

XL Industries Pandemic Response Plan

Purpose

XL Industries strives to provide a safe and healthy workplace for all employees of our companies. This Pandemic Response Plan (“the Plan”) outlines our overall response to a pandemic illness and our emergency preparedness and business continuity plan. It outlines specific steps to be taken to safeguard employees' health and well-being during a pandemic illness while ensuring our companies are able to maintain operations and continue providing services to our customers to the maximum extent feasible. In addition, it provides guidance on how we intend to respond to specific operation and human resource issues in the event of a pandemic.

XL Industries’ **Pandemic Response Team** is comprised of the following individuals representing our various companies:

NAME		EMAIL
Mike Popp	VP Corporate Safety	mpopp@xlconstruction.com
Autumn Martin	VP Human Resources	amartin@xlconstruction.com
Marcus Staniford	SVP Operations	mstaniford@xlconstruction.com
Neil Netzer	President, subsidiary	nnetzer@xlconstruction.com
Laura Guzman	VP Mktg & Comms	lguzman@xlconstruction.com
Tom Humbert	CFO	thumbert@xlconstruction.com
Richard Walker	President/COO	rwalker@xlconstruction.com

Availability & Applicability of Pandemic Response Plan

The Plan applies to all affiliated companies, including XL Construction and Subsidiary Companies. XL Industries regularly reviews and shares the Plan (and any updates) with industry partners, insurers, and service providers, and will share it as appropriate with designated first-responders, local health care providers, and local, state, and federal government authorities, all of whom play a role in ensuring people’s safety and well-being in an emergency. In addition, XL Industries will periodically test implementation of the Plan and make revisions as appropriate.

Governmental Directives Control

XL Industries directs all employees to obey all directives issued by local, state or federal authorities, such as the Federal Centers for Disease Control and Prevention (aka CDC - www.cdc.gov), Federal Department of Homeland Security, county health departments and local emergency response agencies. In the event of a conflict between such directives and directives set forth in this Plan or otherwise communicated by XL Industries, implement the more stringent action and immediately seek clarification from the Vice President Corporate Safety (see above for contact info).

Pandemic Illness Defined

A pandemic is defined as “an epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people”. Normal seasonal influenza (flu) epidemics are not considered pandemics. An influenza outbreak becomes a pandemic when almost simultaneous transmission takes place worldwide.

Identification of Essential Personnel

XL Industries has identified and designated as “essential personnel” certain employees whose jobs are vitally important to our continued operation in a safe environment in offices and on jobsites and in emergencies. A list of positions considered to be essential personnel is attached as Appendix H. The list may be revised periodically, in which case it will be re-published by the Pandemic Response Team. Your supervisor will contact you if your position is not on the list but you are deemed to be essential personnel for purposes of the pandemic protocol.

We acknowledge, however, that even essential personnel might become ill and unavailable to work or not be able to reach our worksites because of conditions beyond their own or our control. Consequently, XL Industries and its operating companies will devise and agree on back-up arrangements (including designating another “qualified person”) under which designated personnel are trained and equipped to fulfill the duties of unavailable essential personnel. In addition, we have equipped essential personnel with all the resources, including computers, and cell phones, that they need to work remotely during emergencies.

Remote Work Locations

XL Industries acknowledges that during a pandemic illness, local, state or federal authorities might prohibit or severely curtail individuals' access to and use of public services and public transportation; close or prevent access to buildings or public highways; isolate or quarantine buildings' occupants; and prevent inter- or intrastate travel and/or delivery of goods and services. We cannot predict and have no control over such authorities' actions and acknowledge our legal duty to comply with outside authorities' directives. We are prepared to continue key “bare bones” operations from remote work locations, including essential personnel's homes. We have supplied (or will supply) all equipment necessary for off-site telecommuting operations. If you need monitor(s) and/or a docking station at home, you may temporarily relocate any equipment that is used solely by you at work, please submit an IT help ticket explaining what you are taking. If you need any other equipment, please submit an IT help ticket. Please be patient and understand that the IT department may be busy responding to requests as people adjust to working at home.

In addition, we have a designated secure Web site through which we can communicate with personnel. We have provided protocols and software to facilitate communications for both project teams and broader company announcements / directives. All critical company communications will be done both through the company intranet as well as email and phone calls.

In addition, XL Industries may elect to instruct non-essential personnel to work from home even if local, state or federal authorities have not instructed such action. This may be done as a precautionary measure to: (i) do all we can to support maintaining the health and well-being of ourselves, our families and our community at large; and (ii) support social distancing to counter the potential threat to ongoing operations of a large group of employees being required to quarantine as a result of interacting with someone identified as potentially or actually infected. A decision will be made on a case-by-case basis and may vary based upon office or project location.

Infection-Control Measures

XL Industries takes steps to minimize to the extent practicable exposure to and spread of infection in the workplace. As appropriate, XL Industries recommends measures that employees can take to protect themselves outside the workplace and encourages all employees to discuss their specific needs with a family physician or other appropriate

health or wellness professional. See Appendices A and B for examples of protocols and recommendations that may be issued.

Jobsite Protocols and Requirements

Appendix A sets forth specific protocols and requirements (the “Jobsite Protocols & Requirements”) that must be adopted by all jobsite project teams immediately upon formal declaration of a pandemic by the CDC (www.cdc.gov) or earlier direction by the Pandemic Response Team. The Pandemic Response Team will revise and reissue the Jobsite Protocols and Requirements as changing circumstances or new information warrants. If project teams believe that revisions to the Jobsite Protocols & Requirements are warranted due to job specific circumstances or information, they may submit proposed changes to the Pandemic Response Team; however, they will not implement such proposed changes unless and until approval is received except in the event that emergency conditions dictate immediate implementation to avoid harm to persons.

Employee Responsibilities

All employees must comply with the Plan and all directions from the Pandemic Response Team.

Actions When Noticing Symptoms or Upon Contraction

XL Industries expects employees who show symptoms or have contracted one of the conditions listed below to stay home and seek medical attention as necessary and appropriate.

- a. the virus that is the focus of the pandemic
- b. the flu
- c. other highly contagious illness
- d. have been exposed to family members infected with the foregoing illnesses
- e. others with whom employees have been in contact have become infected with the foregoing illnesses
- f. have compromised immune systems or have other medical conditions that may increase the health risk from transmission of the foregoing illnesses

XL Industries expects such employees to notify the Vice President Human Resources or Vice President of Corporate Safety (see contact info on page 1) as soon as possible upon exposure or illness, and may not return to work without the written approval of the Vice President Corporate Safety or the Vice President Human Resources. For employees that have experienced conditions a, b or c above, such employees will be required to provide a medical release before they will be allowed to return to work. With respect to employees that did not have conditions a, b or c, they will not be allowed to come back to work until all symptoms have subsided, including being fever free for 24 hours without the use of medication (i.e., Motrin, Advil, Aleve, Dayquil, etc.).

If a worker notices another worker in an office or on a project site with such symptoms, they are required to notify their supervisor and the Vice President Corporate Safety immediately so that designated personnel can take the necessary measures to aid in keeping everyone safe and healthy.

If necessary, designated personnel will screen individuals on our jobsites to ensure they are not showing symptoms of the flu. This screening may include and is not limited to:

- A visual validation that the individual does not appear visually to be ill
- Taking temperature measurement(s)

If any worker has a temperature or appears visually ill, they will be instructed to not enter /leave the jobsite and the approval protocols for returning to work, as set forth above in this section, will apply.

Actions Upon Returning From Travel

If you have recently traveled from an area with widespread or ongoing community spread as indicated by the CDC, call your doctor, DO NOT come to work, any follow any self-quarantine guidelines published by the CDC (www.cdc.gov) or local health authorities. Notify your supervisor and contact Vice President Human Resources to discuss work from home or sick leave arrangements.

Vaccinations

XL Industries strongly encourages all personnel to maintain up-to-date vaccinations and to obtain annual flu shots, if available. Flu shots are available through your benefits package.

Mandatory Training

All employees are at risk of exposure to contagious diseases such as corona viruses and flu viruses, both in and outside the workplace; therefore, XL Industries requires employees to attend initial or refresher training to become informed about what to do when an outbreak occurs.

As part of our CPR and First Aid Training Course, we address information summarized in this document and, more specifically:

- availability of flu shots
- steps to take to avoid exposure or reduce exposure opportunities
- symptoms and health effects of specific illness and/or influenza
- treatments and sources to contact for appropriate medical care
- steps to take if exposure is suspected
- company representatives to whom to report known or suspected exposures
- procedures for reporting exposure to co-workers, family members, friends, or others
- proper use of provided personal-protection equipment
- proper hygiene in the workplace and at home
- communication protocols

Personal Protection Equipment

XL Industries and its companies maintain supplies of recommended personal-protection equipment, such as anti-bacterial hand gels and wipes (if commercially available), which XL Industries will mandate employees to use. We urge all employees to speak with their personal physician about types and proper use of additional personal-protection equipment for the home or work. The CDC (www.cdc.gov) is also a valuable resource for such information.

Facilities Maintenance

When responsible for systems maintenance under any lease, XL Industries' designates a person to periodically inspect the workplace for sign of heating, air conditioning, or other equipment in need of replacement or repair. Otherwise, the designated person coordinates with landlords regarding such issues. The designated person will cause, or seek to have any landlord cause, all air filters to be changed to HEPA-Grade filters that will be maintained and replaced in accordance with manufacturer recommendations (assuming such filters are compatible with the HVAC system).

The designated person also coordinates closely with cleaning and waste-removal contractors to maintain our offices properly. XL Industries will approve the installation or use, wherever feasible, of improved equipment or cleaning methods to guard against the spread of infection in the workplace. Cleaning includes all hard surfaces as well as other frequently touched surfaces and objects like doorknobs, cabinet handles, counter tops, elevator buttons, and stair railings.

Facilities managers shall also ensure adequate supplies that promote healthy hygiene, including tissues, soap, wipes and hand sanitizer (if commercially available).

