Highway 1 – 264th Street Interchange Project

Health and Safety Program

KEA will implement the standardized process, tools, and programs from our managing partner (Kiewit)'s corporate safety program. The following Health and Safety Program has been developed based on Kiewit's program.

This manual is meant to be used in conjunction with Kiewit's WCD Infrastructure Safety Manual. A copy of the Infrastructure Safety Manual is provided as Appendix A for reference.

Links to relevant supporting documents will be included as attachments.

Top 3 Things That Can Kill Us

1. **Maintenance Of Traffic – Interaction with Traveling Public**
2. **Human Equipment Interface (HEI)**
3. **Utilities - Underground, Overhead and Penetrations**

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Revised: Nick Maschmedt, Safety Manager
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Approved: Oliver Kolouch, Project Manager
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Oliver.Kolouch

Digitally signed by Oliver.Kolouch
DN: CN=Oliver.Kolouch, OU=Employees, OU=Users, OU=Kiewit, DC=KIEWITPLAZA, DC=com
Date: 2025.12.04 14:43:29-08'00'

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1. INTRODUCTION

1.1 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.

1.2 Safety Policy

KEA Fraser Valley Connectors (KEA)'s safety policy will meet the Project Requirements and Design-Build Agreement ("DBA"), with regard to health and safety. KEA commits to working in a manner that preserves the health, safety, and welfare of the public, subcontractors, Interested Parties, the Province, and our own workers at all times. This policy is based on the following fundamental values:

- Safety is central to all activities and a "Nobody Gets Hurt" safety philosophy will be endorsed.
- Safety is a key part of each stage of the Project including design, construction planning, procurement, and construction operations.
- All employees have the authority to immediately stop and correct unsafe acts and conditions.
- All workers have the right to work in a safe and healthy workplace and our management team will uphold the "right to refuse" unsafe work.
- Safety performance is constantly monitored and necessary revisions to the Health and Safety Program will be made as required.
- Training is an indispensable tool, everyone must receive safety training, serve as a safety ambassador, and proactively take part in promoting safety.
- All incidents are preventable by developing proactive safety programs to address safety risk.
- All Incidents and near misses will be investigated and lessons learned will be implemented to reduce the potential for recurrence.
- Management is responsible for safety leadership, setting an example, and fostering collective leadership, discipline, and rigor to improve safety.
- Everyone is accountable and responsible for their own personal health and safety performance.

This Health and Safety Program provides an outline of the minimum standards required for the Project and has been developed with the following in mind:

- Project leaders play a key role in our safety culture which must be embedded throughout the job team. Project leaders will build a safety-first culture by setting expectations, building structure, mentoring others and most importantly leading by example.
- A strong safety culture 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.
- Having the right structure, tools and processes in place as identified in this Health and Safety Program is the first step to set our project up for safety success.

1.3 Safety Objectives

Based on our policy and fundamental values, the five key safety objectives for the Project include:

1. A clear vision that "NOBODY GETS HURT."
2. Eliminate injuries and occupational illness by planning, assessing, and continuous improvement.
3. Promote safety objectives and spread ownership throughout the project team for safety and health effectiveness.
4. Enhance employee awareness and safety expertise through training and coaching.
5. Compliance with the DBA and regulatory requirements.

Exhibit 1-1: *KEA's safety objectives for the Project*

1.4 Scope of Work

The Highway 1 – 264th Street Interchange Project (the Project) consists of the design and construction of a new 264th Street Interchange and 5.3 km of highway widening works. The upgrade of the existing 264th Street Interchange will accommodate increased traffic volumes and highway widening including high-occupancy vehicles ("HOV") lane, 1.6 km to the west and 3.7 km to the east of the interchange. A separate bus-only lane will also be provided 3.7 km to the west of the interchange. The structures and ramps will be designed to current standards to improve safety and reliability. The Project will also include active transportation improvements, a new Transit Mobility Hub, and a Truck Parking Facility. The proposed design for the 264th Street Interchange is shown in Exhibit 1-2.

Exhibit 1-2: *264th Street Interchange Proposed Design Concept*

1.5 Site Set Up

Exhibit 1-3: *Current Main Office/Yard Layout (December, 2025)*

Exhibit 1-4: *Potential Site Office Location*

1.6 Site Rules

The following basic safety rules will be reviewed at the orientation for all personnel, and visitors as applicable, who enter the Project Site:

1. All unsafe conditions and unsafe acts must be immediately reported to your immediate supervisor, or the closest available supervisor, and corrected. Strive to work each day incident free and with a high regard for the environment.
2. A Start Card, as described in Section 6, 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:
    - Untrue statements, facts, details, etc.
    - Redrafting of information.
    - Reformatting of information.
    - Deletion of information.
    - Fabrication of information.
    - Alteration of actual times of information
4. Smoking/vaping is allowed in designated areas only.
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, light plants) 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. Workers will be provided a list of tools in the workplace and the associated required level of hearing protection. If workers are uncertain of the level of noise they are exposed to, they are encouraged to ask supervision to have the noise levels tested. However, if there is a concern, it is recommended that workers wear hearing protection as a precaution.
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 outlined in the WCD Infrastructure Manual (6.3.1) and the Construction Industry of British Columbia Substance Abuse Testing and Treatment Program Policy.
11. All visitors must be escorted by a worker who has successfully completed Site-Specific Orientation.

