



CRISIS MANAGEMENT PLAN

RESPOND » NOTIFY » INVESTIGATE » REPORT



Findorff
BUILDING & BEYOND

CLICK ON EMERGENCY RESPONSE EVENTS

- | | | |
|---------------------------------------|------------------------------------|----------------|
| SERIOUS INJURY OR FATALITY | MEDICAL EMERGENCIES | MENTAL TRAUMA |
| FIRE | SEVERE WEATHER | UTILITY STRIKE |
| CHEMICAL SPILL /
POLLUTION RELEASE | ACTIVE THREAT/
VIOLENT INTRUDER | BOMB THREAT |

EMERGENCY CONTACTS

Updated September 2025

Contacts in the flow chart should be called within 20 minutes of a crisis event.

NOTE: if you are unable to reach an individual listed, move on to the next individual listed.

CRISIS LEADERSHIP TEAM



(FIRST CALL) – Nick Femal, Safety Director (608) 381-0174

Responsible for engaging all Crisis Leadership Team members.

BACKUP CALL IF FIRST CALL UNSUCCESSFUL:

Ehren Stroede, Senior Safety Supervisor (608) 212-9856

- **Jim Yehle, Chief Executive Officer**
(608) 209-9908
- **Brian Hornung, Chief Operating Officer**
(608) 219-1227

Responsible for informing key senior leadership.

- **Jeff Tubbs, Executive Vice President**
(608) 444-3928

- **Christin Mlsna, Vice President Marketing & Communications**
(608) 225-5122

Responsible for engaging crisis communications consultant (when appropriate) and informing (or assigning someone to inform) the front desk.

BACKUP CALL IF FIRST CALL UNSUCCESSFUL:

Matt Breunig, Senior Vice President Operations & Risk
(608) 209-1893

Chad Eschler, Vice President Business Development
(608) 333-6348

CRISIS MANAGEMENT TEAM



ALWAYS

- **Safety Director: Nick Femal, (608) 381-0174**
Responsible for informing (or assigning someone to inform) internal stakeholders.
- **Chief Operating Officer: Brian Hornung, (608) 219-1227**
Responsible for notifying someone to engage insurance (if applicable).
- **Vice President Marketing & Communications: Christin Mlsna, (608) 225-5122**
Responsible for informing the Director of Marketing to conduct media watch.
- **Designated Spokesperson**



STRONG CONSIDERATION

- **Vice President - Field Operations:**
Kyle Olson, (608) 444-1665
- **Vice President - People Strategy:**
Michelle Kraemer, (608) 575-6943
- **Chief Financial Officer:**
Tiffany Scheller, (404) 964-8733
- **General Council:**
John Laubmeier, (608) 316-9362

WHEN APPROPRIATE

- **Project Leader** (when involving a project) Responsible for informing other project representatives/key team members, including the client.
- **Office Leader** (when involving a company property)
- **Chief Information Officer:** (when security is a concern)
Tim Butts, (608) 359-1332
- **Subject Matter Expert**
- **Facilities Manager** (when involving a company property)

INTERNAL STAKEHOLDERS TO INFORM

- » Crisis Leadership Team
- » Crisis Management Team
- » Vice President - Business Development
- » Vice President - People Strategy
- » Director of Marketing
- » Key senior leadership

FIRST RESPONDER TEAMS

First Responder Teams are groups of office employee volunteers that:

- » Are certified in First Aid/CPR.
- » Can assist in the event of a cardiac arrest or other medical emergency.
- » Have knowledge of employees with medical conditions requiring a specific response.
- » Act as Floor Captains in the event of an evacuation.

Madison Office First Responders	Milwaukee Office First Responders	Wausau Office First Responders	Madison Yard Operations and Prefab Shop First Responders
Bob Beck: (608) 333-6147 Jason Henkins: (815) 564-8587 Michelle Kraemer: (608) 575-6943 Adam Lawrence: (608) 206-7338 Bess MacLeod: (608) 729-2135 Kim Norton: (608) 512-2209 Cole Reise: (608) 720-9575 Gregg Tucek: (608) 716-9700 Jake Will: (608) 206-1169	B.J. Bowen (414) 750-6501 Bill Lor: (608) 400-2148 Zach Wenger: (608) 513-4347	Carson Barwick: (262) 895-7988 Jake DeChant: (262) 498-3011 Matt McDonald: (608) 301-6169	Terrance Bradley: (414) 379-7286 Ben Judd: (920) 382-6490 Reed Krugman: (608) 448-5124 Darin Nagel: (608) 576-2000

OTHER CONTACTS

Findorff Offices	Treehouse/Odyssey	Field Operations
Bob Beck: (608) 333-6147 Matt Breunig: (608) 209-1893 Jim Martin: (608) 209-3013 Laura Blood-Velotta: (608) 206-9729 Kaleb Anderson (SPG MSN): (608) 807-8710 B.J. Bowen (SPG MKE): (414) 750-6501 Chad Bathke (MKE): (414) 303-4614 Mike Stern (MKE): (414) 418-2580 Joe Schuchardt (WAU): (608) 729-2145	Luke Hutchins: (608) 220-4172 Grady Couch: (608) 416-3331 Matt Stadelman: (608) 212-0859 Ben Hager: (608) 206-2079	Kyle Olson: (608) 444-1665 Kim Norton: (608) 512-2209 Tom Faust (MSN): (608) 516-5525 Mike Smarelli (MKE): (414) 810-9026 Adam Cisewski (WAU): (608) 572-4318

Madison Yard Operations and Prefab Shop	Trade Superintendents	Safety Department
Justin Mitten: (608) 698-6559 Reed Krugman: (608) 448-5124 Darin Nagel: (608) 576-2000	Ken Barman (Masons): (608) 512-3530 Jason Klock (Laborers): (608) 712-2595 Brian Falleck (Iron Workers): (608) 212-7941 Nick Molnar (Concrete Carpenters): (608) 416-0907 Dave Pehl (Cement Finishers): (608) 219-5239 Aaron Stoy (Steel Studs & Drywall): (608) 225-2961	Tim Curtis: (608) 893-3323 Kevin Fintak: (608) 417-9856 Lee Lathrop: (608) 509-2653 Paul Schroeder: (608) 445-5087 Ehren Stroede: (608) 212-9856 Spencer Treu: (608) 216-6261

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STATEMENT OF PURPOSE

A crisis is a sudden event or set of circumstances that significantly disrupts normal business operations, and which materially harms, or threatens to harm, the health and safety of people, the environment, property, or J.H. Findorff & Son Inc.'s (Findorff's) reputation. Decisions and actions taken during the first minutes and hours of a crisis can have a major impact on employees, clients, and the organization for months and years to come.

Given our industry, Findorff faces a variety of potential "crisis" situations. Findorff has established the following Crisis Management Plan as a guide to assist the Crisis Leadership Team and the Crisis Management Team in evaluating situations, determining the level of severity, and acting quickly in the event of a crisis. This plan explores scenarios and provides guidance and template materials to equip Findorff leadership with the tools to effectively respond and communicate while maintaining business operations.

The priorities of the Crisis Management Plan are as follows:

- » Saving lives and preventing serious injuries.
- » Minimizing property and environmental damage, protecting assets.
- » Safeguarding Findorff's reputation and image.
- » Returning to normal business operations, and mitigating any lasting fallout.

IMPORTANT TERMS & DEFINITIONS

Crisis Management Plan A guide to effectively respond and communicate during a crisis.

Crisis Leadership Team The first team to be notified of a crisis. They will assess the situation to determine immediate actions and if a larger Crisis Management Team should be activated.

Crisis Management Team The team that is activated by the Crisis Leadership Team to gather for more in-depth crisis communications and action planning.

Incident Information Fact Sheet A form completed for all crisis situations to identify key information, actions, status, and next steps. *(The Incident Information Fact Sheet is located in the back of the Crisis Management Plan.)*

USAGE GUIDE

Findorff's Crisis Management Plan is intended for use by all Findorff's office and field employees. The steps listed below are a guideline with a purpose to provide a standard procedure for using this plan. This Crisis Management Plan describes the processes and procedures for effective crisis response, including the creation of the Crisis Leadership Team and the Crisis Management Team.

- » **All employees are expected to familiarize themselves with the Crisis Management Plan and adhere to it during a crisis.** Adherence to this plan is critical to maintaining Findorff's reputation and quickly addressing emergencies in a professional, organized, and sincere manner. By reviewing this Crisis Management Plan ahead of time, Findorff personnel will be better suited to respond appropriately to high-pressure and rapidly evolving circumstances during a crisis.
- » **The Crisis Management Plan is implemented across all Findorff offices and jobsites.**
 - For overall crisis response information, use the individual crises tabs to quickly find steps for responding to that event.
 - For project-specific crisis response information, use the Field Crisis Management Plan to find information specific to your jobsite, such as designated emergency response personnel, communication flow charts, safe areas, etc. A hard copy of the Field Crisis Management Plan is located in the pocket of the Crisis Management Plan binder (if applicable).
- » **The Crisis Management Plan is available in a variety of locations and formats.**
 - **Hard Copies - Binders:**
 - The Crisis Management Plan binders are provided to all office employees, Superintendents/Supervisors, and designated field leaders.
 - **Electronically:**
 - The Crisis Management Plan is accessible on Toolbox.
 - The Crisis Management Plan is accessible by scanning the QR code located on posters in jobsite trailers or at employee desks.

For questions regarding the Crisis Management Plan, please contact the Safety Director.

WORKFLOW

Each response to a crisis will follow the Respond, Notify, Investigate, Report workflow allowing us to systematically handle each crisis. Each phase of this workflow is complex, fluid, and often requires managing several tasks simultaneously. The difficulty can be amplified when the crisis occurs in the field, far away from corporate or regional offices.



RESPOND

- » Refer to the individual crisis tab/section for guidance for responding to your crisis.
- » Project-specific guidance can be found on the Field Crisis Management Plan.



NOTIFY

- » Most Notify sections are broken up into internal and external notifications.
- » Refer to the Media Communications section for detailed information related to media notifications.



INVESTIGATE

- » If designated to assist with the investigation, talk with witnesses, take pictures/video, and seek answers to the following questions:
 - **WHAT** happened?
 - **WHERE** did this happen?
 - **HOW** did this happen?
 - **WHEN** did this happen?
 - **WHO** was involved?
 - **WHAT** is being done?



REPORT

- » Be mindful of guidance provided in the Crisis Management Plan regarding media relations, internal communication, and social media.
- » Keep the on-site point person and Crisis Management Team informed of all developments.
- » If directed, forward complete reports, photos, and/or videos pertaining to the crisis to the Crisis Management Team.

TRAINING

Employees will be trained on the Crisis Management Plan twice annually: Once in the fall and once in the spring. New employees will be provided the Crisis Management Plan binder and run through the Crisis Management Plan during New Employee Orientation to ensure they know the basic plan.

Employees with specific responsibilities under the plan will be trained in their respective duties. As employees change or the contents of the plan change, additional training will be required.

Employees that are part of First Responder Teams will be certified in First Aid and CPR. This will be done using the American Red Cross' blended learning model.

The plan will be reviewed with employees to ensure they know what to do in the event of an emergency. This review will include the emergency evacuation plans for each office and what to do when building alarms are sounded.

DRILLS

Annually in each office, Findorff will perform evacuation drills for events like fire and severe weather (tornado). Updates to the Crisis Management Plan will be made based on the success of these drills. In addition, First Responder Teams will hold drills annually.

CRISIS LEADERSHIP TEAM & CRISIS MANAGEMENT TEAM

Crisis Leadership Team Overview

The Crisis Leadership Team is the first team that will be notified of any emergency or crisis situation impacting a Findorff project, property, or employee(s). Upon being alerted of a crisis, the first Crisis Leadership Team member notified of the situation contacts all other Crisis Leadership Team members. **The team will:**

- » Assess the situation and determine any immediate actions or communications that need to happen.
- » Confirm if the scene has enough support or needs additional support.
- » Identify a designated spokesperson (for media) if needed at the office, the jobsite, or both.
- » Verify if the front desk needs to be alerted.
- » Determine if a Crisis Management Team needs to be activated to plan a deeper level of communications and action.
- » Determine if the situation requires a crisis communications consultant. If so, notify them immediately.

Names and contact information for the Crisis Leadership Team members are listed in the Emergency Communication Flow Chart. At least two of the Crisis Leadership Team members will be available at any given time, including:

- » Safety Director
- » Chief Executive Officer
- » Chief Operating Officer
- » Executive Vice President
- » Vice President of Marketing & Communications

Crisis Management Team Overview

The Crisis Management Team is responsible for activating a more in-depth response related to a Findorff crisis situation when needed. The Crisis Management Team may be composed of personnel from leadership, offices, projects, field or yard operations, information technology, etc., depending on the crisis situation. Examples include the following:

- » Safety Director
- » Chief Operating Officer
- » Vice President of Marketing & Communications
- » General Counsel
- » Senior Executive Operations Manager
- » Director of People Strategy
- » **Others to consider, depending on situation:**
 - Project Team Rep(s)
 - Subject Matter Expert
 - Designated Spokesperson

The Crisis Management Team will be responsible for coordinating emergency response activities on behalf of the company:

1. Ensure that all appropriate communications measures relating to the situation have been considered, evaluated, and implemented.
2. Work with the Vice President of Marketing & Communications and crisis communications consultant (when appropriate) to assist with drafting of external communications related to the situation, including preparation of official standby statement, responses, and speaking points.
3. Determine if the client/owner(s), insurance company, or others need to be notified.
4. Maintain close contact with those in charge of the situation and operational matters (isolation of the situation and quick resumption of normal operations).
5. Perform an evaluation following the situation resolution.

