

**FORWARD.
TOGETHER.**

PROJECT CONTINUITY PLAN

**Coronavirus (COVID-19) Pandemic
Regional Office**



March 30, 2020 – Version 2.2

1.0 PURPOSE

This document provides a high-level overview of how Ledcor Construction Limited is addressing the COVID-19 Pandemic in relation to project continuity at our sites in Location. Project teams are expected to apply these guidelines, as applicable, on our project sites to the best of their abilities. If there is a section that does not apply to your project, please disregard. This is a fast-moving situation and this document will be revised as the need arises.

Additions since last revision will be shown as a *gray in colour*.

2.0 COMMUNICATION

2.1 Ledcor Safety Talk

See [Appendix A](#) for a Ledcor Safety Talk that is available to all project sites. Review this at Ledcor Toolbox Talks and distribute to subcontractors so they can also review at their toolbox talks. Collect signed copies from subcontractors and save on Box. Safety Notice is to be posted on the project Notice Board.

2.2 Ledcor Flu Prevention Poster

See [Appendix B](#) for a Flu Prevention Poster to post around the project site (at washing stations, at hand sanitizing stations, at washrooms, at entry & exit of sites, etc.) and distribute to subcontractors so they can post in their respective areas (lunchrooms, lockups, etc.).

2.3 Ledcor Safety Notice and Poster

See [Appendix C](#) for a Ledcor Safety Notice and Poster to post around the project site (at washing stations, at hand sanitizing stations, at washrooms, at entry & exit of sites, etc.) and distribute to subcontractors so they can post in their respective areas (lunchrooms, lockups, etc.).

2.4 Letter to Owner, Consultants, Subcontractor's / Supplier's Local Office

It is important to communicate directly with our construction partners to inform them of current Ledcor policies around protecting persons on our worksites from COVID-19 and the removal of any person who exhibits symptoms consistent with this virus). See [Appendix D](#).

2.5 Letter to Subcontractor's / Supplier's Project Representative

Ledcor's Project Managers are to distribute a copy of this letter to each of the trade representatives on site and ask them to sign a copy to acknowledge receipt.

IMPORTANT: Save the signed copies of the letters in the project files on Box. Return a copy to the subcontractor's / supplier's site representative. See [Appendix E](#).

2.6 Internal Updates

The Regional Managers and Operations Managers participate in a daily update call with Regional Leadership Team (RLT) members from our other offices. The Regional Manager and Operations Managers then have an internal call to discuss what needs to be communicated to the project teams. The frequency and time of these calls may be subject to change as the situation evolves.

2.7 Central Document Location

All documents referenced here are stored in a Box folder that can be shared externally to owners and subcontractors.

2.8 Internal Employee Information

Internal information for Ledcor employees (salaried and CLAC) only can be accessed on [the hub](#) and on Ledcor's corporate [HS&E](#) site. For those that don't have access to the internet, the service team can be reached at 1-800-823-8141. NOTE: These are only accessible by Ledcor employees and are not for external circulation.

2.9 Communication of the Project Continuity Plan (PCP) on Site

The Ledcor project teams will communicate the Project Continuity Plan with all workers on site through a Ledcor toolbox talk or Project Safety Stand Down. Based on number of workers on site, this may require more than one toolbox talk and/or Stand Down in order to maintain social distancing.

3.0 SITE PROTOCOL

3.1 Site Meetings

To limit person to person contact, update all site meetings (Internal, OAC, Subcontractor, etc.) to Skype meetings. If meetings are required to be in person (morning foreman meetings, etc.), hold them in an open area, preferably outside, and practice good Social Distancing practices by maintaining a 2.0m (6'-6") distance from each other.

3.2 Non-Regular Site Visits

All site visitors (owner, consultants, inspectors, etc.) should limit site visits unless necessary for Business Continuity reasons. If visits are required, please:

- a. Give Ledcor site representatives 24 hours' notice that you are visiting the site.
- b. Practice good Social Distancing measures.
- c. Avoid entry into Ledcor site offices and the first aid trailer unless required.
- d. Visitors are asked to not use the construction hoist or the temporary construction elevators and to use the stairs instead.

3.3 Handwashing Stations

Install handwashing stations complete with dispenser soap in strategic locations on the project site. Install a Ledcor Safety Notice Poster at each location (see [Appendix C](#)).

3.4 Hand Sanitizing Stations

Install hand sanitizer stations in strategic locations around the project site. Inspect daily to ensure they are full. Install a Ledcor Safety Notice Poster at each location (see [Appendix C](#) above). Sanitizer stations can be supplied by the yard.