1.7 Personal Protective Equipment

All personnel entering the Project Site must be donning, as a minimum, the following Personal Protective Equipment (PPE). Additional equipment may be required based upon job-specific task:

- Type II Helmet
- CSA approved safety glasses
- 6” minimum CSA approved work boots
- Gloves – 100% use and task/risk specific
- Class 2 high visibility vest **(yellow or orange only)**
- Hearing protection – over 85 dB and double when over 95 dB
- Additionally:
    - Long pants or jeans (sweatpants are not permitted)

- No loose clothing or jewelry
- No hoods under or over hard hats
- No earbuds/headphones

2. PROACTIVE PLANNING

2.1 Safety Risk Forecast

KEA will utilize Safety Risk Forecast dashboards, built from historical project data, to identify which project-specific scope possesses the greatest risk and which features are driving increased risk on the Project. The dashboards indicate which discipline, craft or work type poses the greatest risk based on similar work completed on past projects. The dashboards will initially be reviewed with both KIBC and EAC Senior Leadership during KEA's internal construction readiness review and then monthly throughout the Project lifecycle with Project Leadership teams including during internal Monthly Operations Reports. The risk forecast dashboards and readiness review meeting discussion is used to identify which risks are actionable and what efforts or programs can be built into our operations plans to reduce risk.

2.2 Historical Incident Trends

Historical Incident Trends should be used by Front Line Supervisors (FLS) during work planning and Job Hazard Analysis (JHA) development to communicate to your team with the message of: "this happened to us" and eliminate learning the same lessons.

2.3 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 the Project. The matrix shows the main dashboards you need to check during pre-planning, then daily, weekly, or monthly, based on your role as Construction Safety Manager, Safety Coordinator, Front Line Supervisor, or other project management roles. See Appendix J for more information on the Data Responsibility Matrix

3. 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 and our safety culture.

3.1 Orientation Basics

1. Orientation attendees must include ALL employees new to the Project, including all subcontractors.
2. New Hire Orientation attendees are tracked by the learning management system KrewTrac.
3. Project management expectations are delivered at the orientation by Project Manager or designee.
4. Project Manager (or designee) and Craft Voice in Safety (CVIS) members are required to participate in the delivery of orientation material in coordination with other project personnel, such as the Construction Safety Manager.
5. Orientation leads are expected to be knowledgeable, well-prepared and deliver engaging training.
6. Orientation location (TBD) as required, will be a dedicated, clean, quiet equipped space during the delivery of orientations.

3.2 Content

1. The Project's orientation plan includes the key elements listed in this Health and Safety Program as well as specific risks and knowledge for the Project, including but not limited to:
    - Business Onboarding
    - Project Scope Overview
    - Management Expectations
    - Emergency Response Plan
    - Crisis Management Plan
    - "Why I Work Safe"
    - Recognition Program
    - Daily Start-up process: Operations Start Card (JHA), tailgate, and Pre-job meeting.
    - LSA Program (described in Section 7)
    - Craft Voice in Safety Program (described in Section 10)
    - Incident Reporting Requirements
    - 30-Day Follow Up
    - Stop Work Responsibility
    - Zero Tolerance Policies
    - QA/QC Expectations
    - Environmental Training
    - Permit Overview
    - Client Specific Items
    - Temporary Structures & Construction Devices (TSCD)
    - Quiz
2. All new employees will be made aware of the facilities, which include:
    - Emergency exits/muster points.
    - First aid and AED locations
    - Project Emergency Procedures
3. Hands-on training and verification of skills including but not limited to:
    - Responsible Superintendent is to deliver a practical knowledge and skills assessment of their new employees.
    - Hands-on tool training plan delivered by the employee's supervisor before work begins regardless of experience level.

3.3 Post-Orientation Activities

1. Ensure new hire employees are visually identifiable from experienced employees in the field by the use of helmet stickers (Exhibit 3-1).

	**New Hire Sticker identified for the first 30-days of employment, prior to follow-up with supervisor.** **Blue Checkmark Sticker identifies verification of completion of the 30-day follow-up and approval by the Superintendent.**

Exhibit 3-1: *Hard hat stickers identify experienced and new hire employees*

2. The helmet sticker above will identify all new hires for the first 30-days on site.
3. After 30 days, all new hires will meet with their Superintendent to complete a 30-day review, 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 acknowledge the completion of the employee's 30-day probationary period if they feel comfortable that the employee has met safety expectations. At that time, if approved, the employee will receive the blue checkmark helmet sticker to cover the green new hire sticker. If not approved, they will complete another 30-day cycle.
5. These 30-day review meetings can happen as a group if multiple employees are hired at similar times.
6. The Construction Safety Manager will keep records of newly hired employees when they complete their 30-day meetings in KrewTrac.
7. Every attempt will be made to partner a new hire/new to industry employee with more experienced employees to aid in developing a strong safety culture.

3.4 Site Visitors

1. Visitors who are not performing physical construction will not be required to go through site orientation.
2. Visitors will be escorted at all times by employee(s) that have attended site orientation.
3. Visitors will review and sign-off on the Project Visitor Form, which covers project-specific safety topics.

3.5 Protection of the Public

The most effective way to ensure the safety of all who travel within the Project Site is by minimizing the frequency of interactions with publicly traveled routes and our workforce; and to proactively communicate upcoming changes to minimize confusion. Additionally, KEA will implement measures to prevent trespass and access into the construction zones of any persons not required or authorized to be there.

To protect the public, KEA will contain and restrict access to a variety of hazardous conditions that are potential dangers, such as work areas, equipment, and vehicles. Methods include maintaining traffic control devices, traffic signage, and appropriate personnel to monitor and maintain the Project site as well as using hoarding and fencing where appropriate. Our Traffic Manager will work with the communications and engagement team to provide adequate notification, information boards, and timely updates in accordance with the Construction Communications and Engagement Plan.

When KEA implements our TSCD process, we will specifically evaluate whether there will be a potential impact to the public and develop mitigations accordingly. KEA will eliminate risk of structural failures and public safety concerns through increased oversight of design efforts, design peer reviews, and field inspections as deemed necessary by our risk assessment. Additionally, a Professional Engineer will design all temporary roadways to be used by the travelling public.

