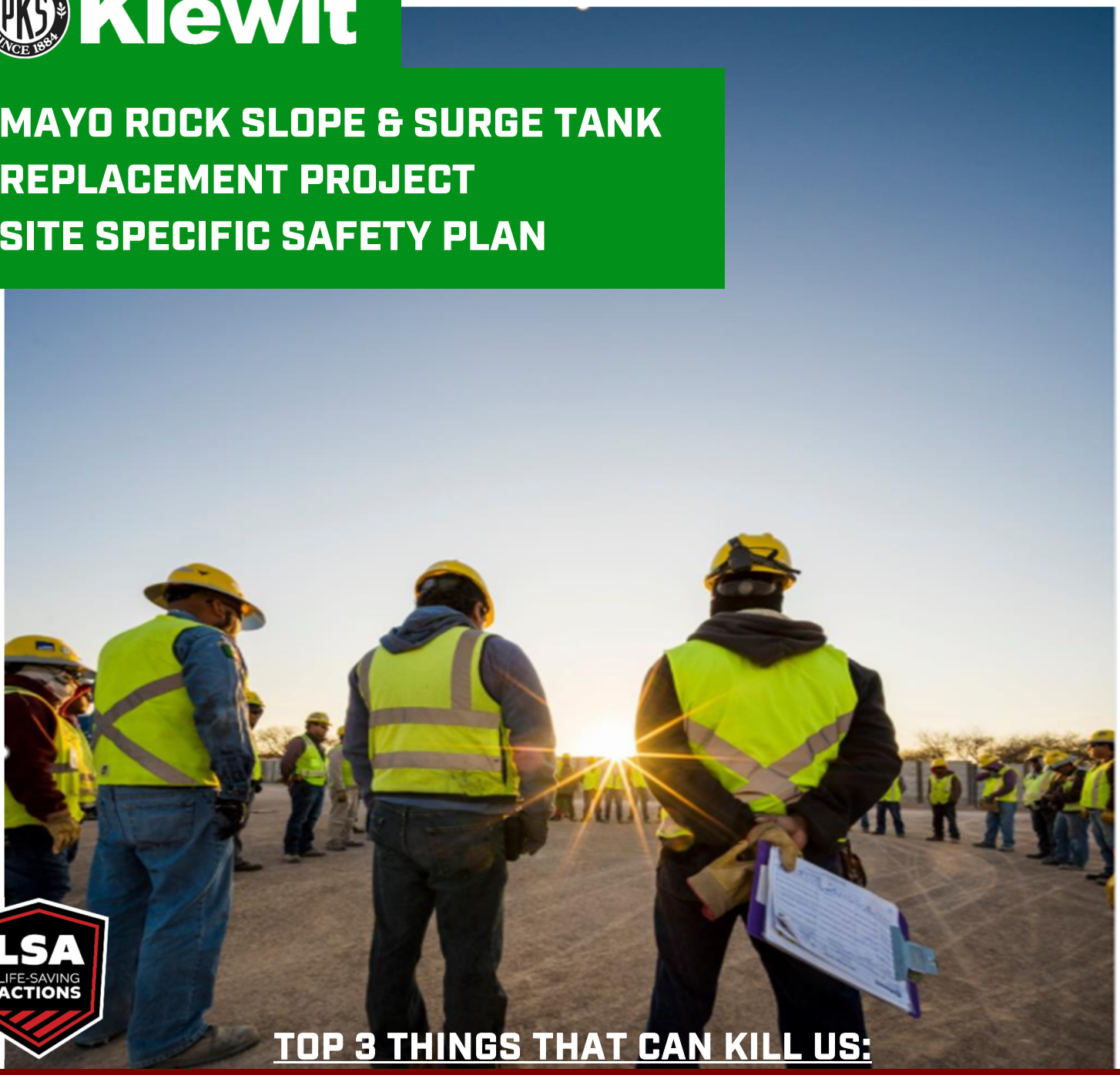
Kiewit

Kiewit

MAYO ROCK SLOPE & SURGE TANK REPLACEMENT PROJECT
SITE SPECIFIC SAFETY PLAN



LSA LIFE-SAVING ACTIONS

TOP 3 THINGS THAT CAN KILL US:

- Human Equipment Interface
- Utilities – Overhead High Voltage Power
- Excavation – Steep Slopes & Geohazards

Revised: July 7th, 2025

Standard Operation Procedure:

SITE SPECIFIC SAFETY PLAN

Document #	KIEWITSAFETY-	
Standard Owner		
Position	**Name**	**Ownership Date**
Safety Manager/Specialist	Taylor Paananen & Nicolas Richard	6/5/2025

Revision Summary Change		
Rev	**Revision Date**	**Change Description**
0	July 7, 2025	Issued for Use

DOCUMENT REVISION LOG						
Revision Number	**Revision Date**	**Description**	**Approvals**			
			Prepared by SM Initial		**Approving Authority CM/PM Initial**	
0	2025-07-07	Initial Submittal				

Standard Operation Procedure:

SITE SPECIFIC SAFETY PLAN

Document #	KIEWITSAFETY-	
Standard Owner		
Position	**Name**	**Ownership Date**
Safety Manager/Specialist	Taylor Paananen & Nicolas Richard	6/5/2025

Revision Summary Change		
Rev	**Revision Date**	**Change Description**
0	July 9, 2025	Issued for Use

DOCUMENT REVISION LOG						
Revision Number	**Revision Date**	**Description**	**Approvals**			
			Prepared by SM Initial		**Approving Authority CM/PM Initial**	
0	2025-07-07	Initial Submittal				

CONTENTS

1.0 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.

This project Site Specific Safety Plan (SSSP) is an integral component of Kiewit's overall Safety Management Playbook. This guide provides an outline of the minimum standards that must be included in your project's SSSP, but the following should always be kept in mind when building your safety plan:

- 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.
- 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.

1.2 SAFETY OBJECTIVES

The performance objectives for the project are:

1. Strive to work each day injury free.
2. Work towards eliminating all injuries, occupational illnesses and incidents through a process of continuous improvement.
3. Promote environmental, safety and health objectives as a constant value in designing, planning, training, and executing work.
4. Spread ownership for safety and health effectiveness throughout the organization.
5. Enhance employee awareness and involvement in the implementation of the Kiewit Safety Program.

