HSE Strategic Plan Commitment

Brock’s Bsafe culture and its emphasis on respect and caring is the foundation of our commitment to our employees, our customers, and the communities in which we operate.

To strengthen and encourage this obligation throughout the company, we will follow the guidelines in our 2020 HSE Strategic Plan.

This commitment challenges each of us to encourage and expect full participation in the Bsafe Monthly Emphasis programs, achieve compliance with all training requirements, and to utilize all the Brock Core Elements to the fullest extent.

We will fulfill this commitment of a Zero Harm Culture through our promise to intervene and be someone's HERO as we work together on this Journey of Excellence.
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American Fuel & Petrochemical Manufactures (AFPM)
Contractor Achievement Award - Brock Industrial Services
Bayway Refinery of Phillips 66

Brock received 42 AFPM Contractor Achievement Awards in 2019

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*Bsafe is a mark of Brock Holdings III, Inc.
VISION
The leader in safely building and supporting the world’s infrastructure through collaboration and innovation.

MISSION
The Brock Group provides specialty craft and maintenance services to key industries across North America. We are dedicated to offering the safest and highest quality service and solutions. We view ourselves as partners with our customers, our employees and the communities in which we operate. Our performance driven culture is led by having and developing the best people, the most efficient processes and the right tools for the job.

VALUES
- Bsafe (Safety)
- Bbest (Continuously improving)
- Integrity / Honesty
- People First
- Customer Focused
- Driving Results

RUN THE BUSINESS
Brock prides itself on providing the best possible service to our customers. We are focused on modernizing our business practices and improving our daily operation’s procedures. Integrating current best practices along with world class safety and health processes into our daily business operations is how we “Run the Business.”

GROW THE BUSINESS
Brock is focused on how we can grow in a strategic way. We have many opportunities of growth presented to us on a continuous basis. The factor we must consider is, can we engage in this growth opportunity responsibly? Brock is not willing to sacrifice any foundational values to obtain growth. Prioritizing our growth opportunities will ensure we become more successful in the services we provide and provide a pathway to operational excellence.

PEOPLE DEVELOPMENT
The importance of our Brock family of employees is immeasurable. People Development is an initiative to leverage the tools and knowledge each employee needs to be “set for success”. Working individually with each employee, we can establish a clear growth plan to enhance their career path. There is no greater resource that our employees and we want to ensure our employees have all they need to achieve a fulfilled and successful career.

FOUNDATION
Our three-tier foundation of Technology/Innovation, Quality, and HSE provides a solid platform to build our initiatives. These foundational values are deeply embedded in our employees and our company practices. This foundation is of paramount importance to our company’s success, for without it our improvement initiatives will falter, and we will not be able to uphold our company vision, mission, or values. We build everything we are on this foundation and we believe it can be seen in everything we do.
Message from the VP of Health, Safety & Environmental

Brock’s reputation is one of our most valuable assets and preserving it is essential to retaining our talented employees and loyal customers. We’ve worked hard over the years to build our reputation as a safety-focused company, a distinction earned through the actions of our employees. However, like all reputations, all it takes is one questionable act to damage it. Therefore, our continued success hinges on our employees being engaged with our safety programs every day.

Bsafe is our approach to making safety personal. As an extension of our culture of respect and caring, Brock’s Bsafe culture is backed by the company’s commitment to an incident-and-injury-free environment. This commitment involves principles that include making safety personal, always intervening, taking pride in quality work, and achieving operational excellence. These guiding principles serve to support every decision made across the company at all levels.

We continually seek to improve all aspects of our safety performance, but particularly our leadership and engagement at every level. Engagement goes beyond making sure we are physically and mentally prepared to perform our own duties. It extends to our partners and customers on the job site. In a highly hazardous industry such as ours, safety is an investment that consistently delivers real benefits. A safe work environment helps to keep skilled employees on the job and projects on track. I am proud to say Brock employees work in the safest manner possible and our programs are consistent with best-in-class safety practices.

The 2020 HSE strategic plan establishes the expectations and minimum requirements to govern all operations for Brock. All employees are required to report any hazardous activities to their supervisors and to exercise constant vigilance. It is a condition of employment at Brock that all employees comply with the requirements of this program and the safety regulations and procedures issued in conjunction with it. All employees have the full support of management in enforcing the provisions of this policy.

Ultimately, we must remember that Brock is committed to providing a zero harm work environment for all employees, subcontractor employees, temporary employees, jobsite visitors, and members of the public. We must work together Helping Everyone Reach Zero, as we are all accountable for our performance.

Our dedication to safety must be unwavering.

Drew Ashcraft, CSP  
Vice President of Health, Safety, & Environmental
Engagement is a workplace culture that inspires all members of an organization to give of their best each day, commit to their organization’s goals and values, and contribute to organizational success, with an enhanced sense of their own well-being.

Engagement is based on trust, integrity, and two-way commitment and communication between an organization and its members. It is an approach that increases business and safety success, contributing to organizational and individual performance, productivity, and well-being.

Leaders drive engagement. Employees are more actively engaged when their supervisor acts consistently, keeps the employees’ well-being in mind, coaches for improvement, and exhibits traits of a Brock HERO, such as honesty, integrity, and veracity.

At Brock “Be a Her0” is not just a slogan. It is a call to action. It is a demand to use our tools of engagement to be fully immersed in our company’s well-being and the well-being of all of our employees.

Our tools of engagement require more than meeting the minimum requirements; this means employees willing to go the extra mile, provide innovative ideas, uphold their commitments and, most importantly, being engaged.

When we utilize Bsafe, Respect and Caring, HERO observations, pre-task hazard analysis, peer conversations, performance measurements, stop work authority, taking safety outside of the work place, and taking safety to heart, we can fulfill our industry’s need for a workforce of employees that display characteristics of providing the best for their company and coworkers.

Each day, we have the opportunity to go above and beyond by being engaged with our fellow employees, customers and communities. Will you seize the opportunity today?
VISION
- ZERO-HARM WORK-SITE
- 100% SAFE WORK

BELIEFS
- SAFETY EXCELLENCE
- RESPECT AND CARING

VALUES
- MAKING SAFETY PERSONAL
- HERO INTERVENTION

BEHAVIORS
PREVENTION
- PRE-TASK RISK ASSESSMENT
- LAST MINUTE RISK ASSESSMENT
- SHORT SERVICE WORKER PROGRAM

• FIRST PASS QUALITY • IMPROVED VALUE PROPOSITION
VISION

Focus

MISSION
- BEST IN CLASS
- QUALITY SERVICE

GOALS
- OPERATIONAL EXCELLENCE
- CONTINUED GROWTH

PROCESSES
- SALES
- TRAINING
- HIRING
- MARKETING
- EQUIPPING
- SUSTAINING

BEHAVIORS
- PRODUCTION
- ABATEMENT
- COATINGS
- INSULATION
- SCAFFOLDING

• INCREASED RELIABILITY
• REDUCED COMMERCIAL RISK
Bsafeful and Bbest: Better Together

Bsafeful is our approach to making safety personal. As an extension of our culture of respect and caring, Bbest is the embodiment of our relentless pursuit of, and overall commitment to, operational excellence.

Our pledge to establishing a Bsafeful culture is backed by our commitment to an incident and injury free environment. We understand that developing a long-term, sustainable culture begins with making safety personal. Our corporate culture is built on interdependency, with each employee fully engaged to work safely and be motivated “so no one gets hurt!”

The Brock standard of caring and respect defines who we are and how we operate to achieve excellence in every aspect of our business. Bsafeful begins with personal responsibility for our own safekeeping and extends to include our fellow employees, our customers, our families, and our communities.