4. TRAINING

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

1. It is a requirement to have a comprehensive project training plan developed that is adequate to cover all Project training needs. The training plan will be regularly updated, maintained, and implemented by the Construction Safety Manager.
2. The project training plan and schedule will be developed upon project initiation.
3. Project training will be scheduled by the Construction Safety Manager in advance to ensure the necessary trainers, material and equipment are available.
4. The project training plan will be adjusted to trends in incidents, LSA assessments (described in *Section 7.1*), and project safety assessments.
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 are relevant depending on role and tasks:

Temporary Structures Training	Human Equipment Interface Safeguard Training
Authorized User Fall Protection Training	Trailer Towing Training
Crane Safeguard Training	Journey Management Training
Dropped Object Training	Fall Protection SOP Fall Arrest Anchor Point Capacity Verification
Spotter Training	CVIS New Member Onboarding
Trench & Excavation Authorized Employee Training	Working Under Shear Walls Training
Designated Operator Training	Light Plant Training

5. 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 to a Successful Pre-Shift Meeting:

9. **Safety Focus –** Front-Line Supervision delivers a relevant safety focus (LSA category/safeguards, toolbox talk, safety moment, hands-on demonstration/training, etc.). These meetings will be documented and signed by all participants.
10. **POD Review –** Front-Line Supervision will review the Play of the Day (POD) with the crew and encourage feedback. POD meetings include field supervision, safety, environmental, quality, management and owner representatives to discuss the plan for the following day, any upcoming meetings or trainings, and general site coordination on a daily basis.
11. **Stretch and Flex –** Front-Line Supervision will lead or select a craft employee to lead the daily stretch and flex exercises.
12. **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 the specific task begins.

Expectations:

- All craft employees will attend a pre-shift meeting on-time, wearing full PPE.
- Front Line Supervisors and Craft personnel engage in all pre-shift meetings.
- 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 and signing off that they attended and understood the days plan.
- Review the weekly toolbox talks on project hazards, training, and trends. FLS will deliver them to all craft employees.

6. OPERATIONS START CARD – JOB HAZARD ANALYSIS

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

6.1 Operations Start Card

Expectations:

- The 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.
- The 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 must have an FLS verify **and** sign-off that all safeguards are in place before work can begin. It is also recommended that the FLS review those same Start Cards again throughout the day to verify safeguards are still in place and account for any change in conditions.
- Example of start card without LSA risk - *"Building form work in safe location without any equipment, electrical or life-threatening hazards in the area."*
- If you encounter change(s), or move work areas, you may modify this Start Card or fill out a new card.

6.2 Major Job Hazard Assessment

Major Job Hazard Assessment (JHA)'s are required for all major operations. Major Operations are defined as "Any multi day operation tied to a scope of work considered High Risk through the use of our Risk Analysis Tool". Major JHA's must reflect the work scope hazards and mitigations and be updated to reflect operational changes. Major JHA's must be present in the field, relevant to the operation, and followed. They must be developed with input from the foremen and the crew. Major JHA's must be reviewed by all members of the crew weekly (minimum), at the start of each rotational shift (rotational projects), and at the start of every new operation.

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:
    - Will not be used in lieu of the Operations Start Card.
    - Can be used as a tool to pre-plan foreseeable hazards and controls.
    - If used, it shall call out all Life Changing Categories and project specific safeguards.
    - Shall be kept with the operations work plan in the field.
    - Should be reviewed:
        a. When there is a new employee to the operation
        b. When conditions change – specifically related to ANY change in LSAs or Safeguards
3. At least every two weeks

7. LIFE-SAVING ACTIONS PROGRAM

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.

KEA will utilize established LSA guidelines, LSA toolkits and safeguards which will be made available to the Project team. Using these tools, KEA will identify the applicable LSA categories for the Project and will develop a prevention plan for each category identified. Through understanding the appropriate safeguards applicable to the LSA category, we can implement mitigations and/or actions that prevent an incident from occurring or reduce/eliminate the potential severity of an event should one take place.

The LSA program will allow KEA to be proactive about implementing safeguards to reduce the likelihood of significant incidents.

1. It is the responsibility of the Design-Builder's Representative to fully implement LSA Guidelines.

2. All Project staff and craft must know the relevant LSA categories and safeguards for their work.
3. The LSA categories assigned to this Project are:
    - Human Equipment Interaction
    - Maintenance of Traffic
    - Utilities
    - Lifting and Rigging
    - Cranes
    - Temporary Structures and Construction Devices (TSCD)
    - Working at Heights
    - Trenching and Excavation.
4. LSA training will be conducted during new hire orientation and as needed after that.
5. KEA will utilize LSA field demonstrations, and training to raise awareness of the LSA categories and the LSA safeguards to be applied. This training will be added to the training matrix.
6. Craft and CVIS personnel must regularly be involved in LSA field demonstrations and training.
7. LSAs must be reviewed and discussed as part of each operation.
8. LSAs and their associated safeguards must be identified in the POD meetings along with a discussion on ways to mitigate the risk.
9. LSAs will also be integrated into other components of the Project's safety tools such as JHAs, work plans, schedule boards and toolbox talks.
10. Data from the LSA analytics tool which tracks and trends LSA Assessments, Operations Start Cards, Project Safety Assessments, and Safety tours will be used to trend and determine safety focus areas for future safety walks, cold eye tours, audits and project campaigns monthly.

7.1 LSA Assessments

Life-Saving Actions Assessments are systematic evaluations and protocols designed to prevent accidents, injuries, and fatalities. These assessments focus on identifying potential hazards, implementing safety measures, and ensuring compliance with safety regulations. Here are some key aspects of life-saving assessments.

