred to as asymptomatic cases, have experienced no symptoms.

Symptoms of COVID-19 may appear in as few as 2 days or as long as 14 days after exposure.

The virus is thought to spread from person to-person, including:

- Between people who are in close contact with one another (within about 6 feet) for a few minutes
- Through respiratory droplets produced when an infected person coughs or sneezes, which can then be inhaled by people nearby

It may be possible that a person can develop COVID-19 by touching a surface or object and then touching their own mouth, nose, or possibly their eyes, but this is not thought to be the primary way the virus spreads. People are thought to be most contagious when they are most symptomatic (i.e. experiencing fever, cough, and/or shortness of breath).

Some spread might be possible before people show symptoms; there have been reports of this type of asymptomatic transmission, but this is also not thought to be the main way the virus spreads.



INTRODUCTION

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With the constantly evolving information being distributed through various local, regional, and national legislators/health authorities, Flynn has been proactive since the onset with the early establishment of a multi-disciplinary COVID-19 Response team. This group, relying upon the expertise of Flynn personnel throughout the organization, are responsible for seeking out and providing all employees with the most up-to-date information available regarding recommended measures to reduce the risk of exposure. All communications contain specific measures and have been distributed throughout the organization.



- Positive messaging from senior leadership (morale)
- Leverage official channels for content (concise & controlled)
- Cascaded via leaders to keep closer to audience
- General channels & targeted groups (roles & locations)
- Case-by-case support to address specific concerns



- Monitor health guidelines (analyse and interpret)
- Policy & management (prevention, response, continuity)
- Buildings & work-from-home (logistics & plans)
- New operating procedures (field & office)

Within each communication Flynn leaders have developed specific guidelines containing preventive measures, to minimize the inherent risk with those scopes of work. Whether they pertain to branch offices or project sites, we have developed and communicated necessary controls to continue field execution of work activities in order to meet contractual obligations to our customers, with every consideration focused towards the health and safety of Flynn employees, our customers employees and the general public.

This document is intended to provide guidance as it relates to safety and COVID-19, and represents some of the actions we recommend taking to proactively respond on our job sites and in our offices. It is not intended to be, nor could be fully representative of all the actions that are being taken, or the decisions being made on a real-time basis.





EXECUTIVE RESPONSE TEAM

- Provide all employees with the most up-to-date information available regarding recommended measures to reduce the risk of exposure to the Coronavirus (COVID-19).
- Set corporate governance to ensure consistency for implementation of recommended measures throughout the organization.

OPERATIONAL LEADERSHIP

- Consists of Regional Vice Presidents, Branch Managers and Departmental/Divisional Managers.
- Provide any regional updates regarding potential business/health impacts to the Executive Response Team.
- Ensure all communications and guidance documents are further distributed to the relevant team members in their region.

FIELD LEADERSHIP

- Consists of Project Managers, Superintendents and Foremen.
- Maintain frequent communications with customers and subcontractors to ensure alignment with any recommended procedures impacting their project.
- Ensure recommended controls are made available (to the greatest extent possible) to ensure a safe and healthful workplace for our employees.
- Ensure all employees are aware of and have access to all guidance documents with recommended controls for prevention.

FIELD WORKERS

- Follow all recommended prevention measures regarding hygiene practices, physical distancing and personal protective equipment.
- Immediately report all health concerns to their direct supervisor.



PREVENTIVE GUIDANCE

PREVENTIVE GUIDANCE

These guidelines have been carefully created to address common concerns and to provide consistent processes for all employees.

1. Communication is key to proactively addressing health and safety concerns. Therefore,
 - (a) if you are diagnosed with an illness, such as coronavirus/COVID-19, that could pose a danger to others through contact with you at the workplace; or
 - (b) if you believe you have been exposed to a person diagnosed or suspected of having been exposed to a communicable illness, such as coronavirus/COVID-19, that could pose a danger to others if spread to the workplace; or
 - (c) if you have any symptoms of coronavirus/COVID-19 (common signs of infection include respiratory symptoms, fever, cough, shortness of breath and breathing difficulties); or
 - (d) if within the last 14 days you or someone with whom you reside visited a location in which there have been recorded case of coronavirus/COVID-19, as indicated here:
<https://www.cdc.gov/coronavirus/2019-ncov/locations-confirmed-cases.html>
<https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/health-professionals/covid-19-affected-areas-list.html>
 - (e) if within the last 14 days you or someone with whom you reside has returned from any international destination.

You must inform your manager and email this information to Gerard Montocchio, VP Human Resources and Leadership Development before you enter any Flynn office or job site.