ROLES AND RESPONSIBILITIES

Superintendent/Supervisor

The Superintendent or Supervisor is the main field point of contact for an emergency occurring on their jobsite. They will be part of the Crisis Management Team and will remain on-site as needed to manage the crisis. They should maintain open lines of communication to other Crisis Management Team members and designated spokesperson to ensure information is accurate.

Project Manager

The Project Manager is the main office point of contact for an emergency occurring on their jobsite. They will be part of the Crisis Management Team and will remain on-site as needed to manage the crisis. They should maintain open lines of communication to other Crisis Management Team members and designated spokesperson to ensure information is accurate.

Crisis Leadership Team

The Crisis Leadership Team is the first group to be notified of a crisis. This group is responsible for engaging a Crisis Management Team, if needed, or managing the crisis.

Safety Director

The Safety Director is responsible for the contents of the Crisis Management Plan. They are the first Crisis Leadership Team member that should be notified of any crisis situation. They also ensure the Crisis Leadership Team is informed and a Crisis Management Team is created when a crisis occurs. The Safety Director is a member of the Crisis Leadership Team and will handle emergency contact notifications as needed.

Depending on the crisis, the Safety Director may need to visit the location to provide additional support. Ensure appropriate PPE, cell phone/charger, and investigative equipment to assist with the event.

Vice President of Marketing & Communications

The Vice President of Marketing & Communications is a member of the Crisis Leadership Team and will work with the Safety Director to assign a designated spokesperson in a crisis situation. They will provide speaking points when appropriate and may act as a spokesperson in the case where one hasn't been assigned. They will engage our crisis communications consultant if needed.

Spokesperson

The designated spokesperson is responsible for handling media inquiries. Inquiries may come via a telephone call to the office or from an on-site news crew.

If on-site media is anticipated, a designated spokesperson should be sent to the incident location. Make sure to have appropriate personal protective equipment (PPE), including clear safety glasses, and have your cell phone/charger. They should maintain open lines of communication to other Crisis Management Team members to ensure information is accurate.

If the incident involves the employee(s) of a subcontractor, coordinate with the subcontractor's spokesperson who may take the lead with the media.

Front Desk Assistant

The front desk assistant is responsible for fielding calls to the main office line. Upon hearing of an incident, someone from the Crisis Leadership Team or Crisis Management Team will alert the front desk assistant of the situation and who the designated spokesperson is for directing calls from the media, family members, etc. The front desk assistant will only release information that they have been told to release and they will not speculate on what occurred.

If the front desk assistant is the first to hear of an emergency:

The call should be directed to a member of the Crisis Leadership Team, which may involve interrupting a phone call or meeting. If no Crisis Leadership Team member is available, use the Incident Information Fact Sheet to obtain as much information as possible. (See the back of the Crisis Management Plan.)

If you receive a media call before you have been notified of a crisis, your response should be, "Unfortunately, I do not have any information available regarding this incident. If you can give me your name and number, I will have our spokesperson get back to you as soon as possible."

If anyone other than the designated spokesperson receives a call from the media:

To ensure a controlled message with the media, gather information from the reporter, and let them know the appropriate person will be in touch.

If the media calls with questions or for comments:

1. Gather information.
 - a. Ask for the name, organization, contact information.
 - b. Ask what their call is regarding.
 - c. Ask if they have a deadline. If they do, ask what it is.
2. Let them know that you will have the appropriate person reply.
 - a. An option: "I'm sorry, I am not the right person to answer your questions at this time, but if you let me know what information you are looking for, I will have the appropriate person respond to you."
3. Report the request immediately to:
 - a. Vice President of Marketing & Communications
 - b. The designated spokesperson (if known)

EMERGENCY COMMUNICATION FLOW CHART

The individuals listed in the flow chart should be contacted within 20 minutes of a crisis event.

NOTE: if you are unable to reach an individual listed, move on to the next individual listed.

CRISIS LEADERSHIP TEAM



Safety Director (FIRST CALL)

Responsible for:

- » Engaging all Crisis Leadership Team members.
- » Activating (or assigning someone to activate) the Crisis Management Team.

**BACKUP CALL IF
FIRST CALL UNSUCCESSFUL:**

Senior Safety Supervisor

■ Chief Executive Officer

Vice President Operations

■ Chief Operating Officer

Responsible for informing key senior leadership.

■ Executive Vice President

■ Vice President

Marketing & Communications

Responsible for engaging crisis communications consultant (when appropriate) and informing (or assigning someone to inform) the front desk.

Vice President Business Development

CRISIS MANAGEMENT TEAM



ALWAYS

■ Safety Director

Responsible for informing (or assigning someone to inform) internal stakeholders.

■ Chief Operating Officer

Responsible for notifying someone to engage insurance (if applicable).

■ Vice President

Marketing & Communications

Responsible for informing the Director of Marketing to conduct media watch.

■ Designated Spokesperson

STRONG CONSIDERATION

■ Director of Field Operations

■ Director of People Strategy

■ Chief Financial Officer

■ General Council

WHEN APPROPRIATE

■ **Project Leader** (when involving a project)
Responsible for informing other project representatives/key team members, including the client.

■ **Office Leader** (when involving a company property)

■ **Chief Information Officer** (when security is a concern)

■ **Subject Matter Expert**

■ **Facilities Manager** (when involving a company property)

INTERNAL STAKEHOLDERS TO INFORM

- » Crisis Leadership Team
- » Crisis Management Team
- » Vice President Business Development

- » Director of People Strategy
- » Director of Marketing
- » Key senior leadership

SERIOUS INJURY OR FATALITY

SERIOUS INJURY OR FATALITY



RESPOND

1. **Call 911 Immediately.** Provide the dispatcher with the address and location of the injured person(s).
2. Grab the AED and the emergency trauma bag (if available).
3. Check the area to see if it is safe to attend to the injured person(s). If safe, administer First Aid/CPR until emergency help arrives.
4. Secure the area, ensure a safe path of travel for emergency personnel, and have non-essential people meet at a designated location away from the incident and, ideally, away from where media might congregate.
5. Designate someone to meet emergency personnel to direct them to the injured person(s). Assign someone to meet any media representatives that may show up onsite and direct them to a neutral staging area away from the immediate emergency and access to workers.
6. Find out which hospital injured person(s) are being taken to; send someone to ensure communication with Findorff and that post-care transport is secured.



NOTIFY

Internal:

- » Notify the Safety Director immediately.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See the Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if work will be shut down and when to report back. If applicable, inform the employees that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External:

- » **Family:** Notify the family of the injured person using the person's emergency contact information. This can be found on the sticker inside the person's hard hat or through the People Strategy Department. This will be completed by the Safety Director or the person's direct supervisor. In case of a fatality, the CEO or top official should inform the spouse or family. Use your best judgment as to whether we inform the family or the coroner does. This decision is based on the length of time before the coroner will be able to contact the family versus the family finding out via social media.
- » **Insurance provider:** Ensure Willis Towers Watson is notified. Travelers will be notified when a Workers' Compensation claim is filed but may need to be notified sooner.
- » **Client:** Project Manager to contact the client/owner(s) as needed.
- » **Media:** See the Media Communications section.

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SERIOUS INJURY OR FATALITY



INVESTIGATE

- » Obtain an Employee Statement Form from the injured person(s) and any witnesses.
- » Document area conditions, take photos, and complete an Incident Report Form (Injury or Near Miss). This will be completed by a Safety Supervisor.
- » Follow-up investigation meeting with the project's leaders and others involved to fully understand what occurred and what corrective measures need to be implemented.



REPORT

- » Gather employees together for an update. If applicable, inform them that counseling will be provided and how.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

MEDICAL EMERGENCIES

SUDDEN CARDIAC ARREST Signs and symptoms include:

The person...

- » is not moving, is unresponsive, or appears to be unconscious.
- » is not breathing normally (has irregular breaths, gasping or gurgling, or is not breathing at all).
- » appears to be having a seizure or is experiencing convulsion-like activity.
- » received a blunt blow to the chest, which can cause sudden cardiac arrest.



RESPOND

1. Call 911 as soon as you suspect a sudden cardiac arrest. Provide the building address, location of the person, and the person's condition.
2. Contact someone trained in First Aid/CPR:
 - a. For an office emergency, contact a member of the office's First Responder Team. (See Emergency Contacts for First Responders.)
 - b. For a field emergency, contact a First Aid/CPR-trained person listed in the Field Crisis Management Plan.

First Responder Instructions:

1. Proceed to the scene of the sudden cardiac arrest.
2. Assign an individual to meet EMS and escort them to the exact location of the person.
3. Closest First Responder Team Member or First Aid-trained person should begin chest compressions while another retrieves the AED and emergency triage bag.
4. Once the AED is present, follow the AED's audio and visual instructions.
5. Continue CPR until the person is responsive or professional medical help arrives and takes over.

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- » Notify the Safety Director immediately.
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- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See the Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if work will be shut down and when to report back. If applicable, inform employees that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External:

- » **Family:** Notify the family of the affected person using the person's emergency contact information. This can be found on the sticker inside the person's hard hat or through the People Strategy Department. This will be completed by the Safety Director or the person's direct supervisor.



INVESTIGATE

- » Obtain an Employee Statement Form from the affected person(s) and any witnesses.
- » Document area conditions, take photos, and complete an Incident Report Form (Injury or Near Miss). This should be completed by a Safety Supervisor.



REPORT

- » Gather employees together for an update. If applicable, inform them that counseling will be provided and how.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

SUPPLEMENTAL INFORMATION

How to perform Cardiopulmonary Resuscitation (CPR):

1. Press hard and fast on the center of the chest – the goal is 100 compressions per minute.
2. Use two hands with the heel of one hand (other hand on top) pushing to a depth of two inches.

SEIZURE INCIDENT



RESPOND

1. Stay with the person until the seizure ends and they are fully awake.
2. If needed, ease the person to the floor and turn them gently onto one side to help them breathe.
3. Clear the area of anything hard or sharp, and put something soft and flat, like a folded jacket, under their head.
4. Remove eyeglasses and loosen ties or anything that may make it hard to breathe.
5. Time the length of the seizure.
6. After it ends, help them sit in a safe place. Once they are alert and communicating, tell them what happened calmly and in simple terms.
7. Check to see if they are wearing a medical bracelet or other emergency information.
8. Coordinate transport as needed to ensure they get home safely.

Call 911 if any of these are true:

- » The person has never had a seizure.
- » The person has difficulty breathing or walking after the seizure.
- » The seizure lasts longer than five minutes.
- » The person has another seizure soon after the first one.
- » The person is hurt during the seizure.
- » The seizure happens in water.
- » The person has a health condition like diabetes, heart disease, or is pregnant.

NEVER do any of the following:

- » Do NOT hold them down or try to stop their movements.
- » Do NOT put anything in their mouth.
- » Do NOT try to give mouth-to-mouth breaths (like CPR).
- » Do NOT offer them water or food until they are fully alert.

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INVESTIGATE

- » Obtain an Employee Statement Form from the affected person(s) and any witnesses.
- » Document area conditions, take photos, and complete an Incident Report Form (Injury or Near Miss). This should be completed by a Safety Supervisor.



REPORT

- » Gather employees together for an update.
- » If applicable, inform them that counseling will be provided and how.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

DIABETIC EMERGENCIES Signs and symptoms include:

Early Symptoms	Hyperglycemia (high blood sugar)	Hypoglycemia (low blood sugar)
	<ul style="list-style-type: none">» Being very thirsty» Urinating a lot more than usual» Blurred vision» Feeling weak or unusually tired	<ul style="list-style-type: none">» Looking pale» Shakiness» Sweating» Headache» Hunger or nausea» An irregular or fast heartbeat» Fatigue» Irritability or anxiety» Difficulty concentrating» Dizziness or lightheadedness» Tingling or numbness of the lips, tongue or cheek
Severe Symptoms	<ul style="list-style-type: none">» Fast, deep breathing» Dry skin and mouth» Flushed face» Fruity smelling breath» Headache» Muscle stiffness or aches» Being very tired» Nausea and vomiting» Stomach pain	<ul style="list-style-type: none">» Confusion, unusual behavior or both, such as the inability to complete routine tasks» Loss of coordination» Slurred speech» Blurry vision or tunnel vision» Nightmares, if asleep» Unresponsiveness (loss of consciousness)» Seizures



RESPOND

Hyperglycemia (high blood sugar)	Hypoglycemia (low blood sugar)
<ol style="list-style-type: none">1. Call 911 right away or go to the emergency room.2. Treatment will include: Fluid replacement, Electrolyte replacement, and Insulin therapy.3. Help check blood sugar levels.	<ol style="list-style-type: none">1. Call 911 right away or go to the emergency room.2. If the person cannot eat, they might need a glucagon injection or intravenous glucose. (Some with diabetes have their own glucagon kit for emergency.)3. If the person is unconscious, do not try to give the person food or drink. Call for emergency medical help.4. Help check blood sugar levels.5. Follow the 15/15 rule: 15g of fast-acting carbs (3-4 glucose tablets, 4 oz of fruit juice or regular soda, or a tbsp. of honey or sugar) and wait 15 minutes. If they don't feel better, they need to have more carbs and test their blood sugar again.

