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COVID-19 PANDEMIC PROTOCOL

Excerpt and translated from “État d’urgence sanitaire – Pandémie COVID-19 (00-000-08-0000-PRO-0021 V1.2)”

MEASURES TO BE FOLLOWED

1. SIGNS, HYGIENE AND CLEANING

1.1. Signs

Montoni has produced and installed additional signs at all of its construction sites:

- **At site entrance(s)/exit(s):**
 - Protocol - COVID-19 Pandemic sign;
 - STOP sign;
 - Mandatory physical distancing sign;
 - Mandatory hand washing sign;
 - Mandatory PPE cleaning sign; and,
 - Preventive measures sign.

- **In meal rooms (site trailers or other):**
 - Mandatory physical distancing sign;
 - Mandatory PPE cleaning sign;
 - Preventive measures sign;
 - Meal period and work environment sign; and,
 - No clothing on the ground, no tools in the trailers sign.

- **In smokers’ areas:**
 - Mandatory physical distancing sign;
 - Mandatory hand washing sign; and,
 - Mandatory PPE cleaning sign.

- **On sanitary facilities and all washbasins:**
 - How to properly wash hands sign;
 - Mandatory hand washing sign;
 - Mandatory PPE cleaning sign; and,
 - Prevention measures sign.

- **At various water outlets, depending on the situation:**
 - Attention – Non-drinking water sign; or,
 - Drinking water sign,
 - Waste water sign.



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- **At various staircases, depending on the situation:**
 - Stairway one-way down only sign; or,
 - Stairway one-way up only sign; or,
 - Respect the mandatory stairway direction sign.
- **At various site locations:**
 - Mandatory physical distancing sign;
 - Mandatory PPE cleaning sign;
 - Preventive measures sign;
 - How to remove gloves sign;
 - How to put on and remove a mask sign; and,
 - Need help? sign.
- **At hand sanitizing stations:**
 - How to properly disinfect hands sign.

1.2. Personal hygiene and physical distancing at all times

As a general contractor, Montoni is responsible for ensuring the presence of all additional equipment necessary for the organization and maintenance of its construction sites during a health emergency such as the COVID-19 pandemic, including, but not limited to: additional sanitary facilities, additional trailers, additional washbasin stations, additional trash cans, adequate and sufficient cleaning products, as well as hygiene products in sufficient quantity.

Moreover, every person at the site must follow these measures:

- Respect physical distancing (2 metres) at all times;
- Wash hands with soap and water for 20 seconds or a hydro-alcoholic solution (hand sanitizer):
 - When arriving and leaving the construction site;
 - Before and after eating;
 - Before and after the break;
 - Before and after smoking; and,
 - Before and after going to the washroom.
- Do not touch the face (eyes, nose and mouth);
- Sneeze and cough into the crook of the elbow;
- No handshaking, hugging or greeting with contact;
- Regularly clean objects, tools, and surfaces that are handled or touched;
- Do not gather together beyond the pre-established work teams necessary for the task at hand;
- Whenever possible, avoid contact with people with flu-like symptoms, such as coughing and sneezing;



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- Do not share tools and/or objects among workers. Otherwise, it is mandatory to disinfect them between each handover; and,
- When consulting plans and specifications and other documents, only one person should handle them; he or she should place the document on a table and turn the pages as needed. When the consultation is finished, the person takes back the documents and cleans the table.

As well, Montoni rigorously inspects its construction sites. These inspections are performed according to the applicable frequency as indicated in its Site inspection schedule (see Section 10 "Site inspections").

1.3. Cleaning

Montoni has established strict and clear measures regarding cleaning. Cleaning is done with either disinfectant soap and water or a hydro-alcoholic solution (with a percentage of alcohol equivalent to or higher than the applicable recommendations of government authorities).

- **Cleaning of personal protective equipment (PPE)**
Every worker is responsible for frequently cleaning and disinfecting (with the hydroalcoholic solution) their PPE.
- **Cleaning of the site (trailer, storage container, sanitary facilities)**
Every company responsible (whether Montoni or a subcontractor, as the case may be) must arrange its construction site trailer in such a way as to avoid any physical contact between workers and to respect physical distancing (e.g., removing or distancing chairs). It is also responsible for ensuring that its respective trailer is cleaned in compliance with the various government directives regarding the COVID-19 pandemic.

