

# STAY SAFE PLAN

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## COVID-19

Over the next several weeks and months as the region continues to stabilize from the COVID-19 pandemic and shelter-in-place orders are lifted, we will begin the process of returning team members who have been working remotely back to our offices. As we put in place new precautions for returning associates, we will continue to proactively protect the health and safety of those working at our project sites. This plan outlines our phased approach to protect associates while returning to regular business operations.

We are looking to experts such as the World Health organization (WHO), the Centers for Disease Control (CDC) and other health organizations and governing bodies to help us navigate this dynamic and unprecedented situation. We will learn more in the coming weeks and look forward to working with our strong team to determine the best path forward.

The health and well-being of our associates, clients and partners continues to be our highest priority. This is a shared responsibility among all of us and we must work together to create a safe environment.

### PHASED APPROACH

Returning to standard business operations in phases to avoid disruption. Each of the three successive phases in this plan relaxes social distancing protocols and other precautionary measures intended to slow the potential transmission of COVID-19. The Federal Government and CDC further recommend that certain community-wide symptoms, case and hospital thresholds be met before proceeding from one phase to the next.

- Phase 1: Slow Return
- Phase 2: Interim
- Phase 3: Final (New Normal)

We intend to monitor local, state, and federal public health guidelines throughout this plan making decisions for our team based on what we believe is necessary to keep our people safe and move our business forward.

### Guidelines for All Phases

Develop and implement appropriate policies, in accordance with Federal, State, and Local regulations and guidance, and informed by industry best practices, regarding:

- Social distancing and protective equipment
- Temperature checks in select locations
- Testing, isolating, and contact tracing
- Cleaning and sanitation practices for individual and high-traffic areas
- Business travel

Monitor workforce for indicative symptoms. Do not allow symptomatic people to physically return to work until cleared by a medical provider. [CDC: COVID-19 Symptoms](#)

Develop and implement policies and procedures for workforce contact tracing following employee COVID+ test.

### **Phase One: Slow Return**

#### **Associate Guidelines**

- Establish flexible workplace protocols.
  - Continue to encourage working from home, whenever possible and feasible with business operations ([See Flexible Workspace addendum](#)).
  - Return to workplaces in phases where possible.
    - Phase 1: 20-30% of those who have been working remotely may return to offices. Associates who have indicated that they need to work from the office will return.
- Special accommodations will be considered for associates who are members of a vulnerable population or have challenges related to childcare.
- Require online training about the Stay Safe Plan.
- Require a daily screening process. ([Office Health Screening Procedure](#))(Project Site Procedures vary by project).
  - Require daily screening questionnaire including the following questions. Only individuals responding 'No' to all questions will be permitted access to project sites and buildings.
    - Office Questionnaire
      - Have you tested positive for COVID-19 or do you have symptoms of fever, cough or shortness of breath?
      - Has someone in your household tested positive for COVID-19 or have symptoms of fever, cough or shortness of breath?
      - Have you been medically directed to self-quarantine due to possible exposure to COVID-19?
      - Have you traveled to an area with a [KDHE mandated 14-day quarantine](#) in the last 14 days?
    - Jobsite Questionnaire
      - Do you have confirmation that you had close contact (within 6 feet) with anyone in the past 14 days that has tested positive for COVID-19?
      - Have you had a fever (100.4 or greater) OR symptoms of lower respiratory illness such as cough, shortness of breath or difficulty breathing in the past 14 days?
      - Have you traveled to an area of restricted travel listed on the [KDHE website](#) within the last 14 days?
  - Require temperature screening at all offices and select project sites. Only associates with a temperature of 100.3 or below will be permitted to access project sites (where applicable) and buildings.
- Associates who have tested COVID-19 positive, or report COVID-19 related symptoms, should not return to the workplace until they are free of all symptoms for at least 72 hours without the use of any medication that might mask symptoms (fever-reducing medicine, cough medicine, etc.) AND at least 10 days have passed since symptoms first appeared. ([CDC: COVID-19 Symptoms](#))
- Associates who become ill during the workday should return home and contact their manager immediately. ([CDC: If You Are Sick](#))
- Associates who share a home with someone who has tested COVID-19 positive or has COVID-19 symptoms or has come in close contact (<6 feet for 15 minutes or longer-per CDC Guidelines) with someone who has tested positive for COVID-19 or has COVID-19 symptoms should self-quarantine for 14 days from the last contact or test negative for COVID-19.
- Associates are encouraged to wash their hands frequently. ([CDC: Handwashing-Sanitizer Use and Information](#))
- Associates should disinfect personal workstations at the start and end of the workday.
- Hand-passing and sharing of paper documents should be eliminated where possible.
- Associates should record who they come in contact with daily to assist with possible contact tracing.