2.0 SCOPE OF WORK

The Mayo A Hydro site (MH0) was initially commissioned in 1952 and expanded in 1956 to the current configuration of 2 x 2.5MW Francis turbine generators. In 2012 the Mayo B Hydro station was added to the facility. This new site has two Francis turbines. Mayo A Hydro and Mayo B Hydro are fed from a joint intake from Wareham Lake. The rock slope above the MH0 plant experienced significant rockslides in 2022 and 2023 and has been found to be at risk of future failure. The slope needs to be stabilized to ensure continued safe operation of the plant moving forward. There is a surge tank located on the rock slope that provides hydraulic protection to the Mayo Generating Station (MGS). The surge tank is over 70 years old, has been deemed end-of-life and identified for replacement.

The main Scope of work is:

- Stabilizing the slope to prevent future rockslides and slope failure

2.1 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 16.2, 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.

2.2 ZERO TOLERANCES

Categories of zero tolerance were chosen because of their high-risk potential which could result in life altering consequences. A suspension is the minimum for a zero-tolerance violation. Termination of employment is a possible outcome based on severity. The Project Manager will make the final decision. The Mayo project has established these Zero Tolerance Rules:

Fall Protection

Kiewit has a 100-percent tie-off policy, meaning a worker must be continually and properly tied to an engineered anchorage point whenever their feet are more than six feet above the ground, unless the surrounding surface has a guardrail system that complies with regulatory guidelines. An approved fall protection permit and work plan must also be in place.

Designation of Competency

Designation of Competency is required for most equipment, high risk tools, and ‘competent person’ required tasks. This designation must be specific and documented by a project authorized individual known as a Designated Signer. Individuals found to be operating any equipment without such designation will be in violation of the Zero Tolerance Policy

Confined Space

Any person(s) entering a confined space without prior training and authorization will be considered in violation of the Zero Tolerance Policies.

Provide written procedures for confined space work ten (10) days prior to the start of such work.

Drug and Alcohol Use

Any person(s) found to be under the influence of drugs (without a prescription from a licensed health care provider and notification to the Site Safety Manager) and/or alcohol on any of the Project properties, worksites, or while using Kiewit vehicles or equipment, will be considered in violation of the Zero Tolerance Policy.

Red Tape

Any person(s) who removes, tampers with, or bypasses red tape, barricades, danger tags, or other safety control measures without proper authorization will be considered in violation of the Zero Tolerance Policy. Red tape is used to indicate restricted or hazardous areas, and unauthorized entry or removal of these controls poses a serious risk to personnel safety and site operations. If red tape is used to indicate a Controlled Access Zone (CAZ), members of the crew doing the overhead work are also not permitted to enter, without the overhead work having stopped.

Ground Disturbance

Any person(s) found disturbing the ground or working without a permit in a permit-required setting or proper hydro-vac marking performed shall be in violation of the Zero Tolerance Policy.

Lock Out / Tag Out Energy Isolation

Not following the Lock Out/Tag Out (LOTO) policy. The potential for serious or fatal injuries resulting from a LOTO violation is always present on our jobsites. Removal of a lock or tag (other than by the individual who placed the lock or tag in place) or not using approved methods in the District LOTO procedures, will be considered a violation of the zero-tolerance policy.

Harassment

Kiewit will not tolerate any form of harassment, unlawful discrimination, or intimidation against site employees by anyone. Inappropriate conduct by any employee either at the Project Camp, or within the Village of Mayo will also not be tolerated. Employees who are found to have violated the Company’s Harassment and Discrimination, or Camp Policies shall be in violation of this Zero Tolerance Policy.

Cell Phone Use While Operating Equipment

Cell phone use while operating equipment without the hydraulics locked out is considered a Zero Tolerance Policy.

2.3 RESPONSIBILITY FOR DISCIPLINE ON THE PROJECT

The Project Managers are ultimately responsible for discipline on a Project. They retain the right to terminate an employee immediately should the situation warrant it. Examples of this might include an employee's unsafe work habits and unsafe acts, attitudes or other actions that might endanger themselves or other employees

"WORKING SAFELY IS A CONDITION OF EMPLOYMENT"

Most of our workforce will never be involved in disciplinary problems. This is consistent with our policy that "Working safely is a condition of employment."

2.4 PERSONAL PROTECTIVE EQUIPMENT

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

- Type II Helmet that is a high visibility colour or has retro-reflective decaling
- CSA approved safety glasses.
- 6" minimum CSA approved work boots with laces tied up properly
- Gloves – 100% use and task/risk specific (minimum cut level 4)
- Class 2 high visibility vest (bright or fluorescent coloured background material of yellow, lime green, red or orange)
- Hearing protection – over 85 dB and double when over 95 dB
- Additionally:
    - Hard hat front facing head lamp and rear facing red light during night work
    - Long pants or jeans (sweatpants are not permitted)
    - No loose clothing or jewelry
    - No hoods under or over hard hats
    - No earbuds/headphones

3.0 RIGHTS AND RESPONSIBILITIES

Everyone is responsible for Health and Safety, Environmental protection, and security. Key responsibilities have been identified for all key personnel.

4.0 PROJECT MANAGEMENT

Project Manager	Octavio Flores	306-699-7892
Project Manager	Tomislav Ukalovic	604-880-1389
Construction Manager	Patrick Bramley	604-315-5897
Safety Coordinator	Taylor Paananen	236-268-0823
Safety Coordinator	Nicolas Richard	236-660-3735
General Superintendent	Raymond Anderson	604-494-9965
General Superintendent	Dean Harding	780-881-5982

4.1 WORKERS THREE RIGHTS

1. **Right to Know**

Workplace hazards can play a part in stress, accidents, injury, disease, and even death. Workers have the right to know about workplace hazards. When workers are informed, they can help their employers provide the necessary protection and training to promote a safe workplace. The project will use the following methods to inform workers about the hazard they may face:

- Job Hazard Analysis (Major JHA and Start Card)
- Pre-task Instruction Meeting (PTI) – Daily Morning Meeting
- Play of the Day (POD) Coordination meetings
- Work plans
- Risk Assessments
- Training
- Craft Voice In Safety (CVIS)

2. **Right to Participate**

Workers have the right to participate in decisions affecting workplace health and safety and their involvement is vital when it comes to controlling or eliminating dangers in the workplace. Since workers are most commonly exposed to workplace hazards, they are better equipped to find solutions. Our Start Card process and PTI meetings encourage worker participation within the health and safety program.