Continued on next page



NOTIFY

Internal:

- » Notify the Safety Director immediately.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See the Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if work will be shut down and when to report back. If applicable, inform employees that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External:

- » **Family:** Notify the family of the affected person using the person's emergency contact information. This can be found on the sticker inside the person's hard hat or through the People Strategy Department. This will be completed by the Safety Director or the person's direct supervisor.



INVESTIGATE

- » Obtain an Employee Statement Form from the affected person(s) and any witnesses.
- » Document area conditions, take photos, and complete an Incident Report Form (Injury or Near Miss). This should be completed by a Safety Supervisor.



REPORT

- » Gather employees together for an update.
- » If applicable, inform them that counseling will be provided and how.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

ALLERGIC REACTION

Signs and symptoms of anaphylaxis include:

- » Skin reactions, including hives, itching, and skin that becomes flushed or changes color.
- » Swelling of the face, eyes, lips, or throat.
- » Narrowing of the airways, leading to wheezing and trouble breathing or swallowing.
- » A weak and rapid pulse.
- » Nausea, vomiting, or diarrhea.
- » Dizziness, fainting, or unconsciousness.

Some common anaphylaxis triggers include:

- » Medications
- » Latex
- » Foods such as peanuts, tree nuts, fish, and shellfish
- » Insect stings from bees, yellow jackets, wasps, hornets, and fire ants



RESPOND

1. Immediately call 911.
2. Ask if they are carrying an epinephrine autoinjector (EpiPen). Benadryl and other antihistamines help relieve allergy symptoms but work too slowly for severe reactions.
3. If they have an EpiPen, ask whether you should help inject the medicine, typically in the thigh. See “Supplemental Information” for basic steps.
4. Have the person lie face up and be still. Loosen the tight clothing and cover the person with a blanket. Don’t give the person anything to drink.
5. If the person is vomiting or bleeding from the mouth, turn them to the side to prevent choking.
6. If there are no signs of breathing, coughing, or movement, begin CPR.

Continued on next page



NOTIFY

Internal:

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INVESTIGATE

- » Obtain an Employee Statement Form from the affected person(s) and any witnesses.
- » Document area conditions, take photos, and complete an Incident Report Form (Injury or Near Miss). This should be completed by a Safety Supervisor.



REPORT

- » Gather employees together for an update.
- » If applicable, inform them that counseling will be provided and how.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

SUPPLEMENTAL INFORMATION

How to use an EpiPen:

Prepare:

- » Flip open the yellow cap of the EpiPen or the green cap of the EpiPen Jr carrier tube. Tip and slide the injector out of the carrier tube.
- » Hold the auto-injector in your fist with the orange tip pointing downward (blue to the sky, orange to the thigh).
- » With the other hand, remove the blue safety release by pulling it straight up without bending or twisting it.

Administer:

- » Place the orange top against the middle of the outer thigh (upper leg) at a right angle (perpendicular) to the thigh.
- » Swing and push the auto-injector firmly until it "clicks."
- » Hold firmly in place for three seconds (count slowly).
- » Remove the auto-injector from the thigh.
- » Massage the injection area for 10 seconds.

MENTAL TRAUMA

Signs and symptoms include:

Emotional and psychological symptoms:

- » Shock, denial, or disbelief
- » Confusion, difficulty concentrating
- » Anger, irritability, mood swings
- » Anxiety and fear
- » Guilt, shame, self-blame
- » Withdrawing from others
- » Feeling sad or hopeless
- » Feeling disconnected or numb

Physical symptoms:

- » Insomnia or nightmares
- » Fatigue
- » Being startled easily
- » Difficulty concentrating
- » Racing heartbeat
- » Edginess and agitation
- » Aches and pains
- » Muscle tension



RESPOND

1. Assess the risk of suicide or harm. If someone is in immediate danger, call 911 for assistance.
2. Provide support and listen non-judgmentally.
3. Give reassurance and information. Inform the employee(s) of the Employee Assistance Programs (EAPs) accessible for Findorff employees via Toolbox or for union employees using the QR code below, and the 988 Suicide and Crisis Lifeline. If a group is affected due to something that occurred at work, gather employees together and pair each up with a “buddy” for support and monitoring.
4. Encourage appropriate professional help, self-help, and other support strategies, as needed.
5. If the employee(s) is too distressed to drive, coordinate transportation for them.

UNION EAPs



NOTIFY

- » **Internal:** Notify the Safety Director, People Strategy Department, and Supervisor, as needed.
- » **External:** If needed, notify the emergency contact of the affected person. This can be found on the sticker inside their hard hat or through the People Strategy Department. This will be completed by the Safety Director, People Strategy Department, or the person’s direct supervisor.



INVESTIGATE

- » N/A



REPORT

- » N/A

SUPPLEMENTAL INFORMATION

» People may experience a range of reactions after trauma, including:

- Feeling anxious, sad, or angry.
- Trouble concentrating and sleeping.
- Continually thinking about what happened.

» Seek help for trauma if you're:

- Having trouble functioning at home or work.
- Suffering from severe fear, anxiety, or depression.
- Unable to form close, satisfying relationships.
- Experiencing terrifying memories, nightmares, or flashbacks.
- Continually avoiding anything that reminds you of the trauma.
- Emotionally numb and disconnected from others.
- Using alcohol or drugs to feel better.

» Helping a loved one deal with trauma:

- Be patient and understanding.
- Offer practical support.
- Don't pressure your loved one into talking but be available if they want to talk.
- Help your loved one to socialize and relax.
- Don't take trauma symptoms personally.

» Trauma Recovery Tips:

■ Get Moving

Trauma disrupts your body's natural equilibrium, freezing you in a state of hyperarousal and fear. As well as burning off adrenaline and releasing endorphins, exercise and movement can help repair your nervous system.

- Try to exercise for 30 minutes or more on most days.
- Exercise that is rhythmic and engages both your arms and legs.
- Add a mindfulness element.

■ Don't Isolate

Following a trauma, you may want to withdraw from others, but isolation only makes things worse. You don't have to talk about the trauma, but you can avoid isolation by:

- Asking for support.
- Participating in social activities.

- Reconnecting with old friends.
- Joining a support group for trauma survivors.
- Volunteering.
- Making new friends.

■ Self-Regulate Your Nervous System

No matter how agitated, anxious, or out of control you feel, it's important to know that you can change your arousal system and calm yourself.

- Mindful breathing.
- Sensory input.
- Staying grounded.
- Allow yourself to feel what you feel when you feel it.

■ Take Care of Your Health

Having a healthy body can increase your ability to cope with the stress of trauma.

- Get plenty of sleep.
- Avoid alcohol and drugs.
- Eat a well-balanced diet.
- Reduce stress.

» Emotional or physical trauma can be caused by:

- One-time events such as an accident, injury, or a violent attack, especially if it was unexpected or happened in childhood.
- Ongoing, relentless stress such as living in a crime-ridden neighborhood, battling a life-threatening illness, or experiencing traumatic events that occur repeatedly, such as bullying, domestic violence, or childhood neglect.
- Commonly overlooked causes such as surgery, the sudden death of someone close, the breakup of a significant relationship, or a humiliating or deeply disappointing experience, especially if someone was deliberately cruel.

FIRE



RESPOND

OFFICE

In case of manageable fire:

1. Locate the nearest fire extinguisher.
2. Activate the extinguisher by following the directions on the canister.
3. Execute basic fire extinguisher instructions (PASS method):
 - a. Pull – pull the pin at the top of the extinguisher.
 - b. Aim – aim at the base of the fire, not the flames.
 - c. Squeeze – slowly squeeze the trigger to release the extinguishing agent.
 - d. Sweep – sweep the nozzle side to side to cover the fire area until it is out.

In case of an unmanageable fire:

1. Activate the closest alarm pull station or call 911.
2. Initiate evacuation through AlertMedia. This will be handled by the front desk assistant, a member of the Safety Department, or a field leader, depending on the location.
3. Upon alert, evacuate using the safest exit route and gather in the designated meeting area. Stay at least 100 feet from the building.
4. DO NOT block/prop open any doors or use the elevator. Activated fire doors will automatically close and re-entry is not possible.
5. Floor Captains or supervisors will make sure everyone has evacuated. (See Emergency Contacts for office Floor Captains.)
6. The front desk or a First Responder will take the visitor sign-in sheet to help verify all building occupants and visitors are accounted for.
7. A First Responder should station themselves appropriately to meet firefighters and report if anyone appears missing, so they search the building.

Safe Areas for Outside Evacuation

- » **Madison Office:** SW Surface Lot
- » **Milwaukee Office:** SE parking lot by Boys and Girls Club
- » **Wausau Office:** Front yard off Harrier Avenue
- » **Madison Yard Operations:** Parking lot
- » **Madison Yard Receiving:** Sidewalk on Mayfair Avenue
- » **Prefab Shop:** Parking lot
- » **Field:** See Site Logistics Plan located in the Field Crisis Management Plan

FIELD

See the Field Crisis Management Plan for project-specific crisis response information. A hard copy of the Field Crisis Management Plan is located in the pocket of the Crisis Management Plan binder (if applicable).

Continued on next page



NOTIFY

Internal:

- » Notify the Safety Director immediately.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See Emergency Communication Flow Chart in Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if the site will be shut down and when to report back to work. If applicable, inform the crew that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External:

- » **Insurance provider:** Ensure Willis Towers Watson is notified. Travelers will be notified when a Workers' Compensation claim is filed but may need to be notified sooner.
- » **Client:** Project Manager to contact the client/owner(s) as needed.
- » **Media:** See the Media Communications section.



INVESTIGATE

- » The main investigation into the fire's cause will be handled by the Fire Department on the scene.
- » Obtain an Employee Statement Form from any injured person(s) and any witnesses.
- » Findorff Safety Department will complete their own investigation and document on an Incident Report Form (Property Damage).



REPORT

- » Gather employees together, possibly by crew, for an update.
- » If applicable, inform them that counseling will be provided and how.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

SEVERE WEATHER

TORNADO



RESPOND

1. Upon hearing a Tornado Warning, initiate evacuation through AlertMedia. This will be handled by the front desk assistant, a member of the Safety Department, or a field leader, depending on location.
2. Upon alert, employees must evacuate using the safest route and gather in the designated shelter location.
3. Floor Captains or supervisors (see Emergency Contacts for office Floor Captains) will ensure everyone has evacuated, grab the emergency weather radio, lantern/flashlight, AED, and emergency triage bag.
4. The front desk assistant or a First Responder will take the visitor sign-in sheet to help verify all building occupants and visitors are accounted for.
5. Everyone must stay in the shelter and wait for the "all clear."

Safe Areas for Interior Shelter

- » **Madison Office:** Parking garage
- » **Milwaukee Office:** Workout rooms
- » **Wausau Office:** Interior bathrooms
- » **Madison Yard Operations:** Records storage room and break room
- » **Madison Yard Receiving:** Admin offices
- » **Prefab Shop:** Storage and IT rooms
- » **Field:** See Site Logistics Plan located in the Field Crisis Management Plan



NOTIFY

Internal:

- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if the site will be shut down and when to report back to work. If applicable, inform the crew that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External:

- » **Insurance provider:** Ensure Willis Towers Watson is notified. Travelers will be notified when a Workers' Compensation claim is filed but may need to be notified sooner.
- » **Client:** Project Manager to contact the client/owner(s) as needed.

Continued on next page



INVESTIGATE

- » The Findorff Safety Supervisor will aid in the completion of an Incident Report Form (Property Damage).
- » Obtain an Employee Statement Form from any injured person(s) and any witnesses.
- » Any obtained pictures or videos should not be shared online. If any person has any valuable pictures or videos, these should be shared with the Safety Supervisor or Safety Director.