Human Resources Policies

Employee Leave and Pay for Non-Infected Employees

In the event the pandemic prevents any non-infected employees from doing any work, then XL Industries will pay their normal salary in one-week periods for four (4) weeks (“Administrative Leave Period”) and then determine whether to extend the Administrative Leave Period. If XLI has implemented a work from home / remote working policy, it is expected that you will be productive at home or other location in accordance with the Remote Work Locations protocol on page 2 above. The determination of when the Administrative Leave Period starts and ends, including whether the pandemic prevents the employee from doing any work, is in the sole discretion of XL Industries. Absent written communication to the contrary, you cannot assume that the Administrative Leave Period has commenced. Rather, you must send an email to the Vice President Human Resources requesting a determination if you believe the pandemic is preventing you from doing any work.

If an Administrative Leave Period commences, XL Industries will monitor emergency conditions and guidance from governmental authorities to determine when an employee can return to work and will provide direction accordingly.

Family and Medical Leave

XL Industries places eligible employees who fall ill with the flu or other highly contagious illness or that must be absent from work to care for an infected family member on family and medical leave. XL Industries requires such employees to notify Human Resources as soon as possible of the need for family and medical leave (see XL Industries’ related Family and Medical Leave Policy.) One of the reasons for requiring such notification is so that Human Resources can coordinate benefits, including short- and long-term disability benefits. To the extent such benefits do not cover a person’s salary, the individual must utilize PTO pursuant to company policy. If PTO is insufficient, the Company shall determine whether it will provide additional PTO depending on all circumstances but has no obligation to do so.

Business Travel

XL Industries makes all reasonable efforts to eliminate the need for travel by taking advantage of technology that allows us to communicate or otherwise operate electronically. Generally, in the event of a pandemic illness, travel on XL Industries’ behalf, including attendance at conferences and other industry gatherings/events, is immediately suspended and limited to a select group of essential personnel who have obtained required travel authorizations from XL Industries and, if necessary, outside authorities.

Internal Meetings/Gatherings

In the event of pandemic illness, XL Industries sponsored meetings and events will be suspended in accordance with guidelines that will be communicated and appropriately adjusted based on the then existing circumstances.

Emergency Contact Information

During a pandemic, employees are required to immediately notify their immediate supervisor and Human Resources of any change in emergency-contact information. At other times, they must do so within two weeks of the change.

Special Needs and Accommodations

XL Industries is required by law to notify first responders about employees with medical conditions that could be compromised because of a pandemic illness. XL Industries urges such employees to confidentially self-identify to Human Resources so that we are aware of and can prepare for you to receive any special medical expertise you might require if you become severely ill on the job. Human Resources maintains the confidentiality of any information you provide, making it available solely on a need-to-know basis and only when needed by emergency-responders or as otherwise required by law.

Employee Assistance Program Services

XL Industries' employee assistance program (EAP) services remain available to you to the extent practicable and reasonable during an influenza or other contagious illness outbreak. The EAP provider team includes crisis management services. Our provider partners with XL Industries to provide services, such as, but not limited to, psychological and emotional support during a pandemic, including assistance and support following the death of an infected family member. Contact information for our EAP is available on MILO.

Communications

General

In order to provide consistent up-to-date communication to governmental agencies, clients, partners and others, all communications regarding our response to the pandemic must be approved in writing by, or sent directly from, our Pandemic Response Team.

XL Industries communicates with employees via MILO as well as email and/or text messages.

XL Industries maintains a list of the names, telephone numbers, and web addresses of key XL Industries representatives and designated essential personnel who are available to answer your questions about the pandemic and our response. The Pandemic Response Team will distribute up-to-date copies of this list, as well as any additional related information or guidance employees, suppliers, vendors, or customers might need. The categorized list of key internal and external contacts and all appropriate media through which XL Industries communicates with employees will also be made available on MILO. When updated, a new copy of the list will be posted on MILO.

Communications from Clients, Partners or Other Entities

In the event a project team or employee receives a communication from a client, design partner, trade partner or other entity regarding matters pertaining to the pandemic, they are to send this communication to the Vice President Corporate Safety (see contact info on page 1) for response or guidance from the Pandemic Response Team.

Press

Any inquiries from members of the Press must be referred to the Vice President Marketing & Communications (see contact info on page 1). All responses to press inquiries shall be provided by a member of the Pandemic Response Team, and only after consultation with the Vice President Marketing & Communications whenever feasible.

Governmental Authorities

XL Industries will partner with local, state, and federal agencies to ensure legal compliance with response protocols to which XL Industries is subject and to coordinate efforts to maintain safety and welfare in and outside the workplace.

XL Industries directs all employees to obey all directives issued by local, state or federal authorities, such as the Federal Centers for Disease Control and Prevention (aka CDC - www.cdc.gov), Federal Department of

Homeland Security, county health departments and local emergency response agencies. In the event of a conflict between such directives and directives set forth in this Plan or otherwise communicated by XL Industries, implement the more stringent action and immediately seek clarification from the Vice President Corporate Safety (see contact info on page 1).

In an emergency, XL Industries consults with outside authorities to coordinate dissemination of instructions or other important information as quickly as possible to all employees.

Communications Templates - For Use By Pandemic Response Team Only

The following templates have been created to serve as a guide for the Pandemic Response Team's preparation of crisis specific communications and instructions during a pandemic. Employees may not utilize these templates without the express written permission of the Pandemic Response Team as they may need to be revised to reflect the circumstances, regulations and orders in effect at that time.

Appendix A Jobsite Protocols & Requirements

Appendix A.1 XL Construction Jobsite Protocols & Requirements for Trade Partners

Appendix B General Communication to Employees

Appendix C Communications Regarding Potential Exposure

1. To Employees
2. To Clients
3. To Trade Partners and Design Partners

Appendix D Notification to Local Health Authority

Appendix E Communication to Clients Regarding Pandemic Response Measures

Appendix F XLC Communication to Trade Partners Regarding Pandemic Response Measures

Appendix G Communication to Others Regarding Pandemic Response Measures

Appendix H Essential Personnel Positions List

[END OF MAIN DOCUMENT - APPENDICES FOLLOW]

XL Industries Pandemic Response Plan

APPENDIX A - Jobsite Protocols & Requirements

APPLICATION

This document provides protocols and requirements for all XL Industries (XLI) companies' operations as they relate to any pandemic. Specifically, this includes our project personnel and jobsites. It is Appendix A to XLI's Pandemic Response Plan (Plan) and must be implemented in conjunction with the other Plan components. XLI companies include XL Construction and Subsidiary Companies.

PURPOSE

The protocols and requirements set forth below are intended to ensure jobsites are maintained at a high safety level for the welfare of our employees and their families, other project team members such as design partners and trade partners, clients and the communities in which we live and work. While some of these measures may appear significant, we believe being cautious in this time of uncertainty is prudent and in the best interests of everyone.

SCOPE

This document addresses:

1. Communications/Inquiries - Governmental Agencies, Clients, Partners, Press and Others
2. Jobsite Office Attendance and Meeting Requirements
 - a. No Visitors
 - b. Only Essential Personnel Onsite
 - c. Limiting In-Person Meetings
3. Jobsite Safety Protocols
 - a. Posting Communications / Signage
 - b. Client Requirements
 - c. Worker Evaluations
 - d. Exposure to Infected / Potentially Infected Persons
 - e. Site Activities / Gatherings
 - f. Trailer Air Filters
 - g. Additional Hygiene Stations
 - h. Personal Hygiene Practices
 - i. Daily Jobsite Cleaning Protocols
 - i. XL Construction
 - ii. XL Subsidiaries
 - iii. How to Clean and Disinfect Surfaces

COMMUNICATIONS/INQUIRIES – Governmental Agencies, Clients, Partners, Press and others

In order to provide consistent up-to-date communication to governmental agencies, clients, partners and others, all communications regarding our response to the pandemic must be approved in writing by, or sent directly from, our Pandemic Response Team.

Governmental Agencies

XL Industries directs all employees to obey all directives and recommendations issued by local, state or federal authorities, such as the Federal Centers for Disease Control and Prevention (aka CDC - www.cdc.gov), Federal Department of Homeland Security, county health departments and local emergency response agencies. In the event of a conflict between such directives / recommendations and directives / recommendations set forth in this Plan or otherwise communicated by XL Industries, implement the more stringent action and immediately seek clarification from the Vice President Corporate Safety (see above for contact info).

Clients, Partners or Other Entities

In the event a project team or employee receives a communication from a client, design partner, trade partner or other entity regarding matters pertaining to the pandemic, they are to send this communication to the Vice President of Safety for response or guidance from the Pandemic Response Team (see contact info on page 1 of the Plan).

Press

Any inquiries from members of the Press must be referred to the Vice President Marketing & Communications (see contact info on page 1 of the Plan). All responses to press inquiries shall be provided by a member of the Pandemic Response Team.

JOBSITE OFFICE ATTENDANCE AND MEETING REQUIREMENTS

No Visitors

Only workers and people providing services necessary for performance of the work (and their supervisors) will be allowed on-site. This includes personnel from our companies, our client, trade partners, design partners, building inspectors or other representatives from the authorities having jurisdiction, utilities, lender's representatives, union representatives or other persons required for performance of the work and approved by the Project Superintendent (or in his/her absence, the Project Manager). No project tours or other site visits will be held for user groups or any other persons unless approved by the Vice President Corporate Safety.

Only Essential Personnel Onsite

Only employees essential to on-going site activities should work at the jobsite. All work that is non-essential to on-site activities should be performed remotely (preferably from home if feasible). The Project Executive, after consultation with the Project Manager and Superintendent, will decide on a case-by-case basis which personnel can and should work remotely. If designated to work remotely, you should charge your time to the project pursuant to our standard policies and procedures even if the construction contract states that personnel must be at the jobsite to be chargeable.