The Brock Bbest business objectives and the values and attitudes of the Brock Bsafeful culture work in conjunction to achieve our desired results of being “Better Every Day”. We know that we cannot be “Better Every Day” by following a single path. Obtaining these types of results are only achieved by harmonizing operational and safety excellence principles.

Research by OSHA points out that companies with excellent safety typically have a culture in which everyone feels accountable and that successful organizations have integrated safety into their work processes so that safety isn’t something additional to do; it’s how they get the job done.

“First Pass Quality” and “Zero Harm Worksites” are unified results that are reached through a journey of mirrored elements essential to a mutual culture. Bbest and Bsafeful are synonymous and defy the perception of a non-cohesive safety and production relationship.

Our culture combines:

- Best in Class Quality Service
- Zero-Harm Worksites
- Strategic Partnerships
- Respect and Caring
- Continued Growth
- Making Safety Personal

Taking the company’s mission, goals, values, vision, beliefs and behaviors, and assimilating them into our desired results is our main priority here at Brock. Within the company, safety and production work together to promote the big picture of our Bbest and Bsafeful culture. By working together, we are able to become “Better Every Day” by using these proven successful business qualities as our foundation.
Bbest: Better Every Day

As part of our ongoing commitment to all our stakeholders – our customers, investors, employees, and communities in which we work – we emphasize a company-wide culture of continuous improvement.

Bbest is Brock’s culture of seeking the best possible ways to achieve our strategic goals and vision. Bbest brings together planning and accountability to ensure best practices go beyond sharing to become standard procedure throughout our organization.

Our focus on being “Better Every Day” is based on our shared values of respect and caring. Bbest has five key elements:

- Leading safety performance in our industry
- Building a strong team from many individuals
- Delivering the same performance excellence to all customers
- Creating a solid future for everyone who works at Brock
- Profitably growing revenue for all our stakeholders

For our customers, Bbest drives multiple benefits, particularly when combined with our strong safety culture through Bsafe and our execution approach built on alignment with each customer’s goals and metrics. Bbest for customers means:

- Consistency in service delivery across projects and facilities
- Continuous improvement in project and maintenance safety, engagement, and performance
- Better services and solutions platforms based on customer feedback and market needs
- Stronger alignment on customer goals and success metrics
- Proactive and responsive support functions for timely resolution of issues

Bbest is an ever-rising target in our constant pursuit of the next level of excellence for safe and flawless service delivery, consistent execution to standards, and employee engagement and development, ultimately driving profitable revenue growth.

Bbest allows us to combine the very best ideas, practices, and processes from Brock’s abundant talent into the expectations for how we operate. Bbest requires that we improve constantly and without hesitation to support our commitment to being the very best.

Brock’s leadership has also made a commitment that these practices and ideas will be evaluated, prioritized, and implemented based on the value to our company, employees, and customers.

Across Brock regions and business units, we are all committed to the standardization of excellence in how we execute our work, behave and support each other, both internally and externally.
2019 Craftsperson of the Year: Kaylyn Best

The Craftsperson of The Year award is presented annually in recognition of outstanding professionalism and work ethic. It also recognizes those who foster Brock’s commitment to caring and respect for others. This year’s award recipient, Kaylyn Best, has been with Brock Canada for seven years working in scaffolding.

Kaylyn received seven nominations from co-workers in a variety of positions at her facility. Overwhelmingly, the nominations described Kaylyn as a caring mentor who embodies what it means to be a good leader. As a mentor, Kaylyn is patient, yet stern as she instills safety practices and proper scaffold building techniques with all her mentees.

She is genuinely dedicated to Brock’s Bsafe culture and is not only a HERO who calls attention to potential hazards within her work areas, but also recommends solutions to eliminate those hazards when they are found.

Kaylyn’s work-ethic is also widely noted among the customer and her peers. She takes great pride in her work and is a positive representative for Brock. She goes above and beyond every day and her team truly appreciates her dedication.

Mike Nameth, Kaylyn’s supervisor, described an example of one of Kaylyn’s HERO moments stating that she was working with a crew to erect a scaffold in a confined space when she identified a valve that was not properly locked out. She used her stop work authority, then notified the client of the potential hazard. This act provided a safe workspace for the entire crew and allowed them to complete the project without incident.

Kaylyn has been promoted to Supervisor since receiving the CEO Craftsperson of the Year Award and hopes to be able to earn the CEO Supervisor of the Year Award for 2020.

Thank you, Kaylyn, and congratulations on being named Craftsperson of the Year.
2020 Vision: 100% Focus

Focus level WHITE is where you are during the day when you are not working, on break or eating lunch. We would be generally aware and relaxed and your mind is not tasked with any specific thought.

Focus level YELLOW is your first area for task preparation. You are paying attention, but the task doesn’t require concentration. Most of your work day is spent at this focus level.

Focus level ORANGE is your second level of awareness where you would be paying close attention and have concentration on the task you are performing. You should only be working at this level for a short period of time.

Focus level RED is your last focus level. It is the most extreme and likewise you will be extremely focused with intense concentration while performing high risk task. You should only find yourself working at this focus level for a few short minutes.
2019 Supervisor of the Year: Burnell Howard

This award identifies the Brock supervisor who continuously performed his or her daily tasks in an exemplary manner and one whose leadership achievements promote and foster an incident and injury-free work environment based on respect and caring. Amongst several nominations, this year’s award goes to Burnell Howard, the General Foreman at ExxonMobile Plastics Plant in Baton Rouge, LA.

For many years, Burnell worked as the maintenance scaffolding general foreman, but in recent years has been the project and turnaround multi-craft general foreman. He has made a respectable name for himself at BRPP as a model supervisor for others to emulate in regard to safety, performance, expectations, and job execution.

Burnell has been recognized as an exceptional advocate for safety and Brock’s Bsafe culture of respect and caring. His execution of safety related programs is far above what is expected. For example, each month Burnell will often exceed the expectation of loss prevention of observations completed and exceeds quality expectations as well.

Burnell’s crews are a direct reflection of his leadership and dedication to Brock’s values and safety initiatives, as well as his dedication and commitment to champion ExxonMobil’s LPS program into Brock.

Thank you, Burnell, and congratulations on being named Supervisor of the Year.
DESIGNING SOLUTIONS

As an expert in specialty craft services, Brock maintains a rich history of bringing innovation to our industry. Designing dynamic tools and processes focused on increasing productivity, safety and reducing incidents at each job site is a key component of Brock’s Bbest culture, driving our pursuit of continuous improvement across the company.
Chevron Phillips Chemical – Cedar Bayou facility in Baytown, Texas is located in the heart of the Houston Ship Channel region. The facility is situated on 1,800 acres with 33% devoted to petrochemical manufacturing. The remaining acres are used for special projects and greenspace.

The Cedar Bayou facility is a participant in the OSHA Voluntary Protection Programs (VPP) and has been named a Star Site six times. There are 12 VPP companies working at the Cedar Bayou facility, including Brock Services.

The Brock crew at this site has seen a great deal of change over the past few years. They peaked at 550 employees during the summer of 2018. Just two and a half years earlier, they had just over 150 employees.

In August 2017, Hurricane Harvey flooded the plant with over 6 feet of water across the entire facility. The challenges that followed cannot be overstated. Most of the plant was still not operating at the beginning of 2018, and the Brock compound did not have electricity.

Despite the tough environment, site management was able to leverage best practices and move forward. They adopted a "back to basics" approach to safety as they navigated through the unique challenges of operating in a plant with little to no power, and over 300 employees working 7-12's. All while managing a SSW program with a turnover rate of over 10%.