7.2 Top 3 LSA Categories

The top 3 LSA categories identified for the Project and their standard safeguards to be implemented are highlighted in Exhibit 7-1 to 7-3 on the following pages.

7.2.1 Maintenance of Traffic

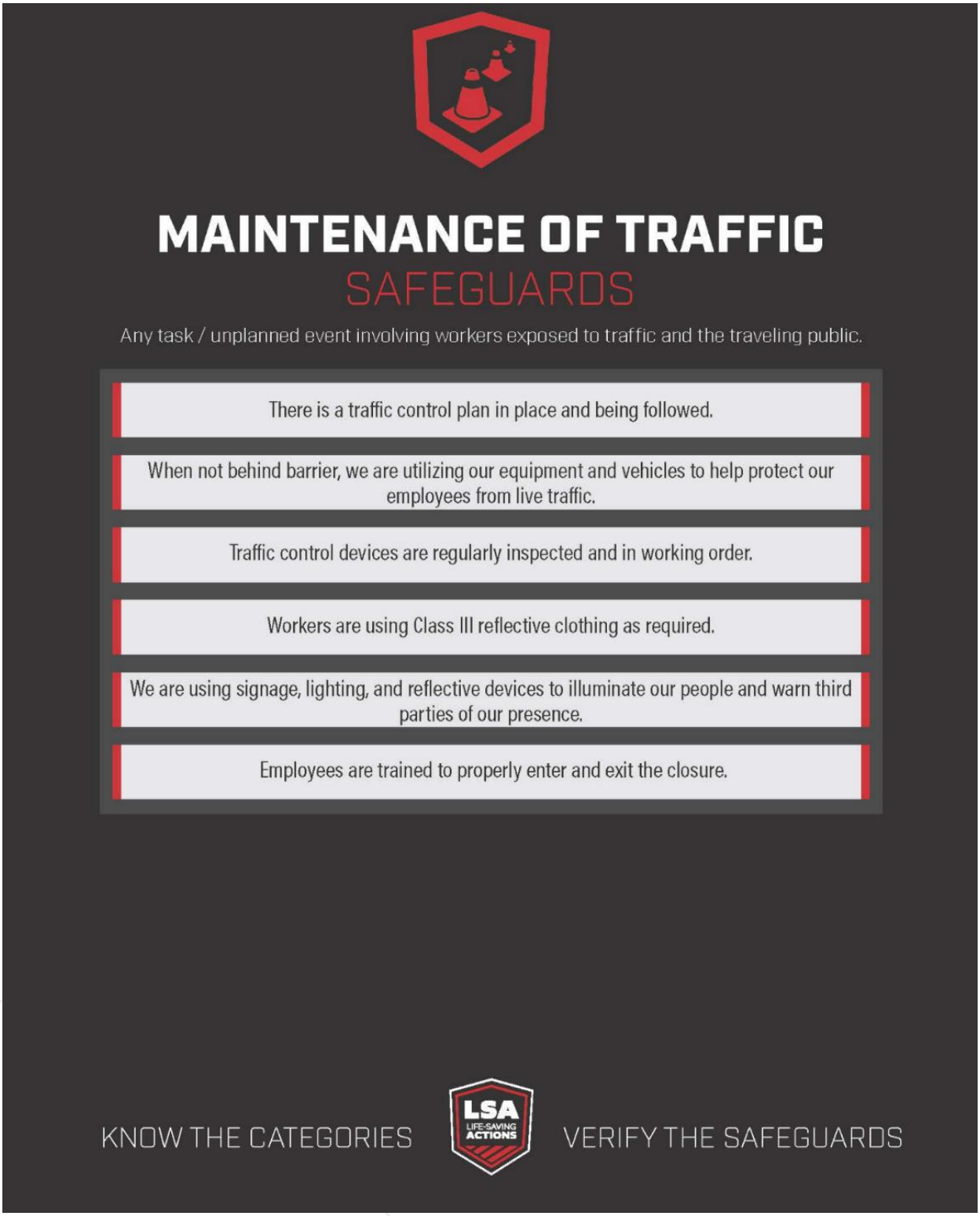

Exhibit 7-1: *Maintenance of Traffic Safeguards*

7.2.2 Human Equipment Interaction

Exhibit 7-2: *Human Equipment Interaction Safeguards*

7.2.3 Utilities – Overhead, Underground, & Penetrations

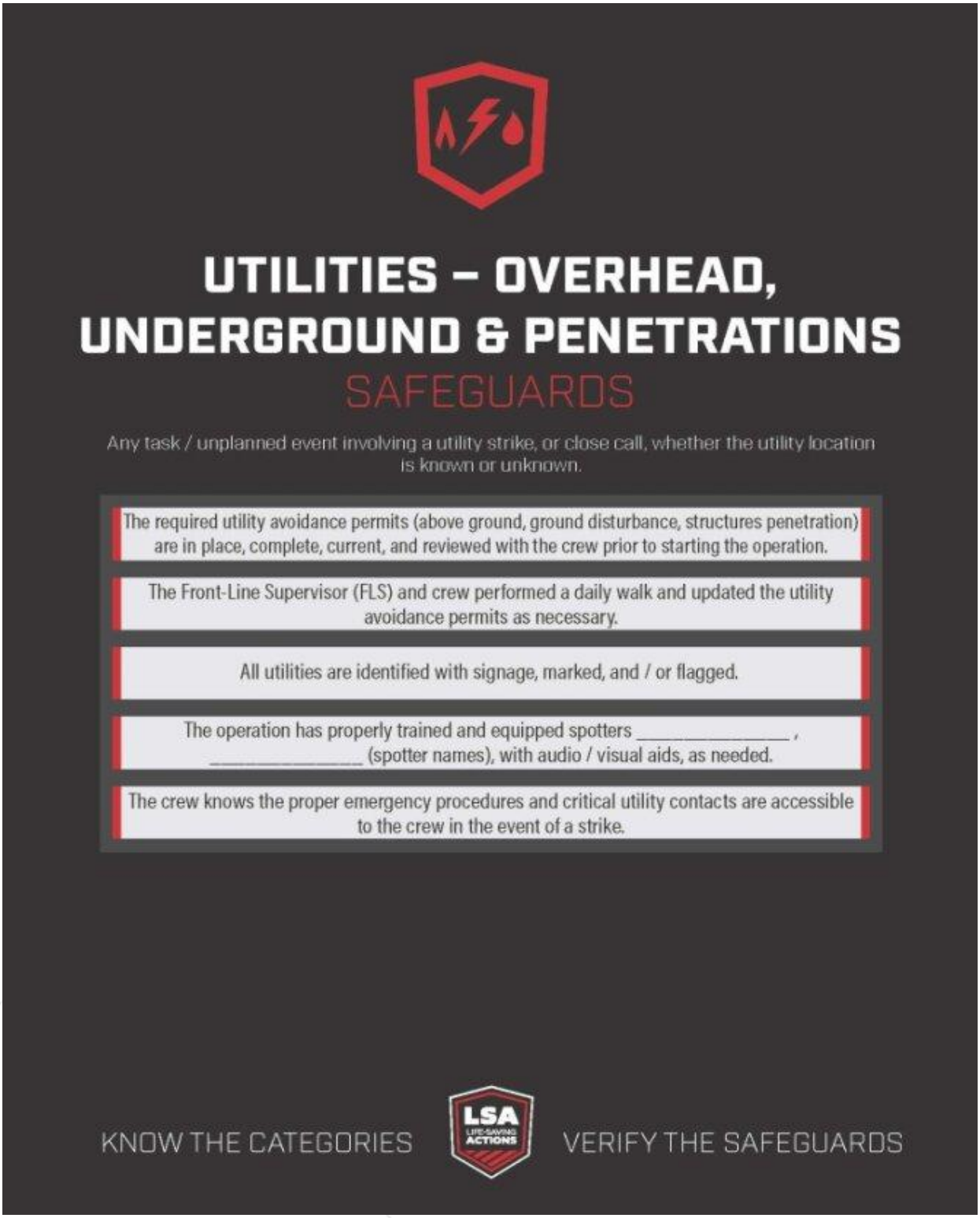

Exhibit 7-3: *Utilities Safeguards*

8. FIELD COMPLIANCE

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

11. Safe and at-risk behaviors will be identified, addressed, communicated and documented on the spot utilizing but not limited to LSA Assessments, Safety Tours, and SOS observations conducted by Superintendents, Safety Coordinator, Senior Leadership as well as peer to peer.
12. KEA will ensure that all operations have a work plan (Detailed Work Plan, Toolbox Talk/PTI, Start Card etc.) in place prior to starting a task and that work plans are modified if a change in conditions, activities, etc. has taken place.
13. KEA will have a plan to implement extreme housekeeping practices and safe access as outline in KEA's SOP.
14. KEA will use the proper tools with trigger locks removed and safety features installed such as guards, handles etc. No modification to tools will be allowed, and tools will be used for their intended purpose.

1. Employees will learn about ergonomic and body positioning risks during orientation and throughout the project as needed. Their FLS or CVIS members will provide demonstrations in pre-shift meetings as required.
2. KEA will provide the appropriate signage for the Project. Examples include:
    - Promotion of the overall Project safety program
    - Access / designated walk areas / traffic
    - LSA categories
    - "Why I Work Safe" posters
    - Proper PPE requirements
    - Barricade (red rope) / exclusion zones
    - CVIS members / information
    - Emergency / muster station / evacuation information
    - Hydration stations
    - Scaffold
    - LOTO
3. Appropriate signage will be available in laydowns and office areas.

9. SAFETY WALKS / TOURS

1. KEA will conduct focused LSA inspections and enter them in an internal tracking tool (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 safety walks.