### Workplace Guidelines

- Close offices to visitors and guests at least through June 15th at which time the policy should be re-evaluated.
- Guests are permitted on jobsites where necessary to perform business.
- Workstations closer than 6 feet should have a protective barrier separating them.
- Sanitizing protocols should be implemented for frequently touched surfaces.
- Designate a specific location for deliveries and disinfect the area regularly.
- Implement social distancing and cleaning protocols for elevator use.

### Meeting Rooms

- Whenever possible, in-person meetings should be discontinued and replaced with virtual meetings.
- Essential in-person meetings should be limited to no more than 10 individuals and social distancing of 6 feet should be maintained where possible.
- Associates scheduling meetings in McCownGordon offices are required to electronically reserve conference rooms and include all participants on the invite for possible contact tracing purposes.
- Reduce room capacity for meetings rooms and remove chairs to ensure social distancing, post signs to indicate maximum occupancy per meeting room, based on square footage.
- Disinfect meeting rooms before and after each use. Provide cleaning products in each room.
- Remove whiteboard pens and erasers from shared spaces and encourage people to bring their own.
- All shared equipment and collaboration tools should be cleaned after each use.

### Common Areas

- Limit access to common areas where associates are likely to congregate and interact or enforce strict social distancing protocols.
- Rearrange or remove furniture in common areas where associates are likely to congregate.
- Hand sanitizer and surface cleaning supplies should be provided in all common areas.
- All common areas should be disinfected throughout the day by designated associates.
- Reduce the capacity of people allowed in the fitness center to ensure 6 feet of social distancing. Equipment should be wiped down before and after each use.

### Shared Vehicles

- Steering wheel, turn signal, shifter, and all other high touch areas should be disinfected before and after vehicle use. Cleaning supplies should be provided in all shared vehicles.

### Travel

- Minimize non-essential travel and adhere to KDHE guidelines regarding isolation following travel.
- Associates taking personal travel should adhere to KDHE and local health department guidelines regarding isolation after travel.
  - [CDC Travel Guidelines](#)
  - [KDHE Travel-Related Quarantine](#)

### Phase Two: Interim

#### The same guidelines apply as in Phase 1 except:

- Return to workplaces in phases where possible.
  - Phase 2: Additional associates will be able to return to the office. Return to the office in Phase 2 will be based on associate need and desire to return to the office.

### Travel

- Non-essential business travel can resume. Isolation after traveling should be in accordance with KDHE and CDC guidelines and local health department guidelines.
- Associates taking personal travel should adhere to KDHE and local health department guidelines regarding isolation after travel.
  - [CDC Travel Guidelines](#)
  - [KDHE Travel-Related Quarantine](#)

### Phase Three: New Normal

#### Associate Guidelines

- Resume normal work schedules and unrestricted staffing of worksites.
- Associates who have tested COVID-19 positive, or report COVID-19 related symptoms, should not return to the workplace until they are free of all symptoms for at least 72 hours without the use of any medication that might mask symptoms (fever-reducing medicine, cough medicine, etc) AND at least 10 days have passed since symptoms first appeared. ([CDC: COVID-19 Symptoms](#))
- Associates who become ill during the workday should contact their manager immediately. ([CDC: If You Are Sick](#))
- Associates who share a home with someone who has tested COVID-19 positive or has COVID-19 symptoms or has come in contact with someone who has tested positive for COVID-19 or has COVID-19 symptoms should self-quarantine for 14 days from the last contact.
- Associates are encouraged to wash their hands frequently. ([CDC: Handwashing-Sanitizer Use and Information](#))
- Associates should continue to disinfect personal workstations at the start and end of the workday.

#### Workplace Guidelines

- Normal access for visitors and guests can resume at offices.
- Record all visitors for possible contact tracing.
- Continue to provide hand sanitizer to visitors as they enter and exit the building.
- Protective barriers may be removed from workstations.

