

COVID-19 – SAFE Return to Work Plan

For Canadian Employees Working in Low-Rise

Health and safety has remained at the forefront of our plans as we now prepare to ramp back up our site operations. There has been a massive mobilization of resources since the suspension was announced to develop an industry-leading plan needed to get us safely back up and running. The suspension gave us the opportunity to thoughtfully evaluate what needed to be done. Below we've outlined our plan for employees working in our low-rise operations across Canada.

Prior to returning to work, each employee will have a call with their manager to complete a screening questionnaire to determine that the employee meets the criteria to return to work.

As the health and safety of our employees, customers and trade partners are Mattamy's top priority, disciplinary action will be taken against employees who do not provide accurate information in this screening. All employee health information will be held in strict confidence between management and HR.

COVID-19 Checklist

No Exceptions:

No worker who falls into one or more of these categories will be allowed on any site:

- If you are experiencing one or more of the following symptoms:
 - Fever, cough, sneezing or sore throat
 - Mild to moderate shortness of breath
 - Inability to lie down because of difficulty breathing
- Has been in close contact with a person who has seen a doctor and has been diagnosed with COVID-19 while the individual was ill.
- Has travelled outside of Canada in the past 14 days or has been ordered to self-isolate since returning from travel.

Any worker experiencing COVID-19 symptoms listed above should contact Telehealth Ontario at 1-866-797-0000 or Alberta Health Services at 811 and perform the COVID-19 assessment, follow their directions and self-isolate for 14 days.

Any worker (employee or trade worker) developing symptoms while at work must leave the work site immediately and notify their supervisor of their departure.

Tips & References:

[COVID-19 Online Self-Assessment](#)
(Government of Ontario)

[COVID-19 About Coronavirus Disease \(poster\)](#)
(Public Health Agency of Canada)

[Know the Facts about Coronavirus Disease](#)
(Public Health Agency of Canada)

[What You Need to Know to Help You and Your Family Stay Healthy \(poster\)](#)
(Government of Ontario)

[How to Self-Isolate \(poster\)](#)
(Public Health Ontario)

Employees unable to work due to failure to pass the screening conditions will be referred by their manager to HR to determine next steps and support programs available.

Site & Home Access

Site Access & Entrances:

- During the site orientation and ramp up period (after April 1st) for the remobilization and Safe Return to Work, it is the Senior Builder's responsibility to ensure that everyone entering the site (all workers and trades) only enter and exit the job site through the designated points. The designated entrance/exit will be communicated with signage. All other entrance and exit points will be blocked off and not used.
- The designated entrances and exits will always have one assigned Mattamy employee or delegate (e.g., hired security) present at all times during working hours. This individual will be responsible for:
 - Ensuring all workers entering the site have completed Mattamy's COVID-19 orientation. Each hard hat must have an orientation sticker on it in order to enter the site (see below).
 - Asking screening questions related to COVID-19 symptoms.
 - Providing direction on how or where to receive Mattamy's COVID-19 orientation if the worker has not successfully completed it.
- It is the responsibility of each Mattamy employee to call their direct supervisor to advise of their attendance on site and their fitness to work each day (i.e., meet the conditions of the checklist on page 1). Mattamy site employees will go directly to the job site and not check-in physically at the site trailers.
- All trades crew leaders are required to email the site's designated email address upon their team's arrival to the site. The site contact information will be posted on the exterior site office door.
- The Senior Builder will be responsible for maintaining and sharing a daily list of all workers on site and their cellphone numbers in the event of any news or information that must be communicated immediately.
- A list of all quarantined workers will be updated daily while ensuring these individuals' privacy is maintained.
- Non-essential individuals (e.g., unscheduled visitors, worker's family members) will not be granted access to sites without prior authorization from a Senior Builder.
- Staggered times for starting and finishing work will be established on a site-by-site basis to control the volume of traffic in and out each day. Start and end times will be communicated to employees by their manager.