REPORT

- » Gather employees together, possibly by crew, for an update.
- » If applicable, inform them that counseling will be provided and how.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

SUPPLEMENTAL INFORMATION

Before A Tornado:

- » Listen to NOAA Weather Radio, commercial radio, or television newscasts for the latest information. In any emergency, always listen to the instructions given by local emergency management officials.
- » Be alert to changing weather conditions. Look for approaching storms.
- » Look for the following danger signs and take shelter immediately if any appear, or if a storm is approaching:
 - Dark, often greenish sky
 - Large hail
 - A large, dark, low-lying cloud (particularly if rotating)
 - Loud roar, like a freight train

Tornado Facts:

- » They may strike quickly, with little or no warning.
- » They may appear nearly transparent until dust and debris are picked up or a cloud forms in the funnel.
- » The average tornado moves Southwest to Northeast, but tornadoes have been known to move in any direction.
- » The average forward speed of a tornado is 30 mph but may vary from stationary to 70 mph.
- » Tornadoes can accompany tropical storms and hurricanes as they move onto land.
- » Waterspouts are tornadoes that form over water.
- » Tornadoes are most frequently reported east of the Rocky Mountains during spring and summer months.
- » Peak tornado season in the southern states is March through May; in the northern states, it is late spring through early summer.
- » Tornadoes are most likely to occur between 3 p.m. and 9 p.m. but can occur at any time.

Know the Terms:

- » **Tornado Watch** - Tornadoes are possible. Remain alert for approaching storms. Watch the sky and stay tuned to NOAA Weather Radio, commercial radio, or television for information.
- » **Tornado Warning** - A tornado has been sighted or indicated by weather radar. Take shelter immediately.

During a tornado:

- » If you are under a tornado warning, seek shelter immediately! Most injuries associated with high winds are from flying debris, so remember to protect your head.

Continued on next page

» **Take the appropriate safety precaution based on your location:**

■ **A structure (e.g. residence, small building, school, nursing home, hospital, factory, shopping center, high-rise building)**

- Go to a pre-designated area such as a safe room, basement, storm cellar, or the lowest building level. If there is no basement, go to the center of a small interior room on the lowest level (closet, interior hallway) away from corners, windows, doors, and outside walls. Put as many walls as possible between you and the outside. Get under a sturdy table and use your arms to protect your head and neck.
- In a high-rise building, go to a small interior room or hallway on the lowest floor possible.
- Put on sturdy shoes.
- Do not open windows.

■ **A manufactured home or office**

- Get out immediately and go to a pre-identified location such as the lowest floor of a sturdy, nearby building or a storm shelter. Mobile homes, even if tied down, offer little protection from tornadoes.

■ **The outside with no shelter**

- If you are not in a sturdy building, there is no single research-based recommendation for what last-resort action to take because many factors can affect your decision. Possible actions include:
 - Immediately get into a vehicle, buckle your seat belt and try to drive to the closest sturdy shelter. If your vehicle is hit by flying debris while you are driving, pull over and park.
 - Take cover in a stationary vehicle. Put the seat belt on and cover your head with your arms and a blanket, coat or other cushion if possible.
 - Lie in an area noticeably lower than the level of the roadway and cover your head with your arms and a blanket, coat or other cushion if possible.

■ **In all situations:**

- Do not get under an overpass or bridge. You are safer in a low, flat location.
- Never try to outrun a tornado in urban or congested areas in a car or truck. Instead, leave the vehicle immediately for safe shelter.
- Watch out for flying debris. Flying debris from tornadoes causes most fatalities and injuries.

After A Tornado:

- » Check in with family and friends by texting or using social media.
- » Watch out for debris and downed power lines.
- » If you are trapped, do not move about or kick up dust. Tap on a pipe or wall or use a whistle, if you have one so that rescuers can locate you.
- » Stay out of damaged buildings and homes until local authorities indicate it is safe.
- » Photograph the damage to your property to assist in filing an insurance claim.
- » Do what you can to prevent further damage to your property, (e.g., putting a tarp on a damaged roof), as insurance may not cover additional damage that occurs after the storm.
- » If your home is without power, use flashlights or battery-powered lanterns rather than candles to prevent accidental fires.

LIGHTNING



RESPOND

1. If lightning is detected within 10-miles of the project site, the following operations must shut down:
 - a. All crane operations
 - b. All heavy equipment operations
 - c. All exterior work
2. Employees should take shelter inside.
3. For equipment operators that cannot take shelter, stay inside the vehicle and place your hands in your lap. Do not park under trees or power lines.
4. The storm will be monitored by the Superintendent, and once the lightning is outside of 10-miles, the Superintendent will alert everyone to resume work.



NOTIFY

- » The Superintendent will use two-way radios or cell phones to alert field leaders of the shut-down.
- » The Superintendent should send out an alert via AlertMedia to alert all employees, subcontractors, and visitors of the shut-down.
- » Notify employees when they can resume work.



INVESTIGATE

- » N/A



REPORT

- » N/A

FLOOD



RESPOND

PERSONAL SAFETY

1. If there is an evacuation order, never ignore it!
2. Prepare by unplugging equipment, appliances, etc., and turn off gas, electricity, and water if this can be done safely.
3. Get to higher ground, especially if you are in a flood prone or low-lying area.
4. Be aware of any hazards after a flood. This includes any downed/unstable trees, utility poles and power lines.
5. Evacuate if the flooding is sudden, such as in a flash flood. Do not take shelter in site structures or vehicle cabins.
6. Be careful when driving. Six inches of water can reach the bottom of many vehicles and rushing water can carry them away.

BUILDING DAMAGE

1. Conduct a water damage inspection to identify the water source and water contamination.
2. If flooding and damage is extensive, contact a restoration company, such as ServePro or A&J Restoration.
3. Remove standing water using vacuums or pumps.
4. Dry and dehumidify affected areas.
5. Clean and sanitize all surfaces.
6. Repair and reconstruct as necessary.



NOTIFY

Internal

- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » Notify employees when they can resume work.

External

- » **Insurance provider:** Ensure Willis Towers Watson is notified if there is property damage.
- » **Client:** Project Manager to contact the client/owner(s) as needed.



INVESTIGATE

- » If there is property damage, photos should be taken for investigative purposes and a potential insurance claim.
- » Any obtained pictures or videos should not be shared online. If anyone has any valuable pictures or videos, these should be shared with the Safety Supervisor or Safety Director.



REPORT

- » The Findorff Safety Supervisor will aid in the completion an Incident Report Form (Property Damage).
- » Keep key personnel informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form.

UTILITY STRIKE

NATURAL GAS AND PETROLEUM PIPELINE



RESPOND

1. Eliminate all ignition sources by immediately turning off equipment, cellphones, lighters, cars, and trucks.
2. Immediately evacuate the area and stay up-wind. Do NOT start vehicles to leave the area as this could become an ignition source.
3. Call 911 from a safe location and the utility company. Utility company contact information can be found on pipeline marker posts located along roadways.
4. Secure the area and ensure the safety of everyone on site until emergency responders arrive.



NOTIFY

Internal

- » Notify the Safety Director immediately.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if the site will be shut down and when to report back to work. If applicable, inform the crew that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External

- » **Insurance provider:** Ensure Willis Towers Watson is notified. Travelers will be notified when a Workers' Compensation claim is filed but may need to be notified sooner.
- » **Client:** Project Manager to contact the client/owner(s) as needed.
- » **Media:** See the Media Communications section.

Continued on next page



INVESTIGATE

- » Begin the investigation by documenting area conditions, taking photos, and completing an Incident Report Form. This should be completed by a Safety Supervisor.
- » Identify any witnesses before anyone leaves and have witnesses complete Employee Statement Forms.
- » Give instructions that nothing should be removed or touched, as it could be considered evidence.



REPORT

- » Gather employees together, possibly by crew, for an update.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

SUPPLEMENTAL INFORMATION

Warning signs of a leak:

- » Odor of rotten eggs or oil.
- » Hearing a hissing, blowing, or roaring sound.
- » Seeing a white cloud or fog, water bubbling, discolored or dead vegetation, flames or vapors.
- » For petroleum products, you may see an oily sheen or pool of liquid.

Other safety considerations:

- » Even something as minor as a dent or a scratch can cause facility failure down the road.
- » Never attempt to stop a leak or fix a leak yourself. Static electricity on the pipe could cause ignition.
- » Never bury a leak because natural gas can migrate underground and find a remote ignition source.

ELECTRIC LINE



RESPOND

1. If a machine or equipment contacts an energized facility while the operator is in the cab, the operator should try to remove the machine or equipment **ONLY** if it can be safely disengaged without causing additional damage or risking injury or death.
2. If the operator **CANNOT** safely move equipment, the operator should stay in the cab.

If the operator is unable to stay in equipment due to fire:

1. Jump clear of the equipment, landing with both feet together. Never touch the equipment and the ground at the same time.
2. Shuffle away from the area while keeping both feet together. **NEVER** go further than toe-to-heel apart. Doing this will keep you from being in more than one voltage ring at a time and avoid electrocution.



NOTIFY

Internal

- » Notify the Safety Director immediately.
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- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if the site will be shut down and when to report back to work. If applicable, inform the crew that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External

- » **Insurance provider:** Ensure Willis Towers Watson is notified. Travelers will be notified when a Workers' Compensation claim is filed but may need to be notified sooner.
- » **Client:** Project Manager to contact the client/owner(s) as needed.
- » **Media:** See the Media Communications section.

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INVESTIGATE

- » Begin the investigation by documenting area conditions, taking photos, and completing an Incident Report Form. This should be completed by a Safety Supervisor.
- » Identify any witnesses before anyone leaves and have witnesses complete Employee Statement Forms.
- » Give instructions that nothing should be removed or touched, as it could be considered evidence.



REPORT

- » Gather employees together, possibly by crew, for an update.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

SUPPLEMENTAL INFORMATION

Other safety considerations:

- » Treat all downed lines as if they are live. Insulation may contain pinholes or flaws that can cause shocks.
- » When a line flashes and stops, it does not mean it is de-energized. Lines can become re-energized at any time.

FIBER OPTICS AND COMMUNICATIONS LINE



RESPOND

Clear the area.



NOTIFY

Internal

- » Notify the Safety Director immediately.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if the site will be shut down and when to report back to work. If applicable, inform the crew that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External

- » **Insurance provider:** Ensure Willis Towers Watson is notified. Travelers will be notified when a Workers' Compensation claim is filed but may need to be notified sooner.
- » **Client:** Project Manager to contact the client/owner(s) as needed.
- » **Media:** See the Media Communications section.



INVESTIGATE

- » Begin the investigation by documenting area conditions, taking photos, and completing an Incident Report Form. This should be completed by a Safety Supervisor.
- » Identify any witnesses before anyone leaves and have witnesses complete Employee Statement Forms.
- » Give instructions that nothing should be removed or touched, as it could be considered evidence.

Continued on next page



REPORT

- » Gather employees together, possibly by crew, for an update.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

SUPPLEMENTAL INFORMATION

Other safety considerations:

- » Communications lines can be buried just below the surface. Never assume they are deeper than you are digging.
- » Never look into the end of a damaged fiber optic line.
- » Laser lights can cause eye injury.
- » The cost to repair a fiber optic line is much greater than repairing other communication lines. Many times, they cannot be repaired and must be replaced.
- » Fiber optic lines are becoming more popular, especially in rural areas and with home businesses. Damages can cause costly delays in work, not only for you and your crew but also for the client/owner(s). The cost of repairs and any third-party claims adds to the total cost of the damage.

WATER LINES



RESPOND

1. If possible to do so right away, identify the water source, appearance, and odor.
2. Turn off the main water valve or shut off the inflow of water if possible.
3. Turn off the electricity. Use the main breaker panel to stop the electric current to the area affected.
4. If the water type is unknown, do not remove it. If known, crews should be wearing the appropriate PPE for clean-up.
5. Remove standing water using vacuums or pumps.
6. Dry and dehumidify affected areas.
7. Clean and sanitize all surfaces.
8. Repair and reconstruct as necessary.
9. Contact a trusted restoration company if the damage is extensive.



NOTIFY

Internal

- » Notify the Safety Director immediately.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications should be sent regarding affected areas as needed.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if the site will be shut down and when to report back to work.

External

- » **Utility provider and plumber:** Contact the water's utility provider and/or the plumber to alert them of the water burst.
- » **Client:** Project Manager to contact the client/owner(s) as needed.
- » **Insurance provider:** Ensure Willis Towers Watson is notified for any property damage.

Continued on next page



INVESTIGATE

- » Begin the investigation by documenting area conditions, taking photos, and completing an Incident Report Form. This should be completed by a Safety Supervisor.
- » Identify any witnesses before anyone leaves and have witnesses complete Employee Statement Forms.
- » Give instructions that nothing should be removed or touched, as it could be considered evidence.



REPORT

- » Gather employees together, possibly by crew, for an update.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

SUPPLEMENTAL INFORMATION

Other safety considerations:

- » Water under pressure can cause serious injury.
- » Even slight damage to high-pressure water lines, like shovel scratches or nicks, can cause pipeline breaks.
- » Wastewater contains bacteria that can be a significant health risk.

SEWER LINES



RESPOND

1. Do not attempt to clean up as this should be done by a restoration company such as ServePro or A&J Restoration.
2. Clear the area.
3. Sewer gas is flammable. Eliminate all ignition sources by immediately turning off equipment, cellphones, lighters, cars, and trucks.



