

	<ul style="list-style-type: none"> • Duration: A pandemic is likely to exist over an extended period of time. Many business pandemic plans assume a disaster-type event will be short in duration and that recovery can start immediately. • Primary effect is on staffing levels: Unlike a natural disaster, where any disruption to business services is usually tied to property or business assets, business operation disruptions during a pandemic are mainly caused by human-resource related issues. Businesses should be planning for increased levels of staff absenteeism over an extended period of time. <p>Quarantine: In reference to COVID-19, quarantine means to <u>isolate</u> yourself at home for 14 days to avoid spreading it to others. If you live with others, stay in a separate room, or keep a 2-metre distance.</p> <p>Re-Occupancy Plan: The phased plan that outlines how office employees will return into the traditional company office environment.</p> <p>Slicktext: A social text messaging app that allows the Company to send important mass text messages to all employees on company cell phones and those that have signed a release for their personal cell phones. If you would like to receive these messages on your personal phone, please contact the marketing contact in Section 5.0</p> <p>Social or Physical Distancing: This means making changes in your everyday routines to minimize close contact with others, including:</p> <ul style="list-style-type: none"> • avoiding crowded places and non-essential gatherings • avoiding common greetings, such as handshakes • limiting contact with people at higher risk like older adults and those in poor health • keeping a distance of at least 2 arms-length (approximately 2 metres) from others
<p>Referenced Documents</p>	<p>Privacy Policy Code of Business Conduct and Ethics Policy COVID-19 Health App (iForm) COVID-19 Health Declaration Form Guidance Resources Poster “Employee and Family Assistance Plan Government of Canada Poster “Know the Facts” Government of Canada Poster “About Coronavirus Disease” Government of Canada Poster “Handwashing” Government of Canada Poster “Help Reduce the Spread” Government of Canada Poster “Cleaning and Disinfecting Public Spaces” Template URS Office Closed Poster Government of Canada COVID-19 Symptom Self-Assessment Tool https://ca.thrive.health/covid19/en Government of Canada Coronavirus disease (COVID-19): Outbreak update website Link: https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/symptoms.html</p>

Alignment to Current Market and/or Industry Situation	<p>Influenza-type viruses periodically cause worldwide epidemics or pandemics with high rates of illness and/or death. COVID-19 has been reported in over 70 countries. A high incidence of infection in Canada or a region of Canada could result in the need for extraordinary measures, and those decisions are made by the Chief Public Health Officer and/or local authorities in affected provinces or territories.</p>
Communication Plan	<p>This document will be communicated to the organization through an organization wide level e-mail.</p>
Exceptions	<p>1. The Head of Human Resources reserves the right to require a medical note due to exceptional circumstances.</p> <p>2. The Senior Leadership reserves the right to amend timelines outlined in this document where is deemed safe and reasonable for a specific event.</p>
Table of Contents	<p>Section 1.0 COVID-19</p> <p>Section 2.0 Symptoms & Risk Level</p> <p>Section 3.0 General Prevention (Office & Field)</p> <p>Section 4.0 Protection Measures for Travel Outside Canada</p> <p>Section 5.0 Universal Rail COVID-19 Crisis Management Team</p> <p>Section 6.0 General Protocol Rules & Phased Office Re-Entry Plan</p> <p>Section 7.0 Decision Process to Trigger Section 8.0</p> <p>Section 8.0 Office or Field Service Quarantine Procedure</p> <p>Section 9.0 Employees Potentially Exposed to COVID-19</p> <p>Section 10.0 Employees who Contract COVID-19</p> <p>Section 11.0 Employees Required to Work from Home</p> <p>Section 12.0 Employees Who Refuse to Work</p> <p>Section 13.0 For Employees Who Are Dealing with Our Customers</p> <p>Section 14.0 Reliable Sources of Information on COVID-19</p> <p>Section 15.0 Human Resource Contacts</p> <p>Section 16.0 Crisis Management Lesson Learned Assessment</p> <p>Section 17.0 Mental Health & Community Support</p> <p>Section 18.0 Mask Types, Care and Use Instructions</p> <p>Section 19.0 COVID-19 Health Declaration Requirements</p> <p>Section 20.0 Temperature Check Guidelines</p> <p>Section 21.0 Office & Facility COVID-19 Occupancy Guidelines</p> <p>Section 22.0 Employee Training</p> <p>Section 23.0 Human Rights, Discrimination, and Employment Standards</p> <p>Section 24.0 Monitoring and Compliance</p>

Document Name: COVID-19 Protocol

Section 1.0 COVID-19

Coronaviruses are a large family of viruses which may cause illness in animals or humans. In humans, several coronaviruses are known to cause respiratory infections ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). The most recently discovered coronavirus causes coronavirus disease COVID-19 is the infectious disease caused by the most recently discovered coronavirus. This new virus and disease were unknown before the outbreak began in Wuhan, China, in December 2019.

All Company offices will be required to post a **visible sign on the entrance way** of their location advising all guests to immediately identify themselves if they have traveled outside of Canada in the last 14 days. Please see an attached sample that are to be used for your office.

Section 2.0 Symptoms and Risk Level

COVID-19 is a serious health threat, and the situation is evolving daily. The risk will vary between and within communities, but given the increasing number of cases in Canada, the risk to Canadians is considered **high**. The most common symptoms of COVID-19 are fever, tiredness, and dry cough. Some patients may have aches and pains, nasal congestion, runny nose, sore throat, or diarrhea. These symptoms are usually mild and begin gradually. Some people become infected but do not develop any symptoms and do not feel unwell.

Most people (about 80%) recover from the disease without needing special treatment. Around 1 out of every 6 people who gets COVID-19 becomes seriously ill and develops difficulty breathing. Older people, and those with underlying medical problems like high blood pressure, heart problems, compromised immune system or diabetes, are more likely to develop serious illness. **If you feel you are at greater risk due to your specific medical situation, please reach out to a Human Resources representative in confidence and we will address your specific concerns.**

This does not mean that all Canadians will get the disease. It means that there is already a significant impact on our health care system. If we do not flatten the epidemic curve now, the increase of COVID-19 cases could impact health care resources available to Canadians. There is an **increased risk of more severe outcomes for Canadians:**

- aged 65 and over
- with compromised immune systems
- with underlying medical conditions

There are also increased health risks for Canadian travellers abroad. Because of these risks, the Government of Canada advises you to **avoid non-essential travel outside of Canada until further notice**. This includes **cruise ships**.

Please refer to the Government of Canada's travel advisory for a comprehensive understanding of Canada's specific rules regarding any travel. It is important for all travellers to:

- **Immediately self-isolate for 14 days after returning from travel outside of Canada.**
- Notify their Human Resources representative if they have **travelled outside Canada since January 2020.**
- If you plan on **traveling across Canada**, please check with **specific provincial travel advisories** as some provinces have new self-isolation rules for those traveling outside the Province.
- **Monitor your health for symptoms** such as for cough, fever or difficulty breathing. If you experience any symptoms, please **DO NOT** come to work, **self-isolate**, and notify your Supervisor/Manager or Human Resources Representative.

Pregnant women

Throughout pregnancy, women experience changes in their bodies that may increase the risk of some illnesses, including viral respiratory infections, such as the flu. At this time, there is **insufficient evidence** to suggest that pregnant women are at a greater risk for more serious outcomes related to COVID-19.

Products shipped from outside of Canada

Coronaviruses generally do not survive on surfaces after being contaminated. The risk of spread from products shipped over a period of days or weeks at room temperature is **very low**. There is no known risk of coronaviruses entering Canada on parcels or packages.

Food

There is currently no evidence to suggest that food is a likely source or route of transmission of the virus. Scientists and food safety authorities across the world are closely monitoring the spread of COVID-19.

Animals

There is currently no evidence to suggest that this virus is circulating in animals in Canada. It is possible that some types of animals can be infected with COVID-19 but there is no evidence that pets or other animals can spread the virus. There are still many unknowns about COVID-19 and this is an area that remains to be studied and understood. Please refer to the Government of Canada's website for more specific information around animals.