2. Flynn follows advisories issued by the CDC, Health Canada and other government agencies. Updated guidelines can be found here:

<https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html>

<https://www.cdc.gov/coronavirus/2019-nCoV/index.html>

3. The federal governments in Canada and the US have restricted international travel. If you have plans to travel to any international destination, you must inform your manager and email this information to Gerard Montocchio, VP Human Resources and Leadership Development.



4. Providing complete and honest information in response to the points above will not negatively impact your employment status with Flynn. Appropriate plans of action will be implemented on an individualized basis to best ensure the health and safety of all Flynn employees, including (where possible) working from home or self-quarantining for advised periods.
5. Following the precedent set by many large organizations we are discouraging all nonessential business travel until further notice. Essential business travel should be limited to those situations where business cannot reasonably be conducted without face-to-face interaction or visits to specific locations. Your Regional Vice President must approve all business travel (including trips that were previously approved) until further notice. All Shared Services business travel must be approved by John McManus, Chief Operating Officer until further notice. In accordance with this decision all Flynn University Courses will be postponed until further notice.
6. Flynn is following the direction and recommendations of local, regional and federal governments and health authorities. If your jurisdiction has directed that travellers returning from any international destination self-isolate for 14 days (or any other period of time), Flynn requests that you abide by such direction. If you are in a situation where authorities have directed self-isolation, you must inform your manager and email this information to Gerard Montocchio, VP Human Resources and Leadership Development.
7. Mass meetings are also being discouraged and we will also be postponing Annual Safety Town Hall Meetings until further notice.
8. We are encouraging those office employees who can work from home to do so. Regional Vice Presidents, Branch Managers and Departmental Heads will assist employees in making these arrangements and planning remote work. Some employees will unfortunately not be able to work from home due to role or technology constraints, but they will benefit from the reduced number of staff in the office. We will advise when people are expected to return to work as usual.
9. The Centers for Disease Control (CDC) and Health Canada provide the following guidance regarding when to isolate, self-isolate or self-monitor. More information can be found here:

<https://www.cdc.gov/infectioncontrol/guidelines/isolation/index.html>

<https://www.canada.ca/en/public-health/services/publications/diseases-conditions/self-monitoring-self-isolation-isolation-for-covid-19.html>

(a) ISOLATE if you have any **symptoms** (even mild) or if you have been **diagnosed** with COVID-19 or are waiting for the results of a lab test for COVID-19.

“Isolation” means to stay at home (unless you are seeking emergency medical attention) and avoid contact with other people.

Symptoms include fever, cough and difficulty breathing.

If you are in Canada and want to do an online assessment the following link is very helpful.

<https://covid19.dialogue.co/#/>

If you are in the U.S., the Centers for Disease Control and Prevention (CDC) has this Coronavirus Self-Checker:

<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html#>

Look for the ‘Self-Check’ box.



(b) SELF-ISOLATE if you have **no symptoms** and had a **high risk** of exposure to COVID 19 due to **travel** outside of your country of residence or **close contact with a person diagnosed** with COVID-19.

“Self-isolation” means to stay at home and monitor yourself for symptoms for 14 days and limit contact with others by practicing physical distancing.

“Close contact” means if you were within 6’ for 15 mins or more, engaged in a hug/ handshake or was coughed or sneezed on by a person diagnosed with COVID-19, or sat beside a person diagnosed with COVID-19 for more than 15 mins.

Example of when you must self-isolate:

- You have returned home from travel outside of your country of residence.
- Your spouse or someone with whom you reside is diagnosed with COVID-19.
- You have been in close contact, as defined above, with someone who is COVID-19 positive or you have been in contact with them in the last 14 days since they have been declared positive.

(c) SELF-MONITOR if you have **no symptoms** and a history of **possible exposure** to COVID-19 in the last 14 days.

“Self-monitoring” means to monitor yourself for 14 days for one or more symptoms of COVID-19 and increase physical distance from others by practicing physical distancing.

“Possible exposure” means you have reason to believe you have been exposed to a person with COVID-19 but have not been in close contact with that person.

Example of when you must self-monitor:

- The spouse of a colleague or crew member has symptoms or is diagnosed with COVID-19.
- You visited the same store, office or work site as someone with COVID-19 but were not in close contact with that person.

10. Employees may return to work at Flynn offices and job sites following:

(a) Isolation: when Public Health Authority advises you that you are no longer at risk of spreading the virus to others.

(b) Self-isolation: when you have stayed at homes for 14 days since your return from travel outside your country of residence or your close contact with a person diagnosed with COVID-19 and you have not developed symptoms of COVID-19.