3. Findings from walks will be communicated to the field the following day during Pre-Shift Meetings as a toolbox talk.
4. Findings and actions from safety walks will be documented and tracked. The internal tool, InEight Compliance, will be used for this action.
5. KEA will develop a plan to ensure safety deficiencies are corrected in a timely manner.
6. Weekly inspections will be based on trends from observations program, LSA assessments and incidents.

10. CRAFT VOICE IN SAFETY

The Craft Voice in Safety (CVIS) program creates a culture where everyone, including subcontractors, 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 CVIS Expectations (provided as Appendix C) must be followed.
2. All CVIS members will receive a copy of, read and understand the CVIS Guidelines.
3. All CVIS members will complete Joint Occupational Health and Safety Committee Training.
4. The Construction Safety Manager will ensure CVIS members understand and are comfortable with their role in CVIS.
5. CVIS members and the Design-Builder's Representative, or delegate, will meet weekly.
6. Pictures and names of current CVIS members are posted and available to all Project personnel at the main office location.
7. Following the weekly CVIS meeting, the minutes will be distributed and discussed at the next pre-shift meeting. They will show the CVIS initiatives, achievements, and challenges.

10.1 CVIS EXECUTION PLAN

Introduction

CVIS is a program that meets and exceeds the Provincial Joint Occupational Health and Safety Committee requirements. The goal is to enhance the project's safety culture by engaging craft and subcontractors in a committee that facilitates communication between management and other employees.

The Quick Guide (provided in Appendix D) 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. They then share the actions and results with the crews during Pre-Shift Meetings. CVIS helps workers take ownership of their own and others' safety and ultimately makes the Project a better place to work.

Leadership

The Project's leadership team (i.e., Design-Builder's Representative, Construction Manager, Construction Safety Manager, etc.) is responsible for ensuring the success of the CVIS program.

