

SAFETY POST

Monthly Recap of Companywide Safety Improvements | **OCTOBER 2025**

SAFETY IMPACT STORIES: FROM LESSONS TO ACTION



[*Listen to Steve Quinn's message here*](#)

PLAN IT. FLAG IT. VERIFY IT.

In 2012, we experienced the tragic loss of Adolfo Figueroa during a trailer loading operation. The lessons we learned are now a standard practice for our crews and the way Steve Quinn approaches every operation.

What we learned:

- Thorough Planning: Use the [HEI Planning Tool](#) to identify hazards before work begins.
- Exclusion Zones: Trailer loading flag kits create visibility of where people must not stand when near equipment.
- Communication: Before entering any equipment zone, stop, make visual contact with the operator, use the "hands up" signal, and wait for acknowledgement.
- Spotters: Every spotter must be trained, competent, and listed on the Operations Start Card.



[*Listen to Aaron Johnson's message here*](#)

PROTECTING OUR HANDS

In 2003, Aaron Johnson suffered a life-changing hand injury during a routine maintenance operation that he had completed many times. The incident changed the way Aaron does every day tasks.

- The [LOTO Policy](#) was updated to prevent repeat incidents in the future.
- All energy sources must be isolated, verified, and zero energy tested before any maintenance can begin.
- Utilize the [Hand Focus toolkit](#) and resources.

"No job, no shortcut is worth your hands."



[*Listen to Matt McElroy's message here*](#)

CLIMB SAFE. EVERY TIME.

For Matt McElroy, ladder safety became personal after losing his father in a fall that could have been prevented. This incident changed how Matt views every ladder he walks by.

Key lessons:

- Inspect ladders before each use to ensure it's rated, set on solid, level ground, and in good condition.
- Maintain three points of contact and keep your belt buckle between the rails.
- At heights above the fourth rung or with limited visibility, follow the [Fall Protection Permit](#) and gear requirements.

Matt's story shows that safety is deeply personal. "If you ever think about skipping a step, ask yourself, is it worth never making it home?"



[*Listen to Ole Olson's message here*](#)

BUILT RIGHT. BUILT SAFE.

In 2015, Ole Olson witnessed a 74-ton pile fall, narrowly avoiding a major spill and injuries. The incident exposed critical gaps in the Temporary Structures & Construction Devices (TSCD) process and reinforced the importance of engineering controls.

Key lessons:

- Engineering review: All temporary structures must be properly designed and reviewed, never improvised.
- Log all temporary structures in the [TSCD Matrix](#) and verify stability.
- Establish hold points and energy-release plans before removing supports or rigging.

"We cannot rely on luck to protect our team."

SAFETY POST

Monthly Recap of Companywide Safety Improvements | OCTOBER 2025

SHARED LESSONS AND IMPROVEMENTS FROM RECENT POTENTIAL FATALITY EVENTS

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

CRANES

Incident Report: [Greenville Yard](#)

Equipment Damage: Hammer B5505 pivoted during hoisting and hit the HPU and generator due to missing bracing.

- Clearly identify all crush and pinch points.
- Involve SMEs, safety, and key personnel to review plans, address line-of-fire and caught-in-between hazards.

UTILITIES

Incident Report: [Florence Commercial Construction](#)

Near Miss: During the re-routing of a temporary power cable, an incorrect line was cut, resulting in contact with an energized 480V feed and causing an arc.

- Establish a supervisor hold point verification before cutting any temporary power lines to confirm proper line identification and eliminate the risk of contacting an energized line.
- Individual cables in vaults must be labeled with identifiers and voltage.

ENERGY ISOLATION / LOTO

Incident Report: [DE RNG Const Program Completion](#)

No Treatment: While conducting cable resistance testing on a 480V motor power supply panel, an employee experienced a shock and minor arc burn.

- Work authorization must be approved before performing any tasks on commissioned systems.
- Always use the correct multimeter attachment to verify zero energy. Prong and clamp leads must be selected based on the equipment being tested.

HUMAN EQUIPMENT INTERACTION

Incident Report: [IH-820 Southeast Connector](#)

Lost Time: During a full lane closure, two crews were performing layout and striping work when the superintendent directed a stripe removal truck to back up about 1,000 feet. After walking ahead to mark additional spots, the superintendent was struck by the water blaster truck.

- Updated project PPE SOP for employee illumination for night operations pertaining to HEI risks.
- Make sure all equipment and subcontractor equipment are within compliance with [Kiewit Technology Matrix](#).

WORKING AT HEIGHTS

Incident Report: [Cumberland Combined Cycle Plant](#)

Near Miss: A python bag weighing 15.4 lbs containing cans of spray adhesive fell from the ACC approximately 80 ft. to the ground.