Limiting In-Person Meetings

In-person meetings should be avoided whenever possible. Use videoconferences to maximize opportunities for call-in attendance. For specific meetings, implement the following guidelines:

- *OAC Meetings* - to be held as normal, but video conference attendance is highly encouraged
- *Foremen, Planning and Coordination Meetings* - to be held as normal

- *All Hands Safety Meetings* - If there are fewer than 30 people onsite, these meetings should be held as normal. If there are more than 30 workers onsite, these meetings are to be cancelled and replaced by smaller meetings, held with single trade partners and their crews, or broken down by several trade partners or site areas (i.e., site crews, roofing crews, foundation crews, etc.) so that:
 - no more than 30 people attend each meeting
 - meetings are to be held in a location that allows six (6) or more feet between attendees when feasibleSuch meetings must be led by the same person to ensure consistent messaging and that every worker is included in a meeting. As usual, such meetings should accommodate those who do not speak English.

Subsidiary teams working on another General Contractors' jobsite, with more than 30 workers, should work with the General Contractors' supervision to have a smaller meeting or a dedicated meeting for your personnel that complies with the foregoing protocols.

For all meetings, people should keep six (6) or more feet between each other when feasible.

JOBSITE SAFETY PROTOCOLS

Posting Communications / Signage

Immediately post all safety signage and other materials provided by the Safety Department or Human Resources in the manner they direct.

Any e-mails from members of the Pandemic Response Team regarding hygiene or other jobsite safety measures should also be posted in central, conspicuous locations such as trailers, break areas, job boards and/or restroom locations.

Client Requirements

If a client issues safety and/or hygiene requirements that are stricter or in addition to those set forth in this document, follow them and forward them to the Vice President Corporate Safety (see contact info on page 1 of the Plan).

Worker Evaluations

Best efforts will be made to evaluate everyone onsite every day, through visual observations by our safety personnel or a designated person. This includes both field and field office workers and will be done as people enter the site, during all-hands safety meetings, stretch-and-flex sessions and while our personnel conduct daily jobsite safety walks. Evaluations are to include the following:

- Persistent coughing
- Difficulty breathing or shortness of breath
- Chills or sweating
- Obvious nasal congestion

If any of these symptoms are observed, the individual may be asked a few questions to further understand the nature of these symptoms. During this conversation, the observer should maintain a distance of at least six (6) feet from the person being observed. If there is any concern that the observed person may have the flu, they will be instructed to leave the jobsite and advised to seek medical evaluation. If the person refuses to leave the jobsite, do not become confrontational. Please contact the Project Executive and the Vice President Corporate Safety (see contact info on page 1 of the Plan) so that they can take appropriate action.

Upon notification from the Pandemic Response Team, the project Safety Manager (or someone designated by the Safety Manager) will endeavor to take the temperature of each person, preferably as they enter the site, using a non-contact thermometer (one that does not touch the individual being tested). If the thermometer shows a reading of 100.4 F degrees (38 degrees C) or higher, the individual will not be allowed to remain on the jobsite and will be advised to seek medical advice. The designated person shall follow temperature testing protocols issued by

the Safety Department. If a person refuses to have his/her temperature taken, the person will be instructed to leave the jobsite. If the person refuses to leave the jobsite, do not become confrontational. Please contact the Project Executive and Vice President Corporate Safety (see contact info on page 1 of the Plan) so they can take appropriate action. It is important to maintain confidentiality regarding a person's health; so please limit your communications to the Vice President Corporate Safety and Vice President Human Resources. They will handle all other necessary communications.

Any person prohibited from entering (or removed from) the jobsite as a result of the foregoing screening, will not be allowed onsite without the written approval of the Vice President Corporate Safety or the Vice President Human Resources. Any individuals that have experienced any of the conditions below will be required to provide a medical release before they will be allowed to return to work:

- g. the virus that is the focus of the pandemic*
- h. the flu*
- i. other highly contagious illness*

With respect to people that did not experience such conditions, they will not be allowed onsite until all symptoms have subsided, including being fever free for 24 hours without the use of medication (i.e., Motrin, Advil, Aleve, Dayquil, etc.).

Exposure to Infected / Potentially Infected Persons

If you know (or suspect) that you have been exposed to a person who has (or may have) contracted the virus, please exercise caution by leaving the jobsite or trailer immediately and promptly calling either the Vice President Corporate Safety or Vice President Human Resources (see contact info on page 1 of the Plan). In addition, we recommend you seek medical attention if you have a fever and/or other flu-like symptoms.

If you know (or suspect) that someone else has been exposed to a person who has (or may have) contracted the virus, please exercise caution by having that person remain in an area separate from other workers and call the Vice President Corporate Safety or the Vice President Human Resources (see contact info on page 1 of the Plan) so that designated personnel can take the necessary measures to aid in keeping everyone safe and healthy. It is important to maintain confidentiality regarding a person's health; so please limit your communications to the Vice President Corporate Safety and the Vice President Human Resources. They will handle all other necessary communications.

Site Activities / Gatherings

- All non-essential gatherings will be suspended. This includes jobsite barbeques and other larger group meetings.
- Whenever practical, workers will maintain a distance of at least 6' from each other when working with or having conversations with others
- Breaks should be taken in smaller groups by setting up several break areas (when facilities are available) or staggering break times to reduce the size of people gathering at one time
- Make phone calls to others in order to limit face-to-face interactions to the extent possible. This includes encouraging trade partner foremen and personnel to call into the office for questions, clarifications and coordination items, rather than coming into the trailers for informal meetings

Trailer Air Filters

All air filters in trailer facilities shall be changed to HEPA-Grade filters if compatible with the HVAC system, which will be maintained and replaced pursuant to manufacturer recommendations. Our rental subsidiary can facilitate this work.

Additional Hygiene Stations

To the extent possible, provide additional hand wash stations or hand sanitizer stations around the jobsite to make hand washing and sanitation more accessible.

Personal Hygiene Protocols

The best way to prevent infection of any sort is to take precautions to avoid exposure to the virus, which are the same precautions you would take to avoid the flu. Everyday actions to help prevent the spread of respiratory viruses are:

- Stay home if you are sick or feel sick (except to get medical care); be fever free for 24 hours without the use of medication (i.e., Motrin, Advil, Aleve, Dayquil, etc.) before returning to work
- Wash your hands often using soap and water for at least 20 seconds. If soap and water are not available, use an alcohol-based hand sanitizer (60% alcohol content or greater)
- Avoid touching your eyes, nose and mouth with unwashed hands
- Avoid close contact with people who are sick, including not shaking hands
- Cover your cough or sneeze with a tissue or cough into the inside of your elbow (do not cough into your hands), throw any tissue(s) in the trash and wash your hands with soap and water for at least 20 seconds
- Clean and disinfect daily frequently touched objects and surfaces (desks, computer keyboards and screens, water bottles, etc.)
- Face masks - wear one if you are sick; if you are not sick, you do not need to wear one unless caring for someone who is sick and they are not able to wear a facemask; facemasks may be in short supply and they should be saved for first-responders and other caregivers.

The foregoing is based on recommendations set forth on the CDC website (www.CDC.gov) when this document was prepared. Please reference the site periodically to determine if there are additional recommendations or any changes to the foregoing. The site also contains useful information regarding the virus that we encourage you to review. The Pandemic Response Team will also monitor the website and provide updates to recommended actions when appropriate.

Daily Jobsite Cleaning Protocols

XL Construction

Project teams must hire a cleaning service or designate one or more laborers to perform the cleaning described below and contact the project Safety Manager to arrange for them to receive Blood Borne Pathogen Training. The training will be delivered via Click Safety and can be performed at the jobsite. The designated employees may not commence the cleaning duties below until they have received the training.

High-touch surfaces in the following areas shall be cleaned daily with disinfectant solutions:

- Trailers and Break Areas:
 - hard-backed chairs
 - tables
 - doorknobs
 - light switches
 - handles
 - handrails
 - desks
 - toilets
 - sinks

- workstations
- touchscreens
- phones
- countertops
- any other commonly used hard surfaces (including metal and plastic)
- Stairs, Stair Towers and Man-Lifts
 - handrails
 - door knobs and pulls
 - operating panels / buttons
- GC Provided Equipment/Hand Tools/Laptops/iPads/Tablets/Cell Phones/Job Box Workstations
 - equipment used by only one person should be cleaned by that person daily
 - equipment shared by more than one person should be wiped down regularly, and specifically prior to sharing it with another person whenever feasible
 - high-touch surfaces on equipment used by multiple people should be cleaned by the designated cleaning company or laborer (switches, steering wheels/joy sticks, safety rails and handles, etc.)
- Portable Restrooms
 - toilets
 - handwashing stations

To the extent commercially available, disposable wipes will be made available in trailers and break areas so that commonly used surfaces (for example, doorknobs, keyboards, desks, chairs and tabletops) can be easily wiped down by employees before each use.

Subsidiary Services

Superintendents must meet with the project's General Contractor to understand what safety protocols it has implemented, including cleaning protocols. If the protocols are less than those adopted for XL Construction in this document, then the Superintendent should evaluate the extent to which Subsidiary Services personnel can implement the XL Construction protocols with respect to areas in which they will be working. They should also contact the Vice President Corporate Safety so that the Safety Department can assist with the evaluation and any conversations with the General Contractor deemed necessary.

How to Clean and Disinfect Surfaces

Wear disposable gloves when cleaning and disinfecting surfaces. Gloves should be discarded after each cleaning. If reusable gloves are used, those gloves should be dedicated for cleaning and disinfection of surfaces for the virus only and should not be used for any other purposes. Clean hands with soap and water for at least 20 seconds immediately after cleaning gloves of any kind are removed.

If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.

For disinfection, diluted household bleach solutions, alcohol solutions with at least 70% alcohol, and most common EPA-registered household disinfectants should be effective. ***Open outside doors and windows to increase air circulation in the area while cleaning.***

Diluted household bleach solutions can be used if appropriate for the surface. Follow manufacturer's instructions for application and proper ventilation. Check to ensure the product is not past its expiration date. ***Never mix household bleach with ammonia or any other cleanser.*** Unexpired household bleach will be effective against corona viruses when properly diluted.