3. **Right to Refuse Unsafe Work**

No worker shall carry out or cause to be carried out any work process, or operate or cause to be operated any tool, appliance or equipment that would create an undue hazard or “imminent danger” to the worker’s health or safety or to the health or safety of any other worker. Undue hazard is a danger that is not normal for that occupation, or a danger under which a person engaged in that occupation would not normally carry out the work.

The project will:

- Investigate and take action to eliminate imminent danger.
- Ensure that no worker is assigned to use or operate the tool, appliance, or equipment to perform the work for which a worker has made a notification, unless:
    - The worker to be assigned is not exposed to imminent danger.
    - The imminent danger has been eliminated (must be documented)
- Workers may be temporarily assigned to alternative work at no loss in pay until the matter is resolved. This shall not be regarded as disciplinary action for the notification of imminent danger and work refusal.
    - If the worker and the employer or supervisor can’t agree on how to resolve the matter, the matter will be investigated in the presence of one of the following:
        - A worker representative of the joint health and safety committee.
        - A worker chosen by the workers trade union.
        - Any other worker by the worker who first reported the unsafe condition.
        - If the worker believes an imminent danger still exists after investigation and action by the project, the worker may file a complaint with a WorkSafeBC officer who in turn will investigate the matter.

4.2 RESPONSIBILITIES

District Safety Manager

Kiewit’s Western Canada District Safety Manager is responsible for the following:

- Communicating the overall message of our Safety Program, the District’s safety record and safety ranking within the organization.

- Developing, implementing, and maintaining comprehensive written Safety, Health, and Environmental Programs containing philosophies, policies and procedures that comply with all corporate, federal, provincial, municipal, and other regulatory agency guidelines.
- Developing, implementing, and overseeing comprehensive training programs for District and Project employees
- Monitoring Worker's Compensation, insurance, and liability claims.
- Maintaining appropriate records as required by Corporate, federal, provincial, and local regulatory agencies.
- Attending, conducting and/or participating in meetings with Project Directors, Safety representatives, and other representatives as necessary to ensure compliance with safety and health requirements.
- Conduct Project site audits to review records, permits, field conditions, safe work practices and to assess employee's knowledge of safety policies and procedures.

Project Manager

The Project Managers are responsible for the following:

- Ensuring that all contractual, legislative and project policies regarding safety performance and documentation for the Project are met.
- Implementation of the Safety Program on the Project.
- Ensuring Construction Managers, Superintendents, Field Coordinators and Foremen understand and enforce Safe Work Practices and attend required safety training.
- Ensuring a documented safety tour of all construction activities is conducted on a weekly basis. This inspection shall focus on observance and correction of unsafe employee behavior and Project site conditions, including environmental conditions. A copy of each weekly inspection report, complete with documentation of corrective actions taken, shall be kept in a file on the Project.
- Ensuring weekly foremen safety meetings, toolbox meetings and mass safety meetings are being conducted and attended by all employees and subcontractors.
- Being involved in the review process of all safety related incidents.
- Ensuring Construction Managers, Superintendents, Field Coordinators and Foremen understand and enforce Safe Work Practices and attend safety training as required.
- Conducting or having a delegate conduct 3 week follow up meetings for Project new hires.

Construction Manager

The Construction Manager is responsible for the following:

- Overseeing the implementation of the Safety Program on the Project.
- Ensuring that all safety incidents are investigated with the responsible Superintendent.
- Overseeing the safety tour process, including assigning supervisory staff to conduct inspections.
- Ensuring Superintendents, field coordinators and foremen understand and enforce safe work practices and attend safety training.
- Enforcing requirements relating to the distribution and use of personal protective equipment, attendance at safety meetings, and safety planning.
- Involvement in the review and investigative process following all safety related incidents.

Safety Manager

The Project Safety Coordinators are responsible for the following:

- Overseeing the implementation of the Safety Program on the Project.
- Ensuring project safety tours are being completed as required.
- Providing or coordinating safety orientation training, job-specific training, safety meetings, first aid facilities and materials, safety reports, incident investigations, emergency drills, case management, safety recognition programs and routine safety inspections, SOS program (if applicable).
- Ensuring that all contractual, legislative and Project policy requirements regarding safety performance and documentation for the Project are met.
- Implementing weekly foreman safety meetings and toolbox meetings.
- Supporting the incident review process for all safety incidents.
- Ensuring the coordination of and attending weekly CVIS meetings.
- Ensuring the CVIS manual is being followed and working with management to drive the safety culture of the Project.
- Working in conjunction with Construction Managers, Superintendents, Field Coordinators and Foremen to ensure implementation of the Safety Program on all levels.
- Establishing Project safety goals with the Project Manager.

Superintendent

The Superintendents are responsible for the following:

- Supervising work on-site.
- Building the safety culture on-site and leading by example
- Enforcing safety policies and practices and ensuring applicable training is received by employees under their supervision.
- Ensuring that safety is an integral part of the plans for each operation in accordance with the provisions of the Safety Program.
- Providing visible management when implementing and maintaining the Safety Program.
- Ensuring compliance with all related Kiewit and Owner requirements, as well as municipal, provincial, and federal laws.
- Reviewing, updating, and signing off on major hazard analysis and work plans.
- Reporting and investigating all safety related incidents in a timely manner and ensuring appropriate action is taken.
- Taking immediate action to correct unsafe work practices, acts, and conditions.
- Attending and participating in, on a rotating basis, toolbox meetings and pre-job task instruction meetings.
- Ensuring that no operation is started without a completed, reviewed, and signed Start Card, and work plan.
- Ensuring all personal protective equipment is being worn and used properly.
- Ensure their crews have all the required tools, materials, and supplies to perform their tasks safely.
- Participating in weekly safety tours and communicating tour findings to craft
- Ensure their CVIS members are allocated adequate time for CVIS meetings/activities.