#### Meeting Rooms

- Regular in-person meetings can resume.
- Resume standard room capacity for meetings and personal offices.
- Associates scheduling meetings in McCownGordon offices are required to electronically reserve conference rooms and include all participants on the invite for contact tracing purposes.
- Return whiteboard pens, erasers and other community supplies to their standard place.

#### Common Areas

- Return common areas to their standard configuration.
- All common areas should be disinfected daily.
- Fitness center equipment should be wiped down before and after use.

### Travel

- Resume normal business travel.

## OTHER

### Definition of Vulnerable Individuals

- Elderly individuals
- Individuals with serious underlying health conditions, including high blood pressure, chronic lung disease, diabetes, obesity, asthma, and those whose immune system is compromised such as by chemotherapy for cancer and other conditions requiring such therapy.
- May also include individuals who live with, or care for anyone who is elderly, or has an underlying health condition.

### Phasing Recommendations for Individuals

Opening Up American Again: Individual Recommendations	
Phase 1	<ul style="list-style-type: none"><li>• All Vulnerable individuals should continue to shelter in place. Members of households with vulnerable residents should be aware that by returning to work they could carry the virus back home. Precautions should be taken to isolate from vulnerable residents.</li><li>• All individuals, when in public, should maximize physical distance from others. Social settings of more than 10 people, where appropriate distancing may not be practical, should be avoided unless precautionary measures are observed.</li><li>• Avoid socializing in groups of more than 10 people in circumstances that do not readily allow for appropriate physical distancing.</li><li>• Minimize non-essential travel and adhere to CDC guidelines regarding isolation following travel.</li></ul>
Phase 2	<ul style="list-style-type: none"><li>• All Vulnerable individuals should continue to shelter in place. Members of households with vulnerable residents should be aware that by returning to work they could carry the virus back home. Precautions should be taken to isolate from vulnerable residents.</li><li>• All individuals, when in public, should maximize physical distance from others. Social settings of more than 50 people, where appropriate distancing may not be practical, should be avoided unless precautionary measures are observed.</li><li>• Non-essential travel can resume.</li></ul>
Phase 3	<ul style="list-style-type: none"><li>• Vulnerable individuals can resume public interactions, but should practice physical distancing, minimizing exposure to social settings where distancing may not be practical, unless precautionary measures are observed.</li><li>• Low-risk populations should consider minimizing time spent in crowded environments.</li></ul>

### STAY SAFE PLAN

- Preparing our Team
- Preparing the Workplace
- Creating a Safe Workplace Experience

Our Stay Safe Plan includes a strategy and action plan for the physical, emotional and psychological safety of our team. We understand that the COVID-19 pandemic has created a turbulent, stressful and unpredictable situation for our associates, and everyone has had a unique personal experience based on their circumstance. Our initial engagement survey results indicate that associates feel as though the Company cares for them and their safety. Additional pulse surveys will be launched to continue to engage with associates about how they are feeling.

There will be changes to the way we work for the next several months and potentially beyond. It is important that we remain flexible and prepare associates for changes coming due to this dynamic situation.

### I. PREPARING OUR TEAM

**Associate engagement:** Associate attitudes and perspectives will be collected using pulse surveys. This information will be used to shape communications and experiences focused on the safety and well-being of our team.

**Early communication:** Associates will be kept up to date as plans are formed and new details become available.

**Virtual work:** The way teams collaborate should be inclusive of those working onsite and those working remotely. Virtual technology tools should be used to enhance communication and managers should adopt practices that effectively connect members of their team while working from various locations.

**Connection to our vision:** Changes in practices and procedures will connect to our corporate vision and commitment to keeping our associates safe and healthy.

#### Listen

- Survey associates to understand comfort level with returning to offices and desire to continue to work remotely due to health, safety or childcare needs.
- Seek associate feedback through surveys and conversations to understand questions, concerns, and comfort with guidelines and preventative procedures in place.
- Provide an anonymous hotline and online portal for associates to report concerns- [mccowngordon.ethicspoint.com](https://mccowngordon.ethicspoint.com). ([EthicsPoint Access Instructions](#))

#### Communicate

- Provide frequent communications from Leadership and Management regarding changes designed to keep everyone safe.
- Identify groups of associates for target communications (i.e. associates working in the field versus associates working remotely).
- Use a variety of communication tools including email, video, text, The Loop, and Yammer.
- Continue to provide frequent meaningful performance feedback to associates.
- Continue to encourage associates to follow guidelines and precautionary procedures.
- Provide instructions for what to expect when arriving at a project site or office.
- Offer regular communications focused on well-being including contact information for our Employee Assistance Program.