- Prepare a bleach solution by mixing:
 - 5 tablespoons (1/3rd cup) bleach per gallon of water; or
 - 4 teaspoons bleach per quart of water

[END OF APPENDIX A]

XL Industries Pandemic Response Plan

APPENDIX A.1 - XL Construction's Jobsite Protocols & Requirements for Trade Partners

APPLICATION

This document provides protocols and requirements for all XL Construction jobsites and the personnel who work on them.

This document is focused on trade partner interaction to: 1) communicate the details of our plan, and 2) allow for the most effective implementation for the welfare and safety of our employees and workers.

PURPOSE

The protocols and requirements set forth below are intended to ensure jobsites are maintained at a high safety level for the welfare of all employees and their families, other project team members such as design partners and trade partners, clients and the communities in which we live and work. While some of these measures may appear significant, we believe being cautious in this time of uncertainty is prudent and in the best interests of everyone.

SCOPE

This document addresses:

4. Communications/Inquiries - Governmental Agencies, Clients, Partners, Press and Others
5. Jobsite Office Attendance and Meeting Requirements
 - a. No Visitors
 - b. Only Essential Personnel Onsite
 - c. Limiting In-Person Meetings
6. Jobsite Safety Protocols
 - a. Posting Communications / Signage
 - b. Client Requirements
 - c. Worker Evaluations
 - d. Exposure to Infected / Potentially Infected Persons
 - e. Site Activities / Gatherings
 - f. Trailer Air Filters
 - g. Additional Hygiene Stations
 - h. Personal Hygiene Practices
 - i. Daily Jobsite Cleaning Protocols
 - i. General Protocols
 - ii. How to Clean and Disinfect Surfaces

COMMUNICATIONS/INQUIRIES – Governmental Agencies and the Press

In order to provide consistent up-to-date communication, all communications to our client, designers and others regarding jobsite operations and project team efforts to respond to the pandemic must be approved by XL Construction. This is not meant to limit communications with Governmental agencies regarding health and safety matters, including OSHA, CAL OSHA, the Centers for Disease Control and Prevention (CDC), state and local health authorities, fire, police and other emergency personnel.

Governmental Agencies

XL Construction will obey all directives issued by local, state or federal authorities, such as the Federal Centers for Disease Control and Prevention (aka CDC - www.cdc.gov), Federal Department of Homeland Security, county health departments and local emergency response agencies. In the event of a conflict between such directives and directives set forth in this Plan or otherwise communicated by XL Industries, implement the more stringent action and immediately seek clarification from XL Construction.

Press

Any inquiries from members of the Press must be referred to XL Construction. All responses to press inquiries shall be provided by a member of XL Construction's Pandemic Response Team.

JOBSITE OFFICE ATTENDANCE AND MEETING REQUIREMENTS

No Visitors

Only workers and people providing services necessary for performance of the work (and their supervisors) will be allowed on-site. This includes personnel from XL Construction, our client, trade partners, design partners, building inspectors or other representatives from the authorities having jurisdiction, utilities, lender's representatives, union representatives or other persons required for performance of the work and approved by the Project Superintendent (or in his/her absence, the Project Manager). No project tours or other site visits will be held for user groups or any other persons unless approved by XL Construction's Vice President Corporate Safety.

Only Essential Personnel Onsite

Only employees essential to on-going site activities should work at the jobsite. All work that is non-essential to on-site activities should be performed remotely. Each Trade Partner must evaluate who is essential to their jobsite requirements and the ongoing progress of the project and all others must work remotely.

Limiting In-Person Meetings

In-person meetings will be avoided whenever possible. Use videoconferences to maximize opportunities for call-in attendance. For specific meetings, implement the following guidelines:

- *OAC Meetings* - to be held as normal, but video conference attendance is highly encouraged
- *Foremen, Planning and Coordination Meetings* - to be held as normal
- *All Hands Safety Meetings* - If there are fewer than 30 people onsite, these meetings should be held as normal. If there are more than 30 workers onsite, these meetings are to be cancelled and replaced by smaller meetings, held with single trade partners and their crews, or broken down by several trade partners or site areas (i.e., site crews, roofing crews, foundation crews, etc.) so that:
 - no more than 30 people attend each meeting
 - meetings are to be held in a location that allows six (6) or more feet between attendees when feasible

Such meetings must be led by the same person to ensure consistent messaging and that every worker is included in a meeting. As usual, such meetings should accommodate those who do not speak English.

For all meetings, people should keep six (6) or more feet between each other when feasible.

JOBSITE SAFETY PROTOCOLS

Posting Communications / Signage

Periodically, XL Construction will post information that informs the project team members of protocols or updates to existing protocols and requirements. It is expected that all workers take the time to read and implement these protocols meticulously on our projects.

XL's jobsite team and Safety Department will assist in communicating this information to all team members in All-Hands Safety Meetings, foremen meetings, other meetings or by written communication to your teams. We ask that your team leadership also assist by sharing this information with your workers.

Client Requirements

If a client issues safety/hygiene requirements that are stricter or in addition to those set forth in this document, follow them and forward them to XL Construction's jobsite Superintendent.

Worker Evaluations

Workers onsite will be evaluated, through visual observations by our safety personnel or a designated person. This includes both field and field office workers and will be done as workers enter the site in the morning, during all-hands safety meetings, stretch-and-flex sessions and while our personnel conduct daily jobsite safety walks. Evaluations are to include workers exhibiting the following:

- Persistent coughing
- Difficulty breathing or shortness of breath
- Chills or sweating
- Obvious nasal congestion

If any of these symptoms are observed, the worker may be asked a few questions to further understand the nature of these symptoms. During this conversation, the observer should maintain a distance of at least six (6) feet from the person being observed. If there is any concern that the observed person may have the flu, they will be instructed to leave the jobsite and advised to seek medical evaluation. XL's designated person will promptly inform the Trade Partner's management and on-site supervisor of this situation and what the next steps are to further protect other individuals on the jobsite.

Upon notification from XL Construction's Pandemic Response Team, the project Safety Manager (or someone designated by the Safety Manager) will endeavor to take the temperature of each worker, preferably as they enter the site, using a non-contact thermometer (one that does not touch the individual being tested). If the thermometer shows a reading of 100.4 degrees F (38 degrees C), or higher, the worker will not be allowed to remain on the jobsite and will be advised to seek medical advice. The designated person shall follow temperature testing protocols issued by XL Construction's Safety Department. If a worker refuses to have his/her temperature taken, the person will be instructed to leave the jobsite.

If a person is asked to leave the jobsite, for either a high temperature reading, or refusing to have his/her temperature taken, XL's designated person will promptly inform the Trade Partner's management and on-site supervisor of this situation and what the next steps are to further protect other individuals on the jobsite. XL Construction's Vice President Corporate Safety will also be notified and appropriate action will be taken.

Any person prohibited from entering (or removed from) the jobsite as a result of the foregoing screening, will not be allowed onsite without the written approval of XL Construction's Vice President Corporate Safety or Vice President Human Resources. Any individuals that we know have experienced any of the conditions below will be required to provide a medical release before they will be allowed to return to work:

- j. the virus that is the focus of the pandemic*
- k. the flu*

l. other highly contagious illness

With respect to people that did not experience such conditions, they will not be allowed onsite until all symptoms have subsided, including being fever free for 24 hours without the use of medication (i.e., Motrin, Advil, Aleve, Dayquil, etc.).

We will work diligently to maintain confidentiality regarding each person's health and will endeavor to limit all communications regarding an individual's health to your company's on site supervisor and Human Resources Department, Government health agencies, and key personnel in XL Construction's Human Resources and Safety departments.

Exposure to Infected / Potentially Infected Persons

Anyone who knows (or suspects) that they have been exposed to a person who has (or may have) contracted the virus must exercise caution by leaving the jobsite or trailer immediately and promptly inform their supervisor as well as XL Construction's Superintendent. In addition, we recommend they seek medical advice.

Anyone who knows (or suspects) that someone else has been exposed to a person who has (or may have) contracted the virus, is to exercise caution by having that person remain in an area separate from other workers and call their supervisor and XL Construction's Superintendent immediately.

We will work diligently to maintain confidentiality regarding each person's health and will endeavor to limit all communications regarding an individual's health to your company's onsite supervisor and Human Resources Department, Government health agencies, and key personnel in XL Construction's Human Resources and Safety departments..

Site Activities / Gatherings

- All non-essential gatherings will be suspended. This includes jobsite barbeques and other larger group meetings.
- Whenever practical, workers will maintain a distance of at least 6' from each other when working with or having conversations with others
- Breaks should be taken in smaller groups by setting up several break areas (when facilities are available) or staggering break times to reduce the size of people gathering at one time
- Make phone calls to others in order to limit face-to-face interactions to the extent possible. This includes encouraging trade partner foremen and personnel to call into the office for questions, clarifications and coordination items, rather than coming into the trailers for informal meetings

Trailer Air Filters

You must change all air filters in your trailer facilities to HEPA-Grade filters if compatible with the HVAC system, which will be maintained and replaced pursuant to manufacturer recommendations. XL Construction will do the same for its onsite trailers.

Additional Hygiene Stations

To the extent possible, additional hand wash stations or hand sanitizer stations will be provided around the jobsite to make hand washing and sanitation more accessible.

Personal Hygiene Protocols

The best way to prevent infection of any sort is to take precautions to avoid exposure to the virus, which are the same precautions you would take to avoid the flu. Everyday actions to help prevent the spread of respiratory viruses are:

- Stay home if you are sick or feel sick (except to get medical care); be fever free for 24 hours without the use of medication (i.e., Motrin, Advil, Aleve, Dayquil, etc.) before returning to work

- Wash your hands often using soap and water for at least 20 seconds. If soap and water are not available, use an alcohol-based hand sanitizer (60% alcohol content or greater)
- Avoid touching your eyes, nose and mouth with unwashed hands
- Avoid close contact with people who are sick, including not shaking hands
- Cover your cough or sneeze with a tissue or cough into the inside of your elbow (do not cough into your hands), then throw the tissue in the trash and wash your hands with soap and water for at least 20 seconds
- Clean and disinfect daily frequently touched objects and surfaces (desks, computer keyboards and screens, water bottles, etc.)
- Face masks - wear one if you are sick; if you are not sick, you do not need to wear one unless caring for someone who is sick and they are not able to wear a facemask; facemasks may be in short supply and they should be saved for first-responders and other caregivers.