Project leadership will help support the nominated CVIS leads and members that are appointed by the union by the formal BCGEU process, set clear expectations for them, provide them with enough time and resources, and evaluate the committee's performance. The Design-Builder's Representative, or delegate, must attend weekly meetings with the CVIS team, assist in resolving any issues or concerns raised, and promote their achievements and culture. Project leadership can measure the effectiveness of the CVIS program by conducting Project Safety Assessments.

Visibility

One of the key aspects of CVIS is its 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 taken:

- CVIS members will be provided CVIS vests. These will help identify the CVIS members on site.

- Install CVIS signage, including 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 will be included as part of the orientation presentation. These slides will be presented by the CVIS Lead or a CVIS member and will highlight the role and expectations of CVIS on the Project.
- Minutes of previous 3 committee meetings will be posted

CVIS Team

The CVIS team members can be nominated by their peers and appointed by the union by the formal BCGEU process, the CVIS Lead, and the Design-Builder’s Representative, based on their qualities and diversity of experience. The CVIS Lead also works with Project leadership to finalize the selection and determine the length of service of the CVIS members. The CVIS candidates are reviewed, invited, trained, and onboarded according to the CVIS Quick Guide and the relevant regulations. The optimal ratio is two CVIS members per 20 craft people on site.

CVIS Walks

A CVIS walk is a weekly activity that allows the CVIS members to interact with other craft workers outside of their daily crews. The purpose of the CVIS walk is to build relationships, gather ideas, and provide feedback on how to make the Project safer and more productive. The CVIS walk is not a safety inspection, but a conversation that aims to draw valuable insights from the craft. The CVIS walk is scheduled and communicated in advance, and it is separate from other safety tours or audits. The CVIS walk is also planned to take place at locations where challenging operations are occurring or upcoming, so that the CVIS members can offer meaningful input, coaching, or troubleshooting. The CVIS walk is followed by a CVIS committee meeting, where the CVIS members and Project leadership members work together to address issues and implement solutions. The CVIS walk is documented in a CVIS walk report, which is distributed to each CVIS member and summarized in the CVIS committee meeting. The CVIS walk is an important part of the CVIS program, which empowers the craft to take ownership of their own safety and the safety of others.

CVIS Meetings

A CVIS meeting is a weekly activity that brings together the CVIS members and Project leadership members. The CVIS meeting is led by the CVIS Lead, who is a craft worker with experience and leadership skills. The purpose of the CVIS meeting is to address issues and implement solutions that arise from the CVIS walks. The CVIS meeting follows a standardized agenda and template which aligns with the legislated JOHS requirements, and it tracks the progress and results of the CVIS program using the CVIS Wins Tracker. 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 Project leadership. The CVIS meeting is documented in meeting minutes and action items, which are distributed to all project personnel within 24 hours.

11. FOREMAN’S MEETING

The Foreman’s Meetings must be a regular and integral part of the Health and Safety Program.

1. The foreman’s meeting will be held weekly.

2. All foremen including from subcontractors are expected to attend. Attendance is tracked by using the Foreman's Meeting Agenda template (provided in Appendix E).
3. The meeting 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 meeting will be made up of relevant safety topics including:
    - Reviewing LSA deficiencies from the previous week.
    - 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. Health and Safety Program performance and updates from the Foreman's Meeting will be communicated to project personnel at the daily POD meetings.

12. COMPLIANCE

The Project will adhere to the following policies, which can be found in the WCD Infrastructure Safety Manual:

1. Corporate fall protection policy.
2. Corporate trenching and excavation policy.
3. Corporate temporary structures policy.
4. Corporate HEI policy.
5. Occupational Health & Safety Regulations, BC Reg (296/97) and Workers Compensation Act
6. The project will identify "qualified persons" where required and ensure they meet the appropriate requirements.
    - A list of these qualified persons will be maintained by the Safety Department and posted in KrewTrac. "Qualified" means "in respect of a specified duty, a person who, because of his knowledge, training and experience, is qualified to perform that duty safely and properly" [Canada Labour Code, (Part II – Occupational Safety and Health), R.S.C. 1985, c. L-2].
7. The TSCD Manual, which will be made available at project initiation.
8. The Crane Policy Manual (provided in Appendix F).
9. The Rigging Manual, which will be made available at project initiation.
10. The Designated Operator Program procedures for all equipment.

12.1 COMPLIANCE REPORTING

KEA will submit to the Province's Representative, by the fifth day of each month until the Total Completion Date, a monthly site safety statistical report setting out leading indicators and lagging indicators for the previous month's activities, in form and content satisfactory to the Province, including KEA's calculation of the total number of SD Points assigned to KEA in the previous month in accordance with the Safety Demerit Point System.

13. RECOGNITION / MORALE PROGRAM

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

1. The following are minimums that need to be addressed in the program:
   - The job team will be able to understand and can explain the program.
   - Craft will be able to understand how they are being measured.
   - Craft will be involved in developing and providing feedback on the program and rewards.
   - Subcontractors should participate in the program.
2. Details of the Recognition Plan will be developed upon project initiation.

14. LEADERSHIP / CULTURE

Our Project leadership team members 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.

Expectations:

1. The Design-Builder's Representative and the Construction Manager conduct regular field tours verifying their safety expectations are being met.
2. There is good communication from Project leadership through the field supervision to the craft.
3. Workers feel that safety is a core value and will be addressed ahead of production.
4. All partners and subcontractors 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.

15. HOUSEKEEPING AND ACCESS

1. KEA will use signage to delineate designated walkways throughout the Project Site.
2. FLS is/are responsible for maintaining designated walkways.
3. KEA will ensure that good working surfaces are in place.
4. The Project will have:
   - Designated trash/waste receptacles located at designated locations.
   - Flammable material and liquids will be properly stored at designated locations.
   - Receptacles for scrap metal, wood, cable, hazardous waste, solid waste, etc. will be assigned designated locations and clearly labeled.
5. KEA 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 with fire extinguishers and receptacles for cigarette butts will be located at designated locations.
8. KEA will hold our subcontractors accountable to our housekeeping standards.