11. Many jurisdictions have enacted emergency orders restricting the operation of non-essential businesses. Flynn remains open for business because we provide essential construction services, maintenance services, and urgent repairs, as defined by the orders in nearly all jurisdictions in which we operate. Our services are required to maintain the safe operation of institutional, commercial and industrial properties, including hospitals, food and drug retailers and government buildings.

As this is a fluid situation, Flynn will update these guidelines as new information becomes available from health authorities and will communicate updated information and processes to employees.



HEALTH VERIFICATION OF WORKERS AND VISITORS

If you are feeling ill and/or have cold or flu like symptoms such as sore throat, fever, runny or stuffy nose, headaches, coughing or congestion:

- Do not come to work.
- Call your site superintendent, foreman and your Human Resources department to let them know that you are exhibiting the symptoms.
- Call you doctor or access an online COVID-19 assessment tool or other health advice.
- Do not return to work until you are medically cleared to return.

Providing complete and honest information in response to the points above will not negatively impact your employment status with Flynn. Appropriate plans of action will be implemented on an individualized basis to best ensure the health and safety of all Flynn employees, including (where possible) working from home or self-quarantining for advised periods.

All supervisors are recommended to complete appropriate site access forms with each employee or visitor accessing the job site.



HYGIENE, CLEANING & DISINFECTING

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 tissue when coughing or sneezing, or use the inside of your elbow.
- Use tissues to contain secretions and dispose of them promptly in a waste container.
- Turn your head away from others when coughing or sneezing.
- Avoid touching your eyes, nose and mouth.
- Refrain from shaking hands with others.

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.

The following handwashing best practices should be used:

- Wet your hands with clean, running water (warm or cold) and apply soap.
- Wash hands with soap and water where possible or use hand sanitizer when after coming in contact with others or with shared items.
- Lather your hands by rubbing them together with the soap. Be sure to lather the backs of your hands, between your fingers and under your nails; scrub your hands for at least 20 seconds.

CLEANING SOLUTIONS AND SUPPLIES:

- If available, household or commercial disinfectant solutions and wipes containing more than 60% alcohol should be used to clean surfaces. However, some of these products are currently in short supply or are simply unavailable.
- Items that cannot withstand liquid disinfectants such as tablets and cellphones may be disinfected with 60% alcohol wipes ensuring the solution contacts the surface for one minute to disinfect.



CLEANING BEST PRACTICES - BRANCH OFFICES

- Additional cleaning supplies have been ordered and will be distributed around the branch office and to project sites as needed.
- A clean desk policy is to be implemented for all workstations (site and office). Desks that are cluttered cannot be properly disinfected.
- Each employee is being asked to disinfect their workstation at least twice daily. Your workstation includes your desk, electronic equipment, phones, pens, chairs, purses, gear bags, light switches and door handles where applicable. As the cleaning/disinfectant spray bottles are a shared item, please wash hands or use sanitizer before and after use.

CLEANING BEST PRACTICES – JOB/PROJECT SITES

It is strongly recommended that:

- All surfaces and touch points be disinfected at least once daily or more frequently depending on use. For example, we have asked that lunch breaks be staggered “when it makes sense to do so” to avoid large groups in close proximity to each other. The lunchrooms/tables/ chairs etc. should be wiped down fully between sittings.
- All waste receptacles be emptied at least daily or more frequently if required.
- A person (or number of people) be designated to disinfect common areas. This includes lunch areas, site offices, wash cars, handrails, or other items of common use.
- Cleaning supply labels be read for an understanding of how to properly use them. Some products require a delay between spraying and wiping to be most effective
- Hand sanitizer be available at or near entry points to the project and at various high-traffic locations throughout the project.
- Where practical, hand-washing stations have instructions posted at each location and will include soap and water where reasonable.
- Where practical, paper towel dispensers and barrier-free garbage cans be available at handwashing locations.

ENHANCED CLEANING - ALL LOCATIONS

All offices and jobsites should implement additional cleaning measures as outlined below:

Daily cleaning regimen:

- Before the start of work each day or shift, high-touch surfaces in all shared areas (offices, meeting rooms, lunch areas, etc.) should be cleaned.
- Office workers should clean their workstation area before the start of work, and after breaks. Hardware, especially keyboards, mouse, and phones, should be disinfected twice daily.
- PPE such as boots, safety glasses, and hardhats should be sanitized and kept away from other items. Single-use PPE, such as masks, should be properly discarded after use.

HAND TOOLS, POWERED MOBILE EQUIPMENT AND OTHER EQUIPMENT ON JOBSITES

- Hand tools such as hammers, snips, pliers, etc. must not be shared person-to-person without a thorough cleaning with a disinfectant containing more than 60% alcohol.
- Mobile and desktop phones must not be shared with others.
- Two-way radios should be cleaned at the end of each shift, or between users.
- Door handles and ladders, hand holds and rails, steering wheels, switches, buttons, knobs and fueling caps on powered mobile equipment should be cleaned prior to use.