- Catering trucks will no longer be allowed on site. In the event a catering truck (e.g., coffee truck) parks nearby, avoid leaving the site and congregating. If employees choose to leave the site, they must maintain two metres of physical distance from one another and can not stand in groups larger than five people.

Site Orientation:

All employees, trades and visitors must complete the COVID-19 orientation before entering a Mattamy site and commencing work.

Mattamy Employees

All employee orientations are to take place before site operations resume. Mattamy will be offering both online and face-to-face orientations to ensure all employees receive proper training. A test of everyone's understanding of the new procedures will be done as part of COVID-19 orientation, and a master list of these results will be kept by Divisions. These orientations will be completed by on-site Health and Safety Representatives, Senior Builders or Builders.

Online Orientation:

- Employees will be required to complete an online orientation. To complete the orientation, employees will receive an email with instructions. Completion, including acknowledgment and understanding, will be recorded and tracked. This orientation will be required before being allowed on site.

Face-to-Face Site Orientation:

- If employees are unable to complete the online orientation, face-to-face site orientations will also be offered. This training will be completed on the first day back at site and will be done in an outdoor setting. Each training session will be restricted to five participants and each participant must stand two metres from one another. These face-to-face orientations will be arranged by a Senior Builder.

All orientations will be conducted by trained Mattamy employees.

All workers who successfully complete the orientation will receive a sticker that they must add to their hard hat for immediate identification.

Employees will not be allowed access to any Mattamy site until they have completed Mattamy's COVID-19 orientation and have added the sticker to their hard hat.

Please note that as it pertains to Mattamy employees, for any guidelines in this Plan related to sanitizing regiment, the associated materials – spray bottles, chemical solutions and rags/towels – will be provided by Mattamy.

Trade Partners

- Specific COVID-19 health and safety policies will be required from all our Trade Partners prior to the re-commencement of site operations. All Trade Partners will be provided a copy of the Mattamy COVID-19 Health & Safety policy.

- Mattamy will be giving all trade workers either online or face-to-face orientation. Each trade worker must successfully complete the orientation before beginning any work.

Online Orientation:

- Trade partner workers will be required to complete an online orientation. Completion, including acknowledgement and understanding, will be recorded and tracked. This orientation will be required before being allowed on site.

Face-to-Face Site Orientation:

- If trade partner workers are unable to complete the online orientation, face-to-face orientations will also be offered. Face-to-face site orientations will be done in an outdoor setting. Groups will be restricted to a maximum of 10 participants and each participant must always stand two metres from one another.

All trade partner workers who successfully complete the orientation will receive a sticker that they must add to their hard hat for immediate identification. Until completion of orientation is confirmed, site access will not be granted.

Homeowners

- Homeowners will only be granted access to their home or site once they have reviewed and signed off on the orientation materials. Homeowners will be emailed a copy of Mattamy's orientation materials and will be required to sign off on them through email a minimum of two days prior to entering any Mattamy site.
- All face-to-face interactions including Pre-Cons, Frame-walks, PDIs and non-emergency warranty appointments are temporarily suspended.

Closings:

Mattamy employees are required to maintain physical distancing of two metres while completing the following closing activities:

- All keys will be placed in lock boxes at the homeowner's home on the day of their closing.
- Lock boxes will be disinfected by Mattamy staff and removed the day after the home has closed.
- Codes for lockboxes will be provided by Mattamy staff to the homeowners via phone or email once the closing transaction has been completed and confirmed, and once homeowners have reviewed and signed off on the orientation materials.

Entering Homes:

All homes under construction will be required to have all hard surfaces disinfected twice a day by a designated Mattamy employee. Disinfecting will be tracked and verified on a checklist inside each home. Areas that require disinfecting are:

