Kiewit

Brackendale Utilities
SITE SPECIFIC SAFETY PLAN

LSA LIFE-SAVING ACTIONS

Top 3 Things That Can Kill Us

1. Human Equipment Interaction
2. Trenching and Excavation
3. Utilities

Kiewit

Standard Operation Procedure:

SITE SPECIFIC SAFETY PLAN

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1.0 NOBODY GETS HURT

We are committed to the safety of our employees, those involved with our projects, our clients, and the public. Our #1 goal is nobody gets hurt and most importantly zero fatalities. It's everyone's responsibility to promote a safety-first mentality and culture.

The following pages and narratives describe how Kiewit will manage and conduct safety on the Cheekeye Debris Flow Barrier Project. As per sections 1-24, the work will be referred to as the "Project"; However, the rest of the document may be referred to as the "District", "Kiewit" or the "Project". The term district refers to the

entity of staff, craft, and subcontractor employees of Kiewit Western Canada. The WCD Infrastructure Safety Manual is a separate document and will be used as a guiding document for district policies, safety management systems and plans, safe work procedures, prime contractor management, and employee responsibilities. The narratives discussed in this document will also incorporate applicable Brackendale Utilities project requirements not addressed in the WCD Infrastructure Safety Manual.

The content and written narratives within the WCD Infrastructure Safety Manual apply to the Brackendale Utilities project and are to be taken in that context. Henceforth, this entire document will be called the "Brackendale Utilities Site Specific Safety Plan (SSSP)". In the event of a discrepancy, contradiction, seemingly conflicting information, etc., the most stringent criteria as they apply to WorkSafeBC OHS regulation will apply. Any deviation or variations of the SSSP or WCD Infrastructure Safety Manual must be approved in writing by the Kiewit Western Canada District Safety Manager.

Safety is the cornerstone of our company and requires that all employees commit to doing everything the safe way and the right way every time. Your safety and the safety of the people we work with must be our first priority. Our #1 goal is ***Nobody Gets Hurt Today!***

This Project Site Specific Safety Plan (SSSP) is an integral component of Kiewit's overall Safety Program. This SSSP provides an outline of the minimum standards required for the project's SSSP, but also has been developed with the following in mind:

- Project leaders play a big role in our safety culture which must be embedded throughout the job team. As project leaders you will build a safety first culture by setting expectations, building structure, teaching others and most importantly leading by example.
- Safety Culture – What does it take to be the Best? It means doing things right, even if no one is watching. It means being responsible, not only for yourself but for your fellow employees.
- Each employee — regardless of job or location — has the responsibility to speak up when they see anything that causes a safety concern.
- When it comes to protecting our employees, collaboration between our craft and staff is expected and necessary to prevent safety incidents.
- And finally, having the right structure, tools and processes in place as identified in this SSSP is the first step to set your project up for safety success.

For additional reference please refer to the WCD Infrastructure Safety Manual or contact area safety manager, district safety manager or regional safety operations director. This manual is meant to be used in conjunction with the WCD Infrastructure Safety Manual.

1.1 SCOPE OF WORK

The Brackendale Utilities project is the construction and installation of new utilities and improvements to Ross Road infrastructure for Sqomish Sea to Sky Developments LP (SSSD). The Scope involves the installation of new Water, Sanitary and Storm Sewer utilities, road grading and paving, construction of a multi-use path, and associated landscaping.

Site Location/ Address: Ross Road Brackendale, BC

1.2 SITE RULES

The following basic safety rules will be provided to all visiting personnel who enter the Brackendale Utilities project:

1. All unsafe conditions and unsafe acts must be immediately reported to your immediate supervisor and corrected. Strive to work each day incident free and with a high regard for the environment.
2. A Start Card must be developed and used for all tasks. When there is a change in the task or when any safety or environmental conditions are altered, Start Cards must once more be reviewed and updated, as necessary.
3. No worker may falsify documents or information in any format. Falsification of a document includes, but is not limited to:
    a. Untrue statements, facts, details, etc.
    b. Redrafting of information.
    c. Reformatting of information.
    d. Deletion of information.
    e. Fabrication of information.
    f. Alteration of actual times of information
4. Smoking/vaping is only permitted in designated areas, or away from combustible materials when pocket ashtray pouches are utilized.
5. Posted speed limits, traffic signs and site driving practices must be always obeyed.
6. All incidents, including but not limited to; injuries, near misses, property damage and environmental spills, no matter how minor, must be reported. Failure to immediately report an incident may result in disciplinary action up to and including termination.
7. During high wind speeds, items that may blow over and cause damage (i.e., tents, ladders, fences) must be mitigated by removal and/or securement.
8. Hearing protection devices must be worn when there is excessive noise (85 dB or greater daily average) or when directed by supervisors.
9. Orderliness, good housekeeping, and respect for the environment must be always maintained.
10. All workers must be fit for duty and in compliance with the drug and alcohol policy.
11. All visitors must be escorted by a worker who has successfully completed Site-Specific Orientation.

1.3 PERSONAL PROTECTIVE EQUIPMENT

All personnel entering the Brackendale Utilities project must be donning the following Personal Protective Equipment (PPE):

- Type II Helmet
- CSA approved safety glasses
- 6” minimum CSA approved work boots
- Gloves – Cut Level 4 Minimum, 100% use and task/risk specific
- Class 2 high visibility vest
- Hearing protection – over 85 dB and double when over 95 dB
- Additionally:
    - Minimum 6” sleeved shirt
        - Long sleeves may be required for specific operations
    - Long pants or jeans (sweatpants are not permitted)
    - No loose clothing or jewelry
    - No earbuds/headphones

PPE Exceptions:

- Helmets, Gloves and Glasses may be removed inside an enclosed cab
- Visitors and Short Duration Workers are permitted to wear Hard Hats in place of Type II Helmets.

Hoods

Hoods are permitted to be worn either under or over the Helmet/Hard Hat. However, hoods must not be worn in a way that blocks a worker’s peripheral vision or while operating equipment and vehicles.

2.0 PROACTIVE PLANNING

2.1 SAFETY TARGETS AND GOALS

Objective	Target Goal
Hurt Frequency (Hurts/200,000 MHR)	• 6 - 8
Recordables	• Zero (Goose Egg)
PSL 3-5 Frequency	• < 0.25
PSL 4-5 Frequency	• 0.00

2.2 SAFETY RISK FORECAST

Safety Risk Forecast will be used by district leadership, project leadership and the Ops Safety Director, to review during the Readiness Review meeting. It identifies which Regions, Districts, and Projects possess the greatest risk, which features are driving increased risk and out of those it will help identify which are actionable and what direction and magnitude of change would result in reduced risk. Based on actionable risk drivers, prescribe possible next steps based on feedback from operational and safety leadership. If injury is to occur, which discipline, craft or work type poses the greatest risk.

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2.3 HISTORICAL INCIDENT TRENDS

Historical Incident Trends should be used by Frontline supervisors during work planning and JHA phases to communicate to your team “this happened to us” and eliminate learning the same lessons. Instructions to install the PowerBI App on your mobile device can be found here.

2.4 DATA RESPONSIBILITY MATRIX

The Data Responsibility Matrix is a guide for using our safety dashboards. They can help us with information, trends, and training opportunities for our projects. The matrix shows the main dashboards you need to check daily, weekly, or monthly, based on your role as safety, project management, front-line supervisor, district leadership, or when you start a new project or pre-plan operations.

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Safety & Project Management

DATA RESPONSIBILITY MATRIX

Our safety dashboards can provide us with invaluable information at different stages of a project, bring light to trends, opportunities to train our people, etc. The below matrix show the primary dashboards that you should be looking at on a daily, weekly, or monthly basis or if you are involved with a new project pre-planning.

SAFETY & PROJECT MANAGEMENT

PRIMARY DASHBOARDS	DAILY	WEEKLY	MONTHLY	QUARTERLY	PROJECT PRE-PLANNING
PROJECT FATALITY RISK				X	X
SAFETY RISK FORECAST			X		X
LSA ASSESSMENTS		X			
PROJECT SAFETY SUMMARY			X		
PROJECT SAFETY ASSESSMENT				X	
SAFETY INCIDENT SNAPSHOT	X				
HISTORICAL HURTS					X
HISTORICAL INCIDENT TRENDS				X	X

HOW TO USE THE DATA IN EACH DASHBOARD

PROJECT FATALITY RISK: Utilize during project and operation's planning; Revisit to drive attention and action on high risk indicators

SAFETY RISK FORECAST: Use actionable risk drivers to assign recommended actions and ensure execution/completion of those actions

LSA ASSESSMENTS: Use dashboard to track observations and LSA Assessments; Track assigned tasks to completion

PROJECT SAFETY SUMMARY: Complete the required self-assessment

PROJECT SAFETY ASSESSMENT: Complete/review PSA a minimum of 3 times per year via InEight Compliance and implement strategies for areas of improvement and immediate action items

SAFETY INCIDENT SNAPSHOT: Pull incidents relevant to project; Operations to use for trainings/toolbox talks

HISTORICAL HURTS: Who are your high-risk people that require extra training and supervision

HISTORICAL INCIDENT TRENDS: Use during work planning to communicate to your team "this happened to us"

This report is not available through direct link/ QR code. You must be on the Kiewit Network or VPN to access.