Field Coordinators

The field coordinators are responsible for the following:

- Assisting Project personnel in the assembly of details, drawings, and inspection procedures
- Assisting the Superintendent in obtaining the necessary approvals before starting construction activities, such as heavy lifts, crane and man-lifts, and steel erection
- Providing necessary technical specifications requiring approval
- Assisting the Project Manager in assembling detail drawings requiring a professional engineer’s seal
- Ensure their crews have all the required tools, materials, and supplies to perform their tasks safely.
- Taking action to correct unsatisfactory safety performance.
- Participating in the daily Stretch and Flex Program.

- Encouraging workers to ask questions if they are unsure about the plan and details of a task.

Foreman

Foreman are supervisors closest to craft workers. They are responsible for the performance of the crew under their supervision and for:

- Setting clear expectations and holding workers accountable
- Training, leading, and controlling work activities so that work in their areas complies with Project policies.
- Leading by example through their daily actions, and maintaining their work areas with extreme housekeeping and extreme access
- Mentoring new hires until they become fully trained and productive crew members.
- Ensuring their CVIS members are allocated adequate time for CVIS meetings/activities.
- Accountability with craft workers when an at-risk behavior is observed.
- Reporting to the discipline Superintendent all health and safety concerns, such as near misses, first aids, environmental concerns, and unsafe conditions
- Conduct daily pre-task instruction meetings with all crew members and conducting the Stretch and Flex Program at this time and making sure their workers are fit for duty.
- Maintaining orderliness and extreme housekeeping always in work areas
- Ensure their crews have all the required tools, materials, and supplies to perform their tasks safely.
- Reinforcing the importance of the Safety Program when introduced to new crew members.
- Providing feedback to Superintendents and safety about prospective quality mentors and CVIS volunteers
- Ensuring workers are trained for their assigned tasks.
- Ensuring that their workers understand their 3 rights and the requirement to Stop any unsafe work.
- Stopping an operation from being performed when:
    - The operation has not been properly planned; or
    - Safety is not an integral part of the process.

Workers

All staff employees and craft workers will be responsible for complying with established Safe Work Procedures including:

- Reporting to work physically and mentally able to perform their designated duties.

- Following all rules, guidelines, and safe work procedures
- Complying with all requirements, instructions, and manufacturers' safety recommendations
- Wearing all personal protective equipment required for individual projects or specific operations.
- Exercising their stop work authority as required.
- Ensuring that they are using tools and equipment correctly. If workers are unsure of how to use the equipment or do the operation required, they must ask before doing the work.
- Reporting all unsafe acts or conditions to their foreman or supervisor
- Taking corrective action, as appropriate, if they observe something that could cause injury to another worker.
- Stopping any work that is considered unsafe, and advising a supervisor of any such situation immediately.
- Not performing any work that has not been planned or when safety is not an integral part of the process. Workers must not start any operation without reading, understanding, and signing the detailed execution plan and Start Card first.
- Attending all daily Toolbox Safety Meetings and Pre-Task Instruction Meetings, and participating in discussion generated at such meetings.
- Participating daily Stretch and Flex Program

Subcontractors and Other Third Parties

All subcontractors undertaking work for or through the Project are required to comply with all requirements established for the project. All subcontractors and their employees are required to perform their work in a safe and professional manner. To accomplish the goal of an incident-free work site, the Project must ensure that each subcontractor follows the set of safety requirements for work on any project site.

These requirements include:

- Attending all pre-construction meetings (kick-off meetings)
- Accepting and implementing the project's overall Safety Program
- Completing the project's orientation programs for each employee and attending any further orientations, as required.
- Developing work plans, job hazard analyses and safe work procedures for their work
- Providing a full-time safety professional to supervise their work if requested and to participate with the project's CVIS committee.
- Inspecting their work area daily, maintaining extreme housekeeping as conditions change.

- Planning each operation with health, safety, the environment, and security as the number one priority; this means having a detailed execution plan and utilizing the Start Card
- Participating in the daily Stretch and Flex Program
- Attending any safety stand downs / participate in safety rodeos / and attend and participate in any safety related meetings or initiatives.

5.0 HAZARD ASSESSMENT, IDENTIFICATION AND CONTROLS

5.1 DEFINITIONS

Hazard

An object, condition, or behavior with the potential to interrupt or interfere with the orderly progress of an activity.

Hazard Assessment

A formal process used to identify hazards that may create losses to people, equipment, materials, property, or the environment.

Risk

Probability that during a period of activity a hazard will result in an incident with definable consequence.

Consequence

The result of an incident occurring.

Probability

The likelihood that the identified hazard will result in an incident within a three-year period.

Risk Management

The reduction of consequence and the probability of risk(s) to an acceptable level.

5.2 HAZARD IDENTIFICATION

Physical Hazards

a. Excessive levels of noise, vibration, heat or cold
b. HEI/Journey Management
c. Electrical shock and/or burns.
d. Striking or being struck by objects.
e. Falls down the slope.
f. Trips, slips and falls.
g. Work overhead

Ergonomic Hazards

a. Repetitive strain injuries
b. Improper body positioning or movement

Chemical Hazards

a. Skin contacts with corrosive or reactive chemicals

Physiological Hazards

a. Fatigue, boredom on long jobs and stress
b. Personality conflicts between employees and/or management

5.3 HIERARCHY OF CONTROLS

1. **Eliminate the Hazard**
2. **Engineering Controls**

Engineering control of hazards deals with the elimination or isolation of the hazard from the employee and physically limits the employee's exposure to the hazard. Engineering controls are the preferred method of controlling hazards.

3. **Administrative Controls**

Administrative controls deal with directing people and can include policy, procedures, and training. Administrative controls reduce or limit the amount of exposure an employee has to a specific hazard.

4. **Personal Protective Equipment (PPE)**

PPE is the final line of defense against hazards in the workplace. It is implemented only after other reasonably practicable means of eliminating a hazard have been ruled out.

