

2.16.23

CRISIS MANAGEMENT PLAN

HOW TO PLAN FOR THE UNPLANNED.

This Crisis Management Plan outlines the general processes we will use to respond to a critical situation that would adversely affect our employee-owners' health, safety, welfare, or one of our business unit's profitability, reputation, or ability to operate. The intent of this plan is (1) to avoid or minimize damage, (2) to provide direction to our employee-owners on safety, staffing, resources, and communications, and (3) to provide external communication to our subcontractors, vendors, suppliers as needed for business continuity, minimized operational disruption, or to comply with industry regulations or requirements.

CRISIS MANAGEMENT TEAM

The Company has created a Crisis Management Team to handle the implementation and execution of this plan, including internal and external communication. The Crisis Management Team shall consist of the two Co-Chief Executive Officers and the Chief Administrative Officer & General Counsel.

IDENTIFYING AND ASSESSING RISK

For day-to-day project incidents, the appropriate on-site supervisor should follow the incident reporting and response procedures outlined in the Company Safety Management Program. For all environmental and safety incidents that meet or have the potential to meet Level I, or otherwise present a significant risk, the appropriate supervisor should immediately notify their respective Vice President and the Director of Environmental Health & Safety. The Vice President and the Director of Environmental Health & Safety shall quickly assess the situation and notify the Crisis Management Team. In cases where there is an emergency at a jobsite or office, supervisors should notify emergency response personnel immediately. The Vice President(s) and the Director of Environmental Health & Safety shall work with the Crisis Management Team to:

- Ensure the scene is safe before entering the area.
- Review the site for hazards and isolate hazardous area(s).
- Secure the site from further hazards (i.e., turn off utilities, remove hazardous substances not involved, stop flows of product or water, etc.).
- Attend to the injured and render first aid.
- Call 911 or facility emergency number identifying:
 - + Name of person reporting the emergency
 - + Nature and severity of the injury or illness
 - + Location and phone extension from which they are calling
 - + Number of people involved
 - + Directions to the site of the emergency
- Secure and isolate the incident site. Do not move anything that does not have to be moved, only things to assist the injured or make the area safe. Make note of those items that must be moved. For major incidents, a site emergency shutdown may be required.
- Account for each employee-owner, vendor, owner's rep, and trade contractor employees on site.
- Keep only those on-site who are essential in the recovery process. Release those who are not needed and require them to leave the site.
- Establish first aid and evacuation areas, if needed, where ambulance or air evacuation services have access.
- Control site access.
- Start investigation and reporting procedures, ensuring the preservation of the site and supporting all investigative processes.

Project worksites and offices will maintain, as necessary, emergency response supplies and equipment in the event of an emergency.

The Crisis Management Team will also identify the risks from the incident and how those risks might impact the business. For example, if there is a significant safety incident that occurred, the risks may include employee concerns/rumors, stop work order on a project, OSHA or other regulatory investigation, internal investigation, and/or possible violation of Company safety rules or policies.

After identifying the area(s) of risk of the pending crisis, to assess the risk's potential implications, the Crisis Management Team will make sure a safe site is restored, affected employee-owners are supported, the situation is controlled, the site is preserved, and an investigation and any necessary actions are completed in a timely manner. In this assessment, the Crisis Management Team may:

- 01** Identify key internal and external people or partners who need to be engaged to assist with resolution.
- 02** Identify key business functions. Some will be critical based on the role they play – such as their links to business priorities in a given region or to mission-critical products or services in a specific location. The Crisis Management Team will prioritize customer and contractor relationships that our business needs to maintain as long as possible.
- 03** Identify key roles, activities, and skill sets. Our business needs some core functions under all circumstances; others can be suspended for a short time or an extended period without damaging business activities. The Crisis Management Team will work to build operational resilience by bolstering bench strength in critical areas and consider distributing essential roles and functions geographically in case one region needs to suspend operations temporarily.
- 04** Identify what communications need to be had and to whom.

CRISIS RESOLUTION PLAN

The Crisis Management Team will also develop a resolution plan to address the crisis at hand. Such a resolution plan may involve engaging other employee-owners with specialized skill sets (Human Resources, IT, Branch Managers, Marketing, etc) or outside advisors to assist with the resolution. The resolution plan should provide internal communication to the employee-owners with the goals of such communication to be (1) quick, (2) accurate, and (3) consistent. The resolution plan should also provide brief, factual, consistent external communication to subcontractors, vendors, suppliers, or others that will provide for business continuity, minimized operational disruption, and compliance with applicable industry regulations or requirements. There could be several rounds of assessment and ongoing communication depending upon the duration of the crisis.

COMMUNICATION

The Crisis Management Team, or their designee(s), are the only individuals authorized to speak to the media concerning any incident.