REPORT CAN BE ACCESSED BY VISITING:

Safety Portal → Reporting → Internal Reporting → Project Fatality Risk Report

PROJECT FATALITY RISK

SAFETY RISK FORECAST

LSA ASSESSMENTS

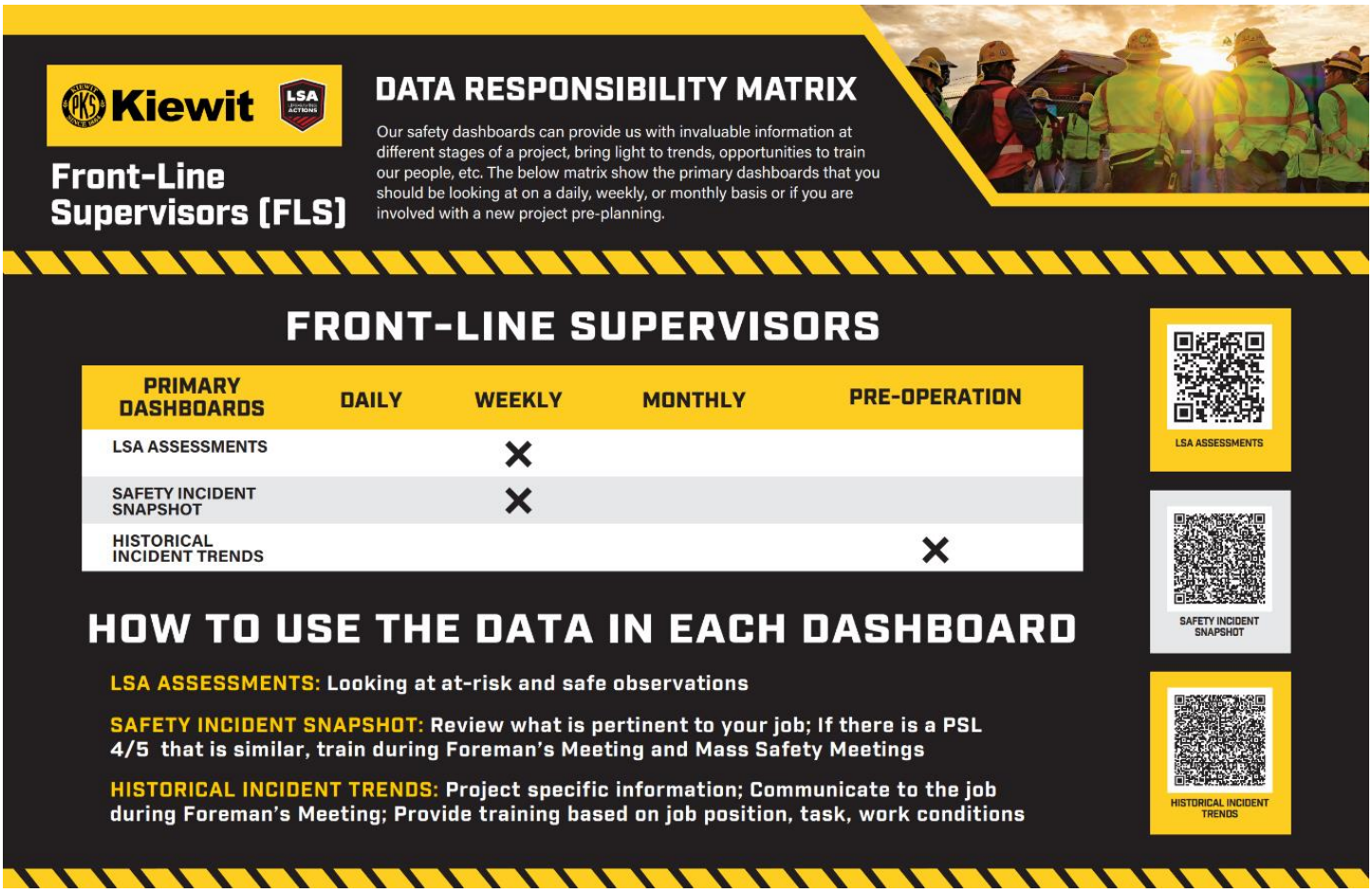
PROJECT SAFETY SUMMARY

PROJECT SAFETY ASSESSMENT

SAFETY INCIDENT SNAPSHOT

HISTORICAL HURTS

HISTORICAL INCIDENT TRENDS



3.0 ORIENTATION

The safety orientation is an excellent way to get new hires and people that are new to the jobsite on board, shape their safety attitudes, and bring them up to speed on our policies and programs. It's the first official opportunity to educate them on our expectations and the importance of safety.

3.1 ORIENTATION BASICS

1. Orientation attendees must include **ALL** employees new to the project, including all subcontractors.
    a. Short Duration Workers (<7 days) must undergo Short Duration Worker Orientation.

2. New Hire Orientation attendees are tracked by the company's learning management system KrewTrac.
3. Project management expectations are delivered at the orientation by Project Manager or designee.
4. Front line supervisors (FLS) (foreman and superintendents) and CVIS are encouraged to lead and deliver orientation material working with other key project personnel, such as the project safety manager.
5. Orientation leads are expected to be knowledgeable, well-prepared and deliver a passionate and engaging training.
6. Orientation location is required, where it will be a dedicated, clean, quiet equipped space.

3.2 CONTENT

1. Your Project's orientation plan includes the key elements as listed in this SSSP as well as specific risks and knowledge for your project, including but not limited to:
    a. Business Onboarding
    b. Project Scope Overview
    c. Management Expectations
    d. Emergency Response Plan
    e. Crisis Management Plan
    f. Why I Work Safe
    g. Recognition Program
    h. Daily Start-up process: Operations Start Card (JHA), tailgate, and Pre-job briefing
    i. LSA Program
    j. Craft Voice in Safety program (CVIS)
    k. Project Specific Requirements
    l. Incident Reporting Requirements
    m. 30-Day Follow Up
    n. Stop Work Authority
    o. Zero Tolerance Policies
    p. QA/QC Expectations
    q. Environmental Training
    r. Quiz
2. All new employees will be made aware of the facilities, which include:
    a. Emergency exits/muster points

b. First aid and AED locations

3. Hands-on training and verification of skills including but not limited to:
    a. Responsible Superintendent is to deliver a practical knowledge and skills assessment of their new employees.
    b. Hands-on tool training plan delivered by the foreman the employee is assigned to before work begins regardless of experience level.

3.3 POST-ORIENTATION ACTIVITIES

1. Ensure new hire employees are visually identifiable from other crafts in the field by the use of helmet stickers. See the image below.

2. The helmet sticker above will identify all new hires for the first 30 days after hire.
3. After 30 days, all new hires will meet with their Superintendent to complete a 30-day Follow Up Evaluation, including but not limited to a review of safety policies, culture, specific tasks, and how they keep themselves and others safe.
4. The responsible Superintendent will approve them if they feel comfortable meeting their safety expectations. At that time, if approved, the employee will receive the blue check helmet sticker to cover the green new hire sticker. If not approved, they will complete another 30-day cycle.
    a. These 30-day Follow Up Evaluation meetings can happen as a group if employees are hired at similar times.
    b. Safety Manager will keep records of newly hired employees when they complete their 30-day meetings in KrewTrac.

5. Every attempt will be made to partner a new hire/new to industry employee with more experienced employees to aid in developing a safety culture.

3.4 SITE VISITORS

1. Visitors who are not performing work will not be required to go through site orientation.
2. Visitors will be escorted at all times by employee(s) that have received site orientation.
3. Visitors will review and sign-off on the Brackendale Utilities Visitor/ Vendor Orientation.

4.0 TRAINING

The importance of training extends beyond our employee's introduction to the job. It is essential for employees, as it can prevent injuries, improve performance, and foster a culture of safety.