Montoni's trailers, containers and sanitary facilities

The maintenance company retained by Montoni is responsible for cleaning Montoni's site trailers and storage containers at least once per work shift, and twice per shift (mid-shift and shift end) for sanitary facilities, all in accordance with the Cleaning schedule – Pandemic COVID-19. In addition, Montoni's Superintendent or Foreman is responsible for regularly cleaning the trailer's frequently touched surfaces during the work shift.

The cleaning of Montoni's site trailers includes, among others, the wiping of tables, chairs, microwave ovens, printers, water dispensers, etc., as well as exterior door handles and ramps.



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The cleaning of Montoni storage containers includes, among others, locks, doors, and handles, etc.

The cleaning of sanitary facilities includes, among others, toilet tank handles, washbasin stations, as well as the refilling of soaps and hand sanitizers, replenishing of paper towels, etc.

Montoni's Superintendent or Foreman is responsible for checking, after each round of cleaning by the maintenance company, that the cleaning has been done properly, and must complete the Cleaning Verification schedule – Pandemic COVID-19. If he or she judges that the cleaning has not been done properly, he or she shall, at their discretion, request that the maintenance company return to the site without delay (i.e., within a maximum of 3 hours of the call) in order to redo the cleaning in accordance with this protocol, or do the cleaning him/herself (if appropriate).

- **Cleaning of site heavy machinery**

Every worker is responsible for the cleaning his or her respective machinery, in accordance with the various government directives regarding the COVID-19 pandemic. Machinery should be assigned to a single worker. In the event that the machinery is shared between workers, responsibility for cleaning is shared jointly and severally by all workers who use the machinery.

Montoni's heavy equipment

Regarding the maintenance of Montoni's machinery, the worker to whom the equipment has been assigned is responsible for cleaning it after each use. This includes points of frequent contact, i.e., dashboard, steering wheel, shifters, and all handles. He or she is also responsible for performing a complete cleaning of the machinery at least once per shift, according to the Cleaning schedule – Pandemic COVID-19. In the event that the machinery is shared between various workers, the worker is responsible for cleaning the machinery completely at the end of its use before handing it over to the next worker.

The Montoni Superintendent or Foreman is responsible for verifying at least once per shift (after the employee has finished cleaning) that the cleaning of Montoni's machinery has been done properly, and must complete the Cleaning Verification Schedule – Pandemic COVID-19. If the cleaning has not been done properly, he/she must ask the worker who did the initial cleaning to redo the cleaning in accordance with this protocol.



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- **Cleaning of equipment and tools**

Each worker is responsible for the equipment and tools assigned to him or her. They must not share them and must clean them frequently as described in this protocol. The cleaning of equipment and tools includes, among others, handles, contact buttons, protection mechanisms, etc.

2. COMMUNICATION

The Montoni site team must maintain frequent communication with various key players at Montoni, in particular with the Emergency Measures Team (at least once per day via the various Montoni daily reports) to inform them of the daily status of their site, but also of any issues, questions or concerns related to the COVID-19 pandemic, as well as any suggestions for improvement.

Montoni expects a similar approach from all of its subcontractors.

3. TRANSPORTATION AND TRAVEL

With regard to transportation or travel, Montoni expects its employees, workers, partners, subcontractors and visitors to comply with the following directives:

- **Avoid carpooling (with people who do not share your home):** Otherwise, it is recommended that you reduce your vehicle occupancy rate to 50% of its capacity (i.e., a maximum of 2 people);
- **Avoid public transit:** If not, travel during low traffic hours to avoid crowds; and,
- **Postpone all business and personal travel to a later date** and replace it with a telephone call or videoconference when applicable.

4. SITE ACCESS

4.1. Arrival of workers

Montoni has planned for the arrival of workers according to the precise configuration of each of its worksites (either a single entry/exit or a single entry and a single exit).