The Government of Canada continues to reassess the public health risk, based on the best available evidence as the situation evolves. There are now **online self-assessment tools**. Please check out the Government of Canada's assessment tool through the following link: <https://ca.thrive.health/covid19/en>

Section 3.0 General Prevention

Stay aware of the latest information on the COVID-19 outbreak, available on the WHO website and through your national and local public health authority. Authorities in China and some other countries have succeeded in slowing or stopping their outbreaks. However, the **situation is unpredictable so check regularly for the latest news.**

You can reduce your chances of being infected or spreading COVID-19 by taking some simple precautions:

- **Regularly and thoroughly clean your hands** with an alcohol-based hand rub or wash them with soap and water. Washing your hands with soap and water or using alcohol-based hand rub kills viruses that may be on your hands.
- **Practicing Social or Physical Distancing:** Together, we can slow the spread of COVID-19 by making a conscious effort to keep a physical distance between each other. Social distancing is proven to be one of the most effective ways to reduce the spread of illness during an outbreak. When someone coughs or sneezes, they spray small liquid droplets from their nose or mouth which may contain virus. If you are too close, you can breathe in the droplets, including the COVID-19 virus if the person coughing has the disease. Social or Physical distancing means making changes in your everyday routines to minimize close contact with others, including:
 - avoiding crowded places and non-essential gatherings
 - avoiding common greetings, such as handshakes
 - limiting contact with people at higher risk like older adults and those in poor health
 - keeping a distance of at least 2 arms-length (approximately 2 metres) from others
- **Avoid touching eyes, nose, and mouth.** Hands touch many surfaces and can pick up viruses. Once contaminated, hands can transfer the virus to your eyes, nose, or mouth. From there, the virus can enter your body and can make you sick.
- Make sure you, and the people around you, **follow good respiratory hygiene.** Droplets spread virus. By following good respiratory hygiene, you protect the people around you from viruses such as cold, flu and COVID-19. Proper hygiene can help reduce the risk of infection or spreading infection to others:
 - wash your hands often with soap and water for at least 20 seconds, especially after using the washroom and when preparing food
 - use alcohol-based hand sanitizer if soap and water are not available
 - when coughing or sneezing:
 - cough or sneeze into a tissue or the bend of your arm, not your hand
 - dispose of any tissues you have used as soon as possible in a lined waste basket and wash your hands afterwards
 - clean the following high-touch surfaces frequently with regular household cleaners or diluted bleach (1-part bleach to 9 parts water):
 - toys
 - toilets
 - phones
 - electronics
 - door handles
 - bedside tables
 - television remotes
- **Stay home if you feel unwell.** If you have a fever, cough and difficulty breathing, seek medical attention and call in advance. Follow the directions of your local health authority. Why? National and local authorities will have the most up to date information on the situation in your area. Calling in advance will allow your health care provider to quickly direct you to the right health facility. This will also protect you and help prevent spread of viruses and other infections.

- **Keep up to date on the latest COVID-19 hotspots** (cities or local areas where COVID-19 is spreading widely). If possible, avoid traveling to places – especially if you are an older person or have diabetes, heart, or lung disease. Why? You have a higher chance of catching COVID-19 in one of these areas.
- **Cloth facial covering or non-medical grade masks.** Wearing a cloth or homemade facial covering or non-medical mask in the community has not been proven to protect the person wearing it and is not a substitute for physical distancing and hand washing. However, it can be an **additional measure** taken to protect others around you, even if you have no symptoms. It can be useful for short periods of time when physical distancing is not possible in public settings. The Company also recommends that any employee working in an office or in the field that cannot maintain a two-meter distance should wear a mask where reasonably possible. Please see **Section 17** for more information around the care and use of masks.

Section 4.0 Protection Measures if Traveled outside Canada

The Company is **strictly enforcing** the following protection measures for persons who have recently traveled outside Canada (in the past 14 days):

- Upon **re-entry into Canada**, you will be **required to self-isolate by staying at home for 14 days**.
- Please be aware that **some Provinces** may also have specific orders in place requiring quarantines for individuals entering their provinces from within Canada. Please ensure that you refer to your specific province before making any travel arrangements outside your province.
- Please monitor your symptoms. If you begin to feel unwell, even with mild symptoms such as headache, low grade fever (37.3 C/99.14 F or above) and slight runny nose, until you recover, please contact your local telephone health link service.
- If it is essential for you to have someone bring you supplies or to go out, e.g. to buy food, then wear a mask to avoid infecting other people. Avoiding contact with others and visits to medical facilities will allow these facilities to operate more effectively and help protect you and others from possible COVID-19 and other viruses.

Section 5.0 Universal Rail COVID-19 Crisis Management Team

A **Crisis Management Team** is formed to protect an organization against the adverse effects of crisis. Crisis Management team primarily focuses on:

- Detecting the early signs of crisis.
- Identifying the problem areas
- Sit with employees face to face and discuss on the identified areas of concern
- Prepare crisis management plan which works best during emergency situations
- Encourage the employees to face problems with courage, determination, and smile. Motivate them not to lose hope and deliver their very best.
- Help the organization come out of tough times and prepare it for the future.

The following team will be supervising the management of this protocol on behalf of the Company. It needs to be noted that all employees listed in these roles are expected to adhere to the Company Privacy and Code of Business Conduct and Ethics Policy.

Team Leader (Primary): Heather McKeown, VP, People & Safety

Team Leader (Back-up): JP Bradette, VP, Business Development

- The Team Leader is responsible for the overall management and implementation of the protocol across the Company. This person will work in close collaboration with the lead roles listed below.
- Only the Team Leader can **authorize procedure** outlined in **Section 8.0**.
- The crisis management team are required to bring all updates **directly** to the Team Leader by way of **Microsoft Teams**. The Team Leader will invite all employees in designated roles to the communication tool once they are confirmed.
- The Team Leader will provide daily updates to team on situation and respond to all inquiries in a timely basis.

Lead Communication Coordinator (Primary) – Isabell Irvine

Lead Communication Coordinator (Back-up) – Beverly Rampat

- This role is responsible for maintaining an up to date communication list for the Company for both salary and hourly employees. The list needs to include the employee’s physical location and an active cell phone number. Distribution groups will be organized so that quick communication channels can be activated quickly if **Section 8.0** is triggered.
- The Lead will develop communication methods to reach employees if an office will be closed due to possible or confirmed COVID-19 exposure.
- The Lead will develop communication strategies and ensure that office communication coordinators understand their roles and how to implement communication tools for their stakeholders.

Communication Coordinators

- These coordinators are expected to be checking all communication channels outlined in this protocol to ensure that their office (stakeholder group) is informed in a timely manner of changing situations that may impact their health and safety.
- It is critical that a primary listed below notifies the **Team Leader** if they are unable to uphold their responsibility in this role. A new Coordinator will be assigned immediately.

Offices:	Primary
Great Plains:	Steve Ritchot
NARP:	Chris Erhart
Bolton:	Ed Persico
SCT:	Howard Allen
URC NS:	Joey Agnew
Quebec:	Andrew DiLullo
OWS:	Pat Gladwish
URS Sherwood:	Fiona Smith
RNR Sherwood:	Sebastien LeBlanc
A&B Sherwood:	Patrick Cameron
Calgary:	Roger Meneses
Prince George:	Joel Brandner

Vancouver: Chris McCreath

Lead ITS Coordinator (Primary) – Glenn Cryer

Lead ITS Coordinator (Back-up) – Mark Gannon

- This role is responsible for ensuring that IT resources and equipment needed to support this protocol are effectively managed.

Lead Human Resource Representatives:

East Division & OWS (Primary) – Priya Menezes

East Division & OWS (Back-up) – Beverly Rampat

West Division (Primary) – Patrick Cameron

West Division (Back-up) – Jennifer Barsi

Great Plains, NARP, Corporate (Primary) – Jo-Ann Merkel

Great Plains, NARP, Corporate (Back-up) – Amanda Kettner

- This role is responsible for educating employees around this protocol, providing timely transparent information, and quickly assisting employees with questions and concerns. It is critical that employees understand this protocol to help reduce personal stress around this evolving situation.
- This role will also stay in daily contact with any employee who has been quarantined due to potential or confirmed exposure to COVID-19.

Customer Response Coordinator: JP Bradette, VP, Business Development

Cell: 416-819-0636 E-Mail: JPBradette@universairail.com

- The Customer Response Coordinator will respond to customer questions and concerns on behalf of the Company.
- All **external media publication** and **public relations events** will be led by the Customer Response Coordinator.
- Please refer all customer inquiries to the Customer Response Coordinator.

Essential Service Function Coordinators

Payroll (Primary) – Sue Hefling

Payroll (Back-up) – Nicole Mingo

Accounts Payable (Primary) – Wes Bell

Accounts Payable (Back-up) – Deb Sabiston

- These functions have been deemed as being “**Essential Services**” to the operation of the Company. Each of these functions will have a representative on the team.
- They will be responsible for ensuring that the services their function provides are maintained throughout the evolving situation.
- Each of these functions must immediately make plans to run remote simulation processes to ensure core processes are maintained.
- As functions are identified, they will be added to this protocol.