1. A comprehensive project training plan has been developed, in place and adequate to cover all project training needs and will be regularly updated, maintained, and rolled out by Safety Manager.
2. The project training plan is accessible and can be found here
3. Project training will be scheduled by Safety Manager in advance to ensure the necessary trainers, material and equipment are available.
4. The project training plan adjusts to trends in incidents, LSA assessments, project safety assessments and optional observation programs.
5. Project training will be conducted at a location that is appropriate to facilitate learning and retention.
6. Hands-on training will be conducted on a regular basis with engagement from our craft as well as regular review of incidents.
7. Project training will be tracked using KrewTrac, updated, and maintained to identify gaps quickly.
8. The following trainings (but not limited to) are relevant depending on role and tasks:

Project Orientation	HEI Safeguard Training
Authorized User Fall Protection Training	Silica Awareness Training
Rigger Training (1 & 2)	Journey Management Training
Trench & Excavation Authorized Employee Training	First Aid (as needed)
HEI and Powerline Spotter Training	CVIS New Member Onboarding/ JHSC Training
Temporary Structures Training	Small Tools Training
Designated Operator Training (as needed)	Light Plant Training
Utilities Authorized Employee Training	Permit Confined Space Training

Day 1 Training for all craft (including subcontractor partners) will include:

✓	Training	When	Facilitated By	Worker Initial
	Project Orientation	Day 1		
	Utilities Authorized Employee Training	Day 1		
	Trench & Excavation Authorized Employee Training	Day 1		
	HEI & Powerline Spotter Training	Day 1		
	Hands-on Small Tools Training	Day 1		
	Designated Operator Program (DOP) Assessment (Operators Only)	Day 1		

✓	Post Orientation Activity	When	FLS Initial	Worker Initial
	Site Tour	Day 1		
	Pair new workers and young workers with an experienced mentor	Day 1		
	Review the scope of work in the field and sign off on Detailed Execution Plan	Day 1		
	Explain the Operations Start Card to the employee	Day 1		
	Review the Emergency Response Plan and procedures contained within	Day 1		
	Ensure worker is enrolled in any required task specific trainings	Day 1		

5.0 PRE-SHIFT MEETINGS

Every operation will start their shift with a pre-shift meeting. These meetings help us build a safe culture, protect our workers, and stay aware of daily

operations and hazards. We can also use them to introduce new processes and remind ourselves of existing ones.

Step-by-Step Guide:

1. Safety Focus – Front-Line Supervision delivers a relevant safety focus (LSA category/safeguards, toolbox talk, safety moment, hands-on demonstration/training, etc.)
2. POD Review – Front-Line Supervision will review the Play of the Day (POD) with the crew and encourage feedback.
3. Stretch and Flex – Front-Line Supervision will lead or select a craft employee to lead the daily stretch and flex exercises.
4. Operations Start Card – All crew members to participate and provide feedback in reviewing daily operational tasks, identifying & mitigating associated hazards with each task. FLS must verify and sign off that all safeguards are in place before work can begin.

Expectations:

- All craft employees will attend a pre-shift briefing on time.
- FLS and Craft engage in all pre-shift briefing's.
- The meeting must be in a clear, quiet, and open area.
- The meeting is presented in a language that employees can understand.
- All employees attending the meeting must participate by providing feedback.
- Review the weekly toolbox talks on project hazards, training, and trends. FLS will deliver them to all craft employees weekly or more often.

6.0 OPERATIONS START CARD - JOB HAZARD ANALYSIS

Each operation will have a relevant / documented Operations Start Card that is developed and completed with the entire crew's engagement at the beginning of every shift/new operation. The "long form JHA" may be used for pre-planning the operation.

Start Card Execution expectations:

- ✓ This Start Card is to be filled out daily for each operation before the operation begins. This card may be used by the individual, small team, or crew.
- ✓ This Start Card must be filled out by the individuals performing the operations.
- ✓ To ensure proper identification and planning for LSA Risks, all operations with LSA Risk(s) identified and/or changes to LSA Risks, a FLS must verify **and** sign-off that all safeguards are in place before work can begin. It is also recommended that FLS review those same Start Cards again throughout the day to verify safeguards are still in place and account for any change in conditions.
- ✓ If you encounter change(s), or move work areas, you may modify this Start Card or fill out a new card.

Job Hazard Analysis – Used for pre-planning

It is required for FLS to use the "long form Major JHA" (Job Hazard Analysis) or similar tool, in the pre-planning stages while developing their work plan.

1. The JHA standard template – including identification of applicable LSA categories & safeguards.
2. The JHAs used as a part of the work plan in pre-planning of the operation:
    a. Will not be used in lieu of the Operations Start Card.
    b. Can be used as a tool to pre-plan foreseeable hazards and controls.
    c. If used, it shall call out all Life Changing Categories and project specific safeguards.
    d. Shall be kept with the operations work plan in the field.
    e. Should be reviewed:
        i. When there is a new employee to the operation
        ii. When conditions change – specifically related to ANY change in LSAs or Safeguards
        iii. At least every two weeks

7.0 LIFE SAVING ACTIONS

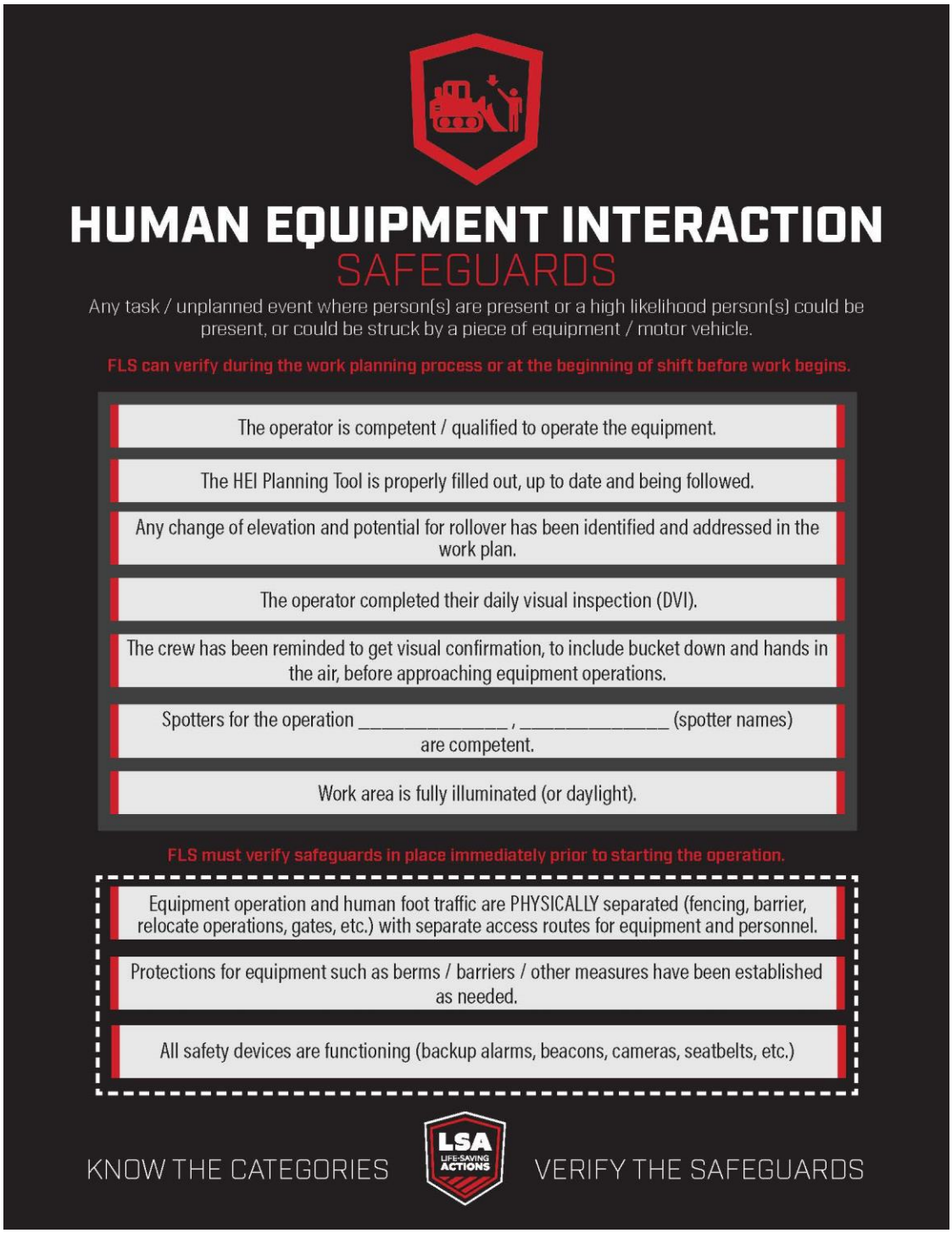
The Life-Saving Actions (LSA) program allows the project team to be proactive about eliminating significant injuries and fatalities. An effective LSA program ensures job sites identify the potential outcome of all incidents or events, then develop meaningful plans to eliminate those events with potentially high-severity outcomes.