The foregoing is based on recommendations set forth on the Federal Centers for Disease Control website (www.cdc.gov) when this document was prepared. Please reference the site periodically to determine if there are additional recommendations or any changes to the foregoing. The site also contains useful information regarding the virus that we encourage you to review.

Daily Jobsite Cleaning Protocols

XL Construction

XL Construction's project teams will hire a cleaning service or designate one or more laborers to perform the cleaning described below with respect to its trailers, portable restrooms serving the jobsite, tools and equipment used by XL Construction personnel, and stairs, stair towers and manlifts serving all workers onsite. You must appropriately train someone to do, and have them perform, the same for your trailers, tools and equipment. Please note that the training may include Blood Borne Pathogen Training pursuant to OSHA / Cal OSHA requirements. If you need further information regarding this training, please contact XL Construction's Safety Manager for the project.

High-touch surfaces in the following areas shall be cleaned daily with disinfectant solutions:

- Trailers and Break Areas:
 - hard-backed chairs
 - tables
 - doorknobs
 - light switches
 - handles
 - handrails
 - desks
 - toilets
 - sinks
 - workstations
 - touchscreens
 - phones
 - countertops
 - any other commonly used hard surfaces, including metal and plastic
- Stairs, Stair Towers and Man-Lifts (to be performed by XL Construction personnel)
 - handrails
 - door knobs and pulls
 - operating panels / buttons

- Equipment/Hand Tools/Laptops/iPads/Tablets/Cell Phones/Job Box Workstations
 - equipment used by only one person should be cleaned by that person daily
 - equipment shared by more than one person should be wiped down regularly, and specifically prior to sharing it with another person
 - high-touch surfaces on equipment used by multiple people should be cleaned by the designated cleaning company or laborer (switches, steering wheels/joy sticks, safety rails and handles, etc.)
- Portable Restrooms (to be performed by XL Construction personnel)
 - Toilets
 - Handwashing stations

To the extent commercially available, please make disposable wipes available in trailers and break areas so that commonly used surfaces (for example, doorknobs, keyboards, desks, chairs and tabletops) can be easily wiped down by employees before each use.

How to Clean and Disinfect Surfaces

Wear disposable gloves when cleaning and disinfecting surfaces. Gloves should be discarded after each cleaning. If reusable gloves are used, those gloves should be dedicated for cleaning and disinfection of surfaces for the virus only and should not be used for any other purposes. Clean hands with soap and water for at least 20 seconds immediately after cleaning gloves of any kind are removed.

If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.

For disinfection, diluted household bleach solutions, alcohol solutions with at least 70% alcohol, and most common EPA-registered household disinfectants should be effective. ***Open outside doors and windows to increase air circulation in the area while cleaning.***

Diluted household bleach solutions can be used if appropriate for the surface. Follow manufacturer's instructions for application and proper ventilation. Check to ensure the product is not past its expiration date. ***Never mix household bleach with ammonia or any other cleanser.*** Unexpired household bleach will be effective against corona viruses when properly diluted.

- Prepare a bleach solution by mixing:
 - 5 tablespoons (1/3rd cup) bleach per gallon of water; or
 - 4 teaspoons bleach per quart of water

[END OF APPENDIX A.1]

XL Industries Pandemic Response Plan

APPENDIX B - General Communications to Employees

TEMPLATE FOR INITIAL COMMUNICATION

(Prior to Any Pandemic Declaration by Local, State or Federal Authorities)

Via Internal Email

Subject Line: [REDACTED] Virus Information

Dear XL Industries Team,

We wanted to let you know that the leadership team is actively monitoring information about the [REDACTED] virus.

The Federal Centers for Disease Control and Prevention (CDC - www.cdc.gov) is encouraging all organizations to develop precautionary measures, which we are doing. Our Pandemic Response Team is reviewing our Pandemic Response Plan in the event it becomes necessary to activate it. In the meantime, we want to share with you the measures we are taking to ensure the health and safety of our team members.

At XL Industries, we are following the updates and guidelines provided by local, state and federal health agencies, and we recommend that you do the same. We thought it would be helpful to remind everyone about general health tips, which we provide for you below.

The best way to prevent infection of any sort is to take precautions to avoid exposure to the virus, which are the same precautions you would take to avoid the flu. Everyday actions to help prevent the spread of respiratory viruses are:

- Stay home if you are sick or feel sick (except to get medical care); be fever free for 24 hours without the use of medication (i.e., Motrin, Advil, Aleve, Dayquil, etc.) before returning to work
- Wash your hands often soap and water for at least 20 seconds. If soap and water are not available, use an alcohol-based hand sanitizer (60% alcohol content or greater)
- Avoid touching your eyes, nose and mouth with unwashed hands
- Avoid close contact with people who are sick, including not shaking hands
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash and wash your hands with soap and water for at least 20 seconds
- Clean and disinfect frequently touched objects and surfaces (desks, computer keyboards and screens, water bottles, etc.) daily
- Face masks - wear one if you are sick; if you are not sick, you do not need to wear one unless caring for someone who is sick and they are not able to wear a facemask; facemasks may be in short supply and they should be saved for caregivers

The CDC website (www.cdc.gov) also contains useful information regarding the virus and seasonal flu that we encourage you to review. Specific pages worth referencing include:

- [INSERT LINKS HERE]

If you have any questions regarding the foregoing, you can contact [REDACTED].

Thanks.

[Signature Block by VP Corporate Safety or Other Member of the Pandemic Response Team]

TEMPLATE FOR COMMUNICATION UPON PANDEMIC DECLARATION BY LOCAL, STATE OR FEDERAL AUTHORITIES

Via Internal Email

Subject Line: Pandemic Response Plan Implementation

Hello everyone,

[REDACTED] agency has declared a pandemic in connection with the [REDACTED] virus. As a result, we have now activated our Pandemic Response Plan, a copy of which can be found on MILO.

This action and the actions set forth below are not intended to heighten any concerns you may have about the virus. Individual responses should be guided by information provided by the Federal Centers for Disease Control and Prevention (CDC - www.cdc.gov) and County Health Departments rather than the press. That information suggests that there are actions we should all take but that panic is not warranted.

In that light, to ensure we are doing all we can to support maintaining the health and well-being of ourselves, our families and our community at large, we are implementing the following measures immediately:

- **Office Attendance** - [Insert Either: "All" or identify specific office(s)] staff are encouraged to work remotely through [Insert Date]. This means you are not obligated to come into the office if you are not comfortable with traveling during this time. We realize there may be some essential positions that need to come to the office. You will be contacted by your BUL or Department Head if you are considered to be in one of these positions to discuss whether you are comfortable with doing so. [Insert Specific Locations] offices shall remain fully operational at this time as our action with respect to [Insert Affected Locations] is based on governmental guidance limited to [Insert Location(s)].
- **Jobsite Operations** - subject to client instructions, all projects will remain operational. However, only project team members directly involved in the project (i.e., Company employees, trade partners, clients, design partners, inspectors, utility representatives and workers, union representatives and their respective senior management) will be permitted on site through [Insert Date]. Additional instructions are set forth in the Jobsite Protocol & Requirements, which is an Appendix to the Pandemic Response Plan that can be found on MILO.
- **Office Health & Safety** - we will be conducting extra office cleanings in all offices and jobsite trailers to continue to ensure as sanitary an environment as possible. We will also be temporarily suspending company sponsored group meals at offices and on jobsites. If you must order food to be delivered for small meetings or because a team needs to work through a meal period, please use the [Insert Service Company Names That Meet the Following Requirement] delivery services, as these organizations have published health and safety protocols and offer a "non-contact delivery" option.
- **External Events:**
 - **Conferences & Events:** All conference participation is cancelled through [Insert Date] and all staff are asked to please refrain from attending any local events through [Insert Date]. Reach out to your team EA or [Insert Name] for assistance with cancellations.
 - **Travel:** All business travel by air, rail or other common carrier is suspended. Any exceptions will be voluntary and subject to written approval by [Insert Name]. Regular commuter rail and bus transport is an exception.
- **Internal Meetings and Gatherings:**
 - **Group Gatherings:** Any gathering that is not a project-related meeting scheduled to occur over the next [Insert Duration] weeks will be cancelled or postponed. This includes multi-team meetings, trainings, community engagement activities, and company-hosted functions. As the situation evolves, we will continue to review all scheduled group gatherings and trainings on a rolling 2-week basis and make determinations as to whether they will need to be cancelled or postponed. We will provide updates at the beginning of every week.

- **Smaller team meetings:** Smaller team meetings are still allowed, but all teams are encouraged to evaluate whether those meetings can be accomplished via videoconference.

Additionally, please recall prior advice regarding personal hygiene practices and staying home if you are ill. This information and additional information are posted on MILO. Please contact your manager, Human Resources or Corporate Safety if you have any questions or concerns.

We are undertaking the foregoing actions to comply with any governmental mitigation strategies and out of an abundance of caution to protect you. To those that think this may be an overaction, please also consider that one of the most significant threats to our ongoing operations is a large group of team members being required to quarantine as a result of interacting with someone identified as potentially or actually being infected. By taking the above actions, we should be able to avoid such a circumstance.

As the situation continues to evolve, we ask that everyone remain flexible. We will continue to issue updates and guidance to keep everyone informed through MILO and email as appropriate. Be on the lookout for additional communications to come.

Sincerely,

[CEO, PRESIDENT OR COO SIGNATURE BLOCK]

TEMPLATE FOR COMMUNICATION REGARDING TIPS FOR WORKING FROM HOME

Via Internal Email

Subject: Working Remotely

Hi everyone,

In response to the recent communication from XL Leadership, some of us are going to be working remotely for a period of time. We would like to provide you with tips, tools and resources to support your health and productivity. Working remotely can be great but can also present challenges. Let's make the best of these challenging circumstances, maintain our usual, high productivity and ensure we continue to provide excellent support to our company and project teams.

