

FROM: Murray Mullen
Chairman, CEO and President

DATE: April 1, 2020

RE: **Coronavirus Action Plan – Update #3**

The situation as we now see it is nearing a serious stage and we **MUST** ensure we do everything possible in order to fight this virus. Everyone now knows the situation the entire world population is trying to deal with. What I want to reiterate today is what we must do! I am not going to repeat the steps every medical expert and Government official is recommending you follow in order to protect yourself and your family from COVID-19. What I am going to focus on is the **STEPS** and **PROTOCOLS** we are implementing here at the Mullen Group, which is extremely complicated because we have a diverse set of business units with many different circumstances, customers, needs and potential outcomes. For the purposes of this memorandum I categorize our business and our people (employees, contractors and dedicated sub-contractors) into three groups:

Group 1 – THE FURLOUGHED

In this group we have lost business, there is no demand and as a result we have been forced to provide temporary lay-off notices. Yes this will be painful, but steps have already been announced to minimize the stress on you and your family. Government support is being provided to those directly, and sometimes indirectly, impacted due to COVID-19. The basis of these plans are to provide a level of support to ensure you can meet your fundamental needs. Your Senior Executive Team has been lobbying Government officials, politicians, senior bank officials and others steadily on your behalf to advocate for policy initiatives that we believe would support the average hardworking individual and their family. Have we been successful? I am not sure, but we are trying! And just in case the Government help doesn't arrive in time, we have announced the Mullen Group Assistance Fund, with the Mullen Group setting aside up to \$5.0 million, which will be handled and administered through our Business Units to expedite support to those in need as fast as possible. For example, we have authorized our Business Unit Leaders and Human Resource experts, the ones that know our people much better than here at Corporate Office, to facilitate the plan on behalf of their people. And my last message to all of you that will be impacted due to the shortage of work – I can tell you we will be doing everything possible to ensure we get you back to work **AS SOON AS POSSIBLE**. Realistically I urge all of you to be prepared for “a stay at home without work” for the next 90 days.

Group 2 – The FRONT LINE WORKER (our warriors)

The Trucking Industry has been designated as an essential service by all Governments, which only makes sense because as the old saying goes “if you got it, a truck driver brought it”. Canadians rely upon you every day to ensure that they have the basic **NEEDS** they require. So thank you for being “their front line warriors”. My responsibility is to ensure we do everything possible to keep you safe and this is why we embarked upon a Coronavirus Action Plan early in March to ensure new safety protocols were implemented. Today each Business Unit is working closely with our staff to minimize any risk associated with your work. Once again this is complicated because each day we realize there are a new set of risks that require addressing. But we are on it immediately and we share all of these lessons learned with all of our Business Units. Even as I write this memo I am instructing all of our Business

Units that do business in the U.S., and ask drivers to travel into the U.S., that plans must be in place in the event a driver becomes ill while away from home. There will be no guessing and no panic because everyone, including family members, will know that we have a plan in place to address any situation. And to be clear most of the time truck drivers are self-isolated, such is the nature of the driving job, as such the risks of contagion are minimized. BUT, and I reiterate but, if an incident arises we will have a plan on how to care for our driver or I will not let our drivers go the U.S.

Group 3 – THE SUPPORTERS

Today many of our support staff are using a variety of measures to mitigate social contact – including work from home, minimized staff gatherings and **DO NOT COME TO WORK IF YOU ARE UNWELL**. We are so fortunate that our IT departments have prepared us for this moment. And for the most part it has been business as usual at least from the perspective of getting the job done. We have a large and diverse organization that requires a well-functioning system to ensure the business we generate is managed effectively, people are paid, etc. (I am starting to wonder whether we actually need offices these days given how seamlessly we are managing our business! But hold that thought because if you are like me you will welcome getting back to the office as soon as possible. This working from home is for the birds....). To those of you that support our shops, warehouses and field operations I thank you for being here to support our business operations because without your commitment to serve, we would not be able to service our customers and our drivers. And as you know without either customers or drivers we will have no business for anyone. You are a very important part of our PLAN to get as many of our fellow workers back to work as soon as possible.

Lastly, I want all to know that this too shall pass. Yes, the news will not be good for a bit, in fact downright awful, however we need to keep this all in perspective. We are not the first generation to experience hardship nor will we be the last. It's here today but the future will be fine. Different of course but we will survive. And remember to look at the facts, not the media and the hysteria, COVID-19 is part of the cold virus, which means we will all probably get infected at some point. But the majority – the vast majority – of us will only have minor symptoms. The hype being created is to help out our Health Care Workers and System that is not prepared for too many getting sick at the same time. This is why we are asked to self-quarantine and take every precaution we can to “flatten the curve” of new cases. This is our duty....

Keeping everyone informed is extremely important, which is why I encourage everyone to visit our web site – www.mullen-group.com for the latest news and updates. And please let your fellow employee and family members know that I, along with Senior Executives, will continue to provide weekly updates. Stay safe. Be thankful for what we have and remember **PLANNING PREVENTS PANIC.**

Sincerely,



DISCLAIMER

The Action Plan and matters outlined herein are for information purposes only. The matters and views expressed herein are those of Mullen Group and do not necessarily reflect the position of other agencies or organizations. Mullen Group makes no representations or warranties of any kind as to the content. By using any content in any way, whether or not authorized, the user assumes all risk and hereby releases Mullen Group from any liability associated with the content or use in respect of same.