3.5 Cleaning

Identify and clean surfaces that workers come into regular contact with. Ledcor labourers are to sanitize door handles, toilet doors, meeting room tables, first aid rooms, orientation rooms, etc. at the end of each shift. Stock and supply cleaning wipes and spray sanitizer on site. See [Appendix F](#) for Surface Cleaning for Potential Virus Contamination Safe Work Procedures. Cleaning is to be done a minimum of three times per day.

3.6 Social Distancing

Promote hand shaking alternatives. Ensure individuals are always 2.0m (6'-6") apart from each other. This includes in lunchrooms, lock ups, while working on site, in construction hoists (only 4 workers per hoist cab), entry and exits of sites, etc. If possible, take the stairs on site in lieu of using the construction hoist.

Ledcor employees are encouraged to work remotely if their role permits, as per the Ledcor Employee guidelines issued on March 16, 2020. Speak with your manager to discuss this option. Some roles on site may allow for a rotation schedule to allow some to work remotely while maintaining presence at the project.

Cancel and/or postpone all site evacuation drills or similar drills. These are not in line with Social Distancing guidelines. Project sites are to update their Evacuation Plans to

incorporate Social Distancing. This can include more muster points, proper spacing of 2.0m (6'-6") at muster points and instructions to workers about Social Distancing.

Any task or situation requiring workers to be in close proximity with other workers (less than 2.0m/6'-6") additional Personal Protective Equipment must be worn. This includes a mask (half mask or N95 type mask), gloves and safety glasses. This applies to all workers in all areas of the project. Field Level Hazard Assessments (FLHAs) and Safe Work Procedures (SWPs) must continue to be completed and should reference the new protocol.

Wherever possible provide dedicated access/stairwells in one direction, either up or down. This will avoid the need to pass by others in a stairwell.

Signage will be posted on sites to promote proper social distancing protocols. See below.



3.7 Subcontractor Coronavirus (COVID-19) Plans

Communicate with subcontractors who are currently performing work on site. Ask them what their plans are for addressing the current situation. If they have a plan or guidelines on how they are addressing the pandemic, ask for a copy and save on Box in the project files.

3.8 Monitoring Worker Health

Monitor worker health on site. If a worker is exhibiting symptoms, ask them to leave site in conjunction with their superior and to consider getting tested. Point them to visit the [BC Assessment Tool](#) online to determine next steps.

Per British Columbia provincial guidelines, the General Contractor is to keep a list of all workers on site and update it daily. See [Appendix M](#) for a worker Health Questionnaire. Each worker on site is required to fill this out and return to Ledcor Project staff. Going forward, all new workers and visitors are required to complete this questionnaire. It reinforces how important it is for them to be healthy if they want to come to the site and

reinforces the public health authority's self-assessment monitoring tool. All records are the same as first aid records and are to be kept under lock for privacy reasons.

3.9 Lunchrooms

Ensure that there is a handwash station close to the project lunchroom/lockup areas. Encourage workers to wash their hands properly before and after all meals. Abide by Social Distancing guidelines in lunchrooms and stay 2.0m (6'-6") away for others always. Due to size constraints, this may require workers to take coffee breaks and/or lunch breaks in shifts. Avoid going to areas on congregation during breaks and lunch time (coffee shops, restaurants, etc.). Consider separating PPE & clothing that is hung up in the lunchroom to avoid contamination. All work spare work clothing it to be transported home in a plastic bag and washed. All lunch tables should be wiped down and disinfected daily per the Routine Cleaning Protocol. (see [Appendix F](#) – Surface Cleaning for Potential Virus Contamination Safe Work Procedures.

3.10 Orientations

The Project Safety Representative (PSR) for the site should ask workers if they have had any recent travel and if they are feeling sick during the orientations. Follow the screening questions shown in the [BC Assessment Tool](#). Limit the number of persons in the orientation room to maintain social distancing protocol (2.0m or 6'-6"); this may result in the requirement to hold more orientation sessions. Disinfect used pens, tables and chairs after each session. A verbal orientation after the video should include Ledcor COVID-19 handouts (see [Appendix A](#), [Appendix B](#) and [Appendix C](#)) and should discuss hygiene expectations, social distancing and general health of the worker (flu like symptoms).

3.11 Wearing Gloves

Provide gloves to workers who do not have gloves and enforce that they wear them on our projects. It is important to note that gloves can still carry and transfer the virus. Avoid touching others, you face and your eyes even with gloves on. If gloves are washable, they should be washed after each shift.

3.12 Garbage Bins

Lunchrooms, subcontractor lockups and site garbage should be collected and disposed of regularly.