NOTIFY

Internal

- » Notify the Safety Director immediately.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications should be sent regarding affected areas as needed.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if the site will be shut down and when to report back to work.

External

- » **Utility provider and plumber:** Contact the sewer's utility provider and/or the plumber to alert them of the backup.
- » **Client:** Project Manager to contact the client/owner(s) as needed.
- » **Insurance provider:** Ensure Willis Towers Watson is notified for any property damage.



INVESTIGATE

- » Begin the investigation by documenting area conditions, taking photos, and completing an Incident Report Form. This should be completed by a Safety Supervisor.
- » Identify any witnesses before anyone leaves and have witnesses complete Employee Statement Forms.
- » Give instructions that nothing should be removed or touched, as it could be considered evidence.



REPORT

- » Gather employees together, possibly by crew, for an update.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.



CHEMICAL SPILL / POLLUTION RELEASE

CHEMICAL SPILL /
POLLUTION RELEASE





RESPOND

Minor Spill

1. Evaluate the spill situation.
2. Secure the area where the spill/release occurred and other potentially exposed areas.
3. Determine the substance of the spill/release. Ask the following questions:
 - a. What chemicals are involved?
 - b. Was the Safety Data Sheet (SDS) reviewed for this chemical?
 - c. If the chemical is flammable, do you need to turn off any equipment, heat sources, electrical panels, or other potential ignition sources?
 - d. Does ventilation in the area need to be improved?
 - e. Will the spill/release be a hazard in other areas to other people?
4. Safe clean-up of the spill/release may include the following:
 - a. Notify those in the area where the spill/release occurred.
 - b. Isolate the area so no one can enter that area.
 - c. Review spill/release clean-up procedures recommended in the SDS.
 - d. Increase air ventilation if needed and recommended in the SDS.
 - e. Procure and open the chemical spill kit.
 - f. Plan clean-up procedures.
 - g. Wear proper PPE for clean up as recommended in the SDS.
 - h. Collect residue, place it in the disposal container, and label it as a waste container.
 - i. Decontaminate reusable clean-up supplies.
 - j. Place all worn PPE into a plastic bag for disposal.
 - k. Restock the chemical spill kit.

Major Spill

1. Evacuate the affected area and close doors.
2. Alert the client/owner(s) if working in an occupied facility. The Project Manager should alert the Department of Natural Resources (DNR) if necessary, depending on the size of the spill.
3. Contact emergency responders and remain close to the phone, if requested to do so.

Continued on next page



NOTIFY

Internal:

- » Notify the Safety Director immediately.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if the site will be shut down and when to report back to work. If applicable, inform the crew that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External:

- » **Insurance provider:** Ensure Willis Towers Watson is notified. Travelers will be notified when a Workers' Compensation claim is filed but may need to be notified sooner.
- » **Client:** Project Manager to contact the client/owner(s) as needed.
- » **Media:** See the Media Communications section.
- » Notify regulatory agencies, such as the Environmental Protection Agency (EPA) or the Department of Natural Resources (DNR), as appropriate.



INVESTIGATE

- » Begin the investigation by documenting area conditions, taking photos, and completing an Incident Report Form. This should be completed by a Safety Supervisor.
- » Identify any witnesses before anyone leaves and have witnesses complete Employee Statement Forms.
- » Give instructions that nothing should be removed or touched, as it could be considered evidence.



REPORT

- » Gather employees together, possibly by crew, for an update.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.



ACTIVE THREAT/ VIOLENT INTRUDER

ACTIVE THREAT /
VIOLENT INTRUDER



RESPOND

If possible, use AlertMedia to alert all employees.

RUN

When an active shooter/violent intruder is nearby:

- » Immediately evacuate if there is a safe escape path.
- » Evacuate yourself whether others around you agree to evacuate or not.
- » Leave your belongings behind.
- » When you are safe, call 911 to report the attacker.
If you are not safe, you can text 911 in most counties.

HIDE

If evacuation is not possible, find a safe place to hide and/or barricade:

- » Lock and/or barricade all door(s) and entrances.
- » Turn off lights and lower window shades.
- » Silence your cell phone and other electronics.
- » Hide behind large, thick objects.
- » Remain silent.
 - Your hiding place should:
 - Be out of the attacker's view.
 - Provide protection from gunshots or weapons.
 - Not trap or restrict your option for movement.

FIGHT

As a last resort and only if your life is in immediate danger:

- » Attempt to incapacitate the active shooter/violent intruder.
- » Act with physical aggression.
- » Use improvised weapons.
- » Work together with others.
- » Commit to your actions.

When law enforcement arrives:

- » Do not have a firearm or the intruder's weapon in your hand.
- » Remain calm and follow officers' instructions.
- » Raise hands and spread fingers.
- » Keep hands visible at all times.
- » Avoid making quick movements toward officers.
- » Do not stop to ask officers for help.

Continued on next page

ACTIVE THREAT OR ASSAILANT/VIOLENT INTRUDER



NOTIFY

Internal:

- » Notify the Safety Director as soon as it is safe to do so.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if work will be shut down and when to report back. If applicable, inform the crew that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External:

- » This will be coordinated with unified command (Findorff, law enforcement, fire, emergency management, etc.). It is important to make sure, as much as possible, that messaging is consistent across all entities as misinformation will create more confusion and hysteria. Patience is definitely our friend as attempting to do tasks really fast lends itself to mistakes and inaccurate information.
- » **Insurance provider:** Ensure Willis Towers Watson is notified. Travelers will be notified when a Workers' Compensation claim is filed but may need to be notified sooner.
- » **Client:** Project Manager to contact the client/owner(s) as needed.



INVESTIGATE

- » The investigation will be coordinated with the law enforcement investigation. Wait to conduct an internal investigation until the criminal one is complete. We don't want any conflicting information given to law enforcement that may end up being incorrect. It can complicate or even harm the criminal investigation which could derail bringing potential attackers to justice.



REPORT

- » Gather employees together, possibly by crew, for an update.
- » If applicable, inform them that counseling will be provided and how.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

Ways to report concerning behavior:

- » Call 911
- » People Strategy Department
- » Safety Department
- » Supervisor/Manager/Director



BOMB THREAT





RESPOND

If a bomb threat is received by **PHONE** :

1. Remain calm. Keep the caller on the line for as long as possible. **DO NOT HANG UP**, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If your phone has a display, copy the number and/or letters on the window display.
5. Complete the Bomb Threat Checklist, located in the next section, immediately. Write down as much detail as you can remember. Try to get exact words.
6. If possible, write a note to a colleague to call 911 or immediately upon termination of the call, **DO NOT HANG UP**, but from a different phone contact 911 with information and await instructions.

If a bomb threat is received by **HANDWRITTEN NOTE** :

1. Handle the note as minimally as possible.
2. Contact 911 with information and await instructions.

If a bomb threat is received via **EMAIL** :

1. Do not delete the email.
2. Contact 911 with information and await instructions.

If a **SUSPICIOUS PACKAGE** is received:

1. Do **NOT** touch, tamper with, or move the package, bag, or item.
2. Inform a Crisis Leadership Team member who will direct any more steps that should be taken.
3. Provide a full description to authorities upon their arrival.

Continued on next page



NOTIFY

Internal:

- » Notify the Safety Director immediately.
- » The Safety Director will notify the Crisis Leadership Team and activate a Crisis Management Team if needed. (See Emergency Communication Flow Chart.)
- » AlertMedia notifications will be sent as needed to keep key Findorff personnel informed of the latest developments.
- » See Emergency Communication Flow Chart in the Field Crisis Management Plan for project-specific communication requirements.
- » **Employees:** Gather non-essential employees to provide an update on the situation. Let them know if the site will be shut down and when to report back to work. If applicable, inform the crew that counseling will be provided and how. Refer to the Mental Trauma section for more information.

External:

- » **Family:** Notify the family of any affected person(s) using the person's emergency contact information. This can be found on the sticker inside a person's hard hat or through the People Strategy Department. This will be completed by the Safety Director or the person's direct supervisor.
- » **Insurance provider:** Ensure Willis Towers Watson is notified. Travelers will be notified when a Workers' Compensation claim is filed but may need to be notified sooner.
- » **Client:** Project Manager to contact the client/owner(s) as needed.
- » **Media:** See the Media Communications section.



INVESTIGATE

- » Begin the investigation by documenting area conditions, taking photos, and completing an Incident Report Form. This should be completed by a Safety Supervisor.
- » Identify any witnesses before anyone leaves and have witnesses complete Employee Statement Forms.
- » Give instructions that nothing should be removed or touched, as it could be considered evidence.



REPORT

- » Gather employees together, possibly by crew, for an update.
- » If applicable, inform them that counseling will be provided and how.
- » Keep the Crisis Management Team informed throughout as much as possible.
- » Send the Safety Director a copy of the Incident Report Form and all Employee Statement Forms.

Continued on next page

SUPPLEMENTAL INFORMATION

Other safety considerations:

- » Do NOT use a two-way radio or cell phone. Radio signals have the potential to detonate a bomb.
- » Bomb threats are mostly received via phone, but are also made in person, via email, written note, or other means. Every bomb threat is unique and should be handled in the context of the facility or environment in which it occurs.
- » Signs of a suspicious package include:
 - Missing return address
 - Excessive postage
 - Stains
 - Strange odor
 - Strange sounds
 - Unexpected delivery
 - Poorly handwritten
 - Misspelled words
 - Incorrect titles
 - Foreign postage
 - Restrictive notes

BOMB THREAT

BOMB THREAT CHECKLIST

If a bomb threat is received by phone, complete the following checklist immediately. Write down as much detail as you can remember.

DATE:

TIME CALL WAS RECEIVED:

TIME CALL ENDED:

PHONE NUMBER WHERE CALL WAS RECEIVED:

Ask caller:

- » Where is the bomb located?
(building, floor, room, etc.)
- » When will it go off?
- » What does it look like?
- » What kind of bomb is it?
- » What will make it explode?
- » Did you place the bomb?
- » Why?
- » What is your name?

Exact words of threat:

Information about caller:

- » Where is the caller located?
(background/level of noise.)
- » Estimated age.
- » Is the voice familiar?
If so, who does it sound like?
- » **Other points:**

Caller's Voice

- » Female
- » Male
- » Accent
- » Angry
- » Calm
- » Clearing throat
- » Coughing
- » Cracking voice
- » Crying
- » Deep
- » Deep breathing
- » Disguised
- » Distinct
- » Laughter
- » Lisp
- » Loud
- » Nasal
- » Normal
- » Ragged
- » Rapid
- » Raspy
- » Slow
- » Slurred
- » Soft
- » Stutter