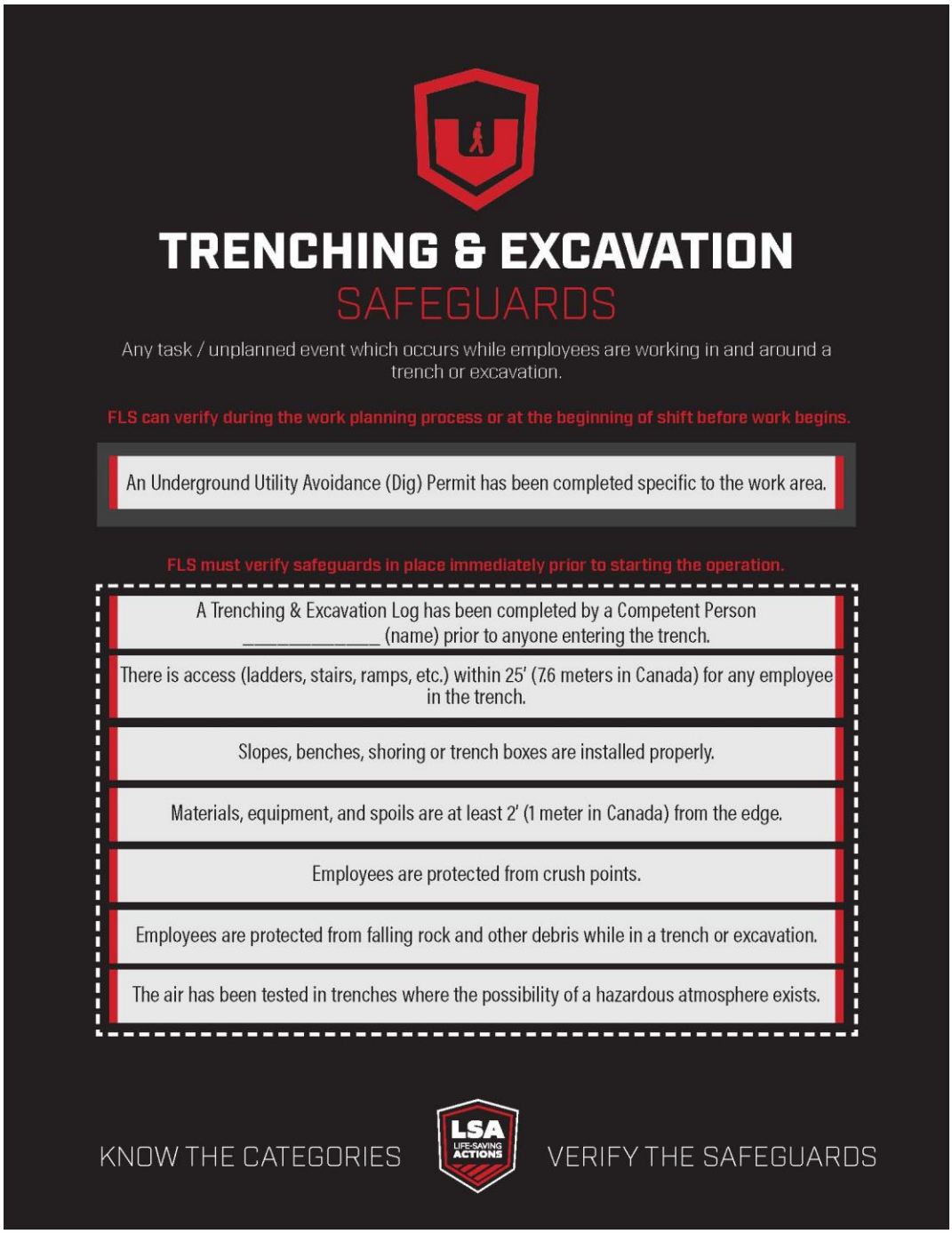
The company's LSA guidelines, LSA toolkits and safeguards can be found on the Corporate Safety SharePoint page.

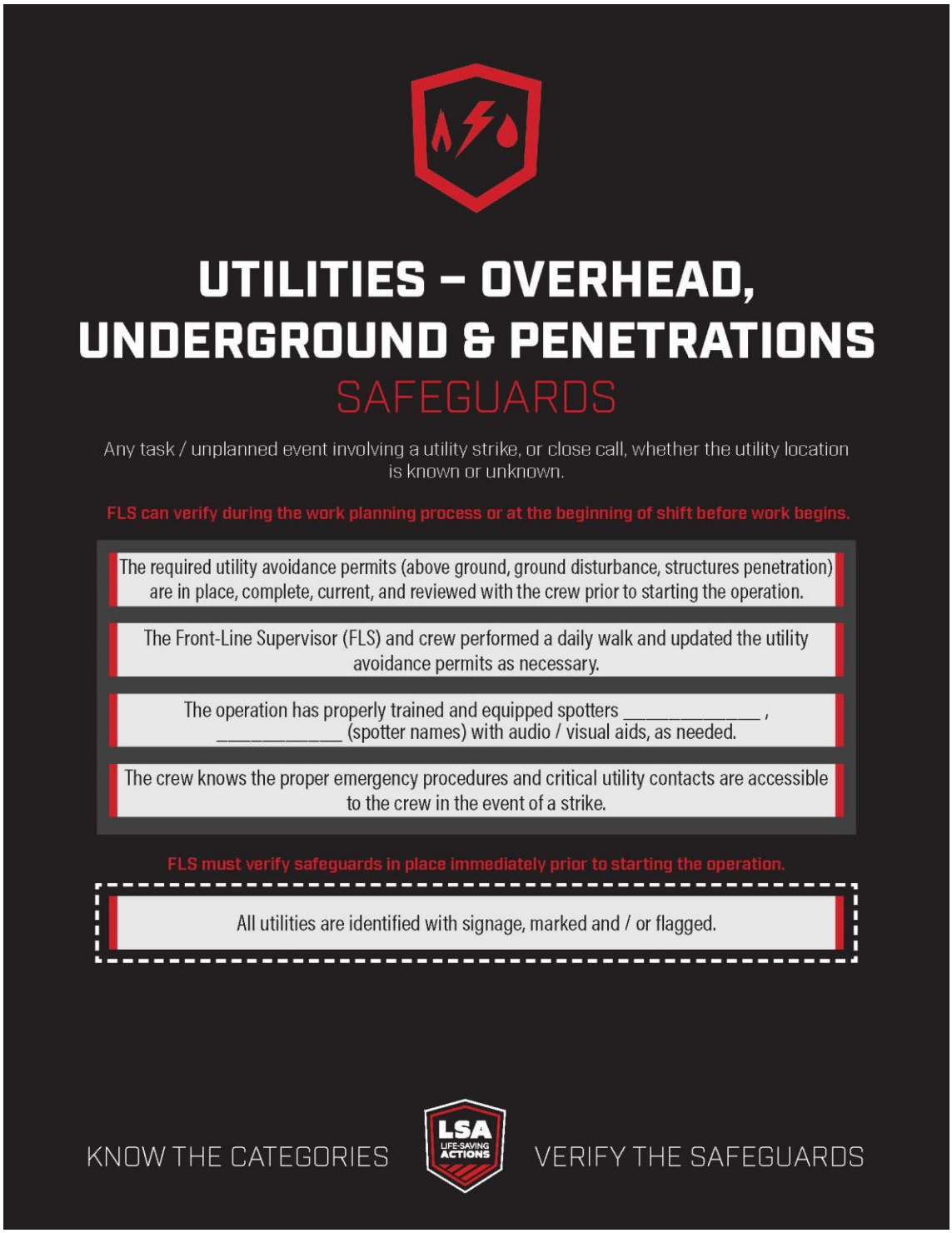
1. It is the responsibility of the Project Manager to fully implement the corporate LSA Guidelines.
2. All project staff and craft must know their LSA categories and safeguards for their current work.
3. The LSA categories assigned to this project are:

   Human Equipment Interaction , Lifting and Rigging , Temporary Structures and Construction Devices (TSCD) , Working at Heights , Maintenance of Traffic , Confined Space , Energy Isolation/ LOTO , Trenching & Excavation , Utilities
4. The project will utilize LSA field demonstrations, and training to be added to the training matrix.
   a. LSA training will be conducted during new hire orientation and as needed after that
   b. Craft and CVIS must regularly be involved in LSA field demonstrations and training.
5. LSAs must be reviewed and discussed as part of each operation.
6. LSAs and their associated safeguards must be identified daily along with the ways to mitigate the risk.
7. LSAs should also be integrated into other components of your project's safety tools such as JHAs, PODs, work plans, schedule boards and toolbox talks.
8. Data from LSA assessments, Operations Start Card, Project Safety Assessment, Safety tours will be used to trend and determine safety focus areas.