The following measures have been established in anticipation of all access to a construction site:

- Eliminate or block all other accesses to the site so that there is only one entry/exit or one entry and one exit, depending on the configuration of the site. That said, other entry and/or exit must be “blocked” so as not to allow unrestricted access, while still permitting efficient and safe emergency evacuation;
- Visually and clearly indicate the 2-metre physical distancing space to be respected; and,
- Plan the work in such a way as to stagger arrival times.

4.2. Preparing for entry to the site

For any person wishing to access a construction site, Montoni requires:



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- That an electronic version of the “Site Access questionnaire – Pandemic COVID-19” (available on Montoni's website) be completed online prior to registration. This is intended for anyone, including employees, workers, partners, subcontractors, visitors, or delivery personnel, who plans to disembark from their vehicle at the construction site.

Depending on the answers to the completed questionnaire:

- If a person answered “yes” to one of the questions, he or she must not report to the worksite for registration, failing which he or she will be refused access and a notice of derogation (in accordance with the Occupational Health and Safety and Prevention Program procedure) will be sent to him or her by e-mail considering that he or she may have potentially exposed people to the risks associated with COVID-19.

In addition,

- According to the authority or authorities having jurisdiction, if a person has already been infected, he or she can have access to the worksite only if all of the following criteria are met:
 - At least 14 days have elapsed since the onset of “acute illness;” and,
 - He or she has been free of “acute symptoms” for more than 24 hours; and,
 - He or she has had no fever for more than 48 hours without taking fever-reducing medication; and,
 - He or she has completed the “Return to work questionnaire.”

If it is not possible to complete the electronic questionnaire (online), anyone can download the “Access questionnaire – Pandemic COVID-19” form, which is available on the Montoni website, fill it in and, on arrival at the site, present it to the person in charge. The latter will look at it remotely and if all the answers are negative, the person will have to put it in the box provided for this purpose, which will be indicated by the person in charge.

When the person is granted access to the site, he must immediately wash hands and PPE, as indicated on the signs and described herein.

For all workers wishing to access a worksite, Montoni requires (in addition to the access questionnaire mentioned above):

- That the Orientation session – Pandemic COVID-19 (available on Montoni's website) be completed online before arriving. Note that the content of said orientation session will be constantly evolving in order to adapt to the new realities of COVID-19. Notwithstanding the foregoing, the orientation session specific to the risks of the construction site must also be completed (in accordance with its Occupational Health and Safety and Prevention Program procedure).



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If it is not possible to complete the online orientation session, see the instructions in Section 4.3 “Arrival at the worksite.”

4.3. Arrival at the worksite

In order to ensure a safe arrival for all persons entering a construction site, Montoni applies rigorous access management according to the Decision matrix (see Appendix A):

- On arrival at the construction site, each person must choose the line that applies to his or her situation and line up in a way that respects physical distancing:
 - The first line: Applies to any person who has completed an electronic (online) version of the mandatory access questionnaire and who has complied with the stated criteria, as well as completed the orientation session (in the case of a worker). The person in charge of the access to the worksite will confirm that the information is complete and compliant, will complete the Arrivals/departures register and the person will be granted access to the worksite.
 - The second line: Applies to any person who has not completed an electronic (online) version of the mandatory access questionnaire and/or has not completed the orientation session (in the case of a worker). This person will be required to fill out a paper version of the access questionnaire with his or her own pen, and present it to the person in charge of the access to the worksite, who will confirm that the information is complete and compliant. This person must place the paper in the box provided for this purpose, which will be indicated to him/her by the person in charge.

The worker will be asked to complete the orientation session online if he or she has the opportunity, failing which he or she will be directed to the site trailer where the session will be held (while respecting the rules established for all meetings, as indicated below).

- The person in charge at the site will have to move one person forward at a time, conduct the verifications listed above and enter the required information on its Arrivals/departures register himself. This register includes the date, as well as the name of the person entering the site, the name of his or her company and its telephone number, a confirmation that the access questionnaire has been completed and accepted, and that the orientation session (required for workers) has been completed. In addition, the person in charge will check the person's temperature (with the digital thermometer and according to the method described in the instruction for this purpose) and will add the information to the register.

