

In compliance with WorkSafe BC, Stella-Jones Inc. is pleased to post this COVID-19 Safety Plan for its treating plants, offices and production yards located in the province of British Columbia. This Plan can be found on its website at <https://www.stella-jones.com/en-CA/investor-relations/environmental-social-governance>.

For further information regarding our Company-wide response to the COVID-19 pandemic, please consult the “Message from the President & CEO” and “Our COVID-19 Response” on pages 1 and 29, respectively, of our 2019 Environmental, Social and Governance (ESG) Report posted at <https://www.stella-jones.com/en-CA/investor-relations/environmental-social-governance>.

Step 1: Stella-Jones has assessed the risks at its workplaces and has involved its workers when doing so.

We have Identified areas where there may be risks, either through close physical proximity or through contaminated surfaces. The closer together workers are and the longer they are close to each other, the greater the risk.

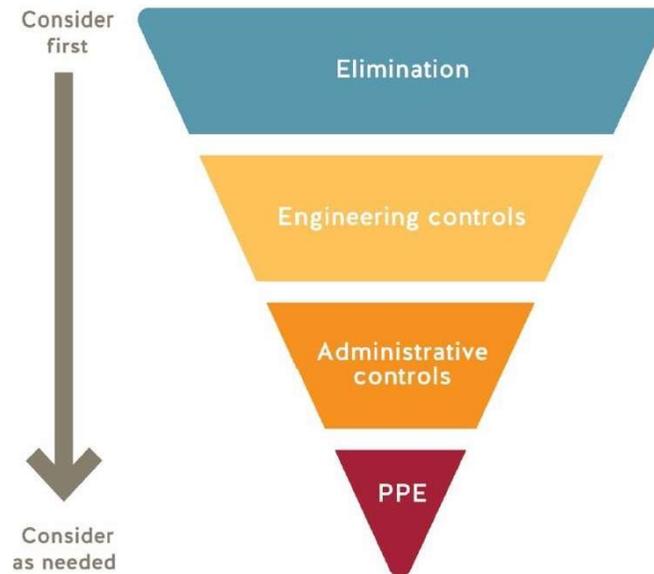
- ✓ We have involved frontline workers, supervisors, and the joint health and safety committee (or worker health and safety representative, if applicable).
- ✓ We have identified areas where people gather, such as break rooms, production lines, and meeting rooms.
- ✓ We have identified job tasks and processes where workers are close to one another or members of the public.
- ✓ This can occur in our workplaces, in worker vehicles, or at other work locations (if our workers travel offsite as part of their jobs).
- ✓ We have identified the tools, machinery, and equipment that workers share while working.
- ✓ We have identified surfaces that people touch often, such as doorknobs, elevator buttons, and light switches.

Step 2 : Stella-Jones has implemented protocols to reduce the risks

We have selected and implemented protocols to minimize the risks of transmission by reviewing industry-specific protocols on worksafebc.com to determine whether any are relevant to our industry. If protocols are developed specific to our sector, we will implement these to the extent that they are applicable to the risks at our workplaces. We recognize that we may need to identify and implement additional protocols if the posted protocols don't address all the risks to our workers.

- ✓ Frontline workers, supervisors, and the joint health and safety committee (or worker representative).
- ✓ Orders, guidance, and notices issued by the provincial health officer and relevant to our industry.
- ✓ Our health and safety association or other professional and industry associations.

Wherever possible, we will use the protocol that offers the highest level of protection and will consider controls from additional levels if certain levels aren't practicable or do not completely control the risk as follows:



First level protection (elimination): Limit the number of people at the workplace and ensure physical distance whenever possible

- ✓ We have established and posted an occupancy limit for our premises. Public Health has advised that the prohibition on gatherings of greater than 50 people refers to “one-time or episodic events” (weddings, public gatherings), and is therefore not intended to apply to workplaces. However, limiting the number of people in a workplace is an important way to ensure physical distancing is maintained.
- ✓ In order to reduce the number of people at the worksite, we have considered work-from-home arrangements, virtual meetings, rescheduling work tasks, and limiting the number of customers and visitors in the workplace.
- ✓ We have established and posted occupancy limits for common areas such as break rooms, meeting rooms, change rooms, washrooms, and elevators.
- ✓ We have implemented measures to keep workers and others at least 2 meters apart, wherever possible. Options include revising work schedules and reorganizing work tasks.

