



# COVID-19 Response

## MANAGING WITH CERTAINTY® IN UNCERTAIN TIMES

**Protecting Our Employees**

**Managing with Certainty®**

**Operational Response**

**Financially Strong**

**Forging Ahead**

**Field Response Examples**

The COVID-19 pandemic has rapidly evolved, and so has S & B.

S & B began preparing for the pandemic in late February. In early March, we implemented new policies and procedures to protect our people and strengthen our operating position to better serve our clients. S & B moved quickly to develop plans and take the necessary actions that give us the financial and operating flexibility essential to prepare for the road ahead.

While the next several months hold a great deal of uncertainty, S & B is taking the right steps to support your projects. With our Managing with Certainty® philosophy front and center, we can weather the storm and emerge stronger.

On the following pages are the company's actions to keep us all safe and mitigate the impacts of COVID-19.



## Protecting Our Employees

S & B's number one value is the safety and well-being of our employees, families, and communities. In February, S & B formed a cross-functional COVID-19 response team to modify, create, and implement measures that exceed the Centers for Disease Control and Prevention (CDC) guidelines. Measures include enhanced sanitation and disinfecting procedures, mandates for no travel and contact, visitor and gathering guidelines, as well as social distancing.

Overnight, S & B successfully transitioned its home office employees to a remote workforce, with 95% of our home office employees now working remotely.

In the field, S & B's construction management team quickly analyzed the highest potential-risk areas and implemented strict procedures across all our construction sites. These procedures place an emphasis on social distancing, increased hygiene and safe handling of potentially ill personnel.

Social distancing procedures include:

- Utilizing more buses to allow fewer people per bus
- Staggering start and stop times to avoid large groups

- Adding extra lunch breaks to allow fewer people per break
- Designating additional break areas to maintain the six-foot distance between employees

Employees wear gloves and have access to an abundance of hand sanitizers throughout the site. Common areas—including turnstiles, hand tools, sanitary facilities, lunch tents, buses and administrative trailers—are sanitized frequently by assigned attendants.

For every project, S & B also developed a site-specific plan for safely transporting any potentially ill personnel to an appropriate medical facility for evaluation without risking the spread of infection to others. Additionally, field audits for compliance are conducted on each shift. (See page 5 for more info on our detailed field response).

We are regularly communicating with all employees utilizing multiple channels—email, text, posters, video messaging, talking points, etc.—to educate and reinforce important safety and operational procedures and messages.



## Managing with Certainty®

S & B continues to execute projects with our Managing with Certainty® philosophy. Managing with Certainty® emphasizes construction-driven planning and relies heavily on our in-house tools, processes, and people—several who have been with us for many years—to ensure we deliver projects on time and within budget.

Whether the project teams are remote or back in the office, our well-established Integrated Project Planning™ process ensures that everyone knows what they should be doing and when they should be doing it. iPIMS®, our fully integrated, fully implemented information management system, allows clients and team members to quickly and securely access real-time project data, regardless of location.

Collectively, S & B's Managing with Certainty® philosophy, our tried-and-tested suite of tools, and our outstanding team are what enables S & B to continue to succeed during these challenging times.





## Operational Response

S & B has taken action to strengthen its operating position by staying nimble, yet remaining committed to its core values, project systems and well-rooted execution philosophies.

As mentioned above, we quickly transitioned 95% of our home office team members to a remote workforce with minimal impact to productivity. Engineering continues to progress positively, and our project teams are utilizing virtual collaboration tools and videoconferencing to interface with clients for model reviews, P&ID reviews, vendor data reviews and status meetings to ensure schedules are being met. Progress and productivity tracking continue to be measured per S & B standards, utilizing progress curves and rules of credit to ensure minimal impact to project deliverables.

S & B's high-value engineering center in India is set up for remote operations and remains operating at full capacity to support our domestic work.

Our procurement and materials departments are working together to keep orders on schedule. Orders are being tracked and monitored at both a project and departmental level, with contact to the suppliers being made weekly, and in some cases, daily. The procurement team is working in close coordination with construction to ensure any suppliers impacted by COVID-19 do not impact the construction schedule.

Source inspections are continuing on an interim basis and by appointment utilizing appropriate social distancing, and we continue to transport equipment and material from shops to jobsites as requested.

In addition to the innovative IT solutions, S & B implemented additional guidelines to keep operations running smoothly while we work from home:

- Remote work agreements for employee accountability
- Daily communication with every employee by the supervisor
- Consistent team meetings for status updates and lookaheads



### Our IT team has done a heroic job of strengthening and expanding our IT infrastructure, including:

- Securing VPNs
- Utilizing Virtual User Interface to minimize bandwidth demands
- Adding robust VPN connectivity
- Enhancing teleconferencing and video conferencing such as MS Teams, Client WebEx, and Skype
- Added redundant internet connections



## Financially Strong

While S & B has taken the right steps to ensure safe, efficient and effective operations, we are also financially strong and prepared to weather the storm.

As a privately owned, family-operated company, we avoid debt, focus on lean overhead and own a significant proportion of our facilities and physical assets. As a result, we have always had a strong financial foundation that allows us to handle the shifts of the industry.

S & B was founded in 1967 with a handshake between two friends on the principle of “Let’s never do anything we’d be ashamed of.” Over the last five decades, staying true to this bedrock belief has pulled us through several challenging times. We are committed to continuing to do what is right for our employees, partners and clients. We are confident our fiscally conservative approach will carry us through the present challenges in our industry.



## Forging Ahead

S & B will emerge stronger.

The flexibility of our organization to positively respond to the changing demands of both safety guidelines and project goals during this time is a true testament of our strength.

Beyond our response, we have taken this as an opportunity for continuous improvement and will implement what

we have learned to strengthen our capabilities, processes, and people further. In fact, we will continue to rely on True Blue S & B team members, many of whom have been with the company for years and have executed multiple projects together.

As the industry adapts to face new challenges in the wake of COVID-19,

S & B stands ready to deliver reliable, efficient, and cost-effective EPC solutions that are rooted in our core principles, which have been in place since our founding more than 50 years ago.

We are well-positioned to weather the challenging times ahead.



## Examples of Our Field Response

Amid COVID-19, S & B has taken the right measures to keep our workers safe and maintain operations.