Here are some tips to make working from home a little easier and keep it productive:

1. Be a good Communicator - be available to your team, talk about what you are working on, and find ways to collaborate remotely when your work product depends on it. When you aren't working a few desks away from people, you need to find ways to keep up regular communication and contact that enables you to do your job successfully. Specifically:
 - A. Be in daily contact with your direct reports, ensuring that you prioritize work tasks and deliverables. This should be done by phone or videoconferencing and can be a simple huddle where you address what they are accomplished yesterday, what they are working on today and what do they need support with.
 - B. It will be important that all team members communicate regularly to keep everyone apprised of field progress and status. To this end, continue to hold staff meetings, via videoconferencing, to encourage cross-project communication and team camaraderie.
2. Create a separate work environment at home that is well lit and free of distractions. Avoid working in front of your TV or in bed, even if it is comfortable! When using WebEx or other virtual tools, remember to consider avoiding disruption from background noise and the backdrop your camera may capture.
3. Keep an active list of the tasks and assignments you are working on. This will help you stay connected and aligned with your teammates and your manager.
4. Be careful about working in public settings, both from a Covid-19 perspective and from a network access/vulnerability perspective. A workplace at home and using your personal network are definitely safer for you and the company.
5. Think like you are still going to the office. Don't stay in your pajamas. As tempting as it may be to stay in your sweats all day, get an early start, get dressed in comfortable work attire to transform your mindset and stay productive during your "work hours".
6. Structure your day and be deliberate with your time. It's easy to let time escape us when we get into a groove or to get distracted by things at home. Be sure to set reminders to get up, stretch, eat, and close down your workstation at a reasonable time of evening. Maintain a sense of balance. You will be working on your computer more than ever, so be diligent about limiting distractions like social media and other things that will take you away from getting your work done.
7. Stay connected with colleagues over voice and video conferencing to be engaged, share ideas and remain creative. Leverage technology to maintain connections and move business forward.

8. Build a plan that works for you and your family. As other businesses and schools are also taking precautions, there may be others at home that need your attention. Make plans to share childcare duties or work in shifts.

Essential tools to utilize for remote work are WebEx and Egnyte.

Below are video tutorials to reference, if needed.

Egnyte:

[Introduction to Egnyte Tutorial](#)

[Sharing Links from your Desktop](#)

[Creating a New Office File](#)

[Managing File Versions](#)

WebEx:

[How to add WebEx to your meeting invite](#)

[How to share your screen](#)

Attached are two job aids for desktop and mobile WebEx use.

If you experience any technical issues please contact Network Remedy at xl@networkremedy.com or call 1-855-736-3395.

We appreciate your flexibility and are confident the excellent work we do every day will continue through this time.

Sincerely,

[Signature Block from Someone in HR / Training & Development]

[END OF APPENDIX B]

XL Industries Pandemic Response Plan

APPENDIX C - Communications Regarding Potential Exposure

Via Internal and External Email

Subject Line: Notice of Workplace Exposure to a Communicable Disease

We have been notified that one of our employees has been diagnosed with the novel coronavirus, also known as COVID-19. As such, employees working at [location] may have been exposed to this virus. We encourage you to contact your medical professional to seek advice.

According to the Centers for Disease Control and Prevention (CDC), the virus is thought to spread mainly between people who are in close contact with one another (within about 6 feet) through respiratory droplets produced when an infected person coughs or sneezes.

If you are an employee of XL Construction or a Subsidiary, and you experience symptoms of respiratory illness (fever, coughing or shortness of breath), please contact the Vice President Human Resources or Vice President Corporate Safety immediately after contacting your medical professional. The company will keep all medical information confidential and will only disclose it on a need-to-know basis.

The company is taking measures to ensure the safety of our employees as a result of this potential exposure.

[Describe the measures the company has taken]

In addition, we continue to ask employees to take preventative measures to protect yourselves and others from infectious diseases:

- Stay home if you don't feel well
- Wash your hands often with soap and water for at least 20 seconds or use hand sanitizer
- Wipe down shared surfaces
- If you haven't already, get a flu shot
- Avoid contact with others who are sick and wash your hands afterward
- Avoid touching your face and maintain good personal hygiene
- Avoid shaking hands, hugs and kisses

For more information on COVID-19, including symptoms and treatment, visit the CDC website at www.cdc.gov.

Please don't hesitate to reach out if you have any questions.

Sincerely,

[Signature Block of VP Human Resources or VP Corporate Safety]

[END OF APPENDIX C]

XL Industries Pandemic Response Plan

APPENDIX D - Notification to Local Health Authority

[Date]

[INSERT CONTACT INFO FROM LIST: County Health Dept Contact Info]

To Whom It May Concern:

It has come to our attention that we have employees that have potentially been exposed to OR have reported being diagnosed as being infected by COVID-19. The details we have gathered are:

Person Who Has Reported Being Infected:	[Name and contact info (home address, phone, and email if available)]
Person Who May be Infected:	[Name and contact info (home address, phone and email if available)]
Person(s) Potentially Exposed to Foregoing:	[Name(s) and contact info (home address, phone and email if available)]
Date(s) of Potential Exposure:	[mm / dd / yyyy]
Location(s) of Potential Exposure:	[Address, any additional relevant detail about location]

If you need any additional information, please contact either of the following:

Autumn Martin Vice President, Human Resources XL Construction C: (408) 858-2159 E: amartin@xlconstruction.com	Mike Popp Vice President Safety XL Construction C: (408) 592-0776 E: mpopp@xlconstruction.com
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We will gladly assist your Department in any way that we can.
Sincerely,

[INSERT SIGNATURE BLOCK OF VICE PRESIDENT SAFETY OR VICE PRESIDENT HUMAN RESOURCES]

cc: Eric Raff, Richard Walker, Marcus Staniford, Laura Guzman, Autumn Martin, Mike Popp [delete your name if you are the sender]

[END OF APPENDIX D]

XL Industries Pandemic Response Plan

APPENDIX E - Communication to Clients Regarding Pandemic Response Measures

Via Email

Subject Line: XL's COVID-19 Response Plan

To Our Valued Clients,

It has been a trying time for everyone coping with the challenges posed by COVID-19. Our most immediate concern has been to ensure the wellbeing of both our staff and yours. Below is a summary of the measures we are taking to create a safe environment while at the same time minimizing the impacts of these events on our projects.

Dedicated Resources

Ongoing and continual communication with our clients, partners and project teams is more important than ever to ensure everyone has access to the latest information and resources they need to stay safe and productive.

- We have formed a Pandemic Response Team, comprised of key company executives, to evaluate facts as they become available and develop appropriate communication and action plans.
- We have created a Communicable Disease Information Center for our employees to provide them continued, real-time access to the latest announcements and other important information and resources to maintain their health and support our jobs.
- We have developed a Pandemic Response Plan and Jobsite Protocols & Requirements, all of which are readily accessible via this [website](#). We are requesting that all our Trade Partners familiarize themselves and align with these guides.
- We have established two dedicated support hotlines for staff to assist provide timely, confidential assistance with job or health-related issues as needed.

Business Operations

Maintaining day-to-day operations is extremely important to us. We have provided our teams with clear guidance and tools to ensure we continue to meet project needs.

- We have instructed non-essential personal to work from home and are limiting access to our corporate office and jobsites at this time.
- Large in-person meetings are no longer permitted and virtual meetings will be held in place of smaller gatherings whenever possible.
- Project teams have access to necessary project data via our secure cloud network and virtual collaboration tools to ensure seamless operations and productivity.

Jobsite Safety Measures

Following the guidance of the Federal Centers for Disease Control (CDC) and local and state health authorities, we are taking measures to ensure safe and sanitary work environments.

- We are vigilant about promoting healthy practices, including washing hands, disinfecting surfaces frequently, and asking employees to staying home if they, or someone they have been in close contact with, has been feeling ill.
- We have increased sanitation measures at all office and jobsites, including improved equipment and additional scheduled cleanings of high traffic areas to guard against the spread of infection.
- We are limiting access to workers and people providing services necessary for performance of the work, along with their supervisors.
- We are proactively evaluating workers onsite for signs they may be ill.

Thank you for your partnership during this trying time. We greatly value our relationship with you and are committed to doing what it takes to keep each other safe and our projects running smoothly until the storm passes.

We will continue to keep you informed throughout the coming days and weeks. Please don't hesitate to reach out in the meantime if you have any questions or feedback.

Sincerely,

[SIGNATURE BLOCK OF CEO, PRESIDENT OR COO]

[END OF APPENDIX E]

XL Industries Pandemic Response Plan

APPENDIX F - XLC Communication to Trade Partners Regarding Pandemic Response Measures

MEMORANDUM

Date: March 16, 2020
From: Marcus Staniford, Senior Vice President, Operations
To: All Trade Partners
Subject: XL Construction's Pandemic Response Plan - Project Protocols and Requirements

All Trade Partners:

The safety of all our jobsite teams and all workers is of paramount importance to XL Construction. Given this, and the current situation related to the coronavirus, it is critical that we all make significant efforts and work together closely to keep everyone safe.

To this end, XL Construction has developed a Jobsite Protocols and Requirements document to provide guidance for our jobsites. The attached document outlines the steps we will be implementing at all our jobsites beginning this week. We plan to implement all aspects of this plan as quickly as feasible. As our partner, we are asking that you not only enforce this effort with respect to your team members but also support XL Construction in doing so with respect to all workers at the project.