Measures in place:

- Stella-Jones employees who can complete their jobs remotely are encouraged to work from home.
- Stella-Jones employees have altered shift schedules to reduce the number of people during shift starts, breaks, lunch and shift end.
- Areas of the facility such as treaters booths, printer areas, break rooms, meeting rooms, lunchrooms, kitchens and common spaces have posted occupancy limits for employees. These occupancy limits are based on the number of people that can be in the space while still keeping six (6) feet of distance from one another.

- Office doors and entrance points are being kept locked to visitors. Delivery, shipping and receiving stations have been made to allow for a non-contact drop-off/pickup area. All visitors have the ability to contact administration by way of knocking or doorbells if they need further access. This allows our office staff to ensure all visitors to these spaces don a mask, sanitize and understand all site distancing requirements prior to entering the buildings.
- Truck drivers are instructed to stay in their vehicles while on site as much as possible. Radio contact is the preferred method between workers and truck drivers. If they must get out on site, they are directed to follow six (6)-foot distancing rules while speaking to our employees. Areas have been set up to allow for tying down of loads a safe distance away from all work activity and people.
- All job tasks are encouraged to be done solo with assistance via radio communication. Job tasks that are non-essential that require multiple parties in close proximity have been re-scheduled. Job tasks that are essential to operations that require multiple parties in close proximity have additional safety measures put in place.
- Stella-Jones employee workstations have been re-arranged to provide private workstations (offices) where they are not exposed to people walking in close proximity past their workstation.
- All workers are encouraged to complete meetings virtually through Microsoft Teams to limit close proximity. All meetings that must be held in person must be held in an area that allows for six (6) feet distancing.

Second level protection (engineering): Barriers and partitions

- ✓ We have installed barriers where workers can't keep physically distant from co-workers, customers, or others.
- ✓ We have included barrier cleaning in our cleaning protocols.
- ✓ We have installed the barriers, so they don't introduce other risks to workers (e.g., barriers installed inside a vehicle don't affect the safe operation of the vehicle).

Measures in place:

- All shipping and receiving windows (where possible) have been installed or altered with plexi-glass to provide a barrier between external contacts (truck drivers, delivery, visitors, yard personnel) and Stella-Jones employees.
- Lockers are being used to store workers gear to reduce the contact of workers clothing contacting others.
- In drying rooms areas where clothing cannot be placed in lockers, physical barriers have been placed to reduce the contact from the neighboring workers clothing.
- In areas where extra offices were not available, all exposed workstations have barriers of some kind (cubicle walls or plexiglass) to reduce the close proximity of employees travelling near the workstation.

Third level protection (administrative): Rules and guidelines

- ✓ We have identified rules and guidelines for how workers should conduct themselves.
- ✓ We have clearly communicated these rules and guidelines to workers through a combination of training and signage.

Measures in place:

- Stella-Jones has used signage to indicate mask up stations, sanitization stations, posted occupancies, site rules/protocols and pre-entry symptoms assessments (Daily Screening). Signage is used at all sink areas to educate workers on proper handwashing techniques.
- Where possible, tape has been used on tables and floor areas to indicate physical distancing in areas such as the kitchen, office entrances, meeting room tables and hallways.
- Identified high touch stations such as printer rooms/areas, doorknobs, tools, tables, kitchen areas, barriers, shipping and receiving windows, customer countertops and bathrooms, have increased cleaning protocols throughout the day with deep cleaning from external contractors on a regular basis.
- Shared equipment such as yard trucks, loaders, peelers, forklifts and material handlers have thorough cleaning requirements pre and post shift or task for all workers using that equipment and recorded on cleaning logs. This includes controls, buttons, seats, windows, and dashboards where respiratory droplets may be present.
- A monthly COVID inspection checklist was developed to ensure all protocols, supplies, cleaning logs and signage is checked a minimum once a month and refreshed if needed. This checklist is discussed at the safety meeting allowing for workers, health and safety committee members and management to discuss changes or additional suggestions.
- Daily COVID symptoms screening is in place for all employees entering facilities, offices and conducting off-site work-related business. Workers exhibiting COVID -19 symptoms are not permitted at the workplace until they have been cleared by the provincial health authority (811).
- Contractor / Visitor Daily COVID screening and contact tracing is required at all facilities where they proceed onto location past the delivery drop off station.
- Occupational First Aid Attendants have been provided protocols to protect themselves when conducting first aid in close proximity to other workers.
- Rules, protocols, identified symptoms and COVID related documentation is reviewed with workers by teams meeting, phone communication, crew talks and safety meetings. This information is also posted and available through network drives, email communication, safety boards and in some plants COVID specific boards.
- One-way directional entrances and exits are used where possible and during certain job tasks such as inventory to reduce high touch areas or congestion.

Fourth level protection: Using masks (optional measure in addition to other control measures)

- ✓ We have reviewed the information on selecting and using masks and instructions on how to use a mask.
- ✓ We understand the limitations of masks to protect the wearer from respiratory droplets. We understand that masks should only be considered when other control measures cannot be implemented.
- ✓ We have trained workers in the proper use of masks.

Measures in place:

- All office workers who leave their immediate private workstation are required to don a mask for the duration of their travels around the office into common areas such as hallways, stairwells, lunchrooms, break rooms and meeting rooms.

- All outdoor / yard workers who must work in areas or complete job tasks where they cannot maintain six (6) feet distancing must wear a mask.
- All workers who must ride in a vehicle such as yard trucks with more than one employee must wear a mask.
- All visitors, contractors and delivery personnel within office buildings must don a mask. All contractors required to work outdoors with Stella-Jones employees and cannot maintain six (6)-feet distancing must wear a mask.
- All workers have been trained on proper donning and doffing of mask use.
- Disposable masks are available on site for all workers however they are allowed to use their own reusable mask. All office staff were provided reusable face masks with instructions on cleaning.
- Signage and instruction are available for all contractors, visitors and delivery personnel who require instruction on donning and doffing masks.
- Sanitization stations are available next to all mask up stations to promote cleanliness prior to donning a mask and after doffing a mask.

Implement effective cleaning and hygiene practices

- ✓ We have reviewed the information on cleaning and disinfecting surfaces.
- ✓ Our workplace has enough handwashing facilities on site for all our workers. Handwashing locations are visible and easily accessed.
- ✓ We have policies that specify when workers must wash their hands and we have communicated good hygiene practices to workers. Frequent handwashing and good hygiene practices are essential to reduce the spread of the virus. [Handwashing and Cover coughs and sneezes posters are available at worksafebc.com.]
- ✓ We have implemented cleaning protocols for all common areas and surfaces — e.g., washrooms, tools, equipment, vehicle interiors, shared tables, desks, light switches, and door handles. This includes the frequency that these items must be cleaned (number of times per day) as well as the timing (before and after shift, after lunch, after use).
- ✓ Workers who are cleaning have adequate training and materials.
- ✓ We have removed unnecessary tools and equipment to simplify the cleaning process — e.g., coffee makers and shared utensils and plates

Cleaning protocols:

- Cleaning protocols include cleaning of high touch surfaces, shared equipment or shared tools are frequently throughout the day and recorded on the cleaning log.
- Shared equipment such as yard trucks, loaders, peelers, forklifts and material handlers have thorough cleaning requirements pre and post shift or task for all workers using that equipment and recorded on cleaning logs. This includes controls, buttons, seats, windows, and dashboards where respiratory droplets may be present.
- Barriers such as plexiglass or shipping and receiving windows are frequently cleaned to reduce the droplet contamination of surfaces.
- Reusable masks are to be cleaned and sanitized for individual worker use only as per the provided instructions.