Senior Executive Team

- The **CEO**, **COO**, and **CFO** will be included in all communication through Microsoft office team surrounding the management of this situation.

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- The CEO will be responsible for updating the **Board Chair** in a timely manner on all matters relating to this protocol.

Section 6.0 General Protocol Rules and Phased Office Re-Entry Plan

6.1 General Protocol Rules

The following will outline special rules for all employees to follow while this protocol is activated.

Active Cell Phone Number

If employees want to stay up to date on **critical changes surrounding this protocol**, employees must provide a cell phone number that they can be reached through text messaging.

- If the employee has a work cell phone already, this number will be **automatically** used.
- If an employee does not have a work cell phone but has a personal cell phone, they will need to provide this number to **Lead Communications Coordinator** and sign a release accepting text messages regarding updates around this protocol.
- If an employee refuses to provide a valid cell phone number that can receive text messages, the employee understands that they may miss vital updates on this emerging situation.
- The Company will also provide e-mail updates, but they may not be as timely as our text messaging communication software.

Certifications

If you have expired or soon to be expired safety certifications, please check with your local human resource or safety professional. Many certifications have been extended due to this situation.

Child-care

If your child has been displaced from childcare or school due to COVID-19, employees who can work from home will be allowed to work remotely. Please speak with your Supervisor if this situation applies to your family.

Close Contact:

All employees will be asked to **avoid all personal contact** (including shaking hands) with each other immediately.

Company Equipment:

If an office employee needs to go to an open Company office, they are required to **bring home each day** the following from their workstation:

- Laptops and power cord
- Cell Phones and chargers
- Personal items that you cannot go more than a day without

COVID-19 Site Specific Evacuation and Quarantine Procedure

It will be required that **every office and every project** have a detailed plan developed for removing employees who are impacted if **Section 8.0** is triggered **prior to deployment of crews** to a site. **Section 8.0** will provide general guidelines applicable to most projects and can be used as a template for specific evacuation and quarantine procedures. This plan must be reviewed at **every job briefing** with employees.

Customers and Vendors:

If you have direct relationships with customers and vendors, it is important that they understand any changing developments for the Company that may impact them. If you have any questions or concerns about these discussions, please contact your Manager proactively. You can also direct any customer questions and concerns to the Customer Response Coordinator listed in section 5.

Only essential employees required for a specific scope of work will have access to a customer's site. Essential employees will include Safety and Human Resource representatives.

Education & Training:

All Supervisors, Managers, Human Resource, and Safety professionals are required to provide direct training with their teams on this protocol and the Company's response plan as conditions change. This education and training can be done through daily safety moments, job briefings and site hazard assessment processes.

Experiencing Cold or Flu-Like Symptoms

Please **do not** come to the work if **you are sick**, particularly if you have cold or flu-like symptoms (regardless of whether you or a family member has recently travelled). Please report your absence to your Supervisor/Manager and a Human Resources representative.

- Employees who **feel sick when they get up in the morning must remain at home**. Those that can work remotely may do so.
- Please ensure you notify any direct reports, Supervisor/Manager, and Human Resources of any unplanned absences from the work.
- If you have a fever, cough or difficulty breathing, we encourage you to seek medical care early and take all reasonable precautions and please notify a Human Resources representative.

Gloves

Please wash your hands and then wear gloves whenever possible to control the potential hazards of contaminated objects and surfaces in the field.

Group Training Size:

All **non-essential in class training has been cancelled** until further notice. If training has been deemed to be "essential", the training will be capped at the local provincial limits to reduce the chance of spreading COVID-19 and the training room large enough to **allow proper social distancing**. General Prevention measures contained in this document will be followed in the implementation of these training classes. "Essential" training can only be approved by the Team Leader.

Hand Washing

Each project will have the appropriate sanitizer supplies or portable hand washing kits made available to employees.

In-Person Meetings with Third Parties:

All routine meetings should be held **via video conference**. All employees will be restricted from attending any non-essential in person meetings, conferences, or functions. Please inform third party that we are restricting in person meetings. If you have an arranged meeting in person, please check with your Manager or Human Resource representative in advance.

- The Company will make all reasonable efforts to provide employees with suitable equipment to help employees work from their personal home.

Immunization:

- There is currently no identified vaccination available for COVID-19. When a vaccine is identified and made available for the general public, the Company will educate employees on how to obtain the proper immunization for COVID-19.

Job Briefing

All job briefings should be held outside. Each employee is expected to have and **fill out their own personal job briefing books** with their **own pens**.

- The Hazard assessment and employee signoff sheet will only be handled by the **Employee in Charge** running the meeting.
- A role call will be done verbally, and the Employee in Charge will ensure they have captured everyone on that document (Please do not share and pass documents around as a group).
- If you encounter push back regarding this physical/social distancing protocol, please call your supervisor to help deal with the situation.
- The **COVID-19 virus should be part of every job briefing discussion until further notice**. Discuss the fact that if anyone has a cough, fever, or difficulty breathing, they should report to their foreman or supervisor immediately

Office Mail

Each office is expected to plan for the processing of mail if section 8.0 is triggered.

Personal Travel

The Company will be requiring all employees to disclose any personal travel (for yourself and/or direct family members) **outside of Canada** taken **in the past 14 days**. To disclose this information, please notify your local Human Resources Professional.

Project Planning

It is even more critical that all operational leaders conduct a **detailed project plan** that addresses the **hazards** of COVID-19 **before deploying** employees to sites. We recommend working directly with the safety team to build these plans. Advance considerations will need to be made for access to washrooms, hand washing, access to food, accommodation options, tools, supplies and medical support.

Questions about COVID-19

E-mail us at: covidquestions@universalrail.com. We will make every effort to respond to your questions in a timely fashion.

Reasonable Factor

It is important that all employees know that this protocol requires an element of “reasonableness” employed by all employees. The Company will make every effort to manage this constantly evolving situation.

Remote Working

All office employees should be working with their Managers to **work remotely** from home where applicable. Managers are to contact **URSCconnect** with required IT equipment to support this remote work initiative.

- Employees should not expect that furniture or multiple computer screens will be provided as this is a **temporary situation** if **Section 8.0** is triggered.
- All work done remotely is still under the guidelines outlined in the Privacy Policy and the Code of Business Conduct and Ethics so take precautions to control and safeguard any confidential data.
- All employees must ensure that their laptops have the **TELUS Business Connect App** installed, and a headset will be provided to employee if needed. This will provide the employee with a telephone when working remotely. The employee can also install the Business Connect App on their work or private cell phone. If the phone is connected to Wi-Fi there is no cost to the employee. When calling out using the App, the personal number of the Cell phone is **not displayed** - the Business number is displayed protecting your personal number. In this case, no headset is required.
- All employees will be expected to start using **Microsoft Teams** as a communication forum. Please ensure that you familiarize yourself with this software on your laptop. Managers will be expected to create groups for their teams.

Self-Isolation

As per **section 4.0**, upon return from any travel **outside Canada** by you or an immediate member or close family member, depending on the circumstances, the Company will ask that you work remotely and self-monitor for symptoms for a period of up to **14 days prior to returning to work**. Please contact your Human Resources Manager to discuss.

Social Media

To continue to enhance our communication with all employees, the Company is now providing regular social media updates through **Facebook** and **LinkedIn** on the COVID-19 situation.

Sub-contractors

All subcontractors need to be vetted by the guidelines outlined in this protocol.

Text Messaging

Employees should be checking their text messages **before leaving for work** (when it is safe to do) and **throughout the day** to ensure they are current on any evacuation notices. E-mails will be sent out but may be delayed.

Third Party Management

If you notice a contractor who is exhibiting symptoms and refuses to inform his/her foreman or supervisor, call your supervisor. Remember, reporting symptoms for someone else is taking the necessary precautions to keep everyone safe and healthy. **This needs to be taken very seriously.**

Work Travel for Field Service Employees

We are recommending that a **max** of four employees travel per Company vehicle and all employees should be **wearing a mask** while in the vehicle together. We further encourage that the same employees **continue to travel together** each day over the course of the project. Accommodations will be scheduled in a manner to keep the same group of employees together. To ensure the safety of all employees traveling together, please follow strict adherence to hygiene recommendations in this protocol. In addition, the following recommendations are in place:

- Do not allow contractors/nonemployees to ride along in your company vehicles or company equipment. **No contractors are allowed in the same vehicle as our employees.** If exceptions need to be made, this will be done and approved at the management level.
- Vehicles should always be kept clean and the use of vehicles should be limited to travel only
- If you wake up and feel sick in morning, **do not join your team for the day.** Instead, contact your Supervisor and discuss the situation.