The team’s commitment to Brock’s BSafe culture was strengthened and was proven by their safety statistics. The site achieved almost two million work hours without a recordable incident.

In 2018, Brock also played a key role in the commissioning of a new unit onsite, which is one of Chevron Phillips largest expansions in its history. The team was called on to close several gaps left by previous contractors. Due to Harvey, CUI work has continued to run strong and required Brock to maintain a team of over 400 employees throughout 2018. The crews logged extended years for continued Harvey recovery, new unit commissioning, CUI work, and maintenance.

Though classified as a large site, there is a deep sense of unity amongst the entire crew. The bond was forged as they navigated the floodwaters of Harvey and achieved a new level of operational excellence. They are driven by Brock’s culture of caring and respect that they truly have for one another.

Congratulations to everyone involved in making Chevron Phillips Chemical – Cedar Bayou the CEO Site of the Year!
2019 HSE Recognition

Brock takes pride in achieving an incident-free culture of respect and caring. Over the past year, The Brock Group has received multiple awards that signify our commitment to an incident and injury free work environment that strives toward a Zero harm culture. Below is a list of awards our company has received over the past year:

**VPP (Voluntary Protection Programs)**
- Region VI Star of Excellence Award
  - Americas Styrenics St. James
  - Chevron Phillips Cedar Bayou Complex
  - Chevron Phillips Pasadena Plastics Complex
  - Chevron Phillips Sweeny Complex
  - Dow Chemical OCD
  - Dow Chemical Freeport
  - ExxonMobil Beaumont
  - Flint Hills Resources Port Arthur
  - Phillips 66 Borger Refinery
  - Phillips 66 Lake Charles Refinery
  - Phillips 66 Sweeny Complex
  - Rubicon Geismar
  - Valero Ardmore Refinery
  - Valero Houston Refinery
  - Valero Three Rivers Refinery
- Region VI Super Star Award
  - Valero Texas City Refinery

**AFPM (American Fuel and Petrochemical Manufacturers)**
- Award for Meritorious Safety Performance
  - BP Whiting Refinery (Brock Industrial Services)
  - Chevron Pascagoula
  - Chevron Salt Lake Refinery
  - Chevron Phillips Cedar Bayou Complex
  - Chevron Phillips Pasadena Plastics Complex
  - Chevron Phillips Sweeny Complex
  - CITGO Corpus Christi Refinery
  - CITGO Lake Charles Manufacturing Complex
  - CITGO Lemont (Brock Industrial Services)
  - CITGO Lemont
  - Dow Chemical Deer Park Plant
  - Dow Chemical La Porte Site
  - ExxonMobil Baytown Olefins Plant
  - ExxonMobil Baytown Refinery
  - ExxonMobil Beaumont Chemical Plant
  - ExxonMobil Beaumont Polyethylene Plant
  - ExxonMobil Beaumont Refinery
  - HollyFrontier Cheyenne Refinery
  - HollyFrontier Tulsa Refinery
  - INVISTA Victoria Plant
  - Koch Industries Port Arthur
  - Koch Industries Houston Chemical
  - LyondellBasell Channelview Complex
  - LyondellBasell Corpus Christi Complex
  - LyondellBasell La Porte Complex
  - LyondellBasell Lake Charles Polymers Plant
  - LyondellBasell Matagorda Complex
  - PBF Energy Chalmette Refinery
  - Phillips 66 Bayway Refinery (Brock Industrial Services)
  - Phillips 66 Borger Refinery
  - Phillips 66 Lake Charles Complex
  - Phillips 66 Sweeny Complex
  - Rubicon Geismar Plant
  - Total Port Arthur Refinery
  - Valero Ardmore Refinery
  - Valero Houston Refinery
  - Valero Port Arthur Refinery
  - Valero St. Charles Refinery
  - Valero Texas City Refinery
  - Valero Three Rivers Refinery
  - Westlake Chemical Lake Charles
  - Westlake Chemical Natrium West Virginia

**Association of Builders and Contractors**
- ABC STEP Diamond Award
  - Central Florida Chapter
  - Greater Houston Chapter
  - Pelican Chapter
  - Texas Coastal Bend Chapter
  - Texas Gulf Coast Chapter
  - Texas Mid Coast Chapter

**Greater Baton Rouge Industry Alliance**
- Safety Recognition Award

**Gulf Coast Safety Council**
- Innovation Award
- Specialty Large Contractor Award

**Chevron Refining**
- Chevron Salt Lake City
  - Chevron’s Contractor Gold Award
Josh Caron received the Robert F. Parenti Individual Achievement in Safety Award from Utah Safety Council President, John C. Wojciechowski

Houston Business Roundtable
- Mentor - Specialty Contractor Soft Crafts Large

Three Rivers Manufacturers' Association
- Gold Award
  - Brock Services
  - Brock Industrial Services
- Meritorious Award
  - Brock Services
  - Brock Industrial Services

Contractor Safety Council of the Coastal Blend
- Safety Excellence Award
  - BASF Bishop
  - Celanese Bishop
  - CITGO Corpus Christi
  - INVISTA Victoria
  - LyondellBasell Corpus Christi
  - Valero Three Rivers
  - Voestalpine Texas

Safety Council of Southwest Louisiana
- Specialty Contractor Best in Class
- Specialty Contractor Gold

Northwest Indian Business Roundtable
- Contractor Safety Award (Brock Industrial Services)

Golden Triangle Business Roundtable
- Finalist Award
  - ExxonMobil Beaumont Refinery
- Meritorious Award
  - Dow Orange

Dow Chemical Freeport
- Best in Class Award
- Safety Excellence Award

Phillips 66 Bayway Refinery
- Craftsperson of the Year
  - Mike Craftsmen of Brock Industrial Services
- Contractor of the Year
  - Brock Industrial Services

ExxonMobil
- 2018 Shining Star for Outstanding Commitment and Contributions to BTCX’s Journey to LPS Excellence
- 2018 Outstanding Safety Performance and Achieving the Goal of "Nobody Gets Hurt" Outstanding overall safety performance One Million Exposure Hour Category

ExxonMobil Baytown
- Safe Operation Index Gold Medal Award
- Excellence in Safety Performance
  - Outstanding overall safety performance One Million Exposure Hour Category

National Maintenance Policy Agreements Committee
- Zero Injury Safety Award
  - BP Whiting
  - Citgo Lemont
  - Procter & Gamble Lima
  - PSEG Bridgeport

Utah Safety Council
- Perfect Record Award
- Seatbelt Safety Award
- Robert F Parenti Individual Achievement in Safety – Josh Caron
**ONBOARDING**
The Onboarding Program at Brock prepares employees within their role and ensures proper behavioral attitudes are developed early to maximize new employee success.

**TRAINING**
Brock’s Training Model provides capable and proficient personnel to our customers and ensures safety is addressed and developed early.

**HAZARD RECOGNITION**
The Hazard Recognition Program helps prevent incidents and utilizes assessments, subject matter expertise, and formal control measures when high-risk activities have been identified.

**MEASUREMENT**
Brock surveys, tests, reports, audits, and completes field engagements to measure the performance results of each employee.
Brock HSE Core Elements System

The Brock HSE Core Elements System is a comprehensive safety process integrated into Brock’s core business model. Because most operations focus on staffing, training, and equipping the soft-skilled labor force, the HSE Core Elements System is built around that business cycle. The core elements system includes a defined organizational culture, a process for hiring and training new employees, a comprehensive hazard recognition program, and a program to measure the results. This integrated system provides a full-spectrum approach to improving human performance. With this model, Brock is able to include additional HSE requirements depending on the client specification, local regulations, and task requirement, so that the company HSE model can be effective for job sites of any size across a variety of service offerings. This section details the system elements.