5. WORK EXECUTION – WORK PLANNING

Montoni requires that the following measures be respected by all Superintendents and Foremen in collaboration with the workers at its construction sites.



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5.1. When physical distancing can be respected:

- Plan the work in such a way as to respect social distancing of 2 metres between workers, failing which, refer to the section below;
- Plan distribution of the work over time to avoid the presence of a large number of workers in the same place at the same time;
- When teamwork cannot be avoided, form teams and keep the same workers on the same team;
- Do not share tools between workers. Otherwise, it is mandatory to disinfect them between each handover as stipulated herein; and,
- Plan the cleaning of objects, tools and surfaces that are handled regularly, such as tables in construction trailers, tools, etc.

5.2. When physical distancing cannot be respected during the performance of a task:

- Plan the work to reduce contact as much as possible;
 - Workers must not share tools and equipment;
 - Workers must plan to wear the gloves usually worn* in addition to either: a) a surgical type mask (note that the respirator used on the job site for protection against particles and aerosols provides adequate protection) and eye protection, OR b) or a visor;
- (*) if this measure does not present a risk to the safety of workers due to the nature of the task.
- When the team task is completed, each worker must clean his or her PPE (if disposable, dispose of it in a safe manner). Each worker must refer to the How to remove gloves and How to put on and remove mask signs and then wash the hands; and,
 - Workers must follow other hygiene measures common on a construction site.

5.3. Working inside heavy machinery

Montoni recommends that all machinery be assigned to a single worker. In the event that machinery requires sharing between workers, the following measures must be respected. These responsibilities are shared jointly and severally by all workers who use the machinery.

- Keep the same teams in the same vehicle;
- Maintain the same position, driver (operator) or co-driver (assistant), for the duration of the shift;
- No sharing of materials and equipment (shelves, pens, communication devices, etc.);
- Wear a mask, goggles and gloves or a visor and gloves; and,
- Observe other hygiene measures common on a construction site.

Reminder: the cleaning of heavy construction site machinery must be carried out in accordance with Section 1.3 "Cleaning."



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6. RECEIVING SUPPLIES OR MATERIALS

Montoni requires that the following measures be complied with at all times by any person involved in receiving/delivering supplies or materials to its worksites:

- Provide for one-way traffic on the job site and provide a single drop-off point for deliveries;
- Provide clear visual indications of the space required to respect physical distancing;
- Coordinate and plan deliveries so that they are staggered (i.e., never two deliveries at the same time);
- Call the site supervisor upon arrival of any deliveries in order to obtain site access clearance (i.e. confirmation that the unloading area/dock is clear), and confirm where to go;
- Remain in your vehicle during any delivery, unless the delivery requires the dropoff of materials;
- Manage delivery orders electronically (by e-mail or digitally), failing which, physical delivery orders must be left by the delivery person in an envelope in the box provided. The delivery person must then wash hands and leave; and,
- Complete the “Access questionnaire – Pandemic COVID-19” (as per Section 4.2 “Preparing for entry to the site”) if the delivery requires the driver or an occupant to exit the vehicle.

7. BREAKS AND MEALS

Montoni requires that the following measures be respected at all times during workers’ breaks and meals:

- Provide hooks or lockers sufficiently spaced in trailers so that workers can hang/remove helmets, gloves, etc. from them. No tools, materials or other equipment are permitted in trailers. Optional items that cannot be easily cleaned (e.g., magazines, newspapers, etc.) must be removed;
- Leave no objects, food or personal effects in the trailers to facilitate cleaning of high-contact surfaces;
- Plan the work so that workers’ breaks are staggered; and,
- Observe the following directives:
 - Wash hands thoroughly before and after eating;
 - Disinfect the room (tables, chairs, and other equipment used);
 - Respect the social distance of 2 metres;
 - Do not share cups, glasses, plates, utensils;
 - Wash dishes in hot water with soap; and,
 - Do not share food.