16. STOP WORK RESPONSIBILITY

All employees have the right to stop work if they feel unsafe or believe the Project has failed to comply with this Health and Safety Program or Federal, Provincial, and Municipal safety and health requirements.

KEA will use the orientation to train all employees and subcontractors on Stop Work Responsibility on day one, and this will reoccur frequently throughout the project life cycle.

Expectations:

1. All employees and subcontractors have Stop Work authority.
2. Management will promote the Stop Work Responsibility culture with employees and subcontractors through (including but not limited to): Orientation, toolbox meeting (Give Me 5), mass safety meetings, the orientation slide deck and the Listen Up, Speak Up program.
3. The orientation lead is responsible for providing the training for Stop Work Responsibility.
4. The process for Stop Work Responsibility will be communicated by superintendent and safety.
5. An operation will be stopped if the following is not in place:
    - 100% of the LSA safeguards in place and verified by the FLS or by,
    - 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.

17. SAFETY OBSERVATION PROGRAM

The safety observation program promotes proactive hazard identification at the Project Site. The program is an effective tool for getting observations and interventions on site back to the safety management team. All information will be collected and analyzed to ensure that information is used to provide insight into areas of improvement across the Project.

Objectives and Expectations

- Participation of all Project personnel will assist with removing potential hazards from the Project Site.
- The more information that is collected, the more valuable the results will be.
- Front line supervisors, safety personnel and construction management are expected to complete a minimum of one safety observation or assessment per week.
- Achieve a proactive safety program, not reactive. Proactive reporting allows the elimination/mitigation of risks and prevent incident recurrence.
- Focus on identifying unsafe conditions as well as unsafe behaviors and actions.
- Analyze the information gathered by the program to help identify, intervene, and correct at-risk behaviors to improve safe work practices, prevent injuries, property damage, and the safety of all at the worksite. No disciplinary actions will result from a submitted safety observation.

> ***“You will never remember all the times when you intervened and prevented an incident, but you will always remember the time when you walked past an unsafe act, didn’t intervene, and someone got hurt.”***

18. PROJECT SAFETY ASSESSMENT

The Project Safety Assessment (PSA) audit tool / process will allow KEA to assess how the Project is doing against what we believe are best practices, setting our team up for success in achieving our goal of Nobody Gets Hurt.

1. The PSA will be used during the start-up phase of work as a start-up 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. KEA will complete the self-assessment PSA multiple times a year when the Project is between 10-90% completion.
4. KEA will work with the off-site safety leadership to decide who will complete the PSA and allow those persons adequate time to prepare for the PSA.
5. The PSA tool will allow KEA to input and track any immediate, 30-day, long-term or recurring corrective action items. Off-site safety leadership and the Construction Safety Manager will work with the Project's leadership team on PSA reviews and areas for improvement.
6. The PSA form is tracked and lives in the InEight Compliance system and can be accessed from the InEight mobile app. Instructions to setup up the InEight Compliance mobile app on your device will be provided.
7. The PSA is also documented in a power point format and shared with project personnel during the close out meeting for review and distribution.

19. FATIGUE MANAGEMENT

The fatigue management protocol aims to outline the expectations regarding fatigue management and to prevent and manage risks associated with fatigue. This applies to everyone when engaged in Project-related work, working on the Project Site, when on call, or driving company vehicles, whether owned or rented.

Fatigue control is a shared responsibility. Where possible, staff, craft, subcontractors, 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. INCIDENT REPORTING

To ensure the injury management process is implemented and maintained in accordance with KEA's purpose and core values, along with establishing uniform procedures for the investigation and completion of reports regarding occupational accidents, injuries, and illnesses.

20.1 Responsibilities

1. Employees

- All incident's such as Property Damage, Equipment Damage and Near Misses or Personal Injuries such as First Aid's on the job MUST be reported immediately to the employee's direct supervisor.
- Any employee involved in a motor vehicle accident while on project-related business, whether on or off the Project Site, must report it immediately to their supervisor and complete the Equipment/Incident/Accident Investigation Report. That report must be given to a KEA supervisor within 24 hours of the accident. For all injuries and incidents, a drug and alcohol test will be conducted under post- incident guidelines.

2. Supervisor
   - Discuss the incident and injury/illness reporting requirements with employees.
   - Ensure that each incident reported by an employee is investigated properly and expeditiously.
   - Near-miss reporting is required and will be encouraged as a positive opportunity to identify at-risk situations that could have caused an incident.
   - Ensure that a KEA representative accompanies the injured employee to the medical clinic or hospital and provides follow-up to ensure healing is progressing.
3. KEA Reporting
   - All cases where an employee is seen by a licensed health care provider, no matter how minor, shall be reported to the off-site safety leadership immediately.
   - KEA must notify the Construction Safety Manager as soon as possible of the incident.
   - All first aid and recordable shall be logged into the InEight database. The timeline to enter an official report into the database shall be 24 hours for initial entry and final completion within 7 days.
   - All Workers' Compensation First Report of Injuries (First Notice of Loss) to the insurance carrier will be filed by the safety leadership team.
   - Property damage incidents not involving injuries must be reported and entered into InEight database.
   - Follow the Crisis Management Plan.