Bsafe

Safety cultures consist of shared beliefs, practices, and attitudes that exist across an establishment. The Bsafe culture is the culmination of all we do to ensure Zero Harm. Measures include promoting an atmosphere to create beliefs and attitudes that shape behaviors, focusing on a positive impact, and fostering a culture of respect and caring.

The Bsafe culture brings all levels of our organization together to work on common goals that everyone holds in high value and will strengthen the organizational culture. It encourages everyone to feel responsible for safety and pursue it on a daily basis. It also encourages everyone to go beyond “the call of duty” to identify unsafe conditions and behaviors, and then intervene to correct them. Our Bsafe culture drives an attitude of caring and fortifies our belief that ZERO is an attainable goal.

Bsafe Rules for Life

Bsafe Rules for Life is at the heart of our safety vision and the result of our ongoing commitment to safety. These rules are used to mitigate risk and reduce potential injuries, and are intended to supplement and support existing company management systems, programs, and policies.

Bsafe Rules for Life focus on modifying worker and supervisor behaviors in the workplace by raising awareness of activities that are most likely to result in catastrophic events. Such activities include: falls, permit violations, isolation of energy sources, confined space entry, disabling safety devices, use of drugs and alcohol, working under suspended loads, and a willful lack of intervention. We all have a responsibility to comply with the Bsafe Rules for Life and to personally intervene if we feel others may be working unsafely.

Our Bsafe Rules for Life have a zero tolerance enforcement and underpin our safety values and vision. Compliance is required by everyone, whether office based or on the front line.

Bsafe Commitment

The Brock Bsafe commitment is the personalization of the company’s commitment to achieving zero harm at the worksite. Brock believes every individual deserves a culture of respect and caring. Therefore, as a company we commit to:

- Making safety personal
- Always intervening
- Taking pride in quality work
- Committing to HSE core elements
- Achieving operational excellence
- Being a HERO by “Helping Everyone Reach ZERO” through intervention

These are guiding principles which serve to support every decision made in the company at all levels. They are an expectation of performance and are inherent to what we do.

CARE Program

We want our employees to be able to focus at work as life continues outside the work environment. To help our employees deal with problems that life can present, we offer counseling...
service with a CARE (Caring and Respecting Everyone) Representative that is available to all employees 24/7. The services provided include: assisted guidance with family, substance abuse, depression, and emotional and spiritual questions and concerns. CARE Representatives regularly schedule visits to worksites and numbers are posted to call between visits. The confidentiality of using the CARE Program service promotes employee involvement and pro-active assistance makes this program a successful benefit to our employees.

Bsafe HERO
We have all heard the word “hero” from time to time, but have you ever asked yourself “What is a hero?” Is a hero someone we admire, respect, and look up to, or is a hero someone with “super powers”?

While there are many interpretations of what a hero is, Brock considers a Bsafe HERO to be someone who transforms respect and caring into heroic actions. It takes more than random acts of kindness to make a Bsafe HERO. It requires acts that are very distinct and direct; a hero is a person who intervenes.

Brock believes that everyone has the power and ability to be a Bsafe HERO. We may not have super powers like X-ray vision or super strength, but we all possess the personal qualities of respect and caring, which are the greatest attributes of all superheroes. Those qualities make our workforce a League of Heroes and fosters a work environment of ZERO Harm, ZERO Quality Defects, and ZERO Rule Violations.

Best Foot Forward
In general, slips and trips occur due to a loss of traction between the shoe and the walking surface or inadvertent contact with a fixed or movable object. Walking is considered routine however, the risk of injury is high. Although we naturally place as much “regular” or “routine” things we do under autonomic control, we must stay aware of what is around us when we are moving about. This Emphasis helps employees to put their “Best Foot Forward” focusing on the elimination of hazards related to walking/working surfaces.

OSHA VPP
The OSHA Voluntary Protection Program (VPP) promotes effective worksite-based safety and health. By participating in VPP, management, labor, and OSHA establish cooperative relationships at workplaces that have implemented a comprehensive safety and health management system. Approval into VPP is OSHA’s official recognition of the outstanding efforts by employers and employees who have achieved exemplary occupational safety and health.

As a company, we have decided to pursue VPP status because meeting the minimum expectations is not sufficient; we continuously seek to excel and be the best of the best. With this goal in mind, we structured our safety and health management programs to go above and beyond any regulatory or industry expectations. A jobsite that is adequately applying our safety and health programs is already prepared for the rigorous auditing required in the VPP process. The thought process and commitment to VPP allows us to meet our expectations and the high expectations of VPP.

Corporate Recognition Program
Reinforcement of safety performance should be positive, proactive, and designed to help employees understand when, where, and what forms of safety behaviors are expected. Recognizing and rewarding employees for compliance with safety protocols, successful progression, and achievement towards their safety goals is one way to develop and, more importantly, reinforce an organizational norm that working safely is valued and expected.
We, as a company, have developed a structured program with a clear path to success through all levels of the corporation with recognition at the individual, site, corporate level, and, finally, with a Presidential Recognition from our CEO. The required criteria are in the form of well-defined safety goals, regular feedback, goal reinforcement, and clearly outlined recognition paired with specific behaviors or outcomes.

We believe that a strong commitment to safety will result in lower accident and injury rates that will consequently derive benefits in terms of reduced absenteeism, turnover, workers’ compensation expenses, and increased employee morale and productivity.

Simply put, recognizing employees with exceptional safety performance improves the overall effectiveness of our health and safety well-being.

**Bsafe**

**Onboarding**

Brock will hire approximately 25,000 new employees every year as projects and turnarounds start and conclude. Therefore, a major component of safety success is new employee success. In addition to annual training, the new employee pipeline includes at a minimum:

- Pre-employment Screening
- Background Screening
- OSHA orientation training
- Brock HSE training
- Site specific HSE orientation training
- Short Service Worker Mentorship Program

This process prepares employees to join the Brock team within their role and ensures appropriate behavioral attitudes are developed early. Most importantly, it assigns a mentor to each new employee to ensure those team members get individualized feedback and support.

**Short Service Worker**

Having recognized that personnel who are new to the company or facility/work site are more susceptible to being involved in a work-related incident, Brock has developed a Short Service Worker Program to provide safety knowledge and assistance to new personnel. From the moment someone becomes a Brock employee, that person is supported with the transition into Brock’s proactive Bsafe culture by entering the Short Service Worker Program. This program pairs new employees with experienced employees that serve as mentors to help new employees understand both company and client safe work practices and expectations.

Unlike most short service worker programs, the Brock Short Service Worker Program includes delivery of training material through handbooks that increase efficiency, establish mitigation plans for sudden increases in personnel, and provide for better accountability.

The handbooks also provide standardized discussion topics for new hires and mentors that:

- Complement the orientation and compliance programs
- Introduce the new employees to the company and facility/work site
- Provide ongoing learning opportunities in the site standards
- Instill in each new employee a firm understanding of our safety expectations

**Supervisor Onboarding**

Having the right people lead a workforce is important. That’s why we ensure each supervisor has the skills, training, and capabilities necessary to direct and inspire our workforce to meet goals that drive the Bsafe culture. Supervisor onboarding defines leadership roles and responsibilities and enhances the group skills necessary for working with and leading others. Training also teaches our supervisors applied problem solving techniques, analysis of personal performance, and effective goal setting practices. Each of these skills is a critical element that enables our supervisors to be successful in making our employees and the company successful.
The average employee completes over 120 training topics in a given year. This effort represents a massive organizational undertaking across a variety of training locations, venue types, and training content. The training model provides qualified and competent personnel to the customer and ensures safety is addressed early and developed into operations. Training subjects include:

- Craft Training – Scaffolding, Insulation, Coatings, TSA, Lead, DOT Training, Asbestos
- OSHA Compliance Training
- Human Resource Training (i.e. Preventing Harassment, Substance Abuse, etc.)
- Leadership and Management Training
- Brock HSE focus areas
- Client training requirements such as LPS®

Most training evolutions are validated through testing and hands-on demonstration. Brock utilizes a full suite of training and certification curricula developed through the National Center for Construction Education and Research, the Scaffold Access and Industry Association, and the Industrial Scaffolding Committee. Additionally, Brock has developed in-house curriculum for each of its primary service offerings.