This plan includes the following critical steps in ensuring a safe jobsite for our employees:

1. Communications/Inquiries - Governmental Agencies, Clients, Partners, Press and Others
2. Jobsite Office Attendance and Meeting Requirements
 - a. No Visitors
 - b. Only Essential Personnel Onsite
 - c. Limiting In-Person Meetings
3. Jobsite Safety Protocols
 - a. Posting Communications / Signage
 - b. Client Requirements
 - c. Worker Evaluations
 - d. Exposure to Infected / Potentially Infected Persons
 - e. Site Activities / Gatherings
 - f. Trailer Air Filters
 - g. Additional Hygiene Stations
 - h. Personal Hygiene Practices
 - i. Daily Jobsite Cleaning Protocols
 - i. XL Construction

ii. How to Clean and Disinfect Surfaces

It is critical that the protocols and requirements outlined in this document be followed by all workers on site and are supported by your supervision and leadership. For the continued health and safety of all workers and their families, there will be a no tolerance policy related to compliance with these protocols and requirements. Over the course of the next several weeks, we will continue to communicate and share this information across our jobsites to ensure that everyone clearly understands the importance and implementation requirements.

We ask that you share this information with all your team members and workers who work on or will be engaged on XL Construction's projects. We appreciate your support in ensuring the strictest compliance and believe by doing so, we will do our part to slowing the spread of COVID-19.

If you have any questions related to the above, or the attached document, please contact the XL Construction Project Executive for your project. He/she will either assist to the best of their ability or escalate your inquiry to the right person within our organization to respond.

Thank you, again for your support.

[JOBSITE PROTOCOLS & REQUIREMENTS ON FOLLOWING PAGES]

XL CONSTRUCTION PANDEMIC RESPONSE PLAN JOBSITE PROTOCOLS & REQUIREMENTS

APPLICATION

This document provides protocols and requirements for all XL Construction jobsites and the personnel who work on them.

This document is focused on trade partner interaction to: 1) communicate the details of our plan, and 2) allow for the most effective implementation for the welfare and safety of our employees and workers.

PURPOSE

The protocols and requirements set forth below are intended to ensure jobsites are maintained at a high safety level for the welfare of all employees and their families, other project team members such as design partners and trade partners, clients and the communities in which we live and work. While some of these measures may appear significant, we believe being cautious in this time of uncertainty is prudent and in the best interests of everyone.

SCOPE

This document addresses:

7. Communications/Inquiries - Governmental Agencies, Clients, Partners, Press and Others
8. Jobsite Office Attendance and Meeting Requirements
 - a. No Visitors
 - b. Only Essential Personnel Onsite
 - c. Limiting In-Person Meetings
9. Jobsite Safety Protocols
 - a. Posting Communications / Signage
 - b. Client Requirements
 - c. Worker Evaluations
 - d. Exposure to Infected / Potentially Infected Persons
 - e. Site Activities / Gatherings
 - f. Trailer Air Filters
 - g. Additional Hygiene Stations
 - h. Personal Hygiene Practices
 - i. Daily Jobsite Cleaning Protocols
 - i. General Protocols
 - ii. How to Clean and Disinfect Surfaces

COMMUNICATIONS/INQUIRIES - GOVERNMENTAL AGENCIES AND THE PRESS

In order to provide consistent up-to-date communication, all communications to our client, designers and others regarding jobsite operations and project team efforts to respond to the pandemic must be approved by XL Construction. This is not meant to limit communications with Governmental agencies regarding health and safety matters, including OSHA, CAL OSHA, the Centers for Disease Control and Prevention (CDC), state and local health authorities, fire, police and other emergency personnel.

Governmental Agencies

XL Construction will obey all directives issued by local, state or federal authorities, such as the Federal Centers for Disease Control and Prevention (aka CDC - www.cdc.gov), Federal Department of Homeland Security, county health departments and local emergency response agencies. In the event of a conflict between such directives and directives set forth in this Plan or otherwise communicated by XL Industries, implement the more stringent action and immediately seek clarification from XL Construction.

Press

Any inquiries from members of the Press must be referred to XL Construction. All responses to press inquiries shall be provided by a member of XL Construction's Pandemic Response Team.

JOBSITE OFFICE ATTENDANCE AND MEETING REQUIREMENTS

No Visitors

Only workers and people providing services necessary for performance of the work (and their supervisors) will be allowed on-site. This includes personnel from XL Construction, our client, trade partners, design partners, building inspectors or other representatives from the authorities having jurisdiction, utilities, lender's representatives, union representatives or other persons required for performance of the work and approved by the Project Superintendent (or in his/her absence, the Project Manager). No project tours or other site visits will be held for user groups or any other persons unless approved by XL Construction's Vice President Corporate Safety.

Only Essential Personnel Onsite

Only employees essential to on-going site activities should work at the jobsite. All work that is non-essential to on-site activities should be performed remotely. Each Trade Partner must evaluate who is essential to their jobsite requirements and the ongoing progress of the project and all others must work remotely.

Limiting In-Person Meetings

In-person meetings will be avoided whenever possible. Use videoconferences to maximize opportunities for call-in attendance. For specific meetings, implement the following guidelines:

- *OAC Meetings* - to be held as normal, but video conference attendance is highly encouraged
- *Foremen, Planning and Coordination Meetings* - to be held as normal
- *All Hands Safety Meetings* - If there are fewer than 30 people onsite, these meetings should be held as normal. If there are more than 30 workers onsite, these meetings are to be cancelled and replaced by smaller meetings, held with single trade partners and their crews, or broken down by several trade partners or site areas (i.e., site crews, roofing crews, foundation crews, etc.) so that:
 - no more than 30 people attend each meeting
 - meetings are to be held in a location that allows six (6) or more feet between attendees when feasible

Such meetings must be led by the same person to ensure consistent messaging and that every worker is included

in a meeting. As usual, such meetings should accommodate those who do not speak English.

For all meetings, people should keep six (6) or more feet between each other when feasible.

JOBSITE SAFETY PROTOCOLS

Posting Communications / Signage

Periodically, XL Construction will post information that informs the project team members of protocols or updates to existing protocols and requirements. It is expected that all workers take the time to read and implement these protocols meticulously on our projects.

XL's jobsite team and Safety Department will assist in communicating this information to all team members in All-Hands Safety Meetings, foremen meetings, other meetings or by written communication to your teams. We ask that your team leadership also assist by sharing this information with your workers.

Client Requirements

If a client issues safety/hygiene requirements that are stricter or in addition to those set forth in this document, follow them and forward them to XL Construction's jobsite Superintendent.

Worker Evaluations

Workers onsite will be evaluated, through visual observations by our safety personnel or a designated person. This includes both field and field office workers and will be done as workers enter the site in the morning, during all-hands safety meetings, stretch-and-flex sessions and while our personnel conduct daily jobsite safety walks. Evaluations are to include workers exhibiting the following:

- Persistent coughing
- Difficulty breathing or shortness of breath
- Chills or sweating
- Obvious nasal congestion

If any of these symptoms are observed, the worker may be asked a few questions to further understand the nature of these symptoms. During this conversation, the observer should maintain a distance of at least six (6) feet from the person being observed. If there is any concern that the observed person may have the flu, they will be instructed to leave the jobsite and advised to seek medical evaluation. XL's designated person will promptly inform the Trade Partner's management and on-site supervisor of this situation and what the next steps are to further protect other individuals on the jobsite.

Upon notification from XL Construction's Pandemic Response Team, the project Safety Manager (or someone designated by the Safety Manager) will endeavor to take the temperature of each worker, preferably as they enter the site, using a non-contact thermometer (one that does not touch the individual being tested). If the thermometer shows a reading of 100.4 degrees F (38 degrees C), or higher, the worker will not be allowed to remain on the jobsite and will be advised to seek medical advice. The designated person shall follow temperature testing protocols issued by XL Construction's Safety Department. If a worker refuses to have his/her temperature taken, the person will be instructed to leave the jobsite.

If a person is asked to leave the jobsite, for either a high temperature reading, or refusing to have his/her temperature taken, XL's designated person will promptly inform the Trade Partner's management and on-site supervisor of this situation and what the next steps are to further protect other individuals on the jobsite. XL Construction's Vice President Corporate Safety will also be notified, and appropriate action will be taken.

Any person prohibited from entering (or removed from) the jobsite as a result of the foregoing screening, will not be allowed onsite without the written approval of XL Construction's Vice President Corporate Safety or Vice President Human Resources. Any individuals that we know have experienced any of the conditions below will be required to provide a medical release before they will be allowed to return to work:

- m. *the virus that is the focus of the pandemic*
- n. *the flu*
- o. *other highly contagious illness*

With respect to people that did not experience such conditions, they will not be allowed onsite until all symptoms have subsided, including being fever free for 24 hours without the use of medication (i.e., Motrin, Advil, Aleve, Dayquil, etc.).

We will work diligently to maintain confidentiality regarding each person's health and will endeavor to limit all communications regarding an individual's health to your company's on site supervisor and Human Resources Department, Government health agencies, and key personnel in XL Construction's Human Resources and Safety departments.

Exposure to Infected / Potentially Infected Persons

Anyone who knows (or suspects) that they have been exposed to a person who has (or may have) contracted the virus must exercise caution by leaving the jobsite or trailer immediately and promptly inform their supervisor as well as XL Construction's Superintendent. In addition, we recommend they seek medical advice.

Anyone who knows (or suspects) that someone else has been exposed to a person who has (or may have) contracted the virus, is to exercise caution by having that person remain in an area separate from other workers and call their supervisor and XL Construction's Superintendent immediately.

We will work diligently to maintain confidentiality regarding each person's health and will endeavor to limit all communications regarding an individual's health to your company's onsite supervisor and Human Resources Department, Government health agencies, and key personnel in XL Construction's Human Resources and Safety departments..

Site Activities / Gatherings

- All non-essential gatherings will be suspended. This includes jobsite barbeques and other larger group meetings.
- Whenever practical, workers will maintain a distance of at least 6' from each other when working with or having conversations with others
- Breaks should be taken in smaller groups by setting up several break areas (when facilities are available) or staggering break times to reduce the size of people gathering at one time
- Make phone calls to others in order to limit face-to-face interactions to the extent possible. This includes encouraging trade partner foremen and personnel to call into the office for questions, clarifications and coordination items, rather than coming into the trailers for informal meetings

Trailer Air Filters

You must change all air filters in your trailer facilities to HEPA-Grade filters if compatible with the HVAC system, which will be maintained and replaced pursuant to manufacturer recommendations. XL Construction will do the same for its onsite trailers.