It will take a combined and focused effort from all to ensure hygiene practices are maintained. Should you have any questions please contact your direct supervisor or a member of the Health and Safety team.



PERSONAL PROTECTIVE EQUIPMENT

In addition to current task-specific PPE requirements:

- Glove use is mandatory on all job/project sites. Wearing gloves, besides being a safety requirement reduces the likelihood of workers touching their eyes, nose or mouth thereby reducing the potential of transmission from contaminated surfaces.
- The use of face coverings may be required as a minimum precaution when working together within 2 meters (6 feet). Please refer to guidelines from local health authorities and follow all customer requirements regarding the use of face coverings.
- If a prolonged duration is required to complete tasks within distancing limits, additional protective measures may be necessary (i.e. combination of face covering with face shield, and/or increased respiratory protection).
- Storage of personal gear such as jackets, vests and rain gear are not permitted on-site unless stored in a location where contact with individuals is not possible.
- Ensure that you're familiar with manufacturers recommended specifications for all cleaning/ disinfecting products and follow the instructions for use.
- All decanted cleaning supplies must have SDS available and labels affixed before using.
- Refer to customer requirements and safe work procedures for any additional PPE requirements necessary for safe completion of tasks.



PHYSICAL DISTANCING

Physical distancing is a technique to prevent the spread of COVID-19 by limiting close contact with others. The authorities recommend keeping a safe distance of 2 meters (6 feet) from each other. Physical 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, stairwells, 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 physical distancing space.

Physical distancing on the job site:

- Minimize worker exposure to public or visitor areas; eliminate shared lunch areas.
- Eliminate all non-essential visits to jobsites and site offices.
- Construct or adjust walkways, entrances, and gates where practical to maximize allowable spacing. Where possible, establish one-way traffic routes.
- Restrict personnel elevator capacity to ensure compliance with physical distancing requirements.
- Stagger start times to reduce the frequency of workers arriving and departing site at same time, when it makes sense to do so.
- Minimize interaction between crews.
- Reduce the size of work crews, where possible and when it makes sense to do so.
- Remove large seating areas for lunch and break periods on site; ensure workers take their breaks and lunch periods while maintaining appropriate physical distance.

Sharing:

While we normally encourage sharing amongst coworkers during this time, we ask that sharing of items be kept to a minimum. Consider the following items and have each employee supply their own or where that is not possible, disinfect between each use:

- Pens (particularly for sign-in sheets).
- Kitchen utensils, coffee cups etc. Bring your own or switch to disposables.
- Kitchen appliances – wipe down appliances and handles after use (i.e. microwave buttons).
- Salt and pepper shakers.
- Water coolers – it is recommended that workers bring their own supply of water for their workday.
- Remote controls / shared keyboards, etc. must be disinfected after each use.
- Tools
- Chargers
- Any other shared items



COMMUNICATION & TRAINING

SIGNAGE

1. Post signage at job site gates and office doors indicating no public access.
2. Post physical distancing signage.
3. Post hand washing and physical distancing signage on or near toilet facilities.
4. Post relevant COVID-19 information from health authorities.

TRAINING

We will ensure all Flynn employees have been trained and are familiar with guidelines and processes related to COVID-19 risk mitigation and awareness. Training/awareness will be provided on prevention procedures including (but not limited to) the prevention measures detailed in the Preventive Guidance section of this document.



RISK MANAGEMENT

HEALTH GUIDELINES

Please refer to #'s 1, 9 and 10 detailed in the Preventive Guidance section of this document. for detailed information on self-assessments, health verification and process of notification.

If you are feeling ill and/or have cold or flu like symptoms such as sore throat, fever, runny or stuffy nose, headaches, coughing or congestion:

- Do not come to work.
- Call your site superintendent, foreman and your Human Resources department to let them know that you are exhibiting symptoms.

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All supervisors are recommended to complete appropriate site access forms with each employee or visitor accessing the job site.

SAFE WORK PROCEDURES

In addition to task-specific procedures required for safe completion of work on project sites, some customers and regional authorities are requiring additional measures be implemented to ensure compliance with required COVID-19 protocols. In the event additional procedures are necessary for either revisions to existing SWP's or development of new SWP's, the following process must be followed:

- Consult with your Regional Safety Manager for the most up-to-date information and support for completion.
- Revisions to be completed must incorporate regional health authority/government mandated controls for risk mitigation and any similar requirements from customers.
- Once completed, documents are to be reviewed and approved by Branch Managers and/or Regional Vice Presidents prior to submittal.