## II. PREPARING THE WORKPLACE

### Inside the Office/ Project Site

#### **Designate COVID-19 Control Officers** (at sites with temperature screening)

The COVID-19 Control Officers will be responsible for the following:

- Coordinates testing site set up.
- Manages project access points.
- Helps maintain social distancing.
- Manages screening lanes and sequence of trade partners.
- Directs non-passing trade persons from jobsite.

#### **Designate a COVID-19 Office Coordinator**

The COVID-19 Office Coordinators will be responsible for the following:

- Manages COVID-19 processes, procedures, and enforcement within the office.
- Assists with daily screening questionnaire.
- Assists with daily temperature screening.
- Ensures that precautionary signage is posted, up-to-date and visible throughout the office.
- Manages distribution of Personal Protection Equipment to office associates.
- Inventories and distributes office and individual workstation cleaning supplies and notifies safety of supplies levels.
- Manages mail and deliveries ensuring they are properly disinfected.
- Regularly disinfect high touch surfaces throughout the office where cleaning staff is not available.

#### **Cleaning**

- Introduce and maintain advanced cleaning and disinfecting standards including routine cleaning and disinfecting of high-touch spaces and surfaces.
- Review and prepare plans regarding changes to cleaning scope.
- Sanitize all workspace areas including offices, conference rooms, collaboration spaces, restrooms, etc.
- Review cleaning technology for high touch surfaces and applications for tablets and screens. Provide cleaning wipes for use on technology equipment.
- Place signage in workspace and common areas promoting safety through basic infection preventative measures.

#### **Personal Protective Equipment (PPE)**

- Obtain and store enough supply of all required PPE.
- Train associates on the proper use of PPE.
- Masks are recommended in areas away from your workstation.

#### **Space Use**

- Individual Workstations (Office)
  - Install sneeze guards on workstations.
  - Reduce occupancy limits in each office.
- Meeting and Shared Spaces
  - All Locations
    - Reduce the capacity of spaces by removing some chairs.
    - Provide cleaning supplies and introduce cleaning requirements before and after use.
    - Turn off ice machines.

Location	Meeting Room	Maximum Occupancy
<b>Kansas City Office</b>		
	Bentonville	6
	Skyline	4
	Admiral	1
	Armour	2
	Foundation	1
	Main	2
	Core Values	3
	Relay	3
	Grit	3
	Forum	2
	Muse	2
	The McCownGordon	6
	Training Room (Lg)	10
	Training Room (Sm)	5
	Fitness Center	6 with strict cleaning and sanitizing protocols.
3 <sup>rd</sup> Floor Event Space	Social distancing. Close soda machine and wine/beer taps.	
<b>Wichita Office</b>		
	Corner Office	1
	Aviator	3
	Keeper	5
<b>Manhattan Office</b>		
	Konza	4
	Bill	3
	Little Apple	3
	Den	3
<b>Project Sites</b>		
	Variable. View project site specific precautions.	

### Frequently Touched Surfaces

By reducing the frequency of physical contact with items in the workplace that are also touched by others, we can reduce exposure to communicable diseases.

- Clean drinking containers are required for each new cup at coffee stations.
- Leave open non-essential doors.
- Collaboration tools, equipment and supplies
  - Remove whiteboard pens and erasers and encourage individuals to bring and manage their own.
  - Provide whiteboard cleaning solution and disposable wipes next to each board.
  - Provide hand sanitizer and wipes next to each shared device such as printers.
  - Secure supplies and designate specific associates to manage stock and distribute.

### Deliveries

- Designate one location for any deliveries to the building and disinfect items centrally.
- Deliveries should be managed by the Receptionist.

### Technology

- Social distancing and Zero Contact Repair options will be available. ([COVID-19 IT Support Procedure](#))
- Social Engineering and Phishing Risks: Educate and communicate with associates about COVID-19 themed phishing emails that may compromise the Company.
- Working at Home Risks: Validate that protection software is deployed to devices and up to date.