8.0 TOP 3 LSA CATEGORIES




TRENCHING & EXCAVATION
SAFEGUARDS
Any task / unplanned event which occurs while employees are working in and around a trench or excavation.
FLS can verify during the work planning process or at the beginning of shift before work begins.
An Underground Utility Avoidance (Dig) Permit has been completed specific to the work area.
FLS must verify safeguards in place immediately prior to starting the operation.
A Trenching & Excavation Log has been completed by a Competent Person _____ (name) prior to anyone entering the trench.
There is access (ladders, stairs, ramps, etc.) within 25' (7.6 meters in Canada) for any employee in the trench.
Slopes, benches, shoring or trench boxes are installed properly.
Materials, equipment, and spoils are at least 2' (1 meter in Canada) from the edge.
Employees are protected from crush points.
Employees are protected from falling rock and other debris while in a trench or excavation.
The air has been tested in trenches where the possibility of a hazardous atmosphere exists.
KNOW THE CATEGORIES
LSA LIFE-SAVING ACTIONS
VERIFY THE SAFEGUARDS



9.0 FIELD COMPLIANCE

The project will implement the following methods to ensure unsafe behaviors are identified, addressed, and communicated:

1. Safe and at-risk behaviors will be identified, addressed, and communicated through a robust employee observation program, including but not limited to project safety walks with a superintendent and field engineer and regularly scheduled project manager/superintendent walks.
2. The project will ensure all operations have a work plan and that they are modified if change has taken place.
3. The project will have a plan for exceptional housekeeping and access.
4. The project will use the proper tools with safety features installed. No modification to tools will be allowed, and tools will be used for their intended purpose
5. Employees will learn about ergonomic and body positioning risks during orientation and later as needed. Their FLS or CVIS will provide demonstrations in pre-shift briefing's as required.
6. The project will procure and install the appropriate signage for the project.
    a. Examples include: Signage promoting the overall project safety program, access / designated walk areas / traffic, LSAs, why I work safe, proper PPE, barricade (red rope) / exclusion zones, CVIS, emergency / muster station / evacuation, hydration, scaffold, LOTO etc.
7. Efforts will be made to ensure appropriate signage will be available for the mobile distribution work on the trucks and in the laydown yard buildings.

10.0 SAFETY WALKS / TOURS

1. The project will conduct focused LSA inspections and enter them in LSA.Kiewit.com . Every tour, weekly safety walk or otherwise should have LSA's as a focus in addition to any other findings.
2. A mix of supervision, craft and subcontractors must participate in walks on a weekly basis.
3. Findings from walks will be communicated in the Play of the Day (POD) meeting and to the field following day as a toolbox talk.
4. Findings and actions from the safety walk will be documented and tracked. The InEight Compliance tool can be used for this action.
5. During the PTI the foremen will discuss safety tours when its published and Give Me 5 practice regarding the tasks being executed
6. The project will develop a plan to ensure safety deficiencies are corrected in a timely manner.
7. Weekly inspections will be based on trends from observations program, LSA assessments and incidents.

11.0 CRAFT VOICE IN SAFETY

Our Craft Voice in Safety program (CVIS) creates a culture where everyone has a voice. Craft are taking care of craft in a partnership with management, through ownership, communication, and prevention to achieve our goal of Nobody Gets Hurt.

1. The company's CVIS GUIDELINES must be followed.
2. All CVIS members will receive a copy of, read and understand the CVIS Guidelines.
3. Project safety will ensure CVIS members understand and are comfortable with their role in CVIS.
4. CVIS members and the project manager will meet weekly.
5. Following the CVIS meeting, the minutes will be distributed and discussed at the next pre-shift briefing. They will show the CVIS initiatives, achievements, and challenges.

CHEEKEYE CVIS EXECUTION PLAN

Introduction

CVIS is a program that aims to improve the safety culture of a project by involving craft workers in a committee that communicates with management and other employees. The Quick Guide explains the basics of CVIS and the roles of its members, while the CVIS Execution Plan provides more details on how the program works. The CVIS team addresses and resolves safety issues and ideas and shares the actions and results with the craft. CVIS helps craft workers take responsibility for their own and others' safety, and makes the project a better place to work.

Leadership

Project leadership is in charge of ensuring the success of the CVIS program, which involves craft workers in improving the safety culture of the project. Project leadership has to select and support the CVIS leads and members, set clear expectations for them, provide them with enough time and resources, and evaluate their performance. Project leadership also has to attend weekly meetings with the CVIS team, resolve any issues or concerns they raise, and promote their achievements and culture with the clients. Project leadership can measure the effectiveness of the CVIS program by conducting Project Safety Assessments.

Visibility

One of the key aspects of CVIS is visibility. This means that the CVIS team and program are easily recognizable and accessible to all project personnel. To achieve this, the following steps are recommended:

- CVIS members will be provided CVIS vests. These will help identify the CVIS members on site.
- Select and install CVIS signage from the [Sportex Catalog]. This includes the You Asked, We Did Board, which showcases the actions and results of the CVIS program, and banners that promote the CVIS culture and values.
- Provide copies of the CVIS Quick Guide to all new workers in orientation. This guide explains the basics and benefits of CVIS, and how to get involved.
- CVIS [orientation slides] as part of the orientation presentation. These slides should be presented by the CVIS Lead or a member and should highlight the role and expectations of CVIS on the project.

Buy-In

Buy-In is the process of getting the project stakeholders to support and promote the CVIS program, which involves craft workers in improving the safety culture of the project. This requires the Project Sponsor, Project Leadership, and Safety Manager to be actively involved in what CVIS is doing and how it benefits the project. It also requires the project management to set clear expectations for the FLS on how to support CVIS from the first day of the project, using the FLS Development Playbook as a guide.

CVIS Meeting

A CVIS meeting is a weekly activity that brings together the CVIS members, who are craft workers selected to improve the safety culture of the project, and the project management, who are the PM or their designee. The purpose of the CVIS meeting is to address issues and implement solutions that arise from the CVIS walks, which are sessions where CVIS members interact with other craft workers to gather ideas and feedback. The CVIS meeting follows a standardized agenda and template, and it tracks the progress and results of the CVIS program. The CVIS meeting is also an opportunity to review upcoming assignments and discuss additional project items. The CVIS meeting is conducted in a format and location that encourages engagement and collaboration between the CVIS members and the project management. The CVIS meeting is documented in meeting minutes and action items, which are distributed to all project personnel and followed up within 24 hours. The CVIS meeting is an essential part of the CVIS program, which empowers the craft to take ownership of their own safety and the safety of others.

12.0 FOREMAN'S MEETING

Foreman's meetings must be a regular and integral part of the safety program.

1. The foreman's meeting will be held at 5:30pm every Thursday at the Main office location.
2. All foreman including subs are expected to attend, are consistently present at the meeting and attendance is tracked by the project.
3. The foreman meetings will be conducted in a format and at a location that facilitates engagement.
4. Action items will be assigned for follow-up during the meeting.
5. The content for the foreman meeting will be made up of relevant safety and operations topics i.e.
    a. Reviewing LSA deficiencies from the previous week.
    b. Review: Recent safety incident alert, past incidents / lessons learned related to upcoming work, positives, best practices, accountability / responsibilities, safety tour findings, client comments, craft conversation / observations
6. Safety program performance and updates from the foreman's meeting will be communicated to the job at the daily POD meeting.