3.13 Rapid Demobilization due to Project Suspension/Shutdown

The decision to close the site must be made by the Project Manager, Regional Manager, Safety Manager and Client together. If there is a need to rapidly demobilize or shutdown

the project for a longer period, Ledcor will follow the attached checklist (see [Appendix G](#)) to ensure the project is left in a safe condition. Project teams will use this checklist as a starting point and include items/tasks that are specific to their project. This can include but is not limited to checking site security, water shut offs, lighting, heating, dewatering, shoring, power, loose material on exposed decks and daily inspections. A Water Mitigation Plan is required to ensure the risk leaks is addressed (see [Appendix J](#) for an example of a Water Mitigation Plan). Signage stating “*All Equipment and Materials Have Been Removed from Site*” should be posted around the site perimeter.

There are insurance requirements that should be considering if projects are shutdown. These are:

1. If your project is shutdown, there are risk elements that need to be discussed with our clients. A Risk Register should be created that outlines the property risk and third-party risk at your project during a shutdown. This is to be reviewed with our clients to ensure alignment.
2. If the client has arranged an OCIP (Owner Controlled Insurance Program) they should be in contact with their broker to clarify and all requirements that must be met if work is to be suspended to ensure continuity of coverage.
3. Through documentation of the condition of the project at the time the project is suspended can help avoid disputes if property damage occurs.
4. An updated construction schedule is to be done as of the day the project is suspended.

3.14 Antibacterial Soap & Disinfecting Spray – Vancouver Construction Yard

Procurement of basic hygiene supplies continues to be a challenge and items being sent to projects needs to be diligently inspected and received.

The Ledcor Vancouver Yard was able to source and has received a shipment of [1000ml Antibacterial Soap](#) which will fit in the same NXT sanitizer dispensers previously sent to Ledcor project sites.

As we are all aware, hand sanitizer has become very scarce and hard to find. We should try use it as a last measure when hand washing is unavailable.

The yard was also able to secure a shipment of [Spray Nine Disinfectant Spray \(946 mL\)](#). It is important to understand how to apply this product effectively.

Please read the instructions carefully and be sure to use these products efficiently as supply is limited during these times.

3.15 N95 Masks

All N95 masks should be preserved on site and not used for construction related activities. There is a general shortage of these masks in the market.

3.16 Construction Hoists

Post signage at construction hoist decks to remind works to maintain social distancing protocol (2.0m or 6'-6"). The BC Provincial Government has clarified that only 4 workers are allowed per hoist cab. Maintain social distancing in the construction hoist cab as well as facing outwards. This will reduce the number of passengers in the construction hoist cab. The construction hoist operator has the option to wear a N95 mask. Operator will routinely disinfect commonly touched items (call buttons, door handles, etc.). Consider painting locations to stand in the hoist and on the hoist deck so that it is clear to all passengers that social distancing must always be maintained.

3.17 Ledcor Site Office Trailers

Limit the number of employees and workers in site offices. Maintain social distancing protocol (2.0m or 6'-6"). If the role permits, rotate employees working remotely and working on site to ensure social distancing protocol is met. Host meetings outside if meeting it too small to support proper social distancing protocol. Do not share keyboard, mice, pens, clipboards, documents, etc. Routinely disinfect door handles, chairs, and commonly touched items.

3.18 Hygiene Practices

Clean hands with soap and water for 20 seconds. Do this before and after meals, at the end of the workday and when home. Avoid hand shaking. Do not share food, drinks, cigarettes and personal hand tools. Do not touch face, eyes, or mouth with unwashed hands. Follow good respiratory etiquette by covering your mouth and nose by creasing your elbow when coughing or sneezing.

Workers and staff are encouraged to wash all work clothing once arriving at home.

3.19 Personal Protective Equipment for Project Safety Coordinators when with Patients

The following PPE is required when with a patient that may have a presumptive case of Coronavirus (COVID-19):

- N95 mask
- Face shield/mask with visor
- Safety glasses
- Gloves
- Disinfectant products

3.20 Additional Documentation for Projects Sites and Subcontractors

See [Appendix K](#) for Ledcor Construction Limited's COVID-19 Prevention Procedures. Ledcor' prevention procedures are based on health monitoring, social distancing, hand hygiene, cleaning and disinfecting and contractor and project specific procedures to prevent the transmission of COVID-19 to workers on this project.

See [Appendix L](#) for Ledcor Construction Limited's COVID-19 Prevention Procedures – Instructions to Subcontractors is like the above but for our Subcontractor partners on pour projects.

3.21 COVID Safety Coordinator

At each worksite Ledcor will appoint one or more Ledcor employees responsible to be Ledcor's COVID Safety Coordinator (CSC). Ledcor CSC will:

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

Contractors are required to appoint someone at each site responsible for monitoring their workers for compliance with their COVID prevention procedures and Ledcor's COVID Prevention Procedures. The Contractors CSC must spend a significant amount of their time monitoring workers by greeting and organizing them when they arrive to

work, inspecting their work areas, monitoring their health, informing their workers of any changes to procedures and liaising with Ledcor and their companies management responsible for COVID prevention. Contractors will provide the name and cell phone of their CSC to Ledcor's on site CSC.