- All handles (doors, cabinets and appliances)
 - Countertops
 - Handrails
 - Controls (thermostats, appliances)
 - Light switches
 - Sinks and faucets
 - Fire extinguishers
- All workers (employees and trades) must avoid touching any hard surfaces not directly related to their work.
 - Where reasonably practical, all interior doors are to remain open in order to avoid regular touching and contact.
 - All workers entering a unit must first assess the number of workers already present and maintain physical distancing of two metres. All workers must respect the maximum allowable individuals in the home at any given time: two people per floor and five people maximum in the home.
 - Workers performing tasks where two metres of physical distancing is not possible must advise their immediate supervisor.
 - Before a homeowner enters the home, the following high-traffic areas must be disinfected by a designated Mattamy employee:
 - All handles (doors, cabinets and appliances)
 - Countertops
 - Handrails
 - Controls (thermostats and appliances)
 - Light switches
 - Sinks and faucets

Tips & References:

[Cleaning and Disinfecting Public Spaces](#)

(Public Health Agency of Canada)

[How to Clean and Disinfect High Touch Surfaces \(video\)](#)

Communication

Signage:

- Signs will be posted at all site access points, site trailers, meeting areas and on doors of homes under construction. Signage will include:
 - 10-point action plan
 - Symptom awareness sheet
 - Mattamy site contact information
- Additional signage to be located on site includes:
 - Designated access points
 - Location list of handwashing stations
- All signage must follow Mattamy's brand standards.

Toolbox Talks and Daily Huddles:

- Toolbox Talks or Joint Health and Safety Committee meetings will be conducted once a month or more frequently in response to any health and safety violations.
- No signatures or transfer of toolbox talk documents are allowed.
- The host of a Toolbox Talk will sign off documents on behalf of attendees and will be required to share meeting minutes via email with everyone who attended.
- Delivery methods for Toolbox Talks are changing and may now include:
 - Recorded videos by H&S representatives that are shared with employees and trades through email
 - Live meetings done in open air spaces (e.g., outdoors) with no more than five attendees and keeping to the two metres of separation guideline
 - Online meetings that attendees will be required to log into remotely
- Preferred methods for daily huddles (assignment of work from management to employees) would be phone, text, email or video chat apps such as FaceTime. In-person huddles can only take place if physical distancing guidelines (two metres of separation) are complied with.
- Hazard assessments must also follow these guidelines.

Individual Stay Safe Measures

Transportation to and from Work:

- Wherever possible, workers should travel to the site while respecting physical distancing measures by:
 - Driving alone
 - Separating themselves from others (following physical distancing of two metres) and avoiding touching common surfaces while on public transportation
- Sites will arrange for larger parking arrangements in the event more vehicles or other modes of transportation are used for commuting to work

Practice Good Hygiene:

- All workers must follow proper hygiene practices including:
 - Coughing into a sleeve
 - Sneezing into a tissue
 - Minimizing face touching
 - Washing hands thoroughly and frequently with soap and water
 - When water and soap is not immediately available, using hand sanitizers with a minimum concentration of 60% alcohol
- Hand washing is to be completed:

- At the start of every Mattamy employees' shift and before starting work
 - Before and after eating, drinking or smoking
 - After using the washroom facilities
 - After handling any tools or materials that may be contaminated
 - At the end of the employees' shift before they leave the work site
- Disinfecting phones, tablets and computers is also a good practice.
 - Do not share drawings, blueprints, tablets or phones.

Tips & References:

[Reduce the Spread of COVID-19. Wash Your Hands \(poster\)](#)
(Public Health Agency of Canada)

[How to Clean and Disinfect Your Phone \(video\)](#)

Monitor each other. If you see someone doing something they are not supposed to or they have forgotten to do something, remind them. No one should take offence to this as these are necessary to keep everyone safe.

Personal Protective Equipment (PPE):

- Re-usable PPE must be thoroughly cleaned and sanitized with supplies provided by Mattamy after each use and never shared between workers.
- Single-use PPE must be disposed of so that it cannot be reused (e.g., disposable gloves).
- Trade partners are encouraged to supply their workers with personal hand sanitizer, to be carried everywhere and used frequently.

Using Tools, Heavy Equipment and Vehicles:

Hand and Power Tools:

- Wearing gloves is recommended during the use of all tools and equipment.
- It is recommended that all workers use their own tools and sanitize these tools before each use.
- When sharing of tools is necessary, they are to be sanitized prior to, and after each use by the last user.