13.0 COMPLIANCE

1. The project will follow the corporate fall protection policy.
2. The project will follow the corporate trenching and excavation policy .
3. The project will follow the corporate temporary structures policy.
4. The project will follow the corporate HEI policy.
5. The project will follow the Occupational Health & Safety Regulations, BC Reg (296/97) and Workers Compensation Act
6. The project will identify competent persons where required and they are appropriately trained.
    a. A list of these competent persons will be maintained by the Safety Department and posted in KrewTrac.
        i. An OSHA "competent person" is defined as "one who is capable of identifying existing and predictable hazards in the surroundings or working conditions which are unsanitary, hazardous, or dangerous to employees, and who has authorization to take prompt corrective measures to eliminate them" [29 CFR 1926.32(f)]. Confined Space, Fall Protection, Scaffolding, Trenching

7. The project will identify “qualified persons” where required and they meet the appropriate requirements.
    a. A list of these qualified persons will be maintained by the Safety Department and posted in KrewTrac
        i. "Qualified" means one who, by possession of a recognized degree, certificate, or professional standing, or who by extensive knowledge, training, and experience, has successfully demonstrated his ability to solve or resolve problems relating to the subject matter, the work, or the project. 1926.32(m) Designated Operator, Signalman, Spotter, Rigger
8. The project will follow the temporary structures and construction (TSCD) devices manual as listed on Kiewit’s TSCD portal.
9. The project will follow the corporate crane policy manual as listed on Kiewit’s Crane Services portal.
10. The project will follow the Corporate Rigging Manual.
11. The project will follow the Kiewit Canada DOP proceedures DOP for all equipment.

14.0 RECOGNITION / MORALE PROGRAM

The project will develop and execute a recognition program for exemplary safety performance.

1. The following are minimums that need to be addressed in the program.
    a. The job team will be able to understand and can explain the program
    b. Craft will be able to understand how they are being measured
    c. Craft will be involved in developing and providing feedback on the program and rewards
    d. Subcontractors should participate in the program
2. Details of the recognition program are available Safety Project Recognition Plan

15.0 LEADERSHIP / CULTURE

Our project management teams are expected to lead by example. It’s imperative they are engaged, visible, committed to safety, paying close attention to LSA categories, and setting a positive safety tone.

1. At least weekly, the project manager, construction manager conducts a field tour verifying their safety expectations are being met.
2. There is good communication from project management, through the field supervision to the craft.
3. Craft feel that safety is the core value and will be addressed ahead of production.
4. Internal JV partners function as a team.
5. There is a healthy incident reporting culture on the project.
6. There is a culture of fact finding versus fault finding.

16.0 HOUSEKEEPING AND ACCESS

1. The project will use signage to delineate designated walkways on the project.
2. FLS is/are responsible for maintaining designated walkways on the project.
3. The project will ensure that a good working surface is in place on your project.
4. The project will have:
    a. Designated trash/waste receptacles located at designated locations.
    b. Flammable material and liquids will be properly stored at designated locations.
    c. Receptacles for scrap, metal, wood, cable, hazardous waste, solid waste, etc. will be located designated locations.
5. The project will conduct a cord and tool roll up inspection every six months.
6. Rigging, hardware and equipment will be stored at designated locations.
7. Dedicated smoking areas and receptacles for cigarette butts will be located at designated locations.
8. The project will hold our subcontractors accountable to our housekeeping standards.

17.0 STOP WORK RESPONSIBILITY

Kiewit employees have the right to stop work if they feel unsafe or believe the project has failed to comply with this SSSP or Federal, State, and Local safety and health requirements.

1. The project will use orientation to train all employees and subcontractors on Stop Work Responsibility on day one and will be frequently recurring throughout the project.
2. Expectations:
    a. All employees and subcontractors have Listen Up / Speak Up authority.

b. Management will promote the Stop Work Responsibility culture with employees and subcontractors by (including but not limited to): Indoctrination, toolbox meeting (Give Me 5), mass meetings, the orientation slide deck and the Listen Up, Speak Up program.
c. Orientation Facilitator is responsible for providing the training for Stop Work Responsibility.
d. One or more of the following shall be used to implement Stop Work Responsibility: Indoctrination, toolbox meeting (Give Me 5), mass meetings, the orientation slide deck and/or the Listen Up, Speak Up program.
e. The process for Stop Work Responsibility will be measured and communicated by superintendent and safety.
f. Every operation must start with:
    i. 100% of the safeguards in place and verified by the FLS or by,
    ii. Completing Section 2 of the Start Card if any Safeguards are marked “no” or “not applicable.” Section 2 of the Start Card captures the specific safeguards being used for the operation and must be approved by the FLS before work begins.

18.0 PROJECT SAFETY ASSESSMENT

The Project Safety Assessment (PSA) tool / process allows projects and districts to assess how they are doing against what we believe are best practices to set them up for success and achieve our goal of nobody gets hurt.

1. The PSA will be used during the startup phase of work as a startup checklist to verify adequate program compliance.
2. It can also be used at different phases of the project as a benchmark tool by selecting a category to focus on periodically.
3. The project will complete the self-assessment PSA three times a year when the project is between 10-90% completion. The PSAs are scheduled for Q1-2026, Q2-2026, Q3-2026.
4. The project team will work with the district safety manager to decide who will complete the PSA and allow those persons adequate time to prepare for the PSA.
5. The PSA form allows projects to input and track any immediate, 30-day, long-term or recurring corrective or action items. District and project safety managers will work with the project on PSA reviews and areas for improvement.

6. The PSA form lives in the InEight Compliance system and can be accessed from the InEight mobile app on your mobile device.
7. Instructions to setup up the InEight Compliance mobile app on your device can be found here.
8. For more details on using the PSA in InEight Compliance, **reference the February 2021 issue of the Safety Post.**

19.0 FATIGUE MANAGEMENT

This aims to outline the expectations regarding fatigue management and help prevent and manage risks associated with fatigue. This applies to all staff and craft in safety and non-safety sensitive positions when engaged in company business, working on company premises, when on call, or driving company vehicles, whether owned or rented.

Fatigue control is a shared responsibility. Where possible, staff, craft, and supervisors should employ fatigue control strategies to minimize workplace fatigue risks. Proactive control strategies for staff, craft, and supervisors may include:

- Getting adequate sleep
- Staying hydrated
- Taking adequate breaks (and supervisors encouraging workers to do so) Effectively managing overtime, shift swapping, and on-call duties.
- Consider adjusting a worker's start and/or end time if they have previously worked an extended shift due to call-out, emergency, etc.
- Scheduling complex tasks to be performed on day shifts, if possible
- Increasing supervision during periods of low alertness, especially when workers are completing moderate to high-risk work
- Considering job rotation strategies and scheduling strategies (including time of day), for repetitive or monotonous work or work that involves heavy physical exertion
- Stopping work when the activities are unsafe due to fatigue

In the event hours worked exceed 60 working hours a week, employees will be monitored for fatigue and scheduled adequate rest periods between shifts.

20.0 INTERACTION WITH THE PUBLIC

The areas surrounding the project and the roads used to access the project site are heavily trafficked by members of the public which presents unique hazards and risks to the project.

20.1 PUBLIC COMMUNICATION POINT-OF-CONTACT

The project will designate a point-of-contact for the homeowners, schools, church and various interested parties affected by the project. The public communication point-of-contact will work with the project manager and Kiewit Western Canada District Communication Manager to identify and respond to public feedback, comments, and complaints as well as communicate construction impacts.

20.2 SIGNAGE

The project will install various public facing signage in accordance with approved traffic management plans and maintain these during the course of the project.

The project will install Prime Contractor signage with contact phone number.

The project will install adequate Danger – Do Not Enter Signage at access points to the work site(s).

20.3 RESPONDING TO CONFRONTATION

The project will train employees on de-escalation and protocols in the event of a confrontation with member(s) of the public. If confronted employees must:

- Be mindful that conversations may be recorded
- Remain calm
- Be respectful
- Do not engage in arguments
- Direct member(s) of the public to project management
- Provide information regarding the interaction to project management

21.0 INCIDENT MANAGEMENT POLICY

The incident management process encompasses the actions taken following a health and safety incident. This includes incident notification, case management for injuries and illnesses, incident classification, investigation, reporting, and sharing lessons learned with the project team.

Project Management, Safety Manager, Front-Line Supervisors (FLS), and subcontractors will ensure that all incidents are promptly reported and investigated to prevent future occurrences.

This Policy covers all health and safety incidents, including near misses, involving Kiewit personnel and subcontractors. It outlines the requirements for incident reporting and management.

Roles and Responsibilities

- **Craft Workers**
  - Immediately report all incidents, injuries, near-misses, equipment damage, and property damage to your immediate supervisor.
  - Cooperate and participate in the incident investigation.
  - Freeze the scene; stop work and equipment after an incident occurs.

- **Front-Line Supervisor**
  - Immediately report all incidents, injuries, near-misses, equipment damage, and property damage to your immediate supervisor.
  - Freeze the scene; stop work and equipment after an incident occurs.
  - Provide any documentation required for the investigation.