### Outside the Office/ Project Site

Promote safe and healthy ways to get to and from the workplace.

- Suggestions for public transportation:
  - Avoid overcrowded public transportation.
  - Wear a face mask and other PPE.
  - Maintain a safe distance from other passengers.
  - Use hand sanitizer when entering and exiting transportation.
  - Wipe surfaces with disinfecting wipes prior to touching them.
- Avoid ride sharing where possible.

### Building/ Project Site Entrances

- Require that individuals enter buildings and project sites through a main entrance to allow for the screening process.
- Provide hand sanitizer or disinfecting wipes at entrances both inside and outside.
- Conduct health screening questionnaire at all offices and project sites.
- Conduct temperature screening at all offices and select project sites.

### Shipping and Receiving Areas

- Separate shipping and receiving areas from the general population.
- Associates should wear PPE to receive parcels, mail and other deliveries.
- Sanitize the exterior of packaging.

## III. CREATING A SAFE WORKPLACE EXPERIENCE

### Arrival Experience

- Provide signage to remind associates how to stay safe and keep others in the workplace
- **Stop the Spread of Germs**
  - Avoid close contact with people who are sick.
  - Cover your cough or sneeze with a tissue, then throw the tissue in the trash.
  - Avoid touching your eyes, nose, and mouth.
  - Clean and disinfect frequently touched objects and surfaces.
  - Stay home when you are sick except to get medical care.
  - Wash your hands often with soap and water for at least 20 seconds.
- Provide hand sanitizer in high-traffic areas to encourage hand hygiene.

### Emergency Response

- Provide reminders of Company COVID-19 Response Plan.

### Workplace Hygiene

- Hand Hygiene
  - Encourage handwashing and the use of hand sanitizer.
- Respiratory etiquette
  - Encourage coughing and sneezing into elbows.
  - Encourage turning away from others when coughing and sneezing.

### Social Distancing

The following social distancing practices should be followed:

- Stay six feet from others.
- Avoid large gatherings.
- Limit the number of people meeting together at once. No more than 10 people should meet at once and should use appropriate social distancing.
- Reduce the number of face-to-face meetings. Consider a virtual meeting instead.

### Contact Information

[Stay Safe Task Force](#)  
[HR Business Partners](#)

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## FLEXIBLE WORKSPACE ADDENDUM

### Objective

Associates are encouraged to work from home, whenever possible and feasible with business operations during phases I and II of the Stay Safe Plan. It is important for the company's success to balance working from home and exceptional service to associates, clients and partners. Flexible Workspace allows associates to work away from their primary office or project site for all or part of the workweek. Flexible Workspace options may be appropriate for some associates and positions and not for others.

### Job Responsibilities

While working from a Flexible Workspace, the job responsibilities outlined in your job description remain unchanged except that you may need to provide periodic written reports to your Manager regarding work progress. Since communication and collaboration remain vital, you and your Manager should create an agreed-upon communication plan. You are expected to comply with all McCownGordon and department policies, rules and practices.

### Equipment

In addition to the standard equipment, you may request a computer monitor and docking station. You should provide and maintain other off-site workspace and equipment at your own expense (desk, chair, internet access, etc). Requests for reimbursement of additional equipment will be considered on a case-by-case basis. Requests should be submitted to [Accounting@mccowngordon.com](mailto:Accounting@mccowngordon.com). Only pre-approved expenses related to your Flexible Workspace will be reimbursed.

### Safety & Security

Flexible workspaces should be maintained in a safe manner, free from safety hazards. Any injuries sustained by you in a home office location and in conjunction with your regular work duties should be reported to Brian Schrader: Director, Risk Management as soon as possible. You remain responsible for any injuries sustained by visitors to your home.

Consistent with our Code of Business Ethics, we expect that you respect and keep confidential the assets and intellectual property of the Company, clients, and others. You are expected to protect McCownGordon's assets and ensure efficient use, including Company equipment, systems, funds, property, and ideas. All Company assets belong to the Company and should be used only for legitimate business purposes. Company equipment should not be used for non-Company business; although authorized incidental personal use may be permitted.

### Time Worked

If you are a non-exempt associate, you must accurately record all time worked using the Company time-keeping system. Hours worked in excess of those normally scheduled, should be approved by your Manager in advance.