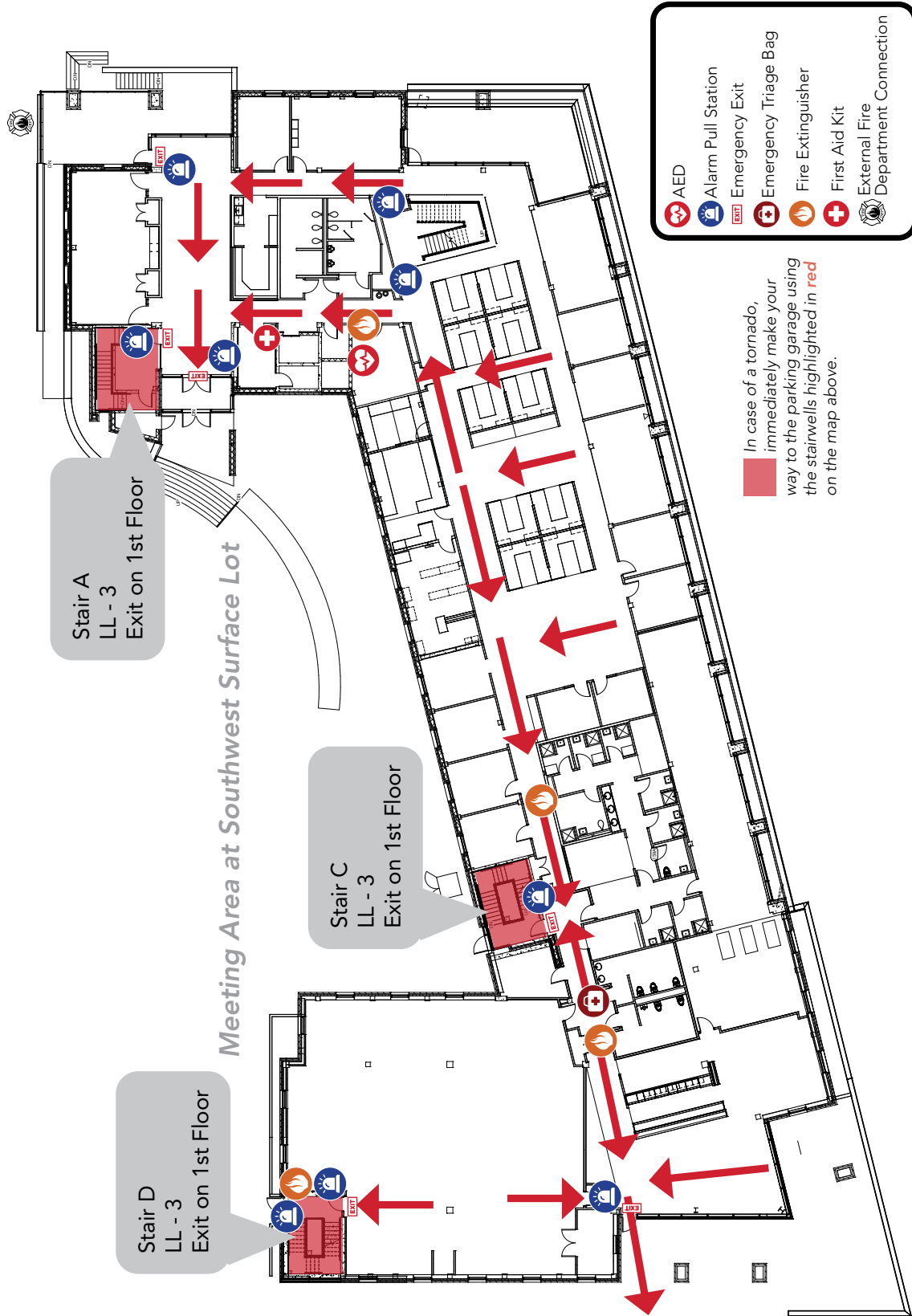
Background Sounds

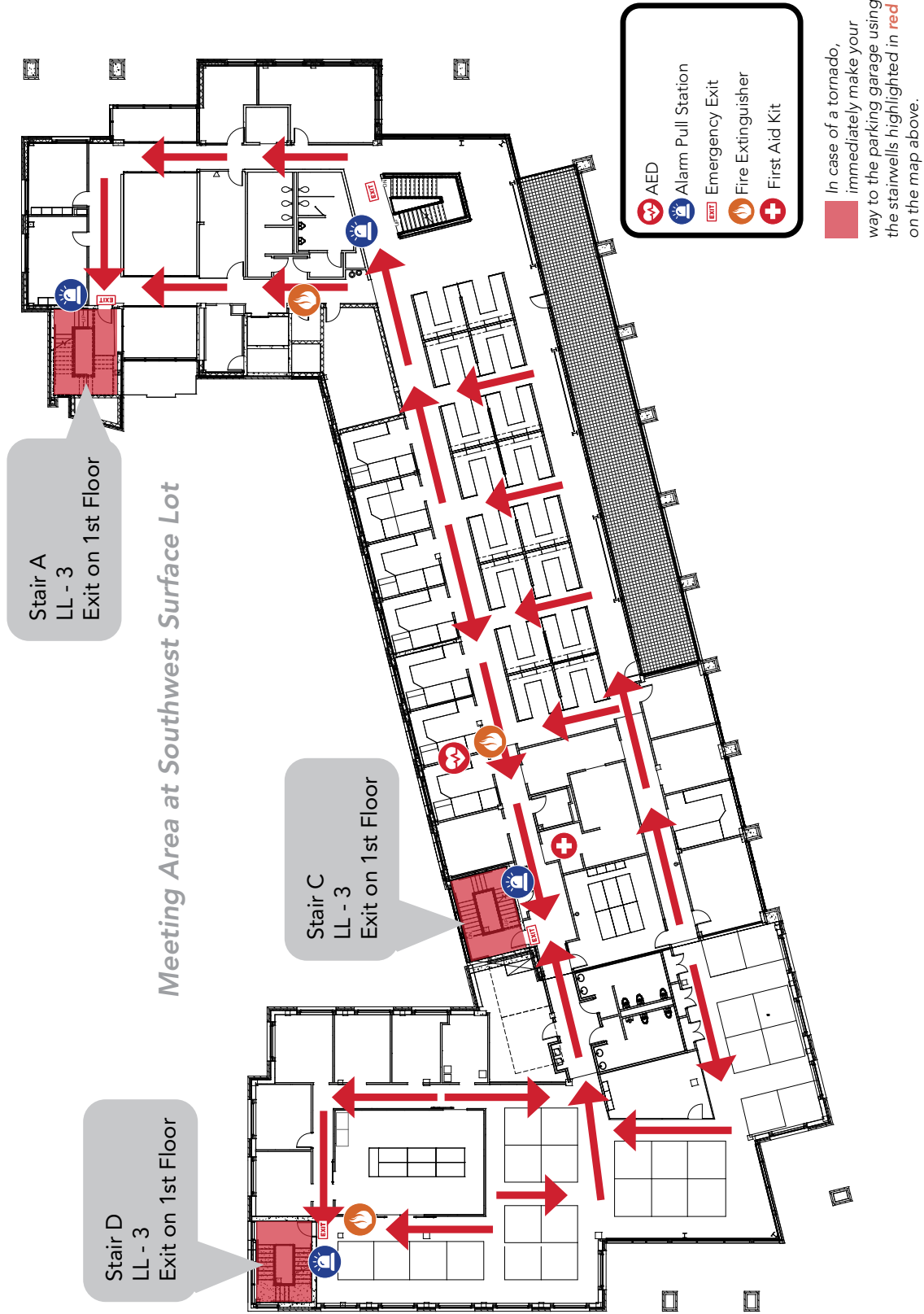
- » Animal noises
- » House noises
- » Kitchen noises
- » Street noises
- » Booth
- » PA system
- » Conversation
- » Music
- » Motor
- » Clear
- » Static
- » Office machinery
- » Factory machinery
- » Local
- » Long distance

Threat Language

- » Incoherent
- » Message read
- » Taped message
- » Irrational
- » Profane
- » Well-spoken

