

SAFETY POST

Monthly Recap of Companywide Safety Improvements | JUNE 2025

QUALITY LSA ASSESSMENTS: WHY THEY MATTER & TAKING ACTION



[*Listen to Eric Ellefsen's message here*](#)

BLUEBEAM USERS: WHEN THE LEADERSHIP MESSAGE VIDEO OPENS IN BLUEBEAM, COPY AND PASTE THE URL INTO A BROWSER WINDOW TO WATCH THE VIDEO

WHAT IS AN LSA ASSESSMENT?

During this year's Safety Week, we focused on two critical components of our safety program: the quality of our LSA Assessments and responding to safeguard deficiencies.

An LSA Assessment is a verification of safeguards and subsequent engagement with our FLS and crews. Assessments ensure safeguards that prevent serious incidents are understood and always in place.

The data states that one LSA Assessment per 280 craft manhours has shown a 3x reduction in serious incidents. We've made good progress on the number of assessments being completed, but now we have to focus on their quality and feedback to the field.

MEANINGFUL CONVERSATIONS

What constitutes a high quality LSA Assessment?

- Connection with the foreman and superintendent before, during, and after the Assessment. Let the crew know an Assessment is taking place, and interact with them every single time.
- Have real dialogue with the field team. Use this time to coach, train, and mentor the crew on the findings, remediation if any, and Life-Saving Actions (LSAs). LSA Assessments are not for assigning blame—they are opportunities meant for learning, coaching, and improvement.
- Document what you see: take pictures, add detailed notes, and capture what's really happening in the field in your LSA Assessment.

Conducting high quality LSA Assessments provides good data to track trends, identify training gaps, and ensure *Nobody Gets Hurt*.

The follow-up with the crew needs to be impactful, demonstrating the importance of our LSA program, and how safeguards save lives.

RESPONDING TO SAFEGUARD DEFICIENCIES

When a safeguard is missing or not being properly used, we need a plan and must respond in real time.

Each district or project is responsible for defining how they will respond to the deficiency, but the response must be clear and appropriate based on the severity of the issue.

Refer to the [Defined Response to Safeguard Deficiencies](#) for further guidance. Possible responses could include, but are not limited to:

- Crew shutdown
- Project shutdown
- Face-to-face sit down with a manager
- Personal Safety Development Plan focused on maximizing the potential of the individual

It's important to recognize and reinforce what's working. Celebrate safeguard excellence when you see it—whether it's verbal recognition or grabbing lunch for the crew.

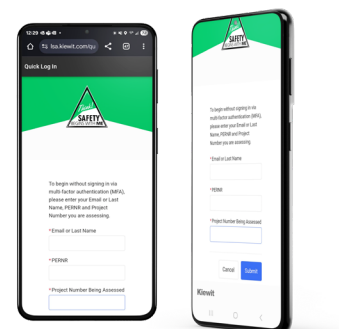
DEVELOP YOUR PLAN

Safety Week may be over, but the effort to conduct the highest quality LSA Assessments should remain a consistent focus.

What is your plan to get your district or project teams engaged and aligned with these efforts?

Refer to Page 3 for information to assist districts and projects with LSA Assessment data, performance, and execution. Leverage the data to increase engagement and quality.

For more details on conducting the highest quality assessments, reference the one-pager guideline to Quality LSA Assessments found [here](#).



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SHARED LESSONS AND IMPROVEMENTS FROM RECENT POTENTIAL FATALITY EVENTS

Full incident summaries can be reviewed by clicking on the [*project name](#)

CRANES / LIFTING & RIGGING

Incident Report: [NAVFAC Repair Mike & November Wharves](#)

Near Miss: Rigging used to suspend running block from the crane boom failed while moving the vibratory hammer into position. The running block dropped 60 feet and the hose bundle/saddle dropped 25 feet.

- Train teams on proper inspections for rigging add-on / attachments.
- Work plans must identify crane add-on inspections and hold points.
- Identify potential options for fixing running block / fairlead to boom with Corporate Crane SMEs.
- Execute the [Corporate Crane Policies and Procedures Manual](#) (i.e. Rigging/Signal Person Qualification, Lift Planning (OTSLP) / Lifting in the Blind, Site Inspections and Set-up, Assembly /Disassembly, Authorized Operator Program & Inspections etc.).

Incident Report: [Freestone 2x0 Peaking Addition](#)

Near Miss: During a lifting operation of the Unit Auxiliary Transformer with LR 1280 crane, the weight capacity of the spreader bar was exceeded.

- Ensure crane operators, riggers, and operation staff have been properly trained on the [Corporate Crane Policy](#).
- It is now required for the Project Manager and / or Construction Manager, and superintendent to approve the Critical Lift Plan at least one week before the operation.

ENERGY ISOLATION / LOTO

Incident Report: [GTPP Ethylene Plant](#)

Near Miss: During a welding machine swap operation, an arc occurred when the employee disconnected the wrong cable feeding the welding machine.

- Ensure all employees follow zero energy testing requirements per the [LOTO Policy](#). This must be verified by a Front-Line Supervisor immediately prior to starting the operation.
- Ensure the site-specific LOTO plan clearly communicates temporary power expectations and safeguards.
- Implement additional safeguards such as LOTO bags for cord caps, and proper labeling of cables to remove error prone situations.

