

November 2020

## To our Valued Customers and Business Partners:

### SOLIDUS'S ONGOING COVID-19 RESPONSE

As the COVID-19 pandemic, and the responses by federal and state governments, rapidly evolve, Solidus continues to make adjustments to its practices and policies to protect the health of our employees and those we work with at our projects and office, while continuing to provide essential design and construction services to our clients and the public.

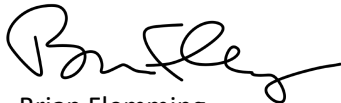
Shortly after the COVID-19 outbreak occurred in China, our team began reviewing and implementing actions to prepare for the inevitable impact on our company's operations. The following actions have been taken to help our company to actively manage this issue.

- First and foremost, we have worked closely with all employees, subcontractors, suppliers, partners, clients, and others to ensure that anyone who is ill or believes they have been exposed to COVID-19 refrain from entering our office and project sites. This includes requiring pre-access health questions and daily Self-Attestation agreements. We have also restricted visitor access to our office and project sites.
- We developed protocols, procedures, and best practices to ensure employees practice required social distancing including protocols for transporting personnel on job sites and for working in our office and at our project sites. Masks and social distancing are required at our office. On our project sites, we require masks and eye protection and other hand and face-protection tools for daily operations. In addition, our project sites and office have necessary communications that articulate our COVID-19 mitigation policy.
- We established dedicated processes to require exposure intake questionnaires – to closely track all confirmed and presumptive positive COVID-19 cases, and implement strict cleaning, quarantine, and return-to-work protocols. Anyone that enters our office or one of our project sites who are experiencing symptoms of COVID-19 or believe they have been exposed to COVID-19 are required to immediately vacate the premise and seek medical attention. People who do so, are not allowed to return unless released by a medical professional.
- We are fully engaged in active and ongoing monitoring of this issue, including disease progression, federal, state, and local government actions, CDC and WHO responses, supplier and supply chain risks, and prevention and containment measures to maintain business operations. This includes ongoing communications with leading health experts and public officials.
- In addition to our existing site crisis management plans, our Project Management team has implemented their pandemic response plans to ensure a consistent, comprehensive response to various COVID-19 scenarios. As part of these plans, each Solidus Field Superintendent is required to manage site specific COVID-19 policies and procedures to ensure that company protocols are followed.

- Since the beginning of March of this year, we have implemented stringent office and project site cleaning and hygiene protocols in all locations. We also developed stringent tool, vehicle, and equipment cleaning protocols. Disinfecting products are widely available throughout each project site.
- For employees, we regularly update them with COVID-19 information, important communications, regularly updated protocols, business planning tools, best practices, signage/flyers, and other important resources.
- Daily safety meetings are conducted at each project site by Solidus Field Superintendents. Our stringent COVID-19 policies and procedures are reiterated to everyone working on any of our projects. Mandatory Self-Attestation Forms, confirming the absence of COVID-19 symptoms and the required safety protocols, are required to be signed by everyone that enters one our project sites and office each day.
- We have limited company travel unless approved by Executive leadership.
- We are taking all reasonable measures to mitigate the risk of COVID-19 to our team members, our clients, partners, and our business. The work we do is very important, even critical to sustaining the needs of society. We are confident that we can operate our projects safely and deliver high-quality work, to support our clients and the many people we serve that count on us.

Thank you for your continued support of Solidus. We wish good health and safety to all our clients, partners, and their employees and families.

Sincerely,



Brian Flemming  
EVP, Chief Operating Officer