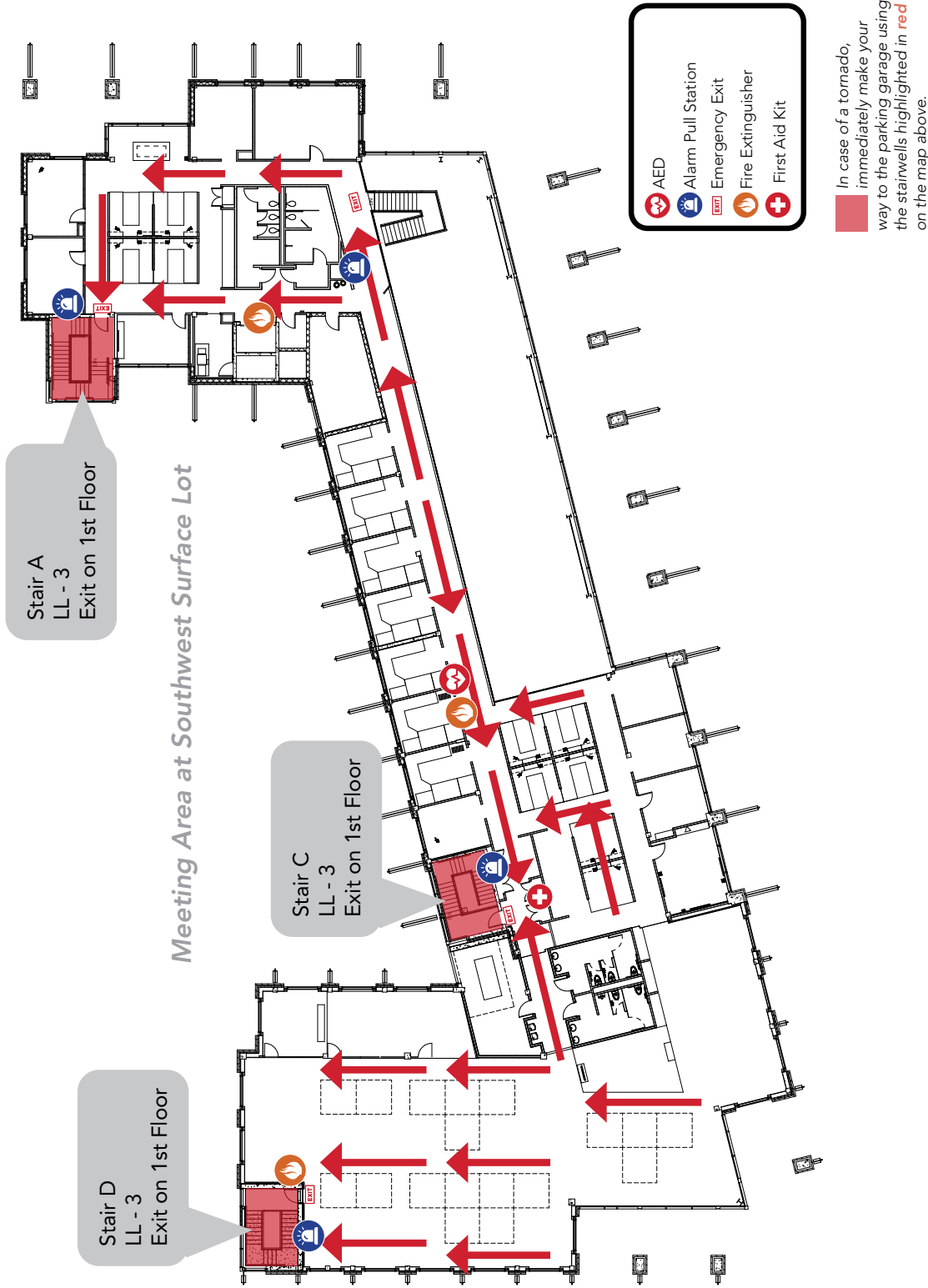
BUILDING EVACUATION PLANS



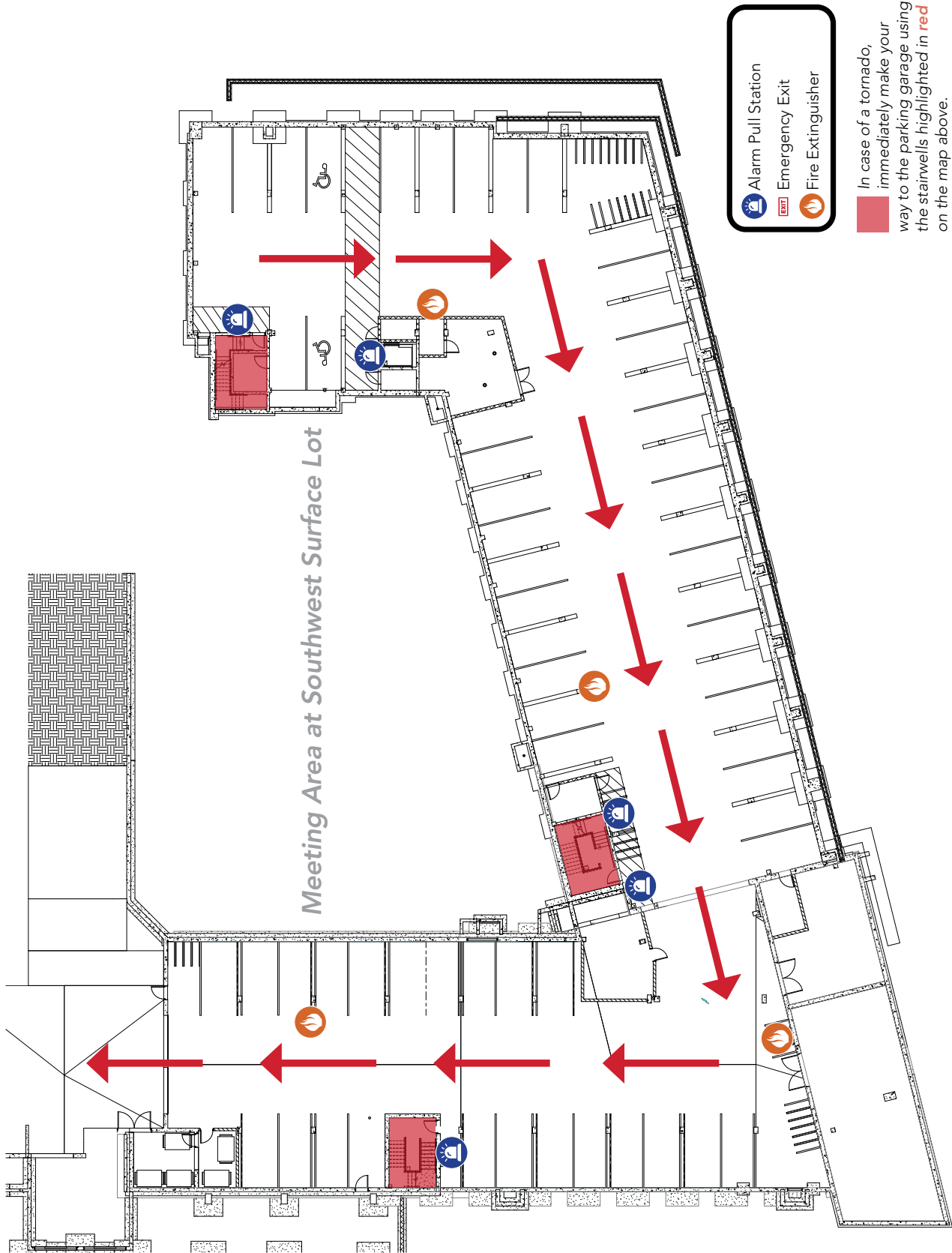


Findorff

MADISON OFFICE- 3RD FLOOR

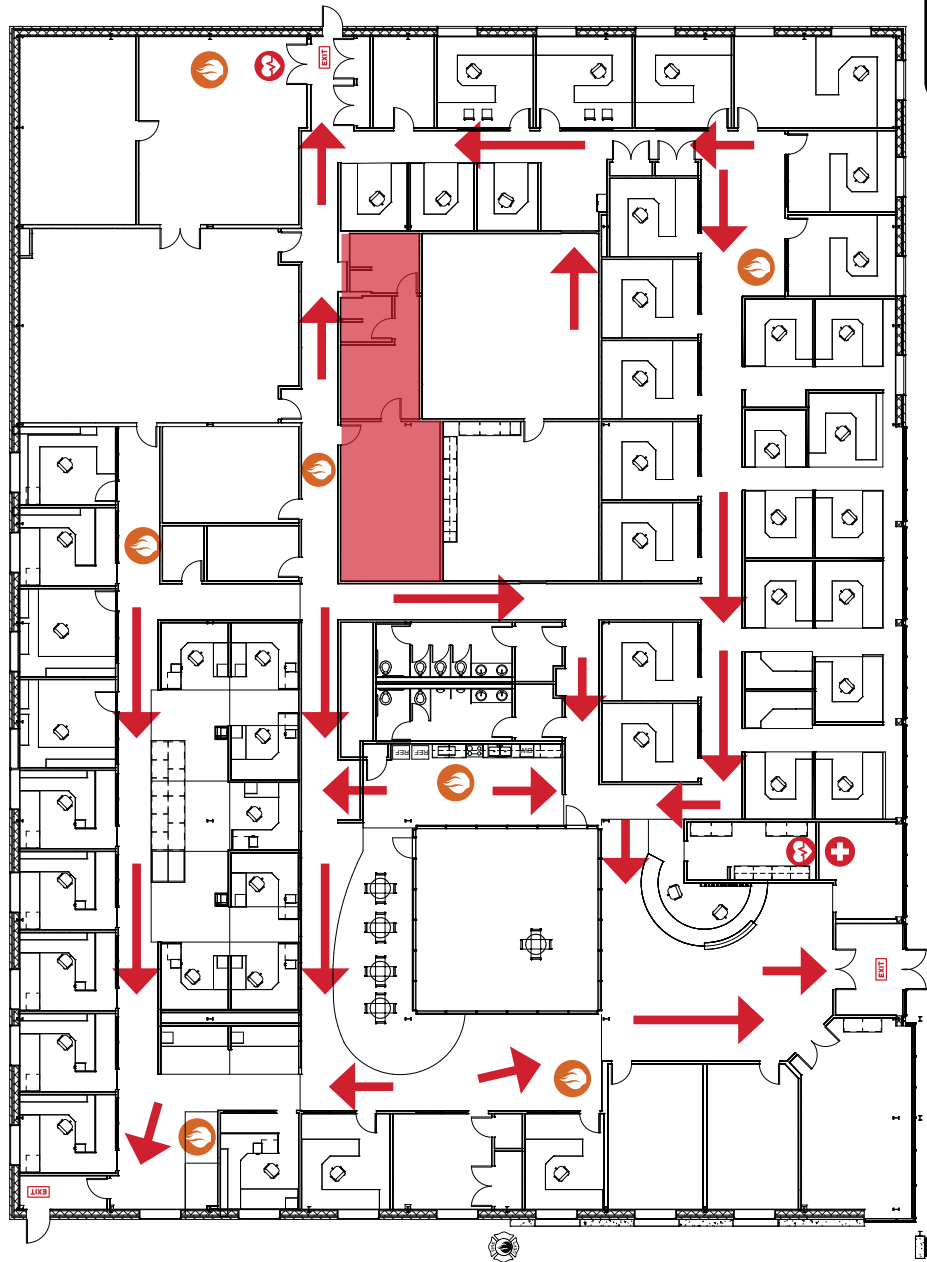


Findorff MADISON OFFICE: BASEMENT



Findorff

MILWAUKEE OFFICE



AED

Emergency Exit

External Fire Department Connection

Fire Extinguisher

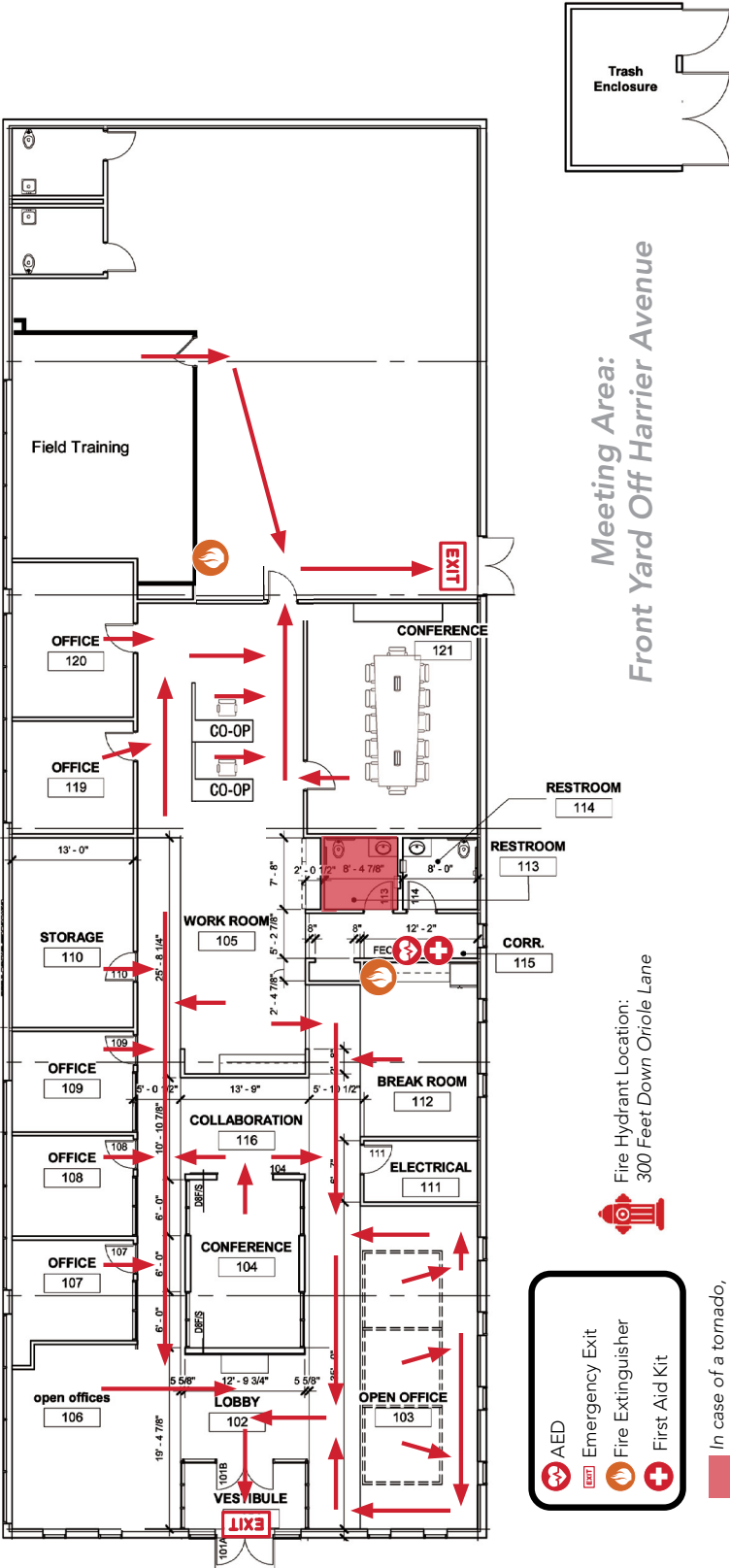
First Aid Kit

In case of a tornado,
immediately make your way
to the workout room highlighted
in red on the map above.