Work Travel for Office Employee's:

- All **non-essential** work travel is **postponed** for an indefinite time period. If you have plans **already arranged**, please **do not assume** that you are authorized to travel. Each Divisional/Functional senior leader will make decisions regarding what is deemed "essential" travel in consultation with the Human Resources department. Where travel is deemed essential, it will be critical that the hygiene procedures enclosed below are implemented for your protection.

Work Areas:

- Please **wipe down** all door handles, desk, keyboard, mouse, phone, steering wheel, and hand rests daily as per **section 3.0**.
- Please always practice physical distancing while at work.

6.2 Phased Office Re-Entry Plan

The following plan outlines the methodology the Company has used to provide for the safety of all employees through this pandemic leading up to the re-occupancy of all workers back into office environments and the removal of all COVID-19 protocols and rules.

Stage 1 - Basic Protocol Development (HR-PRE-COV-003-20-001 March 16, 2020)

- Formation of Crisis Management Team and regular communication forums.
- Development of initial protocol measures.
- Transfer of all office employees to work remotely from home.
- Establishment of employee COVID-19 fit for duty processes.
- **Completed Phase**

Stage 2 - Detailed Protocol Development and Administration (HR-PRE-COV-003-20-002 March 26, 2020)

- Development of detailed procedures for essential crews in the field.
- Development of process to continuously align to changing provincial guidelines and legislative requirements.
- Formalized and implemented employee communication forums
- Management and monitoring of protocols compliance.
- Management of Quarantine report and fit for duty processes.
- Development of daily screening tools.
- Completed

Stage 3 – Development of Re-Occupancy Plans (HR-PRE-COV-003-20-003 June 16th, 2020)

- Further refinement of protocols to changing legislation and government guidance.

- Development of re-occupancy phased plan.

Phased Office Re-Entry Plan:

Phase 1 – Initiated March 15, 2020

- All Corporate offices closed to visitors.
- All Corporate offices remain accessible to employees to retrieve materials or to complete essential work that can only be conducted in office while adhering to protocols.
- All protocols in this document are active in Phase 1

Phase 2 – Tentatively scheduled for September 8, 2020

- All Corporate offices closed to visitors.
- Corporate offices can start to re-introduce employees back into office at **maximum 50% occupancy***.
- All provisions in Section 21 need to be addressed prior to re-occupancy can begin.
- All protocols in this document are active in Phase 2

Phase 3 – To Be Determined – Based on performance of Phase 2

- All corporate offices remain closed to visitors.
- Corporate offices can move to **100% occupancy**.
- All provisions in Section 21 still active.
- All protocols in this document are active in Phase 3

Phase 4 – To Be Determined (Post Vaccine)

- All corporate offices will be opened to Visitors
- COVID -19 Protocols are lifted.

*Note: This occupancy level can be achieved by the following methods with the added caveat that the Company reserves the right to manage and ensure that a specific function/team is **not put at greater risk**:

- Managers may ask for volunteers that would prefer to work in the office,
- Managers may rotate members between home and office
- Managers may look at staggering start times in cooperation with their team members.

Section 7.0 Decision Process to Trigger Section 8.0

The decision to trigger **Section 8.0** will be made in collaboration between Team Leader (see Section 5), CEO, CFO and COO. Any **suspected** situations involving **conditions** below should be **immediately escalated** to your Human Resources representative who will be in contact with the Team Leader to assess situation. Please expect that your Human Resources representative will be speaking with the specific employee directly to ensure compliance with the Privacy Policy before any decisions regarding conditions is deemed triggered.

The following **conditions** will need to be realized for **Section 8.0** to be **triggered for a specific office or field crew**:

Conditions to Trigger Section 8.0:

- Someone in a specific office or crew has a **confirmed case of COVID-19 or**
- Someone in a specific office or crew has been **directly exposed** to someone who has **confirmed COVID-19 or**
- Someone in a specific office or crew has COVID-19 symptoms, and after going through government online assessment with Human Resources, they are deemed as **probable COVID-19** case,
- **AND** they have been in that specific office or crew **after exposure date**.

Section 8.0 Office or Field Service Quarantine Procedure

If a decision under **Section 7.0** has been confirmed, this section will be deemed to be triggered. The Lead Communications Coordinator will be advised that **Section 8.0** should be triggered. All employees are required to follow this protocol **immediately**.

Office Employees:

1. Notification will occur as per the following:
 - a. Employees in the **office impacted**:
 - i. Will be **immediately notified** through their **Communications Coordinator** via the **text messaging** app that will be required to **immediately remove themselves** from their office or workstation and to **evacuate building**.
 - ii. Anyone found to be making **false text messaging** claims on behalf of the company will be subject to immediate disciplinary action.
 - iii. A sign will be posted on all doors that the building is closed. **These signs should already be prepared in advance by reception or office manager**. Please ensure that offices with reception phones have been properly forwarded and monitored.
 - b. Any employee(s) potentially exposed or who have contracted COVID-19 will be required to follow instructions laid out in Section 9 and 10, respectively.
2. **Equipment and Personal Belongings:**
 - a. **Please take all your IT equipment with you and essential personal belongings** that you will need to work remotely from home. We recommend that you keep yourself organized so that this is a simple process if required to exit the building. Please understand that entry back into the building may not be possible if you have forgotten something so please be organized and plan.
3. Please exit the office in a **calm manner** and **limit contact and conversations with other employees on your way out**. Please use the rest of your workday to set yourself up at home so you can start working the next day at your regular working hours.
4. Each employee will need to **assess their personal situation** and take precautions appropriate for the situation to protect their family. If you become ill, please inform your Human Resources contact right away. You will not be expected to work at home if you are sick.

5. Please ensure that you have **Microsoft Teams open on your laptop** so that you can stay tuned to discussion across your teams.
6. If you have any IT issues, please continue to e-mail **URSCconnect** with your concerns.
7. If an office has been exited because of a positive COVID 19 test, it will be closed for a **minimum of 14 days** before it will be re-opened again.
8. Once it has been deemed safe to **re-open the office**, a decision that can only be communicated by the Team leader to Lead Communications Coordinator, employees will be sent a **text message** and **e-mail** informing them of the details surrounding the re-opening of that office.

Field Service Employees Working on Projects:

1. **Notification** will occur as follows:
 - a. **Team Leader** (see Section 5) will notify Human Resources Representative that **Section 8** has been triggered.
 - b. The Human Resources Representative will immediately notify the operational leader for that specific project with further instructions and next steps.
 - c. The Supervisor at site will be informed by either **Human Resources** or **Operational leader**, dependent on situation.
 - d. Employees will then be immediately notified by their Supervisor that **Section 8** has been triggered. They will be advised that they are required to **safely stop their work** and to **remain at site, in a safe location**, until advised further by Supervisor.
 - e. Employees will be asked to **not leave the site** until the Supervisor gives them specific instructions on how to safely **evacuate** and **quarantine** based on “**COVID-19 Site Specific Evacuation and Quarantine Procedure**” (see section 6).
 - f. **Operational leader**, in consultation with **Customer Relations Coordinator** (see Section 5), will contact customer immediately.
2. **Evacuation** from project location:
 - a. As we have many different types of projects across Canada, it will be important that Supervisors follow the “**COVID-19 Site Specific Evacuation and Quarantine Procedure**” developed for the site (see Section 6).
 - b. Please ensure you safely **lock out** any **energized equipment**. Put all small tools away and back in the truck. All compromised equipment and tools need to be **tagged** that item is being removed from “**DO NOT USE UNTIL SANITIZED**”. Anyone handling these tools and equipment must have completed **job hazard risk assessment** and take all necessary precautions to ensure their safety. There are many commonly used, and readily available hard-surface disinfectant products that meet Health Canada’s requirements for emerging viral pathogens. These authorized disinfectants may be used against the coronavirus that causes COVID-19.
 - Just a few of these disinfectant products are:
 - Isopropyl alcohol
 - Hydrogen Peroxide (3%)
 - Spray-Nine Multi-purpose cleaner
 - Lysol Disinfectant Cleaner

- Clorox Bathroom Cleaner
 - Pine Glo Antibacterial Kitchen & Bathroom Cleaner and Disinfectant
 - PURELL Multi Surface Disinfectant
 - Simple Green Clean Finish
 - Zep Quick Clean Disinfectant
- c. **Evacuation method must ensure** that any crew members compromised do not expose other individuals who have **NOT** been exposed directly.