- Update work packs to include detailed steps for safely moving materials between elevated locations.
- Install permanent overhead protection below manufactured openings to eliminate the risk of dropped objects.
- Ensure all preparatory work is completed the day before materials are placed at height.

Incident Report: [Cumberland Combined Cycle Plant](#)

Near Miss: While scaffold crew members were transferring material between platforms, a scaffold foot slipped from a worker's hand and fell approximately 25 ft. to the ground.

- Conduct focused dropped-object walks weekly, led by CSAs and General Foremen, and review findings during the weekly Foremen's Meeting.

Incident Report: [Cumberland Combined Cycle Plant](#)

Near Miss: A python bag containing bolts was dropped from the ACC falling approximately 80 ft. to the ground.

- Attach bolt bags to module sections during the initial crane pick to eliminate the need for employees to carry them while working at height.
- Clearly label work areas with multiple entrances so crews can easily identify their designated work zones.

Incident Report: [KMX CCC Tuxpan Fase 1](#)

Near Miss: While descending stairs from the upper level, a paint helper dropped an empty paint bucket, which fell about 57 ft. and landed outside the controlled access zone.

- Objects weighing 5 pounds or less must be secured to the body, while those over 5 pounds must be raised or lowered using on-site pulley systems.
- Ensure adequate lifting points are available in the work areas for crew to use.

Incident Report: [DW Gross Reservoir Expansion](#)

Lost Time: While connecting a concrete gang form to a trailing platform, an employee on an extension ladder lost balance after swinging his hammer and missed. This caused him to jump off and fall approximately 5 ft. to the roller compacted concrete surface below.

- Fall protection is required when above fourth rung when working off ladders as detailed in the [Working from Ladders SOP](#).
- When a work plan is revised, ensure the updated version includes sufficient detail, including access to all features of the work.

TOP LSA CALLOUTS NOW ON TSCD DRAWINGS



Starting September 1, TSCD drawings now include Top Life-Saving Action (LSA) callouts to help teams quickly spot the most critical safety elements of TSCD during construction. This

initiative, piloted on the IH820 SEC project, aims to boost field awareness and reduce risk without replacing existing processes.

To ensure this important update reaches the field, we're asking all project teams and safety leads to help spread the word—share it in your toolbox talks, site meetings, and district updates. Click [here](#) to learn how this change helps protect our people.

MONTHLY CRANE INCIDENT REVIEWS



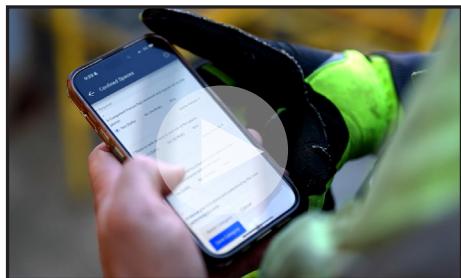
The Crane Incident Review presentations provide monthly summaries of crane-related incidents, key trends, and lessons learned to help reinforce safe crane and rigging

practices across all projects. Review the latest reports from August and September 2025 [here](#).

SAFETY POST

Monthly Recap of Companywide Safety Improvements | **OCTOBER 2025**

A GUIDE TO LSA ASSESSMENTS



[*Watch the LSA Assessment Video here*](#)

The LSA Assessment video shows how crews can apply LSAs by checking safeguards, verifying procedures, and ensuring work is performed safely in the field. It highlights the importance of engaging with crews, asking safeguard questions, and observing work in real time. LSA Assessments are about meaningful conversations and confirming that safeguards preventing serious incidents are in place and effective. Use the [Quality LSA Assessments](#) one pager to have a further discussion with teams.

SAFETY RISK FORECAST DASHBOARD

Overview

The [Safety Risk Forecast \(SRF\)](#) model identifies projects with a high risk of Actual Severity Level (ASL) 2+ incidents with 78% accuracy. The model leverages machine learning and data visualization to highlight risky projects. The goal is to bring awareness to risky projects and enable proactive use of safety tools and programs to reduce risk.

The SRF report should be used monthly to review a project's predicted risk. It highlights the high-risk impact features, showing which items drive greater exposure. Once identified, the proactive considerations can be used to guide how to address these drivers and inform strategies to mitigate overall project risk.

For questions, please reach out to the KDS team:

- [Nana Adwoa Nkrumah](#)
- [Andrew Christensen](#)

Or the Senior Corp Controls Manager

- [Wayne Hill](#)

LSA ASSESSMENT PER CREW COMPANY ANALYTICS

**Data taken from 8/1/25 - 10/1/25*



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. 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.

DISTRICT	QUALIFYING PROJECT WEEKS	LSA GOAL MET
Kiewit Nuclear Solutions	25	25
Kiewit Mexico	10	10
Mining District	33	33

These districts achieved **100%** of the goal across all eligible projects for the month of August and September. If your district or project did not meet this goal, check the analytics page to develop a plan for improvement.

Legend:

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

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