Meeting Area: Southeast Parking
Lot by Boys & Girls Club

WAUSAU OFFICE

Findorff

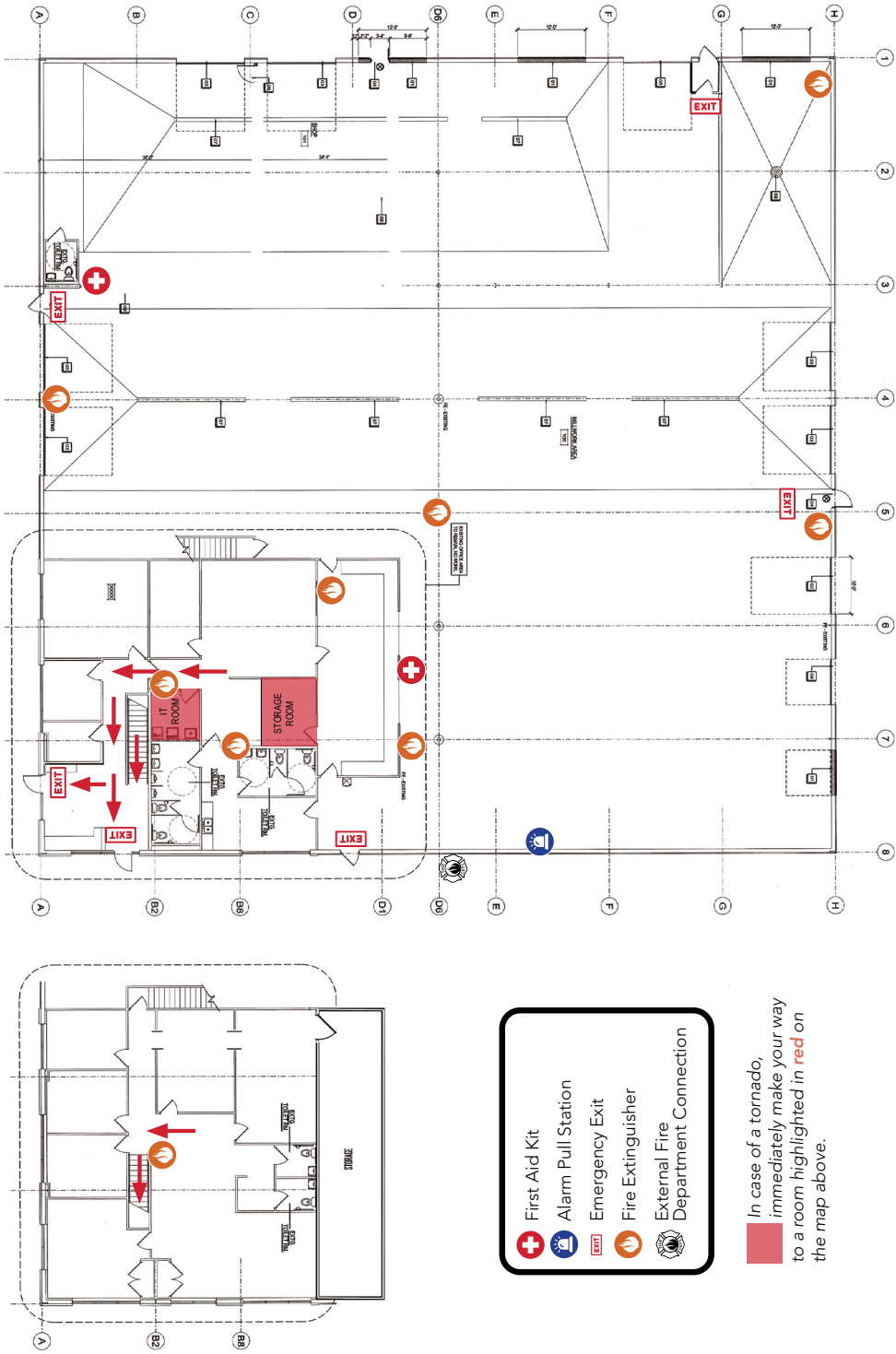


Meeting Area:
Front Yard Off Harrier Avenue

Findorff

PREFAB SHOP

MADISON



Findorff

YARD OFFICE

MADISON

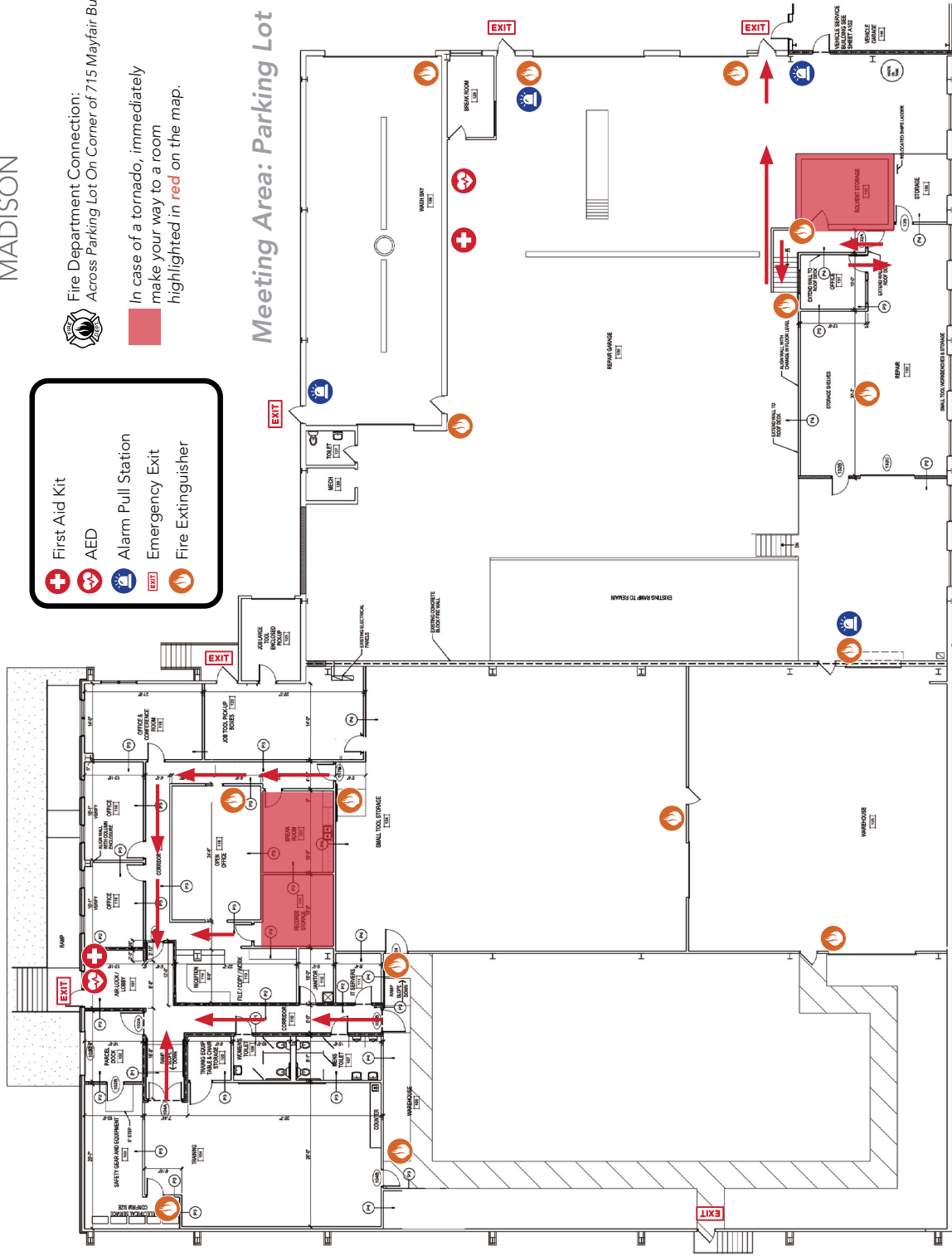


Fire Department Connection:
Across Parking Lot On Corner of 715 Mayfair Building

- First Aid Kit
- AED
- Alarm Pull Station
- Emergency Exit
- Fire Extinguisher

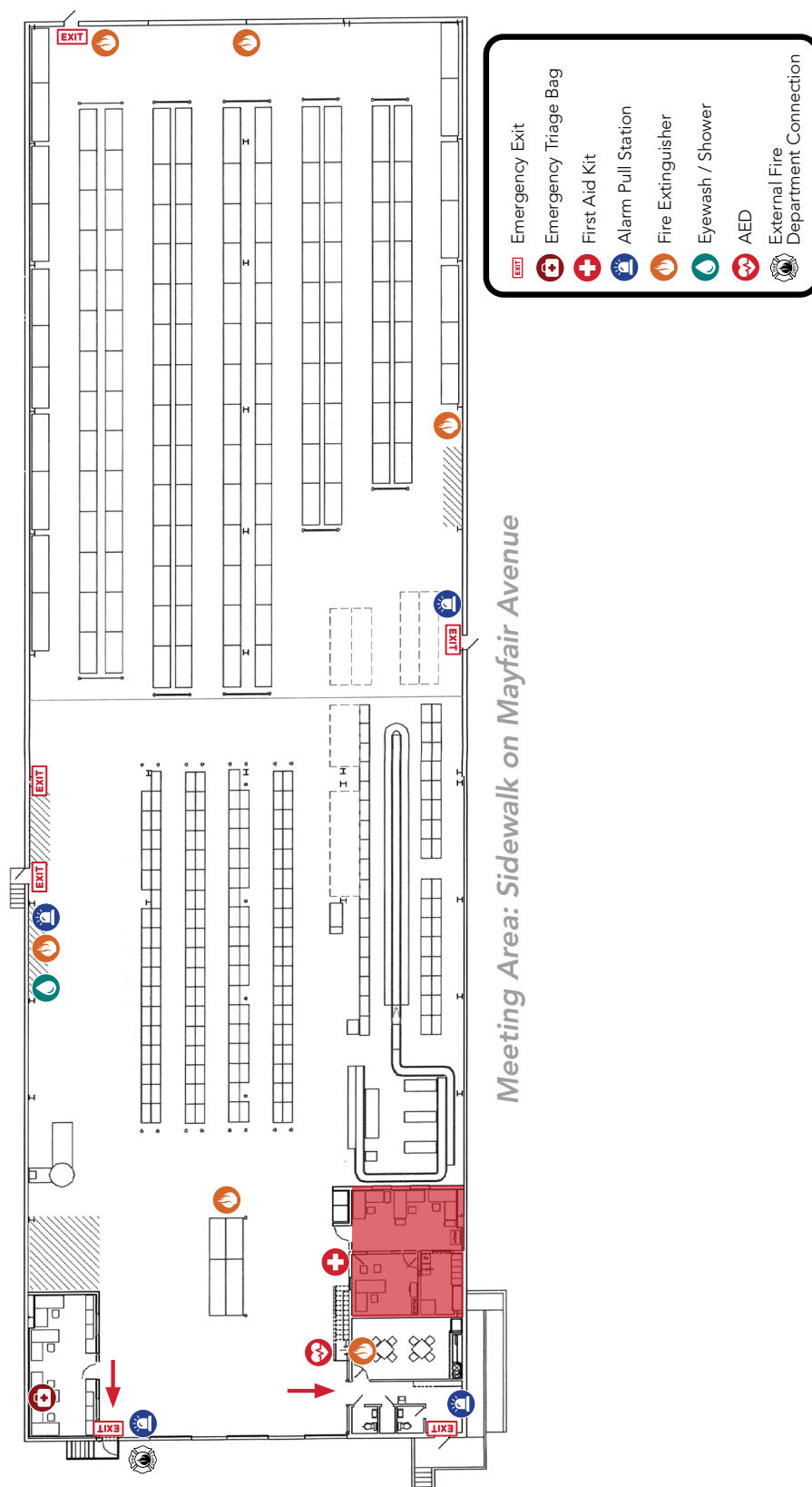
In case of a tornado, immediately
make your way to a room
highlighted in **red** on the map.

Meeting Area: Parking Lot



YARD CAMPUS - RECEIVING

MADISON



In case of a tornado, immediately make your way to a room highlighted in red on the map.

MEDIA COMMUNICATIONS

WORKING WITH THE MEDIA

This section outlines guidelines for handling the media during a crisis. All communication with the media should be handled by the designated spokesperson. Please connect with the Vice President of Marketing & Communications or Crisis Management Team for assistance.

Media Protocol

Media inquiries should be responded to in a clear, concise, accurate, and timely way. To control the message, statements to the media will only be made by the designated spokesperson as assigned by the Crisis Leadership Team. Under no circumstance should any unauthorized employees speak to the media.

If the media approaches an employee, they should:

- » Decline requests for an interview or a statement. Let them know that you will have the appropriate person reply.
 - An option: "I'm sorry, I am not the right person to answer your questions at this time, but if you let me know what information you are looking for, I will have the appropriate person respond to you."
- » Gather information.
 - Ask for the name, organization, contact information.
 - Ask what they are calling regarding.
 - Ask if they have a deadline. If they do, ask what it is.
- » Report the request immediately to:
 - Vice President of Marketing & Communications
 - The designated spokesperson (if known)

If a TV camera approaches the front desk, offer to place them in a conference room while you seek an appropriate company representative.

SPOKESPERSON TIPS FOR WORKING WITH THE MEDIA

BE PREPARED

Know your facts, know your audience. You will typically have some notice before a media interview (except in some ambush situations). Take the time to review key messages and jot down your notes. Do not try to improvise or add to approved messages and statements. Never wing it!

DON'T REPEAT NEGATIVES

If a reporter asks a negative or biased question, steer the conversation toward your key points and the facts. Don't repeat the negative when you respond. When answering a negative question, first neutralize the negativity, then bridge to one or two important facts that present a more positive or accurate view.

BE CLEAR, CONCISE, AND HONEST

Don't lie or exaggerate. Keep answers short and to the point, but avoid one-word replies. You don't need to explain every answer, just answer the question without rambling. Avoid sharing unnecessary details that could be misquoted or cause confusion. Stay away from technical jargon.

FORGET "NO COMMENT"

If you don't know the answer, don't speculate or say "no comment." It's okay to say you don't know the answer to a question but offer to get the information or refer the questioner to someone who can. "No comment" implies you have something to hide, you are uninformed, or you are guilty.

STAY AWAY FROM "OFF THE RECORD"

There is no such thing as an "off the record" statement. Statements made to help provide background are subject to being quoted. Assume a video or audio recorder is always running. Most reporters or photographers will say "rolling" or "recording" but some are hoping to catch you off guard. During the interview, a reporter may refer to comments made before the camera was rolling to encourage you to repeat the information for the record. Photographers or technical assistants may also be listening when you're not aware of it.

LISTEN TO THE QUESTIONS

By allowing time to prepare for an interview, you should be able to anticipate and respond to a variety of questions. If you are unsure of the question, rephrase it before answering. A reporter's direct question deserves a direct answer, but you can use a steering phrase to make a transition to one of your talking points:

- » "That's one perspective, but the real reason is..."
- » "While some people think that, the facts are..."
- » "You have a good point, but I want you to know..."
- » "Yes. Furthermore..."

SUPPORT YOUR MESSAGE

Be prepared to appropriately use examples, facts, statistics, quotes, analogies, anecdotes, personal experience, and graphics to help illustrate and emphasize your point. Use examples and data that average people can relate to easily.

WORK WITH THE REPORTER/PHOTOGRAPHER

Ask how you can be cooperative. If the subject matter is negative, set a time limit for the interview. Then you have an excuse to cut it off or you can decide if it should go on longer. Never argue with the reporter, even if they provoke it. Correct major factual errors or misrepresentations immediately, but don't quarrel about minor errors. This can help avoid other reporters from making a similar mistake in the future. Let the reporter know where you can be reached if they have more questions. Likewise, find out if you can reach the reporter if you have more information or need to correct or clarify a statement you have made.

MEDIA COMMUNICATIONS

MAKE SURE THE SETTING IS APPROPRIATE

If the subject matter is positive, have a company logo or some other identifiable object nearby, such as the project signage. If the subject matter is negative, use a neutral location.

APPEARANCE COUNTS

Try not to let what you are wearing interfere with your message, whether the interview is being taped or not. Dark colors work best. Stay away from white, striped, or herringbone patterns, large or unusual jewelry, and light-sensitive glasses or sunglasses. Take a minute to relax before the interview. Maintain eye contact and use confident body language.

SOCIAL MEDIA PROTOCOL

“Social media” is a broad term that encompasses social networking sites, mobile applications, blogs, message boards, online video and multimedia, news media comment sections, and any other public- or private-facing communications platform on the internet. Findorff recognizes that employees also use social media for personal and professional communications. One of the keys to our success and longevity is that we are valued by the community and clients we serve as being reputable and professional. We ask that employees conduct themselves in a manner that speaks to our character in a positive way. Employees should not use social media to post or share confidential company information, including commenting on or posting photos of a Findorff-related crisis situation.

INCIDENT INFORMATION FACT SHEET

FOR INTERNAL USE ONLY – CONFIDENTIAL – NOT FOR EXTERNAL DISTRIBUTION

Is anyone hurt or in immediate danger?	
What is the incident that occurred?	
When did it happen?	
Where did it happen?	
Who was present?	
What is being done to fix the problem, minimize it, or prevent it from occurring in the future?	
Who has been dispatched/ notified? (If appropriate, e.g. police, emergency medical services, etc.)	
What is being done to monitor the situation?	
What is the biggest risk or concern?	
Will there be an evacuation? Has the jobsite/office been shut down? How long will it be shut down for?	
Who is the contact for further information (or spokesperson) and how can they be reached?	
What else is important to note about this incident?	