3. Quarantine Considerations:

- **Employees who have travelled to project in their own personal or assigned Company vehicle AND live in a reasonable driving distance to project:**
 - Employee will be asked to go **directly home** and place themselves in **quarantine** (as per Section 9 and 10).
 - Employees **MUST NOT** go back into their hotel room or any other public area.
 - The Company will plan to have any personal items left behind sent to employee.
- **Employees who DO NOT have a personal vehicle or assigned Company Vehicle at site AND do not live in reasonable driving distance from site:**
 - Will be **quarantined immediately** in that local area with suitable accommodations arranged by the Company.
 - Accommodations will be paid directly by the Company.
 - Employees will be eligible for standard daily living out allowances.
 - **Employees found to be in breach of quarantine may be subject to disciplinary actions.**

4. Immediate Employee Support:

Each employee in quarantine will be contacted directly by the Human Resources Department to discuss employee specific concerns and questions regarding their quarantine and return to work plans.

Please ask questions if you have any concerns. While we have tried to think through many possible scenarios, we cannot cover off all situations. Please stay tuned to your phones, e-mail, and Microsoft teams for information. You can always contact your Human Resource representative for more information.

Section 9.0 Employees Potentially Exposed to COVID-19

All employees must **immediately notify** their Supervisor/Manager and Human Resources Representative if they have been potentially exposed to COVID-19. These employees will be expected to self-isolate and be quarantined. **Self-isolation time frames will be guided by provincial health authority requirements.**

A Human Resources professional will work with impacted employees directly via telephone to walk them through support, self-isolation and return to work clearance procedures. Employee information will be handled as per our privacy policy.

Before an employee can be cleared to return to work, our **Corporate Human Resource and Disability Manager, Jo-Ann Merkel**, will need to **complete an assessment process** with employee to authorize their release to full duties.

Employees who have been potential exposed, but are not experiencing any symptoms, will be **allowed to work remotely from home**. Overtime will not be paid while working from home unless their Manager has approved it.

Employees that are unable to work remotely will be contacted by Human Resources to discuss eligibility for government benefits.

Section 10.0 Employees Who Contract COVID-19

All employees must **immediately notify** their Supervisor/Manager and Human Resources Representative if they have contracted COVID-19. Medical certification of illness will **not be required** by the Company. Employees who contract COVID-19 will be **prohibited from attending the workplace**. These employees will be expected to immediately self-isolate and be quarantined. **Self-isolation time frames will be guided by provincial health authority requirements**.

A Human Resources professional will work with impacted employees directly via telephone to walk them through available support, self-isolation and return to work clearance procedures. Employee information will be handled as per our privacy policy.

Before an employee can be cleared to return to work, our **Corporate Human Resource and Disability Manager, Jo-Ann Merkel**, will need to **complete an assessment process** with employee to authorize their release to full duties.

Section 11.0 Employees Required to Work from Home

Employees that have been notified that they must work from home will continue to receive their current income. It is expected that employees will continue to work their normal hours remotely and proactively participate in all conference calls. Overtime will not be paid while working from home unless the Manager has approved it.

Section 12.0 Employees Who Refuse to Work

The Company understands that even after essential workplace rules are relaxed and employees may be able to return to their workplaces, some employees may not want to or may even refuse to do so.

Our Company response to this will depend upon the facts of each case and government orders. Human resources will work directly with employees in these situations.

There are **three primary types** of work refusal issues that are most likely to occur:

- Employees who believe they were effectively working remotely and should be permitted to continue working remotely:
 - Unless there is a disability issue that requires accommodation, the Company may insist that the employee return to the workplace, if it meets occupational health and safety requirements. Ultimately, it is a business decision for the Functional Leader to determine whether employees will be permitted to work remotely, be it on a full-time, part-time, or occasional basis. That said,

ongoing government restrictions may also help to guide this issue, as even when governments choose to relax certain workplace restrictions, there may still be a need for reduced staff for periods of time, in order to maintain social distancing within workplaces.

- Employees who have younger children at home and do not have childcare options due to school and daycare closures:
 - For so long as schools and daycares remain closed, and an employee has no other options to care for their children, “family status” protection under human rights legislation may give the employee the right to stay at home and care for their children.
- Employees who are fearful of returning to work, have underlying health issues and/or otherwise cannot return to the workplace:
 - Having regard to the above, if an employee has an underlying health issues, the Company may need to accommodate them. In such a situation, the Company will work with the employee and their medical professional(s) to understand whether there is a disability, whether accommodation for same is required, and the nature of any such accommodation.
 - If there is no disability but the employee still has an underlying health issue that creates greater risk of COVID-19 complications, then the situation needs to be examined by the Human Resources Department from an occupational health and safety perspective. In such cases, even where there is no disability, it may be that the only way for the Company to keep the employee safe, is to permit the employee to work from home.
 - There may be cases where an employee has valid reasons to continue to refrain from attending work in the workplace but where there is no remote work available for the employee. In such a case, if the employee is under disability, then the Company will examine whether it would be a matter of undue hardship to find a way to accommodate the employee.
 - If there is no disability and/or if the employee does not want to attend the workplace for non-medical reasons, then the employee can be put on an unpaid leave of absence or layoff, or the employee’s employment can be terminated if they refuse to return to work. A Human Resources professional will be involved in any refusals of this nature.

Section 13.0 For Employees Who Are Dealing with Our Customers

Our customers continue to be critical partners during this crisis and open information-sharing is crucial to ensure that we continue to meet our customers’ needs. We encourage you to continue communicating with our customers, subject to the rules of this protocol.

- Please direct ALL COVID-specific customer questions and concerns to the Customer Response Coordinator listed in Section 5; additionally Customers can send in their questions to covidquestions@universalrail.com
- All customer-facing meetings and travel plans are to be postponed until further notice; meetings should be held via video or teleconference facilities.
- If you are working directly on a customer site:
 - Please check with your Supervisor to ensure that you are fully aware of and understand any customer-specific rules, guidelines, and protocols
 - **Please do not report for work** if you are sick, particularly if you have cold or flu-like symptoms; report your absence to your Supervisor and a Human Resources representative.

- **Please do not report for work** immediately upon return from any travel outside Canada by you or a close family member; stay at home and self-monitor for symptoms for a period of 14 days prior to returning to the work site; report your absence to your Supervisor and a Human Resources representative (please refer to **Section 4.0**)

Section 14.0 Reliable Sources of Information on COVID-19

- **Public Health Agency of Canada website or information hotline: 1-833-784-4397**
 - <https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html>
- **World Health Organization**
 - <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>
- **Government of Canada Travel Advice and Advisories**
 - <https://travel.gc.ca/travelling/advisories>

Section 15.0 Human Resource Contacts

East Division & OWS

Priya Menezes, Regional HR Manager

Cell: 647-455-1298

Great Plains, NARP, Corporate Office

Jo-Ann Merkel, Corporate HR & Disability Manager

Cell: 587-784-5475

West Division

Patrick Cameron, Western HR Manager

Cell: 587-589-0651

Canada

Heather McKeown, VP, People & Safety

Cell: 780-619-1746

Section 16.0 Crisis Management Lessons Learned Assessment

The Team Leader will conduct a post-crisis management review with all critical team members after the protocol has been lifted. A formal “lessons learned” report will be produced. Any recommendations to this crisis management plan will be updated and reviewed annually by Safety team.

Section 17.0 Mental Health & Community Support

Mental Health

Employees may be experiencing a high degree of uncertainty, worry, anxiety and stress about the health and safety of their loved ones, and how COVID-19 (coronavirus) may disrupt their work and personal lives.

It is important for all of us to **acknowledge these impacts** and to **engage in an open dialogue** about them, including on ways to maintain and support our mental health. **Here are some tips to take care of your Mental Health:**

- Get information from **reliable sources**, such as Canada.ca/coronavirus.
- Stay informed but follow news coverage about COVID-19 in **moderation**. Take breaks from watching, reading, or listening to news stories. It can be upsetting to hear about the crisis and see images repeatedly.
- **Take care of your body**. Take deep breaths, stretch, or meditate.
- Try to eat healthy, well-balanced meals, exercise regularly, and get plenty of sleep.
- Make time to step back and consider how to take advantage of unexpected flexibility in your daily routine.
- **Stay connected**. Talk to friends or family about your feelings and concerns.
- Maintain healthy relationships and respect other people's feelings and decisions.
- Show support and empathy to those dealing with difficult situations.
- Identify what is within your control and try to direct your energy towards what most worries you within your own control.

It is particularly important to recognize and support those who are more directly involved in the management of the situation, and those who have been **instructed to self-isolate** or who are **suffering from symptoms of COVID-19**.

Please reach out to our **confidential** Employee and Family Assistance Plan at **1-844-300-2925** or go online: guidanceresources.com, our Company ID is **RAIL**.