- **Superintendent**
  - Immediately notify the Safety Department and Construction Manager of an incident.
  - Cooperate with supervision to maintain care and custody of the people involved in the incident for post-incident drug and alcohol testing.
  - Complete the “Initial Incident Notification” and send the email alert within 2 hours of the incident.
  - Lead the incident investigation and complete the “Superintendent Incident Investigation Report” (SIIR).
  - Assist the Safety Department in gathering witness statements and conducting witness interviews.
  - Participate in the root cause analysis to determine the causal factors of the incident.
  - Assist in determining corrective actions for each root cause identified.
  - Implement corrective actions.

- **Safety Department**
  - Respond to the incident scene.
  - Coordinate with supervision to collect information at the incident scene.
  - Ensure first aid assesses injured employees.
  - Coordinate drug and alcohol testing.
  - Participate in incident review meetings.
  - Enter initial and final incident reports into InEight.
  - Follow up to ensure corrective actions have been implemented and documented in reports.
  - Collaborate with various stakeholders to determine an incident's potential and actual severity.

- **Project Manager & Construction Manager**
  - Oversee and participate in the incident investigation and corrective actions.
  - Ensure corrective actions are implemented and followed.
  - Adhere to the Accountability Matrix as required.

Accountability

Following the completion of the Incident Investigation, the superintendent involved will determine whether accountability is warranted for the individual(s) involved and will specify the recommended accountability on the Superintendent's Incident Investigation Report (SIIR). The superintendent will use the "Safety Accountability Matrix" to base their decision on the recommended accountability.

The SIIR will be reviewed by the Construction Manager and Project Manager, who will confirm whether the recommended accountability is adequate for the incident.

Accountability is not to be issued until it has been approved by the Project Manager. All accountabilities (Verbal Warning, Written Warning, Suspension, Termination) must be properly documented and in collaboration various stakeholders.

Incident Classification

INCIDENT: Any unplanned event that results in an injury, damage, or had the potential to result in an injury or damage.	
Crane	Any unplanned incident involves a crane, whether a near miss or damage.
Equipment Damage	Any unplanned, non-maintenance damage to company-owned, rented, or subcontractor equipment (e.g., excavators, loaders, MEWPs, AFADs) must be reported, regardless of repair cost. Exceptions include damage considered a “cost of doing business,” such as minor scratches, cracked glass, or other events without effective corrective measures, as determined by senior management. This does not apply to onsite/offsite vehicle damage.
Fire	An unplanned instance of combustion occurs when fuel or other material is ignited and combines with oxygen, producing light, heat, and flame.
Preventable Motor Vehicle Accident	Any unplanned or unintended event or series of events where the driver fails to take reasonable actions or precautions while the vehicle is in motion, which may result in personal injury, damage to a vehicle, property, system or service, or environmental damage. However, normal wear and tear, such as minor scratches, scuffs, and rock chips that are expected over time with regular use of the vehicle and ‘off-road’ travel, is excluded.
Non-Preventable Motor Vehicle Accident	Any unplanned or unintended event or series of events where the driver took reasonable actions or precautions, but the following still occurred: A company vehicle at a standstill is struck by a third-party vehicle. An animal, such as a deer, collided with the vehicle. Vehicle/mechanical failures, such as a tire disengaging from the axle or brake failure.
Near Miss	Any unplanned event that had the potential to cause injury or damage.
Property Damage	Any unplanned damage to company-owned, public, or private property. Property is defined as gates, fences, pipes, tools, materials, and permanent or temporary structures, etc.
Utility Strike	Damage to, or contact with, any active buried or overhead utility, regardless of severity. Non-active or abandoned utilities are not considered incidents but still require initial notification for communication.
INJURY	
Non-Occupational	Non-work-related injury or illness reported and treated on-site.
No Treatment	The worker reports discomfort, but no treatment, including basic first aid, is required, or given.

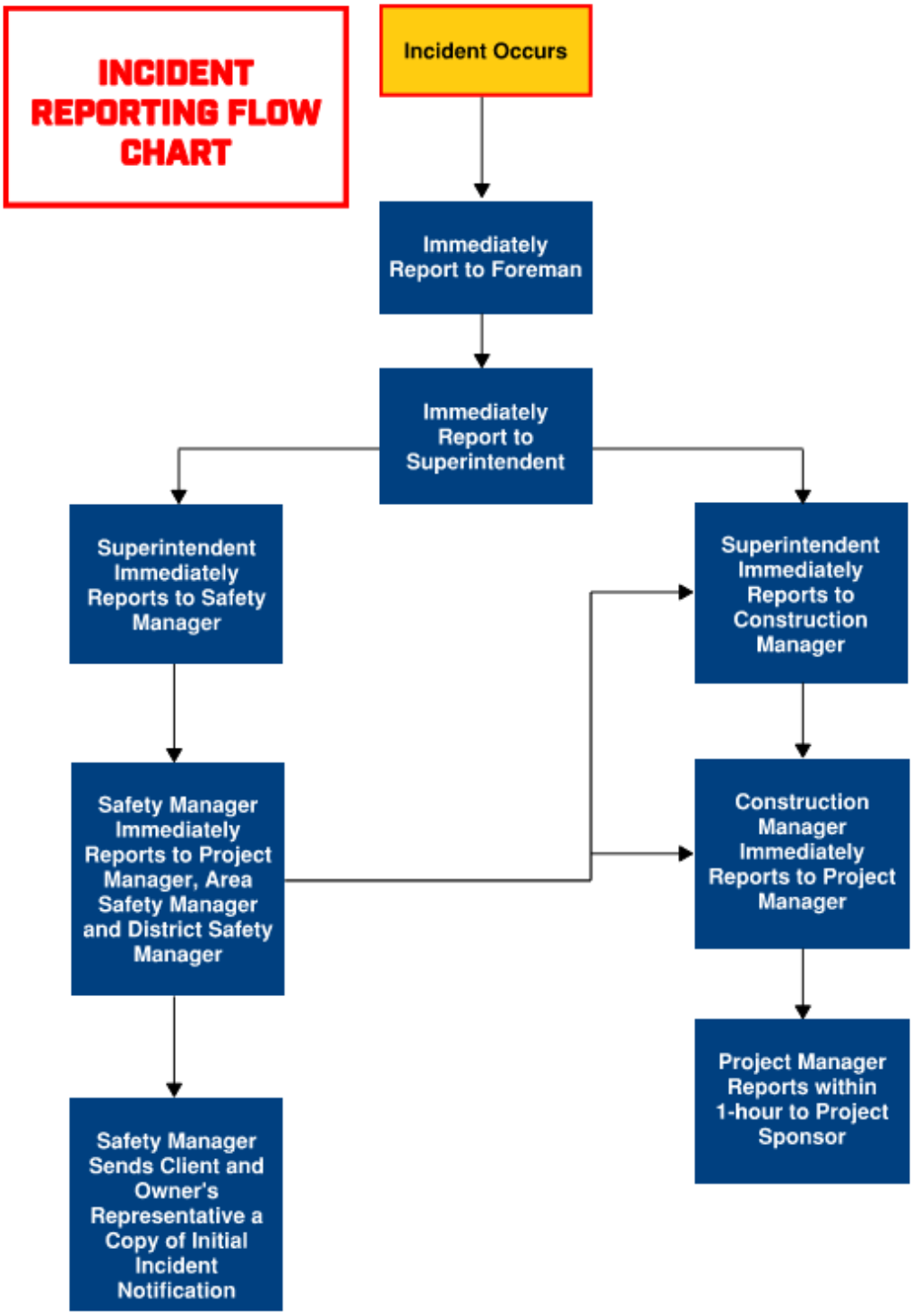
First Aid	Based on a specific list of treatments (see below).
***First Aid Treatment List* (anything else is considered medical treatment and recordable)**	
• Diagnostic procedures and medication given solely for diagnostic purposes (x-rays, eye drops such as tetracaine and fluorescein, taking vital signs, etc.) • Non-prescription medication at non-prescription strength • Tetanus immunization • Cleaning, flushing or soaking wounds on the surface of the skin • Wound coverings (bandages, Band-Aids TM, guaze pads, butterfly bandages, Steri-Strips TM) • Hot or cold therapy	• Temporary immobilization devices for transport • Drilling of fingernail or toenail • Eye patches • Removing foreign bodies from the eye using irrigation or cotton swab • Removing splinters or foreign material from non-eye areas by irrigation, tweezers, cotton swabs, or other simple means • Massage • Drinking fluids for relief of heat stress • Non-rigid means of support • Finger guards
Other Recordable (Medical Treatment)	Any medical care given that is not on the First Aid list above.
Restricted Duty	If a licensed Health Care Provider (LHCP) states an employee cannot perform a task they normally do at least once weekly (a 'routine function'), or if we prevent the employee from performing a routine function or working a full day or shift. The day after the incident is counted as Day 1.
Lost Time	If a licensed healthcare professional (LHCP) or the employer recommends that an employee stay home from work, the day after the incident is counted as Day 1.
Fatality	Fatality.
Life-Changing Incident: A separate classification in addition to the incident type. The incident had an actual or potential result of a life-altering injury, loss of life, or loss of lives.	

