

To: Senior Managers  
From: Michael W. Bennett  
Date: September 13, 2021  
RE: COVID-19

Good Afternoon,

As you all have seen and heard, President Biden announced last week the Administration's new COVID-19 Action Plan. For the private sector, the Plan directs the Department of Labor's Occupational Safety and Health Administration (OSHA) to develop an Emergency Temporary Standard (ETS) that will require all employers with at least 100 employees (Cianbro, AZ, and Starcon) to ensure their workforce is fully vaccinated **or** else they will be subjected to weekly COVID-19 testing before coming into work.

It is still unclear exactly how the ETS will be worded and implemented and what OSHA's timeline for issuance will be. There is also a provision in the President Biden signed executive orders that, respectively, mandate vaccination for some employees of some federal contractors. At this time, it is unclear who is defined as a federal contractor. The Safer Federal Workforce Task Force (Task Force) has been ordered to issue its guidance by September 24.

At the current time there are more questions than answers. We know that the guidance in these areas is changing daily, so we will continue to monitor developments closely in this rapidly evolving area and communicate as often as necessary to keep everyone informed.

For the Cianbro Companies, the month of August was the largest month to date in terms of positive cases during the Pandemic. The variants of the virus, particularly the Delta Variant is highly contagious. As the science has demonstrated, the vaccines are achieving their effectiveness of greater than 85%. Unfortunately, that leaves 15% of the vaccinated vulnerable to the virus. We are also seeing those who are vaccinated and contract the virus being impacted less severely than those unvaccinated.

**It is important you know; your Company firmly believes in and respects your freedom of choice. At the same time, we do strongly encourage all team members to get vaccinated.** This along with the combination of face coverings and hygiene has shown to be safe and the most effective method to slow down the spread of COVID-19.

For now, as cases rise in our society, we encourage everyone to follow our existing protocol which will allow us to continue in a safe and healthy way. Please scan the QR code (where available) to answer questions on exposure prior to entering our buildings/facilities.

If you have any symptoms at all, stay home and notify your supervisor immediately.

Please take a moment to review and share the Company's COVID-19 {EXPOSURE PREVENTION, PREPAREDNESS, AND RESPONSE PLAN} with our team members.

We will communicate additional measures necessary to comply with the President's new COVID-19 Action Plan in the coming days and weeks.

Please stay focused and let's finish the year strong.

Mike