If you are having symptoms and looking for health care advice, call 8-1-1 (where available) or your local or provincial public health authority.

Community Support

As a Company, we encourage everyone in our industry to be proactive and help each other by getting involved where they can do so safely in the communities we live and support. Here are some ideas to consider, please check them, out in your area:

- Donate any surplus N95 masks and PPE to medical facilities,
- Donate your expertise and services, <https://buyandsell.qc.ca/calling-all-suppliers-help-canada-combat-covid-19>,
- Donate to, volunteer at your local food bank,
- Support local non-profit organizations,
- Donate blood safely, there is a shortage,
- Stay informed with your community,
- Adopt a pet,
- Be aware of mental health and people around you, <https://www.canada.ca/en/government/publicservice/covid-19/covid-19-mental-health-work.htm>,

Let us all collaborate and come together to help.

Section 18.0 Mask Types, Care and Use Instructions

Wearing a mask, the most effective being a medical grade mask, can limit the spread of certain respiratory viral diseases, including COVID-19. Our Company has secured masks for the use of our employees in the field and in the office. These masks we have secured vary in type and material given the current volatile supply of masks within the market. Medical grade masks are being diverted by the Government for use in public health which is critical in the fight against COVID 19.

Please remember that the use of a mask alone is not sufficient to provide an adequate level of protection. Other measures such as physical distancing and hand hygiene should be adopted and remain the most effective method in fighting off COVID-19. The Company does recommends using a mask, where reasonably possible, whenever employees cannot maintain 2 meters to provide an additional measure of protection for our employees. Please note that many clients we support have instituted their own policies around masks in their workplace. Our policy here will be considered the **minimum requirement** for all employees of this Company. Where a client has a greater requirement for masks on their sites, our employees will be asked to comply to those requirements. Where a client does not have any requirements around masks, our employees will be expected to follow our standard set out in this protocol.

Most of the Company masks we provide to employees are BFE99 type which means “99% Bacterial Filtration Efficiency”. BFE99 Masks have following specifications:



- 3 sheet Surgical Mask with anti-bacterial filter
- Non-woven fabric
- Bacterial Filtration Efficiency (BFE) 99%
- Smooth surface
- Moisture resistant
- Elastic ear strap
- Disposable

Cloth Face Masks or Face Coverings

If professionally made cloth face masks or face coverings are being worn because we are unable to secure BFE99 type masks, please be advised that they **should**:

- allow for easy breathing
- fit securely to the head with ties or ear loops
- maintain their shape after washing and drying
- be changed as soon as possible if damp or dirty
- be comfortable and not require frequent adjustment
- be made of at least 2 layers of tightly woven material fabric (such as cotton or linen)
- be large enough to, completely and comfortably, cover the nose and mouth without gaping

General Mask Precautions

Please be aware that masks or face coverings **should not**:

- be shared with others
- impair vision or interfere with tasks
- be placed on children under the age of 2 years
- be made of plastic or other non-breathable materials
- be secured with tape or other inappropriate materials
- be made exclusively of materials that easily fall apart, such as tissues
- be placed on anyone unable to remove them without assistance or anyone who has trouble breathing

Homemade masks are not medical devices and are not regulated like medical masks and respirators. These types of masks may not be effective in blocking virus particles that may be transmitted by coughing, sneezing or certain medical procedures. They do not provide complete protection from virus particles because of a potential loose fit and the materials used. As a result, the Company **does not endorse** the use of **homemade masks** while conducting work on behalf of the Company. Their use poses several limitations:

- they have not been tested to recognized standards
- the fabrics are not the same as used in surgical masks or respirators
- the edges are not designed to form a seal around the nose and mouth
- they may not provide complete protection against virus-sized particles
- they can be difficult to breathe through and can prevent you from getting the required amount of oxygen needed by your body

Section 19.0 COVID-19 Health Declaration Requirements

To help control the spread of COVID-19, Universal Rail Systems implemented an easy to use confidential COVID-19 App. This App will require employees to review a few questions pertaining to your current health status prior to entering a customer's site, a customer's office or one of our own corporate offices. Information submitted on this app follows our Privacy Policy.

This App is available via an **iForm App** that you will need to **download to your cell phone or IPAD**. For your convenience, a link to the IForm App will also be **sent to you via slicktext** so you may download it

directly. Please use your unique employee number provided in this e-mail and the standard enterprise password as per below.

Username: Employee ID
Password: Urs1234@
***** Please change server name on app to following: urs.iformbuilder.com**



Example of Slick text message

When to Use the App:

Effective **May 11, 2020**, the following Company guidelines will be in place **until further notice**:

Any Employee Entering Company or Client Office or Facility:

You will be required to submit a form **prior to entering** the building at least once per day. If you answer “yes” to any of the questions, please do not enter the building. Please advise your Supervisor and go back home or to your accommodations. Human Resources will be in touch with you to provide direction.

Any Employee Entering a Client Site Who is Already Conducting their Own COVID 19 Health Screening Prior to Entry:

You will **not be required** to submit a form on this app prior to Entry.

Any Employee Entering a Client Site Who is NOT Conducting their Own COVID 19 Health Screening Prior to Entry:

You will be required to submit a form on this app (or via attached paper copy by taking a screenshot of completed form and sending to your Human Resources Contact enclosed below) as per below:

- Prior to leaving home to deploy to site and starting your next shift cycle; or
- If no regular shift cycle, conducting an assessment at least once a week; or
- when symptoms start to appear.

The Company recognizes that some crews will be unable to use the app due to unique project dynamics. A paper version of this app has been created and available for use. Please contact Human Resources to discuss this document and submission process if required for a specific project.

Section 20.0 Temperature Check Guidelines

In an employment context, medical examinations or health-related tests like temperature testing are generally acceptable only if the testing or examination is reasonably necessary to confirm a potential employee’s ability to perform a bona fide occupational requirement of the role. It would be more acceptable to test employees

on a case by-case basis, where an employer has **reasonable cause** to require a particular employee to have his/her temperature checked (i.e., a reasonable belief that a particular employee requires quarantine).

In the exceptional circumstances of COVID-19, it may be deemed that reasonable precautions for the protection of the health and safety of employees justifies temperature screening for a particular scope of work given specific circumstances that may place employees more at risk. The Senior Leadership Team will only decide to utilize temperature screening where **concerns are reasonable and consistent with the most recent advice from medical and public health officials.**

It should be noted that any decision to utilize temperature screening to determine an employee's fitness to perform on-the-job duties will be done in **conjunction with other active screening measures** as set out in this protocol. An employee's temperature may be elevated for a reason related to a different, noncommunicable medical disability that does not pose an unreasonable risk to health and safety at the workplace. Please be advised that any decision to conduct temperature screening will take into consideration the Company's Privacy Policy.

What is a Normal Body Temperature?

Normal body temperature is about 98.6 degrees Fahrenheit (°F) or 37 degrees Celsius (°C). Normal temperature often varies from 1° to 2°F (½° to 1°C). A normal temperature is usually lower in the morning and increases during the day. It reaches its high in the late afternoon or evening.

What Temperature is Considered a Fever

In adults, a fever is a temperature of 100.4°F (38°C) or above. You can treat this at home with a fever reducer medication and fluids to make yourself more comfortable, or let it run its course. But if it reaches 102°F (38.8°C) or higher and home treatment does not lower it, call your healthcare provider.

Temperature Taker

The "Temperature Taker" will be an appointed individual who will always use a clean face mask and clean gloves to take employee temperature as per this protocol. The care, maintenance, operation of thermometer and the respect and privacy of employees being tested will be responsibility of this individual.

General Considerations for Temperature Screening:

A decision to implement temperature screening will require the following requirements be properly planned and implemented (please ensure you speak with both a Safety and a Human Resources professional in advance):

- Ensure that employees who are being asked to participate in temperature testing have been educated on the reason behind the decision to test, how it will be conducted and what happens if a temperature reading occurs above the threshold in this policy.
- Clearly identify who is taking the temperature and that they have been trained properly in advance to ensure employee respect and privacy is maintained and readings are accurate.
- Ensure temperature taker is familiar with the correct use of thermometer and temperature reading by referring to the user instructions provided by manufacturer.