Heavy Equipment:

- Equipment should be sanitized before each use. This includes door handles, steering wheels and all touchable controls.

Vehicles:

- Mattamy company vehicles are now limited to only one occupant in the vehicle.

- All Mattamy company vehicles must be sanitized by the operator prior to each use including door handles, steering wheels, and all touchable controls.

Tips & References:

[How to Clean and Disinfect Your Vehicle \(video\)](#)

Community Stay Safe Measures:

Hand Washing Stations:

- All sites are required to have adequate hand washing stations available and ready for use while construction is ongoing.
- Locations of handwashing stations will be posted at the main site trailer. This signage must be kept up to date. Hand washing stations are to be properly identified with Mattamy branded signage.
- **Stations must always be kept clean, accessible and stocked.**
 - A Mattamy employee will be assigned to check and track the cleanliness of stations throughout the day and sanitize each morning.
 - Soap must be replenished as required.
 - Paper towels must be replaced as required.
 - All garbage must be disposed of in on-site garbage bins.

Washrooms Facilities:

- All sites will have an adequate number of washrooms available as defined by the governing regulations.
- A Mattamy employee will be assigned to check washrooms for cleanliness and sanitize handles continuously throughout the day and tracked with a checklist.
- Cleaning and sanitization of the washrooms will be outsourced and serviced as frequently as necessary. Washrooms will be cleaned at maximum, every two days.

Mattamy Site Offices:

- The exterior site office door must be locked at all times. Signage listing the site contact information will be posted on the exterior site office door so visitors can plainly determine who to speak with for inquiries.
- Access will be maintained by the site's Community Coordinator – Construction.
- Unauthorized visitors are not permitted at site offices at any time.
- No gatherings are permitted in site offices including meetings, breaks and lunches.
- All common hard surface areas and shared equipment in site offices such as printers are to be sanitized/cleaned continuously throughout the day and tracked with a checklist.

- While in the site office all individuals must stand a minimum of two metres distance from each other, at all times.
- Individual workspaces are to be cleaned and sanitized by the applicable employee. This includes disinfecting keyboard/mouse, telephone, computer, cellphone and tablet at the start of every workday.
- Common water coolers, coffee machines, kettles, microwaves or any shared kitchen appliances are no longer allowed. Employees are encouraged to use their own water bottle.
- Plexiglass or equivalent barriers will be installed at all reception desks within site offices.
- No communal food (donuts, cookies, pizza lunch, etc.) are permitted.
- If employees require something from a Mattamy storage shed or container, they are required to maintain two metres of distance from anyone else, and a maximum of one person is allowed in the unit at a time.

Lunchrooms:

- All lunchrooms will be **CLOSED**.
- Signage declaring “**Lunchroom Closed**” is to be posted on the exterior door of the site office if the lunchroom is within the trailer. If there is an independent structure, the signage should be posted on the exterior lunchroom door advising of the closure.
- Employees and trades should eat their lunches in groups no larger than two and maintain a distance of two metres from one another.
- Employees and trades should eat their lunches in open air space not in finished homes or homes under construction.
- Employees and trades must discard food items into the designated garbage bins located throughout the site.
- No employees or trades can accept food items from any visitors to the site for any reason.
- No communal food will be allowed on the work site (e.g., donuts, pizza, BBQ’s).

Food Service:

- All mobile food delivery and catering services have been temporarily suspended.

Site Meetings:

- All meetings with trades and homeowners must be held as online meetings (e.g., using Skype or Zoom).

- If face-to-face meetings are required, groups must be kept to a maximum of five people and held in open air environments with participants maintaining two metres of physical distance.
- In the event the entire workplace needs information, it should be shared through signage posted on the exterior site office door or shared through email, phone, text or video.
- Do not share physical meeting documents.

Trade Partner Trailers:

- All trades that have storage trailers with administrative or meeting areas must supply a safe work procedure for that facility, outlining measures that comply with limiting the spread of COVID-19.
- All workers need to practice physical distancing measures by staying a minimum of two metres apart from each other.