5.4 DOCUMENTATION

Detailed Risk Matrix

The project has a Detailed Risk Matrix in place to identify, rank, and control hazards within our operations.

Major Job Hazard Analysis (JHA)

Major JHA's are the superintendent's responsibility and need to be developed with the foreman and crew's input before any new operation. A major JHA is to be used for all operations. It is to be reviewed and signed off by the crew (at minimum) bi-weekly and at the start of each rotational shift, as well as at the start of every new operation by all members of the crew.

Start Card

A minor JHA (Start Card) is to be used at the start of each day for all workers. The Start card will list each activity. Identify hazards associated with daily tasks, identify mitigations for said hazards, and adjust throughout the day if changes occur.

Additional information on the Major JHA and Start Card can be found in Section 13 of this plan.

6.0 PROACTIVE PLANNING

6.1 SAFETY RISK FORECAST

Safety Risk Forecast will be used by district leadership, project leadership and the Ops Safety Director, to review during the "get of jail" 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.

6.2 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.

6.3 DATA RESPONSIBILITY MATRIX

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.

7.0 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.

7.1 ORIENTATION BASICS

Project Orientation must be completed prior to allowing any employee to begin work at the project site. All Mayo staff, craft and subcontractors must complete project orientation.

1. Orientation attendees must include **ALL** employees new to the project, including all subcontractors.
    a. New Hire Orientation attendees are tracked by KrewTrac.
2. Project management expectations are delivered at the orientation by the Safety Manager – Taylor Paananen/Nicolas Richard
3. 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.
4. The orientation schedule is posted and available to everyone on the project, the Orientation schedule can be found on the Project SharePoint.
5. Orientation leads are expected to be knowledgeable, well-prepared and deliver a passionate and engaging training.
6. Orientation location is on site in a dedicated, clean, quiet equipped space.

7.2 ORIENTATION CONTENT

The projects orientation 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 9.0)
- Bear Awareness
- Craft Voice in Safety Program (described in Section 12.0)
- Incident Reporting Requirements
- 30-Day Follow Up
- Stop Work Responsibility
- Zero Tolerance Policies
- QA/QC Expectations
- Environmental Training
- Permit Overview
- Client Specific Items
- Quiz

All new employees will be made aware of the facilities, which include:

- Emergency exits/muster points.
- First aid and AED locations
- Project Emergency Procedures

7.3 POST-ORIENTATION ACTIVITIES

1. Ensure new hire employees are visually identifiable in the field from experienced craft by the use of helmet stickers.
2. 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.
3. 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 another sticker to place over the new hire sticker to acknowledge completion of the 30-day program. If not approved, they will complete another 30-day cycle.
4. The 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 strong safety culture.

7.4 YOUNG WORKERS

Young workers are those individuals who are under 25 years of age. Young workers will be identified at orientation and given a hard hat sticker that indicates they are a young worker. Young workers will be tracked in KrewTrac and will be assigned a mentor by their supervisor for additional coaching.

8.0 TRAINING

The importance of training extends beyond our employee's introduction to the job.

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 the Safety Manager.
2. The project training plan is accessible and can be found in the Mayo Project SharePoint.
3. Project training will be scheduled by the Safety Manager in advance to ensure the necessary trainers, material and equipment are available.

9.0 JOB-SPECIFIC TRAINING REQUIREMENTS

- Steep Slopes
- Fall Protection & Dropped Objects
- High Angle Rescue
- Rope Access
- Project Orientation
- DOP
- Rigger 1 & 2
- LSA Training
- First Aid
- Bear Awareness
- Indigenous Training

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 KrewTrac, updated and maintained to easily identify any gaps.

10.0 DESIGNATED OPERATOR PROGRAM

Only employees who have been evaluated and deemed competent by an Authorized Examiner will be permitted to operate heavy machinery.

- The project will utilize the Designated Operator Program (DOP)
- The Project Manager will sign off on Authorized Examiners.
- Employee competency evaluations will be retained by the project and uploaded via the KrewTrac.
- Prior to being designated as an operator an individual must demonstrate the following competencies to the authorized trainer:
    - Performance of pre-operational inspection (DVI)
    - Equipment Startup Procedure
    - Equipment Specific Operating Skills
    - Emergency Procedures and Shutdown
    - Spill Response
    - Equipment Fueling Procedure
    - Rules and procedures for lifting / pulling with equipment
    - Equipment Parking Procedure
    - Work near water rules and procedures
    - Work near electrical/utilities rules and procedure
    - Etc.

11.0 PRE-SHIFT MEETINGS

Every operation will start their shift with a pre-task instruction (PTI) 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.

11.1 STEP-BY-STEP GUIDE TO A SUCCESSFUL PTI MEETING

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.
Topics to Cover:

Job Basics

- Sequence of job steps
- Track protection review
- Tool and equipment checks
- Potential hazards
- Proper use of protective equipment
- Emergency procedures (fire safety, communications, first aid)

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.

Stretch and Flex

Front-Line Supervision will lead or select a craft employee to lead the daily stretch and flex exercises.

Operations Start Card

All crew members are 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.

11.2 EXPECTATIONS

- All craft employees will attend a PTI 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 day's plan.
- Review the weekly toolbox talks on project hazards, training, and trends. FLS will deliver them to all craft employees.

12.0 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" is used for pre-planning major operations.

12.1 OPERATIONS START CARD

- The Start Card is to be filled out daily for each operation before the operation begins and is intended to be used as a field level hazard assessment. 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 that 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.

12.2 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.

- The JHA standard template – including identification of applicable LSA categories & safeguards.
- 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:
    - When there is a new employee to the operation

- When conditions change – specifically related to **ANY** change in LSAs or Safeguards
- At least every two weeks.

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

1. It is the responsibility of the Project Manager 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:
   - Working At Heights – Fall Protection and Dropped Objects
   - Trenching and Excavation
   - Temporary Structures and Construction Devices
   - Cranes / Lifting and Rigging
   - Energy Isolation – LOTO Isolation and Stored Energy
   - Human Equipment Interaction
   - Utilities – Overhead, Underground & Penetrations
4. LSA training will be conducted during new hire orientation and as needed after that.
5. The project management team 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. Any safeguards that aren't implemented by the start of the operation need to be approved by the FLS..
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.