- Ensure employees avoid activities that would distort temperature measurement (e.g. drinking hot water immediately before taking oral temperature, remove head wear and sit for 15 minutes after any physical activity).
- Ensure that temperature is taken prior to starting work, ideally in temperature-controlled environment like hotel prior to deployment to site.
- Prior to taking any temperatures, ensure that the employee has completed a COVID-19 Health Declaration Form through iForm App already for that day.
- Before taking temperature, ensure that the employee gives written consent to participate in temperature testing. All consent logs must be put in a sealed envelope and given to Human Resources.
- Enforce that any employees with temperatures that are 100.4°F (38°C) or have symptoms (sore throat, cough, difficulty breathing):
 - DO NOT START WORK and,
 - the employee completes the Government of Canada's COVID Health Assessment online once they return to their home or accommodation.
 - Depending on their location, this online assessment will direct the employee for COVID testing.
- Clearly outline the process for employees with high temperatures to exit work site that ensures they do not put others at possible risk of infection.
- Ensure there is a clear plan for notifying site Supervisor and site representatives immediately
- Ensure that temperature taker cleans and maintains the thermometer according to the procedures recommended by the user instructions.
- In cases where body temperature needs to be taken regularly, take the temperature at the same time of each day and use the same temperature taking method to allow comparison.
- Never attempt to sterilize a thermometer in boiling water or the microwave. Please follow the specific instructions that come with the brand of thermometer you are using.
- If there is any doubt about the body temperature reading, please consult healthcare professionals.

Section 21.0 URS Office, Building and Facility COVID-19 Occupancy Guidelines

This section will outline a checklist of general minimum mandatory expectations from the senior leadership team regarding the **continued safe occupancy** of any URS building, office, or facility during this pandemic. This list has been developed to align with all published provincial return to work guidelines as of the date of this revision. If a specific provincial recommendation is deemed more restrictive than this standard, the provincial standard should be applied for that office.

Communication Requirements:

Effective communication is critical in the responsible management of this pandemic situation. The following communication activities will be implemented, or continued, to ensure:

- that all employees **remain up to date with developments related to COVID-19.**
- that employees understand all **available resources to address social and mental health** during this stressful time.
- that all employees are aware of the steps being taken by the workplace to **prevent the risk of transmission of infection**, and the importance of their roles in these measures. These notifications include:

- how employees can mitigate risks when commuting to and from work
- how employees can mitigate risks of transmission in homes and shared living accommodations
- how employees can mitigate risks when engaging in other activities outside of work, including at secondary job locations
- how visitors can mitigate risks when conducting business in our offices.

The Universal Rail Systems pandemic communication protocol is the following for all Company offices. It is important that all offices comply to this communication standard.

- The Corporate office will continue to provide regular Company updates through e-mail from the **CEO, Al Stanley**, regarding COVID-19 for all employees.
- The Corporate Marketing team will continue to provide “**Slick text**” updates to all cell phones to ensure timely information of critical information to all employees. It is important that all employees sign a release if they are using a personal phone so that these messages can be received in a timely manner.
- The Company will continue to keep the Crisis Communication Team (section 5.0), through “Microsoft Teams” engaged and updated on COVID-19 information.
- The Corporate Marketing team will continue to provide regular updates on Social Media (Facebook and LinkedIn) on all matters relating to COVID 19 and mental health support.
- All Company offices will post the following **on every floor** of each building in an area that is accessible to every employee. Posters and Policies will be available in English and French:
 - Guidance Resources “Employee and Family Assistance Plan
 - Government of Canada posters on preventing the risk of infection and proper hand washing:
 - “*Know the Facts*”
 - “*About Coronavirus Disease*”
 - “*Handwashing*”
 - “*Help Reduce the Spread*”
 - Copy of “*HR-PRE-COV-003-20 COVID COVID-19 Pandemic Protocol*”
- On every entrance door visible to the outside, an entrance way poster should be displayed. Individual offices should create their own poster and they must comply to the expectations outlined as follows:
 - The fact that our offices remain closed for visitors unless by special appointment only
 - All employee will be expected to complete a health declaration prior to entering the building via e-mail in advance of meeting.
 - Meeting spaces will be sanitized before and after each meeting.
 - All employees must use hand sanitizer as soon as enter our building.
 - All employees are expected to keep a minimum of 2 meters distance, from others, always.
 - Applicable occupancy limit restrictions for building
 - That the office remains closed to visitors and who to contact if they have a question.
- **Any provincial health orders should be posted on all entrance ways doors.**
- Lastly, this protocol will be distributed via our DATS system and all employees will be required to **read and acknowledge this policy** for training purposes. The Human Resources team will continue to monitor for those employees who have not complied with this process step.

Prevention Requirements:

It is critical that all employees continue to follow the procedures set out in this protocol as they relate to preventing the risk of transmission of infection amongst workers, sub-contractors and visitors.

The Company Human Resources team monitors and responds to all COVID-19 related concerns. A Human Resources professional has been assigned to be the point of contact for all weekend work. Any related week-day concerns that occur after regular business hours should be escalated to your respective Human Resources representative outlined in section 14.

The Health and Safety team will continue to conduct hazard assessments for all tasks performed in the business. Based on these assessments, modifications identified to enhance prevention efforts will be recommended and implemented immediately. These enhancement actions will be communicated through the COVID-19 crisis team. Depending on the urgency and criticalness of the modification, a Slicktext message and an e-mail may be sent as well through the organization.

Screening Requirements:

The company has implemented a detailed daily screening procedure outlined in Section 19 that prevents anyone with symptoms of fever, sore throat, cough, runny nose, or difficulty breathing from coming to work. As per our communication requirements outlined above, all individuals visiting our office will also be required to complete a COVID-19 Health Declaration Form prior to entering our office. This can be done by completing it via e-mail in advance by host or on IPAD access portal (if available). If IPAD portal is used, it is critical that sanitizing wipes are made available by portal and the host will be required to wipe the screen after each guest use.

A Human Resources professional will work directly with employees on all available provincial leave options to address any requirement to self-isolate, or care for a child or dependent adult who is required to isolate. The Company does not require a medical note for COVID-19 related matters. Please refer to "Exceptions" section in this policy as it relates to medical note.

All offices must keep a visitor log with contact information in case contact tracing is required. These logs need to be retained for 30 days in each office.

The Corporate HR Manager maintains a confidential quarantine/self-isolation report of all company employees who have been

- confirmed, or
- demonstrating possible signs, or
- taking precautionary steps to reduce the risk of infection from COVID 19.

The Corporate HR Manager will take the lead on all efforts to conduct contact tracing efforts in the event of a confirmed COVID-19 test or possible exposure to someone with COVID-19 in alignment with our Privacy Policy.

Hygiene Requirements:

The following procedures will be required for all company offices to help prevent the spread of COVID-19:

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- Every entrance accessible to an employee must have immediate access to hand sanitizer and signage that outlines COVID-19 Health Declaration requirements.
- This sanitizing station must also include proper signage that outlines:
 - General instructions that all employees must sanitize their hands upon entry to this building and that they must have completed their health declaration form prior to entry of any building.
 - Poster “*Handwashing*” visible
 - Reminders to please read through all COVID-19 communication boards for a complete understanding of protocols for COVID-19.
- Before a door can be restricted for employee use, please check with your safety professional to ensure all provincial requirements with restrict to access and egress are still in compliance with respective codes.
- All stairways must have the following:
 - If only one stairway for office, there must be **hand sanitizer at top and bottom** of the stairs so employees can maintain three points of contact while in use.
 - If a building has **more than one stairway**, stairways should be **one direction only** and a sanitizing dispenser must be available after the employee uses handrail with three points of contact. It is critical that employees use their bare hand to support on all handrails.
- To reduce frequent touching of door handles, interior doors may be propped open if a safety professional has evaluated against any applicable legislative compliance risk i.e. fire code and authorized the door to be propped open.
- Corporate purchasing will make available a tool for every employee to use in the office that allows doors to be opened and buttons pushed in common areas without direct hand contact. Please contact purchasing department for this tool.

Cleaning and Disinfecting Requirements:

Part of best practice COVID-19 prevention is having **clear expectations** around cleaning and disinfecting requirements at each office or work site. “Cleaning” refers to the removal of visible soil. Cleaning does not kill germs but is highly effective at removing them from a surface. “Disinfecting” refers to using a chemical to kill germs on a surface. Disinfecting is only effective after surfaces have been cleaned.