Physical Distancing:

- Throughout this pandemic, health organizations and agencies have identified physical distancing as one of the most effective strategies to prevent the spread of COVID-19.
- All workers are required to maintain a minimum of **two metres** distance from each other and avoid person-to-person contact.
- Non-essential physical work that requires close contact between workers should not be carried out.
- Trades performing tasks where two meters physical distancing is not possible must provide a safe work policy to the Senior Builder including, PPE requirements.

Tips & References:

[When and How to Wear a Mask](#)
(Public Health Ontario)

[Physical Distancing](#)
(Public Health Agency of Canada)

Number of Workers Permitted on a Home Under Construction:

- Whether performing exterior or interior work, all workers including employees or trades must maintain a minimum of two metres of physical distance from each other.

Exterior Work:

- No more than one scope of work should be performed at the same time.
- Trades performing tasks where two meters physical distancing is not possible must provide a safe work policy to the Senior Builder including, PPE requirements.

Interior Work:

- No more than one scope of work should be performed at the same time.
- Homes will be restricted to a maximum of two workers per floor and no more than five workers total per home, at all times.
- Municipal inspectors, Mattamy representatives and delivery personnel are included when adhering to maximum number of workers per floor or home.
- Trades performing tasks where two meters physical distancing is not possible must provide a safe work policy to the Senior Builder including, PPE requirements.
- Trade workers and Mattamy employees working in homes under construction should stagger break and lunch schedules to ensure they maintain two metres distance from another person.

Deliveries:

- As doors to the site trailers are locked, signs will be installed on the main site trailer door providing a contact phone number and email address for the Community Coordinator or Senior Builder. The Coordinator or Senior Builder is to advise the delivery driver of where to leave their products. This includes:
 - Office supplies to be left on the steps of the trailers
 - For site supplies or materials, Coordinators/Senior Builder must direct drivers to the main entry
- Site deliveries will be required to stop at the main entry for check in and will be directed to the specific lot or drop off area.
- Two metres of physical distancing between each person must continue to be maintained during delivery of products.
- No signatures or transfer of delivery documents is allowed.

On-Site Production Planning:

To maintain two metres of distance between each person, we will be staggering start and end times of all employees and trade workers. This will allow us to limit large gatherings of workers at site entrance point and limit the number of workers at the worksite at any given time.

- Start times for trades will be staggered in half hour intervals and in four stages:
 - Stage 1: 7:00 am
 - Stage 2: 7:30 am
 - Stage 3: 8:00 am
 - Stage 4: 8:30 am
- Mattamy's site management team will be responsible for coordinating workflow so that multiple trade workers are not located in the same area at the same time.

Extended Hours and Weekends

As on-site production will be impacted, we will be extending work hours and weekend work in order to increase production and more importantly, ensure the site continues to be safe and sanitary.

Regular Hours

Monday to Friday 7:00 a.m. to 5:00 p.m.

Extended Hours

Monday to Friday 5:00 p.m. to 8:00 p.m. (Open to trades)

Monday to Friday 8:00 p.m. to 10:00 p.m. (Mattamy employees and sanitization crews only)

Saturday 7:00 a.m. to 3:00 p.m. (Open to trades)

Saturday 3:00 p.m. to 5:00 p.m. (Mattamy employees and sanitization crews only)

Health and Safety Inspections

In addition to routine health and safety inspections, the following steps will be taken:

- Some site employees will be asked to temporarily assist in a Health and Safety capacity to ensure workers are staying two metres apart from one another as well as to ensure the cleanliness of the project is maintained. These representatives will be required to complete checklists at critical facilities including: handwash stations, washrooms and sanitizer dispensers.
- 3rd party audits will be conducted bi-weekly to ensure compliance with our Safe Return to Work plan.

Confirmed Case of COVID-19

If we should have a confirmed case of COVID-19 at any of our locations, we will work with the respective health authority to ensure appropriate measures are implemented as well as communicate with the affected employees.