14.0 FIELD COMPLIANCE

The project will implement the following methods to ensure compliance with all Mayo Project rules and that unsafe behaviors are identified, addressed, and communicated:

1. 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.
2. Project management 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.
3. The project will use the proper tools without trigger locks and with safety features installed such as guards, handles etc. No modification to tools will be allowed, and tools will be used for their intended purpose.
4. 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.
5. The project will procure and install the appropriate signage for the project.
    - 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.
6. The project will ensure compliance with Mayo's security and safety regulations.
7. All personnel on site will follow the prescribed, approved travel routes.

14.1 FIRE PREVENTION

- **Extinguishers**: Supply enough type ABC fire extinguishers at each site.
- **Training**: Ensure all employees know how to use fire extinguishers.
- **Register**: Maintain a register of fire extinguisher inspections and locations.

15.0 SAFETY WALKS / TOURS

1. The project will conduct focused LSA inspections and enter them in InEight Compliance. 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.
3. Findings from walks will be communicated to the field during daily POD Meetings.
4. Findings and actions from the safety walk will be documented and tracked. The InEight Compliance tool can be used for this action.
5. The project 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.

16.0 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. All CVIS members will complete Joint Occupational Health and Safety Committee training.
4. Project safety will ensure CVIS members understand and are comfortable with their role in CVIS.
5. CVIS members and the Project Manager will meet weekly.
6. Pictures and names of current CVIS members are published at a conspicuous place and available to all Project Personnel.
7. Following the weekly CVIS meeting, the minutes will be distributed and discussed at the next pre-shift
8. meeting. They will show the CVIS initiatives, achievements, and challenges.

17.0 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 every week.
2. All foremen, including subcontractors, are expected to attend, are consistently present at the meeting and attendance is tracked by a designated attendee using attendance sheets.

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 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 by using the POD Meeting.

18.0 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. Workplace Health & Safety Regulations, YOIC Reg (2006/178) 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].The TSCD Manual, which will be made available at project initiation.
7. The Crane Policy Manual.
8. The Rigging Manual, which will be made available at project initiation.
9. The Designated Operator Program procedures for all equipment.

19.0 RECOGNITION / MORALE PROGRAM

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

- 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

- Details of the recognition program are available on the Project SharePoint.

20.0 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.

Expectations

- At least weekly, the Project Manager and/or Construction Manager conducts a field tour verifying their safety expectations are being met.
- There is good communication from project management, through the field supervision to the craft.
- Craft feel that safety is the core value and will be addressed ahead of production.
- All partners and subcontractors function as a team.
- There is a healthy incident reporting culture on the project.
- There is a culture of fact finding versus fault finding.

21.0 SAFETY OBSERVATION SYSTEM

The project will use Kiewit's Safety Observation System (SOS) to capture and log hazards identified or observations made. These observations will be reviewed, and action will be taken on any at-risk observations made.

1. All Staff and Craft personnel will complete a minimum of one SOS card per week.
2. Observations will involve interventions, LSA leading indicators and comments.
3. The goal or frequency on craft and staff observations to be completed weekly will be decided prior to the project kick-off.
4. Observation data will be used to identify leading and lagging indicators to help highlight focus areas of concern to mitigate.
5. The project will compare observational trends to lagging / leading indicators i.e., incident rates, LSA assessments, weekly during CVIS meetings and discussed during mass safety meetings.

22.0 HOUSEKEEPING AND ACCESS

- The project will use signage and/or chained rope to delineate designated walkways on the project.
- Supervision is/are responsible for maintaining designated walkways on the project.
- The project will ensure that a good working surface is in place on the project.
- The project will have:
    - Designated trash/waste receptacles located at designated locations.
    - Flammable material and liquids will be properly stored at designated locations.
- The project will conduct a cord and tool roll up inspection every 6 months.
- Rigging, hardware and equipment will be stored designated locations.
- Dedicated smoking areas and receptacles for cigarette butts will be located at designated locations.
- The project will hold our subcontractors accountable to our housekeeping standards.

23.0 STOP WORK RESPONSIBILITY

1. The project will use the Project Orientation to train all employees and subcontractors on Stop Work Responsibility before being allowed on site.
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. The Safety Manager is responsible for providing the training for Stop Work Responsibility.
    d. One 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 being posted in common areas and lunchrooms.
    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.

24.0 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. It will serve as the framework for the project startup meeting / “get out of jail meeting.” The Safety Manager is responsible for ensuring this happens.
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 August 2025, and February, June, and October of 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.

25.0 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 70 working hours a week, employees will be monitored for fatigue and scheduled adequate rest periods between shifts.

26.0 JOURNEY MANAGEMENT

Journey Management refers to the process of planning, coordinating, and monitoring the movement of people, goods, and services from one place to another. It involves identifying potential risks and implementing safety measures to protect the above.

The safety of Staff, Craft, and subcontractors during work related travel is very important. The following measures will be taken to ensure the safe journey management of our people:

- Journey Management training will be provided in the site-specific orientation.
- Drivers must be fit for duty to operate a vehicle.
- Daily Visual Inspections (DVI's) will be conducted at a minimum weekly on all light duty vehicle and pickup trucks.
- Drivers must have a valid Class 5 Drivers license to operate a company vehicle.
- Drivers must adhere to all speed limits, posted signage, and traffic laws when operating a vehicle.
- The Project Management team will conduct regular audits on vehicle speeding reports and seat belt reports and take action disciplinary action for non-compliance.

27.0 INCIDENT REPORTING

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

All incidents, accidents, property, or environmental damage along with equipment, machinery, or vehicular breakdowns must be reported to Project Management, Project Safety and Client. An immediate notification of the incident will be submitted no less than 24 hours following the event, followed by an incident report summarizing the full details of the incident investigation.

27.1 RESPONSIBILITIES

Employees

- All incidents 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 their supervisor within 24 hours of the accident. For all injuries and incidents, a drug and alcohol test will be conducted under post- incident guidelines.