WORKING AT HEIGHTS

Incident Report: [KMX CCC Tuxpan Fase I](#)

Near Miss: While installing springs in HRSG 11 mufflers, the chain fall contacted a scaffolding tray, causing it to fall 115 feet (35 meters) below into the Controlled Access Zone (CAZ) of another overhead activity.

- Every working at heights operation using a secondary protection method must have a dedicated red barricaded CAZ for the activity.
- All dropped object hazards must be properly secured.
- Ensure a written plan and JHA are completed for work activities and front-line supervisors are present at the operation when needed.

Incident Report: [Southerly Tunnel and Consolidation](#)

Near Miss: An umbilical hose fell halfway down the shaft. As it descended, the hose struck a shaft light dislodging it from the shaft wall. The light then fell approximately 65 feet to the bottom of the shaft.

- Work plans must include hold points to be utilized in the field to ensure specific controls are in place, installed correctly, and inspected.
- Review the manufacturer specifications or data sheets for all components utilized in a system. Teams should not assume the proper installation requirements.

UTILITIES

Incident Report: [1884 Line Co](#)

Utility Strike: A crew struck a 7.2 KV line while installing a ground rod. The crew stopped work and the area was secured.

- Retrain craft and staff on LSA and Start Card requirements, reinforcing expectations using the Start Card Training Video found [here](#).
- Targeted training on ground disturbance procedures, with emphasis on safe ground rod installation.

LAST 12 MONTH'S TOP PSL 4/5 INCIDENTS BY LSA CATEGORY

Below are the Top 5 PSL 4/5 LSA Incident Categories for the last 12 months (6/1/2024 - 6/1/2025) and the total number of incidents within that category. [Click here for a link to the Power BI Safety Incident Reporting site](#). This tool can be used to track safety trends for projects, districts, and the organization.

CRANES

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WORKING AT HEIGHTS

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ENERGY ISOLATION / LOTO

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CRANES / LIFTING & RIGGING

3

MAINTENANCE OF TRAFFIC

3

RECORDABLES FROM THE LAST 60 DAYS

PROJECT NAME	CATEGORY	POTENTIAL SEVERITY LEVEL	ACTUAL SEVERITY LEVEL
I-40 Gorge Bridges	Crush Points	3	2
Columbia Shop	Hand / Power Tools	2	1
KMX CCC Tuxpan Fase I	Crush Points	2	1
Mill Creek 1x1 Combined Cycle	Walking (Slips/Trips)	2	2
Shady Hills Energy Center	Crush Points	2	2
GTPP Ethylene Plant - Construction	Crush Points	2	2

Disclaimer: As investigations unfold the classification of an incident can sometimes change as new or better information becomes available. This creates a situation where an incident may initially be entered with a lower potential and not highlighted on the daily snapshot. To ensure we do not miss an opportunity to learn from a serious incident, the recordables that occurred during the past two months will be listed here in the Safety Post.

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NEW: KOS CRANE INCIDENT REENACTMENT VIDEO AVAILABLE

All employees are encouraged to watch the new Kiewit Offshore Services (KOS) Crane Video, reenacting a serious incident from July 2024 where the pendant bars of a Liebherr LR 1300 SX crane, unexpectedly slid down the boom, landing near six employees. This incident could have resulted in multiple fatalities. The video serves as a reminder of the importance of our processes and the power our signature.

This video should be used as a training tool to prevent similar events in the future, even if your project does not have crane risks. You can find this video, and others like it, in the [Incident Reenactment Video library](#) on the Corporate Safety SharePoint page (available in [English](#), [French](#), and [Spanish](#)).



LSA ASSESSMENT ANALYTICS: TRACKING PERFORMANCE, AND EXECUTION ACROSS DISTRICTS

ASSESSMENT PER CREW COMPANY OVERVIEW

*Data taken from 4/1/25 - 5/12/25



The [LSA Assessment Analytics](#) provide each District and project the opportunity to learn and improve from the LSA Assessments conducted in the field. The first step is doing the required quantity of LSA Assessments. The top and bottom four districts are ranked below based on their ability to complete the required quantity of LSA Assessments. While the number of LSA Assessments we complete is important, the quality of assessments is even more critical. Fortunately, the LSA Analytics Dashboard allows the user to examine the quality of LSA Assessments. One simple example is using the at-risk percentage to determine if a District or Project is being thorough and detailed when performing LSA Assessments. To unlock the full potential of the LSA Analytics Dashboard watch this [demo video](#) and start using the tool. Remember, [safeguards save lives](#), but only when they are verified to be in place.

RANK	DISTRICT	QUALIFYING PROJECT WEEKS	LSA GOAL MET	PERCENT GOAL MET
TOP 4 RANKED DISTRICTS				
1	MEC Transportation	54	54	100
2	Kiewit Mexico	4	4	100
3	Cherne	15	15	100
4	Mining	21	21	100
BOTTOM 4 RANKED DISTRICT				
32	Kiewit Offshore Services	56	36	64
33	TIC Southern	24	9	38
34	Kiewit Foundations	11	4	36
35	Kiewit Fire Sprinklers	70	18	26

Legend:

Qualifying Project Weeks: The number of active projects that had over 280 craft manhours

LSA Goal Met: Projects in the district that achieved the one LSA Assessment per crew per 280 craft manhours