**Breaking the Trend (BTT) Series**

The ability to identify safety trends is important to the success of a company, but only if action is taken to address and correct those trends. Breaking the Trend is a tool that has been developed and employed as a campaign to spread awareness and attack trends that are recognized in our company and industry.

Initially developed in 2011, Breaking the Trend is an evergreen training series that focuses on current incident trends. This training is developed annually and provided over a two or four-week period. Deployment is synchronized companywide during a designated Breaking the Trend month. Modules have included Stop the Drop, Protect Your Hands, Building a Safety Culture, Walking/Working Surfaces, Working at Heights, Stop the Drop 2.0, and Line of Fire.

Each module requires employee involvement at all levels and encourages open dialog and problem solving between employees, supervision, and management, which we believe are important elements in helping to develop a safe workforce. After all the material of the module has been presented to the employees, a knowledge check is completed to ensure the content is comprehended and retained.

**BTT: Stop the Drop**

Handling materials and working with tools is a substantial part of the work we do as a company, and a majority of that work is done at heights. Within our industry, dropped materials and tools present a high exposure to potentially serious incidents.

In response to this potential hazard, we developed and implemented the Stop the Drop Module as part of our Breaking the Trend Program to proactively address this concern. Stop the Drop is a four-week module focused on the potential for injury due to dropped and falling objects, as well as the elimination and control measures needed to mitigate those hazards.

This module encourages employee participation and open dialog with supervision through topic-specific tailgate safety meetings and incident case studies. After all the material of the module has been presented to the employees, a knowledge check is completed to ensure the content is comprehended and retained.

By educating each employee about the possibility of falling objects and how to mitigate that risk, employees are prepared and given the tools they need to prevent potential falling object hazards. They are able to “Stop the Drop.”

**BTT: Protect Your Hands**

While working, we place our hands at risk hundreds of times each day and expose them to injuries each time we use them. To aid in hand injury awareness, identify the risk of working with our hands, and demonstrate how to mitigate those hazards, we developed...
implemented the Protect your Hands Module as part of our Breaking the Trend Program.

Protect your Hands is a two-week module that focuses on the potential for injury to your hands when working, how to identify hand hazards such as pinch points, sharp edges, material handling, line of fire, and the elimination and control measures needed to mitigate those hazards.

This module encourages employee participation and open dialog with supervision through topic-specific tailgate safety meetings and incident case studies. After all the material of the module has been presented to the employees, a knowledge check is completed to ensure the content is understood and retained.

**BTT: Walking/Working Surfaces**

Slips, trips, and falls cause 15% of all accidental deaths, second only to motor vehicles in the number of fatalities. Statistics show that the majority (66%) of falls happen on the same level resulting from slips and trips. To reduce injuries from same level falls, we implemented the Walking/Working Surfaces module as part of our Breaking the Trend program.

In this two-week module, we examine hazards and proven mitigation steps for falls due to slips, trips, housekeeping, stairs, ladders, changes in elevation, and other less than ideal walking surfaces.

This module encourages employee participation and open dialog with supervision through topic-specific tailgate safety meetings and incident case studies. After all the material of the module has been presented to the employees, a knowledge check is completed to ensure the content is understood and retained.

**BTT: Working at Heights**

Each day our company is required to work at heights building scaffolds, applying coatings material, abating asbestos, reinsulating equipment, and many other situations. Working at heights exposes our employees to falls, a major cause of workplace fatalities.

To proactively prevent falls, we have developed and implemented our Working at Heights module as part of our Breaking the Trend program. The Working at Heights module is a four-week training focusing on the potential of falls, the possible devastating outcome, and the control measures needed to mitigate those hazards.

This module encourages employee participation and open dialog with supervision through topic-specific tailgate safety meetings and incident case studies. After all the material of the module has been presented to the employees, a knowledge check is completed to ensure the content is understood and retained.

By educating each employee about the potential of falls and how to mitigate the hazard, they have the opportunity and the tools they need to possibly save a life.

**BTT: Line of Fire**

We often work in close proximity to hazards in the work environment and the last thing we want to do is put ourselves in a position to be injured by those hazards. Unfortunately, it can be an easy and unforgiving mistake to make. Lack of knowledge and understanding can consequently hinder us and, before you know it, you are centered in the cross-hairs of a dangerous hazard.

To proactively prevent Line of Fire injuries, we have developed and implemented our Line of Fire module as part of our Breaking the Trend Program.

The Line of Fire module is a four-week training focused on the injury potential when in the line of fire and the control measures needed to mitigate those hazards. This module encourages employee participation and open dialog with supervision through topic-specific tailgate safety meetings, incident case studies, and a knowledge check.

By educating each employee about line of fire hazards and how to mitigate those hazards, they have the ability and the tools to identify, correct, and stay out of the Line of Fire.
Having realized the success of the Stop the Drop Module, we revitalized the module to gain further educational opportunity and introduced Stop the Drop 2.0 “Get a Grip” to our Breaking the Trend Series. This module underpins the topics from the original, while presenting topics and technology such as advanced gripping gloves, communication verifications, and detailed material manipulation, which aids us in taking the prevention of dropped objects to the next level.

The Stop the Drop 2.0 “Get a Grip” Module is a four-week module focusing on dropped object causal factors and the control measures needed to mitigate them.

This module encourages employee participation and open dialog with supervision through topic-specific tailgate safety meetings, incident case studies, and a knowledge check.

By educating each employee about the causal factors of dropped objects and how to mitigate that risk, employees are prepared and given the tools they need to “Get a Grip” on potential dropped object hazards.

BTT: Stop the Drop 2.0

Stop the Drop was the first module created and implemented as part of our Breaking the Trend Series. This module addresses the subject of dropped tools and materials by focusing on topics such as housekeeping, barricades, and the mechanics of dropped objects.

BTT: Inspect What You Expect

“Inspect what you Expect” is an idiom that applies equally to employees, supervisors, managers, and executives. This concept describes key, specific behaviors that ensure work is done safely and properly. In business, leadership inspects as part of their risk management and quality assurance. Without proper inspection methods, even successful leaders experience how quickly things can go wrong. For Brock to reach operational excellence, it is an important principle of success, to inspect what you expect, and to do it the right way.

Inspection should not be performed like an audit or a check-and-balance task. This practice encourages leadership to embrace our most essential resource, our employees, with respect and caring as expectations are studied.

BTT: Hazardous Environments

Hazards exist in our environment, but when the hazard is the environment, we must be prepared. Many of the areas we work in are subject to dangerous weather conditions. Extreme weather can cause emergency conditions and situations to develop on any job site, anywhere, and during any part of the year. The Hazardous Environments Emphasis will focus on hazards created by the weather, identifying those hazards, and applying the mitigation steps to protect property and life.