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 project staff representative accompanies the injured employee to the medical clinic or hospital and provides follow-up to ensure healing is progressing.

Kiewit 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.
- The Safety Manager must be notified as soon as possible of the incident.
- All first aid and recordables 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.

27.2 PROCEDURE

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.

Injury Management

- 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 project staff 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!**

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.

Training

- The project safety team will be trained on incident/injury management procedures.

Documentation

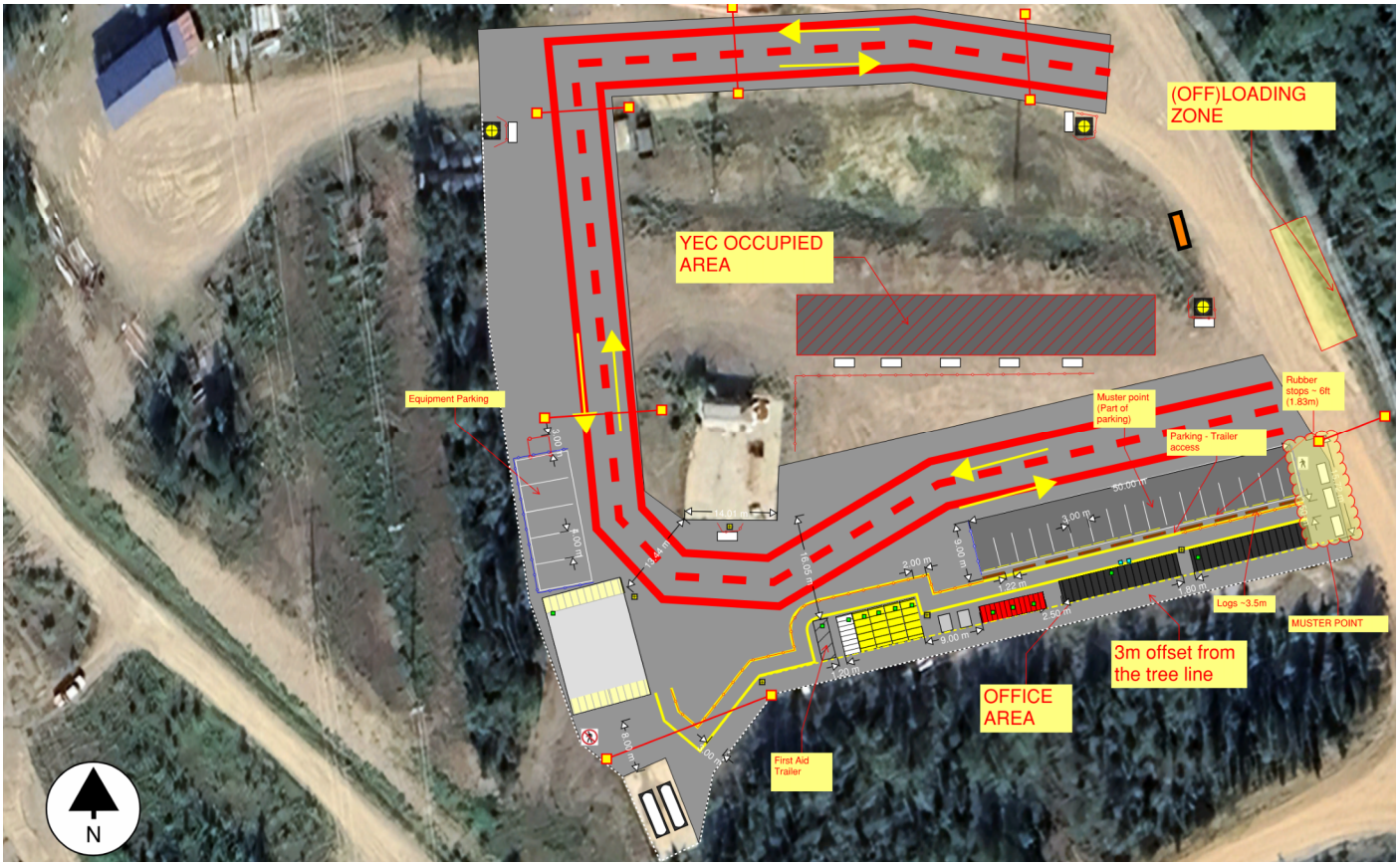
- The project will follow all of the requirements of the regulatory agencies.