4.0 MEDICAL RESPONSE

4.1 Ledcor Employee Self Quarantine

Notify supervisor and Safety Manager. Visit the [BC Assessment Tool](#) and follow instructions and recommendations.

4.2 Persons Reporting to Project First Aid

If a worker reports to first aid feeling ill or exhibiting COVID-19 symptoms, send the worker home and instruct them to visit the [BC Assessment Tool](#).

4.3 Persons Observed on Site with Flu-Like Symptoms

If a worker is observed exhibiting COVID-19 symptoms or they feel ill, direct them to go home and to visit the [BC Assessment Tool](#). Clean and disinfect any areas where the worker was working per the Surface Cleaning for Potential Virus Contamination Safe Work Procedures (see [Appendix F](#)).

4.4 Persons Confirmed to Having COVID-19

Prevent the spread of COVID-19 by assessing who else may have been in contact with the individual and notifying those people in accordance with Health Authority Protocols for identification and quarantine. Suspend work and disinfect the site per the Surface Cleaning for Potential Virus Contamination Safe Work Procedures in [Appendix F](#). Decision to close the site must be made by the Project Manager, Regional Manager, Safety Manager and Client together.

4.5 Presumptive and Confirmed COVID-19 Case Responses

See [Appendix H](#) for Presumptive and Confirmed COVID-19 Case Responses. Follow the Investigate-Communicate-Track-Resolve process. Track the events through this [Microsoft Form](#).

4.6 COVID-19 Response Reporting Process – Ledcor Employee

See [Appendix I](#) for Ledcor’s reporting process during the Coronavirus (COVID-19) pandemic if a Ledcor employee is presumed to have symptoms.

5.0 EXTERNAL COMMUNICATION

5.1 Client

Confirm with your client how and how often they would like project specific communication relating to the coronavirus (COVID-19). Confirm who should be on this communication and include the RM, OM, PD (if applicable) and Safety Manager on these communications.

5.2 Media

All communication related to the media needs to be directed to our [Corporate Communications](#) department. Include the RM, OM and PD (if applicable) on these communications.

6.0 ADDITIONAL REFERENCES

- 6.1 [BC COVID-19 Symptom Self-Assessment Tool](#)
- 6.2 [BC Centre for Disease Control](#)
- 6.3 [BC Center for Disease Control – Employers & Businesses](#)
- 6.4 [HealthLink BC – Coronavirus disease \(COVID-19\)](#)
- 6.5 [Government of Canada – Public Health](#)
- 6.6 [Government of Canada – Travel Advice](#)
- 6.7 [Know the Difference: Self-Monitoring, Self-Isolation and Isolation for COVID-19 Poster](#)
- 6.8 [Vancouver Regional Construction Association \(VRCA\) Novel Coronavirus \(COVID-19\) – Resource Page](#)
- 6.9 [WorkSafe BC COVID-19 Information & Resources](#)
- 6.10 [BC Construction Safety Alliance – COVID-19 Resources and Signage](#)
- 6.11 [British Columbia – Provincial Government Guidance for Construction Companies to Manage their Sites During COVID-19](#)
- 6.12 [World Health Organization](#)
- 6.13 [Centers for Disease Control and Prevention](#)
- 6.14 [Johns Hopkins University & Medicine – Coronavirus Resource Center](#)

7.0 APPENDICES

- 7.1 [Appendix A](#) – Ledcor Safety Talk
- 7.2 [Appendix B](#) – Ledcor Flu Prevention Poster
- 7.3 [Appendix C](#) – Ledcor Safety Notice and Poster
- 7.4 [Appendix D](#) – Letter to Owner, Consultants, Subcontractor’s / Supplier’s Local Office
- 7.5 [Appendix E](#) – Ledcor Letter to Subcontractor’s / Supplier’s Project Representative
- 7.6 [Appendix F](#) – Surface Cleaning for Potential Virus Contamination Safe Work Procedures
- 7.7 [Appendix G](#) – Ledcor Rapid Demobilization-Shutdown Checklist
- 7.8 [Appendix H](#) – Presumptive and Confirmed COVID-19 Case Responses
- 7.9 [Appendix I](#) – COVID-19 Response Reporting Process
- 7.10 [Appendix J](#) – Example of a Water Mitigation Plan
- 7.11 [Appendix K](#) – Ledcor Construction Limited Site COVID-19 Prevention Procedures
- 7.12 [Appendix L](#) – Ledcor Construction Limited Site COVID-19 Prevention Procedures – Instructions to Subcontractors
- 7.13 [Appendix M](#) – Health Questionnaire – Coronavirus (COVID-19)