BTT: Overexertion

It can be easy to overexert yourself while performing labor intensive tasks. A pulled muscle or strained ligament can be a serious injury and we want to provide all the tools necessary to keep our employees safe. This Breaking the Trend module emphasizes the potential for injury from overexertion while performing work related tasks. The two-week program discusses awareness of overexertion situations and suggestions of how to make the right decision to prevent these types of injuries. This module encourages employee participation and open dialog with supervision through topic-specific tailgate safety meetings and incident case studies. After all the material of the module has been presented to the employees, a knowledge check is completed to ensure the content is understood and retained.

BTT: Driver and Vehicle Safety

Every 12 minutes someone dies in a motor vehicle crash, every 10 seconds an injury occurs and every 5 seconds a crash occurs. Many of these incidents occur during the workday or during the commute to and from work. The
The elements of the Hazard Recognition Plan are as follows:

- **PAUSE Process (“Pause, Assess, Understand, Share, and Execute”):** is a brief, mental risk assessment used before any job or when there is a change on the job site. The overwhelming majority of all job site accidents can be prevented with an effective “PAUSE.”

- **SHARP Card (Safety Hazard Analysis and Recognition Plan):** is an individual pre-task analysis conducted by each crew member to identify hazards that are specific to their task. The SHARP card helps to identify proper PPE, contains a water log, and includes a scoring scale to help encourage mentorship.

- **L-JSA (Library Job Safety Analysis):** L-JSAs are pre-populated documents which outline key, specific risks of a given task, regardless of the setting. L-JSAs are completed by subject matter experts and used as a reference during pre-job analysis by all crews.

- **C-HAP (Critical Hazard Analysis Plan):** The C-HAP provides formal supervisory control measures when a critical or high-risk activity has been identified. This process ensures that a senior supervisor is reviewing the hazard plan, permit, and all other aspects of the task plan to provide appropriate oversight and support during these particular activities.

**Hazard Recognition**

Recognizing and mitigating or eliminating hazards is the foundation of safe work. One of the best ways we can protect our co-workers is to strengthen their hazard perception skills by training them to recognize existing and potential hazards. As part of our Bsafe culture, we have committed ourselves to the belief that all accidents can be prevented. Knowing this, we have developed many tools just for the purpose of preventing accidents, to make sure we all go home safe and healthy every day. When it comes to safety at work, it’s entirely possible to identify hazards and fix them before something unfortunate happens. Helping develop safe work habits that are consistently reinforced can help us become aware of our actions and work safely. The Hazard Recognition emphasis will focus on how to identify hazards and how to mitigate hazards when found.

**BTT: Building a Safety Culture**

Having a strong safety culture is paramount to the success of any business and to all employees. Implemented as part of our Breaking the Trend Program, the Building a Safety Culture module was designed to change employees’ way of thinking and challenge them to think about how attitude, values, consciousness, personal factors, and personal choices affect not only themselves, but their co-workers and families as well.

In this two-week module, we explore the elements that form a culture and how those elements are affected by attitude and behavior. We study the success of a safety-minded culture can bring and the deltas created when safety is not part of a company’s culture. This module encourages employee participation and open dialog with supervision through topic specific tailgate safety meetings and incident case studies. After all the material of the module has been presented to the employees, a knowledge check is completed to ensure the content is understood and retained.
**PAUSE**

As a mental awareness check, Brock’s PAUSE Process provides our employees with a tangible identifier that is worn visibly by all employees. This identifier is a constant reminder to “Pause” any time risks appear and to address any hazards present.

As part of our Bsafe Culture, employees are expected to continuously keep the PAUSE Process in mind. Everyone should “Pause” before starting a task or anytime risks arise, “Assess” the hazards by scrutinizing each aspect of the task at hand, “Understand” the cause and effects of the hazards and take the actions necessary to prevent those hazards. Employees should then “Share” any findings that may have adverse or undesirable effects on co-workers or others in the immediate area. Once the necessary precautions are complete, the final step is to “Execute” the task.

**Pre-Job Plan**

Hazard Analysis Plans (HAP) are used to identify potential workplace hazards and promote employee participation in pre-job planning at the front line of our operations. HAP is a tool that provides a consistent pre-job safety analysis execution and offers the structure to control those hazards via employees clearly defining mitigation procedures for the successful control and elimination of each hazard.

**Planning**

The Bsafe culture requires employee safety to be integral to all we do. Some may believe that safety planning starts each morning or before each work shift begins; however, we believe that a safe mindset should always be present, including at the bidding stage of the work. By integrating HSE execution plans at the bidding stage, we are able to identify and address any critical tasks, equipment, material, and training needs early, allowing effective and proactive actions to be taken to address any concerns. HSE execution plans support employee safety from the onset of a project, ensuring safety is a value intertwined with all other aspects of our performance.

**Hazard Concerns Reporting**

Everyone’s concerns are important and we want to be aware of them. By utilizing our workforce to provide information on the health of our HSE processes and work environment, we are able to mitigate concerns and gauge the effectiveness of our programs. Employees are encouraged to report hazards or concerns and are provided a means to do so anonymously. Reported hazards or concerns are documented and tracked to closure, with the data used to identify potential trends. We emphasize the importance of providing employees with feedback on their issues and concerns because each member of the team is a major part of the success of our safety program. To accomplish this, employees are notified of actions taken to resolve their concerns.

**Hazard Recognition Program (SHARP)**

Recognizing hazards is essential for our ability to work with Zero Harm to ourselves and others. The desire to provide a system that allows for an improved opportunity to recognize hazards has led us to reinvent our hazard recognition program with a focus at three levels: Job Safety Analysis (JSA), field-level risk assessment, and a critical hazard action plan.

Each JSA has been developed by subject matter experts to address specific hazards associated with the tasks allied with each craft. These JSAs will be a reference for each employee as they complete a Safety Hazard Analysis Review Plan or SHARP Card.

The SHARP card is a field-level risk assessment that is required to be completed by each employee before beginning work. While the JSAs address hazards that are related to the task as a whole, the SHARP card requires employees to analyze the hazards for their own tasks and work location.

Additionally, the SHARP card contains a Critical Hazard Index that identifies specific potential safety issues. If a critical hazard is identified, all work must stop and a Critical Hazard Action Plan will be completed.

A Critical Hazard Action Plan is completed by the supervisor and addresses the elimination or control measures of the critical hazard. It also requires review for approval by an additional supervisor before work may resume.
Each process within the Brock Core Elements System is measured to validate and continuously improve end results. Brock surveys, tests, reports, audits, and completes field engagements to measure the performance results of the individual. Last, Brock utilizes the HERO Observation Program, which promotes the involvement of supervision and employee observation.

- Promote a proactive attitude
- Sharpen observation skills and hazard recognition
- Track and trend results
- Feedback given to all levels for continuous improvement goals
- Provide timely and actionable feedback

The HERO Observation Program validates process effectiveness and better identifies leading indicators to HSE performance.

**HSE Key Performance Indicators (KPI)**

Consistent analysis of the health and safety performance of our company provides a road map of our journey. Using lagging indicators in conjunction with leading indicator tools is an effective method of identifying paths forward when addressing target areas and developing a clearly defined plan for reaching our goals and continuous improvement efforts. Incident charting/trending and comparison to regional and company-wide data allows us to identify areas of company health, safety, and environmental concerns that affect our employees and our company.

Our Incident Management process focuses on a hurt based, Zero Harm safety culture, and identifies both the actual and potential injury level of all our leading and lagging indicators. With the utilization of incident management software, RegAction, our process has streamlined incident resolution work-flows, and has brought our trending ability of incident elements to a “real time” environment. Capturing this vital information allows everyone in the organization to see the incident mitigation processes with more clarity.