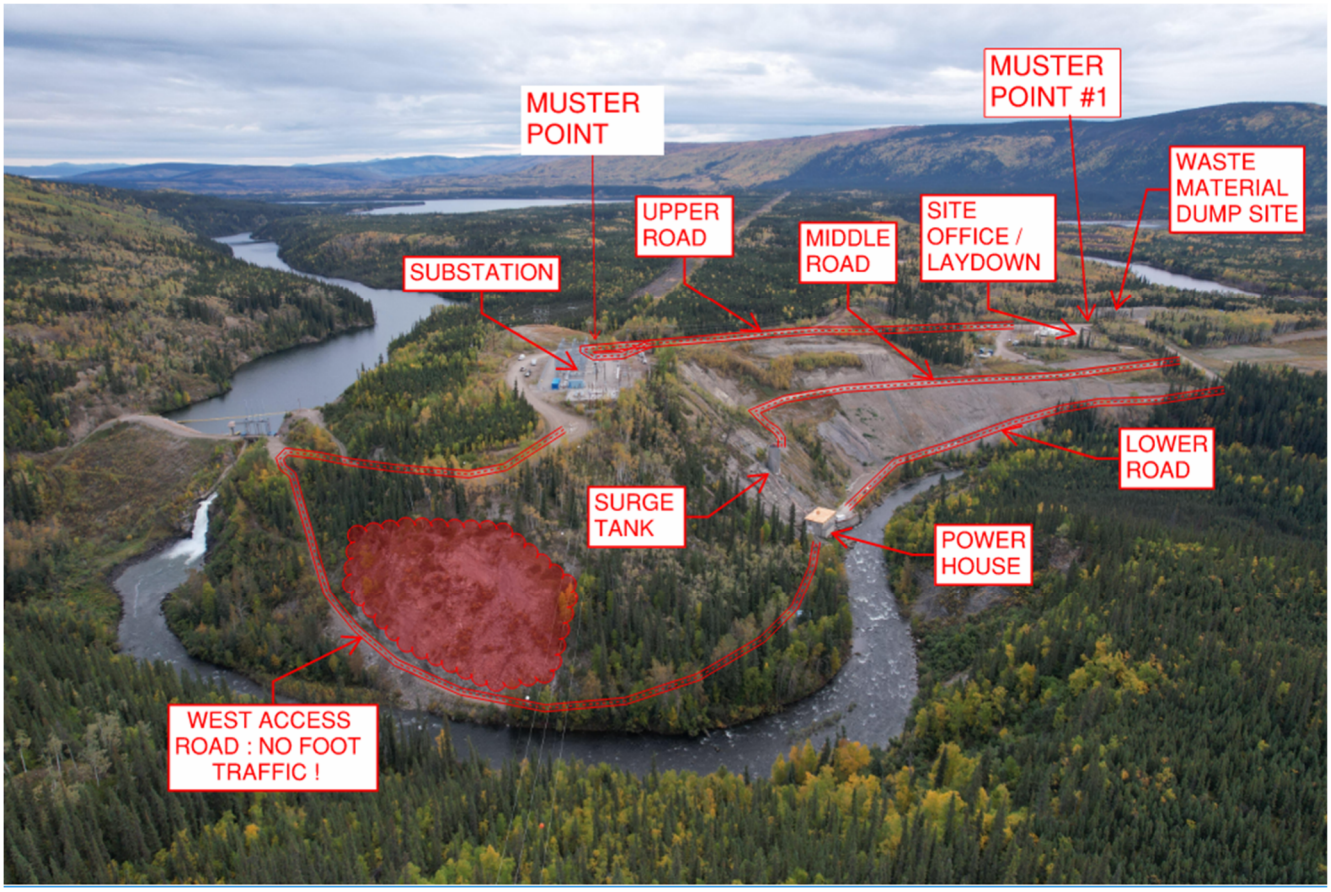
28.0 ADDITIONAL RESOURCES

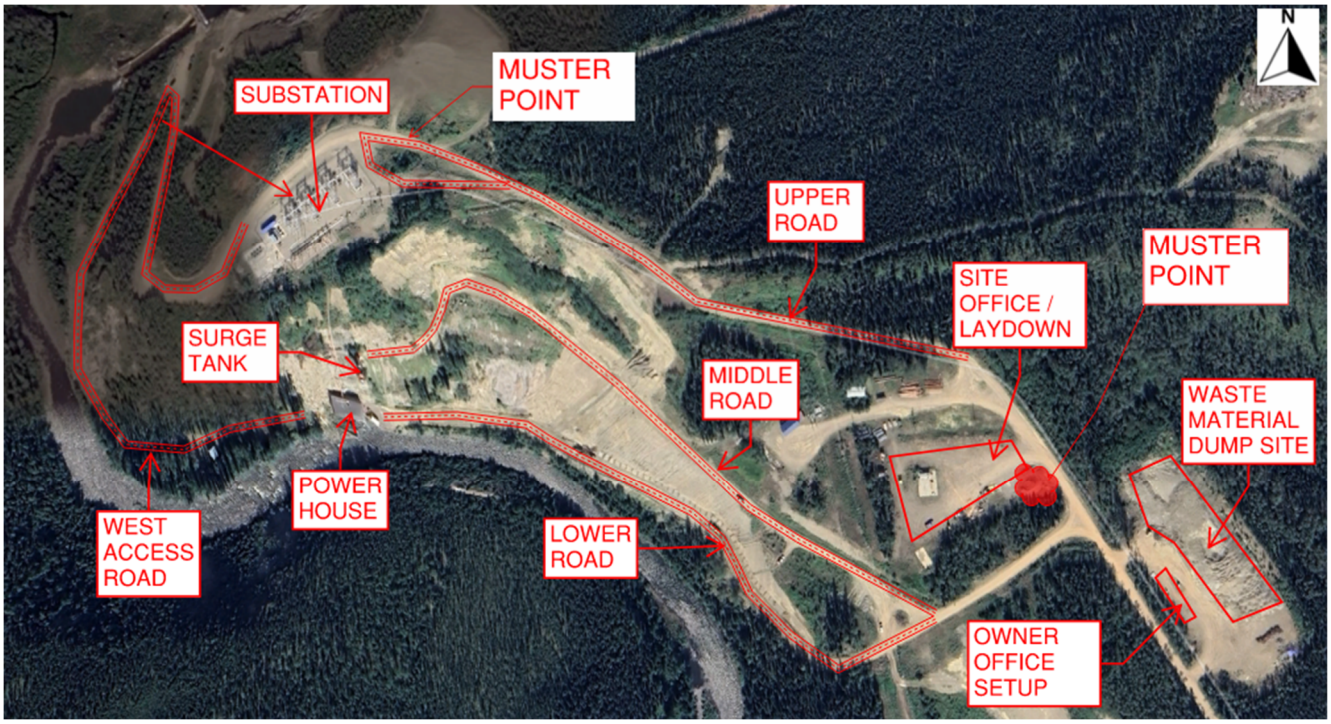
For questions about this document or the additional resources listed below, contact your district safety manager or regional operations safety director.

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:

29.0 Site maps




MUSTER POINT
MUSTER POINT #1
WASTE MATERIAL DUMP SITE
UPPER ROAD
SITE OFFICE / LAYDOWN
MIDDLE ROAD
SUBSTATION
LOWER ROAD
SURGE TANK
POWER HOUSE
WEST ACCESS ROAD : NO FOOT TRAFFIC !


N
SUBSTATION
MUSTER POINT
UPPER ROAD
MUSTER POINT
SITE OFFICE / LAYDOWN
SURGE TANK
MIDDLE ROAD
WASTE MATERIAL DUMP SITE
POWER HOUSE
WEST ACCESS ROAD
LOWER ROAD
OWNER OFFICE SETUP


PROJECT LOCATION
GATE
CAMP LOCATION
VILLAGE OF MAYO 5.5 KM
851 m