20.2 Procedure

1. First Aid
   - 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.
   - First aid supplies and access to facilities shall be easily accessible and shall be in accordance with all regulatory requirements.
   - First aid kits shall consist of appropriate items and stored in a weatherproof container with individual sealed packages of each type of item.
   - The contents of the first aid kits shall be checked at least weekly on each job to ensure that the expended items are replaced.
   - 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.
   - 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 Provincial and Municipal laws.
2. Injury Management

- Necessary injury management documentation may be found on the Injury Management Standard Operating Procedure.
- Red folders include all the required documentation for an incident and directions on what to submit to the off-site safety leadership group. Records shall be maintained and retained in accordance with Federal and Provincial requirements.
- All incidents or personal injuries are to be reported immediately to the employee's direct supervisor.
- 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.
- The employee will always be taken to be seen by the designated licensed healthcare provider upon request for any occupational injury or illness.
- The injured employee should not be allowed to drive himself/herself to any medical facilities. A KEA 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.
- 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.
- 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.
- Telephone numbers of the designated healthcare providers, hospitals and ambulance shall be conspicuously posted.
- **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.
- For 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.
- 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.
- **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!**

3. Temporary Workers
   - When obtaining labour resources from temporary agencies, temporary workers are considered our employees.
   - Workers' compensation claims will be filed by the temporary agency.
   - Hours for temporary workers may be submitted for inclusion in project total hours.
4. Training

- Project safety coordinators will be trained on incident/injury management procedures.

5. Documentation
   - KEA will follow all of the requirements of the regulatory agencies.
   - A “Red Folder” for each off site medically treated case will be maintained at the Project Site until completion and will be held securely and with appropriate protection for personal information.
6. Emergency Vehicle Passage
   - The Incident Management Plan will define KEA’s approach to providing access for emergency vehicles and for assisting emergency service providers as necessary during construction. It will account for maintaining emergency turnarounds, access through the site in an emergency outside of project boundaries, and access to specific areas of the Project Site should project-related emergencies occur. If required, temporary access arrangements will be made and will be coordinated with emergency responders.
   - KEA will work with the Winter Maintenance Contractor to identify synergies for planning and coordinating emergency and incident response items, such as maintaining emergency turnarounds. A site drawing showing the boundaries of the Project Site with project layout, first aid locations, emergency transportation provisions (including distance to, location of and directions to the closest medical facility) and the evacuation procedures and muster points will be maintained and posted at the Project Site.

20.3 Reference

All Standards referred in this standard will reside in the Standards Central Library provided as part of the Project’s document storage.

1. Red Folder
   - SA-GN-PR-110.5.1.01 - Injury Management Checklist SA-GN-PR-110.5.1.02 - Physicians release
   - SA-GN-PR-110.5.1.03 - Authorization to release claim info SA-GN-PR-110.5.1.04 - Witness statement form.
   - SA-GN-PR-110.5.1.05 - Root Cause Analysis Form SA-GN-PR-110.5.1.06 - Daily task Plan
   - SA-GN-PR-110.5.1.07 - JHA Form
   - SA-GN-PR-110.5.2 IN -EIGHT Users Guide

21. MEDICAL SERVICES

In the event of an emergency, the following locations are the nearest medical service providers to the Project Site. In the event of a non-emergency, the below Non-Emergency procedure should be followed.

EMERGENCY
Langley Memorial Hospital (Approx 12min) 22051 Fraser Hwy, Langley Twp, BC V3A 4H4 (604) 514-6000 Abbotsford Regional Hospital (Approx 15min) 32900 Marshall Rd, Abbotsford, BC V2S 0C2 (604) 851-4700
NON-EMERGENCY
1. Phone Safety Manager (**Nick Maschmedt – 604-754-3329**) 2. Provide Construction Safety Manager with the following information: a) Employee Full Name b) Date of Birth c) SIN (if employee will provide) d) Details of the incident e) Phone number to receive the text to start the follow-up call 3. Construction Safety Manager will set up the appointment with: a) The site doctor/nurse 4. Superintendent/Design-Builder Representative will receive a link to join a call with the person involved and the Construction Safety Manager. 5. Doctor/nurse will advise the next steps to ensure the best treatment.

22. ADDITIONAL RESOURCES

For questions about this document or the additional resources listed below, contact the safety manager.

The following additional resources will be provided:

- Mental health resources. Resources available will vary depending on employee. Staff employees will be provided corporate resources while craft workers will be provided resources through their respective unions. Subcontractors to refer to their respective corporate programs.
- Safety recalls.
- SDS for KEA.
- Toolbox talk/Give me 5 toolbox library.
- Claim reporting.

23. WCD INFRASTRUCTURE SAFETY MANUAL

The Infrastructure Safety Manual is a supplemental document to this Health and Safety Program. It has been attached as Appendix A for reference.

24. OTHER REQUIREMENTS

From time to time at the request of the Province, and within 72 hours of such a request, KEA will provide evidence of it's implementation and maintenance of this Health and Safety Program as well as evidence of it's compliance with Health and Safety Laws. If requested, copies of records may be made available in accordance with the Design Build Agreement

As necessary, KEA may utilize the Province provided Strong Pit for material disposal. During the planning and implementation of such activities, KEA will adhere to the requirements set out in Schedule 4, Section 14.3 of the Design Build Agreement.

APPENDIX A
INFRASTRUCTURE SAFETY MANUAL

APPENDIX B
OPERATIONS START CARD TEMPLATE

APPENDIX C
CVIS EXPECTATIONS

APPENDIX D
CVIS QUICK GUIDE

APPENDIX E
FOREMAN'S MEETING AGENDA TEMPLATE

APPENDIX F
CRANE POLICY MANUAL

APPENDIX G
EMERGENCY RESPONSE PLAN

APPENDIX H
CRISIS MANAGEMENT PLAN

APPENDIX I
TRAINING & DEVELOPMENT PLAN

APPENDIX J
DATA RESPONSIBILITY MATRIX

APPENDIX K
INJURY MANAGEMENT SOP