

## Managing the consequences of COVID-19 Advising Business Partners of our operational readiness measures

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### COVID-19

The emergence of the coronavirus is affecting every citizen in the countries in which we operate. As a manager of essential infrastructure and real estate that supports public sector services and communities, we have a key role to play in ensuring the highest possible levels of availability and reliability of these assets is being maintained. In alignment with our corporate values, we will **prioritise:**

- **Health and well-being** of our staff, clients, the end-users of our assets, Business Partners and other stakeholders in our projects;
- **Needs** of our clients, the public and other stakeholders in relation to service continuity, asset quality and flexibility, including engaging with our contractors and other stakeholders to expedite emergency requests to support our client's crisis response; and
- **Financial stability** and sustainability for our investors, many of whom are pensioners who rely on the income generated from our assets for their livelihoods while ensuring that the general public or our public stakeholders are not taken advantage of financially or otherwise as a result of the crisis.

### Our corporate response

In response to COVID-19, we have implemented measures to respond to the impacts faced by our assets as well as our own business to maintain a high level of operational readiness including:

- **Staff well-being:** we issued regular communications and guidance to support our people so that they remain informed and connected. This includes guidance on virtual working and socialising, safe and comfortable home working setup and on childcare. Support is being provided by our line managers, our HR team, and a dedicated internal support team to promote employee welfare.
- **Practical response:** our senior management and function heads meet frequently to respond to crisis related issues and ensure adherence to government guidance. Our staff is working from home and restrictions on travel and meetings have been implemented. All critical business roles have been resourced to ensure resilience in the event individuals are affected by illness.
- **Corporate infrastructure:** this has been underpinned by IT infrastructure which has enabled staff globally to work effectively from home. It includes video conferencing, communication solutions and provision of IT or office equipment to support working from home.

### Working with our Business Partners

InfraRed is committed to extending an honest, respectful and supportive approach to its Business Partners. In the current situation we have taken additional steps to facilitate effective and frequent communication, provide additional support and make prompt payments to our Business Partners.

In turn, we ask our Business Partners to be equally transparent and open with us about their business resilience and support us to deliver on our priorities in response to this crisis. We ask them to please:

- **Engage** and let us understand their Business Continuity Plans that enable identification and mitigation of problems before they occur;
- **Let us know immediately if they face difficulties** from staff members falling ill, issues around their own supply chain or other financial or operational problems which could disrupt how they work with us. Wherever possible we will work with them to alleviate pressures with a view to enable operations to continue; and
- **Observe social obligations** and adhere to government guidance on social distancing and mobility.

We are especially mindful of our obligations towards public sector social and other critical infrastructure projects and will be in touch separately with the relevant business partners.

We wish our Business Partners and their families well and hope that they all keep safe during this period.