The use of this process has given us an added advantage of identifying current and future incidents that fall into the same classification and/or severity level. Our incident management software simultaneously captures leading indicators such as Hazard Analysis Plans, Daily Safety Observations, Quarterly Audits, Hazard Concern Reporting, and Behavioral Observations, the combination of which offers an opportunity to proactively predict safety trends and change undesired behaviors or conditions before negative consequences arise. This process also helps to prevent incidents by identifying and analyzing root cause patterns and incident resolution bottlenecks that should be optimized.

A complementary benefit of the application is its ability to subscribe to organization-wide reporting standards that allow multi-site stakeholders to see incident compositions across their job sites, reinforcing the corporate commitment to HSE goals.

**Management Safety Audits (MSA)**

Our effective auditing program provides a structured, blame-free method of proactively identifying and eliminating hazards. An organized quarterly audit is performed at each of our work locations by site and project management in conjunction with HSE personnel. This audit is an element within our safety program that evaluates each site’s compliance with company, customer, and regulatory requirements. Observations and discrepancies are documented, shared, and tracked to completion if it is not possible to correct those discrepancies immediately.

Management Safety Audits are performed by upper levels of the HSE team. In addition to assessing administrative, training, and workplace conditions, MSAs focus on corrective actions progress documented from previous audits.
RCA/Incident Reporting

Utilizing a systematic approach to identify root causes and contributing causal factors of undesired consequences makes it possible for us to reveal opportunities to prevent repeat failures.

Incident investigation allows us to learn from incidents and communicate the lessons learned to both internal personnel and other stakeholders. Depending upon the depth of the analysis, this feedback can apply to the specific incident under investigation or a group of incidents sharing similar root causes at other locations or industry wide.

Timely reporting of all incidents, no matter how minor, coupled with thorough investigations, provides the ability to gain important feedback by identifying and addressing the root cause and contributing causal factors of equipment failures and personnel errors. Investigation results allow leveraged solutions to be developed and implemented, which reduces the frequency and/or consequences of entire categories of incidents.

HER0 Observation Program

A team willing to help others prevent all harm is the HER0 challenge. Seeking to help others, intervening, and striving to achieve safety excellence are the Helping Everyone Reach Zero principles. If each employee realizes how their behavior affects their safety and the safety of their co-workers, the level of workplace safety can increase significantly. The HER0 Observation Program is designed to promote supervisor and employee involvement in recognizing mental focus, safe work behaviors, and the responsibility to intervene.
2020 Corporate HSE Initiatives

**January: Bsafe Recommitment**

Employees are joined by Operational and Executive leadership to begin the year with a recommitment to the Bsafe culture.

- Month Long Emphasis
  - Leadership participates in the onsite recommitment to the Bsafe culture

**Coordinating Instructions**

- Material Delivery: HSE Communications
- Method of Instruction: Safety stand down with Operational and Executive leadership for recommitment; otherwise completed with HSE Area Manager and Site Supervision.
- Reporting: HSE reports site completion

**February: Engaged**

When we as employees are engaged, we adopt the vision, values, and purpose of the company we work for. The Engaged Emphasis will focus on becoming passionate contributors and innovative problem solvers by being involved in the HSE process.

- Week One
  - Introduction
- Week Two
  - L-JSA and SHARP
- Week Three
  - HERO and WYOR
- Week Four
  - Hazard Recognition and Concern Reporting

**Coordinating Instructions**

- Material Delivery: HSE Communications
- Method of Instruction: Toolbox talks and open discussion
- Reporting: HSE will report completion status
March: Protect Your Hands
Hands and fingers are critical for our work and quality of life. They are exposed to potential injury perhaps more than any other part of the body simply because they are used so often. The Protect Your Hands Emphasis will emphasize and heighten awareness of the potential for injury and what can be done to mitigate those hazards.

- Week One
  - General Hand Safety
  - Gloves
  - Pinch Points
  - Cuts
  - Case Study
- Week Two
  - Punctures
  - Material Handling
  - Line of Fire
  - Guarding
  - Case Study
  - Knowledge check

Coordinating Instructions
- Material Delivery: HSE Communications
- Method of Instruction: Open discussion, toolbox talks, and employee involvement activities
- Reporting: HSE will report completion status

April: Hazardous Environments
The weather can impact safety on the job site by creating hazardous work environments. The Hazardous Environments Emphasis will focus on hazards created by the weather, identifying those hazards, and applying the mitigation steps to protect property and life.

- Week One
  - Weather and the Workplace
- Week Two
  - Heat, Hurricanes and Storm Readiness
- Week Three
  - Slippery Conditions: Rain, Ice, and Mud
- Week Four
  - Storm Readiness Inspection

Coordinating Instructions
- Material Delivery: HSE Communications
- Method of Instruction: Toolbox talks and open discussion
- Reporting: HSE will report completion status
May: Working at Heights

Because our work regularly requires us to work on elevated surfaces, fall prevention and protection must always be a priority for each of us. The Working at Heights Emphasis is a four-week discussion on actions that prevent accidents at heights.

- **Week One**
  - Introduction
  - The Anatomy of a Fall
  - Fall Restraint or Fall Arrest
  - Calculating Fall Distance
  - Case Study

- **Week Two**
  - 100% Fall Protection
  - The Hierarchy of Fall Hazard Controls
  - Correct Anchorage Points
  - Avoiding Swing Falls
  - Case Study

- **Week Three**
  - The ABCD’s Of Fall Protection Systems (Anchorage, Body Support, Connection, And Descent)
  - Horizontal Lifeline Use and Requirements
  - Vertical Lifeline Use and Requirements
  - Falls From Ladders
  - Case Study

- **Week Four**
  - Self-Retracting Lifelines
  - Warning Lines
  - Fall Protection In Aerial Lifts
  - Falls From Scaffolds and Avoiding Self-Set Traps
  - Case Study
  - Knowledge check

**Coordinating Instructions**

- Material Delivery: HSE Communications
- Method of Instruction: Open discussion, tool-box talks, and employee involvement activities
- Reporting: HSE will report completion status
June: Stop the Drop

When working at heights, dropped tools and other implements can pose a significant safety hazard. The objective of Stop The Drop is to prevent dropped objects by improving employee identification and mitigation of dropped object hazards.

- Week One
  - Introduction
  - Falling objects and deflection
  - Impact force
  - Communication techniques
  - Case study
- Week Two
  - Housekeeping
  - Proactive vs. Reactive
  - Roping Material
  - Object Placement
  - Case study
- Week Three
  - Stable Work
  - Pre-Job Hazard Analysis
  - Glove Choice
  - Line of Fire
  - Case study
- Week Four
  - Tool Hazards
  - Holes and Openings
  - Drop Zones
  - Review
  - Knowledge check

Coordinating Instructions

- Material Delivery: HSE Communications
- Method of Instruction: Open discussion, toolbox talks, and employee involvement activities
- Reporting: HSE will report completion status
July: Line of Fire

“Line of Fire” refers to the path an object or energy could potentially travel and is among the most dangerous hazards found in construction. This Emphasis focusses on protecting ourselves from falling objects, preventing objects from falling, identifying line of fire hazards, and how to mitigate them.

- **Week One**
  - Introduction
  - Falling Objects and Deflection
  - Material Handling
  - Objects with Roll, Slide or Topple Potential
  - Case Study
- **Week Two**
  - Hand Tools and Power Tools
  - Vehicles, Heavy Equipment and Rail
  - Pressurized Equipment and Hoses
  - Tension and Compression
  - Case Study
- **Week Three**
  - Overexertion
  - Complacency
  - Rushing / Being in a Hurry
  - Obstructions / Congested Areas
  - Case Study
- **Week Four**
  - Hand Placement
  - Wrong Tool for the Job
  - Lifting and Suspended Loads
  - Overhead Work
  - Case Study
  - Knowledge Check

**Coordinating Instructions**

- **Material Delivery:** HSE Communications
- **Method of Instruction:** Open discussion, toolbox talks, and employee involvement activities
- **Reporting:** HSE will report completion status
August: Bsafe Rules for Life

Because of the potential for catastrophic life consequences of not correctly following safe work practices, the Bsafe Rules for Life require 100% compliance from all employees. This Emphasis helps ensure all employees understand and adhere to the Bsafe Rule for Life at all times.