- Enhanced cleaning is provided should a worker test positive for COVID-19 in their individual workstation. Any workers who have been notified to have had close contact with a positive COVID-19 will leave site and all components of their workstation and equipment will be thoroughly disinfected prior to another worker using the equipment.

Step 3 : Stella-Jones has developed COVID-19 policies

We have developed the necessary policies to manage our workplace, including policies around who can be at the workplace, how to address illness that arises at the workplace, and how workers can be kept safe in adjusted working conditions.

Our workplace policies ensure that workers and others showing symptoms of COVID-19 are prohibited from the workplace.

- ✓ Anyone who has had symptoms of COVID-19 in the last ten (10) days must self-isolate at home at the direction of public health.
- ✓ Anyone who has been identified by Public Health as a close contact of someone with COVID-19.
- ✓ Anyone directed by Public Health to self-isolate.
- ✓ Anyone who has arrived from outside of Canada must self-isolate for fourteen (14) days and monitor for symptoms.
- ✓ Visitors are prohibited or limited in the workplace.
- ✓ First aid attendants have been provided OFAA protocols for use during the COVID-19 pandemic.
- ✓ We have a working alone policy in place (if needed).
- ✓ We have a work from home policy in place (if needed).
- ✓ Ensure workers have the training and strategies required to address the risk of violence that may arise as customers and members of the public adapt to restrictions or modifications to the workplace. Ensure an appropriate violence prevention program is in place.

Our policy addresses workers who may start to feel ill at work. It includes the following:

- ✓ Sick workers should report to first aid, even with mild symptoms.
- ✓ Sick workers should be asked to wash or sanitize their hands, provided with a mask, and isolated. Ask the worker to go straight home. [Consult the BC COVID-19 Self-Assessment Tool or call 811 for further guidance related to testing and self-isolation.]
- ✓ If the worker is severely ill (e.g., difficulty breathing, chest pain), call 911.
- ✓ Clean and disinfect any surfaces that the ill worker has come into contact with.

Step 4 : Stella-Jones has developed communication plans and training

We ensure that everyone entering the workplace, including workers from other employers, knows how to keep themselves safe while at our workplace.

- ✓ We have a training plan to ensure everyone is trained in workplace policies and procedures.
- ✓ All workers have received the policies for staying home when sick.
- ✓ We have posted signage at the workplace, including occupancy limits and effective hygiene practices.

- ✓ We have posted signage at the main entrance indicating who is restricted from entering the premises, including visitors and workers with symptoms.
- ✓ Supervisors have been trained on monitoring workers and the workplace to ensure policies and procedures are being followed.

Step 5 : Stella-Jones is monitoring its workplaces and updating plans as necessary

If we identify a new area of concern, or if it seems like something isn't working, we will take steps to update our policies and procedures And Involve workers in this process. We have a plan in place to monitor risks. We make changes to our policies and procedures as necessary.

- ✓ Workers know who to go to with health and safety concerns.
- ✓ When resolving safety issues, we will involve joint health and safety committees or worker health and safety representatives (or, in smaller workplaces, other workers).

Step 6: Stella-Jones assesses and addresses risks from resuming operations

We are managing risks arising from restarting our business.

- ✓ We have a training plan for new staff.
- ✓ We have a training plan for staff taking on new roles or responsibilities.
- ✓ We have a training plan around changes to our business, such as new equipment, processes, or products.
- ✓ We have reviewed the start-up requirements for vehicles, equipment, and machinery that have been out of use.
- ✓ We have identified a safe process for clearing systems and lines of product that have been out of use.