Company office cleaning and disinfecting requirements are as follows:

- All sub-contracted janitorial providers should be notified that they must use a “**wipe-twice**” method to clean and disinfect which means cleaning first, then disinfecting. Please ensure that your contractors and employees who are cleaning review the cleaning and disinfecting public places poster provided by Government of Canada: Poster 9: Cleaning and Disinfecting Public Spaces
- All sub-contractor janitorial services must be provided with a COVID-19 Daily Checklist (see appendix) of items to be cleaned and disinfected. This checklist should be completed and signed by vendor each day and held in our files for 30 days.
- Validate that janitors are using approved cleaning and disinfecting products. Use a disinfectant that has a Drug Identification Number (DIN) and a viricidal claim (efficacy against viruses). Alternatively, use a bleach-water solution with 100 ml of bleach to 900 ml water.
- Throughout the day, ensure that an employee has been **appointed for each floor** to frequently clean and disinfect high touch/shared surfaces such as:
 - Doorknobs, light switches, toilet handles, faucets and taps, elevator buttons, railings
 - conference room equipment, surface counters, reception counters,

- Office equipment panels,
- Break room counters and equipment handles
- All employee will be provided with sanitizer wipes and should wipe down their phones, computers, remote controls, keyboards, desktops at regular times throughout the day depending on their use.

Personal Protective Equipment:

Your respective safety professional will help support the identification of areas in your office or facility that will require **additional engineered controls**. It is the expectation that where we cannot engineer a solution, AND cannot maintain 2 meters distance between employees, that a company provided face mask (outlined in Section 18) will be provided and required. Please speak to your respective safety professional if you require a mask.

It is the expectation that all offices ensure the following is provided:

- Any **formal reception areas** in an office have a plexiglass partition installed to help protect employees working in these areas.
- Appropriate **floor signage should be installed** to indicate where people should stand to maintain 2 meters of distance in common work areas:
 - By all printers
 - High traffic cubicle
 - In front of elevators
 - Or at the request of an employee in their work area
- Any non-fire rated internal office doors will be propped open.

Workplace Bathrooms & Locker Rooms:

As it relates to workplace bathrooms, the following must be adhered too in all offices and notice outlining these requirements attached to or near entrance to bathroom:

- If there are three or more stalls or urinals, the middle stall/urinal should be closed and made unavailable.
- Where there are 2 or less stalls, only one person can be in bathroom at one time. Please exit immediately if there is another person in bathroom and wait near door for your turn.
- Wherever lockers are located, please ensure you maintain 2 metres of distance between yourself and other employees while accessing locker.
- Washrooms must be completely cleaned at least once daily.
- Where crews are accessing bathrooms on client sites, please adhere to the following:
 - Follow all client policies as it relates to their bathroom,
 - Ensure, at minimum, you keep 2 meters distance from other individuals or wear a mask,
 - Where Port-A-Potty's have been provided, ensure you maintain at least 2 metres of distance between all other individuals, wash and sanitize your hands after use and use a paper towel to open door handle.

Distancing & Gatherings in the Workplace:

All Managers will be required to identify any workstations that are not 2 meters apart in distance. Please notify your safety professional who will work with you to install a temporary partition or discuss staggering your workforce shift cycles (home and office) to ensure proper distancing protocols.

It is important to ensure that employees do not gather in hallways, on stairs, near bathrooms or near common areas. Please keep your distance and wait patiently for your turn to access equipment, tools, resources, or workspaces.

If you see anyone going above and beyond to mentor and support others around these protocols, please feel free to nominate them for a Values in Action award.

Open Areas & Private Offices:

The following rules will apply to all offices/workstations:

- All offices need to be single use only, please work with a safety professional to discuss how to move individuals into other acceptable areas in the building or discuss alternating employees between home and office.
- Any offices with meeting tables and chairs should ensure that all chairs are at least 2 metres apart. Remove any excess chairs from office.
- Employees should not be facing each other in their workstation without a temporary partition in between even if they are more than 2 metres apart.
- All offices and workstations should be assigned and accounted for, any employees visiting the office will be directed to meeting room/training room for their use.
- Employees should leave their desks in such a manner as to easily facilitate the sanitization process of the office by cleaning staff.

If an office has an identified fitness area, this equipment and associated room will be closed for use until phase 4 of this re-occupancy policy has been achieved. These areas will remain closed regardless of provincial regulations allowing their use.

Meeting Rooms, Training Rooms and Kitchen Areas:

The following will apply to all designated meeting, training, and kitchen areas:

- On the entrances to all these rooms will be a posted occupancy number which will be assigned based on utilizing the room with 2 metres of separation between employees. Please ensure that these occupancy limits are also in compliance with provincial regulations.
- Signs on floor will indicate where chairs must be stationed while in use.
- Any excess chairs will be removed from the room or area.
- Appropriate signage will be posted in these common areas outlining cleaning and disinfecting requirements for the room.
- All re-usable dishes and cutlery will be locked up or stored elsewhere during the pandemic. Single use cutlery and plates will be provided for each office.
- Boxed coffee will be allowed if there are single use cups made available for consumption.
- Any employee event, which includes BBQ's and gathering of employees, will be suspended until Phase 4 of the re-occupancy plan.

- Non-essential objects (reviews, newspapers, and trinkets) are removed from common areas.
- Sanitization wipes will be made available in meeting areas so employees can wipe before and after use, as it relates to:
 - Handles
 - Doors
 - Equipment
 - Chair arms
 - Tables
 - Counter tops

Circulation Areas, Elevators and Queuing Requirements:

Here are few things to remember as it relates to stairs, elevators, and queuing distances:

- All stairways must have the following:
 - If only one stairway for office, there must be **hand sanitizer at top and bottom** of the stairs so employees can still maintain three points of contact while in use.
 - If a building has **more than one stairway**, stairways should be **one direction only** and a sanitizing dispenser must be available after the employee uses handrail with three points of contact. It is critical that employees use their **bare hand** to support on all handrails.
 - In the case of a Fire Alarm being activated, all stairs will automatically be designated as both directions.
- In areas where there could be congestion or by elevators, Health and Safety will identify through signage where employees should stand to ensure 2 metres of distance.
- As it relates to elevators:
 - Only one employee is allowed in the elevator,
 - Employees should sanitize their hands before and after exiting the elevator – sanitizer will be made available on all floors in front of elevator.
 - Designated markers will be outlined on floor to show employees where to stand to wait for doors to open and for other employees to exit.

Section 22.0 Employee Training

The Company requires that all employees **receive appropriate training** related to COVID-19 prevention. This training will ensure that employees are properly trained on physical distancing, hand hygiene, PPE and all other safety measures related to COVID-19. Training records should be stored and maintained in DATS.

Section 23.0 Human Rights, Discrimination, and Employment Standards

Discrimination related to COVID-19 (including harassment against any persons) is prohibited when it involves a ground under the provincial Human Rights Acts. These Acts protect against discrimination based on HR-PRE-COV-003-20.

protected grounds including disability, place of origin, and race, whether perceived or otherwise. COVID-19 is not isolated to people of any ethnic origin, place of origin, or race. The Company will not send an individual employee home or ask them not to work because of concerns over COVID-19 unless the concerns are reasonable and consistent with the most recent advice from medical and public health officials.

The Company does expect that employees will continue to perform their work unless they have a legitimate reason for why they cannot. If an employee is required to self-isolate for legitimate reasons, the Company will explore alternative options for how the employee may continue to perform productive work for the employer (for example, telework). It is also not discriminatory to lay off employees if there is no work for them to do because of the impacts of COVID-19, so long as employees are not selected for lay-off based on a protected ground. Please refer to our Harassment and Discrimination Policy for more information on protected grounds.

Furthermore, the Company will not discipline or terminate an employee who is unable to come to work because medical or health officials have quarantined them or have advised them to self-isolate and stay home in connection with COVID-19.

For more information on changes to employment standards legislation and your rights as an employee, please refer to the government of Canada's website link:

- <https://www.canada.ca/en/government/publicservice/covid-19/rights-responsibilities.html>
- and your provincial Employment Standards or Labour Standards websites.

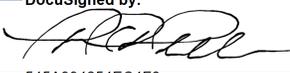
Section 24.0 Monitoring and Compliance

Working in partnership, the Human Resources and Safety teams will be conducting random audits of the following activities to ensure employee compliance to this protocol:

- On client site crew audits
- COVID-19 Health Declaration app audits against building occupancy or crew manpower lists for a given day
- URS building occupancy audits

Results from these audits will be shared and discussed regularly with the senior leadership team to strategize ways to enhance compliance in both the office and at site.

Policy Approval

Chief Executive Officer	Signature:  <small>DocuSigned by: C8881092ED68443...</small>	Date: 6/19/2020
Chief Operating Officer	Signature:  <small>DocuSigned by: 545A994254EC4F8...</small>	Date: 6/19/2020
Chief Financial Officer	Signature:  <small>DocuSigned by: BB7D9E63612F48C...</small>	Date: 6/20/2020
Functional Leader Developing this Document	Signature:  <small>DocuSigned by: AE3DE0AE1577475...</small>	Date: 6/22/2020