- **Week One**
  - Fall Protection
  - Work Permits
- **Week Two**
  - Energy Isolation
  - Confined Space Entry
- **Week Three**
  - Disabling Safety Device / Override Safety System
  - Drug & Alcohol
- **Week Four**
  - Working under Suspended Loads
  - Failure to Intervene

**Coordinating Instructions**

- Material Delivery: HSE Communications
- Method of Instruction: Toolbox talks and open discussion
- Reporting: HSE will report completion status
September: Safe Driving

The best way to reduce the risk of being involved in a motor vehicle accident is to practice safe driving behaviors. This Emphasis will introduce some basic rules that can establish safe driving behaviors, helping ensure everyone goes home safely.

- Week One
  - Introduction
  - Fleet Vehicle Safety
  - Vehicle Inspections
  - Types of Vehicles
  - Case Study
- Week Two
  - Distraction
  - Driving Behavior
  - Cargo Securement
  - Emergency Equipment
  - Case Study
  - *Knowledge check*

Coordinating Instructions

- Material Delivery: HSE Communications
- Method of Instruction: Open discussion, toolbox talks and employee involvement activities
- Reporting: HSE will report completion status

October: Hazard Hunt

Hazard identification is a fundamental element of managing risks in the workplace. When it comes to safety at work, it’s entirely possible to identify hazards and fix them before something terrible happens. During this month, we will focus on how to identify hazards, how to mitigate hazards when found, and embark on a Hazard Hunt exercise putting what we have learned to practice.

- Week One
  - Library JSAs (L-JSA)
- Week Two
  - Safety Hazard Analysis Review Plan (SHARP) Cards
- Week Three
  - Critical Hazard ActionPlans (C-HAP)
- Week Four
  - Hazard Hunt

Coordinating Instructions

- Material Delivery: HSE Communications
- Method of Instruction: Open discussion, toolbox talks and Hazard Hunt Exercise
- Reporting: HSE will report completion status
November: Best Foot Forward
It’s probably happened to most of us. That momentary lapse of attention, thinking about a personal problem, or distraction by an activity that ends in a slip or trip. This Emphasis helps employees put their “Best Foot Forward”, focusing on the elimination of hazards related to walking/working surfaces.
• Week One
  — Best Foot Forward: Introduction
• Week Two
  — Best Foot Forward: Eyes on Path
• Week Three
  — Best Foot Forward: Trip Hazard Inspection

Coordinating Instructions
• Material Delivery: HSE Communications
• Method of Instruction: Toolbox Talks and open discussions
• Reporting: HSE reports site completion

December: Personal Safety, Take it to Heart and Take it Home
The Bsafe culture does not stop at work; it is a culture and a belief that transcends the job site and impacts every part of our life both at work and home. The focus during December is taking safety to heart and taking it home.
• Week One
  — Safety and Your Tree
• Week Two
  — Home for the Holidays
• Week Three
  — Holiday Cooking Fires
• Week Four
  — Home Heating Safety

Coordinating Instructions
• Material Delivery: HSE Communications
• Method of Instruction: Toolbox talks and open discussion
• Reporting: HSE will report completion status
HSE Training Program

The HSE Training program was improved to provide Brock employees with a consistent training platform and reduce training redundancy. The HSE training transitioned to Computer Based Training (CBT) courses and Brock sites have the following options for administering HSE training:

- Through a local safety council
- Delivered on-site using prepared training course material that is available through Brock Academy
- Delivered on-site using prepared training course material that is available on the Brock HSE Share Point site

Module 1 - Bsafe Orientation
- Management Philosophy
- Safety & Health Policy Statements
- Intro to Management Employee Relations
- Safety Expectations
- Responsibility
- Safety Authority
- HSE Resources
- Performance Evaluations
- Employee Involvement
- Hazard Recognition
- PAUSE Process
- HERO Observation Process
- Stretch and Flex Program
- Bsafe Culture
- Bsafe Rules for Life
- Short Service Worker Program
- Voluntary Protection Programs (VPP)

Module 2 - Annual Training
- Hearing Protection
- Respiratory Protection
- Incident Management System (Notification)
- Emergency Preparedness
- Bloodborne Pathogens
- Fire Protection

Module 3 - General HSE Training
- Industrial Hygiene
- Sanitation Requirements
- Hydrogen Sulfide
- Hazard Recognition Program
- Work Permits
- Hazard Concern Reporting
- Pandemic Preparedness and Response
- Occupational Health Care Program
- Hierarchy of Hazard Controls
- Personal Protective Equipment
- Hazard Communication
- Process Safety Equipment
- Ergonomics
- Back Injury Prevention
- Corrective Action Guidelines
- Control of Hazardous Energy Sources
- Confined Spaces
- Electrical Safe Work Practices
- Hand & Power Tools
- Scaffolding General Requirements
- Walking and Working Surfaces
- Fall Prevention and Protection
- Fleet Driver Program

Module 4a - Supervisor 101
- HSE Program Audits and Inspections
- Hazard Correction Tracking
- Serious Critical Injury
- Incident Management System
- Preventative Maintenance
- Corrective Action Guidelines
- Project Specific HSE Execution Plan
- Training

Module 4b - Management 101
- Performance Measures
- Annual Objectives
- Subcontractor Safety and Health Program
- Recognition Program
- Pre Use Analysis
- Worksite Posting Requirements
- Recordkeeping
- Additional Regulatory Requirements
- Certified Professional Resources

Module 5 - Coatings Safe Work Practices
- Silica Safe Work Guidelines
- Abrasive Blasting Safe Work Practices
- Pressure Washing Safe Work Practices
- High-Pressure Water
- Paint Application Safe Work Practices

Module 6 - Scaffold Safe Work Practices
- Scaffolding General Requirements
- Supported Scaffold Erection Practices

Module 7 - Insulation Safe Work Practices
- Insulation Safe Work Practices

** All additional required training will continue to be delivered as needed using the former method of training.
### Bsafe Initiatives Monthly Focus Calendar

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<thead>
<tr>
<th>JULY</th>
<th>AUGUST</th>
<th>SEPTEMBER</th>
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<tbody>
<tr>
<td>Line of Fire</td>
<td>Bsafe Rules for Life</td>
<td>Safe Driving</td>
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<table>
<thead>
<tr>
<th>OCTOBER</th>
<th>NOVEMBER</th>
<th>DECEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazard Hunt</td>
<td>Best Foot Forward</td>
<td>Personal Safety, Take it to Heart, and Take it Home</td>
</tr>
</tbody>
</table>
Brock HEROs in the Community

Gift of Life 5K Ribbon Run Color Rush

Eastman Chemical Texas City, Career Day

Fort McKay First Nation Treaty Days

ABC Gulf Coast Chapter - Construction Expo for High Schoolers

Great Strides Walk, Cystic Fibrosis Foundation

ConocoPhillips Rodeo Run
Orange Shirt Day - The Bissell Centre Donation

Houston Tour de Cure

Toys for Tots ExxonMobil

McNeese State University, Petrochem Charity Event

39th Annual FunFest - Kingsport

Construction Careers Expo
The leader in safely building and supporting the world's infrastructure through collaboration and innovation.