Step-by-Step Incident Response and Notification

Immediate Incident Response

1. **Freeze the scenes for all incidents:**
    a. Observe the scene and eliminate any unsafe conditions. If necessary, ask for additional personnel to assist you.
    b. Call for help. Notify your supervisor. If fire or paramedic aid is required, call 911 immediately.
    c. For injuries, attend to the injured employee and provide first aid based on the severity. An injured worker may need to be taken to an off-site urgent care facility. The Safety Department will provide direction.
2. **For motor vehicle incidents, call police if required:**
    a. If needed and safe, move the vehicle to a secure location and turn on the hazard lights.

b. Complete the motor vehicle "On the Spot" form and checklist. A copy of this form may be available in the glove compartment of company-owned vehicles.
c. Notify the project Equipment team.



Incident Investigation Process

1. **Incident Occurs:**
    a. The incident is reported following the flow chart above.
    b. The incident is reported to the Safety Manager.
    c. Basic information is collected and sent to the Area Safety Manager
        i. Details gathered include:
            - Classification (if known)
            - Specific location
            - Date and time
            - Brief description

2. **Information Dissemination:**
    a. The Safety Manager shares the incident details with the Construction Manager, Project Manager, Area Safety Manager and District Safety Manger.

3. **On-Site Investigation:**
    a. Safety personnel and foreman conduct an on-site investigation using the Incident Investigation Checklist.

4. **Initial Email Notification:**
    a. Superintendent sends the initial incident notification email to the Safety Manager for review, following this template.
    b. The email subject line will follow the format of Year.Month.Day – Initial Incident Notification – Cheekeye – Incident Classification
        i. E.g., 2025.07.02 – Initial Incident Notification – Brackendale – Near Miss

5. **Formal Reporting:**
    a. The Superintendent completes the initial incident notification details and sends to the distribution list on the template and includes WCD.IncidentAlert@Kiewit.com
    b. An InEight incident entry is initiated, ensuring all necessary information for the daily snapshot is entered within the first 24 hours.

6. **Supervisor Report:**
    a. Safety personnel and Superintendent collaborate to complete the Supervisor's Incident Investigation report.
    b. This report is submitted to the Safety Manager for final review.

8. **Documentation and Storage:**
    a. An incident folder is created on SharePoint.

b. All relevant information is organized and added to the folder, categorized by state.

9. **Completion in InEight:**
    a. The incident is fully documented in InEight, and all necessary information is uploaded.

Injury Management

1. **Procedure**
    a. First Aid
        i. Approved training agencies/programs shall be used (Medic First Aid, St. Johns, Red Cross) for safety professionals or first aid providers. Records of training shall be maintained as required.
        ii. First aid supplies and access to facilities shall be easily accessible and shall be in accordance with all regulatory requirements.
        iii. First aid kits shall consist of appropriate items and stored in a weather proof container with individual sealed packages of each type of item.
        iv. The contents of the first aid kits shall be checked at least weekly on each job to ensure that the expended items are replaced.
        v. Where the eyes or body of any person may be exposed to injurious corrosive materials, suitable facilities shall be provided within the work area as a means of administrative control for the protection of associates.
        vi. If a project has an assigned EMT or other certified medical providers, they shall not diagnose, prescribe medication or treat any injury outside of the scope of their certification or license, in accordance with State and local laws.

    b. Injury Management
        i. Necessary injury management documentation may be found on the Injury Management SOP
        ii. Red folders include all the required documentation for an incident and directions on what to submit to the Kiewit Corporate Safety Group. Records shall be maintained and retained in accordance with Federal, state, and Provincial requirements.
        iii. Contact the Kiewit Corporate Safety Group to assist the jobsite in setting up the injury management files.
        iv. All incidents or personal injuries are to be reported immediately to the employee's direct supervisor.

v. The supervisor will ensure employee(s) receive appropriate treatment based on the severity. The supervisor will accompany the employee(s) to seek first aid treatment, including escorting them to the first aid station or safety office.
vi. The employee will always be taken to be seen by the designated licensed healthcare provider upon request for any occupational injury or illness.
vii. The injured employee should not be allowed to drive himself/herself to any medical facilities. A Company representative shall accompany the injured employee to the designated licensed healthcare provider or hospital so the injured employee can be assisted and the healthcare provider may be advised of return to work options.
viii. Designated first aid personnel may provide basic first aid for minor work- related injuries. The safety office is not a medical facility and safety professionals, or first aid providers shall not diagnosis, prescribe medication or treat anything other than minor work-related injuries. Any other injury or illness should be treated by a licensed healthcare provider only.
ix. A local medical facility will be established as part of the pre-job planning process. A meeting with the treating healthcare provider and facility administrator should be scheduled to review company process and philosophy. Contact the Kiewit Corporate Safety Group for assistance with a list of local providers as well as additional guidelines for establishing a clinic.
x. Telephone numbers of the designated healthcare providers, hospitals and ambulance shall be conspicuously posted.
xi. **Return to full duty work with attention given not to aggravate the injury.** This means that the employee can return to full duty after an evaluation by a licensed healthcare provider. Care must be taken by jobsite management to assure the work assignment will not aggravate an otherwise minor injury.
xii. Employees with restrictions, every effort should be made to get the employee back to full duty status as quickly as possible. This may be done by explaining to the licensed healthcare provider the work options available to the employee and by assuring the provider that our Company will honor all restrictions and requirements for follow-up.
xiii. When dealing with an injured employee, management and supervision must be honest, fair, and respectful. Management must be accountable for their actions and hold the employees accountable for theirs.
xiv. **All injuries and illnesses, no matter how minor, must be followed closely. Maintain continuous contact with the injured employee by talking to them and verifying**

their status at the end of the shift daily to ensure they are recovering. Make sure they have the after-hours contact card and phone numbers. Demonstrate that we want them to get better and are supportive of their healing process!

c. Temporary Workers
    i. When obtaining labor resources from temporary agencies, temporary workers are considered our employees from an OSHA recordkeeping standpoint.
    ii. Workers' compensation claims will be filed by the temporary agency.
    iii. Hours for temporary workers may be submitted for inclusion in project total hours.
d. Training
    i. Project safety leads will be trained on incident/injury management procedures.

e. Documentation
    i. Kiewit will follow all of the requirements of the regulatory agencies. For a set of agency specific guidelines please contact the Kiewit Corporate Safety Group.
    ii. A "Red Folder" for each off site medically treated case will be maintained at the project until completion. The Kiewit Corporate Safety Group will maintain the permanent file and follow the corporate record retention guidelines.
    iii. **Note:** At the close of the project, please send all Red Folders to the Kiewit Corporate Safety Group

Medical Services

Emergency (Life Threatening)
Squamish General Hospital **38140 Behrner Dr, Squamish, BC V8B 0J3** **(604) 892-5211**
Non-Emergency (Non-Life Threatening)
1. **Phone Safety Manager** 2. **Provide the following information:** a. Employee full name b. Date of birth c. Details of the incident d. Phone number to contact back 3. **Safety Manager will notify Area Safety Manager and set-up the appointment with:** a. **1st** WCD Nurse and Dr. Gene Vitug (if required) or b. **2nd** Haztech 4. **Safety Manager will complete the joint 3-way call with the injured person and one of the above** 5. **Doctor will advise the next steps to ensure best treatment**

22.0 ADDITIONAL RESOURCES

For questions about this document or the additional resources listed below, contact your district safety manager or regional operations safety director.

1. Every project should have a comprehensive crisis communication plan. The company's crisis management library and crisis plan template can be found here.
2. The Corporate Safety SharePoint has several additional resources to help your project:
    f. Mental health resources
    g. Safety recalls
    h. SDS for Kiewit
    i. Toolbox talk/Give me 5 toolbox library
    j. Claim reporting

23.0 WCD INFRASTRUCTURE SAFETY MANUAL

Infrastructure Safety Manual