Additional Hygiene Stations

To the extent possible, additional hand wash stations or hand sanitizer stations will be provided around the jobsite to make hand washing and sanitation more accessible.

Personal Hygiene Protocols

The best way to prevent infection of any sort is to take precautions to avoid exposure to the virus, which are the same precautions you would take to avoid the flu. Everyday actions to help prevent the spread of respiratory viruses are:

- Stay home if you are sick or feel sick (except to get medical care); be fever free for 24 hours without the use of medication (i.e., Motrin, Advil, Aleve, Dayquil, etc.) before returning to work
- Wash your hands often using soap and water for at least 20 seconds. If soap and water are not available, use an alcohol-based hand sanitizer (60% alcohol content or greater)
- Avoid touching your eyes, nose and mouth with unwashed hands
- Avoid close contact with people who are sick, including not shaking hands
- Cover your cough or sneeze with a tissue or cough into the inside of your elbow (do not cough into your hands), then throw the tissue in the trash and wash your hands with soap and water for at least 20 seconds
- Clean and disinfect daily frequently touched objects and surfaces (desks, computer keyboards and screens, water bottles, etc.)
- Face masks - wear one if you are sick; if you are not sick, you do not need to wear one unless caring for someone who is sick and they are not able to wear a facemask; facemasks may be in short supply and they should be saved for first-responders and other caregivers.

The foregoing is based on recommendations set forth on the Federal Centers for Disease Control website (www.cdc.gov) when this document was prepared. Please reference the site periodically to determine if there are additional recommendations or any changes to the foregoing. The site also contains useful information regarding the virus that we encourage you to review.

Daily Jobsite Cleaning Protocols

XL Construction

XL Construction's project teams will hire a cleaning service or designate one or more laborers to perform the cleaning described below with respect to its trailers, portable restrooms serving the jobsite, tools and equipment used by XL Construction personnel, and stairs, stair towers and manlifts serving all workers onsite. You must appropriately train someone to do, and have them perform, the same for your trailers, tools and equipment. Please note that the training may include Blood Borne Pathogen Training pursuant to OSHA / Cal OSHA requirements. If you need further information regarding this training, please contact XL Construction's Safety Manager for the project.

High-touch surfaces in the following areas shall be cleaned daily with disinfectant solutions:

- Trailers and Break Areas:
 - hard-backed chairs
 - tables
 - doorknobs
 - light switches
 - handles
 - handrails
 - desks
 - toilets
 - sinks
 - workstations
 - touchscreens
 - phones
 - countertops
 - any other commonly used hard surfaces, including metal and plastic
- Stairs, Stair Towers and Man-Lifts (to be performed by XL Construction personnel)

- handrails
- door knobs and pulls
- operating panels / buttons
- Equipment/Hand Tools/Laptops/iPads/Tablets/Cell Phones/Job Box Workstations
 - equipment used by only one person should be cleaned by that person daily
 - equipment shared by more than one person should be wiped down regularly, and specifically prior to sharing it with another person
 - high-touch surfaces on equipment used by multiple people should be cleaned by the designated cleaning company or laborer (switches, steering wheels/joy sticks, safety rails and handles, etc.)
- Portable Restrooms (to be performed by XL Construction personnel)
 - Toilets
 - Handwashing stations

To the extent commercially available, please make disposable wipes available in trailers and break areas so that commonly used surfaces (for example, doorknobs, keyboards, desks, chairs and tabletops) can be easily wiped down by employees before each use.

How to Clean and Disinfect Surfaces

Wear disposable gloves when cleaning and disinfecting surfaces. Gloves should be discarded after each cleaning. If reusable gloves are used, those gloves should be dedicated for cleaning and disinfection of surfaces for the virus only and should not be used for any other purposes. Clean hands with soap and water for at least 20 seconds immediately after cleaning gloves of any kind are removed.

If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.

For disinfection, diluted household bleach solutions, alcohol solutions with at least 70% alcohol, and most common EPA-registered household disinfectants should be effective. ***Open outside doors and windows to increase air circulation in the area while cleaning.***

Diluted household bleach solutions can be used if appropriate for the surface. Follow manufacturer's instructions for application and proper ventilation. Check to ensure the product is not past its expiration date. ***Never mix household bleach with ammonia or any other cleanser.*** Unexpired household bleach will be effective against corona viruses when properly diluted.

- Prepare a bleach solution by mixing:
 - 5 tablespoons (1/3rd cup) bleach per gallon of water; or
 - 4 teaspoons bleach per quart of water

[END OF APPENDIX F]

XL Industries Pandemic Response Plan

APPENDIX G - Communication to Others Regarding Pandemic Response Measures

Via Email

Subject: Pandemic Response Measures

Dear Valued Partners,

It has been a trying time for us all as we cope with the challenges posed by COVID-19. Our most immediate concern has been to ensure the wellbeing of both our staff and yours. Below is a summary of the measures we are taking to create a safe environment while at the same time minimizing the impacts of these events on our projects.

Dedicated Resources

Ongoing and continual communication with our project teams, clients and partners is more important than ever to ensure everyone has access the latest information and resources they need.

- We have formed a Pandemic Response Team, comprised of key company executives, to evaluate facts as they become available and develop appropriate communication and action plans.
- We have created a Communicable Disease Information Center for our employees to provide them continued, real-time access to the latest announcements and other important information and resources to maintain their health and support our jobs.
- We have developed a Pandemic Response Plan and Jobsite Protocols & Requirements, all of which are readily accessible via this [website](#). We are requesting that all our Trade Partners familiarize themselves and align with these guides.
- We have established two dedicated support hotlines for staff to report health issues or submit requests or inquires and receive timely, confidential assistance as needed.

Business Operations

Maintaining day-to-day operations is extremely important to us. We have provided our teams with clear guidance and tools to ensure we continue to meet project needs.

- We have instructed non-essential personal to work from home and are limiting access to our corporate office and jobsites at this time.
- Large in-person meetings are no longer permitted and virtual meetings will be held in place of smaller gatherings whenever possible.
- Project teams have access to necessary project data via our secure cloud network and virtual collaboration tools to ensure seamless operations and productivity.

Jobsite Safety Measures

Following the guidance of the Federal Centers for Disease Control and local and state health authorities, we are implementing measures to ensure as sanitary working environments as possible.

- We have been vigilant about promoting healthy practices, including washing hands, disinfecting surfaces frequently, and staying home if an employee, or someone they have been in close contact with, has been feeling ill.
- We have increased sanitation measures at all office and jobsites, including improved equipment and additional scheduled cleanings of high traffic areas to guard against the spread of infection.
- To reduce exposure risk, only workers and people providing services necessary for performance of the work, along with their supervisors, will be allowed on-site at this time.
- We will be providing daily health checks on jobsites to give crew members the ability to monitor their health and ensure the wellbeing of those around them.

Thank you for your partnership and support through this trying time. We greatly value our relationship with you and are committed to doing what it takes to keep each other safe and our projects running smoothly until the storm passes.

Please don't hesitate to reach out if you have any questions.

Sincerely,

[Signature Block of Member of the Pandemic Response Team or BUL]

[cc: Richard Walker, Marcus Staniford, Mike Popp, Autumn Martin if from a BUL]

[END OF APPENDIX G]

XL Industries Pandemic Response Plan

APPENDIX H - Essential Personnel Positions List

The following positions will be considered "Essential Positions", as their work at the office or jobsite is directly involved in or necessary for on-going continuity of field operations or business operations. This document applies to XL Industries and its subsidiary operating companies.

Personnel not listed below shall not be considered Essential Personnel unless granted an exception in writing by Vice President Corporate Safety, Senior Vice President Operations or Chief Operating Officer.

Company Office Personnel:

- Front desk (deliveries and phones)
- IT support
- Janitorial
- Shop personnel, including delivery driver (Milpitas Office Only)
- Accounting - 1 Representative (Milpitas Office Only)
- Senior Executive Team - 1 Project Executive or higher level should be present

Jobsite Personnel:

- Senior Project Managers and Project Manager(s) *
- Senior Superintendent(s), Superintendent(s) and Assistant Superintendents
- Senior Project Engineers and Project Engineers *
- Foremen
- Senior Field Engineers and Field Engineers*
- Safety Support: Manager / Engineer / JSC
- XLC Craftspeople
- Subsidiary companies and Craftspeople
- MEP Managers and Coordinators - only as needed for QA/QC and commissioning

* Note: For Project Managers (SPM and PM), Project Engineers (SPE and PE), Field Engineers (SFE and FE) at jobsites, it is recommended to have only 1 or 2 employees to assist in coordinating and supporting field operations.

To the extent safe and otherwise feasible, project teams should limit the number of team members onsite regardless of whether they are listed above. However, project teams must comply with company policies regarding having a "competent person" onsite at all times work is being performed.

Other Essential Personnel:

The following personnel will also be allowed on our jobsites but only to the extent necessary to either perform essential functions or functions required to maintain the progress of the project:

- Project Executives, Business Unit Leaders and Other Senior Operations Executives
- General Superintendents
- Vice President Corporate Safety

- Integrated Solutions Personnel
- IT Support Personnel
- Client Representatives
- Design Team Representatives
- Consultants (e.g., waterproofing)
- Trade Partners' Project Manager, Foreman and Craftspeople Assigned to the Project, and their Senior Supervisors
- Material Delivery Drivers
- On-Site Health & Safety Staff
- City Building Inspectors
- City Fire Marshall
- Cal/OSHA Elevator Inspector
- Special Inspectors: Concrete / Rebar / Welding, etc.
- Utility Representatives
- Union Representatives
- All First Responders (fire, ambulance, police, etc.)
- Government Representatives (e.g., any working on the pandemic response, etc.)

[END OF EXHIBIT H]