8. USE OF SANITARY FACILITIES AND WASHBASIN STATIONS

Montoni requires that any person present on a construction site:

- Wash hands before and after using the toilet.



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9. “TOOLBOX MEETING” AND “HEALTH-SAFETY COMMITTEE” MEETINGS

Montoni favours holding meetings via virtual platforms (e.g. Teams, Showbie, FaceTime, Skype etc.) or conference calls. That being said:

- If a face-to-face meeting is necessary, opt for outdoor meetings while maintaining social distancing (note that the use of a megaphone or microphone is an option that may be considered), failing which, split the group so as to have one meeting per group of up to 5 people inside the same construction trailer; and,
- At these meetings, a reminder on prevention measures should be added to the agenda, as well as a topic on the new measures and particularities related to the COVID-19 pandemic in order to adapt on a daily basis to any new measures that may be imposed by the competent authorities. It is understood that any instructions to this effect could come either from Montoni or from the site of Montoni’s prevention mutual.

10. SITE INSPECTIONS

Besides the inspections already planned by Montoni in its Occupational Health and Safety and Prevention Program procedure, other audits and inspections have been added in connection with the COVID-19 pandemic. These inspections are carried out in accordance with the aspects covered in the Site inspection schedule - COVID-19.

All subcontractors must also provide for adequate verification and/or control measures regarding the COVID-19 pandemic in accordance with the recommendations and guidelines issued by the competent authorities. In order to ensure the compliance of all its subcontractors, Montoni’s senior management will conduct spot audits to confirm site compliance.

11. MEASURES TO BE TAKEN IN THE EVENT OF SIGNS AND/OR SYMPTOMS

Montoni imposes strict measures when signs and/or symptoms appear in any person present on its worksites:

- As soon as the main signs and/or symptoms listed below appear, the person must leave the worksite safely and isolate themselves in their vehicle (without leaving). The signs/symptoms are:
 - Fever: Temperature over 38°C (100.4°F); and/or
 - Appearance or aggravation of a cough; and/or
 - Breathing difficulties; and/or
 - Sudden loss of sense of smell without nasal congestion, with or without loss of taste.

Symptoms may be mild and similar to a cold. They can also be more severe, such as those associated with pneumonia and lung failure.

- The person must contact (by telephone) his or her immediate superior to notify him or her as well as notify Montoni’s Superintendent.



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- When Montoni's Superintendent receives such a call, he or she must begin the process of implementing the Montoni's Communications Plan starting with:
 - Have the person complete the Declaration of Specific Symptoms – Pandemic COVID-19 form (either online or by downloading it from Montoni's website) and return it by e-mail to Montoni's Human Resources department;
 - Ask the person to specify all individuals with whom he or she has been in contact, as well as the locations and their travel to and from the worksite during the last 14 days. This information must reconcile with the information documented in the completed Arrivals/departures register. Once the information is in hand, the individual may be permitted to leave the site and must contact the appropriate health services; and,
 - Close the site and begin the emergency decontamination process by the maintenance company retained by Montoni. The emergency decontamination process is as established and documented by said company.

The process for reopening the site will be determined by the circumstances, which may vary if the case is confirmed or if it is a false alarm.

For the return of a person who has been contaminated to the worksite, see Section 4.2 "Preparing for entry to the site."

12. LEAVING THE SITE

In order to ensure a safe departure for all, Montoni requires that its Superintendents and Foremen apply the following measures:

- Visually and clearly indicate the two 2-metre social distancing to be respected, as well as the direction of traffic to be followed; and,
- Plan the work in such a way as to stagger departure times.

13. NOTICE OF DEROGATION

It is important to note that any violation, or non-compliance with, this protocol by any person present at the site may:

For another person present at the site:

- Expose him or her to a risk of contamination that could cause severe medical complications.

For the General Contractor and/or Subcontractor, expose them to:

- A closure of the worksite(s); and/or,
- Issuance of a statement of offence; and/or,
- Cancellation of the contractor's licence.

NO violation nor non-compliance with this protocol will be tolerated, and expulsion will be automatic for non-compliance, subject to any other rights and remedies available to Montoni.